

Technical Report 1268

**Development and Evaluation of the Officer Transition
Survey and Proxy Group Design**

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DEVELOPMENT AND EVALUATION OF THE OFFICER TRANSITION SURVEY AND PROXY GROUP DESIGN

EXECUTIVE SUMMARY

Research Requirement:

The U.S. Army has faced a variety of challenges meeting manpower goals and maintaining the strength of the All Volunteer Force (AVF). It requires officers who have developed or can develop the qualities needed for effective job performance and organizational success, and who choose to stay with the Army for significant periods of time. Keeping officers in the Army who have been trained in their Branch or Functional Area and who have demonstrated a high level of performance provides a number of benefits: (1) the force level is maintained; (2) the Army receives a greater return on its training investment; (3) institutional knowledge is retained; and (4) a steady supply of new leaders is prepared. Further, the loss of officers after their first Active Duty Service Obligation (ADSO) is expensive in both monetary and non-monetary terms.

In order to help the Army address officer continuance for the long term, ARI sponsored a three-year research program titled "Strategies to Enhance Retention" (code named "STAY"). STAY was designed to improve the continuance of the Army's junior officers and enlisted Soldiers. The STAY project was intended to move the U.S. Army Research Institute (ARI) beyond studying the underlying causes of attrition and retention decisions to focusing on career continuance interventions that would support the future Army (Johnson, Hezlett, Mael & Schneider, 2009; Kubisiak, Young, Legree & Tremble, 2010). The work described in this report is an extension of the STAY project, with a directed focus on officer career continuance. A goal of the present research was to examine factors that influence junior officers either to continue serving beyond their ADSO or to separate from the Active Army. A second primary objective of the research was to examine the feasibility of using proxy samples as alternative sources of information in order to understand the separation motives of junior officers. This effort builds on past and current work done by ARI, PDRI and others to develop survey instruments that efficiently and effectively measure influences on career continuance decisions (Johnson et al., 2009; Kubisiak et al., 2010), including a similar survey design evaluated as part of the Enlisted STAY project (Lentz et al., 2010).

For the current project, an Officer Transition Survey (OTS) was developed, and a proxy research design was utilized for examining officer career continuance decision processes. Specifically, we developed a survey instrument to identify the career continuance factors and separation motives of junior officers with less than 10 years of active duty service as commissioned officers who were actively out-processing at U.S. Army Transition Centers (target sample). Additionally, we gathered data from junior officers and experts who work closely with junior officers (proxy samples) and evaluated the validity of these proxy responses.

Procedure:

The content development of the OTS instruments was an iterative process that incorporated multiple sources of information. We began by reviewing civilian and military separation motive research and relevant officer career continuance research, including reviews of surveys and reports to capture Soldier and officer career data, such as the Sample Survey of Military Personnel (SSMP) and the Survey on Officer Careers (SOC; Jones, 1999; U.S. Army Personnel Survey Office, 2006). Based on this review, we derived initial content areas and survey items.

Next, we conducted multiple focus group sessions with Army subject matter experts (SMEs), including lieutenants, captains, and Human Resources Command (HRC) Career Managers/Assignment Officers, asking them to review the draft OTS and provide feedback and suggestions for improvement. Based on this information, we identified nine content areas that appeared related to the career continuance decisions and separation motives of junior officers: (1) Branch/Functional Area/Assignment; (2) Army Career Progression; (3) Deployments; (4) Leadership Experiences and Development; (5) Peers; (6) Unit Cohesion and Camaraderie; (7) Quality of Personal/Family Life; (8) Quality of Army Life; and (9) Alternatives to Army Career. In addition, we included items addressing demographics and career intentions. Finally, we assessed the OTS content in comparison to the SOC and SSMP. Overall, this comparison supported the coverage of the OTS.

Because the goals of this effort were to examine the career continuance decision and separation motives of junior officers while evaluating efficient and valid alternative sources for gathering this type of information, our efforts involved examining responses from target and proxy samples. To meet these goals, we developed three parallel forms of the OTS: (1) an Exit Form; (2) a General Form; and (3) an Expert Form. The Exit Form was developed to capture career continuance decision and separation motive data from exiting officers (target sample) who were actively out-processing at Army Transition Centers. Items on the Exit Form utilized a self-report format in which respondents indicated the importance of a variety of factors in their individual decisions to stay in or separate from the Active Army. The General Form was developed to obtain responses from a junior officer proxy sample (i.e., officers who were in the process of deciding whether to serve beyond their service obligation). The General Form was also administered through the Web to officers who had submitted separation packages to the Human Resources Command (HRC). Items on the General Form utilized a self-report format in which respondents indicated the importance of a variety of factors in their upcoming decisions to stay in or separate from the Active Army. Finally, the Expert Form was administered to an expert proxy sample that worked closely with junior officers and had direct knowledge of junior officer separation motives. These experts included senior commissioned officers attached to operational units, HRC Career Managers/ Assignment Officers, and Army Career Alumni Program (ACAP) Transition Services Managers (TSMs). The experts were directed to make judgments regarding junior officer career continuance decisions based upon their knowledge and experience working with junior officers. Items on the Expert Form instructed respondents to indicate how most separating officers would respond regarding the importance of a variety of factors in their decisions to stay in or leave the Active Army.

Findings:

We examined survey responses from: (1) 169 junior officers who were actively out-processing at Army Transition Centers (target sample); (2) 485 junior officers who were in the process of deciding whether to serve beyond their service obligation (officer proxy sample); and (3) 68 experts who work closely with junior officers (expert proxy sample). Results indicated that the OTS provides useful empirical information regarding career continuance influences and separation motives. Further, the survey content appeared to capture the broad array of factors that play a role in officers' career continuance decisions. For example, the impact of Army life on family stability and family well-being, and length of deployments were identified as significant influences on decisions to separate from the Army. Highly rated reasons for staying in the Army included the opportunity to serve, lead and train Soldiers, and work with fellow officers.

The proxy sample analyses indicated that officer and expert proxy samples could be used to understand and quantify the separation motives of officers who were leaving the Army. The proxy sample composed of officers who submitted, or planned to submit, separation packages to HRC most closely approximated the responses of separating officers who completed the survey at the Army Transition Centers. With regard to the expert proxy subgroups, senior officers who work closely with junior officers on a daily basis provided highly valid judgments regarding the motives of exiting officers, followed by the judgments of HRC Career Manager/Assignment Officers and ACAP TSMs. The consistency of results across all the data sources adds to the credibility of each individual data source and highlights the validity of the survey results.

Utilization and Dissemination of Findings:

The findings and approach suggest important implications for future applications of the OTS and proxy-sample research design in the Army. First, this research supports the use of the OTS as an effective tool for collecting timely, accurate officer separation motive data. Accordingly, we recommend integrating the OTS into the current separation process by having HRC Career Managers/Assignment Officers require survey participation as part of the routine operational procedure for separation package submission. Utilization of the OTS in the officer separation process would allow the Army to identify, forecast, and manage officer career continuance and separation trends.

Second, proxy analyses suggest that small samples of alternative sources can also be used to collect valid information on junior officer career continuance decisions and separation motives. These results have a number of implications for moving toward a more integrated, streamlined and efficient use of survey research. For example, separating officers are typically less accessible and may be less motivated to provide key insight into reasons they decided to separate from the Active Army. Further, they may be reluctant to complete a lengthy survey, given the many demands on their time. Thus, utilizing smaller proxy samples offers a method to collect information with a high degree of convergence with the target sample (and other related survey efforts such as the Survey on Officer Careers (SOC)) while expending fewer resources and minimizing officer survey burden hours.

Finally, we recommend that the development and implementation of this type of survey and proxy-sample design be coordinated with survey efforts intended for other target groups within the Army. These efforts could be expanded to other groups such as senior NCOs and more senior officers, which are also likely experiencing changes in retention behavior (cf. Kubisiak, Young, Legree & Tremble, 2010). The Army would benefit from developing and evaluating similar survey instruments and research designs in order to more efficiently understand and manage separation trends.

DEVELOPMENT AND EVALUATION OF THE OFFICER TRANSITION SURVEY AND
PROXY GROUP DESIGN

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DEVELOPMENT AND EVALUATION OF THE OFFICER TRANSITION SURVEY AND PROXY GROUP DESIGN

INTRODUCTION

The U.S. Army has faced a variety of challenges meeting manpower goals and maintaining the strength of the All Volunteer Force (AVF). It requires officers who have developed or can develop the qualities needed for effective job performance and organizational success, and who choose to stay with the Army for significant periods of time. According to the Army Training and Leader Development Panel (ATLDP) Officer Study Report to the Army (2003), retention is a significant issue for lieutenants and captains as they contemplate remaining in the Army after completion of their first Active Duty Service Obligation (ADSO). While officer personnel strength projections are improving, the Army projects personnel shortages for captains through 2011 and majors through 2013 (Rochelle, 2009).

Keeping officers in the Army who have been trained in their Branch or Functional Area and who have demonstrated a high level of performance provides a number of benefits: (1) the force level is maintained; (2) the Army receives a greater return on its investment in their training; (3) institutional knowledge is retained; and (4) a steady supply of new leaders is prepared. Further, the loss of officers after their first ADSO is expensive in both monetary and non-monetary terms. In monetary terms, a great deal of money is invested in officer training, both pre- and post-commission; losing those officers to the civilian sector is expensive. In non-monetary terms, loss of officers results in loss of training and experience, lower overall productivity, and reduced military readiness (Gencer, 2002). These factors have made improving officer retention a critically important need.

In order to help the Army address these issues for the long term, ARI sponsored a three-year research program, titled "Strategies to Enhance Retention" (code named "STAY"). STAY was designed to improve the continuance of the Army's junior officers and enlisted Soldiers. The goals of the STAY project were to create a scientifically defensible conceptual model or models for understanding the career continuance decision process and to develop sustainable interventions that the Army could use to enhance the career continuance of qualified officers and enlisted Soldiers, with a focus on the Active Army. The STAY project was intended to move the U.S. Army Research Institute (ARI) beyond studying the underlying causes of attrition and retention decisions to focusing on career continuance interventions that would support the future Army (Johnson, Hezlett, Mael & Schneider, 2009; Kubisiak, Young, Legree & Tremble, 2010).

The work described in this report is an extension of the STAY project, with a directed focus on officer career continuance. A goal of the present research was to examine factors that influence junior officers to continue serving beyond their initial ADSO or separate from the Active Army. In doing so, career continuance factors and separation motives were identified and documented for Active Army junior officers (O1-O3) with less than 10 years of active duty service as commissioned officers. A second primary objective of the research was to examine the feasibility of using proxy samples as alternative sources of information to understand the motives of separating junior officers; proxy samples might serve as a valid, efficient, alternative source

for capturing reasons junior officers decide to stay in or separate from the Active Army. These findings would also inform ARI's objective of moving toward a more integrated, streamlined, and efficient application of survey research methodology.

This effort builds on past and current work done by ARI, PDRI and others to develop survey instruments that efficiently and effectively measure influences on career continuance decisions (Johnson et al., 2009; Kubisiak et al., 2010). More specifically, a similar research approach and survey design was evaluated as part of the Enlisted STAY project (Lentz, Horgen, Bryant, Kubisiak, Jackson, Smith, Dullaghan, Legree, & Young, 2010). In this work, a Soldier Transition Survey was developed to identify the primary reasons junior enlisted Soldiers (E1-E4) and non-commissioned officers (NCOs; E5-E6) considered when making the decision to reenlist in the Active Army. Additionally, junior Soldiers and NCOs who were in their reenlistment window (i.e., within 24 months of completing their current service obligation), career counselors, and Army Career Alumni Program (ACAP) Transition Services Managers (TSMs) were examined as potential proxy sources for gathering junior Soldier and NCO career continuance information. Results indicated the Soldier Transition Survey provided useful empirical information regarding reasons junior Soldiers and NCOs decided to stay in or leave upon completion of their contract term. Moreover, proxy sample analyses identified a high degree of convergence between junior Soldiers and NCOs who recently made their reenlistment decision (target sample), Soldiers and NCOs in their reenlistment window (Soldier proxy samples), and career counselors and TSMs (expert proxy samples). These findings suggest that the Soldier Transition Survey, combined with a proxy research design, offers the Army an efficient solution for capturing valid enlisted career continuance information.

For the current project, an Officer Transition Survey (OTS) was developed, and a similar proxy research design was utilized, to examine officer career continuance decision processes. Specifically, we developed a survey instrument to identify the career continuance factors and separation motives of junior officers with less than 10 years of active duty service as commissioned officers who were actively out-processing at the Transition Centers (target sample). Additionally, we gathered data from junior officers and experts who work closely with junior officers (proxy samples) and evaluated the validity of these proxy responses. The findings and approach suggest important implications for future applications of survey research in the Army.

Overview of Report

We first review relevant literature on exit surveys with a focus on their use in the military in order to introduce the major issues addressed by this project. We then describe the OTS content, item generation procedures, and the administration design. In addition, the OTS is compared to other Army surveys. Next, the samples that were surveyed and the factor structure of the OTS are described. We then summarize the reasons junior officers may decide to leave or stay in the Active Army. Next, we assess the validity of utilizing different types of proxy groups as sources of information about exiting officer separation motives. Finally, we provide a summary evaluation of the OTS effort and recommendations for future research on officer career continuance survey research.

GENERAL OVERVIEW OF EXIT SURVEYS

The following paragraphs review the use of exit surveys, summarize their use in the military, and discuss their use in the Army. In our review, we focus on the utility of exit surveys and the issues associated with surveying members who have decided to leave the organization. This information provides context regarding both the advantages and potential challenges associated with capturing career continuance and separation motive information.

Overview

Army leaders need timely, reliable, and scientifically-based information to understand, forecast, and manage the retention of junior officers. One method for gathering this information is through exit surveys. Exit surveys have been widely used by both civilian and military organizations to gather information from separating personnel. This information can be gathered in several ways, including an interview or a survey that consists of multiple choice, checklist, and open-ended response formats. In addition, these methods can be administered at the time of separation, after a specified time period, or both. Although the interviews and surveys are often administered by human resource professionals within the organization, they can be administered by a third party as well. The content of information gathered through this process varies across organizations, but may include the reason for separation, as well as opinions regarding positive and negative aspects of the job, supervision, compensation, working conditions, and career development (Garrison & Ferguson, 1977). Exit surveys can provide a forum for exiting employees to discuss problems encountered during employment and reasons for leaving. If conducted effectively, the survey results can help employers identify major problem areas to be addressed, and may thereby reduce turnover rates and improve morale (Garrison & Ferguson, 1977).

Accuracy of Exit Surveys

The utility of information gathered via exit interviewing and surveying has been well supported. For example, in a major study by the Department of Defense, exit surveys identified theft and procedures that made the organization susceptible to theft. Analyses also indicated that these data were not susceptible to bias that might invalidate the results (Giacalone, 1993). However, the accuracy of exit surveys can vary for a variety of reasons. Researchers and practitioners have expressed concerns regarding the validity, reliability, and representativeness of exit interviews and surveys (e.g., Giacalone, Elig, Ginexi, & Bright, 1995; Giacalone, Jurkiewicz, & Knouse, 2003; Hinrichs, 1971; Lefkowitz & Katz, 1969).

Giacalone and his colleagues (2003) noted that the issues with exit surveys generally fall into administrative and methodological areas. Administrative issues center on problems with the way the surveys are administered or the way the results are reported and utilized. Often organizations fail to consider their goals for exit surveys, rush employees through the survey administrations, fail to carefully analyze the data, or fail to act on survey results (Giacalone et al., 2003).

Methodological flaws are described as inherent to the exit survey process itself. One of the concerns mentioned by researchers is that separating personnel may not provide accurate

feedback or may distort their responses. These individuals may be unwilling to report sensitive issues, be concerned about negative information harming friends or colleagues remaining in the organization, or be concerned about their own future opportunities (Giacalone et al., 2003). Separating individuals may also exaggerate negative information as a way to justify their separation decisions. They may distort their responses to fit with what they believe administrators want to hear, or they may underreport negative information because they do not believe that the organization will actually act on any of the reported problems (Giacalone et al., 2003). Finally, responses from separating individuals may be distorted by the emotional reactions to the separation process. Several researchers have found that reported reasons for separation given during exit interviews are often different from those reported a month or more after separation (e.g., accepted another job vs. unable to cope with pressure; Lefkowitz & Katz, 1969; Hinrichs, 1971).

Based on extensive data analyses, it is believed that these problems can be mitigated through a well-designed survey data collection process. For example, Woods and Macaulay (1987) suggest that using a survey format, rather than an interview format, can increase exiting employees' willingness to provide candid responses. In addition, Jurkiewicz, Knouse, and Giacalone (2001) recommend that having a neutral third party administer the survey can help improve the accuracy of responses. In terms of content, Giacalone (1989) recommends avoiding questions that could potentially get the interviewee or someone they know in trouble, could embarrass or offend, or involve probing into highly personal areas. Giacalone and Knouse (1989) advise that the approach should focus on the job, work, and company environment and avoid personal issues.

Exit Surveys in the Military

Surveys have frequently been used to monitor reasons service members stay in or exit the military. Issues addressed in these surveys include job assignments, promotion opportunities, pay and benefits, training and educational opportunities, spouse and family issues, and inequitable treatment. In this section, we provide a few examples of recent joint service, Air Force, Navy, Marine Corps, and Coast Guard exit surveys to illustrate the type of information collected and some of the results that were found.

The Defense Manpower Data Center (DMDC) conducted one of the most extensive military exit surveys to date. The 2000 Military Exit Survey was a joint-service exit survey and was administered to approximately 16,000 respondents (response rate of 20%). The survey contained four sections, which addressed reasons for leaving; command climate and leadership; satisfaction with military pay, benefits, and work; and plans after active duty service. Subgroup differences based on branch of service, paygrade, gender, and retirement/separation intentions were also examined (Hoover, Randolph, Elig, & Klein, 2001).

Individual branches of the Armed Forces have also conducted separate efforts. In one recent example, the 2000 Air Force Careers and New Directions Surveys examined members' reasons for staying in and leaving the Air Force, respectively (Hamilton & Datko, 2000). Results indicated that patriotism and retirement benefits were the top reasons to stay, whereas

assignments, pay, and perceived civilian opportunities were identified as the most important reasons to leave.

The Navy has made use of several different exit surveys. The Navy Separation/Retention Survey (NSRS) was administered to service members at the time of their departure from the Navy. Researchers were concerned that the results might not be representative of the separating population due to a low response rate (less than nine percent; Hoover et. al, 2001). The NSRS was replaced by a web-based survey called the Argus Retention Survey (Navy Personnel Research, Studies, and Technology (NPRST), 2000), which tracks service members' career decisions at transition points throughout their careers. It includes demographics, key factors in the decision to leave or stay, and career intentions. Results from 2002 data collected from officers demonstrated that promotional opportunities, availability of supplies, trust in leadership, red tape, and job satisfaction were top reasons to leave. Family support, job satisfaction, promotional opportunities, job interest, and senior officer leadership quality were top reasons to stay. However, reasons for leaving or staying varied according to subgroup and years of service (Supko, 2003).

In 1999, the Marine Corps employed a web-based exit survey to examine various factors contributing to the decision to leave active duty service ($N=2537$). Overall, the three factors that were most influential in enlisted members' decision to leave were civilian career opportunities, pay, and limitations on personal freedom (Hocevar, 2000). In addition, the Marine Corps has examined officers' reasons for leaving. The Officer Separation Questionnaire gathers ratings of the importance of dimensions in officers' decision to leave the Marine Corps as well as a ranking of the three most important reasons to leave (Powell, 1987). In 2001, the Marine Corps Retention Survey was administered to enlisted and officer active duty Marines. The survey contains items on leadership, careers, current job and working conditions, personal and family life, military pay and benefits, military culture, and employment opportunities.

In 2001 the Coast Guard utilized the web-based Coast Guard Career Intentions Survey for enlisted, officer, and civilian personnel leaving the organization. Results from approximately 1,200 respondents indicated that key factors for those who were staying included job security, health care, morale, workload, and organizational climate. Key factors for those who were leaving included dissatisfaction with their Coast Guard experience and the amount of control over their jobs (Wehrenberg, 2001).

Exit Surveys in the Army

Exit surveys have also been used to identify issues associated with Soldiers' decisions to stay in or leave the Army. These efforts have varied in terms of the issues addressed and the population surveyed. Next, we provide a few recent examples of Army exit surveys.

The Army Career Transition Survey (ACTS) was designed to assess Soldiers' satisfaction and dissatisfaction with various aspects of Army life and determine whether these factors were associated with their decision to leave the Army. It was administered to separating Soldiers from 1990 to 1995. Major reasons for leaving included issues pertaining to family, leadership, respect,

promotion/advancement opportunity, overall quality of Army life, recognition for accomplishments, and control over job assignments. Although there were few demographic subgroup differences in reasons for leaving, Giacalone and his colleagues (1995) revealed that those separating involuntarily were less satisfied than those separating voluntarily. Because analyses did not reveal statistically significant differences between similar items on the ACTS and the Sample Survey of Military Personnel (SSMP), Giacalone (2000) recommended discontinuing the ACTS. The SSMP includes items on retention, reasons for leaving the Army, quality of life, leadership, command climate, job satisfaction, morale, family matters, and career advancement. It is administered semi-annually to Active Army personnel by the Army Personnel Survey Office to help guide and inform Army policies, programs, and services (U.S. Army Personnel Survey Office, 2006).

Several more recent surveys include the Survey on Officer Careers (SOC), Project First Term Exit Survey, and the Army Soldier Transition Survey. The SOC, which was developed from the Longitudinal Research on Officer Careers Survey (LROC; in use 1988-1992; Harris, Wochinger, Schwartz, & Parham, 1993), tracks the attitudes and experiences of officers during their careers in the Active Army, covering a wide range of issues related to officers' jobs, officers' careers, and the Army. The SOC, which has been administered intermittently from 1996 to the present, gives officers the opportunity to provide input into the policy and program decisions impacting all competitive category and warrant officers (Jones, 1999). The results are provided to senior Army leaders for their planning, policy, and program decisions.

Project First Term was one of the first comprehensive longitudinal studies of Army personnel attrition. It involved a six-year effort that followed Soldiers from the FY99 accession cohort through their first term of service. Exit surveys were administered to Soldiers who prematurely exited Initial Entry Training (IET). Results showed that attrition in the first 6 months was primarily due to medical/physical factors. After the first 6 months, moral character attrition, pregnancy/parenthood attrition, and attrition due to deviance-related issues were more prevalent. A follow-up study based on the FY03 cohort indicated that the FY99 and FY03 cohorts were quite similar in the factors that led to attrition during the first term of service (Putka & Strickland, 2005).

The Soldier Transition Survey was developed as part of Project STAY with the aim of increasing career continuance of junior enlisted Soldiers and junior NCOs. The survey was created to assist the Army in better understanding the issues that affect junior Soldiers' and NCOs' decisions to stay in the Army or leave upon contract completion. The survey items cover 10 content areas, including MOS/assignment, career progression, deployments, unit leadership, peers, unit cohesion, family support and concern, quality of life, Army benefits, and Army career alternatives. Top reasons to stay in the Army reported by recently reenlisted or those considering reenlistment included military benefits, comparisons to civilian alternatives, patriotism, and peers. Exiting Soldiers reported the Army's "Stop-Loss" policy, deployments, family-related issues, and poor unit morale as top reasons to leave the Army (Lentz et al., 2010).

Several Army exit surveys have focused on specific populations or topics. For example, a 1999-2001 exit survey examined the effects of operations tempo (OPTEMPO) on reenlistment

decisions of 288 U.S. Soldiers in Europe within six months of their reenlistment window. Results indicated that OPTEMPO can have differential effects on reenlistment decisions depending on its level, Soldiers' personal expectations and family situations, and individual attitudes toward such experiences (Huffman, Adler, Dolan, & Castro, 2005). In another example, the Army Nurse Corps Research Department conducted a survey of 161 Army nurses between 2002 and 2004. Results revealed direct relationships between attrition of Army Nurse Corps officers and deployments, increased OPTEMPO, limited and/or lack of incentive pay and special bonus, lack of compensation for extra hours work, and the civilian nursing shortage (Gahol, 2005).

Alternative Sources of Information

As noted in the previous section, there are several issues associated with collecting accurate information from personnel exiting the organization. However, this information is critical to developing strategies to manage retention of highly qualified and trained personnel. One option proposed to address this concern is the use of proxy sources of information. As far as we know, few researchers have explored the use of a proxy research design for exit surveys. The notion is that other individuals within the organization may be able to provide accurate and valid information regarding reasons individuals decide to leave the organization. Further, their collective judgments may accurately describe the reasons individuals are exiting the organization.

In a study of enlisted Army Soldiers, researchers found that the results from several proxy groups closely matched the pattern of results from the target groups surveyed. More specifically, career counselor and TSM responses correlated significantly with exiting Soldiers responses ($r=.84$). The researchers concluded that individuals who work closely with Soldiers and NCOs are valid, alternative sources of information for providing insight into separation and reenlistment motives and decisions (Lentz et al., 2010).

Using proxy groups may also mitigate some of the administrative and methodological issues associated with the use of exit surveys. Identification of appropriate proxy groups may be a challenge in some organizations; however, the Army is particularly well-suited to examining the use of proxy groups for collecting information regarding separation motives. In the remaining sections of this report, we describe the development of an exit survey for junior officers (called the OTS) and the effort to identify and evaluate efficient and valid alternative sources for gathering career continuance data and separation motives of junior officers.

OFFICER TRANSITION SURVEY (OTS) DEVELOPMENT

Content Development

Content development of the OTS instruments involved an iterative process utilizing multiple sources of information. This ensured the survey items: (1) conveyed the correct meaning; (2) covered the appropriate content; (3) were interpretable by the target officer population; and (4) provided useful and important information.

First, we reviewed civilian and military separation motive research and relevant officer career continuance research (e.g., Officer STAY notes and reports; Johnson et al., 2009). This also included extensive review of surveys and reports to capture Soldier and officer career data, such as the SSMP and SOC. Based upon this review, we derived initial content areas and survey items.

Next, we conducted multiple focus group sessions with Army Subject Matter Experts (SMEs) in 2008. Army SMEs included lieutenants, captains, and Human Resources Command (HRC) Career Managers/Assignment Officers. We met with lieutenants and captains across multiple Army posts to gain additional insight into the current issues and factors that influence their career continuance decisions. HRC Career Managers/Assignment Officers also served as SMEs in the content development process because of their experience working with junior officers as they reach important career milestones, such as whether to extend their ADSO. During the focus group sessions, we asked all participants to review the draft OTS and provide feedback and suggestions for improvement. In total, we conducted 12 survey review sessions with 19 lieutenants and 91 captains across 3 Army posts. We also received support from 18 captains, 4 majors, and 2 lieutenant colonels from HRC.

Throughout this process, the project team closely reviewed SME feedback and revised survey items accordingly. The focus group sessions were conducted consecutively in order to incorporate feedback from each session into subsequent sessions. Consistent feedback gathered from the majority of participants was given more weight and priority than feedback obtained from one or two individuals. Additional considerations included survey length and intended, long-term applications of the survey.

We identified nine content areas that appeared related to the career continuance decisions and separation motives of junior officers. These content areas included: (1) Branch/Functional Area/Assignment; (2) Army Career Progression; (3) Deployments; (4) Leadership Experiences and Development; (5) Peers; (6) Unit Cohesion and Camaraderie; (7) Quality of Personal/Family Life; (8) Quality of Army Life; and (9) Alternatives to Army Career. Across content areas, 94 items were examined as important reasons to leave or stay in the Active Army. Survey items used a 9-point response scale with responses ranging from "Extremely Important Reason to LEAVE (1)" to "NOT an Important Reason to LEAVE or STAY (5)" to "Extremely Important Reason to STAY (9)".

In addition to the items in the nine content areas, we included demographic and background items, and items pertaining to deployment experience (e.g., months deployed, number of times deployed), officer and job experiences (e.g., current branch/functional area, positions and assignments, completion of Captain's Career Course), and career intentions.

Comparison to the Sample Survey of Military Personnel (SSMP) and Survey on Officer Careers (SOC)

To further assess the OTS content, design, and methodology, the SOC and SSMP were reviewed (Jones, 1999; U.S. Army Personnel Survey Office, 2006). The SOC tracks the attitudes and experiences of officers during their careers in the Active Army, covering a wide range of issues related to officers' jobs, officers' careers, and the Army. The SSMP gathers information on a broad array of issues important to Active Army policy and Soldier and family well-being. The SSMP is administered twice a year; and the SOC is administered every other year to Active Army personnel by the Army Personnel Survey Office to help guide and inform Army policies, programs, and services.

There are several similarities between the OTS and SOC. Both surveys require participation from Active Army Officers, although the SOC has broader participation than the OTS. The items in both surveys assess similar content areas, such as deployments, family matters, army life, and assignments. The OTS is also similar in terms of content to the SSMP. Items in both surveys assess deployments, family issues, and unit issues, among other content areas.

However, there are also differences in item-level content, organization, and presentation between the surveys. Because the goal of the OTS is to capture career continuance decision information, the items provide more detail and coverage within certain content areas than do the items in the SOC and SSMP. Also, the SSMP is only administered to enlisted Soldiers and NCOs. Further, both the SOC and the SSMP provide reports of aggregated self-report data, whereas the OTS also uses a proxy sample design and methodology. Thus, the review of the SOC and SSMP did not identify significant gaps or areas that needed further coverage and consideration within the OTS. These comparisons support the depth of coverage of the OTS and do not identify additional survey items or content that would provide additional information beyond the current OTS form and design.

Probably the most important difference between the OTS and the SOC is that the OTS was designed to document officer separation motives using small samples of respondents ($N < 500$), while the SOC (and SSMP) was designed to explore a variety of issues using much larger samples of respondents. For example, in the most recent administration, the SOC census included approximately 67,000 officers and resulted in over 27,000 completed surveys (U.S. Army Personnel Survey Office, n.d.). It follows that the OTS may provide a much more economical method to document trends that influence officer retention decisions and develop related personnel policy.

Sample Specification and Data Collection Design

The goals of this effort were to examine the career continuance decision and separation motives of junior officers and to evaluate efficient and valid alternative sources for gathering this type of information. Thus, our efforts involved examining responses from a target sample and

proxy samples. To meet these goals, we developed three parallel forms of the OTS: (1) an Exit Form; (2) a General Form; and (3) an Expert Form. These forms are available in the appendix to this report.

Target Sample - Exit Form. The Exit Form was developed to capture career continuance decision and separation motive data from exiting officers. Because we were interested in focusing on officers who made the final decision to leave the Active Army, this sample was limited to junior officers who were actively out-processing at Army Transition Centers. Items on the Exit Form utilized a self-report format in which respondents indicated the importance of a variety of issues to their individual decisions to leave or stay in Active Army.

Proxy Sample - General Form. A General Form was developed to obtain responses from a junior officer proxy sample. This sample represents officers who were in the process of making the decision to continue serving beyond their service obligation and included a mix of officers who: (1) indicated that they planned to stay in the Active Army; (2) submitted their separation paperwork but changed their mind and decided to stay in the Active Army; (3) were undecided about their decision to stay in or separate from the Active Army; (4) indicated they planned to separate but had not yet submitted separation paperwork; and (5) had submitted their separation paperwork. Items on the General Form also utilized a self-report format in which respondents indicated the importance of a variety of issues to their future or upcoming decisions to leave or stay in the Active Army.

Proxy Sample - Expert Form. Finally, we obtained samples of experts who worked closely with junior officers and had direct knowledge of junior officer separation motives. Rather than provide self-report data, this sample was directed to make judgments regarding junior officer career continuance decisions based upon their knowledge and experience working with junior officers. Specifically, the experts were asked to indicate how most separating officers would respond regarding the importance of a variety of issues related to their decisions to leave or stay in the Active Army. We utilized three types of experts: (1) senior commissioned officers attached to operational units; (2) HRC Career Managers/Assignment Officers; and (3) ACAP TSMs. We selected senior officers, such as battalion and brigade commanders because these officers directly supervise, have daily interactions with, and likely serve in a mentoring capacity to junior officers. HRC Career Managers/Assignment Officers were selected based upon their duties associated with providing support and assistance to junior officers on important career decisions, such as whether to extend their service obligation. Finally, ACAP personnel are responsible for managing the services that support officers who are separating from the Active Army.

OTS ADMINISTRATION

Exit, General, and Expert Form data were collected during Spring and Summer 2009. Data collections were organized with support and coordination from U.S. Army Forces Command (FORSCOM) umbrella weeks, Installation Management Command (IMCOM, including individual Army Transition Centers), and HRC. Paper-and-pencil versions of the

surveys were administered to participants completing the Exit and Expert Forms. Paper and web-based versions were administered to officers completing the General Form.

Response Rate

Exit Form. Exit Form surveys were administered to separating junior officers as they were out-processing through Army Transition Centers. Exit Form surveys were sent to Transition Center Managers at 15 posts throughout the continental United States, along with specific instructions to hand out surveys to junior officers as they completed their out-processing paperwork. The Transition Center Managers sent the individually sealed surveys back to the project staff for data entry and analyses.

A total of 195 exiting officers completed the Exit Form across 12 Army posts. Of those, 26 cases were flagged and removed. Specifically, 15 cases were identified as lacking variance in responding based on a standard deviation of zero across multiple sections of the survey; 10 cases were not part of our target sample (i.e., they had more than 10 years of service as a commissioned officer in the Active Army and/or a rank higher than O-3); and 4 cases indicated their separation was involuntary. Thus, the final Exit Form dataset included responses from 169 junior officers exiting the Active Army.

General Form. The research team administered both paper- and web-based OTS General Forms. The paper version was administered to junior officers serving in their units during onsite data collections conducted by project staff at five Army posts. This sample included a mix of officers with varying career plans regarding their intentions to stay in or separate from the Active Army. The web version was administered to junior officers who intended to separate from the Active Army. Because officers are required to submit separation paperwork 12 months in advance of their voluntary separation date, we identified this sample by targeting officers who had submitted resignation packets to HRC. The email solicitation request for the web-based General Form is included in the appendix to this report. Together, the General Form sample included junior officers who were considering or were in the process of making the decision to stay in or separate from the Active Army.

Of the 236 officers who took the paper-based General Form, 9 cases were flagged and removed from the dataset due to a lack of variance across multiple sections of the survey and/or these cases were not identified as part of our target sample (i.e., they had more than 10 years of service as a commissioned officer in the Active Army and/or a rank higher than O-3). For the 286 officers who completed the web-based General Form, 28 cases were removed because of a lack of variance and/or the target sample inclusion criteria. Thus, the combined General Form sample included responses from 485 junior officers ($N=227$ paper survey; $N=258$ web survey).

Expert Form. A sample of officers and personnel who have direct knowledge of junior officer separation motives was asked to complete the OTS Expert Form. More specifically, we requested support from senior commissioned officers who were attached to operational units, HRC Career Managers/Assignment Officers, and ACAP TSMs.

We utilized multiple data collection strategies for the Expert Form. We collected responses from senior commissioned officers attached to operational units during onsite data collections conducted by project staff at five Army posts. During these onsite data collections, we administered OTS Expert Forms to battalion and brigade level commanders, executive officers (XOs), and staff. Onsite data collections were also conducted by members of the project team at HRC to administer these forms to HRC Career Managers/Assignment Officers. Finally, ACAP personnel were mailed survey packets with individual instructions for completing the Expert Form.

A total of 69 officers and personnel completed the OTS Expert Form. One case was dropped based upon uniform responding across multiple sections of the survey. This resulted in a final sample of 68 participants completing the Expert Form ($N=31$ battalion/brigade commanders, XOs, staff; $N=19$ HRC Career Managers/Assignment Officers; $N=18$ ACAP TSMs).

Sample Characteristics

Sample characteristics by survey form are presented in Tables 1, 2, 3 and 4. The Exit and General Forms included a larger number of officer demographic items, resulting in more information on the characteristics of the officer samples than for participants completing the Expert Form.

Table 1 provides information on final sample sizes, gender, age, Hispanic declaration, and race/ethnicity for the officer Exit and General Form samples. Table 2 highlights career information for all three samples including source of commission, officer rank, and branch/functional area. Please note, responses from experts reflect descriptions of the junior officers with whom they worked. For example, 13 experts indicated working with separating second lieutenants, 37 experts worked with first lieutenants, and almost all of the sample ($N=65$) identified themselves as working closely with separating captains. Table 3 presents exiting officer and officer proxy career intentions information, including primary reasons they became a commissioned officer in the Active Army, career plans when first commissioned, and average time spent as a commissioned officer in the Active Army. Next, Table 4 highlights family characteristics (i.e., marital status, spouse military status, number of dependents). Finally, Table 5 provides information on deployment and temporary duty assignments (TDY).

Table 1. Demographic Characteristics of Junior Officer Samples

	Exit		General	
	<i>N</i>	%	<i>N</i>	%
Sample Size	169	--	485	--
Gender				
Male	135	79.9	351	72.4
Female	34	20.1	128	26.4
Missing	0	0.0	6	1.2
Age				
20-24	3	1.8	55	11.3
25-29	126	74.6	281	57.9
30-34	25	14.8	94	19.4
35-39	13	7.7	40	8.2
40-44	2	1.2	7	1.4
45-49	0	0.0	4	0.8
50+	0	0.0	4	0.8
Hispanic Declaration				
No	148	87.6	427	88.0
Yes – Mexican, Mexican American, Chicano	3	1.8	24	4.9
Yes – Puerto Rican	1	0.6	11	2.3
Yes – Cuban	1	0.6	0	0.0
Yes – Other	5	3.0	21	4.3
Missing	11	6.5	2	0.0
Race				
American Indian or Alaskan Native	0	0.0	2	0.4
Asian	9	5.3	31	6.4
African-American	8	4.7	49	10.1
Native Hawaiian/Pacific Islander	0	0.0	0	0.0
White	139	82.2	367	75.7
2 or more selected	4	2.4	13	2.7
Missing	9	5.3	23	4.7

Table 2. Participant Career Information

	Exit		General		Expert	
	<i>N</i>	%	<i>N</i>	%	<i>N</i>	%
Sample Size	169	--	485	--	68	--
Source of Army Commission (Expert Sample May Select More Than One Option)						
ROTC	82	48.5	248	51.1	54	79.4
USMA	36	21.3	84	17.3	42	61.8
OCS	37	21.9	92	19.0	27	39.7
Direct	8	4.7	44	9.1	7	10.3
Other	6	3.6	16	3.3	3	4.4
Missing	0	0.0	1	0.2	0	0.0
Rank (Expert Sample May Select More Than One Option)						
2LT	4	2.4	54	11.1	13	19.1
1LT	11	6.5	122	25.2	37	54.4
CPT	153	90.5	308	63.5	65	95.6
Missing	1	0.6	1	0.2	0	0.0
Branch/Functional Area (Expert Sample May Select More Than One Option)						
Maneuver Fires and Effects	104	61.5	205	42.3	33	48.5
Operational Support	12	7.1	72	14.8	21	30.9
Force Sustainment	27	16.0	102	21.0	29	42.6
Other	24	14.2	89	18.4	6	8.8
Missing	2	1.2	17	3.5	0	0.0
Assigned to Preferred Branch/Functional Area						
Yes	121	71.6	345	71.1	--	--
No	48	28.4	139	28.7	--	--
Missing	0	0.0	1	0.2	--	--

Note. Branch/Functional Areas reflect new labels to categorize units. Categories were renamed as follows: Maneuver Fires and Effects was Combat Arms; Operational Support was Combat Support; and Force Sustainment was Combat Service Support. Expert responses reflect the characteristics of junior officers that experts work closely with.

Table 3. Participant Career Intentions

	Exit		General	
	<i>N</i>	%	<i>N</i>	%
Sample Size	169	--	485	--
Primary Reason Became Army Commissioned Officer (May Select More Than One Option)				
Desire to serve country	117	69.2	315	64.9
Desire to fight the GWOT	30	17.8	61	12.6
Desire to be a military officer	59	34.9	169	34.8
Develop self-discipline	6	3.6	18	3.7
Develop leadership qualities/skills	36	21.3	130	26.8
Do something exciting/interesting	47	27.8	131	27.0
Earn more money than from previous job(s)	2	1.2	28	5.8
Educational benefits	42	24.9	140	28.9
Family support services	0	0.0	2	0.4
Get away from/solve a personal problem	4	2.4	4	0.8
Influence of family	7	4.1	18	3.7
Influence of friends	2	1.2	3	0.6
Lack of civilian employment opportunities	2	1.2	5	1.0
Leadership opportunities	40	23.7	98	20.2
Medical care	0	0.0	10	2.1
Military tradition in family	22	13.0	70	14.4
Need to be on my own	1	0.6	15	3.1
Pay and allowances	2	1.2	27	5.6
Retirement pay and benefits	4	2.4	41	8.5
Security and stability of a job	3	1.8	55	11.3
Training in job skills	8	4.7	55	11.3
Travel	9	5.3	44	9.1
Other	8	4.7	32	6.6
Career Plans When First Commissioned				
Was undecided about Army career plans	72	42.6	178	36.7
Complete initial obligation and leave	36	21.3	93	19.2
Stay beyond initial obligation, but no necessarily until retirement	33	19.5	92	19.0
Stay until eligible for retirement (or beyond)	28	16.6	122	25.2
Years on Active Duty as Army Commissioned Officer				
Mean	4.70		4.02	
Standard Deviation	1.55		2.08	

Table 4. Family Characteristics of Samples

	Exit		General	
	<i>N</i>	%	<i>N</i>	%
Sample Size	169	--	485	--
Marital Status				
Single, never married	70	41.4	198	40.8
Married	85	50.3	254	52.4
Legally separated or filing for divorce	0	0.0	8	1.6
Divorced	14	8.3	25	5.2
Spouse in U.S. Armed Forces				
Does Not Apply; No Spouse	77	45.6	199	41.0
No	68	40.2	218	44.9
Yes, on active duty in Army	19	11.2	48	9.9
Yes, in Army Reserve or Army National Guard	5	3.0	12	2.5
Yes, on active duty in another military branch	0	0.0	4	0.8
Missing	0	0.0	4	0.8
Number of Dependents				
0	121	71.6	343	70.7
1	21	12.4	66	13.6
2	23	13.6	46	9.5
3	2	1.2	18	3.7
4+	2	1.2	12	2.5

Table 5. Participant Deployment Information

	Exit		General	
	<i>N</i>	%	<i>N</i>	%
Sample Size	169	--	485	--
Number of Deployments Within Last 5 Years				
0	16	9.5	82	16.9
1	76	45.0	233	48.0
2	60	35.5	129	26.6
3	12	7.1	36	7.4
4+	4	2.4	5	1.0
Missing	1	0.6	0	0.0
Total Months Deployed Within Last 5 Years				
0	16	9.5	79	16.3
> 6	6	3.6	23	4.7
7-11	6	3.6	36	7.4
12-17	74	43.8	193	39.8
18-23	23	13.6	40	8.2
24-30	41	24.3	85	17.5
31+	3	1.8	28	5.8
Missing	0	0.0	1	0.2
Total Months in TDY/Training Within Last 5 Years				
0	18	10.7	74	15.3
> 6	96	56.8	226	46.6
7-11	19	11.2	80	16.5
12-17	18	10.7	59	12.2
18-23	9	5.3	23	4.7
24-30	7	4.1	12	2.5
31+	2	1.2	10	2.1
Missing	0	0.0	1	0.2
Ever Received Stop-Loss/Stop-Movement Orders				
Yes	54	32.0	147	30.3
No	115	68.0	338	69.7

PRELIMINARY ANALYSES

Factor Structure

The items included in the surveys were developed based on reviews of civilian and military separation and officer career continuance research, and were subsequently reviewed in a series of SME focus groups. The project team grouped the items into 9 areas based on their similarity in content: (1) Branch/Functional Area/Assignment; (2) Army Career Progression; (3) Deployments; (4) Leadership Experiences and Development; (5) Peers; (6) Unit Cohesion and Camaraderie; (7) Quality of Personal/Family Life; (8) Quality of Army Life; and (9) Alternatives to Army Career.

Factor analyses were conducted to empirically support the rationally-derived content areas. Our goal was to reduce the 94 items into a consolidated set of composites to efficiently and meaningfully describe the survey results. For examination of the underlying structure of the surveys, the Exit and General Forms were analyzed separately using principle axis factoring. We were unable to conduct a factor analysis on the Expert Form due to the number of variables exceeding the sample size ($N=68$). Results of the factor analyses provided support for computing 9 composite scores, confirming the original content area structure.

We also conducted reliability (coefficient alpha) analyses on the items contained in the 9 content areas. Results of these analyses indicated that two of the survey items did not fit well with the remaining items in the content area. The first item, “number of deployments-too few”, in the Deployments content area had negative (General and Exit Forms) or zero (Expert Form) item-total correlations. The second item, “opportunity to serve my country” had near-zero item-total correlations with the items in the Quality of Army Life content area.

We computed 9 composite scores by averaging the Likert-scale items within each content area. When we computed the Deployments and Quality of Army Life composites, the two items listed above were not included in the final composite scores. The final number of items within each composite score (content area), and internal consistency estimates are presented in Table 6. The number of items in each composite score ranged from 4 to 15 items with internal consistency (alpha) estimates in the moderate to high range for all three survey forms.

Table 6. Composite Score Reliabilities

Content Area/Composite Scores	# of Items	Exit Form Alpha	General Form Alpha	Expert Form Alpha
Branch/Functional Area/Assignment	9	.85	.87	.81
Career Progression	7	.86	.87	.88
Deployments	14	.87	.89	.88
Leadership Experiences & Development	13	.91	.91	.93
Peers	4	.95	.94	.95
Unit Cohesion & Camaraderie	7	.86	.89	.92
Quality of Personal/Family Life	13	.87	.89	.92
Army Quality of Life	10	.77	.89	.89
Alternatives to Army Career	15	.90	.93	.87

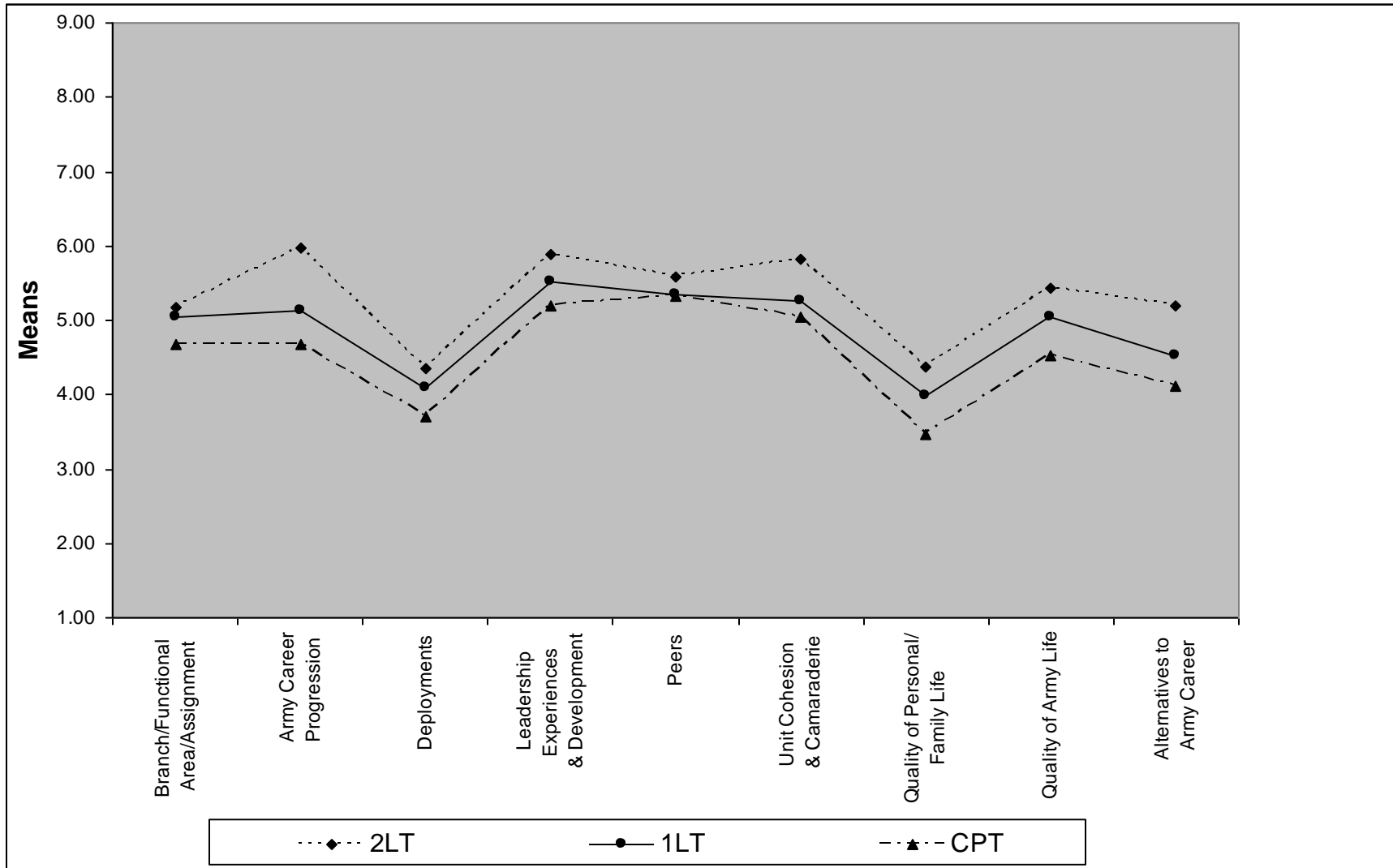
Junior Officer Response Comparisons

In order to assess whether second lieutenant (2LT), first lieutenant (1LT), and captain (CPT) survey responses (O1-O3, respectively) could be aggregated within survey forms, we examined response pattern differences between the three ranks for the General and Exit Forms. More specifically, we examined composite score level differences for the three groups by computing a series of ANOVAs with Bonferroni post-hoc tests. We also plotted composite-level means to visually explore the response pattern characteristics. As described in the previous section, the composite means were computed by averaging the Likert-scaled items within each content area.

Although composite score comparisons suggested significant differences for most of the nine content areas, these effects were small to moderate. A closer examination of the composite means revealed that 2LTs, 1LTs, and CPTs exhibited similar response patterns to these sets of items. The elevation differences are a function of CPTs using the lower end of the response scale to rate item importance. That is, the same items were highlighted as the most important in the decision to stay in or leave the Active Army, but CPTs typically responded more negatively than 2LTs or 1LTs. Second lieutenant and 1LT responses were similar to one another, with only two composite score differences between the 2LT and 1LT samples.

Composite means were plotted in Figure 1 to illustrate response differences across the groups. Again, although small elevation differences can be noted, the response pattern for 2LT, 1LT, and CPT is clearly similar. Given these results, presenting separate results for 2LTs, 1LTs, and CPTs is not warranted for the purposes of this report. Thus, subsequent analyses combine these ranks for examining career continuance influencers and separation motives.

Figure 1. Mean Composite Score Comparisons Across Junior Officer Ranks



Note. $N=58$ for the 2LT sample; $N=132-133$ for the 1LT sample; $N=460-461$ for the CPT sample. Responses ranged from “Extremely Important Reason to LEAVE(1)” to “NOT an Important Reason to LEAVE or STAY(5)” to “Extremely Important Reason to STAY(9).”

CAREER CONTINUANCE AND SEPARATION ANALYSES

OTS career continuance and separation motive analyses included examination of importance ratings at both the composite and item level. Because we were interested in identifying and documenting career continuance factors and separation motive data for exiting officers, only responses from junior officers actively out-processing at the Transition Center (Exit Form) are included in this section.

First, we present importance composite-level means and standard deviations, followed by importance item-level means and standard deviations within each of the content areas. Then, we identify the primary influences across content areas by providing rank-ordered lists of the top 15 items identified as reasons to stay in or separate from the Active Army.

Composite-level Means and Standard Deviations

The computed composite scores were used to highlight the importance of each of the content areas in the career continuance decision process. Table 7 presents the means and standard deviations for the content area composite scores. Exiting junior officers indicated that items related to Quality of Personal/Family Life ($M=3.43$, $SD=1.13$) and Deployments ($M=3.74$, $SD=1.12$) were most influential in the decision to leave the Active Army. Alternately, items assessing Peers ($M=5.34$, $SD=2.00$), Leadership Experiences and Development ($M=5.14$, $SD=1.64$), and Unit Cohesion and Camaraderie ($M=5.07$, $SD=1.59$) were more important in the decision to stay in the Active Army.

Table 7. Mean Ratings for Composite Scores

Composite Score	<i>M</i>	<i>SD</i>
Branch/Functional Area/Assignment	4.63	1.53
Career Progression	4.45	1.61
Deployments	3.74	1.12
Leadership Experiences & Development	5.14	1.64
Peers	5.34	2.00
Unit Cohesion & Camaraderie	5.07	1.59
Quality of Personal/Family Life	3.43	1.13
Army Quality of Life	4.33	1.12
Alternatives to Army Career	4.05	1.29

Note. $N=168-169$. Responses ranged from "Extremely Important Reason to LEAVE(1)" to "NOT an Important Reason to LEAVE or STAY(5)" to "Extremely Important Reason to STAY(9)."

Item-level Means and Standard Deviations

Branch/Functional Area/Assignment Items

A total of nine items pertaining to Branch or Functional Area characteristics were included in the Exit Form of the survey. These items assessed officer perceptions of specific job characteristics as well as satisfaction with their branch overall. Table 8 provides means and standard deviations for the importance levels of these items. Items are sorted by most important reasons to leave (lowest rated items) to most important reasons to stay (highest rated items) in the Active Army. Exiting junior officers reported that the length and number of working hours ($M = 3.67$, $SD = 1.88$) and day-to-day work-related tasks ($M = 4.33$, $SD = 2.08$) were the most important reasons to leave the Active Army. The amount of challenge from the job ($M = 5.11$, $SD = 2.18$) and the branch/functional area itself ($M = 5.30$, $SD = 2.37$) were rated as the most important reasons to stay.

Table 8. Mean Ratings for Branch/Functional Area/Assignment Items

Item	<i>M</i>	<i>SD</i>
Length/number of working hours	3.67	1.88
Day-to-day work-related tasks	4.33	2.08
Amount of enjoyment/fulfillment from job	4.39	2.67
Use of skills and abilities on the job	4.51	2.41
Duty assignment/mission	4.57	2.52
Availability of equipment/resources/personnel to perform job	4.84	2.01
Quality of training to perform in job	4.93	2.15
Amount of challenge from job	5.11	2.18
Branch/Functional Area	5.30	2.37

Note. $N=169$. Responses ranged from "Extremely Important Reason to LEAVE(1)" to "NOT an Important Reason to LEAVE or STAY(5)" to "Extremely Important Reason to STAY(9)."

Army Career Progression Items

Table 9 provides means and standard deviations for the seven survey items related to Army Career Progression, including officer attitudes regarding the Army promotional system and training/educational opportunities in both the military and civilian sector. Items are ranked from most important reasons to leave to most important reasons to stay, according to exiting officers. The most influential reason for leaving the Army within this content area was the lack of fairness of the Army promotion system ($M = 3.98$, $SD = 2.35$) followed by a lack of communication regarding career-related advancement information ($M = 4.03$, $SD = 2.09$). Exiting officers rated the availability and timeliness of Army promotion/advancement opportunities as the most important reason to stay ($M = 4.99$, $SD = 2.26$). Availability of quality

military training and educational opportunities was also ranked highly ($M = 4.87$, $SD = 2.18$). However, all Career Progression items had mean importance ratings below 5, indicating that they were perceived more as reasons to leave than as reasons to stay in the Active Army.

Table 9. Mean Ratings for Army Career Progression Items

Item	<i>M</i>	<i>SD</i>
Fairness of Army promotion system	3.98	2.35
Communication/support from assignment officers/career managers	4.03	2.09
Communication regarding career-related/advancement information	4.30	2.01
Availability of/assignment to key development positions	4.32	2.08
Availability of quality civilian training/educational opportunities	4.60	2.30
Availability of quality military training/educational opportunities	4.87	2.18
Availability/timeliness of Army promotions/advancement opportunities	4.99	2.26

Note. $N=167-169$. Responses ranged from "Extremely Important Reason to LEAVE(1)" to "NOT an Important Reason to LEAVE or STAY(5)" to "Extremely Important Reason to STAY(9)."

Deployment Items

A total of 15 items were used to assess attitudes regarding Army Deployments among junior officers completing the Exit Form. These items included perceptions of deployment characteristics as well as deployment preparation and dwell time activity. Table 10 lists the means and standard deviations for Army Deployment items, ranked from most important reasons to leave the Active Army to most important reasons to stay. Across items in this content area, means were consistently low, and 14 of 15 items were rated as greater reasons to leave than reasons to stay. The length of deployments ($M = 2.71$, $SD = 1.71$) and the quality of dwell time between deployments ($M = 2.83$, $SD = 1.83$) were rated as the most important reasons to leave, while having too few deployments was rated as a reason to stay in the Active Army ($M = 5.51$, $SD = 1.52$). Interestingly, experiences during deployments also had a fairly high rating on the importance scale ($M = 4.90$, $SD = 2.37$).

Table 10. Mean Ratings for Deployments Items

Item	<i>M</i>	<i>SD</i>
Length of deployments	2.71	1.71
Quality of dwell time between deployments	2.83	1.83
Length of dwell time between deployments	3.08	1.76
Number of deployments - too many	3.21	1.80
Predictability of deployments	3.40	1.84
Army "Stop-Loss"/"Stop-Movement" policy	3.44	1.82
Communication regarding scheduling/timing of deployments	3.71	1.81
Location of deployments	3.86	1.82
Amount of operational stress during deployments	4.10	1.77
Officer training/preparation for deployments	4.19	1.81
Amount of combat stress during deployments	4.26	1.67
Communication with family during deployments	4.27	1.93
Enlisted Soldier training/preparation for deployments	4.45	1.69
Experiences during deployments	4.90	2.37
Number of deployments - too few	5.51	1.52

Note. *N*=167-169. Responses ranged from "Extremely Important Reason to LEAVE(1)" to "NOT an Important Reason to LEAVE or STAY(5)" to "Extremely Important Reason to STAY(9)."

Leadership Experiences and Development Items

Attitudes about Leadership Experiences and Development were assessed with a total of 13 items on the Exit Form. The means and standard deviations for these items, which pertain both to perceived support from higher command as well as the opportunity for the officers to develop their own leadership skills, are listed in Table 11. Items are listed from most important reasons to leave the Active Army to most important reasons to stay. Exiting officers rated more items as reasons to stay than as reasons to leave within this content area. Leadership pressure to stay in the Army was rated as the most important reason to leave ($M = 4.49$, $SD = 1.67$), followed by mentorship within the chain of command ($M = 4.62$, $SD = 2.57$). The most important reasons to stay in the Active Army included the opportunities to train and lead Soldiers ($M = 6.00$, $SD = 2.29$) and develop leadership skills ($M = 5.52$, $SD = 2.19$).

Table 11. Mean Ratings for Leadership Experiences and Development Items

Item	<i>M</i>	<i>SD</i>
Leadership pressure to stay in the Army	4.49	1.67
Mentorship within chain of command	4.62	2.57
Leadership skills of Rater	4.77	2.61
Technical/tactical competence of Rater	4.94	2.52
Leadership skills of Senior Rater	4.98	2.61
Mentorship outside of chain of command	5.02	2.18
Technical/tactical competence of Senior Rater	5.10	2.48
Amount of decision-making authority/autonomy	5.19	2.42
Supportiveness of Senior Rater	5.21	2.53
NCO support and interaction	5.45	2.28
Supportiveness of Rater	5.47	2.55
Opportunities to develop leadership skills	5.52	2.19
Opportunities to lead and train Soldiers	6.00	2.29

Note. $N=168-169$. Responses ranged from “Extremely Important Reason to LEAVE(1)” to “NOT an Important Reason to LEAVE or STAY(5)” to “Extremely Important Reason to STAY(9).”

Peers Items

Officer attitudes toward peers were assessed with four items on the Exit Form. Means and standard deviations for these items are provided in Table 12, ranked from most important reasons to leave the Active Army to most important reasons to stay. Mean importance levels across all four items were fairly similar, with all items perceived as greater reasons to stay than as reasons to leave. The most important reason to stay was the help and support provided by fellow officers ($M = 5.56$, $SD = 2.06$), followed by trust in fellow officers ($M = 5.38$, $SD = 2.25$).

Table 12. Mean Ratings for Peers Items

Item	<i>M</i>	<i>SD</i>
Technical/tactical competence of fellow Officers	5.21	2.16
Leadership skills of fellow Officers	5.22	2.13
Trust in fellow Officers	5.38	2.25
Help and support given by fellow Officers	5.56	2.06

Note. $N=169$. Responses ranged from “Extremely Important Reason to LEAVE(1)” to “NOT an Important Reason to LEAVE or STAY(5)” to “Extremely Important Reason to STAY(9).”

Unit Cohesion and Camaraderie Items

A total of seven items related to unit cohesion and camaraderie were included in the Exit Form. Table 13 provides means and standard deviations for these items, which include perceptions of unit climate and morale as well as attitudes toward peers and subordinates within the unit. Items are ranked from most important reasons to leave the Active Army to most important reasons to stay. Exiting officers rated the majority of items as a reason to stay in the Army. The most important reasons to stay were the quality of NCOs ($M = 5.49, SD = 2.27$) and officers ($M = 5.33, SD = 2.06$). Unit command climate ($M = 4.46, SD = 2.18$) and the quality of the chain of command ($M = 4.89, SD = 2.23$) were rated as less important influences.

Table 13. Mean Ratings for Unit Cohesion and Camaraderie Items

Item	<i>M</i>	<i>SD</i>
Unit command climate	4.46	2.18
Quality of chain of command	4.89	2.23
Unit teamwork/camaraderie/morale	4.98	2.14
Unit prestige	5.13	1.98
Quality of enlisted Soldiers in unit	5.18	2.21
Quality of Officers working with	5.33	2.06
Quality of NCOs working with	5.49	2.27

Note. $N=168-169$. Responses ranged from "Extremely Important Reason to LEAVE(1)" to "NOT an Important Reason to LEAVE or STAY(5)" to "Extremely Important Reason to STAY(9)."

Quality of Personal/Family Life Items

Attitudes pertaining to the quality of personal and family life were assessed with a total of 13 items. Table 14 shows means and standard deviations for these items, sorted by most influential for leaving the Active Army to most influential for staying. The mean importance ratings for all items were relatively low, indicating that, on average, officers perceived personal and family life issues to be greater reasons to leave the Active Army than to stay. The most important reason influencing officers to leave the Active Army was the impact of Army life on the ability to start or maintain personal relationships ($M = 2.24, SD = 1.56$). The impact of Army life on the well-being of officers' significant others and families ($M = 2.50, SD = 1.69$) and plans to have children ($M = 2.51, SD = 1.81$) were also important reasons to leave.

Table 14. Mean Ratings for Quality of Personal/Family Life Items

Item	<i>M</i>	<i>SD</i>
Impact of Army life on ability to start/maintain personal relationships	2.24	1.56
Impact of Army life on significant other/family well-being	2.50	1.69
Impact of Army life on plans to have children	2.51	1.81
Amount of time away from significant other/family while deployed	2.59	1.73
Amount of personal/family time while in garrison	3.21	2.03
Army support of personal/family life	3.62	1.98
Significant other/family support for future deployment(s)	3.62	1.91
Opportunities for spouse/significant other's career	3.67	1.84
Opportunities for spouse/significant other's education	3.93	1.75
Unit support of personal/family life	3.95	1.91
Significant other/family support of decision to serve	4.23	1.71
Installation support of personal/family life	4.27	1.94
Army support for dual-military couples (e.g., deployment/stabilization schedule, duty station)	4.28	1.65

Note. $N=167-169$. Responses ranged from "Extremely Important Reason to LEAVE(1)" to "NOT an Important Reason to LEAVE or STAY(5)" to "Extremely Important Reason to STAY(9)."

Quality of Army Life Items

Quality of Army Life perceptions were assessed with 11 items. Means and standard deviations for these items are listed in Table 15. Items are rank ordered by mean, with low means reflecting reasons to leave the Active Army. Mean ratings for the items within this content area varied widely, with opportunity to serve the country ($M = 7.61$, $SD = 1.60$) being rated as the most important reason to stay. Other reasons to stay included monetary compensation ($M = 5.37$, $SD = 2.18$) and the quality of healthcare services ($M = 5.29$, $SD = 2.34$). The most important reasons to leave included a lack of stability or predictability of the next assignment ($M = 3.19$, $SD = 1.79$) and of Army life in general ($M = 3.27$, $SD = 1.87$).

Table 15. Mean Ratings for Quality of Army Life Items

Item	<i>M</i>	<i>SD</i>
Stability/predictability of next assignment	3.19	1.79
Stability/predictability of Army life	3.27	1.87
Army respect and concern for well-being	3.63	1.96
Choice of duty station	3.95	2.34
Number/impact of PCS locations	4.08	1.90
Overall quality of Army life	4.58	1.97
Availability/quality of childcare (on- or off-post)	4.98	1.25
Availability/quality of housing (on- or off-post)	4.99	1.63
Quality of healthcare services	5.29	2.34
Total monetary compensation (pay, bonuses)	5.37	2.18
Opportunity to serve country	7.61	1.60

Note. $N=167-168$. Responses ranged from “Extremely Important Reason to LEAVE(1)” to “NOT an Important Reason to LEAVE or STAY(5)” to “Extremely Important Reason to STAY(9).”

Alternatives to Army Career Items

A total of 15 items pertaining to Army career alternatives were included in the Exit Form. Table 16 provides means and standard deviations for this set of items, which reflect perceptions of opportunities in the civilian sector compared to the Army. Exiting junior officers rated retirement benefits ($M = 5.49, SD = 1.89$), job security ($M = 5.41, SD = 1.84$), and healthcare benefits ($M = 5.19, SD = 2.08$) in the civilian sector as the most influential reasons to stay in the Active Army, indicating that these characteristics are perceived to be more favorable within the Army than in the civilian sector. However, opportunities to attain personal ($M = 3.04, SD = 2.13$) and career goals ($M = 3.33, SD = 2.24$) in the civilian sector were listed as important reasons to leave. Quality of life in the civilian sector was also rated as an important reason to leave the Active Army ($M = 3.11, SD = 2.13$).

Table 16. Mean Ratings for Alternatives to Army Career Items

Item	<i>M</i>	<i>SD</i>
Opportunities to attain personal goals in the civilian sector	3.04	2.13
Quality of life in the civilian sector	3.11	2.13
Opportunities to attain career goals in the civilian sector	3.33	2.24
Use of skills and abilities in the civilian sector	3.45	1.99
Opportunities to change career path in the civilian sector	3.56	2.08
Amount of enjoyment/fulfillment from jobs in the civilian sector	3.70	2.06
Opportunities for education and self-development in the civilian sector	3.70	2.29
Length/number of working hours in the civilian sector	3.92	1.86
Availability of equipment/resources/personnel to perform jobs in the civilian sector	3.98	1.74
Total monetary compensation (pay, bonuses) in the civilian sector	4.12	1.89
Day-to-day work-related tasks in the civilian sector	4.22	1.93
Opportunities in the current civilian job/labor market	4.58	2.19
Healthcare benefits in the civilian sector	5.19	2.08
Job security in the civilian sector	5.41	1.84
Retirement benefits in the civilian sector	5.49	1.89

Note. *N*=168-169. Responses ranged from “Extremely Important Reason to LEAVE(1)” to “NOT an Important Reason to LEAVE or STAY(5)” to “Extremely Important Reason to STAY(9).”

Most Important Reasons to Stay in or Leave the Active Army

Item-level importance means were also examined and ranked across all content areas to identify the primary reasons exiting junior officers considered when deciding to stay in or leave the Active Army. Table 17 presents the rank-ordered means and standard deviations for the top 15 reasons to stay in the Active Army. The most influential reason to stay was the opportunity for officers to serve their country ($M = 7.61$, $SD = 1.60$), followed by the opportunity to lead and train Soldiers ($M = 6.00$, $SD = 2.29$). Support provided by peers, NCOs, and raters, as well as compensation, benefits, and job security offered to officers by the Army also emerged as important reasons to stay.

Table 18 provides means and standard deviations for the top 15 reasons to leave the Active Army. The top four reasons to leave all pertained to quality of family life, including the impact of Army life on ability to start/maintain personal relationships ($M = 2.24$, $SD = 1.56$), on significant other/family well-being ($M = 2.50$, $SD = 1.69$), and on plans to have children ($M = 2.51$, $SD = 1.81$). Other factors which were rated as top reasons to leave the Army included perceptions of several deployment characteristics and quality of life.

Table 17. Most Important Reasons to Stay in the Active Army – Top 15 Items

Item	<i>M</i>	<i>SD</i>
Opportunity to serve country	7.61	1.60
Opportunities to lead and train Soldiers	6.00	2.29
Help and support given by fellow Officers	5.56	2.06
Opportunities to develop leadership skills	5.52	2.19
Number of deployments - too few	5.51	1.52
Quality of NCOs working with	5.49	2.27
Retirement benefits in the civilian sector	5.49	1.89
Supportiveness of Rater	5.47	2.55
NCO support and interaction	5.45	2.28
Job security in the civilian sector	5.41	1.84
Trust in fellow Officers	5.38	2.25
Total monetary compensation (pay, bonuses)	5.37	2.18
Quality of Officers working with	5.33	2.06
Branch/Functional Area	5.30	2.37
Quality of healthcare services	5.29	2.34

Note. *N*=167-169. Responses ranged from “Extremely Important Reason to LEAVE(1)” to “NOT an Important Reason to LEAVE or STAY(5)” to “Extremely Important Reason to STAY(9).”

Table 18. Most Important Reasons to Leave the Active Army – Top 15 Items

Item	<i>M</i>	<i>SD</i>
Impact of Army life on ability to start/maintain personal relationships	2.24	1.56
Impact of Army life on significant other/family well-being	2.50	1.69
Impact of Army life on plans to have children	2.51	1.81
Amount of time away from significant other/family while deployed	2.59	1.73
Length of deployments	2.71	1.71
Quality of dwell time between deployments	2.83	1.83
Opportunities to attain personal goals in the civilian sector	3.04	2.13
Length of dwell time between deployments	3.08	1.76
Quality of life in the civilian sector	3.11	2.13
Stability/predictability of next assignment	3.19	1.79
Amount of personal/family time while in garrison	3.21	2.03
Number of deployments - too many	3.21	1.80
Stability/predictability of Army life	3.27	1.87
Opportunities to attain career goals in the civilian sector	3.33	2.24
Predictability of deployments	3.40	1.84

Note. *N*=167-169. Responses ranged from “Extremely Important Reason to LEAVE(1)” to “NOT an Important Reason to LEAVE or STAY(5)” to “Extremely Important Reason to STAY(9).”

PROXY ANALYSES

A major goal of this project was to examine the feasibility of using alternative sources of information as proxies in place of surveying exiting officers themselves. The purpose of these analyses was to evaluate the validity of the survey instrument and investigate whether individuals who are knowledgeable about officer career decision-making could serve as proxies for exiting officers and provide meaningful and valid information regarding officer separation motives.

Our target group was junior officers who had decided to leave the Active Army and were actively out-processing at the Transition Centers ($N=169$; Exit Form). We also collected data from two groups of proxy samples, an officer proxy sample ($N=485$; General Form), and an expert proxy sample ($N=68$; Expert Form). The officer proxy sample included officers who were in the process of deciding whether or not to continue serving beyond their ADSO and included a mix of officers who: (1) had submitted their separation paperwork; (2) indicated they planned to separate but had not yet submitted separation paperwork; (3) submitted their separation paperwork but changed their mind; (4) indicated they planned to stay in the Active Army; and (5) were undecided about their decision to separate from or stay in the Active Army. For the purposes of our analyses, we combined the first two groups of officers who had planned to leave the Army. The expert proxy sample included the following three groups: (1) senior commissioned officers attached to operational units (e.g., battalion and brigade commanders, XOs, and staff); (2) HRC Career Managers/Assignment Officers; and (3) ACAP TSMs. Table 19 provides the sample sizes for each of these groups. We compared exiting officers composite- and item-level responses to the officer proxy and expert proxy samples, as well as to each of the subgroups listed below.

Table 19. Proxy Groups

Officer Proxy Sample	<i>N</i>	Expert Proxy Sample	<i>N</i>
Officers who planned to stay	106	Senior commissioned officers attached to operational units	31
Officers who had changed mind and planned to stay	20	HRC Career Managers/Assignment Officers	19
Officers who were undecided	74	ACAP Transition Services Managers	18
Officers who planned to leave	282		
Missing	3		
Total	485	Total	68

Proxy Sample Comparisons – Composite-Level Analyses

First, we compared the exiting officers' composite scores to the composite scores from each of our nine proxy groups. These proxy groups included both the higher grouping level and

more specific subgroup level: (1) officer proxy sample (combined); (2) expert proxy sample (combined); (3) officers who planned to stay (officer proxy sample subgroup); (4) officers who submitted their separation packet but changed their mind and planned to stay (officer proxy sample subgroup); (5) officers who were undecided (officer proxy sample subgroup); (6) officers who planned to leave (officer proxy sample subgroup); (7) senior commissioned officers (expert proxy sample subgroup); (8) HRC Career Managers/Assignment Officers (expert proxy sample subgroup); and (9) ACAP TSMs (expert proxy sample subgroup). Table 20 provides the composite score means and standard deviations for the target and proxy samples. Figure 2 also illustrates the convergence of these composite score means.

Focusing on important reasons to leave the Active Army, all three samples rated items pertaining to the Quality of Personal & Family Life as the most important reasons to leave the ($M=3.43$, $SD=1.13$ for exiting officers; $M=3.72$, $SD=1.49$ for officer proxy sample; and $M=3.67$, $SD=1.53$ for expert proxy sample). Note that lower mean scores indicate *more important* reasons for leaving. Deployments were rated as the next lowest for all three samples ($M=3.74$, $SD=1.12$ for exiting officers; $M=3.87$, $SD=1.32$ for officer proxy sample; and $M=3.71$, $SD=1.10$ for expert proxy sample).

We also examined composite score ratings of important reasons to stay in the Active Army for the three samples. Exiting officers rated items pertaining to Peers highest ($M=5.34$, $SD=2.00$). This composite was also highly rated among the two proxy groups ($M=5.37$, $SD=2.07$ for officer proxy sample; $M=6.49$, $SD=1.55$ for expert proxy sample). Leadership Experiences and Development and Unit Cohesion were the next highest rated reasons for exiting officers ($M=5.14$, $SD=1.64$ and $M=5.07$, $SD=1.59$, respectively). The officer proxy sample and the expert proxy sample had similar patterns of results. However, the expert proxy samples rated Army Career Progression, Peers, and Unit Cohesion & Camaraderie higher than the other two samples ($M=5.68$, $SD=1.55$, $M=6.49$, $SD=1.55$ and $M=6.50$, $SD=1.51$, respectively for expert proxy sample).

Further examination of the composite scores suggest the officer proxy sample responses were slightly more similar to the exiting officer target sample ($r=.96$, $p<.01$) than responses between the expert proxy sample and exiting officer sample ($r=.94$, $p<.01$), but both proxy samples demonstrated patterns of results that closely matched exiting officer responses.

We also compared exiting officer responses to the subgroups making up the two main proxy groups. Figures 3 and 4 illustrate a very similar pattern of responses across the composites for the target and proxy subgroups. Officers who indicated that they intended to stay in the Army demonstrated the most positive responses across most of the composite scores. Officers who intended to leave (submitted separation paperwork or intended to submit) had the lowest ratings across all the composite scores. Further, officers who intended to leave were the most closely related to the exiting officer target sample ($r=.97$, $p<.01$), followed by officers that once decided to leave and later changed their mind ($r=.95$, $p<.01$), officers who were undecided ($r=.91$, $p<.01$), and officers who indicated they planned to stay in the Active Army ($r=.89$, $p<.01$). A similar pattern or results was also observed when comparing composite scores from the target to expert proxy subgroups; officers that worked closely with junior officers were the most closely

related to the exiting officer target sample ($r=.97, p<.01$), followed by HRC Career Manager/Assignment Officer responses ($r=.91, p<.01$) and ACAP TSM responses ($r=.85, p<.01$).

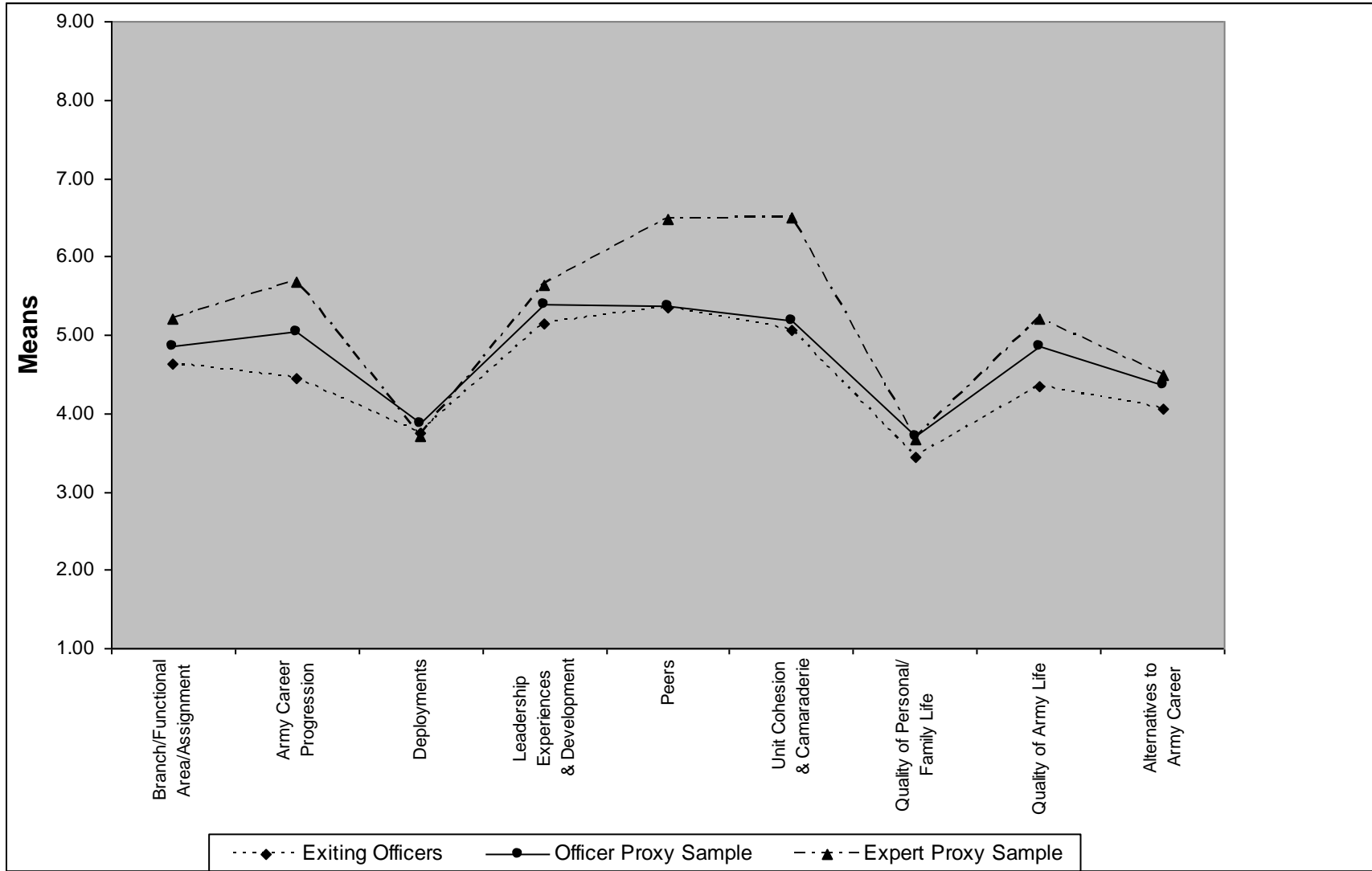
These findings provide support for using both officer and expert proxy samples to approximate exiting junior officer responses. The results show that the proxy samples have the knowledge and experience to provide valid information regarding the reasons officers are exiting from the Active Army

Table 20. Proxy Analyses – Composite Score Means and Standard Deviations

Sample	Composite Scores																	
	Branch/FA/ Assignment		Career Progression		Deployments		Leadership Experiences/ Development		Peers		Unit Cohesion		Quality of Personal/ Family Life		Army Quality of Life		Alternatives to Army Career	
	M	SD	M	SD	M	SD	M	SD	M	SD	M	SD	M	SD	M	SD	M	SD
Target Sample Exiting Officers	4.63	1.53	4.45	1.61	3.74	1.12	5.14	1.64	5.34	2.00	5.07	1.59	3.43	1.13	4.33	1.12	4.05	1.29
Officer Proxy Sample Combined	4.85	1.75	5.04	1.72	3.87	1.32	5.39	1.67	5.37	2.07	5.19	1.84	3.72	1.49	4.85	1.68	4.37	1.65
Expert Proxy Sample Combined	5.20	1.20	5.68	1.55	3.71	1.10	5.64	1.38	6.49	1.55	6.50	1.51	3.67	1.53	5.20	1.42	4.49	1.10
Officer Proxy Samples																		
Planned to stay	6.28	1.28	6.44	1.66	4.64	1.24	6.49	1.38	6.39	1.76	6.44	1.55	4.81	1.48	6.10	1.67	5.50	1.56
Changed mind & planned to stay	5.07	1.84	4.68	1.33	4.08	1.02	5.39	1.76	5.18	2.03	5.39	1.78	3.78	1.44	4.90	1.23	4.52	1.04
Undecided	5.26	1.42	5.36	1.58	4.14	1.35	5.60	1.39	5.52	1.70	5.56	1.64	4.14	1.29	5.32	1.66	4.95	1.40
Planned to leave	4.19	1.62	4.47	1.47	3.51	1.22	4.92	1.64	4.97	2.14	4.62	1.75	3.20	1.29	4.26	1.42	3.79	1.51
Expert Proxy Samples																		
Senior commissioned officers	5.10	1.21	5.41	1.58	4.00	1.03	5.78	1.36	6.37	1.38	6.43	1.34	3.47	1.20	4.89	1.15	4.43	.96
HRC Career Managers/Assignment Officers	5.06	.99	5.96	1.35	3.51	.92	5.42	1.24	6.54	1.70	6.66	1.53	3.42	1.43	4.92	1.09	4.50	.85
ACAP TSMs	5.53	1.39	5.83	1.69	3.42	1.30	5.64	1.61	6.63	1.73	6.43	1.82	4.26	2.01	6.02	1.84	4.59	1.52

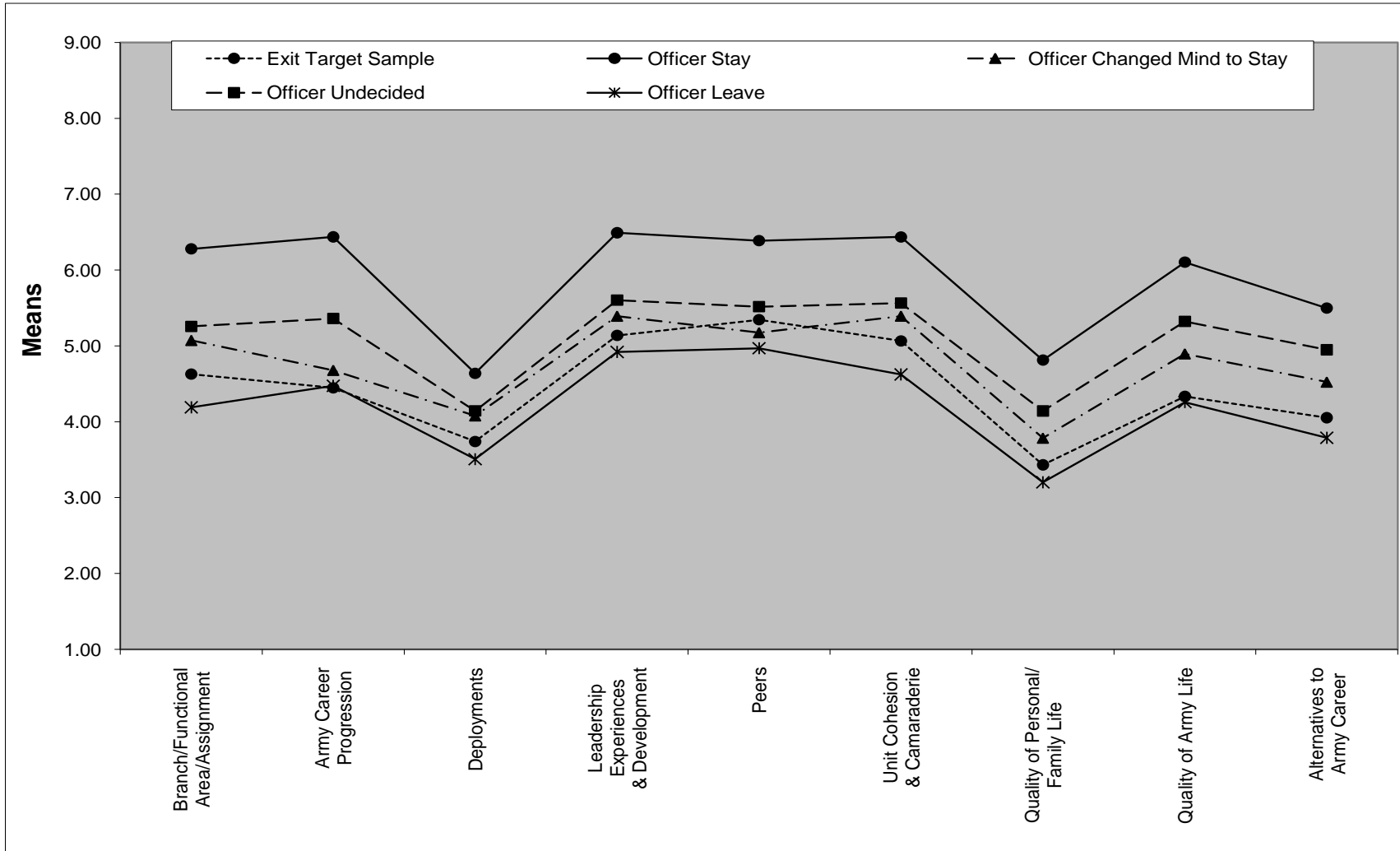
Note. Responses ranged from “Extremely Important Reason to LEAVE(1)” to “NOT an Important Reason to LEAVE or STAY(5)” to “Extremely Important Reason to STAY(9).”

Figure 2. Proxy Analyses – Mean Composite Score Comparisons for Exiting, Officer Proxy, and Expert Proxy Samples



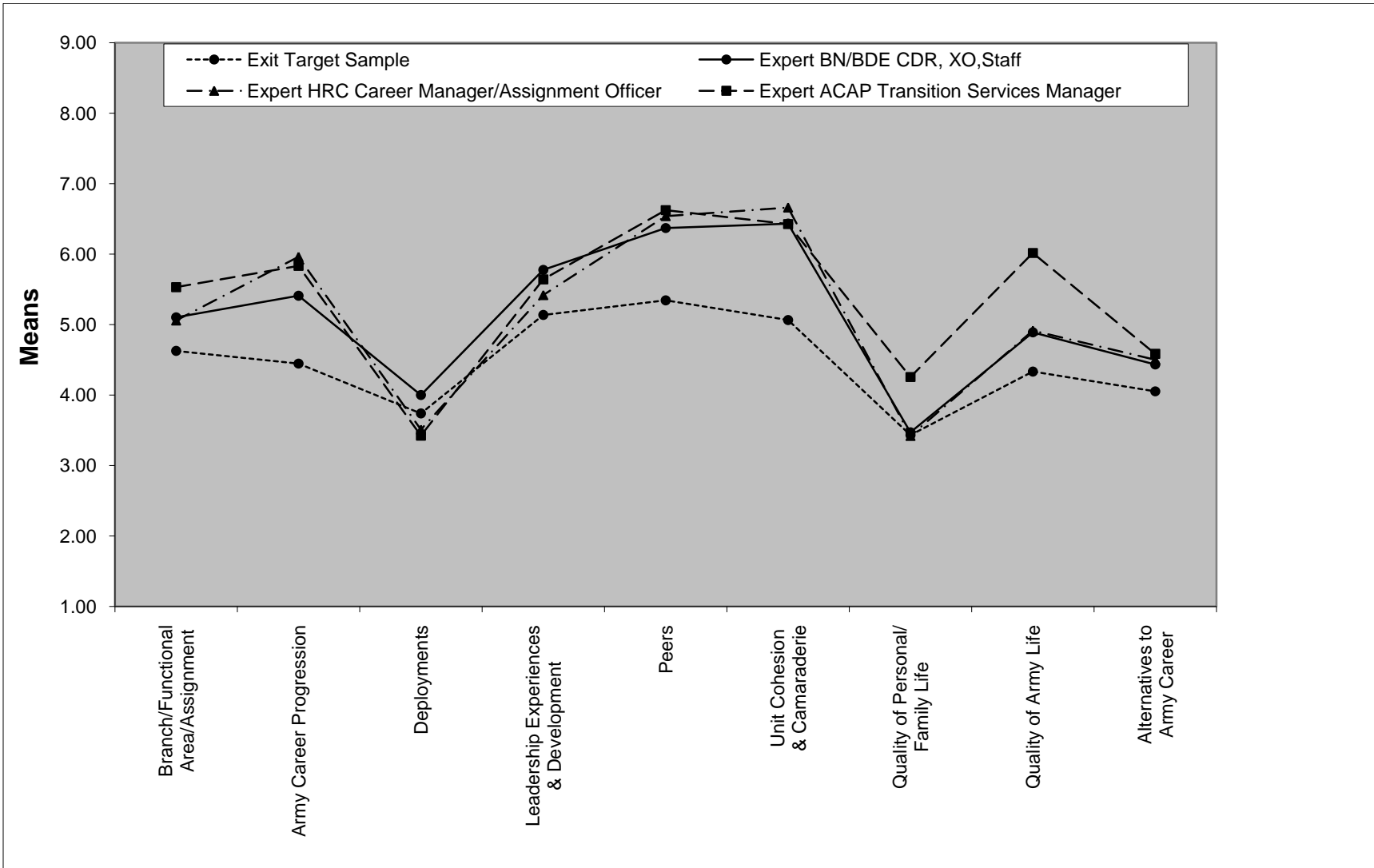
Note. *N*=168-169 for the exiting officers target sample; *N*=484-485 for the officer proxy sample; *N*=67-68 for the expert proxy sample. Responses ranged from “Extremely Important Reason to LEAVE(1)” to “NOT an Important Reason to LEAVE or STAY(5)” to “Extremely Important Reason to STAY(9).”

Figure 3. Proxy Analyses – Mean Composite Score Comparisons for Target and Officer Proxy Samples - Detailed Subgroups



Note. *N*=168-169 for exiting officers; *N*=105-106 for officers planning to stay; *N*=67-68 for officers that changed mind and decided to stay; *N*=73-74 for officers undecided; *N*=282 for officers planning to leave. Responses ranged from “Extremely Important Reason to LEAVE(1)” to “NOT an Important Reason to LEAVE or STAY(5)” to “Extremely Important Reason to STAY(9).”

Figure 4. Proxy Analyses – Mean Composite Score Comparisons for Target and Expert Proxy Samples - Detailed Subgroups



Note. *N*=31 for expert senior commissioned officers; *N*=19 for HRC Career Managers/Assignment Officers; and *N*=17-18 for ACAP Transition Services Managers. Responses ranged from “Extremely Important Reason to LEAVE(1)” to “NOT an Important Reason to LEAVE or STAY(5)” to “Extremely Important Reason to STAY(9).”

Proxy Sample Comparisons – Item-Level Analyses

Target and proxy sample responses were also examined at the item level. For each sample, an average item score was computed to represent the mean response of each item for each group. For the proxy samples, these scores were again computed at both the higher grouping level and more specific subgroup level. Accordingly, mean scores were computed for the: (1) target sample of exiting officers; (2) officer proxy sample (combined); (3) expert proxy sample (combined); (4) officers who planned to leave (officer proxy sample subgroup); (5) officers who were undecided (officer proxy sample subgroup); (6) officers who submitted their separation packets but changed their minds (officer proxy sample subgroup); (7) officers who planned to stay (officer proxy sample subgroup); (8) senior commissioned officers (expert proxy sample subgroup); (9) HRC Career Managers/Assignment Officers (expert proxy sample subgroup); and (10) ACAP TSMs (expert proxy sample subgroup).

Table 21 presents the correlations between the target and proxy sample item-level means. Overall, correlations between exiting officer responses and officer and expert proxy responses were significant, with exiting officer means more highly correlated with officer proxy means ($r=.96$) than with expert proxy means ($r=.85$). Further, the officer proxy group who had career intentions most similar to exiting officers represented the highest correlation. For example, means were most highly correlated between exiting officers and officers who indicated they planned to separate from the Active Army ($r=.98$), followed by officers who once wanted to separate but changed their mind and decided to stay in the Army ($r=.92$), followed by officers who were undecided about their career plans ($r=.89$), and finally by officers who indicated they planned to stay in the Active Army ($r=.81$).

Expert proxy subgroup analyses also revealed an expected pattern of results. Findings suggest senior officers who work closely with junior officers on a daily basis (i.e., battalion and brigade commanders, XOs, and staff) provided highly valid judgments and approximations for exiting officer responses ($r=.87$), followed by HRC Career Manager/Assignment Officer responses ($r=.82$) and ACAP TSM responses ($r=.74$).

It is important to note that these results are based on uncorrected correlations. Accordingly, differences in the magnitude of correlations may in part reflect differences in proxy subgroup sample sizes (i.e., $N = 18$ vs. $N = 282$). However, these sample size differences reflect true subgroup differences (i.e., there are fewer expert proxies than officer proxies within the Active Army).

Taken together, these results illustrate that proxy samples can serve as an excellent source of information with regard to collecting junior officer career continuance influencers and separation motives. Not only do fellow junior officers serve as valid proxies, but expert samples also highly converged with the target sample. This finding is important because it demonstrates that expert proxy samples, such as brigade commanders, HRC Career Managers/Assignment Officers, and ACAP TSMs, by virtue of their daily experiences with separating officers, develop understanding, knowledge, and expertise regarding the career continuance decisions of officers.

Also, by virtue of their expertise, their collective judgments are very accurate regarding the motives of separating junior officers. Because SMEs can be surveyed much more quickly and easily than exiting officers, these results show that their opinions have potential to provide valid input to short suspense inquires regarding the separation motives of junior officers.

Table 21. Correlations Between Target and Proxy Sample Importance Item-Level Means

<i>Samples</i>										
	Exiting Officers	Officer Proxy Sample	Expert Proxy Sample	Officer Planned to Leave	Officer Undecided	Officer Changed Mind to Stay	Officer Planned to Stay	Sr. Commissioned Officer	HRC Career Managers/Assignment Officers	ACAP TSMs
	Target Sample	Officer Proxy Combined	Expert Proxy Combined	Officer Proxy Subgroups				Expert Proxy Subgroups		
Sample										
Exiting Officers Target Sample										
Officer Proxy Sample Comb.	.96									
Expert Proxy Sample Comb.	.85	.90								
Officer Proxy Subgroups										
Officer Planned to Leave	.98	.98	.85							
Officer Undecided	.89	.96	.88	.89						
Officer Changed Mind to Stay	.92	.94	.83	.91	.90					
Officer Planned to Stay	.81	.92	.89	.81	.95	.85				
Expert Proxy Subgroups										
Sr Comm Officers	.87	.90	.97	.86	.87	.84	.87			
HRC CMs/AOs	.82	.87	.97	.82	.86	.80	.85	.93		
ACAP TSMs	.74	.82	.94	.76	.82	.74	.84	.85	.89	

Note. N=94. All correlations are significant (p<.01)

SURVEY EVALUATION & RECOMMENDATIONS

The career continuance of officers reflects a complex and dynamic decision process, influenced by a broad array of individual and contextual factors and experiences. This project involved the utilization and evaluation of the OTS, a survey designed to identify a variety of influences while exploring ways for the Army to efficiently gather those data.

The OTS is a promising instrument that Army leadership can use to understand, forecast, and manage the individual-level career continuance or separation trends of junior officers, especially those in their initial ADSO. To conclude this report, we briefly summarize major project findings, discuss potential challenges to implementation, and offer suggestions to guide future research and applications.

Survey Evaluation Summary

The OTS consists of items covering nine content areas: Branch/Functional Area/Assignment; Army Career Progression; Deployment; Leadership Experiences and Development; Peers; Unit Cohesion and Camaraderie; Quality of Personal/Family Life; Quality of Army Life; and Alternatives to Army Career.

Surveys were administered to junior officers who were in the process of actively out-processing at Army Transition Centers. In addition, we surveyed proxy groups which included both junior officers and experts who work closely with junior officers. The survey results indicated that the OTS provides useful empirical information regarding career continuance influences and separation motives. Further, the survey content appears to adequately capture the broad array of factors that play a role in officers' career continuance decisions. For example, the impact of Army life on family stability and family well-being and length of deployments were clearly indicated as significant influences on decisions to leave the Army. Highly rated reasons for staying in the military included the opportunity to serve, lead and train Soldiers, and work with fellow officers. This type of feedback can be of considerable utility to Army leadership as they make decisions about how to most effectively influence officer career decisions.

In addition, the proxy sample analyses indicated that both officer and expert proxy samples could be used to closely approximate the career continuance perceptions of officers who are leaving the Army. The data reflected an expected pattern of results among the target and proxy groups. With regard to the target sample and the officer proxy subgroups, samples with career intentions most similar to exiting officers represented the highest correlations. For the expert proxy subgroups, the senior officers' responses correlated most highly with the target group, followed by the HRC managers, and the ACAP TSMs.

These results have a number of implications for moving toward a more integrated, streamlined, and efficient use of survey research. For example, separating officers are typically less accessible and may be less motivated to provide key insight into reasons they decided to separate from the Active Army. Further, these officers are likely less willing to complete a detailed survey on their separation motives. Thus, utilizing proxy samples offers a method to

collect information that will have a high degree of convergence with the target sample while expending fewer resources.

In summary, the data analyses suggest the OTS offers Army leadership a tool to collect timely, accurate officer separation motive data while reducing the costs and resources associated with capturing this type of critical information.

Challenges to Implementation

The data obtained on the OTS yielded promising results for its use in assessing officers' reasons for making career continuance decisions. The effort also provided significant steps forward in advancing the Army's capabilities for efficiently and effectively obtaining data to make such assessments. However, there are several challenges to implementing the OTS more broadly that must be addressed.

One important issue relates to obtaining Army-wide acceptance of the survey. Not only is it important for officers to perceive their responses and feedback on the survey as meaningful, it is equally important that Army leadership value and act on the information that is being captured by the OTS. This may be particularly challenging given the current Army mission and environment. For example, deployments were cited as a primary reason officers were making the decision to separate from the Active Army. Although deployments are an Army policy issue, having a greater understanding of these issues should enable leaders to more effectively deal with officers as they make their career decisions, as well as inform policy about incentives that may mitigate the effects of some deployment experiences or perceptions.

Another point is that the interpretation of survey items must be as standardized as possible. That is, policies, programs and procedures must be described in such a way that officers in different geographic locations and in varying branches and functional areas agree on their meaning. Without this consistency, comparison of results across groups becomes less meaningful. This type of refinement can be accomplished through broader implementation of the focus groups and sensing sessions.

We also recommend that, as the survey is utilized, trends should be examined in the data. Over time, the need for refinements in particular content areas will likely become clear, and Army leadership can take those opportunities to explore areas of interest in more depth. This may take the form of more specific items or modified response options, depending on need. Given the high correspondence between expert judgments and the responses of exiting officers, expert judgment may be particularly useful in providing in-depth analyses of topics uncovered by a broader survey.

Further, utilization of the OTS would be enhanced by integrating it into the current separation process that involves HRC Career Managers/Assignment Officers. For example, as officers make the decision to leave the Active Army they are required to submit separation packets to HRC. One way to incorporate the OTS into the current system would be to have HRC

Career Managers/Assignment Officers require survey participation as part of the routine operational procedure for separation package submission.

Another challenge, and perhaps most important, is the question of how to utilize the results of the survey. Given the challenges the Army can anticipate facing, the results of the current survey likely reflect circumstances that will fluctuate over time. That is, the primary content areas may be consistently identified as influential by officers, but the weight and influence each officer gives them may change with time and circumstances. If the Army truly wishes to forecast and manage career trends, leadership must be proactive in conducting these assessments, accurately interpreting the results, and taking action accordingly.

A final consideration is the use of proxy groups. For this approach to be effective, an appropriately knowledgeable and readily accessible group of experts must be identified. They must be familiar with the day-to-day life and perceptions of junior officers. Further, they must be able to respond to survey items from that perspective without biasing their responses with their own views.

Future Research and Applications

We recommend application of this proxy-sample methodology for future survey research by the Army to monitor officer separation motives. Additional research is needed to further explore the feasibility and usefulness of the OTS. To begin, data should be collected on the Exit, General, and Expert Forms to ensure that survey results are replicated. The additional survey responses would provide further evidence of validity, offer support for the survey content, and facilitate more meaningful comparisons with existing Army career surveys such as the SSMP and SOC. Additional data would also enhance the demographic representativeness of the data accumulated over time, and could eventually be utilized to address diversity issues beyond what is possible with convenience samples. Additional OTS data might also be useful for refinement of the Officer Career Continuance Model developed by Johnson and colleagues (2009).

Our analyses suggest that proxy samples consisting of knowledgeable experts are valid, alternative sources of information for survey content. This finding has several important implications for sample participation in future career decision research. For example, the Army may not need to invest the time and resources required to collect information from exiting officers. Expert samples could be more efficiently utilized. Thus, in order to maximize the usefulness of the OTS, larger expert samples (e.g., battalion and brigade leaders, HRC Career Managers/Assignment Officers) should be collected to support the convergence of officer and proxy sample responses.

Going forward, modifications to the survey methodology may be of interest. The current project demonstrated that web-based and paper-and-pencil formats could be used jointly to conduct the survey. Future efforts may explore the utility of branching survey designs to make data collection more efficient for the participants. Or, new survey forms may involve interview components to obtain more detailed information on specific areas of interest.

Finally, we recommend that the development and implementation of this type of survey be coordinated with survey efforts intended for other target groups within the Army. Although the scope of the current work focused on junior officers, other portions of STAY have focused on enlisted Soldiers and junior NCOs (Kubisiak et al., 2010). These efforts could be expanded to other groups such as senior NCOs and more senior officers. These groups are also likely experiencing changes in retention behavior and the Army would benefit from developing and evaluating similar survey instruments and research designs to better understand and manage separation trends.

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APPENDIX A

**OFFICER TRANSITION SURVEY FORMS
AND E-MAIL SOLICITATION**

Officer Transition Survey: Exiting Officer Form

Privacy Act Statement

In accordance with the Privacy Act of 1974 (Public Law 93-579), this notice informs you of the purpose of this study and how the findings will be used.

The U.S. Army Research Institute for the Behavioral and Social Sciences may collect the information requested in this survey under the authority of 10 U.S. Code 2358, "Research and Development Projects."

The purpose of this research is to collect information regarding the reasons junior officers separate from the Active Army. This research project will provide the Army with survey results to forecast, understand, and manage junior officer retention.

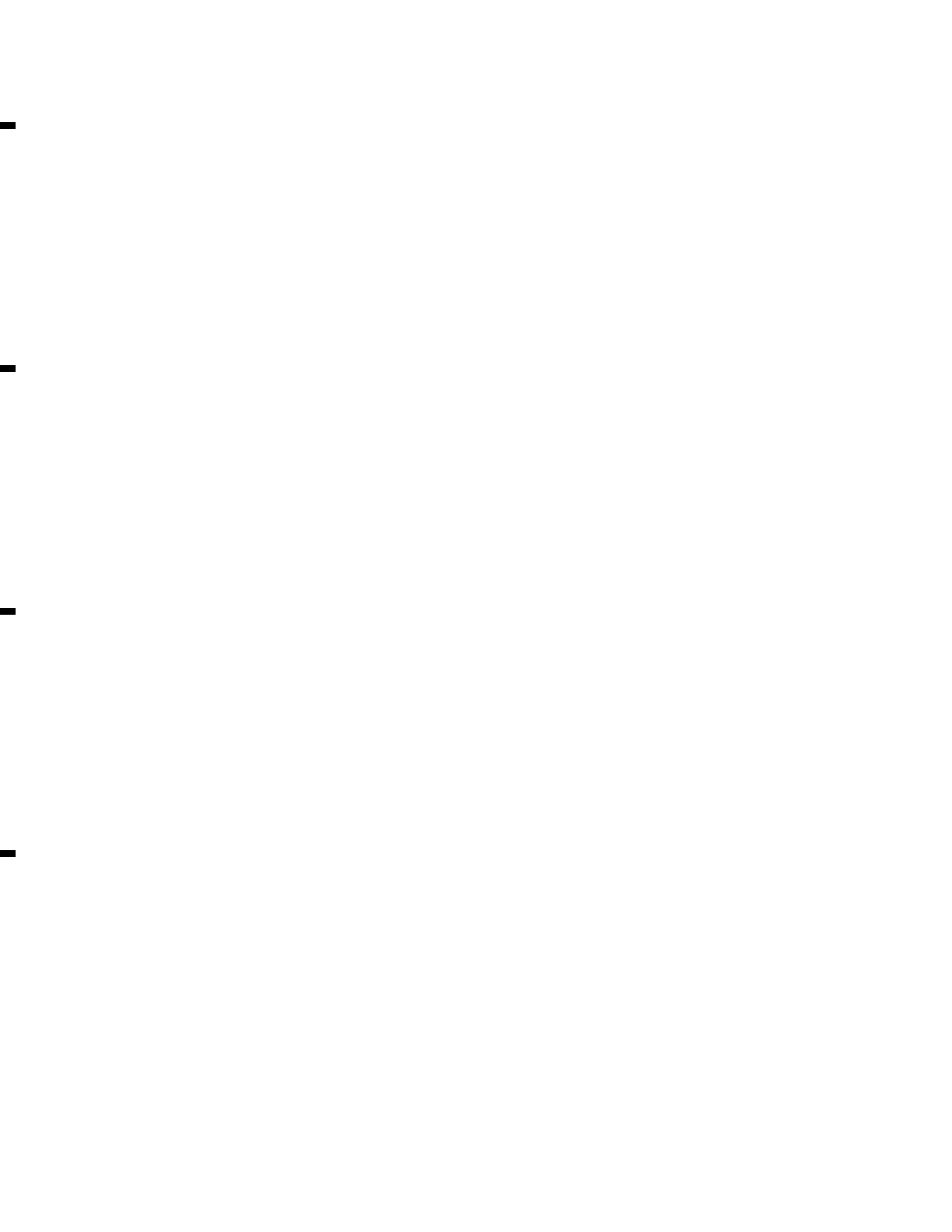
Providing information on this survey is voluntary. Failure to respond to any particular question will not result in any penalty. ***All of your responses will be kept anonymous and confidential.*** Only group-level information and statistics will be reported. Your responses will not become part of your Army record and will have no impact on your Army career.

How To Fill Out This Survey

This survey is composed of multiple choice and fill in the blank questions. Read each question carefully and mark your answers directly on this booklet. Please be sure to clearly mark and/or print each of your responses and be frank when answering these items.

Survey Approval Authority:
U.S. Army Research Institute for the Behavioral and Social Sciences
Survey Control Number: DAPE-ARI-AO-09-13B
RCS: MILPC-3

If you have any questions about this survey, please contact the U.S. Army Research Institute (Dr. Peter Legree at 703-602-7936, peter.legree@hqda.army.mil; or Dr. Mark Young at (703) 602-7969, mark.young@hqda.army.mil.)



Section 1: Background Information and Military Experiences

For questions 1 - 24, mark the response option that best describes you.

1. What is your gender?
 - Male
 - Female
2. What was your age on your last birthday?
 - Under 20
 - 20 - 24 years old
 - 25 - 29 years old
 - 30 - 34 years old
 - 35 - 39 years old
 - 40 - 44 years old
 - 45 - 49 years old
 - 50 or older
3. Are you of Hispanic, Latino, or Spanish origin or ancestry (of any race)? (Mark All That Apply)
 - No, not Hispanic, Latino, or Spanish ancestry
 - Yes, Mexican, Mexican American, Chicano
 - Yes, Puerto Rican
 - Yes, Cuban
 - Yes, other Hispanic/Spanish
4. What is your race? (Mark All That Apply)
 - American Indian or Alaska Native (e.g., Eskimo, Aleut)
 - Asian (e.g., Asian Indian, Chinese, Filipino, Japanese, Korean, Vietnamese)
 - Black or African-American
 - Native Hawaiian or other Pacific Islander (e.g., Samoan, Guamanian, Chamorro)
 - White
5. What is your current marital status?
 - Single, never married
 - Married
 - Legally separated or filing for divorce
 - Divorced
 - Widowed
6. Is your spouse currently serving in the U.S. Armed Forces?
 - Does not apply; I have no spouse
 - No
 - Yes, on active duty in the Army
 - Yes, in the Army Reserve or Army National Guard
 - Yes, on active duty in another military branch
 - Yes, in the reserve component of another military branch
7. How many dependent children do you have?
 - 0
 - 1
 - 2
 - 3
 - 4 or more
8. What was the primary reason(s) you became an Army Commissioned Officer? (Mark Up To 3 Options)
 - Desire to serve my country
 - Desire to fight the GWOT
 - Desire to be a military officer
 - Develop self-discipline
 - Develop leadership qualities/skills
 - Do something exciting/interesting
 - Earn more money than from previous job(s)
 - Educational benefits
 - Family support services
 - Get away from/solve a personal problem
 - Influence of family
 - Influence of friends
 - Lack of civilian employment opportunities
 - Leadership opportunities
 - Medical care
 - Military tradition in family
 - Need to be on my own
 - Pay and allowances
 - Retirement pay and benefits
 - Security and stability of a job
 - Training in job skills
 - Travel
 - Other; please specify _____

9. What was the source of your Army commission?

- ROTC scholarship
- ROTC non-scholarship
- USMA
- OCS
- Direct
- Other; please specify _____

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

- 3 years
- 4 years
- 5 years
- Other; please specify _____

11. When you were first commissioned as an Army Officer, what were your Army career plans?

- I was undecided about my Army career plans
- Complete my initial obligation and then leave
- Stay beyond my initial obligation, but not necessarily until eligible for retirement
- Stay until eligible for retirement (or beyond)

12. Please describe your military service experience. (Mark All That Apply)

- I have served as a Commissioned Officer in the U.S. Active Army.
- I have served as an enlisted Soldier in the U.S. Active Army.
- I have served in the Army Reserve or Army National Guard.
- I have served in the U.S. Air Force, Navy, Marine Corps, or Coast Guard.
- I have served in non-U.S. military services.

13. How many total years have you served with the U.S. Armed Forces?

Years

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

14. How many total years have you served on active duty with the Army as a Commissioned Officer?

Years

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

15. What is your current rank?

- 2LT
- 1LT
- CPT
- MAJ
- Other; please specify _____

16. What was your last position prior to separation?

- Platoon Leader
- Company/Battery/Troop XO
- Company/Battery/Troop CDR
- Battalion/Squadron XO
- Battalion/Squadron CDR
- Battalion/Squadron Staff
- Brigade Staff
- Division Staff
- Corps Staff
- Transition Team Member/Leader
- Other; please specify _____

17. In which of the following positions have you served during your active duty career in the Army? (Mark All That Apply)

- Platoon Leader
- Company/Battery/Troop XO
- Company/Battery/Troop CDR
- Battalion/Squadron XO
- Battalion/Squadron CDR
- Battalion/Squadron Staff
- Brigade Staff
- Division Staff
- Corps Staff
- Transition Team Member/Leader
- Other; please specify _____

18. Have you completed the Captain's Career Course?

- Yes
- No

19. Within the past 5 years, how many times have you been deployed with the Army (including unaccompanied PCS moves)?

- I have not been deployed with the Army
- 1 time
- 2 times
- 3 times
- 4 or more times

20. Within the past 5 years, how many total months have you been deployed with the Army (including unaccompanied PCS moves)?

- I have not been deployed with the Army
- 6 months or less
- 7 - 11 months
- 12 - 17 months
- 18 - 23 months
- 24 - 30 months
- 31 months or more

21. Within the past 5 years, how many total months have you been away from your Army duty station for TDY/Training (excluding deployments)?

- I have not been away from my duty station
- 6 months or less
- 7 - 11 months
- 12 - 17 months
- 18 - 23 months
- 24 - 30 months
- 31 months or more

22. Have you ever been under "Stop-Loss"/"Stop-Movement" orders with the Army?

- Yes
- No

23. Are you currently assigned to your preferred Branch/Functional Area?

- Yes
- No

24. What is your current Branch/Functional Area?

Maneuver, Fires and Effects (MFE)

- BR 11 - Infantry
- BR 12 - (formerly BR21) Corps of Engineers
- BR 13 - Field Artillery
- BR 14 - Air Defense Artillery
- BR 15 - Aviation
- BR 18 - Special Forces
- BR 19 - Armor
- FA 30 - Information Operations
- BR 31 - Military Police
- BR 37 - Psychological Operations
- BR 38 - Civil Affairs
- FA 46 - Public Affairs
- BR 74 - CBRN

Operations Support (OS)

- FA 24 - Telecommunications Systems Engineering
- BR 25 - Signal Corps
- FA 34 - Strategic Intelligence
- BR 35 - Military Intelligence
- FA 40 - Space Operations
- FA 47 - USMA Stabilized Faculty
- FA 48 - Foreign Area Officer
- FA 49 - ORSA
- FA 50 - Force Management
- FA 52 - Nuclear & Counterproliferation
- FA 53 - Systems Automation Officer
- FA 57 - Simulation Operations
- FA 59 - Strategic Plans & Policy

Force Sustainment (FS)

- BR 36 - Financial Management
- BR 42 - Adjutant General Corps
- FA 51 - Research, Development & Acquisition
- BR 88 - Transportation Corps
- FA 89 - Ammunition
- FA 90 - Logistics
- BR 91 - Ordnance
- BR 92 - Quartermaster Corps

Other Branch/Functional Area; please specify

Section 2

Below are some factors that may have influenced your Army career plans. For the following items, please use the 9-point scale to indicate the importance of each factor in your decision to LEAVE or STAY in the Active Army.

Branch/Functional Area/Assignment	Extremely Important Reason to LEAVE ↓	NOT an Important Reason to LEAVE or STAY ↓					Extremely Important Reason to STAY		
1. My Branch/Functional Area	①	②	③	④	⑤	⑥	⑦	⑧	⑨
2. My duty assignment/mission	①	②	③	④	⑤	⑥	⑦	⑧	⑨
3. Day-to-day work-related tasks	①	②	③	④	⑤	⑥	⑦	⑧	⑨
4. Amount of enjoyment/fulfillment from my job	①	②	③	④	⑤	⑥	⑦	⑧	⑨
5. Amount of challenge from my job	①	②	③	④	⑤	⑥	⑦	⑧	⑨
6. Use of my skills and abilities on the job	①	②	③	④	⑤	⑥	⑦	⑧	⑨
7. Quality of training to perform in my job	①	②	③	④	⑤	⑥	⑦	⑧	⑨
8. Availability of equipment/resources/personnel to perform my job	①	②	③	④	⑤	⑥	⑦	⑧	⑨
9. Length/number of working hours	①	②	③	④	⑤	⑥	⑦	⑧	⑨
Army Career Progression									
10. Availability of quality military training/educational opportunities	①	②	③	④	⑤	⑥	⑦	⑧	⑨
11. Availability of quality civilian training/educational opportunities	①	②	③	④	⑤	⑥	⑦	⑧	⑨
12. Availability/timeliness of my Army promotions/advancement opportunities	①	②	③	④	⑤	⑥	⑦	⑧	⑨
13. Fairness of Army promotion system	①	②	③	④	⑤	⑥	⑦	⑧	⑨
14. Availability of/assignment to key development positions	①	②	③	④	⑤	⑥	⑦	⑧	⑨
15. Communication regarding career-related/advancement information	①	②	③	④	⑤	⑥	⑦	⑧	⑨
16. Communication/support from assignment officers/career managers	①	②	③	④	⑤	⑥	⑦	⑧	⑨

	Extremely Important Reason to LEAVE ↓	NOT an Important Reason to LEAVE or STAY ↓	Extremely Important Reason to STAY ↓							
Deployments										
17. Number of deployments - too few	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
18. Number of deployments - too many	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
19. Length of deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
20. Location of deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
21. Predictability of deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
22. Communication regarding scheduling/timing of deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
23. Length of dwell time between deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
24. Quality of dwell time between deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
25. Officer training/preparation for deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
26. Enlisted Soldier training/preparation for deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
27. Experiences during deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
28. Amount of combat stress during deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
29. Amount of operational stress during deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
30. Communication with family during deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
31. Army "Stop-Loss"/"Stop-Movement" policy	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
Leadership Experiences & Development										
32. Technical/tactical competence of my Rater	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
33. Technical/tactical competence of my Senior Rater	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
34. Leadership skills of my Rater	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
35. Leadership skills of my Senior Rater	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
36. Supportiveness of my Rater	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
37. Supportiveness of my Senior Rater	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
38. Mentorship within chain of command	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
39. Mentorship outside of chain of command	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■

	Extremely Important Reason to LEAVE	NOT an Important Reason to LEAVE or STAY					Extremely Important Reason to STAY
	↓						↓

Leadership Experiences & Development (cont.)

40. Opportunities to develop my leadership skills	①	②	③	④	⑤	⑥	⑦	⑧	⑨
41. Opportunities to lead and train Soldiers	①	②	③	④	⑤	⑥	⑦	⑧	⑨
42. Amount of decision-making authority/autonomy	①	②	③	④	⑤	⑥	⑦	⑧	⑨
43. NCO support and interaction	①	②	③	④	⑤	⑥	⑦	⑧	⑨
44. Leadership pressure to stay in the Army	①	②	③	④	⑤	⑥	⑦	⑧	⑨

Peers

45. Trust in my fellow Officers	①	②	③	④	⑤	⑥	⑦	⑧	⑨
46. Technical/tactical competence of fellow Officers	①	②	③	④	⑤	⑥	⑦	⑧	⑨
47. Leadership skills of my fellow Officers	①	②	③	④	⑤	⑥	⑦	⑧	⑨
48. Help and support given to me by fellow Officers	①	②	③	④	⑤	⑥	⑦	⑧	⑨

Unit Cohesion & Camaraderie

49. Quality of enlisted Soldiers in my unit	①	②	③	④	⑤	⑥	⑦	⑧	⑨
50. Quality of NCOs I work with	①	②	③	④	⑤	⑥	⑦	⑧	⑨
51. Quality of Officers I work with	①	②	③	④	⑤	⑥	⑦	⑧	⑨
52. Quality of my chain of command	①	②	③	④	⑤	⑥	⑦	⑧	⑨
53. Unit command climate	①	②	③	④	⑤	⑥	⑦	⑧	⑨
54. Unit teamwork/camaraderie/morale	①	②	③	④	⑤	⑥	⑦	⑧	⑨
55. Unit prestige	①	②	③	④	⑤	⑥	⑦	⑧	⑨

Quality of Personal/Family Life

56. Army support of personal/family life	①	②	③	④	⑤	⑥	⑦	⑧	⑨
57. Installation support of personal/family life	①	②	③	④	⑤	⑥	⑦	⑧	⑨
58. Unit support of personal/family life	①	②	③	④	⑤	⑥	⑦	⑧	⑨
59. Amount of personal/family time while in garrison	①	②	③	④	⑤	⑥	⑦	⑧	⑨
60. Amount of time away from significant other/family while deployed	①	②	③	④	⑤	⑥	⑦	⑧	⑨

	Extremely Important Reason to LEAVE	NOT an Important Reason to LEAVE or STAY					Extremely Important Reason to STAY			
Quality of Personal/Family Life (cont.)	↓	↓								
61. Impact of Army life on significant other/family well-being	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
62. Impact of Army life on ability to start/maintain personal relationships	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
63. Impact of Army life on plans to have children	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
64. Significant other/family support of my decision to serve	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
65. Significant other/family support for future deployment(s)	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
66. Opportunities for spouse/significant other's career	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
67. Opportunities for spouse/significant other's education	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
68. Army support for dual-military couples (e.g., deployment/stabilization schedule, duty station)	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■

Quality of Army Life

69. Choice of duty station	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
70. Number/impact of PCS locations	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
71. Total monetary compensation (pay, bonuses)	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
72. Quality of healthcare services	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
73. Availability/quality of housing (on- or off-post)	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
74. Availability/quality of childcare (on- or off-post)	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
75. Stability/predictability of Army life	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
76. Stability/predictability of next assignment	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
77. Army respect and concern for my well-being	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
78. Opportunity to serve my country	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
79. Overall quality of Army life	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■

Alternatives to Army Career	Extremely Important Reason to LEAVE	NOT an Important Reason to LEAVE or STAY					Extremely Important Reason to STAY		
	↓	↓							
80. Opportunities for education and self-development in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨
81. Opportunities to attain career goals in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨
82. Opportunites to attain personal goals in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨
83. Total monetary compensation (pay, bonuses) in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨
84. Opportunities in the current civilian job/labor market	①	②	③	④	⑤	⑥	⑦	⑧	⑨
85. Job security in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨
86. Day-to-day work-related tasks in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨
87. Length/number of working hours in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨
88. Amount of enjoyment/fulfillment from jobs in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨
89. Use of my skills and abilities in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨
90. Availability of equipment/resources/personnel to perform jobs in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨
91. Healthcare benefits in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨
92. Retirement benefits in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨
93. Opportunities to change career path in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨
94. Quality of life in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨

95. Besides the reasons listed above, there may be other major factors that are influencing your decision to LEAVE or STAY in the Active Army. If so, please describe them.

Reasons to Leave:

Reasons to Stay:

96. Which of the following best describes the primary reason you are separating from the Active Army? (Mark One)

- I got what I wanted from my Army active duty officer experience (e.g., training, educational support, leadership experience, serving my country) and am now ready to move on to a life/career outside of the Army.
- I have come to realize that I am not well suited to be an Army officer.
- A career/professional opportunity has motivated me to leave Army active duty service.
- An Army reserve-component opportunity (e.g., National Guard, Reserve) has motivated me to leave Army active duty service.
- Another military branch opportunity (e.g., Air Force, Navy, Marine Corps, Coast Guard) has motivated me to leave Army active duty service.
- I have concluded that I do not fit into the Army organization.
- Pressure from my family or significant other.
- Other; please specify _____

97. Which of the following describe your plans during the next few years? (Mark All That Apply)

- Pursue educational goals
- Pursue professional goals
- Run a family business
- Start/raise a family
- Other; please specify _____

98. Do you plan to:

- Join the Army Reserve?
- Join the Army National Guard?
- Join the Air Force, Navy, Marines, or Coast Guard?
- Leave the military service entirely?

99. Are there any incentives/bonuses/benefits or changes the Army could make that would have influenced you to stay in the Active Army?

100. I would recommend that others pursue a career in the Active Army as a Commissioned Officer.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

Additional Comments: If you would like to make any additional comments on the topics of this survey, please provide them in the space below.

THANK YOU FOR YOUR TIME AND PARTICIPATION!

Officer Transition Survey: General Form

Privacy Act Statement

In accordance with the Privacy Act of 1974 (Public Law 93-579), this notice informs you of the purpose of this study and how the findings will be used.

The U.S. Army Research Institute for the Behavioral and Social Sciences may collect the information requested in this survey under the authority of 10 U.S. Code 2358, "Research and Development Projects."

The purpose of this research is to collect information regarding the reasons junior officers separate from the Active Army. This research project will provide the Army with survey results to forecast, understand, and manage junior officer retention.

Providing information on this survey is voluntary. Failure to respond to any particular question will not result in any penalty. ***All of your responses will be kept anonymous and confidential.*** Only group-level information and statistics will be reported. Your responses will not become part of your Army record and will have no impact on your Army career.

How To Fill Out This Survey

This survey is composed of multiple choice and fill in the blank questions. Read each question carefully and mark your answers directly on this booklet. Please be sure to clearly mark and/or print each of your responses and be frank when answering these items.

Survey Approval Authority:
U.S. Army Research Institute for the Behavioral and Social Sciences
Survey Control Number: DAPE-ARI-AO-09-13A
RCS: MILPC-3

If you have any questions about this survey, please contact the U.S. Army Research Institute (Dr. Peter Legree at 703-602-7936, peter.legree@hqda.army.mil; or Dr. Mark Young at (703) 602-7969, mark.young@hqda.army.mil.)

Section 1: Background Information and Military Experiences

For questions 1 - 27, mark the response option that best describes you.

1. What is your gender?
 - Male
 - Female
2. What was your age on your last birthday?
 - Under 20
 - 20 - 24 years old
 - 25 - 29 years old
 - 30 - 34 years old
 - 35 - 39 years old
 - 40 - 44 years old
 - 45 - 49 years old
 - 50 or older
3. Are you of Hispanic, Latino, or Spanish origin or ancestry (of any race)? (Mark All That Apply)
 - No, not Hispanic, Latino, or Spanish ancestry
 - Yes, Mexican, Mexican American, Chicano
 - Yes, Puerto Rican
 - Yes, Cuban
 - Yes, other Hispanic/Spanish
4. What is your race? (Mark All That Apply)
 - American Indian or Alaska Native (e.g., Eskimo, Aleut)
 - Asian (e.g., Asian Indian, Chinese, Filipino, Japanese, Korean, Vietnamese)
 - Black or African-American
 - Native Hawaiian or other Pacific Islander
 - (e.g., Samoan, Guamanian, Chamorro)
 - White
5. What is your current marital status?
 - Single, never married
 - Married
 - Legally separated or filing for divorce
 - Divorced
 - Widowed
6. Is your spouse currently serving in the U.S. Armed Forces?
 - Does not apply; I have no spouse
 - No
 - Yes, on active duty in the Army
 - Yes, in the Army Reserve or Army National Guard
 - Yes, on active duty in another military branch
 - Yes, in the reserve component of another military branch
7. How many dependent children do you have?
 - 0
 - 1
 - 2
 - 3
 - 4 or more
8. What was the primary reason(s) you became an Army Commissioned Officer? (Mark Up To 3 Options)
 - Desire to serve my country
 - Desire to fight the GWOT
 - Desire to be a military officer
 - Develop self-discipline
 - Develop leadership qualities/skills
 - Do something exciting/interesting
 - Earn more money than from previous job(s)
 - Educational benefits
 - Family support services
 - Get away from/solve a personal problem
 - Influence of family
 - Influence of friends
 - Lack of civilian employment opportunities
 - Leadership opportunities
 - Medical care
 - Military tradition in family
 - Need to be on my own
 - Pay and allowances
 - Retirement pay and benefits
 - Security and stability of a job
 - Training in job skills
 - Travel
 - Other; please specify _____

9. What was the source of your Army commission?
- ROTC scholarship
 - ROTC non-scholarship
 - USMA
 - OCS
 - Direct
 - Other; please specify _____
10. When you were first commissioned, how many years was your initial obligation to the Active Army?
- 3 years
 - 4 years
 - 5 years
 - Other; please specify _____
11. When you were first commissioned as an Army Officer, what were your Army career plans?
- I was undecided about my Army career plans
 - Complete my initial obligation and then leave
 - Stay beyond my initial obligation, but not necessarily until eligible for retirement
 - Stay until eligible for retirement (or beyond)
12. Which of the following best describes your current Army active duty career intentions?
- Does not apply; I am currently mobilized from the Reserve component to serve on active duty.
 - I plan to stay in the Active Army beyond 20 years.
 - I plan to stay in the Active Army until retirement (e.g., 20 years or when eligible to retire).
 - I plan to stay in the Active Army beyond my obligation, but am undecided about staying until retirement.
 - I am undecided whether I will stay in the Active Army upon completion of my obligation.
 - I will probably leave the Active Army upon completion of my obligation.
 - I will definitely leave the Active Army upon completion of my obligation.
13. How much time do you have left in your current obligation (including "Stop-Loss" orders)?
- 0 - 3 months
 - 4 - 6 months
 - 7 - 11 months
 - 12 - 17 months
 - 18 - 23 months
 - 24 months or more
14. Before completion of your current obligation, do you expect to, or have you, submitted your separation packet?
- No, I am not submitting my separation packet because I plan to stay beyond my current obligation.
 - I am undecided about whether I will submit my separation packet.
 - I did submit my separation packet but have changed my mind and decided to stay beyond my current obligation.
 - Yes, I plan to submit my separation packet and leave the Active Army.
 - Yes, I have submitted my separation packet and plan to leave the Active Army.
15. Please describe your military service experience. (Mark All That Apply)
- I have served as a Commissioned Officer in the U.S. Active Army.
 - I have served as an enlisted Soldier in the U.S. Active Army.
 - I have served in the Army Reserve or Army National Guard.
 - I have served in the U.S. Air Force, Navy, Marine Corps, or Coast Guard.
 - I have served in non-U.S. military services.
16. How many total years have you served with the U.S. Armed Forces?
- Years
- | | |
|---|---|
| | |
| 0 | 0 |
| 1 | 1 |
| 2 | 2 |
| | 3 |
| | 4 |
| | 5 |
| | 6 |
| | 7 |
| | 8 |
| | 9 |

17. How many total years have you served on active duty with the Army as a Commissioned Officer?

Years

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

18. What is your current rank?

- 2LT
- 1LT
- CPT
- MAJ
- Other; please specify _____

19. What is your current position?

- Platoon Leader
- Company/Battery/Troop XO
- Company/Battery/Troop CDR
- Battalion/Squadron XO
- Battalion/Squadron CDR
- Battalion/Squadron Staff
- Brigade Staff
- Division Staff
- Corps Staff
- Transition Team Member/Leader
- Other; please specify _____

20. In which of the following positions have you served during your active duty career in the Army? (Mark All That Apply)

- Platoon Leader
- Company/Battery/Troop XO
- Company/Battery/Troop CDR
- Battalion/Squadron XO
- Battalion/Squadron CDR
- Battalion/Squadron Staff
- Brigade Staff
- Division Staff
- Corps Staff
- Transition Team Member/Leader
- Other; please specify _____

21. Have you completed, or are you currently enrolled in, the Captain's Career Course?

- Yes
- No

22. Within the past 5 years, how many times have you been deployed with the Army (including unaccompanied PCS moves)?

- I have not been deployed with the Army
- 1 time
- 2 times
- 3 times
- 4 or more times

23. Within the past 5 years, how many total months have you been deployed with the Army (including unaccompanied PCS moves)?

- I have not been deployed with the Army
- 6 months or less
- 7 - 11 months
- 12 - 17 months
- 18 - 23 months
- 24 - 30 months
- 31 months or more

24. Within the past 5 years, how many total months have you been away from your Army duty station for TDY/Training (excluding deployments)?

- I have not been away from my duty station
- 6 months or less
- 7 - 11 months
- 12 - 17 months
- 18 - 23 months
- 24 - 30 months
- 31 months or more

25. Have you ever been under "Stop-Loss"/"Stop-Movement" orders with the Army?

- Yes
- No

26. Are you currently assigned to your preferred Branch/Functional Area?

- Yes
- No

27. What is your current Branch/Functional Area?

Maneuver, Fires and Effects (MFE)

- BR 11 - Infantry
- BR 12 - (formerly BR21) Corps of Engineers
- BR 13 - Field Artillery
- BR 14 - Air Defense Artillery
- BR 15 - Aviation
- BR 18 - Special Forces
- BR 19 - Armor
- FA 30 - Information Operations
- BR 31 - Military Police
- BR 37 - Psychological Operations
- BR 38 - Civil Affairs
- FA 46 - Public Affairs
- BR 74 - CBRN

Operations Support (OS)

- FA 24 - Telecommunications Systems Engineering
- BR 25 - Signal Corps
- FA 34 - Strategic Intelligence
- BR 35 - Military Intelligence
- FA 40 - Space Operations
- FA 47 - USMA Stabilized Faculty
- FA 48 - Foreign Area Officer
- FA 49 - ORSA
- FA 50 - Force Management
- FA 52 - Nuclear & Counterproliferation
- FA 53 - Systems Automation Officer
- FA 57 - Simulation Operations
- FA 59 - Strategic Plans & Policy

Force Sustainment (FS)

- BR 36 - Financial Management
- BR 42 - Adjutant General Corps
- FA 51 - Research, Development & Acquisition
- BR 88 - Transportation Corps
- FA 89 - Ammunition
- FA 90 - Logistics
- BR 91 - Ordnance
- BR 92 - Quartermaster Corps

- Other Branch/Functional Area; please specify

Section 2

Below are some factors that may influence your Army career plans. For the following items, please use the 9-point scale to indicate the importance of each factor in your decision to LEAVE or STAY in the Active Army.

Branch/Functional Area/Assignment	Extremely Important Reason to LEAVE ↓	NOT an Important Reason to LEAVE or STAY ↓	Extremely Important Reason to STAY ↓	
1. My Branch/Functional Area	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨			■
2. My duty assignment/mission	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨			■
3. Day-to-day work-related tasks	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨			■
4. Amount of enjoyment/fulfillment from my job	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨			■
5. Amount of challenge from my job	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨			■
6. Use of my skills and abilities on the job	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨			■
7. Quality of training to perform in my job	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨			■
8. Availability of equipment/resources/personnel to perform my job	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨			■
9. Length/number of working hours	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨			■
Army Career Progression				
10. Availability of quality military training/educational opportunities	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨			■
11. Availability of quality civilian training/educational opportunities	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨			■
12. Availability/timeliness of my Army promotions/advancement opportunities	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨			■
13. Fairness of Army promotion system	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨			■
14. Availability of/assignment to key development positions	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨			■
15. Communication regarding career-related/advancement information	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨			■
16. Communication/support from assignment officers/career managers	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨			■

	Extremely Important Reason to LEAVE ↓	NOT an Important Reason to LEAVE or STAY ↓					Extremely Important Reason to STAY			
Deployments										
17. Number of deployments - too few	①	②	③	④	⑤	⑥	⑦	⑧	⑨	
18. Number of deployments - too many	①	②	③	④	⑤	⑥	⑦	⑧	⑨	
19. Length of deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨	
20. Location of deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨	
21. Predictability of deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨	
22. Communication regarding scheduling/timing of deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨	
23. Length of dwell time between deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨	
24. Quality of dwell time between deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨	
25. Officer training/preparation for deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨	
26. Enlisted Soldier training/preparation for deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨	
27. Experiences during deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨	
28. Amount of combat stress during deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨	
29. Amount of operational stress during deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨	
30. Communication with family during deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨	
31. Army "Stop-Loss"/"Stop-Movement" policy	①	②	③	④	⑤	⑥	⑦	⑧	⑨	

Leadership Experiences & Development

32. Technical/tactical competence of my Rater	①	②	③	④	⑤	⑥	⑦	⑧	⑨
33. Technical/tactical competence of my Senior Rater	①	②	③	④	⑤	⑥	⑦	⑧	⑨
34. Leadership skills of my Rater	①	②	③	④	⑤	⑥	⑦	⑧	⑨
35. Leadership skills of my Senior Rater	①	②	③	④	⑤	⑥	⑦	⑧	⑨
36. Supportiveness of my Rater	①	②	③	④	⑤	⑥	⑦	⑧	⑨
37. Supportiveness of my Senior Rater	①	②	③	④	⑤	⑥	⑦	⑧	⑨
38. Mentorship within chain of command	①	②	③	④	⑤	⑥	⑦	⑧	⑨
39. Mentorship outside of chain of command	①	②	③	④	⑤	⑥	⑦	⑧	⑨

	Extremely Important Reason to LEAVE ↓	NOT an Important Reason to LEAVE or STAY ↓	Extremely Important Reason to STAY							
Leadership Experiences & Development (cont.)										
40. Opportunities to develop my leadership skills	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
41. Opportunities to lead and train Soldiers	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
42. Amount of decision-making authority/autonomy	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
43. NCO support and interaction	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
44. Leadership pressure to stay in the Army	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
Peers										
45. Trust in my fellow Officers	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
46. Technical/tactical competence of fellow Officers	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
47. Leadership skills of my fellow Officers	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
48. Help and support given to me by fellow Officers	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
Unit Cohesion & Camaraderie										
49. Quality of enlisted Soldiers in my unit	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
50. Quality of NCOs I work with	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
51. Quality of Officers I work with	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
52. Quality of my chain of command	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
53. Unit command climate	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
54. Unit teamwork/camaraderie/morale	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
55. Unit prestige	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
Quality of Personal/Family Life										
56. Army support of personal/family life	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
57. Installation support of personal/family life	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
58. Unit support of personal/family life	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
59. Amount of personal/family time while in garrison	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
60. Amount of time away from significant other/family while deployed	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■

	Extremely Important Reason to LEAVE	NOT an Important Reason to LEAVE or STAY					Extremely Important Reason to STAY		
	↓						↓		
Quality of Personal/Family Life (cont.)									
61. Impact of Army life on significant other/family well-being	①	②	③	④	⑤	⑥	⑦	⑧	⑨
62. Impact of Army life on ability to start/maintain personal relationships	①	②	③	④	⑤	⑥	⑦	⑧	⑨
63. Impact of Army life on plans to have children	①	②	③	④	⑤	⑥	⑦	⑧	⑨
64. Significant other/family support of my decision to serve	①	②	③	④	⑤	⑥	⑦	⑧	⑨
65. Significant other/family support for future deployment(s)	①	②	③	④	⑤	⑥	⑦	⑧	⑨
66. Opportunities for spouse/significant other's career	①	②	③	④	⑤	⑥	⑦	⑧	⑨
67. Opportunities for spouse/significant other's education	①	②	③	④	⑤	⑥	⑦	⑧	⑨
68. Army support for dual-military couples (e.g., deployment/stabilization schedule, duty station)	①	②	③	④	⑤	⑥	⑦	⑧	⑨

Quality of Army Life

69. Choice of duty station	①	②	③	④	⑤	⑥	⑦	⑧	⑨
70. Number/impact of PCS locations	①	②	③	④	⑤	⑥	⑦	⑧	⑨
71. Total monetary compensation (pay, bonuses)	①	②	③	④	⑤	⑥	⑦	⑧	⑨
72. Quality of healthcare services	①	②	③	④	⑤	⑥	⑦	⑧	⑨
73. Availability/quality of housing (on- or off-post)	①	②	③	④	⑤	⑥	⑦	⑧	⑨
74. Availability/quality of childcare (on- or off-post)	①	②	③	④	⑤	⑥	⑦	⑧	⑨
75. Stability/predictability of Army life	①	②	③	④	⑤	⑥	⑦	⑧	⑨
76. Stability/predictability of next assignment	①	②	③	④	⑤	⑥	⑦	⑧	⑨
77. Army respect and concern for my well-being	①	②	③	④	⑤	⑥	⑦	⑧	⑨
78. Opportunity to serve my country	①	②	③	④	⑤	⑥	⑦	⑧	⑨
79. Overall quality of Army life	①	②	③	④	⑤	⑥	⑦	⑧	⑨

Alternatives to Army Career	Extremely Important Reason to LEAVE	NOT an Important Reason to LEAVE or STAY							Extremely Important Reason to STAY	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	
80. Opportunities for education and self-development in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
81. Opportunities to attain career goals in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
82. Opportunities to attain personal goals in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
83. Total monetary compensation (pay, bonuses) in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
84. Opportunities in the current civilian job/labor market	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
85. Job security in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
86. Day-to-day work-related tasks in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
87. Length/number of working hours in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
88. Amount of enjoyment/fulfillment from jobs in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
89. Use of my skills and abilities in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
90. Availability of equipment/resources/personnel to perform jobs in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
91. Healthcare benefits in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
92. Retirement benefits in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
93. Opportunities to change career path in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
94. Quality of life in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■

95. Besides the reasons listed above, there may be other major factors that influence your decision to LEAVE or STAY in the Active Army. If so, please describe them.

Reasons to Leave:

Reasons to Stay:

96. Which of the following describe your plans during the next few years? (Mark All That Apply)

- Pursue educational goals
- Pursue professional goals
- Run a family business
- Start/raise a family
- Other; please specify _____

97. When/if you decide to leave the Active Army, do you plan to:

- Join the Army Reserve?
- Join the Army National Guard?
- Join the Air Force, Navy, Marines, or Coast Guard?
- Leave the military service entirely?

98. Are there any incentives/bonuses/benefits or changes the Army could make that may influence you to stay in the Active Army?

99. I would recommend that others pursue a career in the Active Army as a Commissioned Officer.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

Additional Comments: If you would like to make any additional comments on the topics of this survey, please provide them in the space below.

THANK YOU FOR YOUR TIME AND PARTICIPATION!

Officer Transition Survey: General Web-based Form

Privacy Act Statement

In accordance with the Privacy Act of 1974 (Public Law 93-579), this notice informs you of the purpose of this study and how the findings will be used.

The U.S. Army Research Institute for the Behavioral and Social Sciences may collect the information requested in this survey under the authority of 10 U.S. Code 2358, "Research and Development Projects."

The purpose of this research is to collect information regarding the reasons junior officers stay in or separate from the Active Army. This research project will provide the Army with survey results to forecast, understand, and manage junior officer retention.

Providing information on this survey is voluntary. Failure to respond to any particular question will not result in any penalty. *All of your responses will be kept anonymous and confidential.* Only group-level information and statistics will be reported. Your responses will not become part of your Army record and will have no impact on your Army career.

How To Fill Out This Survey

READ CAREFULLY EACH QUESTION AND ALL THE POSSIBLE RESPONSES before selecting your response.

PLEASE BE FRANK because your responses will not be tracked back to you. Only persons involved in collecting or preparing the information for analyses will have access to completed surveys. Only group statistics will be reported.

Survey Approval Authority:
U.S. Army Research Institute for the Behavioral and Social Sciences
Survey Control Number: DAPE-ARI-AO-09-13D
RCS: MILPC-3

If you have any questions about this survey, please contact the U. S. Army Research Institute (Dr. Peter Legree at 703-602-7936, peter.legree@hqda.army.mil; or Dr. Mark Young at (703) 602-7969, mark.young@hqda.army.mil.)

Section 1: Background Information and Military Experiences

For questions 1 - 27, mark the response option that best describes you.

1. What is your gender?
Male
Female
2. What was your age on your last birthday?
Under 20
20-24 years old
25-29 years old
30-34 years old
35-39 years old
40-44 years old
45-49 years old
50 or over
3. Are you of Hispanic, Latino, or Spanish origin or ancestry (of any race)?
(Mark All That Apply)
No, not Hispanic, Latino, or Spanish ancestry
Yes, Mexican, Mexican American, Chicano
Yes, Puerto Rican
Yes, Cuban
Yes, other Hispanic/Spanish
4. What is your race? (Mark All That Apply)
American Indian or Alaska Native (e.g., Eskimo, Aleut)
Asian (e.g., Asian Indian, Chinese, Filipino, Japanese, Korean, Vietnamese)
Black or African-American
Native Hawaiian or other Pacific Islander (e.g., Samoan, Guamanian, Chamorro)
White
5. What is your current marital status?
Single, never married
Married
Legally separated or filing for divorce
Divorced
Widowed
6. Is your spouse currently serving in the U.S. Armed Forces?
Does not apply; I have no spouse.
No
Yes, on active duty in the Army
Yes, in the Army Reserve or Army National Guard
Yes, on active duty in another military branch
Yes, in the reserve component of another military branch
7. How many dependent children do you have?
0
1
2
3
4 or more
8. What was the primary reason(s) you became an Army Commissioned Officer?
(Mark up to 3 options)
Desire to serve my country
Desire to fight the GWOT
Desire to be a military officer
Develop self-discipline
Develop leadership qualities/skills
Do something exciting/interesting
Earn more money than from previous job(s)
Educational benefits
Family support services
Get away from/solve a personal problem
Influence of family
Influence of friends
Lack of civilian employment opportunities
Leadership opportunities
Medical care
Military tradition in family
Need to be on my own
Pay and allowances
Retirement pay and benefits
Security and stability of a job
Training in job skills
Travel
Other; please specify _____

9. What was the source of your Army commission?
 ROTC scholarship
 ROTC non-scholarship
 USMA
 OCS
 Direct
 Other; please specify _____
10. When you were first commissioned, how many years was your initial obligation to the Active Army?
 3 years
 4 years
 5 years
 Other; please specify _____
11. When you were first commissioned as an Army Officer, what were your Army career plans?
 I was undecided about my Army career plans
 Complete my initial obligation and then leave
 Stay beyond my initial obligation, but not necessarily until eligible for retirement
 Stay until eligible for retirement (or beyond)
12. Which of the following best describes your current Army active duty career intentions?
 I will definitely leave the Active Army upon completion of my obligation.
 I will probably leave the Active Army upon completion of my obligation.
 I am undecided whether I will stay in the Active Army upon completion of my obligation.
 I plan to stay in the Active Army beyond my obligation, but am undecided about staying until retirement.
 I plan to stay in the Active Army until retirement (e.g., 20 years or when eligible to retire).
 I plan to stay in the Active Army beyond 20 years.
 Does not apply; I am currently mobilized from the Reserve component to serve on active duty.
13. How much time do you have left in your current obligation (including “Stop-Loss” orders)?
 0 – 3 months
 4 – 6 months
 7 – 11 months
 12 – 17 months
 18 – 23 months
 24 months or more
14. Before completion of your current obligation, do you expect to, or have you, submitted your separation packet?
 Yes, I have submitted my separation packet and plan to leave the Active Army.
 Yes, I plan to submit my separation packet and leave the Active Army.
 I did submit my separation packet but have changed my mind and decided to stay beyond my current obligation.
 I am undecided about whether I will submit my separation packet.
 No, I am not submitting my separation packet because I plan to stay beyond my current obligation.
15. Please describe your military service experience. (Mark All That Apply)
 I have served as a Commissioned Officer in the U.S. Active Army.
 I have served as an enlisted Soldier in the U.S. Active Army.
 I have served in the Army Reserve or Army National Guard.
 I have served in the U.S. Air Force, Navy, Marine Corps, or Coast Guard.
 I have served in non-U.S. military services.
16. How many total years have you served with the U.S. Armed Forces?
 NUMBER OF YEARS 0 1 2
 0 1 2 3 4 5 6 7 8 9
17. How many total years have you served on active duty with the Army as a Commissioned Officer?
 NUMBER OF YEARS 0 1 2
 0 1 2 3 4 5 6 7 8 9

18. What is your current rank?
 2LT
 1LT
 CPT
 MAJ
 Other; please specify _____
19. What is your current position?
 Platoon Leader
 Company/Battery/Troop XO
 Company/Battery/Troop CDR
 Battalion/Squadron XO
 Battalion/Squadron CDR
 Battalion/Squadron Staff
 Brigade Staff
 Division Staff
 Corps Staff
 Transition Team Member/Leader
 Other; please specify _____
20. In which of the following positions have you served during your active duty career in the Army? (Mark All That Apply)
 Platoon Leader
 Company/Battery/Troop XO
 Company/Battery/Troop CDR
 Battalion/Squadron XO
 Battalion/Squadron CDR
 Battalion/Squadron Staff
 Brigade Staff
 Division Staff
 Corps Staff
 Transition Team Member/Leader
 Other; please specify _____
21. Have you completed, or are you currently enrolled in, the Captain's Career Course?
 Yes
 No
22. Within the past 5 years, how many times have you been deployed with the Army (including unaccompanied PCS moves)?
 I have not been deployed with the Army
 1 time
 2 times
 3 times
 4 or more times
23. Within the past 5 years, how many total months have you been deployed with the Army (including unaccompanied PCS moves)?
 I have not been deployed with the Army
 6 months or less
 7 – 11 months
 12 – 17 months
 18 – 23 months
 24 – 30 months
 31 months or more
24. Within the past 5 years, how many total months have you been away from your Army duty station for TDY/Training (excluding deployments)?
 I have not been away from my duty station
 6 months or less
 7 – 11 months
 12 – 17 months
 18 – 23 months
 24 – 30 months
 31 months or more
25. Have you ever been under "Stop-Loss"/"Stop-Movement" orders with the Army?
 Yes
 No
26. Are you currently assigned to your preferred Branch/Functional Area?
 Yes
 No

27. What is your current Branch/Functional Area?

Maneuver, Fires and Effects (MFE)

BR 11 – Infantry
BR 12 – (Formerly BR21) Corps of Engineers
BR 13 – Field Artillery
BR 14 – Air Defense Artillery
BR 15 – Aviation
BR 18 – Special Forces
BR 19 – Armor
FA 30 – Information Operations
BR 31 – Military Police
BR 37 – Psychological Operations
BR 38 – Civil Affairs
FA 46 – Public Affairs
BR 74 – CBRN

Operations Support (OS)

FA 24 – Telecommunications Systems Engineering
BR 25 – Signal Corps
FA 34 – Strategic Intelligence
BR 35 – Military Intelligence
FA 40 – Space Operations
FA 47 – USMA Stabilized Faculty
FA 48 – Foreign Area Officer
FA 49 – ORSA
FA 50 – Force Management
FA 52 – Nuclear & Counterproliferation
FA 53 – Systems Automation Officer
FA 57 – Simulation Operations
FA 59 – Strategic Plans & Policy

Force Sustainment (FS)

BR 36 – Financial Management
BR 42 – Adjutant General Corps
FA 51 – Research, Development & Acquisition
BR 88 – Transportation Corps
FA 89 – Ammunition
FA 90 – Logistics
BR 91 – Ordnance
BR 92 – Quartermaster Corps

Other Branch/Functional Area;
please specify:

Section 2

Below are some factors that may have influenced your Army career plans. For the following items, please use the 9-point scale to indicate the importance of each factor in your decision to LEAVE or STAY in the Active Army.

Extremely Important Reason to LEAVE (1)					NOT an Important Reason to LEAVE or STAY (5)					Extremely Important Reason to STAY (9)
--	--	--	--	--	---	--	--	--	--	---

Branch/Functional Area/Assignment										
1.	My Branch/Functional Area	1	2	3	4	5	6	7	8	9
2.	My duty assignment/mission	1	2	3	4	5	6	7	8	9
3.	Day-to-day work-related tasks	1	2	3	4	5	6	7	8	9
4.	Amount of enjoyment/fulfillment from my job	1	2	3	4	5	6	7	8	9
5.	Amount of challenge from my job	1	2	3	4	5	6	7	8	9
6.	Use of my skills and abilities on the job	1	2	3	4	5	6	7	8	9
7.	Quality of training to perform in my job	1	2	3	4	5	6	7	8	9
8.	Availability of equipment/resources/personnel to perform my job	1	2	3	4	5	6	7	8	9
9.	Length/number of working hours	1	2	3	4	5	6	7	8	9
Army Career Progression										
10.	Availability of quality military training/educational opportunities	1	2	3	4	5	6	7	8	9
11.	Availability of quality civilian training/educational opportunities	1	2	3	4	5	6	7	8	9
12.	Availability/timeliness of my Army promotions/advancement opportunities	1	2	3	4	5	6	7	8	9
13.	Fairness of Army promotion system	1	2	3	4	5	6	7	8	9
14.	Availability of/assignment to key development positions	1	2	3	4	5	6	7	8	9
15.	Communication regarding career-related/advancement information	1	2	3	4	5	6	7	8	9
16.	Communication/support from assignment officers/career managers	1	2	3	4	5	6	7	8	9
Deployments										
17.	Number of deployments – too few	1	2	3	4	5	6	7	8	9
18.	Number of deployments – too many	1	2	3	4	5	6	7	8	9

19. Length of deployments	1	2	3	4	5	6	7	8	9
20. Location of deployments	1	2	3	4	5	6	7	8	9
21. Predictability of deployments	1	2	3	4	5	6	7	8	9
22. Communication regarding scheduling/timing of deployments	1	2	3	4	5	6	7	8	9
23. Length of dwell time between deployments	1	2	3	4	5	6	7	8	9
24. Quality of dwell time between deployments	1	2	3	4	5	6	7	8	9
25. Officer training/preparation for deployments	1	2	3	4	5	6	7	8	9
26. Enlisted Soldier training/preparation for deployments	1	2	3	4	5	6	7	8	9
27. Experiences during deployments	1	2	3	4	5	6	7	8	9
28. Amount of combat stress during deployments	1	2	3	4	5	6	7	8	9
29. Amount of operational stress during deployments	1	2	3	4	5	6	7	8	9
30. Communication with family during deployments	1	2	3	4	5	6	7	8	9
31. Army "Stop-Loss"/"Stop-Movement" policy	1	2	3	4	5	6	7	8	9
Leadership Experiences & Development									
32. Technical/tactical competence of my Rater	1	2	3	4	5	6	7	8	9
33. Technical/tactical competence of my Senior Rater	1	2	3	4	5	6	7	8	9
34. Leadership skills of my Rater	1	2	3	4	5	6	7	8	9
35. Leadership skills of my Senior Rater	1	2	3	4	5	6	7	8	9
36. Supportiveness of my Rater	1	2	3	4	5	6	7	8	9
37. Supportiveness of my Senior Rater	1	2	3	4	5	6	7	8	9
38. Mentorship within chain of command	1	2	3	4	5	6	7	8	9
39. Mentorship outside of chain of command	1	2	3	4	5	6	7	8	9
40. Opportunities to develop my leadership skills	1	2	3	4	5	6	7	8	9
41. Opportunities to lead and train Soldiers	1	2	3	4	5	6	7	8	9
42. Amount of decision-making authority/autonomy	1	2	3	4	5	6	7	8	9
43. NCO support and interaction	1	2	3	4	5	6	7	8	9
44. Leadership pressure to stay in the Army	1	2	3	4	5	6	7	8	9
Peers									
45. Trust in my fellow Officers	1	2	3	4	5	6	7	8	9
46. Technical/tactical competence of fellow Officers	1	2	3	4	5	6	7	8	9
47. Leadership skills of my fellow Officers	1	2	3	4	5	6	7	8	9
48. Help and support given to me by fellow Officers	1	2	3	4	5	6	7	8	9

Unit Cohesion & Camaraderie									
49. Quality of enlisted Soldiers in my unit	1	2	3	4	5	6	7	8	9
50. Quality of NCOs I work with	1	2	3	4	5	6	7	8	9
51. Quality of Officers I work with	1	2	3	4	5	6	7	8	9
52. Quality of my chain of command	1	2	3	4	5	6	7	8	9
53. Unit command climate	1	2	3	4	5	6	7	8	9
54. Unit teamwork/camaraderie/morale	1	2	3	4	5	6	7	8	9
55. Unit prestige	1	2	3	4	5	6	7	8	9
Quality of Personal/Family Life									
56. Army support of personal/family life	1	2	3	4	5	6	7	8	9
57. Installation support of personal/family life	1	2	3	4	5	6	7	8	9
58. Unit support of personal/family life	1	2	3	4	5	6	7	8	9
59. Amount of personal/family time while in garrison	1	2	3	4	5	6	7	8	9
60. Amount of time away from significant other/family while deployed	1	2	3	4	5	6	7	8	9
61. Impact of Army life on significant other/family well-being	1	2	3	4	5	6	7	8	9
62. Impact of Army life on ability to start/maintain personal relationships	1	2	3	4	5	6	7	8	9
63. Impact of Army life on plans to have children	1	2	3	4	5	6	7	8	9
64. Significant other/family support of my decision to serve	1	2	3	4	5	6	7	8	9
65. Significant other/family support for future deployment(s)	1	2	3	4	5	6	7	8	9
66. Opportunities for spouse/significant other's career	1	2	3	4	5	6	7	8	9
67. Opportunities for spouse/significant other's education	1	2	3	4	5	6	7	8	9
68. Army support for dual-military couples (e.g., deployment/stabilization schedule, duty station)	1	2	3	4	5	6	7	8	9
Quality of Army Life									
69. Choice of duty station	1	2	3	4	5	6	7	8	9
70. Number/impact of PCS relocations	1	2	3	4	5	6	7	8	9
71. Total monetary compensation (pay, bonuses)	1	2	3	4	5	6	7	8	9
72. Quality of healthcare services	1	2	3	4	5	6	7	8	9
73. Availability/quality of housing (on- or off-post)	1	2	3	4	5	6	7	8	9
74. Availability/quality of childcare (on- or off-post)	1	2	3	4	5	6	7	8	9
75. Stability/predictability of Army life	1	2	3	4	5	6	7	8	9

76. Stability/predictability of next assignment	1	2	3	4	5	6	7	8	9
77. Army respect and concern for my well-being	1	2	3	4	5	6	7	8	9
78. Opportunity to serve my country	1	2	3	4	5	6	7	8	9
79. Overall quality of Army life	1	2	3	4	5	6	7	8	9
Alternatives to Army Career									
80. Opportunities for education and self-development in the civilian sector	1	2	3	4	5	6	7	8	9
81. Opportunities to attain career goals in the civilian sector	1	2	3	4	5	6	7	8	9
82. Opportunities to attain personal goals in the civilian sector	1	2	3	4	5	6	7	8	9
83. Total monetary compensation (pay, bonuses) in the civilian sector	1	2	3	4	5	6	7	8	9
84. Opportunities in current civilian job/labor market	1	2	3	4	5	6	7	8	9
85. Job security in the civilian sector	1	2	3	4	5	6	7	8	9
86. Day-to-day work-related tasks in the civilian sector	1	2	3	4	5	6	7	8	9
87. Length/number of working hours in the civilian sector	1	2	3	4	5	6	7	8	9
88. Amount of enjoyment/fulfillment from jobs in the civilian sector	1	2	3	4	5	6	7	8	9
89. Use of my skills and abilities in the civilian sector	1	2	3	4	5	6	7	8	9
90. Availability of equipment/resources/personnel to perform jobs in the civilian sector	1	2	3	4	5	6	7	8	9
91. Healthcare benefits in the civilian sector	1	2	3	4	5	6	7	8	9
92. Retirement benefits in the civilian sector	1	2	3	4	5	6	7	8	9
93. Opportunities to change career path in the civilian sector	1	2	3	4	5	6	7	8	9
94. Quality of life in the civilian sector	1	2	3	4	5	6	7	8	9

95. Besides the reasons listed above, there may be other major factors that are influencing your decision to LEAVE or STAY in the Active Army. If so, please describe them.

Reasons to Leave:

Reasons to Stay:

96. Which of the following best describes the primary reason you submitted your separation packet?
(Mark One)
- I got what I wanted from my Army active duty officer experience (e.g., training, educational support, leadership experience, serving my country) and am now ready to move on to a life/career outside of the Army.
 - I have come to realize that I am not well suited to be an Army officer.
 - A career/professional civilian opportunity has motivated me to leave Army active duty service.
 - An Army reserve-component opportunity (e.g. National Guard, Reserve) has motivated me to leave Army active duty service.
 - Another military branch opportunity (e.g. Air Force, Navy, Marine Corps, Coast Guard) has motivated me to leave Army active duty service.
 - I have concluded that I do not fit into the Army organization.
 - Pressure from my family or significant other.
 - Other; please specify _____
 - Does not apply; I have not submitted my separation packet.
97. Which of the following describe your plans during the next few years?
(Mark All That Apply)
- Pursue educational goals
 - Pursue professional goals
 - Run a family business
 - Start/raise a family
 - Other; please specify _____
98. When/if you decide to leave the Active Army, do you plan to:
- Join the Army Reserve?
 - Join the Army National Guard?
 - Join the Air Force, Navy, Marines, or Coast Guard?
 - Leave the military service entirely?
99. Are there any incentives/bonuses/benefits or changes the Army could make that may influence you to stay in the Active Army?
- _____
- _____
100. I would recommend that others pursue a career in the Active Army as a Commissioned Officer.
- Strongly agree
 - Agree
 - Neither agree nor disagree
 - Disagree
 - Strongly disagree

101. Where are you currently located?

Afghanistan

Kuwait

Iraq

Elsewhere in Asia

Europe

Korea

At another OCONUS site

At a CONUS site

Other location; please specify _____

102. How many months have you been at your current location?

NUMBER OF MONTHS	0	1	2	3	4	5	6	7	8	9
	0	1	2	3	4	5	6	7	8	9

Additional Comments: If you would like to make any additional comments on the topics of this survey, please provide them in the space below.

THANK YOU FOR YOUR TIME AND PARTICIPATION!

Officer Transition Survey: Expert Form

Privacy Act Statement

In accordance with the Privacy Act of 1974 (Public Law 93-579), this notice informs you of the purpose of this study and how the findings will be used.

The U.S. Army Research Institute for the Behavioral and Social Sciences may collect the information requested in this survey under the authority of 10 U.S. Code 2358, "Research and Development Projects."

The purpose of this research is to collect information regarding the reasons junior officers separate from the Active Army. This research project will provide the Army with survey results to forecast, understand, and manage junior officer retention.

Providing information on this survey is voluntary. Failure to respond to any particular question will not result in any penalty. ***All of your responses will be kept anonymous and confidential.*** Only group-level information and statistics will be reported.

How To Fill Out This Survey

This survey is composed of multiple choice and fill in the blank questions. Read each question carefully and mark your answers directly on this booklet. Please be sure to clearly mark and/or print each of your responses and be frank when answering these items.

Survey Approval Authority:
U.S. Army Research Institute for the Behavioral and Social Sciences
Survey Control Number: DAPE-ARI-AO-09-13C
RCS: MILPC-3

If you have any questions about this survey, please contact the U.S. Army Research Institute (Dr. Peter Legree at 703-602-7936, peter.legree@hqda.army.mil; or Dr. Mark Young at (703) 602-7969, mark.young@hqda.army.mil.)

Section 1: Background Information

Instructions: We are trying to identify factors that influence junior officers (O1- O3), who have less than 10 years of active duty service as a Commissioned Officer, to separate from the Active Army. As you complete this survey, please answer each question based on your professional experiences over the last 12 months with junior Active Army Commissioned Officers (O1- O3) who have separated, or have considered separating, from the Active Army.

1. Please indicate your current position:

- Company/Battery/Troop CDR
- Battalion/Squadron XO
- Battalion/Squadron CDR
- Brigade XO
- Brigade CDR
- HRC Career Manager/Assignment Officer
- ACAP Transition Services Manager (TSM)
- Other; please specify _____



2. How long have you been in your current position?

- 0 - 3 months
- 4 - 6 months
- 7 - 11 months
- 12 - 17 months
- 18 - 23 months
- 24 months or more



3. On average, how many hours per week do you spend talking with junior officers about the reasons they are separating, or thinking about separating, from the Active Army?

- 0 hours
- 1 to 2 hours
- 3 to 4 hours
- 5 to 6 hours
- 7 to 8 hours
- 9 to 10 hours
- 11 + hours



4. Typically, the separating junior officers you spend time talking to/working with come from which type of Branch/Functional Area? (Mark All That Apply)

- Maneuver, Fires, and Effects (MFE)
- Operations Support (OS)
- Force Sustainment (FS)
- Other; please specify _____



5. Typically, the separating junior officers you spend time talking to/working with are holding which of the following ranks? (Mark All That Apply)

- 2LT (O1)
- 1LT (O2)
- CPT (O3)



6. Typically, the separating officers you spend time talking to/working with are from which type of commissioning source? (Mark All That Apply)

- ROTC
- USMA
- OCS
- Direct
- Other; please specify _____
- Not sure

HRC Career Managers/Assignment Officers and ACAP Transition Services Managers/Personnel, please skip to Section 2.

7. How would you describe the retention plans of junior officers in your unit?

- The majority of junior officers in my unit are planning to stay beyond their ADSO
- About half of the junior officers in my unit are planning to stay beyond their ADSO
- The majority of junior officers in my unit are planning to leave at the end of their ADSO
- Not sure

8. Within your unit, what are the general thoughts regarding the costs and benefits of junior officers staying in the Active Army?

- Benefits for staying outweigh the costs
- Benefits and costs of staying are about equal
- Costs for staying outweigh the benefits
- Not sure

Section 2

Please use the 9-point scale to indicate how MOST separating junior officers would respond to the following items. As you answer these items, be sure to focus on junior officers (O1-O3), who have less than 10 years of active duty service as a Commissioned officer, and are separating from the Active Army.

	Extremely Important Reason to LEAVE	NOT an Important Reason to LEAVE or STAY	Extremely Important Reason to STAY							
Branch/Functional Area/Assignment	↓	↓	↓							
1. Their Branch/Functional Area	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
2. Their duty assignment/mission	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
3. Day-to-day work-related tasks	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
4. Amount of enjoyment/fulfillment from their job	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
5. Amount of challenge from their job	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
6. Use of their skills and abilities on the job	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
7. Quality of training to perform in their job	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
8. Availability of equipment/resources/personnel to perform their job	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
9. Length/number of working hours	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
Army Career Progression										
10. Availability of quality military training/educational opportunities	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
11. Availability of quality civilian training/educational opportunities	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
12. Availability/timeliness of their Army promotions/advancement opportunities	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
13. Fairness of Army promotion system	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
14. Availability of/assignment to key development positions	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
15. Communication regarding career-related/advancement information	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
16. Communication/support from assignment officers/career managers	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■

	Extremely Important Reason to LEAVE	NOT an Important Reason to LEAVE or STAY		Extremely Important Reason to STAY
	↓	↓		

Deployments

17. Number of deployments - too few	①	②	③	④	⑤	⑥	⑦	⑧	⑨
18. Number of deployments - too many	①	②	③	④	⑤	⑥	⑦	⑧	⑨
19. Length of deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨
20. Location of deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨
21. Predictability of deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨
22. Communication regarding scheduling/timing of deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨
23. Length of dwell time between deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨
24. Quality of dwell time between deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨
25. Officer training/preparation for deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨
26. Enlisted Soldier training/preparation for deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨
27. Experiences during deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨
28. Amount of combat stress during deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨
29. Amount of operational stress during deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨
30. Communication with family during deployments	①	②	③	④	⑤	⑥	⑦	⑧	⑨
31. Army "Stop-Loss"/"Stop-Movement" policy	①	②	③	④	⑤	⑥	⑦	⑧	⑨

Leadership Experiences & Development

32. Technical/tactical competence of their Rater	①	②	③	④	⑤	⑥	⑦	⑧	⑨
33. Technical/tactical competence of their Senior Rater	①	②	③	④	⑤	⑥	⑦	⑧	⑨
34. Leadership skills of their Rater	①	②	③	④	⑤	⑥	⑦	⑧	⑨
35. Leadership skills of their Senior Rater	①	②	③	④	⑤	⑥	⑦	⑧	⑨
36. Supportiveness of their Rater	①	②	③	④	⑤	⑥	⑦	⑧	⑨
37. Supportiveness of their Senior Rater	①	②	③	④	⑤	⑥	⑦	⑧	⑨
38. Mentorship within chain of command	①	②	③	④	⑤	⑥	⑦	⑧	⑨
39. Mentorship outside of chain of command	①	②	③	④	⑤	⑥	⑦	⑧	⑨

	Extremely Important Reason to LEAVE	NOT an Important Reason to LEAVE or STAY					Extremely Important Reason to STAY			
	↓	↓								
Leadership Experiences & Development (cont.)										
40. Opportunities to develop their leadership skills	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
41. Opportunities to lead and train Soldiers	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
42. Amount of decision-making authority/autonomy	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
43. NCO support and interaction	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
44. Leadership pressure to stay in the Army	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
Peers										
45. Trust in their fellow Officers	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
46. Technical/tactical competence of fellow Officers	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
47. Leadership skills of their fellow Officers	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
48. Help and support given to them by fellow Officers	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
Unit Cohesion & Camaraderie										
49. Quality of enlisted Soldiers in their unit	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
50. Quality of NCOs they work with	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
51. Quality of Officers they work with	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
52. Quality of their chain of command	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
53. Unit command climate	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
54. Unit teamwork/camaraderie/morale	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
55. Unit prestige	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
Quality of Personal/Family Life										
56. Army support of personal/family life	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
57. Installation support of personal/family life	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
58. Unit support of personal/family life	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
59. Amount of personal/family time while in garrison	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■
60. Amount of time away from significant other/family while deployed	①	②	③	④	⑤	⑥	⑦	⑧	⑨	■

	Extremely Important Reason to LEAVE	NOT an Important Reason to LEAVE or STAY					Extremely Important Reason to STAY		
	↓						↓		
Quality of Personal/Family Life (cont.)									
61. Impact of Army life on significant other/family well-being	①	②	③	④	⑤	⑥	⑦	⑧	⑨
62. Impact of Army life on ability to start/maintain personal relationships	①	②	③	④	⑤	⑥	⑦	⑧	⑨
63. Impact of Army life on plans to have children	①	②	③	④	⑤	⑥	⑦	⑧	⑨
64. Significant other/family support of their decision to serve	①	②	③	④	⑤	⑥	⑦	⑧	⑨
65. Significant other/family support for future deployment(s)	①	②	③	④	⑤	⑥	⑦	⑧	⑨
66. Opportunities for spouse/significant other's career	①	②	③	④	⑤	⑥	⑦	⑧	⑨
67. Opportunities for spouse/significant other's education	①	②	③	④	⑤	⑥	⑦	⑧	⑨
68. Army support for dual-military couples (e.g., deployment/stabilization schedule, duty station)	①	②	③	④	⑤	⑥	⑦	⑧	⑨

Quality of Army Life

69. Choice of duty station	①	②	③	④	⑤	⑥	⑦	⑧	⑨
70. Number/impact of PCS locations	①	②	③	④	⑤	⑥	⑦	⑧	⑨
71. Total monetary compensation (pay, bonuses)	①	②	③	④	⑤	⑥	⑦	⑧	⑨
72. Quality of healthcare services	①	②	③	④	⑤	⑥	⑦	⑧	⑨
73. Availability/quality of housing (on- or off-post)	①	②	③	④	⑤	⑥	⑦	⑧	⑨
74. Availability/quality of childcare (on- or off-post)	①	②	③	④	⑤	⑥	⑦	⑧	⑨
75. Stability/predictability of Army life	①	②	③	④	⑤	⑥	⑦	⑧	⑨
76. Stability/predictability of next assignment	①	②	③	④	⑤	⑥	⑦	⑧	⑨
77. Army respect and concern for their well-being	①	②	③	④	⑤	⑥	⑦	⑧	⑨
78. Opportunity to serve their country	①	②	③	④	⑤	⑥	⑦	⑧	⑨
79. Overall quality of Army life	①	②	③	④	⑤	⑥	⑦	⑧	⑨

Alternatives to Army Career	Extremely Important Reason to LEAVE	NOT an Important Reason to LEAVE or STAY									Extremely Important Reason to STAY
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
80. Opportunities for education and self-development in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨		■
81. Opportunities to attain career goals in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨		■
82. Opportunities to attain personal goals in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨		■
83. Total monetary compensation (pay, bonuses) in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨		■
84. Opportunities in the current civilian job/labor market	①	②	③	④	⑤	⑥	⑦	⑧	⑨		■
85. Job security in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨		■
86. Day-to-day work-related tasks in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨		■
87. Length/number of working hours in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨		■
88. Amount of enjoyment/fulfillment from jobs in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨		■
89. Use of their skills and abilities in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨		■
90. Availability of equipment/resources/personnel to perform jobs in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨		■
91. Healthcare benefits in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨		■
92. Retirement benefits in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨		■
93. Opportunities to change career path in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨		■
94. Quality of life in the civilian sector	①	②	③	④	⑤	⑥	⑦	⑧	⑨		■

95. Based on your experiences with separating junior officers, what incentives/bonuses/benefits or changes could the Army implement to convince them to stay in the Active Army?

96. Based on your experiences, what percentage of separating junior officers would recommend a career in the Active Army as a Commissioned Officer?

Percentage

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

Additional Comments: If you would like to make any additional comments on the topics of this survey, please provide them in the space below.

THANK YOU FOR YOUR TIME AND PARTICIPATION!

EMAIL SOLICITATION FOR WEB-BASED GENERAL FORM:

Because you requested release from active duty, the Army is asking you to complete a survey to describe your reasons for separation. Your answers are important because they will help the Army develop programs that are responsive to the needs and concerns of officers like you.

The survey will take approximately 20 minutes to complete. Your responses will be kept confidential, and individual responses will never be reported. Please complete the survey as soon as possible.

You can begin the survey by clicking on one of the links below and entering your User ID. The links and the User ID are at the bottom of this page.

If you are interrupted while completing the survey, you should log back into the website and reenter your User ID (and password) to complete any unanswered items.

If you have any questions about the survey, please do not reply to this email. Instead please contact Dr. Peter Legree (pete.legree@us.army.mil) with the U.S. Army Research Institute.

Thank you for your support in this important effort.

Very Respectfully,

Chief, Retirements and Separations Branch

