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Study Project

PENTAGON DUTY - HEAVEN OR HELL?

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This paper compared and contrasted civilians views in the business world about corporate headquarters duty with that of Army officer views about the Pentagon. The research showed that civilians view corporate headquarters duty as career enhancing and will move there if offered the opportunity. This contrasts with Army officers, many of whom avoid, retire or separate rather than accept a Pentagon assignment. Those officers who view the Pentagon as career enhancing are more likely to accept assignment there and to view the assignment as positive. The research also showed that the reality of Pentagon assignments are long hours, low morale, and more importantly no sense of accomplishment. The research also showed that assignment to the Pentagon is not necessary for promotion to LTC or COL reinforcing a belief that most Pentagon jobs are not career enhancing. Separation from troop assignments may cost the officer competitiveness for promotion and battalion command selection. This paper shows that the Army pays a high price for negative perceptions about Pentagon duty. Additional research should be funded to validate this research and to recommend ways to improve Pentagon career benefits.

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PENTAGON DUTY - HEAVEN OR HELL?

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### Abstract - Pentagon Duty Heaven or Hell?

This research paper used questionnaires and interviews to find out civilian attitudes in the business world toward work in the corporate headquarters. Active Army officer views of duty in the Pentagon were also researched and results were compared and contrasted.

Most civilians feel positively about work in the corporate headquarters. They feel selection for corporate headquarters is a sign of success, exceptional past performance and future potential. Civilians have many of the same concerns as the military about life in metropolitan areas (commute, high crime, cost of living, quality of life). However, unlike many military, civilians believe the benefits of duty in the corporate headquarters outweigh the disadvantages.

Research results revealed that many negative perceptions officers have about the Pentagon are based on fact, not myth. For many officers the hours are long, the environment poor, the commute long and, most important, the sense of satisfaction missing. Most officer respondents feel selection for assignment to the Pentagon is not a sign of success nor does it enhance their careers.

For many officers the problems outweigh the benefits and they actively avoid duty in the Pentagon. Over 90% of the military respondents know officers who avoided duty in the Pentagon and many know officers who retired or separated rather than work in the Pentagon. This loss of experienced officers represents a tremendous cost to the Army.

The single strongest trend discovered during this research is the correlation between career enhancement and all other factors associated with the Pentagon. Those officers who feel negatively about career enhancement and the Pentagon feel more negatively about other aspects of duty in the Pentagon.

Interviews with general officers and assignment officers combined with the questionnaire results reveal that a Pentagon assignment is probably not career enhancing for most action officers. One reason is the separation from troops during critical career periods. While a tour in the Pentagon may be necessary for officers hoping to make general officer, it is not necessary for officers to make lieutenant colonel or colonel.

This research shows the Army pays a price for the negative perceptions of its officers. Further, the research clearly shows a correlation between attitudes about career enhancement and other factors associated with the Pentagon. Additional research should be funded to validate this research and to recommend ways to improve the career benefits of working in the Pentagon.

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## INTRODUCTION - PENTAGON DUTY HEAVEN OR HELL?

This research paper explores the validity and consequences of the thesis that many Army officers view Pentagon duty negatively and avoid that duty at significant professional cost. If true, this negative view costs the Army valuable leadership and management expertise when officers retire or separate from the Army to avoid Pentagon duty. Material was collected on civilian attitudes toward their corporate headquarters in the business world and on Army officer attitudes about duty in the Pentagon. This material was analyzed to compare and contrast their attitudes. Civilian and officer attitudes were examined to determine if significant differences exist between the two groups. When differences were found, potential explanations for those differences are provided.

The most dramatic findings show that Army officer perceptions depend significantly on whether the officer thinks Pentagon duty is career enhancing. Just over 50% of responding officers feel Pentagon duty is career enhancing. For those officers, negative aspects of Pentagon duty, like long hours, are less negative; and positive aspects, such as job importance, are more positive. In contrast to Army officers, almost all civilian respondents feel duty in the corporate headquarters is career enhancing.

## **METHODOLOGY**

Research material for this paper was obtained through questionnaires and interviews. A total of 181 questionnaires was distributed to Army officers in the Pentagon and the Army War College. Respondents returned 136 (75%) questionnaires. Questionnaires were distributed to 49 civilians. Of these, 42 or 86% were returned. Data from the questionnaires was analyzed using frequency distribution, analysis of variance, and Chi<sup>2</sup>. Interviews with general officers supplemented information from the questionnaires.

## **PENTAGON DUTY - MYTH AND REALITY**

What is it about the Pentagon that inspires negative attitudes and perceptions? Much more than just a building, the Pentagon houses the National Military Command Center in the Joint Chiefs of Staff section. The "war room" provides direction, control and management of U.S. forces worldwide during states of high emergency or war.<sup>1</sup> Major General (Ret) Perry M. Smith describes the Pentagon this way, "The Pentagon is a vibrant city, a unique subculture, a way of life."<sup>2</sup> Over 23,000 employees work there daily, over one million pieces of mail flow through the Pentagon each month and over 200,000 calls come in each day.<sup>3</sup> The level of activity is tremendous, continuous and affects the U.S. and the world. The value and visibility of the work leads to long hours and high levels of stress.

President Franklin Delano Roosevelt chose the site and it was first occupied on 29 April 1942. The Pentagon walls contain three times the space of the Empire State Building. The building occupies 34 acres with the total complex occupying 583 acres. There are 67 acres of parking, 17.5 miles of corridors and 100,000 miles of telephone cable in the Pentagon.<sup>4</sup>

MG Smith says the myth is 14 hour work days while the reality is 8 to 10 hours (although some staffs like the Army Office of the Deputy Chief of Staff for Operations work longer). According to MG Smith, other myths are that everybody hates working in the Pentagon and "bosses" ride a good horse to death.<sup>5</sup> MG Smith does not believe that the Pentagon has to be or should be a bad assignment. Mr. Hasenauer says, in SOLDIERS magazine, that much of the Pentagon's notoriety stems from misconceptions. As a result of these misconceptions, he states that "no one in his right mind wants to be assigned to the Pentagon..."<sup>6</sup> Like MG Smith, Mr. Hasenauer feels that the Pentagon is and should be a good place to work. In his "Reflections of a Pentagon Staff Officer," Andrew Pawlowski states that his assignment to the Pentagon was rewarding and worth the effort.<sup>7</sup> Are active Army officer perceptions about the Pentagon inaccurate myths?

There is no doubt that the Pentagon's working environment is less than ideal. Today, over 50 years after construction, the building is in a general state of disrepair. The walls are cracked, the rooms are drab and do not have windows. The average action officer shares a small cubicle with three other officers,



a major change for the worst from the officer's last assignment. Congress recently approved a multi-million dollar, multi-year renovation project; however, until completed, the disruption caused by this major project will contribute to the negative aspects of the Pentagon.

Results of the Army questionnaires and the interviews with general officers indicate that many "myths" are reality. Many problems associated with the Pentagon are real and have a negative affect on officer attitudes and morale. The general officers interviewed were unanimous, Pentagon assignments are important to the Army and to action officer education. The generals see real difficulties with Pentagon duty. Good leadership at the directorate and staff levels can relieve, not eliminate, problems. Duty in the Pentagon is not fun, especially for officers used to line and field soldier duty. Long hours, including daily commute, play havoc with quality of life and family relations. Pentagon duty includes working with bureaucracy, politics, hidden agendas, layered approval processes, and a seeming priority of form over substance that reduces enjoyment of the work. Other problems include short suspenses and an insatiable desire for information. The glum faces in the hallways show that morale in the Pentagon is low. One general said life becomes a series of get up - work - sleep - get up - work - sleep. Another said for the first time in 35 years, he does not enjoy going to work.

These generals feel Pentagon duty is of questionable value

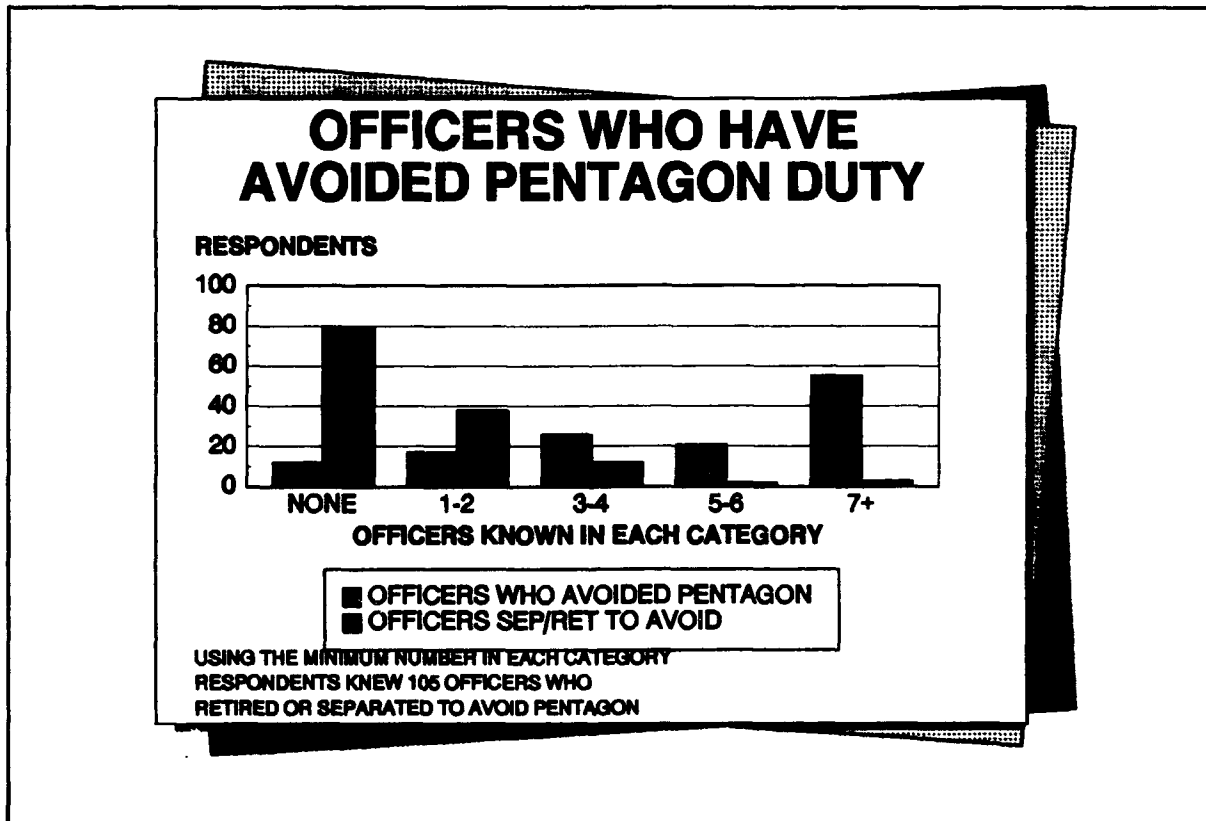
in career enhancement. While some jobs are career enhancing, many are not. The general officer comments underscore the belief that troop duty is more important than Pentagon duty. Some career development officers conclude that Pentagon duty is not critical for promotion to colonel. Pentagon duty entails lost soldier time and may interfere with an officer's competitiveness.

The generals believe most jobs on the Army staff should be career enhancing. They said perceptions about Pentagon duty should be changed. In spite of problems associated with the Pentagon, the generals feel the caliber of officer in the Pentagon is of such high quality that their pride prevents them from allowing their work to suffer. The general officer comments echo officer respondents who have worked in the Pentagon. This substantiates the reality of negative aspects of Pentagon duty. Appendices B and C-3 contain the detailed interviews and officer comments.

Rear Admiral Jeremy D. Taylor states "Many avoid Washington duty. They are doomed to find success elsewhere than in the naval service. Some come dragging their heels and sucking their thumbs. Thus handicapped with an abysmal attitude problem, they grump, count the days, ignore the possibilities, and move on eventually to something besides success."<sup>8</sup> Although he writes from a Navy perspective, the Admiral seems to have it right. To some extent, officers who come to the Pentagon with a bad attitude, work with a bad attitude and leave with a bad attitude. Those who arrive with a positive attitude are more likely to work

and leave with a positive attitude. Perceptions on whether the Pentagon is career enhancing shape their attitudes.

Officers with negative perceptions frequently take action to avoid the Pentagon. Over one-third (34.3%) of Army respondents actively avoid duty in the Pentagon. More importantly, as shown on this chart, over 90% of the Army respondents know officers who have avoided Pentagon duty. Over 41% of the respondents know one or more officers who retired or separated to avoid Pentagon duty. Army respondents know 575 or more officers



who avoided Pentagon duty (number may be inflated due to overlap). Additionally, Army respondents know 105 or more officers who retired or separated to avoid Pentagon duty.

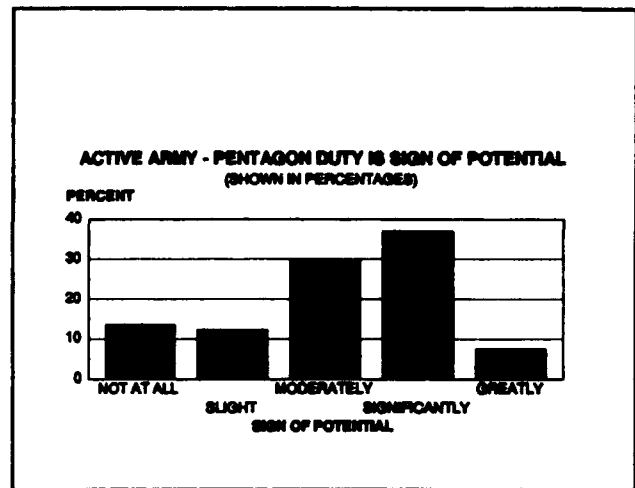
## RESULTS OF CIVILIAN RESEARCH

Of the civilian respondents, thirteen currently serve in corporate headquarters. Five have turned down an opportunity to serve in corporate headquarters. Of civilian respondents, 78.3% state that corporate headquarters is a good career move. Only two civilian respondents feel it is not a good career move. Their responses contrast with Army officer responses. Only 57.6% of Army officers (compared to 78.3% of the civilians) feel Pentagon duty is significantly or greatly career enhancing. Another 17.4% (23 respondents) feel Pentagon duty is not at all or only slightly career enhancing.

Responses to all questions strongly support the theory that civilians feel more positively than Army officers about a move to their corporate headquarters. For example, all civilian respondents feel selection for duty in the corporate headquarters is recognition of past performance and future potential. Additionally, 69.6% and 78.2% of the civilians, respectively, rate these areas as significant or great recognition of potential. This contrasts with active Army perceptions.

As shown in this graph, 13.6% of Army officers (compared to zero percent of the civilians) feel assignment to the Pentagon is not at all recognition of potential. Additionally, 44.4% (compared to over 70% of the civilians) feel selection for Pentagon duty shows significant or great recognition of past performance. These responses show many active Army officers

perceive that their assignment branch does not view Pentagon duty positively. If valid, the assignment system needs to be changed. Selection for Pentagon duty should be recognition of past performance and future potential. As one general officer stated,



opportunity to serve in field units is decreasing. Promotion and command boards need to consider the importance of staff jobs at major headquarters when making selections.

When choosing a corporate headquarters job, civilians consider the following areas: promotion opportunity, job importance, ability "to make a difference", sense of accomplishment, and opportunity for professional development. All respondents view these areas as affecting the decision to accept corporate duty. Over 90% rate position importance, promotion opportunity, sense of accomplishment and opportunity for professional development as significantly or extremely important. This contrasts with Army respondents who are much more divided on the importance of these areas.

Areas of secondary importance to civilians include peer considerations, preconceived ideas of headquarters duty, work hours, retirement eligibility and stress. The percentage of civilians who feel these areas are not at all or only of slight

importance (range 4.5% to 21.7%) is low when compared to the percentage who view them as significantly or extremely important (range 31.3% to 65.2%).

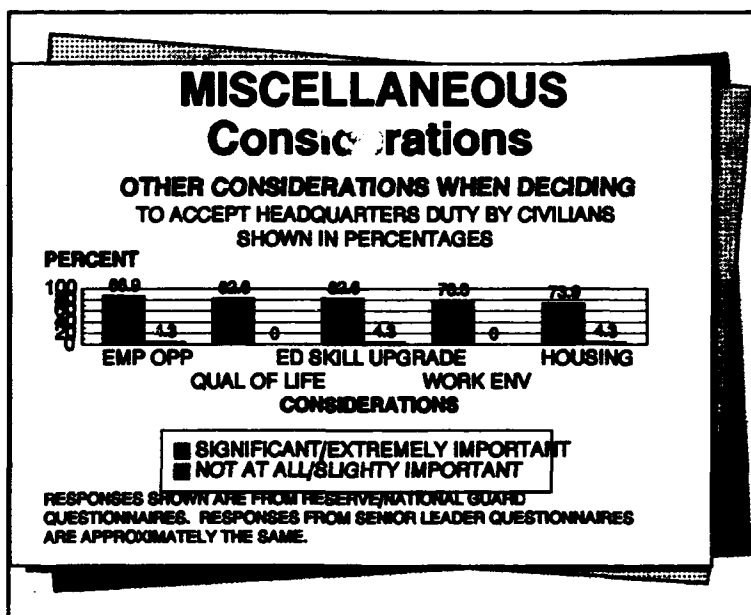
### OTHER CIVILIAN RESPONSES

Besides professional considerations, other areas enter civilian decisions to move to corporate headquarters. The next chart shows the most important of these. They include employment opportunity, quality of life, skill upgrade, work environment, work hours, and housing.

As this chart shows, over 70% of civilian respondents consider each of these areas as significantly or extremely important.

Considerations not shown include: crime rate, commute time and distance, mass transportation, medical facilities, cost of living, spouse employment

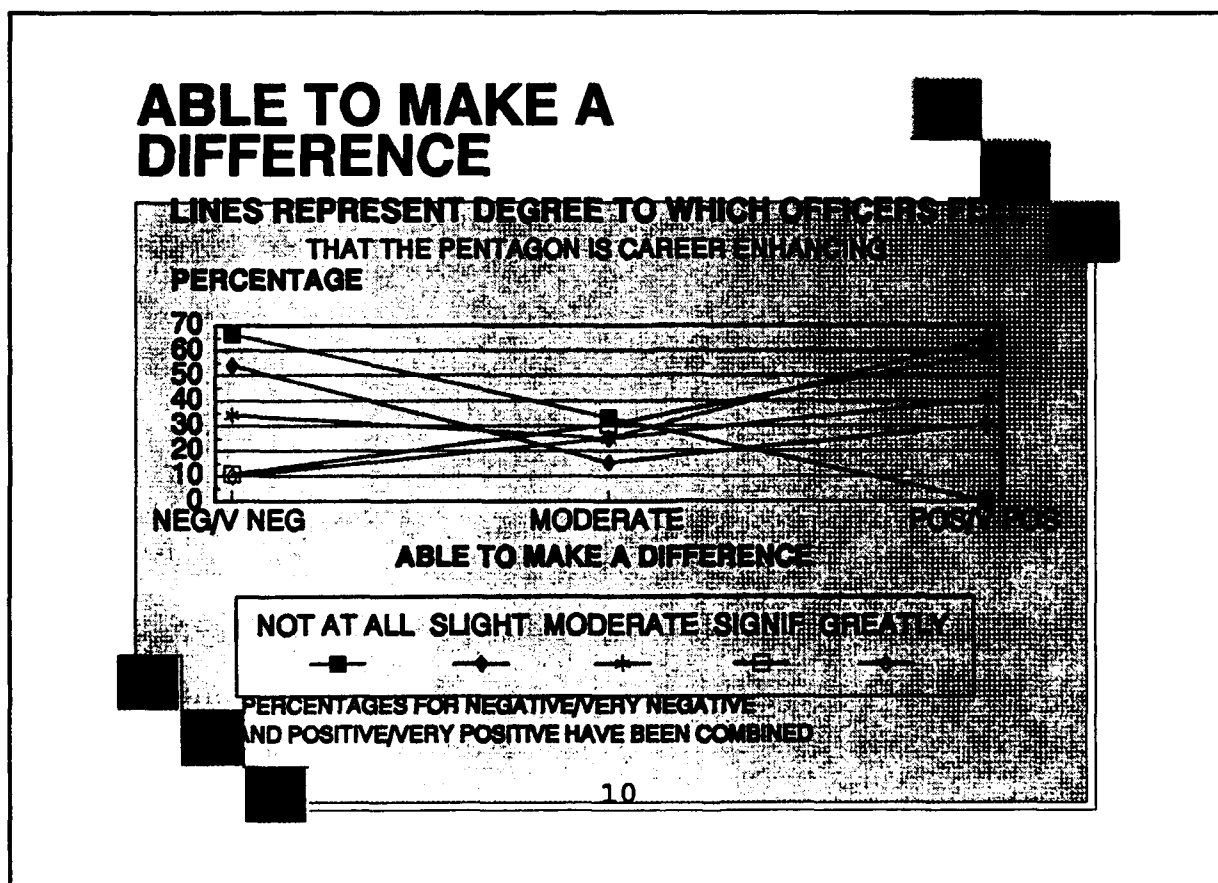
opportunity, job location, and stability. It is important to note that civilians consider these areas before deciding; but, if corporate headquarters is viewed as career enhancing, they will move.



## RESULTS OF MILITARY RESEARCH

The preceding section shows most civilians would gladly move to corporate headquarters. Many Army officers do not share this view. General officer interviews and responses on the questionnaires demonstrate that Army officer trepidation about Pentagon duty is valid. Many perceived problems are reality, not myth. A strong relationship exists between views on career enhancement and all other factors. Army officers who feel Pentagon duty is career enhancing are likely to feel that the negatives associated with Pentagon duty are less negative and the positives more positive. The converse is also true. This is evident whether the officer has served in the Pentagon or not.

The next chart shows one example of this effect. Those who



feel Pentagon duty is career enhancing are likely to feel they can make a difference (shown by the line with unfilled diamonds). The opposite is also true. Of those who feel the Pentagon is not at all career enhancing (shown by the line with solid squares), none feel duty in the Pentagon enables them to make a difference. Additionally, 66.6% of this group view this factor as negative.

Most officers who went to the Pentagon believing it significantly (61.8%) or greatly (66.7%) career enhancing currently have a positive or very positive view of that duty. Some who initially felt the Pentagon was significantly (20.5%) or greatly (13.4%) career enhancing currently have negative and very negative views of Pentagon duty. This contrasts with respondents assigned to the Pentagon believing that duty was not at all or slightly career enhancing. All of these officers (100%) currently have negative or very negative views of the Pentagon. This shows that perceptions have tremendous impact on the reality of an assignment and how the officer reacts to the assignment.

In the preceding example, most officers who started Pentagon duty with a positive attitude remain positive. However, that example also points out that many officers (20.5% and 13.4%) changed their minds and now have negative or very negative attitudes. One reason these attitudes changed is the reality and not the myth of Pentagon duty: tremendous stress, workload, leadership, bureaucracy, and poor morale. As stated earlier, the Pentagon is not a fun place.

Of those who feel the Pentagon is greatly career enhancing,



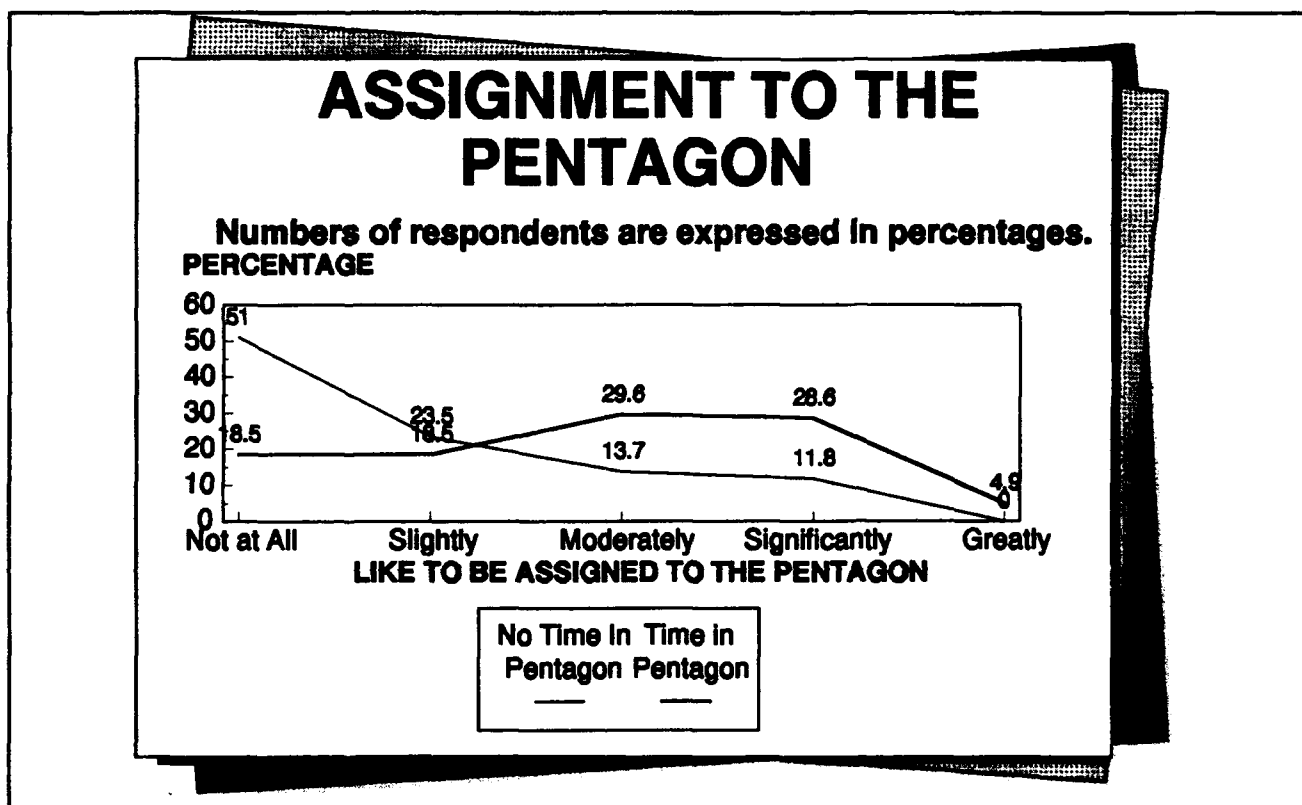
75% feel that job importance in the Pentagon is a positive or very positive factor. Conversely, of those officers who feel the Pentagon is not at all career enhancing, 66.6% feel that job importance in the Pentagon is a very negative factor. In other words - these officers do not feel that their Pentagon jobs are important. This trend continues in almost all areas associated with Pentagon duty. As stated earlier, if the officer feels the Pentagon will be career enhancing then that officer probably feels positively about other factors associated with work in the Pentagon.

#### DREADED WORDS - PENTAGON ASSIGNMENT

A similar trend is noticeable if the officer wants a Pentagon assignment (or reassignment). Most officers who want to be assigned to the Pentagon believe that assignment is career enhancing. This group feels more positively about other aspects of duty in the Pentagon. For example, of those who would significantly or greatly like assignment to the Pentagon, 79.3% and 75% respectively felt positively or very positively about Pentagon job importance. Not one respondent from this group felt negatively or very negatively about the importance of Pentagon jobs.

Another trend of some importance is whether or not the officer has or has not served on the Pentagon staff. This next chart shows that officers with no time in the Pentagon are less likely to want a Pentagon assignment than those who have served

in the Pentagon. The numbers show there is no massive groundswell from either group to work in the Pentagon. They also show that serving some time in the Pentagon seems to reduce resistance to assignment there.



Breaking this data down further by analysis of variance (ANOVA)<sup>1</sup> to compare responses for the factors "Time in Pentagon" and "Like to be assigned to the Pentagon" reveals average value scores of 1.8 for those who have not served in the Pentagon, 2.75

<sup>1</sup>For analysis purposes values were assigned to each response for the question "Would you like to be assigned to the Pentagon" as follows: 1(Not at All); 2(Slightly); 3(Moderately); 4(Significantly); 5(Greatly). Therefore a mean or average score of 1.8 would indicate that the average respondent value was between not at all and slightly.

for those who served in the Pentagon 12 months or less, and 2.86 for those who served in the Pentagon for more than a year ( $p < .01$ ). Interpreted, these scores show that the average value for those who have not served in the Pentagon lies between not at all and slightly in favor of assignment there. The average value of scores for those who have served in the Pentagon for a year or less and for those who have served for more than a year lie between slightly and moderately in favor of assignment to the Pentagon. There are several possible explanations for the difference in these scores. One, those who have served in the Pentagon may be more likely to believe it is career enhancing. Two, those who have served in the Pentagon develop personal ties in the region and desire to maintain those ties. Three, those who serve longer in the Pentagon are more likely to learn the system and their jobs.

While this trend is slightly more positive for officers with time in the Pentagon, it is disturbing because the most positive group is not moderately, significantly or greatly in favor of a Pentagon assignment. After working in the Pentagon, 37% of respondents are either not at all or only slightly interested in an assignment to the Pentagon. An additional 29.6% moderately want assignment to the Pentagon. This shows that working in the Pentagon does not convince many officers it is a good assignment. The idea that negative perceptions are reality is reenforced. This population is reassigned to field units where they perpetuate the idea that Pentagon duty is frustrating,

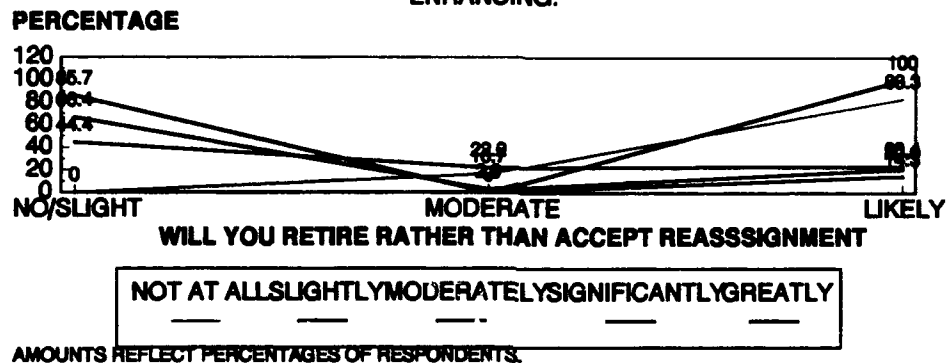
unrewarding, bureaucratic and to be avoided.

Using analysis of variance, another point became evident. Those who have never been in the Pentagon are more likely to have avoided duty in the Pentagon than those who have served there (Mean 1.53 where one is yes, avoided duty in the Pentagon, and two is no, did not avoid duty in the Pentagon). Those officers who have less than a year in the Pentagon are more likely to have avoided duty in the Pentagon (mean 1.57) than those who have served more than a year in the Pentagon (mean 1.82) ( $p < .01$ ). Of the population surveyed for this research, the group of respondents who had not served in the Pentagon are students in the Army War College. This underscores the reality that Pentagon duty is not necessary for career development and promotion.

As with other factors, belief that Pentagon assignment is or is not career enhancing affects officers' decisions to return or retire if reassigned to the Pentagon. As the next chart shows, 83.3% of those who feel the Pentagon is not career enhancing are likely or very likely to retire rather than accept reassignment. Additionally, 100% of the respondents who feel the Pentagon is only slightly career enhancing said they are likely or very likely to retire than to accept reassignment. This contrasts dramatically with those who feel the Pentagon is significantly or greatly career enhancing. Of those officers, 66.4% and 85.7% respectively, are not at all or only slightly likely to retire than to accept reassignment to the Pentagon. Even with this contrast, significant numbers (14.3% and 20.6%) who believe the

# IF REASSIGNED - RETIRE

EACH LINE REPRESENTS THE DIFFERENT LEVEL OF BELIEF  
IN THE DEGREE THAT A PENTAGON ASSIGNMENT IS CAREER  
ENHANCING.



Pentagon is greatly or significantly career enhancing state that they are likely or very likely to retire than to accept reassignment. This is another reminder that the Pentagon is a tough assignment.

No strong trend was noted between the respondents' perception prior to assignment and their current perception of the Pentagon. Many officers with extremely negative previous perceptions mollified their viewpoint while many with moderate or positive previous perceptions became more negative. Similarly, no trend was noted between rank and the current perception of Pentagon duty. However, lower grade respondents have a greater negative reaction to the possibility of being reassigned to the Pentagon than higher grade respondents. Seventy-one percent of

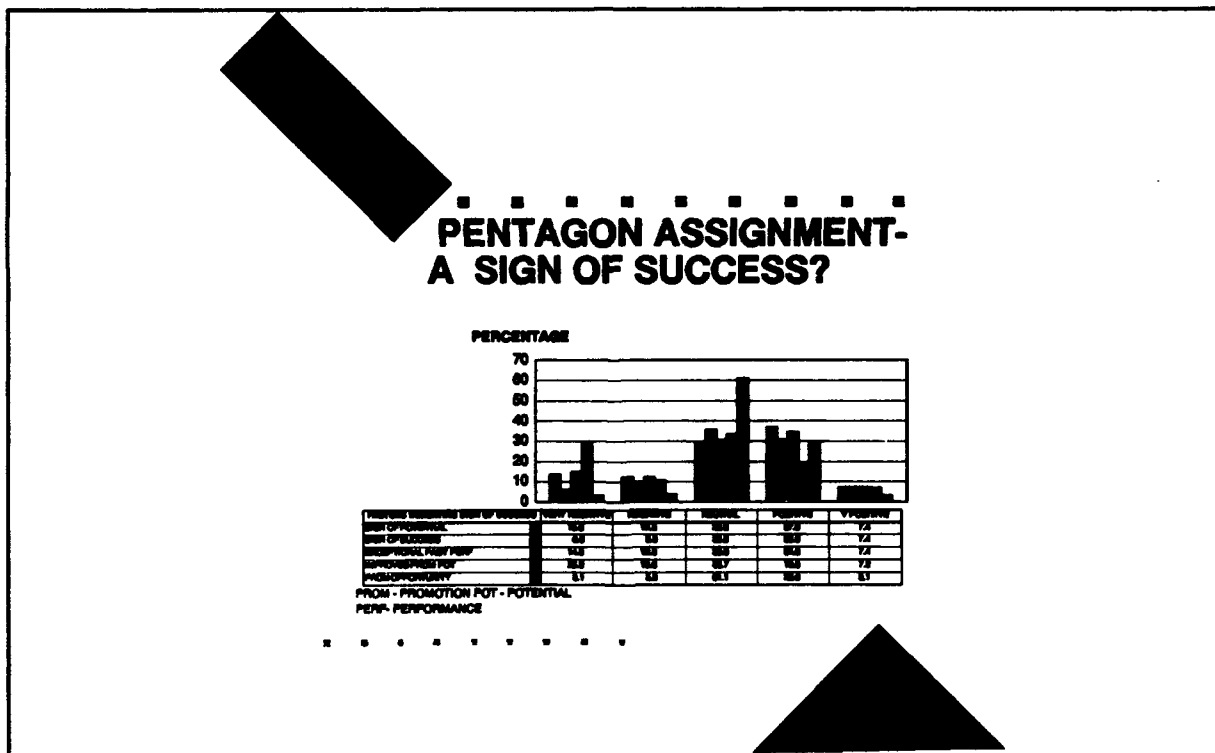
the captains, 50% of the majors and 46.4% of the lieutenant colonels view reassignment as unfavorable or extremely unfavorable. Twenty-five percent of the promotable lieutenant colonels and 35.7% of the colonels view reassignment as negative or extremely negative.

At the risk of being redundant, those officers who feel the Pentagon is career enhancing are more likely to have a positive or very positive (66.7%) current perception of duty there. After working there, no officer who previously felt the Pentagon was not at all or slightly career enhancing has a moderate, positive or very positive current perception of Pentagon duty. This is astounding. Restated, among those who feel Pentagon duty is not career enhancing, 100% have a negative or very negative view of duty in the Pentagon. This relationship between the perception of Pentagon duty as career enhancing and other factors mirrors the trend noted in the section on civilians. Although personal and family considerations may be negative, most civilians feel the career benefit of corporate headquarters makes the move worthwhile. Officers who believe the Pentagon is career enhancing move to the Pentagon. Officers, who believe the Pentagon is not career enhancing, do not move to the Pentagon.

#### **PENTAGON ASSIGNMENT - SIGN OF SUCCESS?**

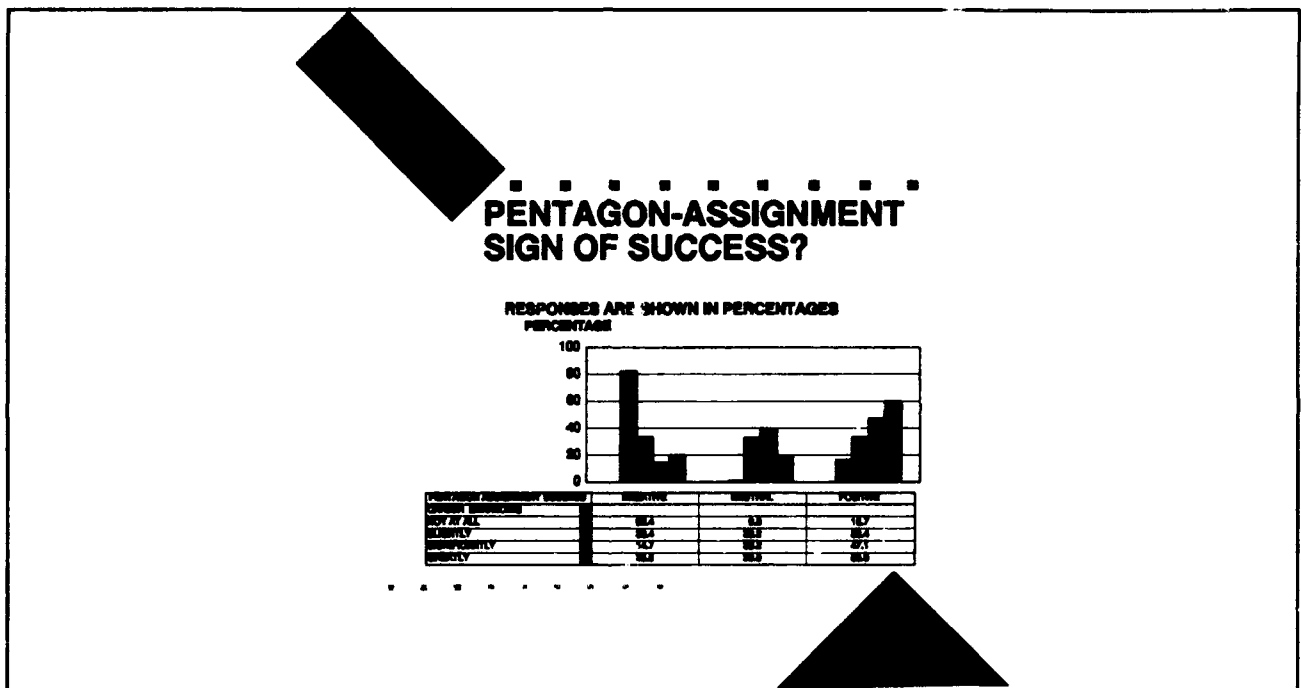
This section describes responses about Pentagon duty as a sign of success, increased promotion opportunity and exceptional past performance. Two charts summarize responses. One chart

summarizes the overall distribution. The second chart cross tabulates responses for one factor with the factor concerning the Pentagon and career enhancement. Most officers feel a Pentagon assignment is either neutral or positive regarding each of these factors. Few respondents feel very positively about these factors. In contrast, most civilian respondents feel duty in their corporate headquarters is a positive or very positive reflection of past performance, promotion opportunity, and promotion potential.



This next chart shows the cross tabulation of responses regarding career enhancement and the Pentagon as a sign of success. As seen here, there is an inverse correlation between those who think the Pentagon is not or only slightly career

enhancing and those who think the Pentagon is significantly or greatly career enhancing. Those officers who feel the Pentagon is not career enhancing also feel that a Pentagon assignment is not a sign of success (80+%). Of those who feel the Pentagon is greatly career enhancing, 60% believe a Pentagon assignment is a sign of success.



This inverse relationship is approximately the same for each factor listed on the previous chart. For instance, of those officers who feel the Pentagon is greatly or significantly career enhancing, 39.3% and 55% respectively see this assignment as having a positive or very positive impact on promotion potential. Only 10% feel the Pentagon has a negative or very negative impact on promotion potential.

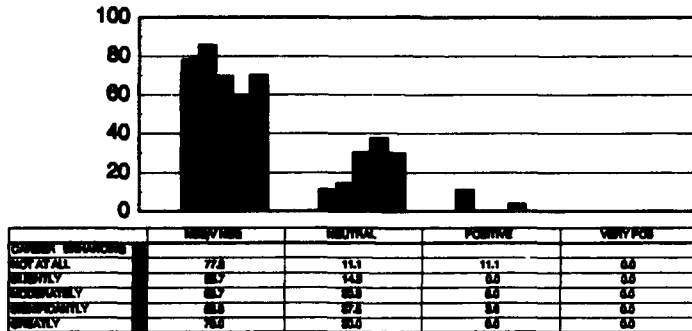


## WORK ENVIRONMENT

This section reviews responses to questions regarding work hours, the environment, and the stress level. Very few officers view the work hours as positive (three respondents) and no respondent views work hours as very positive. There is a slight difference between those who have time in the Pentagon and those who do not. Of those with time in the Pentagon, 56.8% view work hours as negative or very negative. Additionally, 67.7% of those with no time in the Pentagon view work hours negatively or very negatively. As with other factors the difference in the responses is more pronounced when compared with responses about career enhancement. Those who feel the Pentagon is greatly or significantly career enhancing are not more likely to feel that the hours are positive factors; however, as the next chart shows, they are more likely to be less negative or neutral about the hours. As one officer commented, "Army officers work long hours in all assignments, it is the self-satisfaction the officer feels that differentiates reactions to the work hours."

## PENTAGON - WORK HOURS

RESPONSES ARE IN PERCENTAGES  
NEG - NEGATIVE V - VERY POS - POSITIVE  
PERCENTAGES



As expected, 65.6% of the respondents react negatively or very negatively to the stress. Comparing the amount of time in the Pentagon and stress level, the more time in the Pentagon the less likely that officer is to feel the stress level is an extremely negative factor. This group is more likely to be neutral, not more likely to feel stress is a positive factor. Although most view stress as negative or extremely negative, fewer officers who feel the Pentagon is career enhancing are likely to feel stress is extremely negative. For example, of those officers who feel a Pentagon assignment is significantly or greatly career enhancing, 56.4% and 57.9% respectively, feel stress is negative or extremely negative. This contrasts with those who think the Pentagon is slightly or not at all career enhancing. Of these officers, 92.8% and 100% respectively feel

the stress is negative or extremely negative.

Most respondents (65.9%) view the general work environment negatively or very negatively. This percentage remains consistent whether or not the officer has worked in the Pentagon. One hundred percent of those who feel the Pentagon is not or only slightly career enhancing, view the work environment as negative or extremely negative. Just over 50% of those who feel the Pentagon is significantly or greatly career enhancing view the work environment as negative or extremely negative. This sharp contrast underlines the need to further research perceptions about the Pentagon and career enhancement.

### **MISCELLANEOUS PROFESSIONAL FACTORS**

This section outlines the results of other questions that do not fit into earlier areas including rank, years of service, the selective early retirement board, and peer attitudes.

This research does not show a trend between rank and perception of Pentagon duty; between rank and whether the officer feels Pentagon duty is career enhancing; or between rank and whether the officer would like assignment or reassignment to the Pentagon. Of the active Army respondents who listed their rank, 7 were captains, 15 were majors, 30 were lieutenant colonels, 12 were promotable lieutenant colonels, and 17 were colonels.

Most officers included in this survey have 16-20 years of service (46.7%), with the next largest group having over 21 years

colonels, 12 were promotable lieutenant colonels, and 17 were colonels.

Most officers included in this survey have 16-20 years of service (46.7%), with the next largest group having over 21 years of service (40.8%). The remainder of the group has 5-15 years of service (12.4%). Those respondents with 15 years of service or less are divided on whether the Pentagon is career enhancing or not. Of officers with 16-20 years of service, 60.8% feel the Pentagon is significantly career enhancing. Of officers with over 21 years of service, 55.5% feel Pentagon assignments are significantly or greatly career enhancing. Conversely, of these two groups (Respondents with 16-20 or with 21+ years of service), 21.4% and 17.3% respectively feel Pentagon assignments are not at all or only slightly career enhancing. This shows that many senior officers do not feel the Pentagon is career enhancing. No trend was noted between years of service and whether the officer would like to be assigned to or reassigned to the Pentagon.

No trend was observed between officers' perception of the Pentagon and the effect on selective early retirement board results. The majority feel a Pentagon assignment has no positive or negative effect on selection by a selective early retirement board. Some correlation was noted between officers who feel the Pentagon is significantly or greatly career enhancing and a perception that a Pentagon assignment decreases or greatly decreases (22.9%/33.4% respectively) chances of selection. Officers, who significantly or greatly like assignment to the

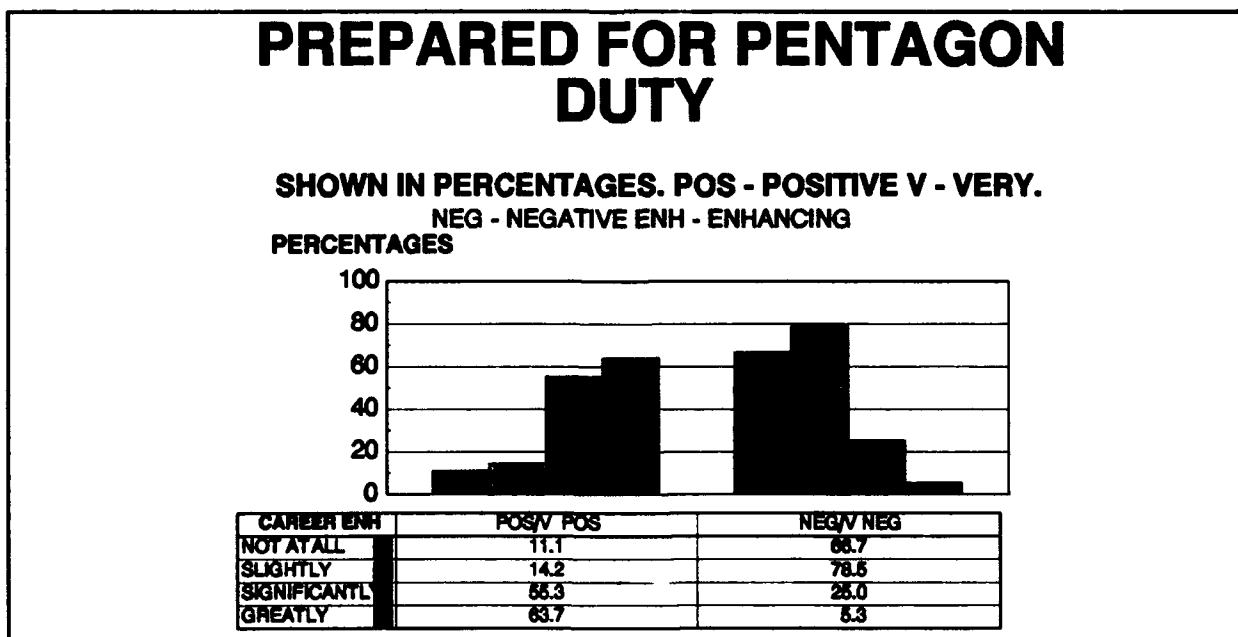
Peer attitudes have a generally negative impact on officers' perception of Pentagon duty. Two trends were noted. Compared to those with some time in the Pentagon (35.4%), twice the percentage of those with no time in the Pentagon (72.5%) feel negative peer attitudes have a negative impact. One possible explanation for this difference is that most of those who served in the Pentagon were not exposed to negative peer attitudes, were less likely to avoid assignment to the Pentagon and, therefore, more likely to be assigned there. It is worth noting that peer attitudes negatively affected 35.4% of officers with time in the Pentagon. Obviously peer perceptions tend to give officers negative views of the Pentagon. The second trend involves career enhancement. Only 47.4% of those who feel the Pentagon is career enhancing were exposed to negative peer attitudes. Conversely, 66.6% of those who feel the Pentagon is not at all career enhancing were exposed to negative attitudes.

Comparing responses about peer attitudes with the amount of time respondents had served in the Pentagon, shows a strong relationship between negative responses and those with less time in the Pentagon. Those respondents with no time in the Pentagon had a mean of 2.05 on a five point scale where 1=negative and 5=positive. Those with less than a year in the Pentagon have a mean of 2.48. Respondents with more than a year in the Pentagon have a mean of 2.67 ( $p < .01$ ). The mean for all three groups is less than three, showing that the majority tends toward negative. While generally negative, those with over a year in the Pentagon

are more likely to have neutral responses to peer attitudes. This reenforces an earlier conclusion: Most officers assigned to the Pentagon are not strongly influenced by negative peer perceptions.

### PROFESSIONAL DEVELOPMENT

This section reviews officer responses to questions relating to professional development. Of the respondents, 64% feel their military experience prepared them for Pentagon duty. There was a noticeable difference of opinion between respondents who feel Pentagon duty is career enhancing and those who do not. Of those who feel the Pentagon is significantly or greatly career enhancing, 55.3% and 63.7% respectively have positive or very positive responses about being prepared for Pentagon duty. Those who feel the Pentagon is not at all or only slightly career enhancing have an 11.1% and 14.2% positive or very positive response rate. The following chart summarizes these responses.



Officers who feel that the Pentagon is career enhancing also feel well prepared for Pentagon duty.

The majority of the (57.2%) respondents feel positively that assignment to the Pentagon provides the opportunity for professional development. Only 17.3% feel negatively or very negatively about the opportunity for career development. The responses are similar for officers with time in the Pentagon and for those without time in the Pentagon. As in other cases, officers who feel the Pentagon is significantly (69.1%) or greatly (73.7%) career enhancing are more likely to feel the Pentagon provides a positive opportunity for professional development. Most of the officers who feel the Pentagon is not at all career enhancing feel negatively or very negatively about the opportunity for professional development (55.5%).

Most respondents (69.5%) feel assignment to the Pentagon significantly or greatly improved military knowledge. Those who think this assignment is career enhancing are more positive. This does not hold true concerning the opportunity for the officer to upgrade his/her military skills. Of the total respondents, 40.9% feel positively, 35.6% are neutral, and 23.5% feel negatively. Restated, one of five officers feels an assignment to the Pentagon does not provide the opportunity to upgrade military skills. This number is more pronounced for officers who feel assignment to the Pentagon is not career enhancing.

Most respondents feel an assignment to the Pentagon

significantly or greatly improves staff officer capabilities. Additionally, 82.8% and 86.8%, respectively, of those who feel the Pentagon is significantly or greatly career enhancing feel positively or very positively about this factor. This contrasts with 50% and 66.6% respectively of those respondents who feel the Pentagon is not at all or only slightly career enhancing.

Distribution differed on whether Pentagon assignment improves command abilities. Only 22.1% of respondents feel this assignment significantly or greatly improves command ability. Conversely, 51.5% feel a Pentagon assignment does not at all or only slightly improves command abilities. There was a marked difference in responses based on perceptions about career enhancement. Of the respondents who feel the Pentagon is not at all or only slightly career enhancing, 83.3% and 100% respectively feel very negatively about a Pentagon assignment improving command abilities. Zero responded positively or very positively. Conversely, of those who felt a Pentagon assignment is greatly or significantly career enhancing, only 33.3% and 32.3% (still a large percentage) feel negatively or very negatively about a Pentagon assignment improving command abilities. Of this group, 40% and 29.4% respectively feel positively or very positively about this factor. The more time the officer had spent in the Pentagon the more likely that officer feels the assignment improved command ability.

Respondents are divided over whether a Pentagon assignment improves officer educational opportunities. Over 21% feel that a



Pentagon assignment does not provide more educational opportunities while 29% do perceive an improvement. The remaining 49.6% responded neutrally regarding this question. There is a slight positive trend from officers with time in the Pentagon when compared to officers with less time in the Pentagon. Officers who feel a Pentagon assignment is significantly or greatly career enhancing are more likely to respond positively on educational opportunities.

### QUALITY OF LIFE

This section outlines responses on questions relating to quality of life to include cost of living, cost of housing, commute length, mass transportation, crime, and proximity to national monuments. The following section covers responses to other items of interest to the respondents.

Approximately twice as many officers responded positively (42.4%) on quality of life as responded negatively (23.5%). The more time the officer had spent in the Pentagon the more likely that officer feels that quality of life is positive. This trend, although not as pronounced as the trend relating to career enhancement perceptions, is consistent. The more time the officer has in the Pentagon, the more positive that officer is about opportunities and the less negative about factors that detract from professional or personal enjoyment. Most officers who would like to be assigned or reassigned to the Pentagon, responded positively or very positively about the quality of

life. Most officers who feel the Pentagon is greatly career enhancing rate quality of life as positive or very positive.

Not surprisingly, the majority of all groups rate cost of living and the cost of housing as a negative factor. No officer rated the cost of living as positive. Responses on this question were compared across the amount of time the officer had in the Pentagon. This revealed that the more time officers have in the Pentagon, the less likely they viewed cost of living as a negative factor ( $p < .05$ ). Responses are similar for attitudes about cost of housing. Those who would like to be assigned or reassigned to the Pentagon are less likely to view these factors as negative.

Another factor where responses match expectations is commute length. Over 84% of all respondents feel negatively about the length of commuting. As with the preceding areas, the more time the officer had in the Pentagon, the more likely that officer is to be less negative. There is no indication whether this is the result of becoming inured to the commute, having a short commute or not caring about the commute. Similarly, the more career enhancing the officer feels about assignment to the Pentagon, the less likely that officer is to feel negatively about the commute.

Almost three times as many respondents feel positively or very positively (43.9%) about the availability of mass transportation than feel negatively or very negatively (14.4%). This position is more pronounced for officers with time than those who have never served in the Pentagon. This is probably

because those officers have first hand experience with the mass transportation system. Officers who would like to be assigned to the Pentagon are more likely to feel positively or very positively (75%) about the transportation system.

The crime rate arouses negative feelings among 79.4% of the respondents. This trend remains consistent for respondents regardless of their perception of the Pentagon as career enhancing or whether they want to be assigned to the Pentagon. The more time the officer had spent in the Pentagon, the less negative the officer is likely to feel about this factor (however, even for this group the majority responded negatively).

Most respondents (73.5%) feel positively about the proximity of national monuments and national treasures to the Pentagon. Those with time in the Pentagon are slightly more likely to feel positively than those with no time in the Pentagon. The contrast is more dramatic between those officers who feel the Pentagon is greatly career enhancing (80% positive/very positive) and those officers who feel it is not at all career enhancing (55.2% positive or very positive).

### **MISCELLANEOUS PERSONAL CONSIDERATIONS**

This section outlines responses on questions about the availability of spouse employment, schools for children, elderly parent support, exceptional family members, medical facilities and future employment.

Although most responses (54.3%) are neutral about the

availability of spouse employment, 34.9% feel positively and 10.9% see this as a negative area. No trend was noted between those who had time in the Pentagon and those who did not. There is a definite relationship between the officer's perception of career enhancement and availability of spouse employment. Almost 50% of those who feel the Pentagon is greatly or significantly career enhancing (45.4% and 47.4% respectively) feel positively about the availability of spouse employment. Of those who feel a Pentagon assignment is not at all or only slightly career enhancing, 11.1% and 23.1% respectively feel availability of spouse employment is a positive or very positive factor.

Over 58% of the respondents feel the school system is a positive or very positive factor. This is true whether or not the officer had been assigned to the Pentagon. There is a slight trend toward more positive responses from officers who feel assignment to the Pentagon is significantly or greatly career enhancing.

Because of the low number of officers who need exceptional family member or elderly parent support, over 90% of the officers responded neutrally about these factors. Among those who indicated a preference, no clear trend was noted. There was no trend concerning attitudes about medical facilities. Of the respondents, 27.4% feel positively about medical facilities and 20% feel negatively.

Almost five times the number of respondents feel positively (45.1%) about the effect an assignment has on future employment

than feel negatively (9.1%). The more time the officer has in the Pentagon, the more positive that officer's response is likely to be ( $p < .05$ ). For all groups, the percent who think assignment to the Pentagon has a negative or very negative impact on future employment is quite low. Officers who responded that they would like an assignment to the Pentagon or think a Pentagon assignment is career enhancing are more likely to respond favorably to this factor.

### CONCLUSIONS

It is obvious that, in spite of the negatives associated with living in large metropolitan areas, civilians view assignment to their corporate headquarters positively. If offered the opportunity, most civilians would make that move. In contrast, the military avoid their corporate headquarters. Many officers feel so adversely about Pentagon duty, they go to great lengths to avoid assignment to the Pentagon; even to retire or separate rather than go to the Pentagon. This costs the Army severe losses in experience and capability.

This research proves that negative perceptions are widespread among Army officers. It further demonstrates that many negative perceptions are based on reality, not myth. A strong relationship exists between the perception that a Pentagon assignment is or is not career enhancing and all other factors associated with Pentagon duty. If the Pentagon is to become a

sought after assignment, then the Pentagon must become career enhancing.

To attract the best officers to the Pentagon, the Army must make the jobs rewarding and work to reduce the frustrations. Army leadership should insure promotion and command boards view successful Army staff duty as a career enhancer. This will transform officers working in the Pentagon into positive advertisers. The Army staff works on extremely important projects valuable to both society and the Department of Defense. The jobs and the status of the jobs should reflect that importance.

Army leadership can impact little on some negative factors such as cost of living and housing; however, they can have direct and immediate impact on the career enhancement of a Pentagon assignment. Army officers are accustomed to working long hours under adverse conditions. The sense of accomplishment officers feel in field units is their reward. Army leadership can provide officers in the Pentagon with that sense of accomplishment by enhancing the status of officers who work there.

The results of this pilot study demonstrate that additional research should be initiated and funded by the Department of the Army. The purpose of this new research should be to verify this document, find underlying factors, and provide recommendations for improving perceptions about the Pentagon.

## ENDNOTES

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7. ARMY LOGISTICIAN, "Reflections of a Pentagon Action Officer," March-April 1993, Andrew W. Pawlowski, pg 32-34.
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GENERAL OFFICER INTERVIEW

PERCEPTIONS OF DUTY IN THE PENTAGON

1. Length of Time in the Service.
2. Previous tours in the Pentagon?  
When?  
Grade at the time?
3. Perception of duty in the Pentagon prior to serving in the Pentagon?
4. Perception of duty in the Pentagon after serving previously?

Now?

5. Do you think that perception of Pentagon duty induces officers to retire or separate to avoid that duty?
6. Do you know any officers personally that have retired or separated rather than serve in the Pentagon?
7. Do you know any officers personally that have retired or separated as a result of dissatisfaction with duty in the Pentagon?
8. How important do you think the following factors are in officer perceptions of Pentagon duty?
  - A. Cost of Living
  - B. Medical Facilities
  - C. Quality of Schools
  - D. Length of Work Hours

- E. Leisure Time
- F. Mass Transportation
- G. Low Crime Rate
- H. Housing
- I. Spouse Employment
  - 1)Availability
  - 2)Non-Availability
- J. Commute Distance
- K. Commute Time
- L. Other Family Considerations
  - 1)Exceptional Child
  - 2)Parents (Yours)
  - 3)Stability
- M. Location
- N. Quality of Life
- O. Promotion Opportunity
- P. Ability to "Make a Difference"
- Q. Sense of Accomplishment
- R. Importance of Position
- S. Peer consideration
- T. Education/skills
  - upgrade opportunity
- U. Preconceptions
- V. Work Environment
- W. Work Hours
- X. Retirement Eligibility
- Y. Additional Stress

**Z. Professional Development**

**AA.Future Employment Opportunities**

**AB.Other** (Please list on reverse or below)

9. Do you think that the perception of duty in the Pentagon should be changed? Why or why not?

10. Do you think that duty in the Pentagon should be changed? Why or why not?



## GENERAL OFFICER INTERVIEWS

This appendix summarizes the results of three interviews with general officers currently working in the Pentagon.

### INTERVIEW #1

The first general officer interviewed had completed 29 years service and had served six months in the Pentagon at the time of the survey.

Q. What was your perception of duty in the Pentagon prior to serving in the Pentagon?

A. My career officer advised me that I needed an assignment in the Pentagon for career progression. I agree now that this is important. I would add that higher grades are more involved with management rather than leadership. This contrasts with the skills needed at lower levels. Pentagon assignments provide the opportunity to learn higher level management skills.

The Pentagon is not a fun place to work. It is hard to get things done and to see something through from start to finish. The Pentagon is frustrating, bureaucratic and political. Officers' quality of life definitely suffers in the Pentagon. The cost of living, military fragmentation (as opposed to the esprit enjoyed in line units), isolation, and lack of camaraderie are all negatives. These are important things to the Army, things we don't enjoy while assigned to the Pentagon. Pentagon duty entails loss of soldier time and places you in a sort of purgatory. People who work for long periods in the Pentagon seem to lose touch with the Army.

Q. What is your perception of duty now that you have worked in the Pentagon for a period of time?

A. Pentagon duty has a lot of validity. Although the quality of life issue is a detractor, there are long hours because important things have to be done. The work days are 12-14 plus hours long without including a minimum 35 minute commute each way. Life becomes a series of get up - work - sleep - get up - work - sleep. It is very difficult to keep up with the reading requirements and life achieves a sameness that comes to resemble an endless circle.

Pockets of entrenched bureaucracy exist in the Pentagon that are extremely resistant to change. They have their pet rocks. These things add a political nature to Pentagon work that most military do not like. It becomes hard to define progress and sometime progress seems to be retarded by the system. People have lost touch with field units and the impact of what we, the military do. This sometimes seems to be particularly true of

civilians who may not have ever been associated with line units. This is non-intentional, and this attitude can be seen in conscientious, hard-working people who just don't know what the field army is like. These people have continuity and this places them in positions of tremendous influence. It is important that active officers come here, both for their own education and to ensure that the Army staff continues to reflect the pulse of the real Army.

Additionally, there is a thirst for detail on the Army staffs that the staff is ill-prepared to answer. This is part of the endless circle as action officers work longer hours to complete assignments to feed this thirst. The drawdown drives some of the requirement for detail.

Q. Do you think that the negative perception of Pentagon duty induces officers to retire or separate to avoid that duty?

A. Yes, although the true extent is hard to measure. I avoided Pentagon duty personally because I wanted to be a field soldier. Officers with previous assignments to the Pentagon can expedite actions but officers with no previous Pentagon time bring a fresh perspective.

Q. Do you think that duty in the Pentagon should be changed?

A. Quality of life issues like commute, and expense are hard to change. They are generally outside of our control. We do have some control over the job and should make every attempt to change things that should be changed. The bureaucracy is hard to change and resists change. There are piddling frustrations that go with the job and you shouldn't let them unnecessarily color your attitude.

The most important aspect to individual officer satisfaction is the leadership or management style of the general officers in charge. Life here is tough enough without individuals adding unnecessary stress.

Comment: Although I have painted a fairly negative picture of the Pentagon, duty here is extremely important to the Army and action officers have a chance to impact here that they will not have in the field. It would be worthwhile to conduct an in-depth study into this subject.

## INTERVIEW #2

The second general officer interviewed had completed 35 years of service. This was his first tour in the Pentagon. He had served two years in the Pentagon at the time of the interview.

Q. What was your perception of duty in the Pentagon prior to serving in the Pentagon?

A. I had the impression of long hours, quick action, crisis style management, and bureaucracy. I did not avoid duty in the Pentagon, the opportunity was not offered to me earlier.

Q. What is your perception now that you have served in the Pentagon?

A. After you understand the system, it is not as bad as the perception. You must deal with a lot of ambiguity and indecisiveness. You waste a lot of energy chasing windmills and abstract uncertainties. No decision is ever final.

You must learn "Pentagonese". Everyone is expected to understand but the same acronym can have many meanings (i.e. NRLNs/DMB). Job satisfaction at my grade is easy because I can make some things happen; however, for action officers that is not the case. There frequently seems to be more worry over form rather than substance. Suspenses are short and difficult.

Overall, it is a good place to work. I'm not sure if it is career enhancing or not but it probably is. You can feel good about what you do, it is important. I try to ensure that my officers feel good about their job. I encourage candor in this directorate, but I don't believe this can be said of all directorates in the Pentagon. You encounter others with hidden agendas. Leadership style is important to job satisfaction.

The hours are long and the commute time is bad as is the cost of living. These can adversely affect job satisfaction. Action officers and leaders need to keep fit while in the Pentagon; do their job to the best of their ability, and develop a network in their division, other agencies etc. Continuity of effort is required to leave a legacy for follow-on officers. Know where your work fits into the overall scheme and you have a better chance of enjoying your job.

Document (Actions) go through several filters. I like to accentuate the positive and eliminate the negative or at least minimize it. When there is a problem I tend to look at what is right rather than concentrating on what's wrong. You always need to keep "what is right" in your mind.

There are not many happy people in the Pentagon. Visitors

smile a lot and say hello in the hallway. I try to greet people in the Pentagon hallways but most just ignore you and keep on walking. It is depressing, it is a depressing environment and it does affect job performance. There may be a correlation between this and the lack of quality in line units with poor morale. High performance units are happy units. Their leaders give a shit.

In the Pentagon, the high quality of the officers helps overcome some of the problems. Personal pride keeps most action officers doing their best, especially when their leaders emphasize the positive. Leaders determine motivation.

Bottom line, since coming to the Pentagon, I don't enjoy coming to work in the morning. Officers should serve in the Pentagon and return to line units with an understanding of how to use the building and how to get things done.

Army senior leadership is good and understands the problems in the field. The credibility is there. Army senior leadership is trying to keep balance in the midst of tremendous change. They and you should know the system and how to deal with OMB and Congress. The Services, Congress, OSD, and JCS are always fighting. We must change this and work together. We are all involved in national defense. How would we fight and win wars if our line units acted like this.

Q. Do you think that the perception of Pentagon duty should be changed?

A. Yes, how is difficult. Communicate better with the field about the role of the services. Having worked here officers can do a better job in the field. This needs to be communicated to them. The common feeling among officers that time in the foxhole is money in the bank detracts from our ability to foster the perception that they should work in the Pentagon. Battalion commanders are not selected from those who have spent a lot of non-operational staff time. The opportunity to serve in combat units will decrease with the downsizing. Boards must change their perception and selection methodology. We are changing the way we change.



### INTERVIEW #3

The third general officer interviewed had 24.5 years in the service. This was his first tour in the Pentagon.

Q. What was your perception of duty in the Pentagon prior to serving here?

A. I felt that it was highly undesirable. I approached this assignment with great gloom. I did not avoid duty in the Pentagon, it wasn't offered. I used to spend a lot of time on temporary duty in the Pentagon and at the end of the day I was glad I wasn't assigned there. It is not a field soldier's environment. Plus, the way the Pentagon operates is not wholesome. Personally, I was always lucky enough to have great jobs offered that were not in the Pentagon. In my own mind, I always hoped that I would not be assigned to the Pentagon. For the average officer, to be told you are assigned to the Pentagon has an ominous ring.

Q. What is your perception of duty in the Pentagon now that you have served here?

A. We spend a lot of time providing information for questions not yet asked. The average officer's breadth of responsibility drops in the Pentagon. There are great limitations on innovation. Actions are procedurally driven. This process doesn't insure that the best option is presented or selected. My perception of the Pentagon is not much different now than it was before I arrived here. You do your job because it is important or because it is your duty. My personal job is of immediate impact and is better than most jobs here because of that. There is too much make work. Officers and leaders need to understand overall concept not just how to lay brick.

Q. Do you think that the negative perception of duty in the Pentagon induces officers to retire or separate to avoid that duty?

A. I'm not sure of any specifics but I do know that a hell of a lot of officers actively avoided Pentagon duty.

Q. Do you know any officers personally that have retired or separated rather than serve in the Pentagon?

A. No I don't. I do know that after arriving and serving here a lot of officers like it and want to stay because of their family. I'm not sure if they feel they are more effective in the Pentagon. It is a time of life where perspectives are different. Kids, school, home, and spouse considerations become more important.

Q. Do you think that the perception of duty in the Pentagon should be changed?

A. Leadership is responsible. They need to understand the bang for the buck. Cheney said that the Secretary of Defense job is the best to have because of the high quality of people that you work with. We need to change the external perception of the Pentagon; however, actual duty here mitigates against that. Duty here is not well understood. It helps when the senior leadership gets on board.

The nature of Pentagon duty with the different politics cause differences in leadership and leads to rationalizing a lot of things, for example Reserve and National Guard Bureau power and compromises to readiness because of it. This takes time for field officers to understand and accept. It also brings high level questions of ethics and integrity into the question.

We rely on soldiers to provide soldiers' perceptions. We need that for checks and balances on what we do in the Pentagon and to keep the correct focus on what we do. The Pentagon system causes people to compromise self-beliefs in order to arrive at consensus and to further their own projects.

The Pentagon has been here a long time. One person cannot make a dramatic change. That person can have a major impact on subordinates so leaders must insure they take care of their action officers. One person can make ripples but cannot change the overall system. This limits creativeness, motivation and initiative. You find yourself coming to work, climbing on the paperwork treadmill and then going home each day.

Job satisfaction obtained from making a difference is not often achieved in the Pentagon. People feel like small cogs. This is a very frustrating environment.

## SURVEY

**SUSPENSE 13 DEC 93**

Your participation in this survey is important.

\_\_\_\_ Yes (\_\_\_\_ months)  
\_\_\_\_ No

Not At Greatly  
All  
1-----2-----3-----4-----5

Not At Greatly  
All

1-----2-----3-----4-----5

	Very Negative	Neutral	Very Positive
A. High Cost of Living	1-----2-----3-----4-----5		
B. Availability of Medical Facilities	1-----2-----3-----4-----5		
C. High Quality Schools for Children	1-----2-----3-----4-----5		
D. Long Working Hours	1-----2-----3-----4-----5		

	Very Negative		Neutral		Very Positive
<b>E. Proximity to National Treasures/Museums/ Leisure Activities</b>	1-----	2-----	3-----	4-----	5
<b>F. Mass Transportation Availability</b>	1-----	2-----	3-----	4-----	5
<b>G. High Crime Rate</b>	1-----	2-----	3-----	4-----	5
<b>H. High Cost of Housing</b>	1-----	2-----	3-----	4-----	5
<b>I. Availability of Spouse Employment</b>	1-----	2-----	3-----	4-----	5
<b>J. Length of Commute</b>	1-----	2-----	3-----	4-----	5
<b>K. Availability of Support for:</b>					
1)Exceptional Child	1-----	2-----	3-----	4-----	5
2)Elderly Parents	1-----	2-----	3-----	4-----	5
<b>L. High Quality of Life</b>	1-----	2-----	3-----	4-----	5
<b>M. Other factors you consider to be important</b> (Please list on reverse)					

4. The following is a list of factors associated with duty in the Pentagon and/or living in the Washington, D.C. metropolitan area. Please indicate to what extent each of these are negative or positive factors for you.

	Very Negative		Neutral		Very Positive
A. Opportunity for Promotion	1-----2-----3-----4-----5				
B. Opportunity for Accomplishment (Make a Difference)	1-----2-----3-----4-----5				
C. Importance of Job	1-----2-----3-----4-----5				
D. Opportunity for Education for you	1-----2-----3-----4-----5				
E. Opportunity for Military Skills Upgrade for you	1-----2-----3-----4-----5				
F. Work Environment (Limited Office Space)	1-----2-----3-----4-----5				

- |   | Very<br>Negative |        | Neutral |        | Very<br>Positive |
|---|------------------|--------|---------|--------|------------------|
| G. High Level of Stress   | 1-----           | 2----- | 3-----  | 4----- | 5                |
| H. Opportunity for Professional<br>Development  | 1-----           | 2----- | 3-----  | 4----- | 5                |
| I. Opportunity for<br>Future Employment   |                  | 1----- | 2-----  | 3----- | 4-----5          |
| J. Other factors you consider to be very important (Please list on<br>reverse or below) |                  |        |         |        |                  |

5. How has what your peers have said affected your feelings about  
duty in the Pentagon?

More Negative		More Positive
1-----	2-----3-----	4-----5

6. How well do you feel your military experience has prepared you for  
duty at the Pentagon?

Not At All		Very Well
1-----	2-----3-----	4-----5

7. Have you actively avoided duty at the Pentagon?

- A. Yes
- B. No
- Please Explain

8. How many officers do you personally know who have actively avoided  
duty in the Pentagon? (Circle One)

- A. 0
- B. 1-2
- C. 3-4
- D. 5-6
- E. 7 or more

If known, please provide comments on why they avoided the Pentagon.

9. How many officers do you personally know who have retired or separated to avoid duty in the Pentagon? (Circle One)

- A. 0
- B. 1-2
- C. 3-4
- D. 5-6
- E. 7 or more

If known, please provide comments on why they avoided the Pentagon.

NOTE: If you have never worked in the Pentagon, go to Page 7.

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If you have worked in the Pentagon please continue on Pg 5.

SECTION II This section is to be completed by officers who have completed a tour in the Pentagon or who are currently serving in the Pentagon.

10. Before your assignment to the Pentagon, did you have a positive or negative perception of duty in the Pentagon?

**Extremely Negative**    **Extremely Positive**

1-----2-----3-----4-----5

## Why?

11. Having worked in the Pentagon, do you have a positive or negative view of your duty in the Pentagon?

**Extremely Negative**                      **Extremely Positive**

1-----2-----3-----4-----5

## Why?

12. How would you feel about a return assignment to the Pentagon?

Unfavorably                      Favorably

1-----2-----3-----4-----5

13. If assigned/reassigned to the Pentagon, would you consider retirement or separation from the service as an option?

Not At All Very Likely

1-----2-----3-----4-----5

14. To what extent is each of the following a characteristic of selection for a Pentagon assignment?

**Assignment to the Pentagon is:**

a. a sign of exceptional past performance

Not At All 1-----2-----3-----4-----5 Greatly

**b. a sign of success**

Not At All Greatly

1-----2-----3-----4-----5

**c. a signal of potential**

Not At All Greatly

1-----2-----3-----4-----5

**d. a career enhancer**

Not At All Greatly

1-----2-----3-----4-----5

15. Has duty in the Pentagon significantly improved:

	Not At All				Greatly
a. Your promotion potential	1-----	2-----	3-----	4-----	5
b. Your command abilities	1-----	2-----	3-----	4-----	5
c. Your staff abilities	1-----	2-----	3-----	4-----	5
d. Your military knowledge	1-----	2-----	3-----	4-----	5

16. Do you feel that duty in the Pentagon significantly increased or decreased your chances of being chosen for Selective Early Retirement?

Greatly Increased                                  Greatly Decreased

1-----2-----3-----4-----5



Please provide the following information:

Years of Service: \_\_\_\_\_ Rank: \_\_\_\_\_

Gender: \_\_\_\_\_ Male  
          \_\_\_\_\_ Female

**THANK YOU FOR YOUR COOPERATION, TIME, AND EFFORTS.**

**PLEASE COMPLETE AND RETURN THIS SURVEY TO LTC(P) HUMBERSON, USAWC,  
STUDENT DETACHMENT, BOX 157, CARLISLE, PA 17013, NLT 10 DEC 93.**



## SURVEY

## PERCEPTIONS OF DUTY IN THE PENTAGON

**PURPOSE:** To ascertain Active Duty Army Officer perceptions of duty in the Pentagon. This survey is exploratory in nature.

1. How long have you worked in the Pentagon during your current assignment? months

Not At Greatly  
All

1-----2-----3-----4-----5

Not At Greatly  
All  
1-----2-----3-----4-----5

	Very Negative	Neutral	Very Positive
A. High Cost of Living	1-----2-----3-----4-----5		
B. Availability of Medical Facilities	1-----2-----3-----4-----5		
C. High Quality Schools for children	1-----2-----3-----4-----5		
D. Long Working Hours	1-----2-----3-----4-----5		

	Very Negative		Neutral		Very Positive
<b>E. Proximity to National Treasures/Museums/Leisure Activities</b>	1-----	2-----	3-----	4-----	5
<b>F. Mass Transportation Availability</b>	1-----	2-----	3-----	4-----	5
<b>G. High Crime Rate</b>	1-----	2-----	3-----	4-----	5
<b>H. High Cost of Housing</b>	1-----	2-----	3-----	4-----	5
<b>I. Availability of Spouse Employment</b>	1-----	2-----	3-----	4-----	5
<b>J. Length of Commute</b>	1-----	2-----	3-----	4-----	5
<b>K. Availability of support for:</b>					
1) Exceptional Child	1-----	2-----	3-----	4-----	5
2) Elderly Parents	1-----	2-----	3-----	4-----	5
<b>L. High Quality of Life</b>	1-----	2-----	3-----	4-----	5
<b>M. Other factors you consider to be very important. (Please list on reverse)</b>					

5. The following is a list of factors associated with duty in the Pentagon and/or living in the Washington, D.C. metropolitan area. Please indicate to what extent each of these are negative or positive factors for you.

	Very Negative		Neutral		Very Positive
<b>A. Opportunity for Promotion</b>	1-----	2-----	3-----	4-----	5
<b>B. Opportunity for Accomplishment (Make a Difference)</b>	1-----	2-----	3-----	4-----	5
<b>C. Importance of Job</b>	1-----	2-----	3-----	4-----	5
<b>D. Opportunity for Education for you</b>	1-----	2-----	3-----	4-----	5
<b>E. Opportunity for Military Skills Upgrade for you</b>	1-----	2-----	3-----	4-----	5

	Very Negative		Neutral		Very Positive
F. Work Environment (Limited Office Space)	1-----	2-----	3-----	4-----	5
G. High Level of Stress	1-----	2-----	3-----	4-----	5
H. Opportunity for Professional Development	1-----	2-----	3-----	4-----	5
I. Opportunity for Future Employment	1-----	2-----	3-----	4-----	5
J. Other factors you consider to be very important. (Please list on reverse or below)					

6. How has what your peers have said affected your feelings about  
duty in the Pentagon?

More Negative		More Positive
1-----	2-----	3-----4-----5

7. How well do you feel your military experience has prepared you for  
duty at the Pentagon?

Not At All		Very Well
1-----	2-----	3-----4-----5

8. Have you actively avoided duty at the Pentagon?

A. Yes  
B. No  
Please Explain

9. How many officers do you personally know who have actively avoided duty in the Pentagon? (Circle One)

- A. 0
- B. 1-2
- C. 3-4
- D. 5-6
- E. 7 or more

If known, please provide comments on why they avoided the Pentagon.

10. How many officers do you personally know who have retired or separated to avoid duty in the Pentagon? (Circle One)

- A. 0
- B. 1-2
- C. 3-4
- D. 5-6
- E. 7 or more

If known, please provide comments on why they avoided the Pentagon.

11. Before your assignment to the Pentagon, did you have a positive or negative perception of duty in the Pentagon?

Extremely Negative	Extremely Positive
1-----2-----3-----4-----5	

Why?

12. Having worked in the Pentagon, do you have a positive or negative view of your duty in the Pentagon?

**Extremely Negative**                      **Extremely Positive**

1-----2-----3-----4-----5

## Why?

13. How would you feel about a return assignment to the Pentagon?

Unfavorably 1-----2-----3-----4-----5 Favorably

14. If assigned/reassigned to the Pentagon, would you consider retirement or separation from the service as an option?

Not At All Very Likely

1-----2-----3-----4-----5

15. To what extent is each of the following a characteristic of selection for a Pentagon assignment?

**Assignment to the Pentagon is:**

a. a sign of exceptional past performance

Not At All Greatly

1-----2-----3-----4-----5

b. a sign of success

Not At All 1-----2-----3-----4-----5 Greatly

c. a signal of potential

Not At All Greatly

1-----2-----3-----4-----5

d. a career enhancer

Not At All Greatly

1-----2-----3-----4-----5

16. Has duty in the Pentagon significantly improved:

	Not At All	Greatly
a. Your promotion potential	1-----2-----3-----4-----5	
b. Your command abilities	1-----2-----3-----4-----5	
c. Your staff abilities	1-----2-----3-----4-----5	
d. Your military knowledge	1-----2-----3-----4-----5	

17. Do you feel that duty in the Pentagon significantly increased or decreased your chances of being chosen for Selective Early Retirement?

Greatly Increased	Greatly Decreased
1-----2-----3-----4-----5	

Please provide the following information:

Years of Service: \_\_\_\_\_ Rank: \_\_\_\_\_

Gender: \_\_\_\_\_ Male  
          \_\_\_\_\_ Female

THANK YOU FOR YOUR COOPERATION, TIME, AND EFFORTS.

PLEASE COMPLETE AND RETURN THIS SURVEY TO LTC(P) HUMBERSON, USAWC,  
STUDENT DETACHMENT, BOX 157, CARLISLE, PA 17013, NLT 10 DEC 93.



## Comments - Personnel Currently in the Pentagon

NOTE: The numbers following "Q" are an administrative aid for cross-reference to the specific questionnaire containing the comments.

Due to the repetitive nature of the comments, the exact comments are listed for the first 43 of 66 (Q201-Q266).

2. -Q201 Depends on the assignment.

-Q212 Depends on (1) Specific assignment (2) Stage in your career.

4. C. Q216 Fairfax County - at least at the elementary school level-ain't that great! Maybe it improves at the Jr High/High school level.

D. Q216 Have always worked long hours in the Army.

M. Q208 Job satisfaction-depends on feedback.

Q213 Generally, there is no quality of life - between working hours and commuting times-no family life, no quality. With the wealth of culture-no time to enjoy.

Q214 Plus our high cost of airline tickets to visit family.

Q216 Availability to experience lots of history within reasonable commuting distance i.e. Mt Vernon etc. Fits in well with grade school history and social studies. Availability of continuing higher education for self and spouse BS, MS, PhD etc. Facilities and courses readily available (If not the money).

Q203 Stability, until I found that my branch changed its mind.

Q225 Negative factor: extreme differences in different ARSTAF assignments-hours, workload, pressure, working conditions.

Q244 I literally despise the commute southbound each evening.

Note: Similar comments were found on Q253, 259, 260, 261, 265.

5. E. Q216 Admin:i.e. Word Processing, graphic skills have improved.

F. Q216 Worst in my entire military career. Even being in field is better than this.

H. Q216 Military - None!

J. Q201 Basically, everything depends on the assignment. Pentagon is just a building. Jobs within are many and varied - some good, some bad, some easy, some hard, some interesting, some uninteresting, some career enhancing, others not.

Q222 Important to understand how the Army and DOD works at this level. Every professional soldier should experience it once to fully understand the Army.

-233 I have observed Major Generals jerked around like privates. It seems part of the culture in the building. Consequently, for LTCs it happens every day.

-Q234 This is the most terrible place I have ever worked. I fear the stress of this place. There is absolutely no one in charge and no guidance at all. My career ended the day I came here.

NOTE: Similar comments were found on Q251, 252, 2255, 259.

8. -Q204 In that USAR AGR LTCs have restricted command positions. The assignment to high visibility positions is one way to make one's self more marketable. Some DA positions do present a higher risk of failure and that balances the equation.

-Q205 Only stateside choice I had this time.

-Q207 I did avoid it until after battalion command, then I sought it.

-Q209 I was a senior CPT coming out of CGSC needing to go to troops (S-3/XO). Would have preferred to go back to troops vice Pentagon duty. Up to this point, I have only been assigned at battalion level or in school (of some sort). I have not had the opportunity to avoid duty at the Pentagon.

-Q212 I have neither sought nor avoided a Pentagon assignment. At both times I was assigned here I was at a crossroads in my career (Waiting on Bn Cmd selection, waiting on O-6 selection & Bde Cmd board) when the next assignment was not going to be a factor in the outcome of either of these selection processes.

-Q214 See no benefit from assignment for: 1) Cost to family & 2) Feel I could do more in a log or troop unit or command.

-Q216 Actively avoided, meaning fighting with assignments officer, to not come here "Hell no I won't go" sort of attitude! Never placed any preference statements nor even discussed except when told I would be coming here.

-Q217 Troop units are why I joined the Army.

-Q220 Pentagon assignments have been offered in the past, but I have talked my way out.

-Q221 A job is a job. I enjoy Washington and the building. Enjoy being a manager rather than a supervisor.

-Q222 I asked to come to Washington this time. Did it for my family (Schools and quality of life): however, the cost of living is a killer, especially when it is added onto a demanding job.

-Q223 Came out of CGSC as a branch qualified major. The writing on the wall was that I was not going back to troops. I accepted that and here I am.

-Q224 The area is very good; the job is very challenging/rewarding; however, even though my career is going well and I'm sure I'd make O6; I'll retire as soon as I can. Therefore, you should consider my motives/plans before evaluating my responses.

-Q234 I was forced to come to this area, due to sickness in my family. I tried not to come to Pentagon. Terrible place!

-Q235 Prefer duty with soldiers vice staff work.

-Q240 Do not like the area, traffic, weather, crime, cost of living and type of duty I thought I would encounter.

NOTE: Similar comments were found on Q246,248,249,250,252,255, 257,258,259,260,261,262,265.

9. -Q201 Life away from the flagpole is easier, less stressful, more pleasant.

-Q203 They did not want to become part of the pomp and circumstance.

-Q204 I have no way of knowing whether any of the "comments" I have heard were followed by formal action.

-Q206 Long hours; high cost of living; long commute; lack of job satisfaction (feeling of accomplishment)

-Q207 Cost of living, hours of work/commute=negative family time.

-Q208 High cost/expensive housing/the daily commute.

-Q209 Cost of living, work hours, you become a number.

-Q211 Housing costs.

-Q212 Concerns over loss of "quality time" with families due to long hours commuting distance; cost of living; concern over being perceived as one with a "puzzle palace" mentality.

-Q213 Poor quality of life; make work to feed some general's interest vice quality work for the benefit of the Army; high stress when unnecessary-unrealistic demands for inconsequential actions; generally not enjoyable environment.

-Q214 No career benefit, cost, hours, commute, area and crime.

-Q216 High cost of living; staff duty as opposed to duty with troops, didn't feel individual efforts would make much of a difference to the Army, Pentagon "horror stories."

-Q217 Lack of esprit, cramped working conditions, commute, high cost of living.

-Q220 High cost of living, high cost of housing, slave working hours.

-Q221 Fear, loss of prestige and perks of rank and cost of living. Like being supervisors.

-Q222 Stress, "make" work-administrative run around, the layers you have to go through, cost of living, form over substance.

-Q223 Perception of promotion potential (negative), perception of not being able to make a difference, just one of a thousand AO's, lifestyle entailed with living in D.C. area.

-Q224 Cost of living, failure to understand the importance of HQ's

-Q225 Wanted to stay with troops. Wanted to work at the lowest level (Comfort zone).

-Q226 Too hectic. Being an action officer not appealing.

-Q229 Not good at "staff work"-they have the perception that they as a lowly major would have no impact.

-Q232 Cost of living, stress and work hours, thankless staff job, search for command, XO MATO jobs.

-Q233 High cost of living, commute, high stress level that impacts one physically, weekends spent working to catch up, ridiculous unreasonable workload, totally reactive working

environment, terrible working environment, a culture in the building that promotes abuse of senior officers. It's expected of them to bust \_\_\_\_.

-Q234 The area! Can't get from one place to the other; terrible working conditions-walls are falling in; no guidance, no one in charge; LTCs are treated as privates, yelled at for slides not being right, etc.

-Q236 Poor quality of life; low job satisfaction; long hours with no reward.

-Q237 High cost of living; pressure filled environment; family circumstances.

-Q238 Let's say they have/want to avoid it, but don't know how true it is. Perhaps it is the perception of not wanting to work at the pentagon. Perhaps it's the thought that if you say you would like/want to work at the Pentagon then something "must be wrong" with you. Like soldiers admitting to their buddies they are going to reenlist.

-Q240 It's one of those "Everyone knows that duty in the Pentagon \_\_\_\_." But I can't pin it down to a single individual by name--I know of none so perhaps the perception does not reflect reality.

-Q243 Cost of living; hassle; commute; effect on family; actual duties not consistent with rank; authority not commensurate with rank (O6 and below).

NOTE: Similar comments were found on Q244,245,247,248,249,250,252,253,254,259,260,261,263,266.

10. -Q203 They saw the light at the end of the tunnel - and it was not on! No added career value. Both were flesh satisfiers for PERSCOM and they had nothing to lose by retiring.

-Q211 Housing costs.

-Q214 Did not want to bring family to DC and did not want the separation. Big factor-PERSCOM does not consider your family-only to fill a hole with a officer.

-Q217 High cost of living, commute, lack of proximity to soldiers.

-Q222 Cost of living, hard work but little to show for it, form over substance.

-Q233 High cost of living, commute, high stress level that impacts one physically, weekends spent working to catch up,

ridiculous unreasonable workload, totally reactive working environment, terrible working environment, a culture in the building that promotes abuse of senior officers. It's expected of them to bust \_\_\_\_.

-Q234 Same as #9-This is a terrible place. Should have only 0-6s serve in the Pentagon.

-Q240 All the usual reasons; home, kids in school, wife's job, etc. Perception is : high stress; long hours; Wash lifestyle, traffic, hassle, urban areas, high cost of housing, no fun.

NOTE: Similar comments were found on Q244,245,247,248,265.

11. -Q201 I thought I'd like the area. Didn't know about the work.

-Q204 Many of the AGR positions appeared to be good. Under close scrutiny that is debatable.

-Q212 Concern over loss of control over what I do, how I do it and when I do it; belief that I have nothing to gain personally or professionally from a second assignment in the Pentagon; my first assignment here.

-Q216 Must have been negative because I didn't want to come here.

-Q222 I came here often TDY so I know the general situation. However, also knew that there are good and bad offices here and that really makes a difference.

-Q225 Rush hour traffic, long commute, long work hours, poor working conditions, high crime rate, high cost of living, expensive housing.

-Q226 High level staff duty appealing.

-Q229 To me, this is the place to have your finger on the pulse - and really make an impact on the Army of the future.

-Q233 War stories of others who have served there. They have all proved to be true. I almost did after the first week.

-Q234 I was hoping that what I had been told about the Pentagon was not true!

-Q238 Long hours; can't really make a difference; too many civilians who don't understand the Army/soldiers. None of which I have really found to be true.

-Q240 Somewhat negative perception stemmed from the

folklore.

-Q243 You generally know what you are getting into. The shock is finding out how much secretarial work O4/O5s must do, the extremes of crisis management perpetuated by GOs that should know better. The total derailment of actions as they move up the too too many levels of management, the fact that O4/O5s who have gained insight by their past experience find little of it used (GOs have all the fun and make even the lowest decisions) and see their ideas and initiatives torn apart after lots of work by the turn over of decision makers at higher levels. The Pentagon system (layered structure, ? with a different agenda) and top management (3 star) making even the most mundane decisions is not doing a good job of managing the military and everyone in the building is effected by it. For most of it, that is the way it is. If the Army really had one agenda and we all could work toward it, that would help. And if everything was not priority #1 that would help. If every office had an NCO, that would help.

NOTE: Similar comments were found on Q244,246,247,248,249,250, 251,252,262,263.

12. -Q201 In the first year, work was very interesting (including personal contact with work for CSA/VCSA), so long hours didn't matter. In second year, additional mundane duties were imposed on me which made the long hours tedious and unfulfilling.

-Q203 Given a good job and a good boss, you can accomplish some meaningful things.

-Q205 Extended duty hours entails still to some extent "face time". That in addition to commute times degrades quality of life. Terrible facilities and all of own admin support.

-Q208 Important, satisfying job. Expense and commute are not a problem after adjustment.

-Q211 Positive-good people all in the "same boat" work well together.

-Q213 We seem to have time to repeat actions/processes when they are wrong or incomplete because we rushed to meet some arbitrary timeline....but we don't take time to do them properly.

-Q214 Taskers that require many coordinations-no one wants to be on the blame line without 4 or 5 hanging out with them. You don't find that in the field.

-Q216 No feeling of job satisfaction, accomplishment, or ability to influence anything. Just a "highly paid" secretary.

-Q217 Lack of guidance, lack of unit cohesiveness or identity, commute, cost of living.

-Q221 Enjoy the work. Opportunity to have real impact on the whole Army.

-Q223 Working out of your comfort zone, 14 to 15 hour days, with commute, more often than not, the majority of time spent on an action becomes all for naught.

-Q225 Long hours, long commute, poor working conditions, too many jump through your "hoop" taskers, much "ado" to gain very little change.

-Q228 Duty here is frustrating! This building is steeped in BS and it is possible to go through an entire tour here without deepening your understanding of how the military really works at this level.

-Q229 I think there are many jobs in the Pentagon that have an even bigger effect on the Army than having a job in the field-although that's the traditional success road. In my job I can make an impact on the Army of the future-the whole Army.

-Q234 No guidance! Action officers are treated as animals.

-Q235 Commute, poor environment, action officer only syndrome.

-Q240 Because all of the well recognized factors (stress, hours, living, housing costs, urban hassle) are present and the job satisfaction does not quite make up for it.

-Q241 The performance/attitude of some coworkers/superiors. Job satisfaction is zero. Interesting note, in a 300 person organization office, there are five levels of command/bureaucracy between a Maj/LTC and the office/org chief. The same as between a Bn XO and the FORSCOM CDR.

-Q243 It still is an honor to serve in the Pentagon. I still get excited about what I could get done if permitted to do it and properly supported.

NOTE: Similar comments were found on Q244,246,250,259,260,262, 263,264,265,266.

13. -Q234 I am retiring because of duty in the Pentagon.

14. -Q216 Unless returning from overseas assignment and need the "one more year" to make preparation to shift to civilian life.



-Q234 Yes! I am doing it! Terrible duty!

15. -Q217 If you take the Maj, Maj(P) or newly promoted LTC-- then success here for the most part is measured not at AO level but AXO, Asst to DCSLOG, Speechwriter etc. Usually CGSC graduates mainly having XO, S3 time, 1 yr AO, 1 yr AXO, et, Bn Cmd - then off to troops! For those very few it is a potential success career enhancer. For the majority of AOs I don't perceive this to be the case. Assignment here is no better, nor worse, nor carry any additional weight from any other staff job! The other "waiting period" is LTC. Completing Bn Cmd---placed here for a year or so until SSC! That won't help or hurt unless officer is really, really outstanding (or gets a project completed) or really "steps on it!" Other than that it is a year of grace to place them somewhere in the Army. In this category all the one's I know (5-7 people) that didn't get selected for SSC--all retired!

-Q229 I think it's only a career enhancer if the individual feels that it is.

-Q233 Career enhancer to those competitive for GO (Not so for most O5(P) or O6). For those of us with type A behavior it doesn't matter if you make GO and then die before you reach 60 years old.

-Q234 Someone doesn't like you! Will end your career, maybe your life! Will end it (career)! It has mine!

17. -Q211 No more troop duty?

-Q201 Once again this must be taken in light of an AGR assignment. OCAR was told to reduce its 2000 positions above MACOM level by half.

Comments not associated with a specific question:

-Q215 The Army promotion system is based (for Combat Arms) on performance with troops. All other assignments (within reason) are essentially the same in terms of career enhancement as long as one doesn't screw it up.

-Q216 Pentagon assignment in itself I believe don't influence this. It all depends on MOS, year group, etc. Bn Cmd selection/non-selection I believe is more of a driving factor.

C-3-10

**SURVEY ON CIVILIAN PERCEPTION  
OF DUTY IN THE "MAIN OFFICE"**

(Please Return to Box 157 by 16 Dec 93)

The purpose of this survey is to obtain civilian executive perceptions of "duty" in civilian corporate headquarters.

**Part I**

Please circle the appropriate response (Y=yes; N=No; NA=not applicable).

1. Do you work in a corporate Headquarters? Y/N/NA
2. If not, have you:
  - a. ever worked in a corporate Headquarters? Y/N/NA or
  - b. turned down the opportunity to work in the corporate headquarters? Y/N/NA
3. To what extent do you consider movement/transfer to the corporate Headquarters a good career move? (Circle one)

Not At All Greatly  
1-----2-----3-----4-----5

4. To what extent do you consider an offer of duty to the corporate headquarters as recognition of successful past performance? (Circle One)

Not At All Greatly  
1-----2-----3-----4-----5

5. To what extent do you consider an offer of duty to the corporate Headquarters as recognition of future potential? (Circle one)

Not At All Greatly  
1-----2-----3-----4-----5

### Part III

Please indicate the relative importance of the following factors in deciding whether or not to accept duty in the corporate headquarters by circling the most appropriate number next to each factor.

	Not At All Important					Extremely Important
EXAMPLE:						
Cost of Living	1-----	2-----	3-----	4-----	5-----	
A. Cost of Living	1-----	2-----	3-----	4-----	5-----	
B. Medical Facilities	1-----	2-----	3-----	4-----	5-----	
C. Quality of Schools	1-----	2-----	3-----	4-----	5-----	
D. Length of Work Hours	1-----	2-----	3-----	4-----	5-----	
E. Leisure Time	1-----	2-----	3-----	4-----	5-----	
F. Mass Transportation	1-----	2-----	3-----	4-----	5-----	
G. Low Crime Rate	1-----	2-----	3-----	4-----	5-----	
H. Housing	1-----	2-----	3-----	4-----	5-----	
I. Spouse Employment						
1) Availability	1-----	2-----	3-----	4-----	5-----	
2) Non-Availability	1-----	2-----	3-----	4-----	5-----	
J. Commute Distance	1-----	2-----	3-----	4-----	5-----	
K. Commute Time	1-----	2-----	3-----	4-----	5-----	
L. Other Family Considerations						
1) Exceptional Child	1-----	2-----	3-----	4-----	5-----	
2) Parents (Yours)	1-----	2-----	3-----	4-----	5-----	
3) Stability	1-----	2-----	3-----	4-----	5-----	
M. Location	1-----	2-----	3-----	4-----	5-----	
N. Quality of Life	1-----	2-----	3-----	4-----	5-----	
O. Other (Please list on reverse)						

Part III

Please indicate the relative importance of the following factors in deciding whether or not to accept duty in the corporate headquarters by circling the most appropriate number next to each factor.

	Not At All Important				Extremely Important
EXAMPLE:					
Cost of Living	1-----	2-----	3-----	4-----	5
A. Promotion Opportunity	1-----	2-----	3-----	4-----	5
B. Ability to "Make a Difference"	1-----	2-----	3-----	4-----	5
C. Sense of Accomplishment	1-----	2-----	3-----	4-----	5
D. Importance of Position	1-----	2-----	3-----	4-----	5
E. Peer consideration	1-----	2-----	3-----	4-----	5
F. Education/skills upgrade opportunity	1-----	2-----	3-----	4-----	5
G. Preconceptions	1-----	2-----	3-----	4-----	5
H. Work Environment	1-----	2-----	3-----	4-----	5
I. Work Hours	1-----	2-----	3-----	4-----	5
J. Retirement Eligibility	1-----	2-----	3-----	4-----	5
K. Additional Stress	1-----	2-----	3-----	4-----	5
L. Professional Development	1-----	2-----	3-----	4-----	5
M. Future Employment Opportunities	1-----	2-----	3-----	4-----	5
N. Other (Please list on reverse or below)					

Part IV

Please provide any additional comments.



**SURVEY ON CIVILIAN PERCEPTION**  
**OF DUTY IN THE "MAIN OFFICE"**  
(Please Return to Box 157 by 24 Nov 93)

The purpose of this survey is to obtain civilian executive perceptions of "duty" in corporate/company headquarters. This information will be compared/contrasted with information obtained from active officers concerning perceptions of duty in the Pentagon.

**Part I**

Name: \_\_\_\_\_ (Optional)

Address/Telephone Number: \_\_\_\_\_ (Optional)

Civilian Employment: \_\_\_\_\_ / \_\_\_\_\_  
Company name or Type Title

**Part II**

Please circle the appropriate response (Y=yes; N-No; NA-not applicable).

1. Do you work in a corporate/company Headquarters? Y/N/NA
2. If not, have you a. ever worked in a corporate/company Headquarters? Y/N/NA or b. turned down the opportunity to work in the corporate/company HQ? Y/N/NA
3. Would you consider movement to the corporate/ company HQ a good career move? Y/N
4. Do you consider an offer of duty to the corporate/company HQ as recognition of past performance and future potential? Y/N
5. What would you consider most important when deciding whether or not to move to the corporate/company HQ? A. Career advancement; B. Quality of life; C. Location; D. Family considerations.

**Part III (Quality of Life Issues)**

Please indicate the relative importance of the following factors in deciding whether or not to accept duty in the corporate/company HQ by placing an "A" next to factors that would critically affect your decision; a "B" next to factors that you would consider when deciding; a "C" next to factors that you would not consider when deciding.

- |                                |                                   |
|--------------------------------|-----------------------------------|
| A. Cost of Living _____        | F. Mass Transportation _____      |
| B. Commute Distance/Time _____ | G. Crime Rate _____               |
| C. Quality of Schools _____    | H. Housing Availability _____     |
| D. Working Hours _____         | I. Spouse Employment _____        |
| E. Leisure Time _____          | J. Medical Facilities _____       |
|                                | K. Other (Please list on reverse) |

(Please Complete and Return this Survey to Box 157 by 24 Nov 93)

Part IV (Professional Considerations)

Please indicate the relative importance of the following factors in deciding whether or not to accept duty in the corporate/company HQ by placing an "A" next to factors that would critically affect your decision; a "B" next to factors that you would consider when deciding; a "C" next to factors that you would not consider when deciding.

- |  |                          |
|--|--------------------------|
| A. Promotion Opportunity_____          | F. Educational/skills    |
| B. Ability to "Make a Difference"_____ | upgrade opportunity_____ |
| C. Sense of Accomplishment_____        | G. Other (Please list on |
| D. Importance of Position_____         | reverse or below)        |
| E. Peer consideration_____             |                          |

Part V

Please provide any additional comments concerning this topic below or on the reverse side.



## **METHODOLOGY**

Research material for this paper was obtained through the use of questionnaires and interviews. Two types of questionnaires were used, one for Army officers and one for civilians. The Army officer questionnaire was designed to determine attitudes about the Pentagon and rationale for those attitudes. It is more extensive than the civilian questionnaire. The information obtained from these questionnaires was supplemented by interviewing general officers currently assigned to the Pentagon.

The Army officer questionnaire was distributed to 101 members of the Army War College. Of these, 71 or 70.3% were returned. This questionnaire was also distributed to 80 Army officers currently serving in the Pentagon. Of these, 65 (81.3%) were returned. The civilian questionnaires were distributed to 21 and 28 civilians respectively with a return rate of 17 (81%) and 25 (89.3%). Statistical tools used to analyze the results of questionnaires include frequency distribution or descriptive analysis,  $\chi^2$  ( $\kappa^2$ ), the analysis of two frequency distributions (Compares the expected to actual distribution, also called cross-tabulation) and ANOVA or analysis of variance comparing the variance between two groups.

## **LIMITATIONS**

This research was exploratory and limited in scope. Some considerations not researched are listed: office Army officer

respondents worked in while assigned to the Pentagon; the job in the Pentagon; who was the supervisor; co-workers responses; and selection rates for officers with and without Pentagon duty for promotion and battalion/brigade command. Future research should be expanded to include these factors.

There were not enough females included in the population to provide adequate trend data. Of the total active Army participants, six were female. Similarities were noted between their responses and that of males on career enhancement and other factors affecting assignment.