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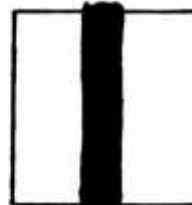
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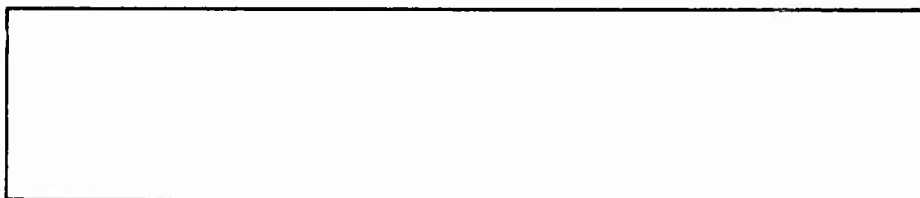
INVENTORY

HumRRO

"The Aviation Warrant Officer:  
Biographical and Attitudinal Characteristics"

DOCUMENT IDENTIFICATION

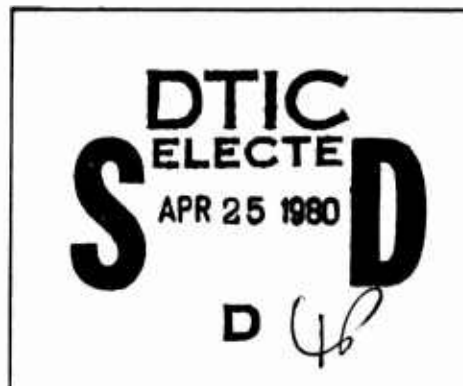
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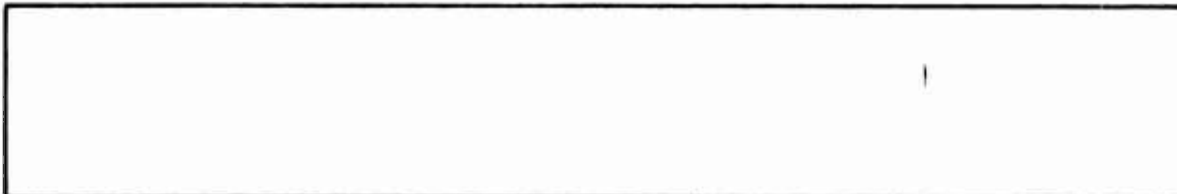
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**The George Washington University  
HUMAN RESOURCES RESEARCH OFFICE  
operating under contract with  
THE DEPARTMENT OF THE ARMY**

**80 4 24 041**

Staff Paper

THE AVIATION WARRANT OFFICER:  
BIOGRAPHICAL AND ATTITUDINAL CHARACTERISTICS

by  
Wiley R. Boyles, H. Alton Boyd, Jr.  
and  
Wallace W. Prophet

MARCH 1967

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March 1967

HumRRO Division No. 6 (Aviation)

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SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER	2. GOVT ACCESSION NO.	3. RECIPIENT'S CATALOG NUMBER
4. TITLE (and Subtitle)  THE AVIATION WARRANT OFFICER: BIOGRAPHICAL AND ATTITUDINAL CHARACTERISTICS		5. TYPE OF REPORT & PERIOD COVERED  Staff Paper
7. AUTHOR(s)  Wiley R. Boyles, H. Alton Boyd, Jr. and Wallace W. Prophet		6. PERFORMING ORG. REPORT NUMBER
9. PERFORMING ORGANIZATION NAME AND ADDRESS  Human Resources Research Organization (HumRRO) 300 North Washington Street Alexandria, Virginia 22314		8. CONTRACT OR GRANT NUMBER(s)  DA 44-188-ARO-2
11. CONTROLLING OFFICE NAME AND ADDRESS  Department of the Army		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office)		12. REPORT DATE March 1967
		13. NUMBER OF PAGES 32
		15. SECURITY CLASS. (of this report)  Unclassified
		15a. DECLASSIFICATION/DOWNGRADING SCHEDULE
16. DISTRIBUTION STATEMENT (of this Report)  Approved for public release; distribution unlimited.		
17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)		
18. SUPPLEMENTARY NOTES  Research performed by HumRRO Division 6 under ES-38, "Survey of Aviation Warrant Officers."		
19. KEY WORDS (Continue on reverse side if necessary and identify by block number) officer personnel                      personnel training aviation personnel attitudes (psychology) performance (human) careers		
20. ABSTRACT (Continue on reverse side if necessary and identify by block number)  This paper describes the findings from a survey of Army Aviation Warrant Officer activities, attitudes, and duties. A profile showing the various subgroups of Aviation Warrant Officers, stated career intent and retention, career attractiveness, spouses' attitudes, and training is presented. Data provide a basis for predicting Warrant Officer behavior over the long term.		

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## FOREWORD

This is the text of the briefing presented to LTG J. K. Woolnough, Deputy Chief of Staff for Personnel, Department of the Army, at the Pentagon, 22 March 1967. Also in attendance were:

### Office of the Deputy Chief of Staff for Personnel, DA

MG A. O. Connor, Assistant DCSPER

MG F. W. Norris, Director, Military Personnel Policies

MG F. M. Izenour, Director, Procurement and Distribution

BG M. Zais, Director, Individual Training

BG W. L. Clement, Director, Personnel Studies and Research

BG W. M. Hawkins, Director, Officer Personnel Directorate

COL D. R. Ward, Executive Officer, DCSPER

LTC J. H. Dibrell, Classification and Standards Division

### Office of Personnel Operations, DA

MG W. W. Beverley, Chief of OPO

### Office of Director of Army Aviation, ACSFOR, DA

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### Office of Chief of Medical Service Corps

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### U. S. Army Aviation Human Research Unit

LTC B. D. More, Chief

### Human Resources Research Office (HumRRO)

Dr. M. P. Crawford, Director, HumRRO

Mr. S. Lavisky, Research Information Coordinator

HumRRO Division No. 6 (Aviation)

Dr. W. W. Prophet, Director of Research

Dr. W. R. Boyles, Leader, Research Group #1

Mr. H. A. Boyd, Jr., Leader, ES-38

The purpose of the briefing was to present initial data from the ES-38 Survey of Aviation Warrant Officers conducted by HumRRO Division No. 6 (Aviation) during the period June - December 1966. The briefing was presented by Mr. Boyd, and discussion was handled by Mr. Boyd and Dr. Boyles.

WALLACE W. PROPHET  
Director of Research  
HumRRO Division No. 6 (Aviation)



Briefing Presented to LTG J. K. Woolnough  
Deputy Chief of Staff for Personnel  
Department of the Army

22 March 1967

General Woolnough:

Gentlemen:

Our purpose today is to present first results of our survey of the activities, attitudes, and duties of Army Aviation Warrant Officers.

I will present the general background and rationale for our survey, and selected aspects of the data.

The Army aviation program has been in a period of great expansion and is continuing to expand at a rapid pace toward training inputs of more than 600 men per month. Over half of these are in the Aviation Warrant Officer program. While different estimates of the cost of training a rotary wing aviator are cited, clearly, aviation training is expensive. An Army training program of such magnitude must make use of every resource available to be as responsive as possible to field requirements. Training should prepare the Aviation Warrant Officer to make an adequate contribution to the mission of his unit immediately after graduation--both as a pilot and in other assigned duties.

In 1963, the HumRRO Division at Fort Rucker was asked by the Assistant Commandant of the Army Aviation School to provide assistance on attrition problems in the Warrant Officer Indoctrination Course. Our work with the Indoctrination Course at Fort Rucker soon showed that measurement of the success or failure of a Warrant Officer trainee was severely hampered by the vagueness which characterized the course objectives.

Since the training company lacked well-defined training objectives to guide their instruction, they requested that we help in establishing

realistic preflight training goals. Consequently, we began interviews with the Director of Instruction and other School personnel. These interviews revealed considerable divergences of opinion as to what the terminal performance objectives for Aviation Warrant Officer trainees should be. There were two distinct schools of thought on the subject.

One was that the Aviation Warrant Officer is "A Different Breed of Cat"--strictly a highly skilled technician--an airplane driver whose specialty is flying, and who is accurately described by the Army Regulations. Those holding this opinion usually felt that little or no leadership training is necessary for the Warrant Officer pilot since he does not command.

The second school also described the Aviation Warrant Officer as "A Different Breed of Cat," but virtually interchangeable with the junior grade commissioned officer, to be utilized in any way the Commander deems expeditious in fulfilling the unit's mission. Although diverging greatly in concept, both schools agreed solidly on one thing: the Aviation Warrant Officer is "A Different Breed of Cat."

Slide #1

### **Widely Held, Divergent Conceptions of the Aviation Warrant Officer:**

1. *"A Different Breed of Cat"-- A highly skilled technician, an airplane driver whose specialty is flying -- he is accurately described by Army Regulations*
2. *"A Different Breed of Cat"-- He is virtually interchangeable with Junior Grade Commissioned officers, to be utilized in any way the Commander deems expeditious in fulfilling the Unit's Mission*

Since it was apparent that there was not a consensus on the role of this "Different Breed of Cat," we recommended a study of field requirements and the manner in which Aviation Warrant Officers were actually being utilized in the field. This proposal for research was approved by the Schools at Fort Rucker and at Fort Wolters, as well as by the Classification and Standards Division of DCSPER. In this way, Exploratory Study 38 emerged as an effort to determine the role of Aviation Warrant Officers in Army aviation. From such data, training based on that role could be developed.

Slide #2

### **Exploratory Study 38 Research in Training Requirements for Aviation Warrant Officers**

**Objective:** To determine the role of Aviation Warrant Officers in Army aviation and to develop training based on that role.

However, other factors broadened the scope of study beyond training. The emergence of the enlistment option trainee as a significant input source to the Aviation Warrant Officer training program (they currently comprise about 50 per cent of the Aviation Warrant Officer trainees) introduced a whole new input population type. Many significant questions became evident about differences between this enlistment option group and

the traditional input sources of Army enlisted personnel or others with some prior federal military service. Suggestions from DCSPER agencies encouraged us to extend the scope of the study to include retention in service and related career factors.

Study of factors related to retention in service has become one of the most important objectives of our survey. Such information must be gathered over a long span of time before it acquires practical predictive value for the management of a personnel program. Thus far, we have information on almost 2,000 Aviation Warrant Officers. We intend to follow their careers over a period of time to see how the factors studied relate to subsequent career actions and decisions.

The field survey data used in this briefing were gathered between June and December 1966 by means of a questionnaire covering some 1,250 items, mailed to each of the 2,481 Aviation Warrant Officers listed on the mid-April 1966 roster from the Adjutant General's Office. Data were gathered on biographical information, attitudes, nonflying job activities, and operational flying activities. Excellent response was obtained from Warrant Officer pilots all over the world. By the end of December, 83 per cent of the Aviation Warrant Officers had sent in completed questionnaires. This high percentage of return and the additional comments written on the questionnaires indicated strong interest among the Aviation Warrant Officers themselves in this survey and in their career program.

Slide #3

**Data Gathering Process**

1. Questionnaires mailed mid-June 1966 to  
2,481 TAGO Roster Aviation W.O.'s
2. Data collection terminated 31 December 1966  
  
*1,957 completed, usable questionnaires returned,  
representing 83% of possible respondents*

Interested DCSPER agencies were canvassed to determine what questions were of the most immediate interest to them; this led to the plan of preliminary analysis shown on this slide. The principal areas of interest were retention in service and differences between subgroups such as the enlistment option and prior military experience subgroups. Most of our data, potentially useful in prediction of retention and attrition, is as yet unanalyzed. We have concentrated on those comparisons which will provide the greatest information return in preliminary analysis.

**Current Status:**

1. 83% Questionnaire return (N=1,957)
2. All raw data on punched cards
3. Analyses begun on: (a) Role Definition  
(b) Retention  
(c) Attitudinal Relationships  
(d) Subgroup Differences  
(e) Additional Duties
4. March - April Briefings: (a) DCSPER  
(b) USAPHS  
(c) USAAVNS

In analyzing data, we can study the relation of one factor to one other factor, or the relationships among several factors. It is not practical to make all possible comparisons for the following reasons:

First, it would greatly delay initial presentations of important data on Aviation Warrant Officers to people who "needed it yesterday."

Second, it would produce more data than can be digested at once. Therefore, we are proceeding by two priority means: first priority is given to what the Army says it needs to know first; second priority is given to findings which stand out in preliminary inspection of summaries for the whole population of Aviation Warrant Officers. The scope of our study will be an expanding one, over time. We have a tremendous amount of data not only useful immediately, but of value for a long time, particularly when supplemented with additional data as new Warrant Officer pilots enter the Army personnel system.

Today's presentation is based on a 7 February 1967 request from the DCSPER Classification and Standards Division. Eleven general questions were posed, and summaries on a number of questionnaire items were requested. These questions have been divided into five sections for today's briefing, as shown on the following slide.

Slide #5

## **Outline of Briefing**

(Based on 7 Feb. 1967 DCSPER-CSD Letter)

### **Section I (Profile)**

- A. Develop a profile of the typical WO obtained through the enlisted option program.

### **Section II (Career Intent & Retention)**

- A. What percentage of WO aviators indicated an intent to leave the service?
- B. How does stated career intent change during the period from the beginning of training to the end of OBV for enlistment option personnel as compared to Active Army personnel?
- C. How do questions pertaining to career intent compare with actual retention?
- D. What attrition rates are indicated for FY 68 and FY 69?

## **Outline of Briefing (Continued)**

### **Section III (Career Attractiveness)**

- A. What aspects of Army life have the most influence on Army career plans?
- B. How do WO's feel about the adequacy of quarters furnished and BAQ?
- C. How do WO's feel about the adequacy of their pay and allowances?
- D. What do the majority of WO's think of promotion opportunities and W-5 and W-6 grades?

### **Section IV (Wives' Attitudes)**

- A. What influence does the wife of an Aviation WO have on his career plans?
- B. What are the attitudes of wives concerning pay, promotion, and quarters?

### **Section V (Training)**

- A. In what areas/subjects of the WO aviator training program is additional training indicated?

First, we were requested to provide general profile information on the Aviation Warrant Officers, particularly those from the enlistment option program. Information was requested on those warrants who have not yet made a firm career decision. We do not know yet how to identify these people with precision--further analysis of our data will increase the precision--but we do have some good clues for identification now.

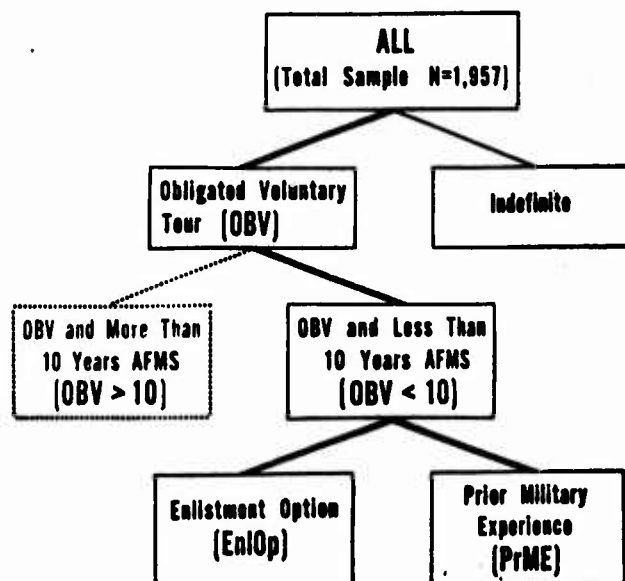
1. Retention is much greater after 10 years' active federal military service.

2. Retention is much greater for those who accept indefinite appointment status at the end of their three-year obligated voluntary tour.

On the basis of these two facts, we have established as an important subgroup those Aviation Warrant Officers who were still in their three-year obligated voluntary tour and who had less than 10 years' active federal military service when they responded to our survey. We will refer to this group as OBV with less than 10 years' service, and symbolize them on future slides as shown here.

Slide #6

### Group Abbreviations





Within this group, we have two subgroups which differ in a number of ways in which DCSPER is quite interested. One, the enlistment option group, have not had prior military experience before enlisting for this program and will be symbolized as shown. All of the enlistment option people in our analysis were within their OBV at the time of our survey. The other subgroup is composed of Aviation Warrant Officers who had some prior military experience when they entered this program. About 90 per cent of this group were recruited from active Army enlisted status. They will be referred to as the prior military experience group and will be symbolized as shown. To place them within the group for which retention or nonretention is a "live" question today, we are also using only those who have had less than 10 years' active federal military service.

Now, we will present selected aspects of the Aviation Warrant Officer profile information. Please keep in mind that our two major subgroups--the enlistment option and prior military experience groups--were still within their three-year obligated voluntary tour when they responded to our questionnaire.

#### PROFILE

The profile of enlistment option and prior military experience Aviation Warrant Officers is shown on this slide.

Slide #7

**PROFILE**

<b>Enl Op</b>		<b>PrME</b>
21-25	Age	26-30
Half WO-1 Half CWO-2	Grade	One Third WO-1 Two Thirds CWO-2
40%	Married	75%
No	Children	2
More Often City	Residence	More Often Farm
60% Attended College	Civilian Education	36% Attended College
Engineering	College Major	Engineering
Less Likely	College Education In Service	More Likely

The enlistment option Aviation Warrant Officer is typically between 21 and 25 years old, about half are W1 and half are W2. His prior military experience counterpart is typically between 26 and 30 years old, and about two-thirds are W2's.

As would be expected from the age differential, the enlistment option warrant is less likely to be married and to have children. About 40 per cent of them are married, in contrast to three out of four of the prior military experience group. The typical married enlistment option warrant has no children and the married prior military experience warrant is most likely to have two.

A greater proportion of enlistment option warrants come from cities than did those with prior military experiences, who reported farm residence more than did the enlistment option warrants.

The enlistment option warrant is somewhat better educated than the prior military experience warrant. Over three-fifths of the enlistment option warrants report having been enrolled in college, while about two-fifths

of the prior military experience group report college enrollment. Engineering was the most frequently mentioned college major for both groups.

The enlistment option man is less likely to have taken a college course while in service. Of course, his time in service is shorter than that of his counterpart. When enough time has elapsed to permit taking courses, about one out of three in both the enlistment option and prior military experience group take courses during their OBV. For the indefinite tour group, that is, those beyond their obligated voluntary tour, about two-thirds have taken college courses.

As to other prior training, about one-fourth of both the enlistment option and prior military experience groups report having had ROTC training, and about one-fourth of both report attendance at a trade school. For the prior military experience group, about one-half reported having had experience in one of the combat arms of the services.

With reference to what motivated the man to enter the Aviation Warrant Officer program, both groups indicated clearly that becoming a rated aviator was, by far, the most important factor. For the enlistment option group, fulfilling federal service obligation was second, followed by pay, the influence of other people, and inability to obtain a commission. For the prior military experience group, the second most important factor was pay, followed by federal military service obligation, the influence of other people, and inability to obtain a commission. While inability to obtain a commission was cited by both groups, less than one-half of one per cent of the enlistment option group had tried to obtain a commission before entering the Warrant Officer program, whereas about 7 per cent of the prior military experience group had tried.

Slide #8

## Reasons For Entering Aviation WO Program

### Enl Op

1. Become Aviator
2. Federal Service Obligation
3. Pay
4. Influence of Others
5. No Commission (no attempts)

### PrME

1. Become Aviator
2. Pay
3. Federal Service Obligation
4. Influence of Others
5. No Commission (7% attempted)

### CAREER INTENT AND RETENTION

Turning from the profile information, let us look at data relating to career intentions and retention in service. First, what were these men's career intentions when they began training in the Aviation Warrant Officer program? For the prior military experience group, about two-thirds indicated that when they began the preflight course they had intended to make the Army a career, and only about one out of twenty indicated they had had intentions against an Army career. The enlistment option group indicated career intentions in the following proportions: about one-fifth had been in favor of a career and one-fifth against at the beginning of preflight training. Thus, a clear majority of the enlistment option group was undecided about an Army career at the beginning of Aviation Warrant Officer training, but only about a third of the prior military experience group was undecided.

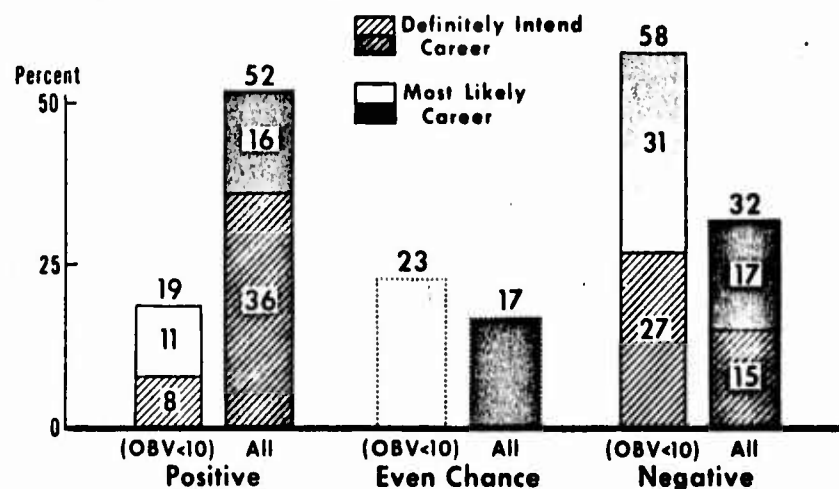
What are their career intentions now?

This slide shows all Aviation Warrant Officers surveyed and contrasts them with those in the OBV with less than ten years' service. Looking at the

All group, and taking the 36 per cent who state they definitely intend to make the Army a career plus the 16 per cent who state they most likely will make the Army a career, we see that 52 per cent of the total Aviation Warrant Officer group make positive statements about career intent contrasted with 19 per cent for those who have less than 10 years' active federal military service and are in their OBV. On the negative side this latter group shows 31 plus 27, or 58 per cent, who make negative statements about career intent, contrasted with 32 per cent for the All group.

Slide #9

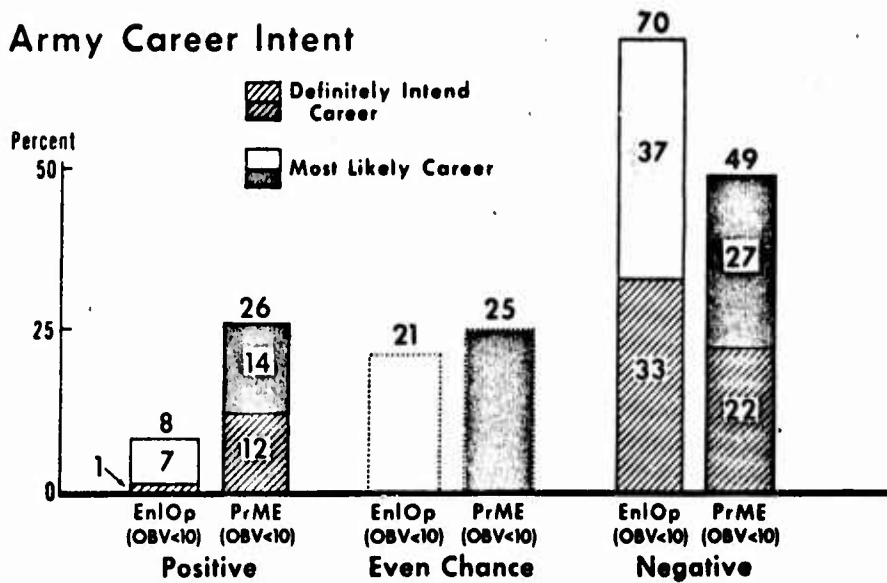
### Army Career Intent



This slide takes the OBV with less than 10 group shown on the previous slide and breaks them into two groups, the enlistment option group and the prior military experience group. Again, adding the two negative career intent categories, we see that 37 plus 33, or 70 per cent, of the enlistment option subgroup made negative statements, whereas 49 per cent of the prior military experience subgroup made negative statements.

Slide #10

### Army Career Intent



The next slide shows how the statement of career intent changes as a function of time as a rated Warrant Officer.

Slide #11

### Changes in Career Intent During the OBV Tour

EnlOp Percentages		PrME Percentages
	<u>Negative Career Intent</u>	
66	< One Year	50
68	One to Two Years	44
76	Two to Three Years	55
	<u>Positive Career Intent</u>	
12	< One Year	25
9	One to Two Years	27
5	Two to Three Years	24
	<u>Definite Negative Statement</u>	
24	< One Year	5
27	One to Two Years	18
48	Two to Three Years	29

We have shown the same basic subgroups of enlistment option and prior military experience warrants in three categories of OBV as a rated Warrant Officer--less than one year; one year to two years, and two years to three years.

Within the enlistment option group, negative statements increase from 66 per cent in the group with less than one year rated service, to 68 per cent in the group with one to two years, and reach a peak of 76 per cent in the two-to-three-year group. For the prior military experience group, no clear trend shows; they gave 50 per cent negative statements for the first year, 44 per cent for the second year, and 55 per cent for the third year.

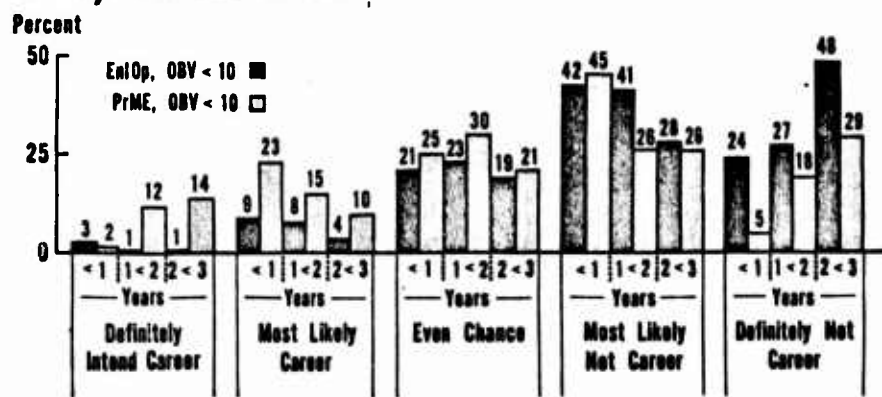
There are two other points of interest in these data. With reference to positive statements of career intent, the enlistment option group decreases from 12 per cent to 5 per cent as a function of more time in the three-year OBV period; the prior military experience group is stable around 25 per cent for each year of the obligated voluntary tour period.

In the enlistment option category, the percentage making definite negative career intent statements doubles from first to third year of the OBV from 24 per cent to 48 per cent. Those with prior military experience show only 5 per cent definite negative statements during the first year of the OBV, more than triple that during the second year of the OBV and reach a peak of 29 per cent during the third year. The following information is not on the slide. In the extreme or definite categories, strong differences exist between the enlistment option and prior military experience groups--the enlistment option man within OBV rarely

makes a definite positive statement, regardless of time within the OBV, but there is a strong increase in definite, positive, career intent statements during OBV for prior military experience people. We also have more detailed information on these data presented on this slide.

Slide #12

### Army Career Intent

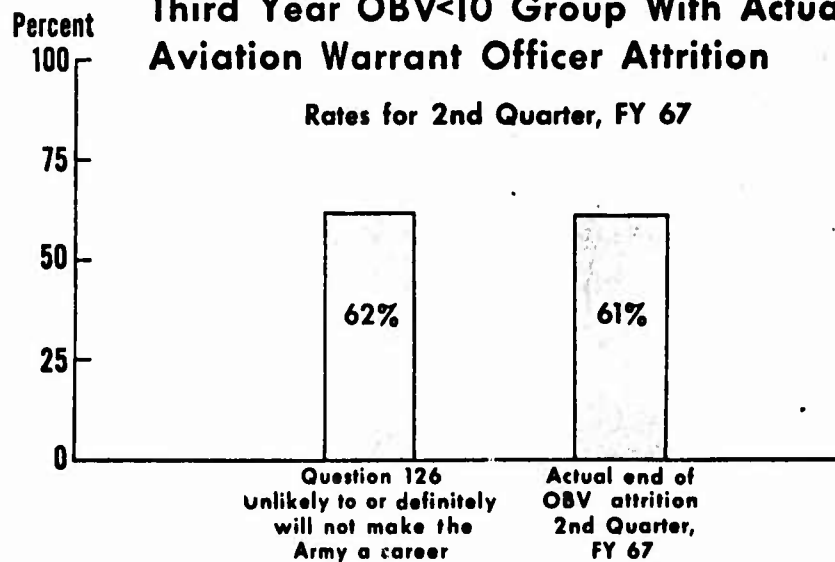


Thus far, we have been talking about statements of career intent. The critical question, of course, is how well such statements can predict actual retention. Because our data bank is young, we do not yet have information spanning a long period of time. However, what we do have suggests that highly accurate predictions can be made. This slide shows that 62 per cent of the Aviation Warrant Officers in the third year of their OBV gave negative career intent responses on the questionnaire. This figure is very close to the 61 per cent actual attrition of OBV people reported by the Aviation Warrant Officer Career Branch for the second quarter of FY 67, the most recent fiscal quarter for which the actual attrition figures are available.



Slide #13

**Comparison of Questionnaire Responses of  
Third Year OBV<10 Group With Actual  
Aviation Warrant Officer Attrition**



We have no knowledge at present about whether the relationship between statements about career intent and actual career decision depends on the length of time between the career intent statement and the end of OBV. Looking at projections of statements of career intent for FY 67, 68, and 69 based upon the people who will reach the end of OBV during those fiscal years, we see the following: Negative career intent statements were made by 47 per cent of those who will complete OBV during FY 67, 50 per cent for FY 68, and 45 per cent for FY 69. These data suggest that attrition rates over the three fiscal years will probably be fairly even. The 61 per cent attrition experienced during the second quarter of FY 67 may continue over the entire period. However, we cannot reliably project attrition rates at this stage of our analysis.

Please keep in mind that today we are talking only about predictions from a single question on career intent, and that we have attrition experience on only a single fiscal year quarter. As more attrition data are gathered, we will be able to use several factors to predict attrition,

and greatly increase precision of prediction.

#### CAREER ATTRACTIVENESS

We shall now look at information relating to factors that make Army service attractive to the Aviation Warrant Officers. The opportunity to fly is clearly the most attractive feature for both the enlistment option and prior military experience groups. Other frequently mentioned factors are the opportunity to gain experience in a chosen field, retirement policies, sense of duty to country and society, and the opportunity for travel.

When one considers the total group of Aviation Warrant Officers surveyed, retirement policies are the most attractive feature, with the opportunity to fly being next. This interest in retirement is understandable since more than half of the total group are over 30 years of age.

As to factors which make an Army career unattractive, the data show clearly that separation from family is the most disliked factor for both the enlistment option and prior military experience groups, although for the enlistment option group with two to three years' rated time, opportunity for advancement or, actually, lack of opportunity is the most unpopular item. Opportunity for advancement is the second most frequently mentioned unpopular aspect for the prior military experience group. Other items of concern for both groups include world political situation, financial rewards, competence of superiors, and frequency of relocation.

Slide #14

### **Most Frequently Reported Features Making an Army Career Attractive or Unattractive**

**Attractive  
Features of  
Army Career**

Opportunity to Fly  
Opportunity in Chosen Field  
Retirement Policies  
Duty to Country  
Travel

Separation From Family  
Lack of Opportunity for Advancement  
World Political Situation  
Financial Rewards  
Frequency of Relocation

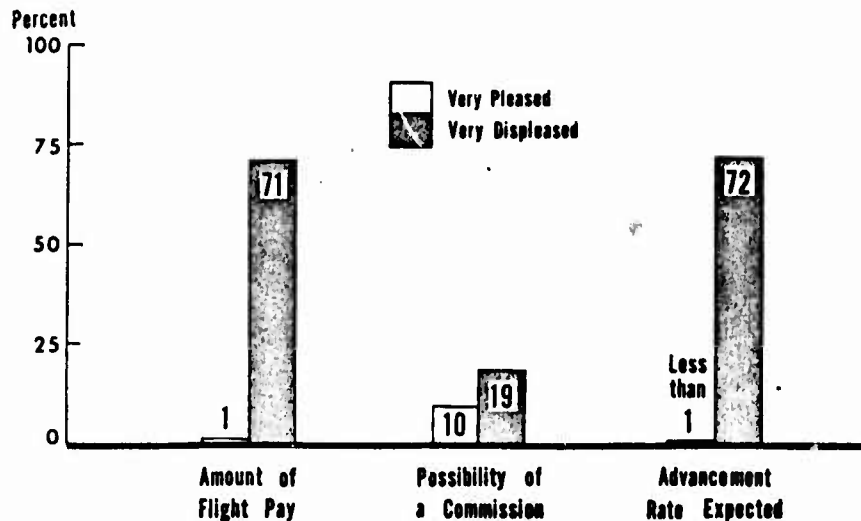
**Unattractive  
Features of  
Army Career**

For the total group of Aviation Warrant Officers surveyed, the world political situation is considered to be the most unattractive aspect of an Army career. However, this seems to have a relatively mild effect on career intent. Only about a 7 per cent increase in those stating they would prefer to stay in until retirement is indicated "if the present world political situation were to clear up in the near future."

This next slide illustrates the degree to which Aviation Warrant Officers report being "very pleased" or "very displeased" with selected factors.

Slide #15

# OBV<10 Respondents' Stated Attitudes on Selected Factors



It is clear that there is considerable displeasure about amount of flight pay and rate of advancement.

Aviation Warrant Officers feel that the financial rewards available in the Army comprise one of the most unattractive features of the career program. Pay was ranked third most unattractive of 31 aspects of Army environment for the total survey group. While aviation warrants in the first year of OBV do not consider pay to be very important, by the second year of OBV, they list pay as the third most unattractive feature. Enlistment option personnel in the third year of OBV list pay as the second most unattractive with only opportunities for advancement being more unattractive. Two-thirds of the Warrant Officers feel that their chances for financial advancement in the Army are poorer than in civilian life.

The remainder of the briefing will treat eight topics on which the respondents were queried.

#### QUARTERS

About two-thirds of the Aviation Warrant Officers surveyed were living on post. Slightly more than half of those surveyed said they would prefer to live off post, and about three-fifths of the OBV personnel with less than 10 years' service indicated preference for living off post. Less than a third of the same group reports that housing has a negative influence on their career plans; only 12 per cent say it has a strong negative influence. Somewhat more of the OBV group with less than 10 years' service say it has had a positive influence. Nearly half the total sample say it has no effect on career plans, and this is fairly constant across groups. While a slight majority of those in OBV with less than 10 years' service reported some displeasure with housing facilities available at their current duty stations, it must be noted that 40 per cent of these men were in Viet Nam at the time and many were living in tents.

#### PROMOTION

Rate of advancement appears repeatedly as a source of displeasure. As mentioned, it is a highly unattractive feature of the Army environment for the total survey sample, and on questions about their "feelings" it is rivaled only by flight pay as a source of irritation.

Statements from OBV Aviation Warrant Officers with respect to reasonable time in grade from W1 to W2 cluster around two points-- 38 per cent at 12 months and 58 per cent at 18 months. However, there seems to be no connection with statements of career intent; that is, those who say 12 months in grade are no more likely to say they intend to leave

the Army than those who say 18 months. For W2 to W3, data cluster around 24 and 48 months; their opinions on reasonable time for W3 to W4 promotion times are either 36 or 48 months.

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### Reasonable Times in Grade

ALL		OBV < 10
35% - 12 Mos.	W-1 to W-2	38% - 12 Mos.
61% - 18 Mos.		58% - 18 Mos.
33% - 24 Mos.	W-2 to W-3	41% - 24 Mos.
35% - 36 Mos.		29% - 36 Mos.
38% - 36 Mos.	W-3 to W-4	38% - 36 Mos.
32% - 48 Mos.		29% - 48 Mos.

With respect to the addition of grades CWO 5 and 6: In the enlistment option group, one man in four indicated that the addition of CWO grades 5 and 6 would definitely increase his motivation to remain in the Aviation Warrant Officer program, two of five indicated it probably would, and one of three indicated that it would not increase his motivation. For the total sample, about three of four men responded favorably to the notion of CWO 5 and 6.

#### ARMY REGULATIONS

As a function of increasing service and increasing familiarity with Army regulations, Aviation Warrant Officers feel more and more that the present regulations dealing with the Aviation Warrant Officer do a poor, or misleading, job of describing his utilization.

About half of the OBV Warrant Officers report insufficient familiarity with the regulations to evaluate them; one-fourth of those in indefinite tour status report unfamiliarity. Less than half of the OBV people characterize the AR's as poor or misleading, while more than half of those in the indefinite category do so.

#### EXPECTATIONS

Important to attitudes is the degree to which prior expectations are met. About two out of three of the total sample who applied for the Aviation Warrant Officer program through a recruiter felt that the recruiter's description of the program was accurate. Generally, questions relating to expectations about what being an Aviation Warrant Officer is like showed about half feel their expectations were accurate, about one-fourth feel being an Aviation Warrant Officer is better than they expected, and about one-fourth consider it worse than expected.

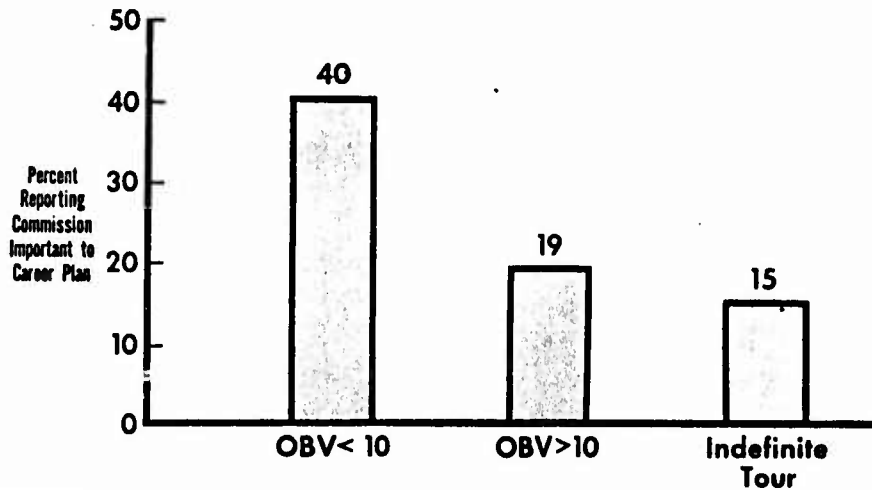
#### FIRST ASSIGNMENT

Those OBV Aviation Warrant Officers with less than 10 years' service indicate their first assignment as an Aviation Warrant Officer formed their attitudes toward the Army most strongly; those in OBV with over 10 years' service report their pre-Warrant Officer service (as an EM) as the primary source of their attitudes toward the Army.

#### COMMISSION

The possibility of being commissioned is important to the career plans of 40 per cent of the Aviation Warrant Officers in the OBV group with less than 10 years; it is seen as important by only 19 per cent of the OBV with 10 or more years' service, and by 15 per cent of those in the indefinite tour category. On a total sample basis, a commission is seen as important to career plans by about every fourth man.

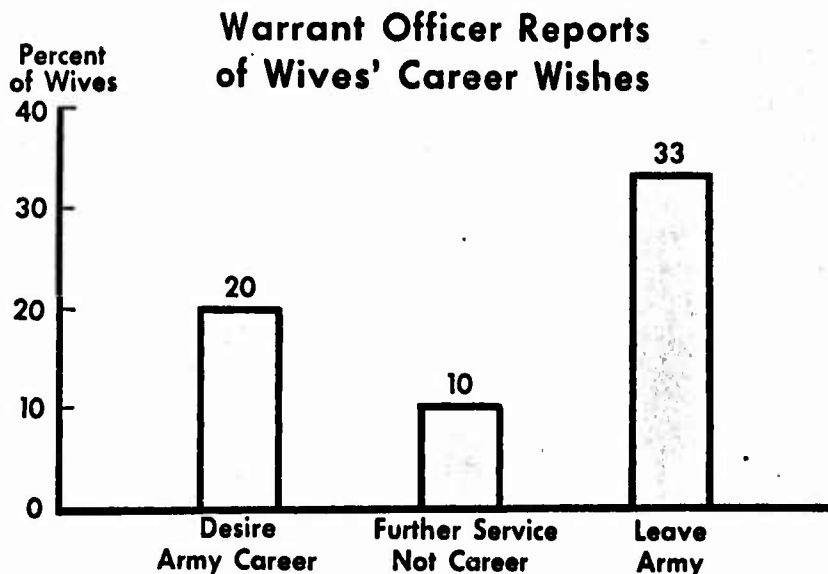
### Importance to Career Plans of Possibility of Commissioning



#### WIVES' OPINIONS

The influence of wives on career intent seems to differ little among subgroups. About one man out of five reports being greatly influenced by his wife as far as his Army career is concerned; about two out of three say she has some influence; one out of ten says she has little influence on his career, and only one out of 20 says she has no influence. One-fifth of the wives of OBV with less than 10 years' service Warrant Officers were reported as wishing their husbands to have an Army career, 10 per cent would like further service but not a career, and about one-third want their husbands to leave the Army.





Slightly more than half the wives of Aviation Warrant Officers in all categories are reported as being pleased with their husbands' base pay and allowances, and only about 15 per cent of the wives as being displeased; this is uniform for all subgroups.

Wives were reported as reflecting their husbands' feelings on flight pay. Three of four were displeased, with slightly less than half in the "very displeased" category. There is a slight tendency for reported displeasure to increase as the husband's length of service increases.

Two-thirds of wives of OBV Aviation Warrant Officers are reported to be displeased with their husband's rate of advancement in the program, with roughly one-third in the "very displeased" category. There is clearly more displeasure reported among the wives of Warrant Officers who are in indefinite status. The total sample of wives shows three out of four displeased with rate of advancement, with 40 per cent in the "very displeased" category.

Wives' attitudes toward quarters at present duty stations are reported to differ as a function of husbands' longevity. More than half of the wives of OBV with less than 10 years as Warrant Officers are reported displeased with quarters at present duty stations, while wives whose husbands have more longevity are reported more pleased than displeased. For the total sample of wives, more than half of the group are reported as being pleased with current quarters.

#### TRAINING

The final section of the briefing is concerned with training. Training data have not yet been analyzed in detail; we shall touch only on some of the most frequently occurring nonflying duties. A briefing principally on training is scheduled to be given at the Primary Helicopter School next month.

Our interest in nonflying duties of the Aviation Warrant Officer stemmed from interviews with Aviation Warrant Officers conducted before the survey. They said they felt they were often rated on their OER's on how well they perform nonflying duties and that they had not been trained for many of these duties.

A duty of considerable importance for training is Aircraft Maintenance Officer, with 44 per cent of the total sample and 24 per cent of the first year as a rated Warrant Officer group reporting having performed this duty. Opinion was almost unanimous that formal training was required for this duty, but only about one-third of those who had been Aircraft Maintenance Officer thought the training should be in the Warrant Officer Training Course. Less than 10 per cent of the Aircraft Maintenance Officers felt that Aviation Warrant Officer training was adequate for this duty.

A related duty, Motor Officer, was reported as having been performed by one-fourth of the respondents. They feel that Aviation Warrant Officer training is not adequate for it, that it should not be taught in Aviation Warrant Officer training, but that formal training is required for duty as Motor Officer.

About 25 per cent have been Supply Officer and feel that formal training is required for this duty. Almost half feel the training should be part of Aviation Warrant Officer training; less than 10 per cent feel Aviation Warrant Officer training is adequate in this area.

Over half of all respondents report duty as Classroom Instructor, with about two out of five first-year warrants reporting it. About nine out of ten believe formal training is necessary for this duty and about eight out of ten believe it should be in Aviator Warrant Officer training; less than half feel current Aviation Warrant Officer training for duty as Classroom Instructor is adequate.

The data presented today cover only a small portion of our planned training analyses. In the future we will be able to treat this topic in more detail.

#### SUMMARY

In closing I would like to make a few general comments. The last couple of years have seen great improvements in Aviation Warrant Officer indoctrination training; the changes to increase responsiveness to field requirements have been truly impressive. We look forward to assisting the Army in further changes.

The motivation to help us and the Army shown by Aviation Warrant Officers in completing our very long 1,250 item questionnaire was

exceptionally fine. Our extensive personal contacts with them have shown us they are an outstanding group of men. It has been a pleasure to work with them.

Today we have tried to give you a first look at the profile of various subgroups of Aviation Warrant Officers, stated career intent and retention, career attractiveness, wives' attitudes, and training. We have discussed some of the things of importance to the Aviation Warrant Officer.

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## **Summary**

- **Profile**

- **Career Intent & Retention**

- **Career Attractiveness**

- **Wives' Attitudes**

- **Training**

Of great significance to the Army is the fact that these data provide a sound basis for determining how to predict Aviation Warrant Officer behavior over the long term.

Many of the 1,957 Aviation Warrant Officers surveyed are going to be in the Army system for a long time. Our data on these people will become increasingly useful in the future, as they are supplemented with more information on performance, and as we add other already available data to them.

We have appreciated this opportunity to present our early findings,  
and look forward to being of further service to you.

Thank you.