



USAREUR/7A OPTEMPO and PERSTEMPO Study

Special Topic: Enlisted and Officer Retention
In-Progress Report (IPR 4)

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Purpose

- Although the re-enlistment rates of the USAREUR are outstanding, the purpose of this assessment was to determine the factors that affect the career intentions of junior officers, NCOs, and junior-enlisted soldiers for both those who intend to remain in the military and for those who intend to leave the military.
- The initial focus was on “career intentions,” with the goal being to identify the important factors leading to soldiers wanting to remain in the military before they make their “final” career decision.

Background

- This technical brief was prepared at the request of MG Campbell, Chief of Staff, USAREUR.
- These data are part of the USAREUR OPTEMPO/PERSTEMPO study that is being conducted by the Medical Research Unit.



Outline

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Summary of Key Findings (1 of 2)

- Almost two-thirds of all junior-enlisted soldiers interviewed stated they intended to leave the military upon completion of their current obligation.
- Over half of the junior officers (LTs and CPTs) and 40% of NCOs interviewed stated that they wanted to stay in the military until retirement.
- Educational goals of the spouse and personal educational goals were reasons that junior officers and junior-enlisted soldiers gave for wanting to leave the military.
- For all ranks, soldiers with deployment experience were more likely to remain in the military.
- Long work hours were cited by NCOs and junior officers for reasons to leave the military.
- Junior officers, NCOs, and junior-enlisted with families reported that high workload was a reason to leave the military.



Summary of Findings (2 of 2)

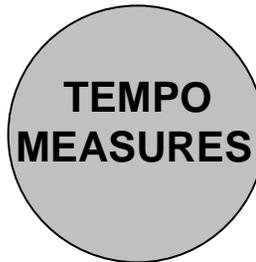
- Junior-enlisted soldiers planning to stay in the military had higher job satisfaction and viewed NCO leadership more favorably than those junior-enlisted soldiers planning to leave the military.
- Of the soldiers who want to remain in the military, 53.3% of the junior-enlisted soldiers want to stay in their current MOS and 67.9% of the NCOs want to remain in their current MOS.
- Reasons that junior-enlisted and NCOs gave for staying in the military include: travel and adventure, educational opportunities, and stability gained from military lifestyle.
- Reasons that officers gave for staying in the military include: likelihood of promotion, travel and adventure, and helping others.
- Common reasons that junior officers and junior-enlisted gave for leaving the military include: pursuing other interests, too many training exercises, military deployments.
- Reasons that NCOs gave for leaving the military include: military deployments, job satisfaction, and working conditions.



Description of Study

OPTEMPO DATA

- JUN 99 – JUN 00
- 216 Participants
- Survey & Unit Outcomes



OPTEMPO INTERVIEWS

- 30 Jr. Enlisted Focus Groups
- 30 NCO Focus Groups
- 3 Focus Groups (other)
- 130 Officer Interviews

JOB ATTITUDES

MEDICAL READINESS

MILITARY READINESS

SOLDIER & FAMILY ISSUES

CAREER INTENTION SURVEY

- JUN 99 – JUN 00
- 216 Surveys

**FACTORS AFFECTING
CAREER DECISION**

CAREER INTENTION INTERVIEWS

- 68 Jr. Enlisted
- 34 NCOs
- 36 LTs and CPTs

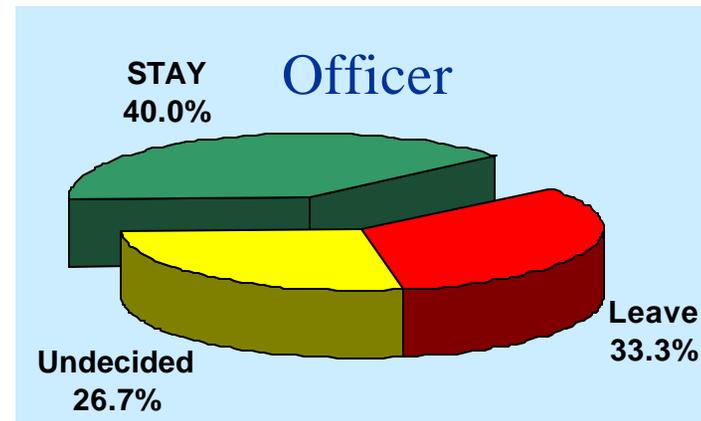
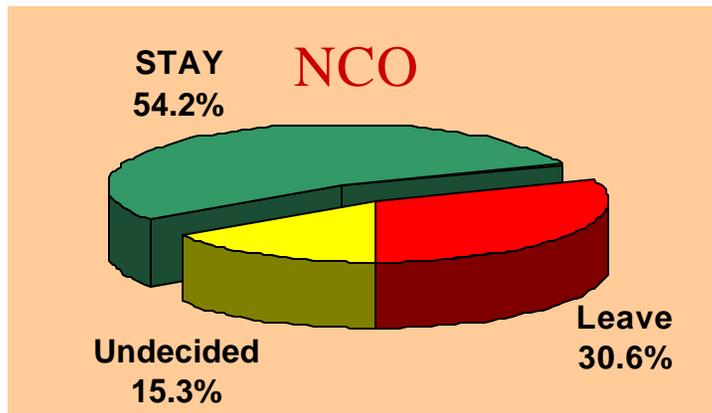
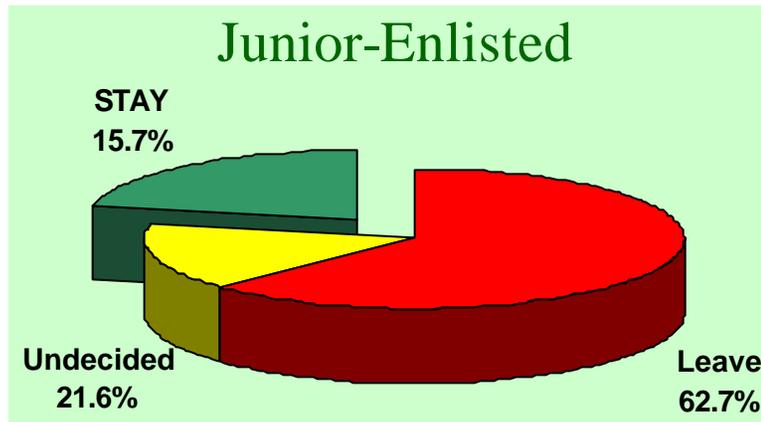
**FACTORS AFFECTING
CAREER DECISION**



Rank

- Nearly two-thirds of the junior-enlisted soldiers in their retention window reported that they intend to leave the military, whereas only one-third of the junior officers and NCOs reported that they intend to leave the military.

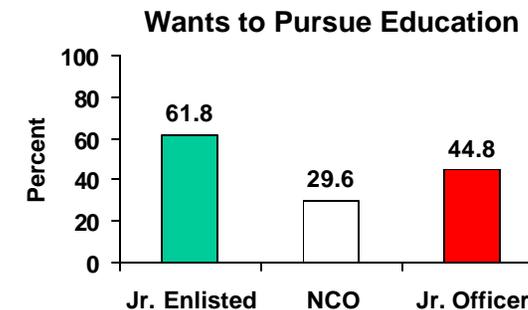
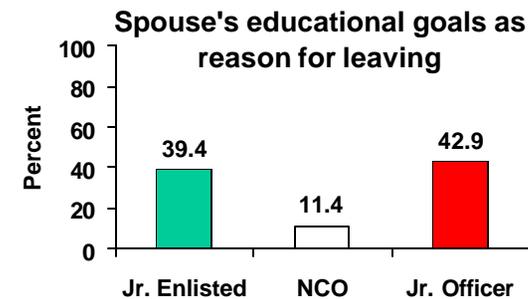
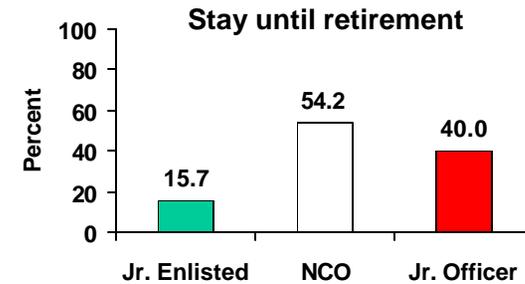
RANK	
E1-E4	50.0% (n=102)
NCO	35.3% (n=72)
LT & CPT	14.7% (n=30)





Family and Education

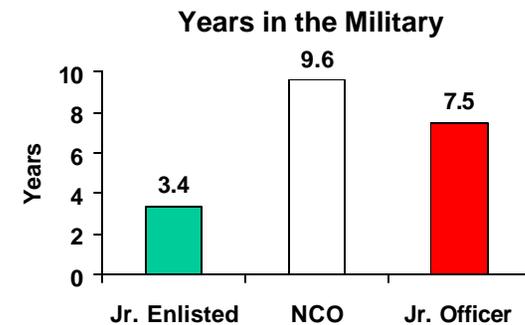
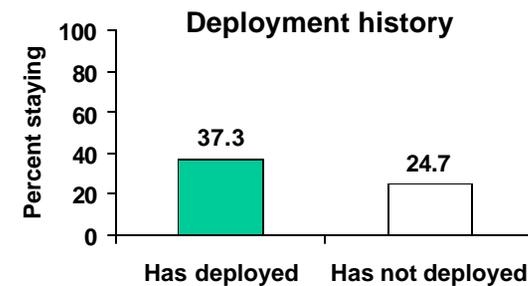
- Over half (54.2%) of the NCOs indicated that they were planning to stay until retirement, compared to 40.0% junior officers and 15.7% junior enlisted.
- Spouses' educational goals were more of a reason to leave the military for officers (42.9%) and enlisted soldiers (39.4%) than NCOs (11.4%).
- 61.8% of junior enlisted soldiers who intend to leave the Army plan to pursue their education, compared to 29.6% NCOs and 44.8% junior officers,





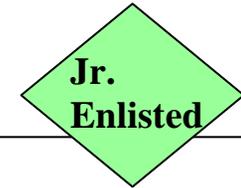
Deployment and Military History & Work Hours

- For all ranks, soldiers who had deployment experience were more likely to report that they are going to stay in the military than soldiers who have never deployed.
- NCOs and junior officers who have been in the military for a longer period of time were more likely to report that they were planning on staying in military. This was not true for junior enlisted soldiers.
- For NCOs and junior officers, those who worked longer hours reported work hours as a reason to leave the military, while those who worked shorter hours reported work hours as a reason to stay in the military.





Career Decisions: Overview

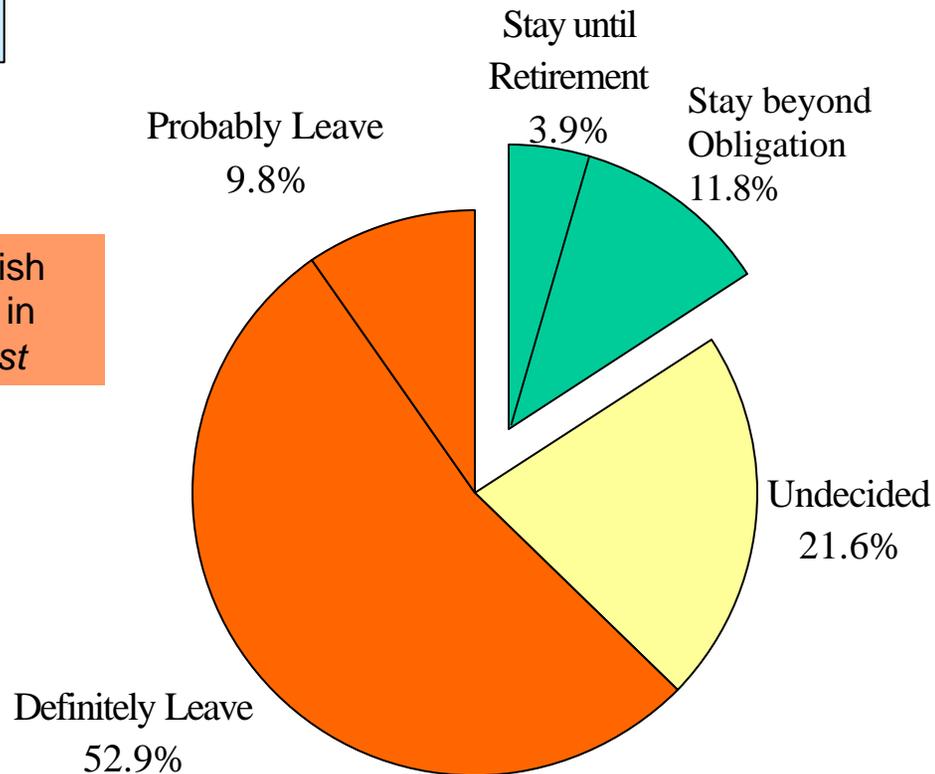


RANK		
E-2 (PVT)	2.9%	(n=3)
E-3 (PFC)	11.8%	(n=12)
E-4 (SPC)	85.3%	(n=87)

- 15.7% of the junior-enlisted soldiers stated they are planning on staying in the military beyond their current obligation.

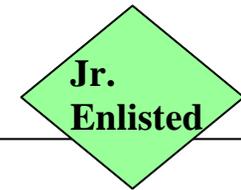
“It wears on you not to accomplish anything-I did less menial tasks in my high school jobs.” - *Specialist*

He feels, “the mission is first and the personnel is second.” - *Specialist*





Career Decisions: Demographics



• Although there are no statistically significant differences in demographics across the three career intention categories, there appeared to be some groups that reported higher rates:

- privates reported the highest rates for intending to leave the Army

- separated and divorced soldiers reported the highest rates for intending to stay in the Army

Demographics	Stay	Undecided	Leave
Rank			
E2 (PV2) & E3 (PFC)	6.7%	13.3%	80.0%
E4 (SPC)	17.2%	23.0%	59.8%
Gender			
Female	25.0%	18.8%	56.3%
Male	14.0%	22.1%	64.0%
Marital Status			
Married	14.7%	32.4%	52.9%
Sep/Divorced	44.4%	11.1%	44.4%
Single	11.9%	16.9%	71.2%
Race			
White	14.9%	19.4%	65.7%
Other	17.6%	26.5%	55.9%
Years in Military	3.4	4.0	3.1
Age	23.7	24.6	22.5



Tempo: Work Load

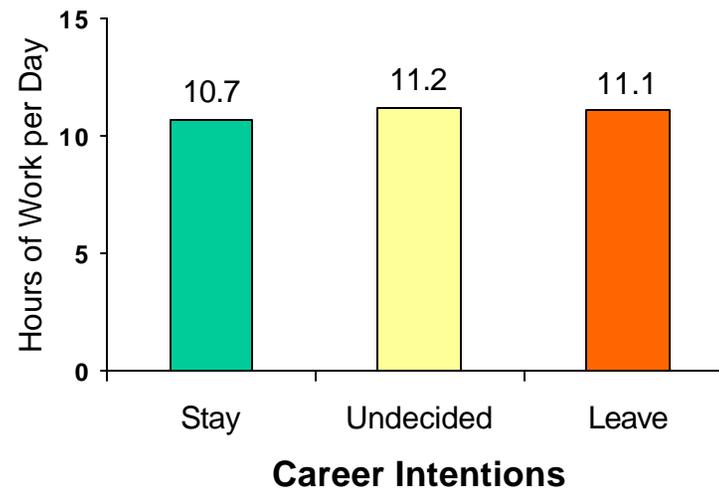
Jr.
Enlisted

- Junior-enlisted soldiers reported that work hours were a top reason for leaving the military, yet there were no differences in actual workload numbers across career intention categories.
- 69.6% of junior-enlisted soldiers reported that work hours were a reason for leaving the military.
- Hours of work per day¹ and days worked per week did not differ across career intention categories: soldiers work 11.1 hours a day, 5 days a week.

Extra work hours are spent doing the “stupid stuff such as painting trucks, mowing the grass, etc...” - *Specialist*

A soldier describes spending many days in garrison with nothing to do. “Soldiers are told to re-clean the weapons that were cleaned the day before.” - *Specialist*

“For the amount of hours worked per week, soldiers do not get paid enough, at 70-80 hour week, I don’t even make minimum wage. Fast food employees make more than I do!” - *Specialist*



¹F(2, 99) = 0.222, p = 0.801

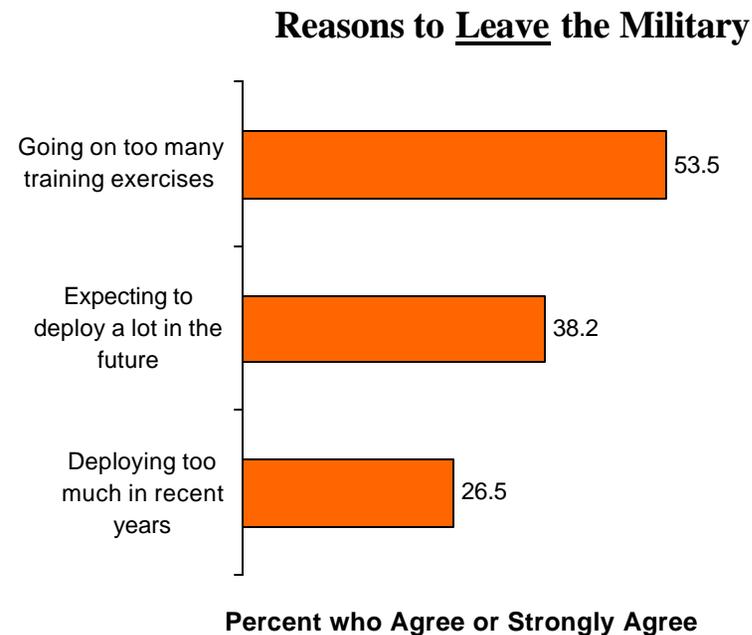


Tempo: Deployment & Training

Jr.
Enlisted

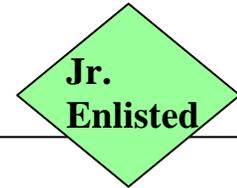
- A majority of junior-enlisted soldiers reported that going on too many training exercises and deploying too much were key reasons for leaving the military, yet there were no differences in training and deployment rates across career intention categories.

- Number of days spent on a training exercise and having deployed before did not differ across career intention categories: soldiers were on a training exercise 36.1 days in the past 6 months, and 59.8% had been on a deployment.





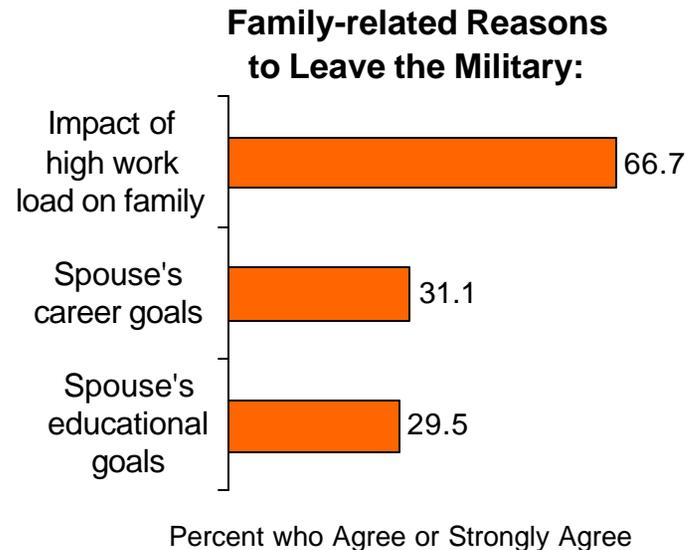
Family



- More than half of junior-enlisted soldiers with families¹ reported that the impact of a high workload on their families was a reason for leaving the military.
- Over a quarter of junior-enlisted soldiers cited the professional goals of the spouse as a reason to leave the military.

Marital Status	
Single:	57.8% (n=59)
Married:	33.3% (n=34)
Divorced/Separated:	8.8% (n=9)

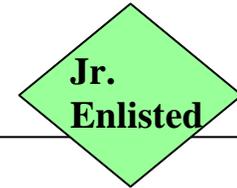
One soldier with a young and growing family wants more time with them than his unit deployment schedule allows -he “enjoys it [Army life] less everyday.”- *Specialist*



¹Family is defined as “a married couple or an individual with children”



MOS



- Of the junior-enlisted soldiers who reported that they are going to stay in the military (15.7%; n = 16), over half (53.3%) reported that they are going to stay in their MOS/branch.
- Over one quarter (26.7%) of the junior-enlisted soldiers report that they intend to request a different MOS.

"They take the dress-right-dress and uniformity thing to a whole new level. It's not a matter of logic or about simplification...our whole MOS is fundamentally a dog and pony show. It's everybody look good!" – *Junior-Enlisted Group Interview*

	MOS ¹	Description	%	N	Stay	Undecided	Leave
Combat Arms	11B, 11C, 11M	Infantry	38.2	39	12.8%	20.5%	66.7%
	19D, 19K	Armor	7.9	8	0	0	100.0%
	14E, 14T	Air Defense Artillery	10.8	11	36.4%	9.1%	54.5%
Combat Support	98C, 98G	Warfare Operations	9.8	10	0	40.0%	60.0%
Combat Service Support	45B, 63B, 63G, 63S, 63W	Mechanical/ Maintenance	8.9	9	11.1%	0	88.9%
	92A, 92Y	Supply /Services	9.8	10	30.0%	20.0%	50.0%

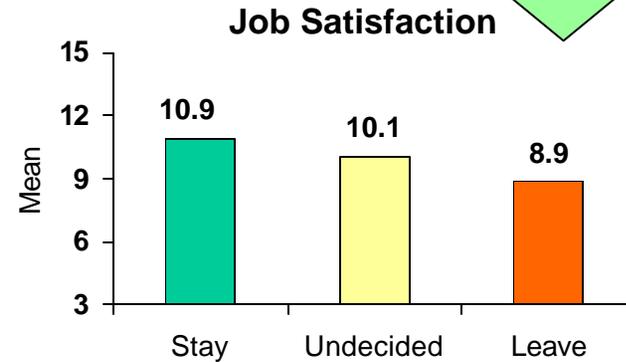
¹There were 15 soldiers (14.7%) whose MOS did not fall under the listed MOS categories.



Job Satisfaction

Jr.
Enlisted

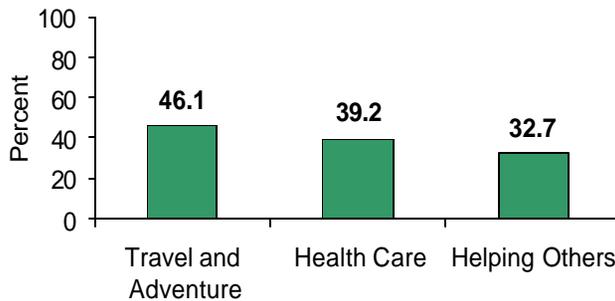
- Junior-enlisted soldiers who were planning to stay in the Army had higher levels of job satisfaction than those who were planning to leave, $F(2,102) = 4.74, p < 0.05$.



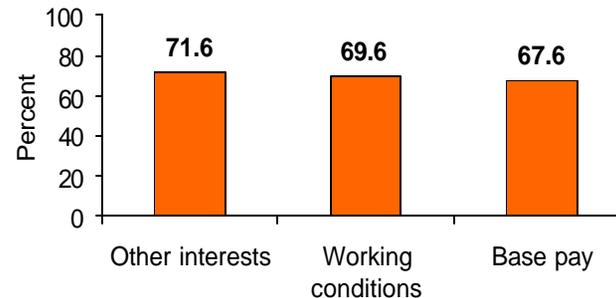
- Over half (52.4%, n=33) of the junior-enlisted soldiers who reported that they were going to leave the military also indicated that their morale was “low” or “very low”, $\chi^2(4,41)=14.4, p < .01$.

“I want more out of life than training-up, waiting for war, and cutting the grass. There is no challenge left in this job.”
- Specialist

Job Satisfaction-related Reasons to Stay in the Military

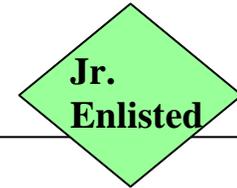


Job Satisfaction-related Reasons to Leave the Military

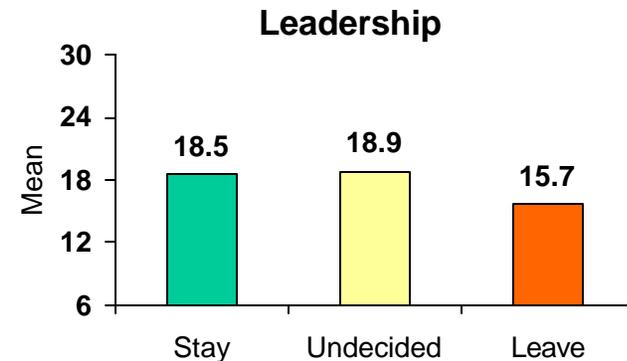
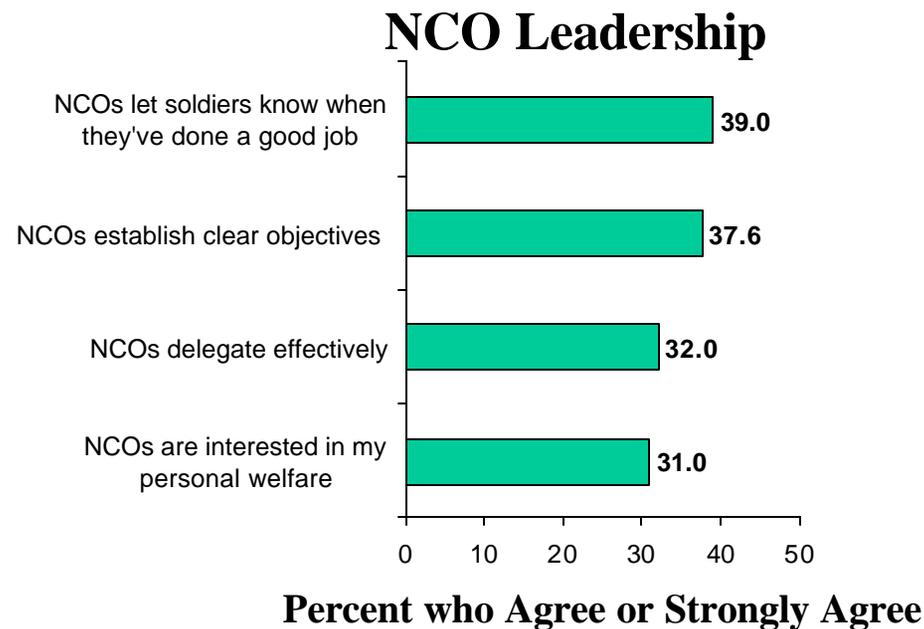




Leadership



- Junior-enlisted soldiers who were planning to stay in the Army, or were undecided had more positive perceptions of NCO leadership than those who were planning to leave, $F(2,102) = 3.63, p < 0.05$.



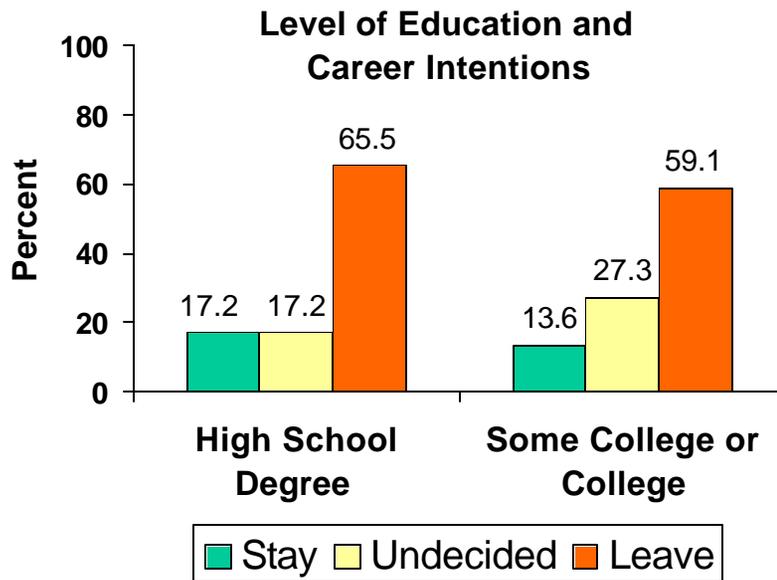
“I’m pulled this way and that each day, rarely able to plan my work on vehicles. I dread getting up in the morning to come to work. I feel this is a result of poor planning by the unit leadership.” - *Specialist*



Education

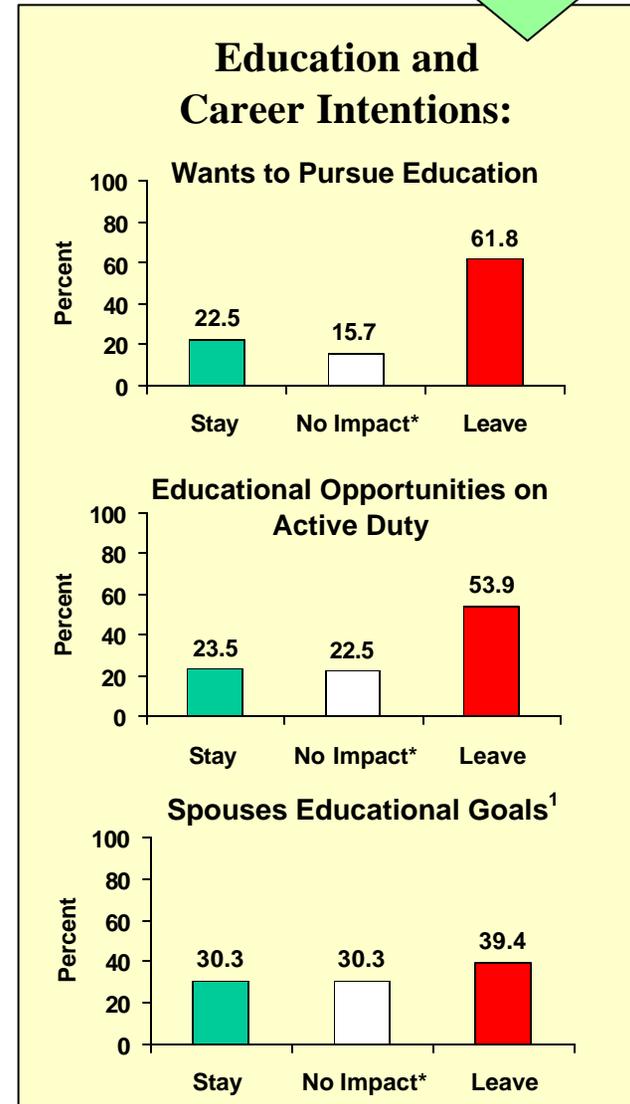
Jr.
Enlisted

- Junior-enlisted reported intending to leave the military in order to pursue educational opportunities.
- The educational levels of junior-enlisted soldiers had no impact on career intentions.



*No Impact and Does Not Apply

¹Only reported for soldiers with spouses (n=34)





Career Intentions

Jr.
Enlisted

- Top reasons given by soldiers for their career intentions.

The Soldier who is Staying (15.7%, n=16)

Reasons Soldier is Staying:

- travel and adventure (56.3%)
- pursuing an education (62.5%)
- stability gained from military lifestyle (56.3%)

The “Deployments are a worthwhile sacrifice for what the military offers.”

The Soldier who is Leaving (62.7%, n=64)

Reasons Soldier is Leaving:

- pursuing other interests (89.1%)
- base pay (82.8%)
- pursuing an education (78.1%)

“I was trained as a Serbo-Croatian linguist, but when deployed to Bosnia I was used as a driver.”

The Undecided Soldier (21.6%, n=22)

Reasons to Leave:

- working conditions (59.1%)
- work hours (54.5%)

Reasons to Stay:

- stability gained from military lifestyle (50.0%)
- health care (54.5%)

“The only way I’d stay in the Army is if I was given millions of dollars- the bottom line is the dollar.”

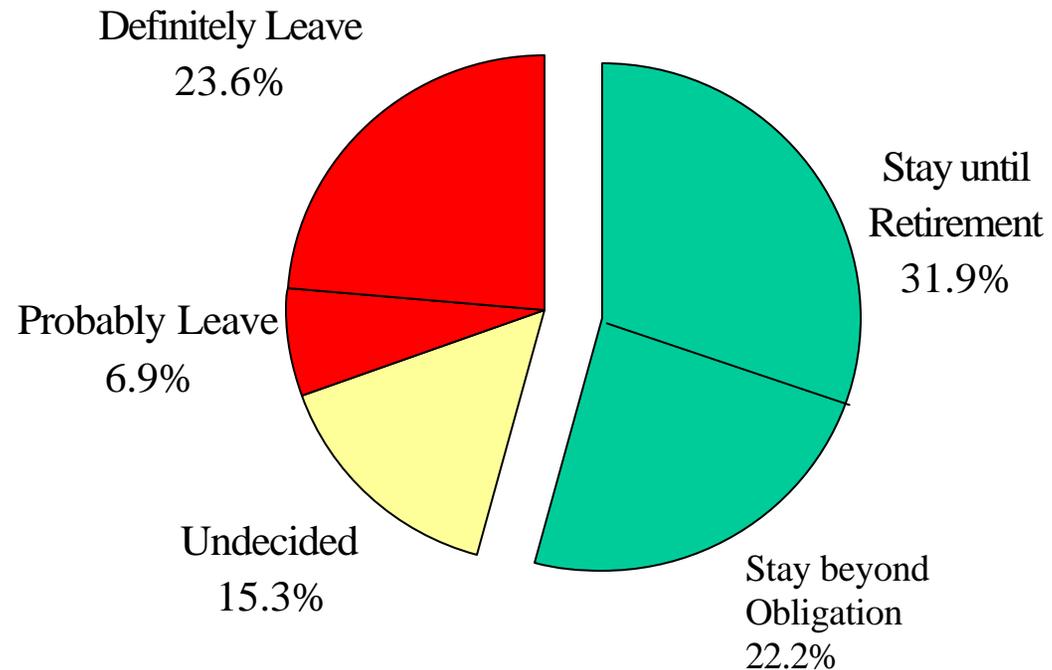


Career Intentions: Overview

NCO

- 54.1% of the NCOs stated they were staying in the military at least until beyond their obligation.
- Just under one-third of the NCOs in their re-enlistment window stated that they intended to leave the military.

RANK	
SGT	71.8% (n=51)
SSG	21.1% (n=15)
SFC	7.0% (n=5)





Career Decisions: Demographics



- Demographic breakdown by NCO's career decision.

- NCOs who were older and had more years in the military were more likely to report that they were planning on staying in the military.
- Marital status and gender did not significantly affect NCO career decision.

Demographics	Stay	Undecided	Leave
Rank			
SGT	41.2%	17.6%	41.2%
SSG	80.0%	13.3%	6.7%
SFC	100.0%	0	0
Gender			
Female	55.6%	33.3%	1.11%
Male	54.0%	12.7%	33.3%
Marital Status			
Married	55.6%	13.3%	31.3%
Sep/Divorced	66.7%	0%	33.3%
Single	47.6%	23.8%	28.6%
Race			
White	55.0%	12.5%	32.5%
Other	50.0%	20.0%	30.0%
Years in Military¹	9.6	6.4	5.9
Age²	29.6	27.0	26.6

¹F = 6.3, p < 0.01

²F = 3.4, p < 0.05



Tempo: Work Load

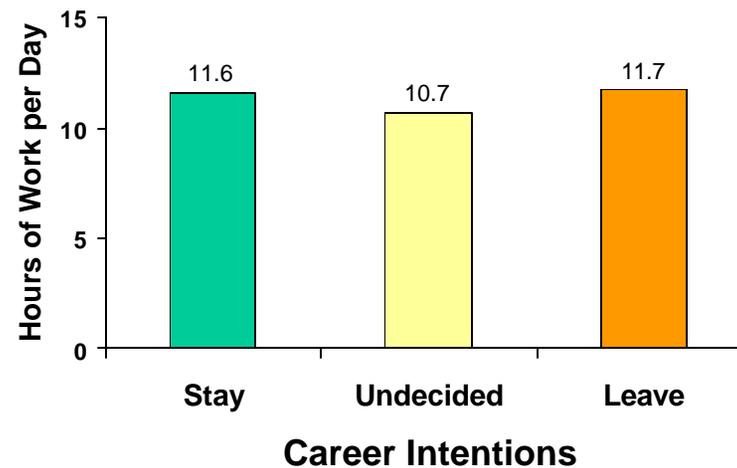
NCO

- NCOs reported that work hours were a top reason for leaving the military, yet there are no differences in actual workload numbers across career intention categories.

- 56.3% of NCOs reported that work hours were a reason for leaving the military.

- Hours of work per day¹ and days worked per week did not differ across career intention categories: NCOs work 11.5 hours a day, 5.3 days a week.

He is very unhappy with how training is conducted in his unit and refers to what he calls the “check the block” orientation to training. - *Sergeant*



¹F(2, 99) = 0.222, p = 0.801



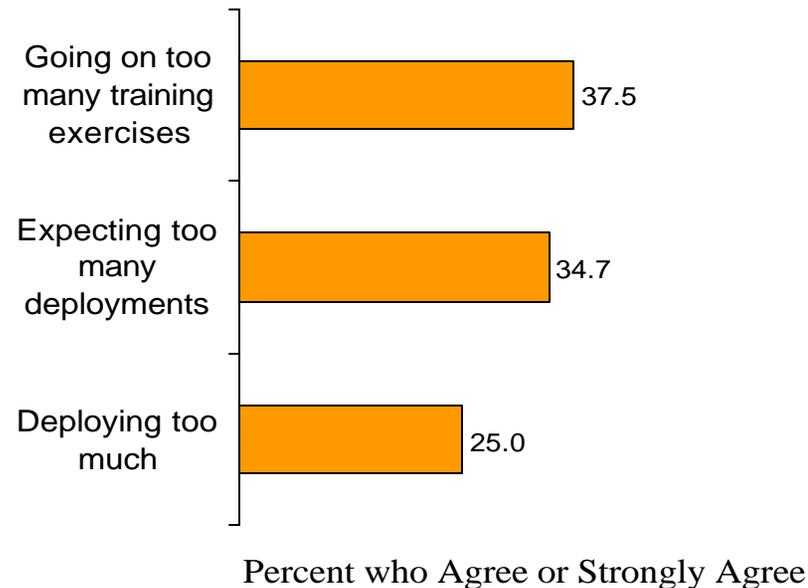
Tempo: Deployment & Training

NCO

- A majority of NCOs reported that work hours, expecting to deploy a lot in the future and deploying too much in recent years as key reasons for leaving the military, yet there were no differences in training and deployment rates across career intention categories.

- Number of days spent on a training exercise and having deployed before did not differ across career intention categories: soldiers were on a training exercise 29.0 days in the past 6 months, and 66.7% had been on a deployment.

Reasons to Leave the Military





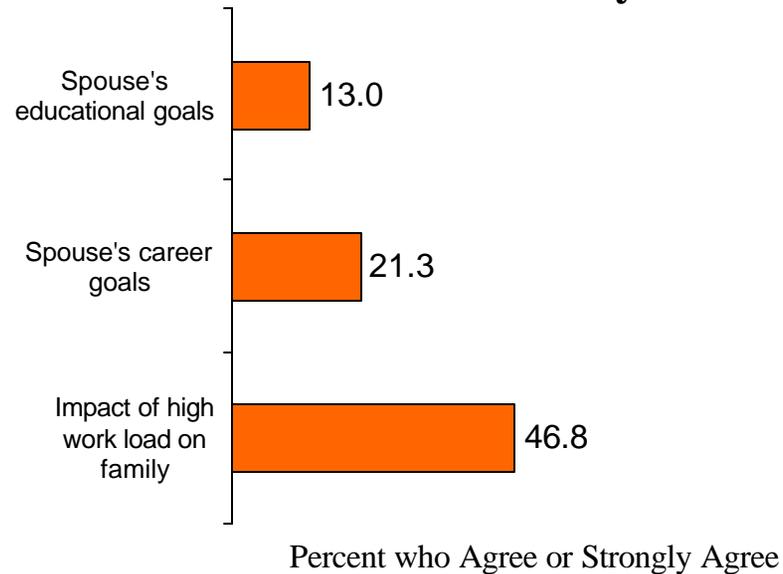
Family

- Nearly half of the NCOs with families¹ reported that the impact of a high workload on their family was a reason for leaving the military.
- Spouse professional goals were also cited by NCOs as a reason to leave the military.

Marital Status	
Single:	29.2% (21)
Married:	62.5% (45)
Divorced/Separated:	8.4% (6)

“My primary goal when I came into the military was to take care of my family...but the number of deployments has played a significant [negative] role in my marriage.”- *Sergeant*

Family-related Reasons to Leave the Military



¹Family is defined as “a married couple or an individual with children”



MOS

NCO

- Of the NCO personnel who reported that they were going to stay in the military (54.2%; n=72), the majority (69.2%) reported that they are going to stay in their MOS/branch.

One NCO estimates that 50% of time is given to taskings unrelated to MOS/mission. Readiness is hurting – “there are very few trucks I would drive to Graf.” - *NCO Group Interview*

	MOS ¹	Description	%	N	Stay	Undecided	Leave
Combat Arms	11B, 11C, 11M	Infantry	27.7	20	65.0%	20.0%	15.0%
	19D, 19K	Armor	8.3	6	33.3%	0	66.7%
Combat Support	98G	Warfare Operations	16.7	12	58.3%	16.7%	25.0%
	95B	Military Police	11.1	8	50.0%	0	50.0%
Combat Service Support	52D, 63B, 63H, 63W	Mechanical/Maintenance	8.4	6	66.7%	16.7%	16.7%

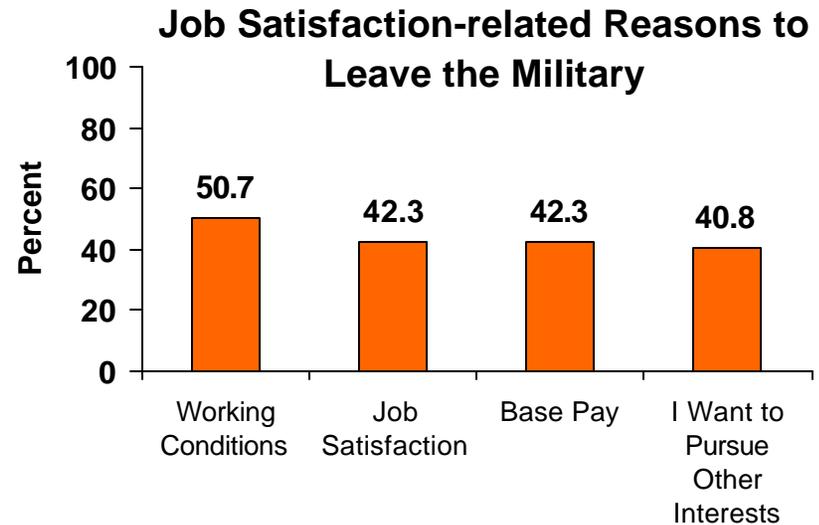
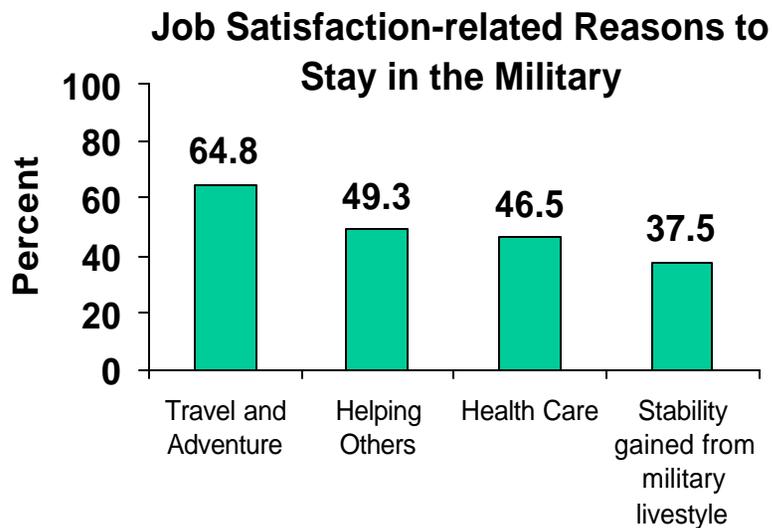
¹There were 20 soldiers (27.8%) whose MOS did not fall under the listed MOS categories.



Job Satisfaction



- There were no differences in morale and job satisfaction for NCOs who were planning on staying or leaving the army.



“I really like my job because I am happy at the end of the day about what I have done.” -Sergeant

“I expect higher pay as a civilian mechanic and a more predictable schedule.” -Sergeant



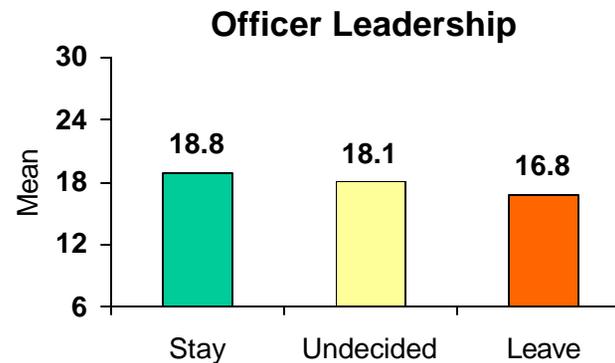
Leadership



- For NCOs, there were no differences in NCO and Officer Leadership ratings of those who were planning on staying or leaving the army.

“The leaders will pull shift for a day every once in while and say how hard it is, but they don't begin to realize the cumulative effect, which makes it even worse.” - *SGT*

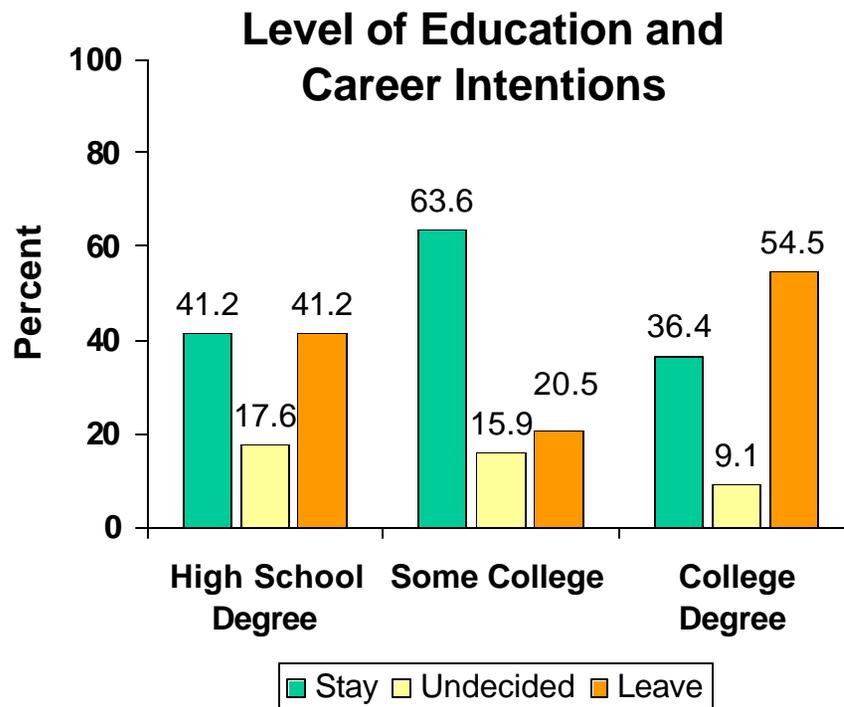
“The levels of leadership above SGT and SSG don't understand what impact is felt at the lower enlisted level as a result of these last minute changes.” - *SGT*





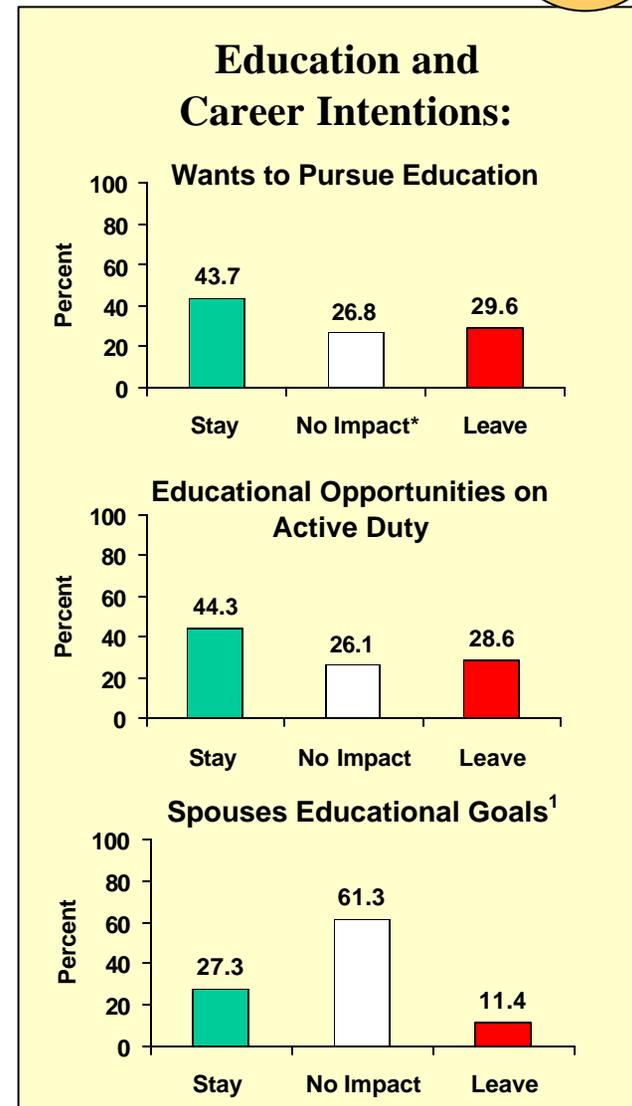
Education

- For NCOs, there were no statistical differences between levels of education and career intentions.



[The Army] “provides the opportunity to get an education that allows me to become competitive with civilian peers.” - SSG

¹Only reported for soldiers with spouses (n=44)





NCO Career Decisions



- Top reasons given by NCOs for their career decisions.

The NCO that is Staying (54.2%, n=39)

Reasons NCOs are staying:

- travel and adventure (78.9%)
- stability gained from military lifestyle (59.0%)
- pursuing an education (60.5%)

The NCO that is Leaving (30.6%, n=22)

Reasons NCOs are leaving:

- job satisfaction (63.6%)
- working conditions (63.6%)
- work hours (63.6%)

“My job don’t thrill me no more...I can’t be stagnant”.

The Undecided NCO (15.3%, n=11)

Reasons to Leave:	Reasons to Stay:
- military lifestyle / community (72.7%)	- travel and adventure (72.7%)
- work hours (63.6%)	- helping others (54.5%)
- working conditions (54.5%)	- educational opportunities (54.5%)
- going on too many training exercises (54.5%)	

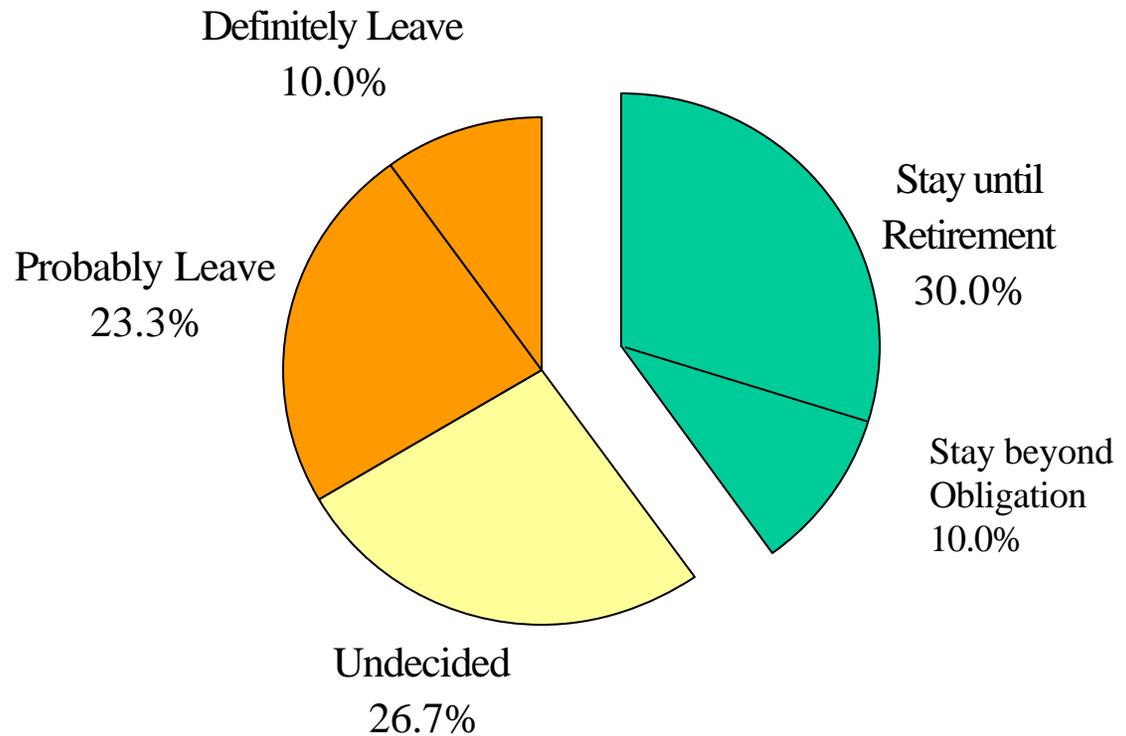


Career Decisions: Overview

Junior Officers

- 40.0% of the junior officers stated they are planning on staying in the military at least until their obligation ends.
- One third of the junior officers interviewed stated they intended to leave the military at the end of their current obligation.

RANK		
2LT	23.3%	(7)
1LT	66.7%	(20)
CPT	10.0%	(3)





Career Decisions: Demographics

Junior Officers

- Demographic breakdown by junior officer's career decisions.

- Officers who were older and had more years in the military were more likely to report that they were planning on staying in the military.

- Marital status and gender were not significant indicators for junior officer career decisions.

Demographics	Stay	Undecided	Leave
Rank			
CPT	66.7%	33.3%	0
1LT	40.0%	20.0%	40%
2LT	28.6%	42.9%	28.6%
Gender			
Female	25.0%	50.0%	25.0%
Male	42.3%	23.1%	34.6%
Marital Status			
Married	53.3%	20.0%	26.7%
Sep/Divorced	0	50.0%	50.0%
Single	30.8%	30.8%	38.5%
Race			
White	43.5%	21.7%	34.8%
Other	28.6%	42.9%	28.6%
Years in Military¹	7.5	4.4	2.4
Age²	29.8	25.5	24.2

¹F = 4.2, p < 0.01

²F = 8.4, p < 0.01



Tempo: Work Load

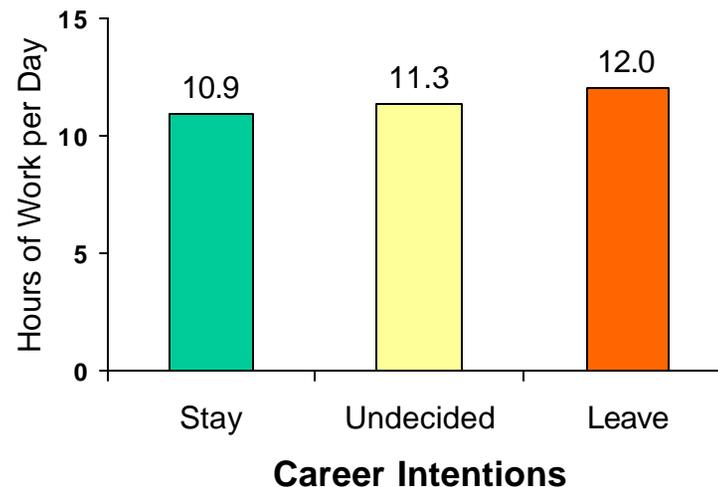
Junior Officers

- Junior officers reported that work hours were a top reason for leaving the military yet there were no differences in actual workload numbers across career intention categories.
- 70.0% of junior officers reported that work hours were a reason for leaving the military.
- Hours of work per day¹ and days worked per week did not differ across career intention categories: junior officers work 11.4 hours a day, 5.8 days a week.

“We have worked through every four day weekend this year-we need more time off.” - LT

The ideal work schedule – “I don’t like to work continuous nights and weekends.” -LT

“My schedule gives me only 2 ½ hours a day to live my life.” -LT



¹F(2, 28) = 0.547, p = 0.585

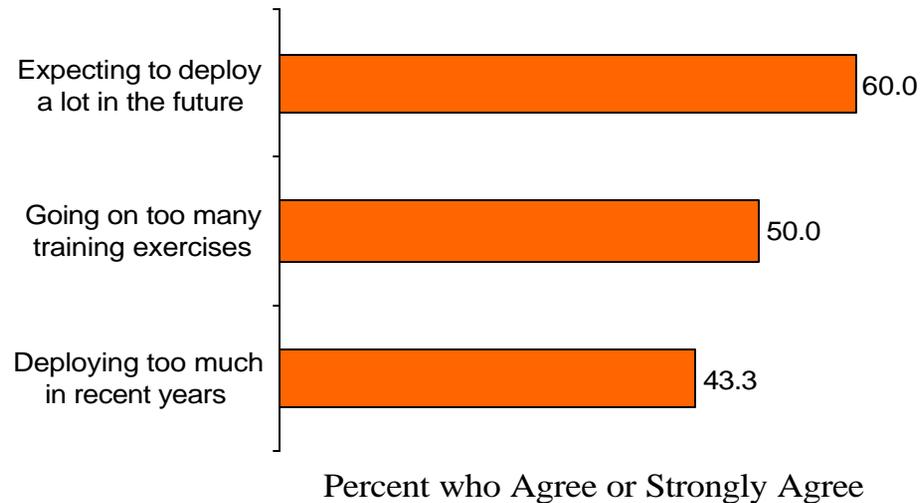


Tempo: Deployment & Training

Junior Officers

- Junior officers reported that going on too many training exercises and deploying too much were key reasons for leaving the military, yet there were no differences in training and deployment rates across career intention categories.
- Number of days spent on a training exercise and having deployed before did not differ across career intention categories: junior officers were on a training exercise 39.7 days in the past 6 months, and 46.7% had been on a deployment.

Reasons to Leave the Military





Family

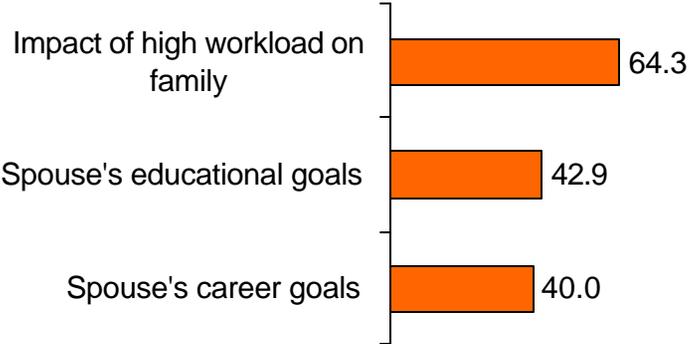
Junior Officers

- More than half of junior officers with families¹ reported that the impact of a high workload on their families was a reason for leaving the military.
- Junior officers also cited the professional goals of the spouse as a reason to leave the military.

Marital Status	
Single:	43.3% (n=13)
Married:	50.0% (n=15)
Divorced/Separated:	6.7% (n=2)

MILITARY LIFESTYLE REASONS FOR LEAVING THE MILITARY	
PCSing too much:	30.0%, (n= 4)
Lack of Stability:	13.3%, (n= 8)

Family-related Reasons to Leave the Military:



Percent who Agree or Strongly Agree

¹Family is defined as “a married couple or an individual with children”



Branch

Junior Officers

- Of the junior officers who reported that they were going to stay in the military (44.8%; n=12), the majority (75.0%) reported that they are going to stay in their current branch.

“I plan to defer my decision until I have a chance to experience the Signal Corp, which I expect will be a different lifestyle.”- 2LT

	MOS ¹	Description	%	N	Stay	Undecided	Leave
Combat Arms	11A	Infantry	20.0	6	33.3%	16.7%	50.0%
	14E	Air Defense Artillery	20.0	6	16.7%	50.0%	33.3%
Combat Support	35D	Military Intelligence	13.3	4	0	0	100.0%
Combat Service Support	65D, 70B	AMEDD	16.7	5	100.0%	0	0
	88A	Transportation	9.5	4	75.0%	25.0%	0

¹There were 3 soldiers (9.9%) whose MOS did not fall under the listed MOS categories.



Job Satisfaction

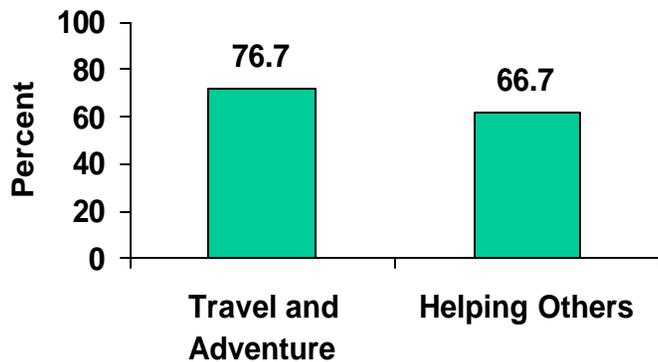
Junior Officers

- While junior officers reported that adventure and service were reasons for staying in the military, one-half reported that not doing the job they expected to do was a reason for leaving.

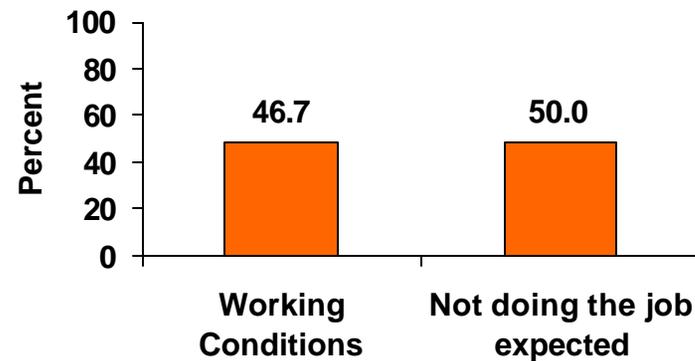
Morale
The majority (66.7%) of the officers (4) who reported that their morale was “low” or “very low” also stated that they were planning to leave the military.

“The Army used to be my passion, now it feels more like a job.” – 2LT

Job Satisfaction-related Reasons to Stay in the Military



Job Satisfaction-related Reasons to Leave the Military





Leadership

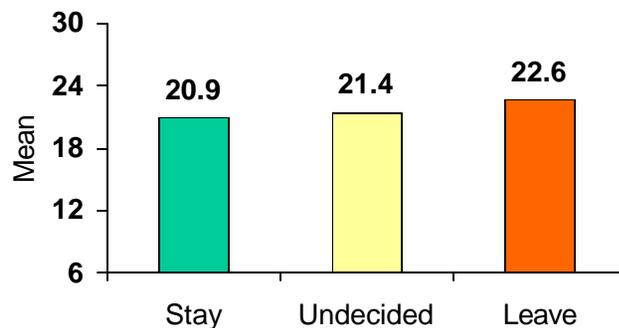
Junior Officers

- Junior officers view of leadership did not impact their decision to remain or leave the military.
- For junior officers, there were no differences in General Leadership Quality or Officer Leadership ratings for those who were planning on staying or leaving the army.

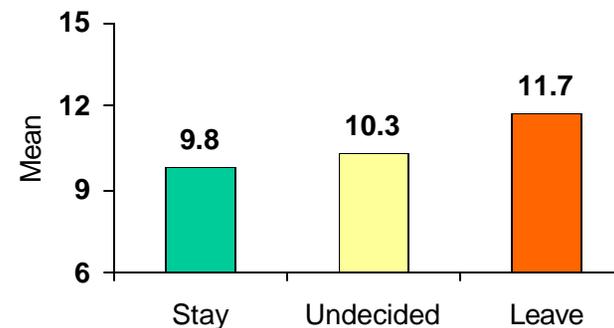
“Leadership at the company level was very good, but above that it sucks.” - 1LT

“I won’t miss the sweating the small stuff and soldiers being stressed out because of senior leaders.” - 2LT

Officer Leadership



General Leadership Qualities

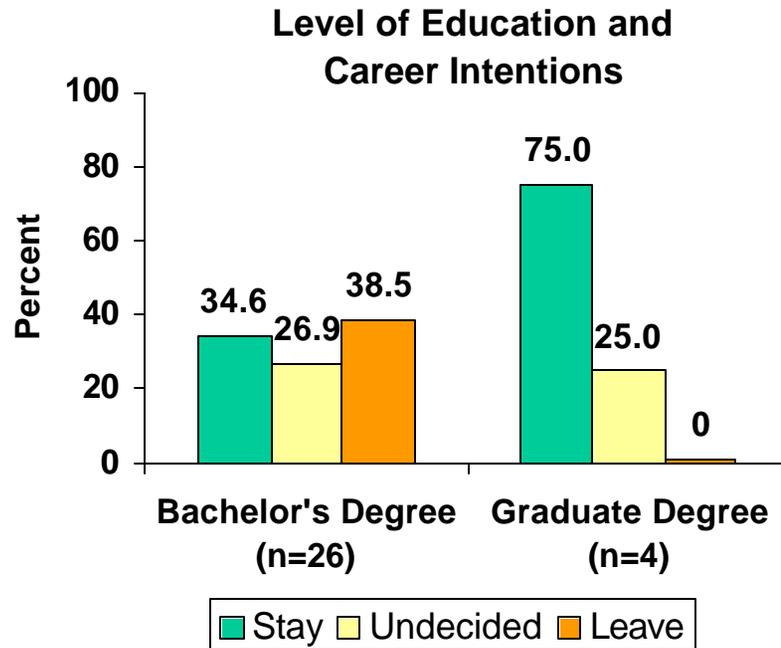




Education

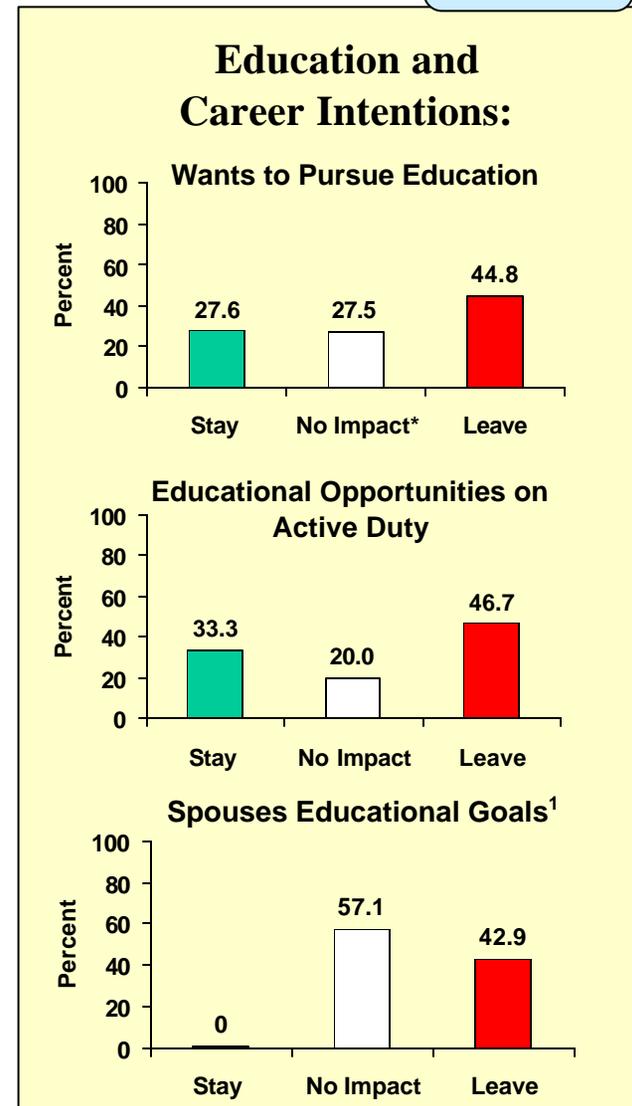
Junior Officers

- For junior officers, there were no statistical differences between levels of education and career intentions.



*No Impact and Does Not Apply

¹Only reported for officers with spouses (n=15)





Career Intentions

Junior Officers

- Top reasons for junior officers career decisions.

The Officer that is Staying (40.0%, n=12)

Reasons Junior Officers are staying:

- likelihood of promotion (66.7%)
- travel and adventure (75.0%)
- helping others (75.0%)

“One day it might be bad and I hate it and want to leave, and then the next is good and I love it, and never want to leave. I try to look back at the reasons I joined the Army in the first place and that it makes it better.” - CPT

The Officer that is Leaving (33.3%, n=10)

Reasons Junior Officers are leaving:

- expecting to deploy (90.0%)
- work hours (80.0%)
- other interests (100.0%)

“I did not join the Army to baby sit third world countries.” – 2LT

The Undecided Officer (26.7%, n=8)

Reasons to Leave:

- work hours (75.0%)
- lack of stability of military lifestyle (75.0%)

Reasons to Stay:

- travel and adventure (62.5%)
- helping others (62.5%)

*“I can’t imagine being 35 and not having my life set on a regular schedule.”
– 2LT*



Conclusion

- There is no single reason why junior officers, NCOs, or junior-enlisted soldiers choose to remain in the military or why they choose to leave.
- Interestingly, junior officers and junior-enlisted soldiers gave nearly identical reasons for leaving the military: long work hours, military deployments, too many training exercises, pursuing other interests, and impact of high workload on the family. The exceptions for junior-enlisted were low pay and educational opportunities, and for junior officers not doing what they expected to do.
- Junior-enlisted soldiers and NCOs reported similar reasons remaining in the military: travel and adventure, educational opportunities, and stability gained from the military lifestyle.
- Officers, however, in addition to travel and adventure, stated that the likelihood of promotion and helping others were reasons to stay.
- The spouse played an important role in the career decision of both junior-enlisted and junior officers, with both groups stating that the educational goals of the spouse was a reason to leave the military.
- Finally, for junior-enlisted soldiers, NCO leadership was an important predictor for those soldiers intending to remain in the military. For NCOs and junior officers, views of leadership were not important.



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West, Ms. Winstead.



Soldier OPTEMPO Survey

U.S. Army Medical Research Unit-Europe, Walter Reed Army Institute of Research
U.S. Army Medical Research and Materiel Command



Privacy Act/Informed Consent Information

ver: 29 Nov 1999

OPTEMPO Survey

- Authority:** 10 U.S.C. Sections 136 and 5 U.S.C. 552a; Executive Order 9397
- Purpose:** USAMRU-E/WRAIR is conducting a study of soldiers' responses to OPTEMPO and PERSTEMPO.
- Uses:** I understand the purpose of this survey is to develop information to benefit soldiers and units, and that I may not directly benefit from this survey.
- Disclosure:** Disclosure of your Social Security Number is voluntary. I consent to the use of my answers by staff of the U.S. Army Medical Research-Europe, Walter Reed Army Institute of Research (USAMRU-E/WRAIR), to compile statistics of group data.
I understand my name or any other data from which I could be recognized will not be available to anyone beyond the professional staff conducting the study.
I understand I have the right to withdraw my consent to participate in the study at any time.
I understand USAMRU-E/WRAIR may access other military records identified by, or filed under, my social security number in conjunction with this survey.

RESULTS ARE CONFIDENTIAL!

Instructions:

- Use a #2 pencil
- Mark your answer by filling in the bubble completely like this:



SOCIAL SECURITY NUMBER : 0 <input type="radio"/> 0 <input type="radio"/> 1 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 6 <input type="radio"/> 7 <input type="radio"/> 7 <input type="radio"/> 8 <input type="radio"/> 8 <input type="radio"/> 9 <input type="radio"/> 9 <input type="radio"/>			YOUR AGE: 0 <input type="radio"/> 1 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 6 <input type="radio"/> 7 <input type="radio"/> 7 <input type="radio"/> 8 <input type="radio"/> 8 <input type="radio"/> 9 <input type="radio"/> 9 <input type="radio"/>		TODAY'S DATE: MONTH DAY YEAR JAN <input type="radio"/> 0 <input type="radio"/> 0 <input type="radio"/> 2000 <input type="radio"/> FEB <input type="radio"/> 1 <input type="radio"/> 1 <input type="radio"/> 2001 <input type="radio"/> MAR <input type="radio"/> 2 <input type="radio"/> 2 <input type="radio"/> 2002 <input type="radio"/> APR <input type="radio"/> 3 <input type="radio"/> 3 <input type="radio"/> 2003 <input type="radio"/> MAY <input type="radio"/> 4 <input type="radio"/> <input type="radio"/> <input type="radio"/> JUN <input type="radio"/> 5 <input type="radio"/> <input type="radio"/> <input type="radio"/> JUL <input type="radio"/> 6 <input type="radio"/> <input type="radio"/> <input type="radio"/> AUG <input type="radio"/> 7 <input type="radio"/> <input type="radio"/> <input type="radio"/> SEP <input type="radio"/> 8 <input type="radio"/> <input type="radio"/> <input type="radio"/> OCT <input type="radio"/> 9 <input type="radio"/> <input type="radio"/> <input type="radio"/> NOV <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> DEC <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>		
GENDER: Female <input type="radio"/> Male <input type="radio"/>	CURRENT MARITAL STATUS: Single (Never Married) <input type="radio"/> Married <input type="radio"/> Separated <input type="radio"/> Divorced <input type="radio"/> Widowed <input type="radio"/>	Indicate Highest Level of Education obtained: Some High School <input type="radio"/> High School <input type="radio"/> Diploma/ GED <input type="radio"/> Some College <input type="radio"/> Bachelor's Degree <input type="radio"/> Graduate Degree <input type="radio"/>	Number of children living at home: 0 <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 or more <input type="radio"/>	ETHNICITY: African-Am/Black <input type="radio"/> Asian <input type="radio"/> Hispanic <input type="radio"/> White <input type="radio"/> Other <input type="radio"/>			
YOUR UNIT: Squad: _____ Platoon: _____ Company: _____ Battalion: _____		COMPONENT: <input type="radio"/> Army <input type="radio"/> Navy <input type="radio"/> Air Force <input type="radio"/> Marines STATUS: <input type="radio"/> Active <input type="radio"/> Reserves <input type="radio"/> Guard <input type="radio"/> Civilian <input type="radio"/> Other?	RANK: E <input type="radio"/> 1 <input type="radio"/> O <input type="radio"/> 2 <input type="radio"/> WO <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="radio"/> 8 <input type="radio"/> 9 <input type="radio"/>	WHAT IS YOUR MOS? (Answer in 3 digits only. Example: a "67B would bubble in "6," "7," and "B.") 0 <input type="radio"/> 0 <input type="radio"/> A <input type="radio"/> K <input type="radio"/> U <input type="radio"/> 1 <input type="radio"/> 1 <input type="radio"/> B <input type="radio"/> L <input type="radio"/> V <input type="radio"/> 2 <input type="radio"/> 2 <input type="radio"/> C <input type="radio"/> M <input type="radio"/> W <input type="radio"/> 3 <input type="radio"/> 3 <input type="radio"/> D <input type="radio"/> N <input type="radio"/> X <input type="radio"/> 4 <input type="radio"/> 4 <input type="radio"/> E <input type="radio"/> O <input type="radio"/> Y <input type="radio"/> 5 <input type="radio"/> 5 <input type="radio"/> F <input type="radio"/> P <input type="radio"/> Z <input type="radio"/> 6 <input type="radio"/> 6 <input type="radio"/> G <input type="radio"/> Q <input type="radio"/> 7 <input type="radio"/> 7 <input type="radio"/> H <input type="radio"/> R <input type="radio"/> 8 <input type="radio"/> 8 <input type="radio"/> I <input type="radio"/> S <input type="radio"/> Other: <input type="radio"/> 9 <input type="radio"/> 9 <input type="radio"/> J <input type="radio"/> T <input type="radio"/>			

Do you have a **family member** enrolled in the Exceptional Family Member Program (EFMP)?

Yes No

Is your **spouse** in the military?

Yes No

Not Married

How many **years** have you been **in the military**?

Example: If you've been in 9 years, you should write in and bubble in "0" and then "9".

<u>0</u>	<u>9</u>
<input type="text"/>	<input type="text"/>
0 <input type="radio"/>	0 <input type="radio"/>
1 <input type="radio"/>	1 <input type="radio"/>
2 <input type="radio"/>	2 <input type="radio"/>
3 <input type="radio"/>	3 <input type="radio"/>
4 <input type="radio"/>	4 <input type="radio"/>
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How many **hours** of work have you averaged **per day** in the past week?

<input type="text"/>	<input type="text"/>
0 <input type="radio"/>	0 <input type="radio"/>
1 <input type="radio"/>	1 <input type="radio"/>
2 <input type="radio"/>	2 <input type="radio"/>
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	4 <input type="radio"/>
	5 <input type="radio"/>
	6 <input type="radio"/>
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	8 <input type="radio"/>
	9 <input type="radio"/>

Think about your "days off" during the past week. On average, how many **hours** did you perform duty-related work during a "day off"?

<input type="text"/>	<input type="text"/>
0 <input type="radio"/>	0 <input type="radio"/>
1 <input type="radio"/>	1 <input type="radio"/>
2 <input type="radio"/>	2 <input type="radio"/>
	3 <input type="radio"/>
	4 <input type="radio"/>
	5 <input type="radio"/>
	6 <input type="radio"/>
	7 <input type="radio"/>
	8 <input type="radio"/>
	9 <input type="radio"/>

How many **days** have you been on a **training exercise** in the past 6 months?

Example: If it is 19, you should write and bubble in "0" and then "1," and "9".

<u>0</u>	<u>1</u>	<u>9</u>
<input type="text"/>	<input type="text"/>	<input type="text"/>
0 <input type="radio"/>	0 <input type="radio"/>	0 <input type="radio"/>
1 <input type="radio"/>	1 <input type="radio"/>	1 <input type="radio"/>
2 <input type="radio"/>	2 <input type="radio"/>	2 <input type="radio"/>
3 <input type="radio"/>	3 <input type="radio"/>	3 <input type="radio"/>
4 <input type="radio"/>	4 <input type="radio"/>	4 <input type="radio"/>
5 <input type="radio"/>	5 <input type="radio"/>	5 <input type="radio"/>
6 <input type="radio"/>	6 <input type="radio"/>	6 <input type="radio"/>
7 <input type="radio"/>	7 <input type="radio"/>	7 <input type="radio"/>
8 <input type="radio"/>	8 <input type="radio"/>	8 <input type="radio"/>
9 <input type="radio"/>	9 <input type="radio"/>	9 <input type="radio"/>

In the past week, how many **days** have you performed military related work?

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0 <input type="radio"/>
1 <input type="radio"/>
2 <input type="radio"/>
3 <input type="radio"/>
4 <input type="radio"/>
5 <input type="radio"/>
6 <input type="radio"/>
7 <input type="radio"/>

How many days of leave and/or passes have you **taken** in the past 12 months?

<input type="text"/>	<input type="text"/>	<input type="text"/>
0 <input type="radio"/>	0 <input type="radio"/>	0 <input type="radio"/>
1 <input type="radio"/>	1 <input type="radio"/>	1 <input type="radio"/>
2 <input type="radio"/>	2 <input type="radio"/>	2 <input type="radio"/>
3 <input type="radio"/>	3 <input type="radio"/>	3 <input type="radio"/>
4 <input type="radio"/>	4 <input type="radio"/>	4 <input type="radio"/>
5 <input type="radio"/>	5 <input type="radio"/>	5 <input type="radio"/>
6 <input type="radio"/>	6 <input type="radio"/>	6 <input type="radio"/>
7 <input type="radio"/>	7 <input type="radio"/>	7 <input type="radio"/>

How many days of leave and/or passes have you **lost** in the past 12 months?

<input type="text"/>	<input type="text"/>
0 <input type="radio"/>	0 <input type="radio"/>
1 <input type="radio"/>	1 <input type="radio"/>
2 <input type="radio"/>	2 <input type="radio"/>
3 <input type="radio"/>	3 <input type="radio"/>
	4 <input type="radio"/>
	5 <input type="radio"/>
	6 <input type="radio"/>
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	9 <input type="radio"/>

How many **days** have you been **TDY** in the past 6 months?

<input type="text"/>	<input type="text"/>	<input type="text"/>
0 <input type="radio"/>	0 <input type="radio"/>	0 <input type="radio"/>
1 <input type="radio"/>	1 <input type="radio"/>	1 <input type="radio"/>
2 <input type="radio"/>	2 <input type="radio"/>	2 <input type="radio"/>
3 <input type="radio"/>	3 <input type="radio"/>	3 <input type="radio"/>
4 <input type="radio"/>	4 <input type="radio"/>	4 <input type="radio"/>
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7 <input type="radio"/>	7 <input type="radio"/>	7 <input type="radio"/>
8 <input type="radio"/>	8 <input type="radio"/>	8 <input type="radio"/>
9 <input type="radio"/>	9 <input type="radio"/>	9 <input type="radio"/>

How many **hours of sleep** have you averaged **per night** in the past week?

<input type="text"/>	<input type="text"/>
0 <input type="radio"/>	0 <input type="radio"/>
1 <input type="radio"/>	1 <input type="radio"/>
2 <input type="radio"/>	2 <input type="radio"/>
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	4 <input type="radio"/>
	5 <input type="radio"/>
	6 <input type="radio"/>
	7 <input type="radio"/>
	8 <input type="radio"/>
	9 <input type="radio"/>

Have you ever served in **combat**? (e.g., Vietnam, Persian Gulf, Grenada, Panama, Somalia)

Yes No

Have you ever served on a **peacekeeping or humanitarian** mission?

Yes No

How many **months** in total, have you served in the **Balkan Region** (e.g. Kosovo, Albania, Bosnia, Croatia, Macedonia, Hungary)?

<input type="text"/>	<input type="text"/>
0 <input type="radio"/>	0 <input type="radio"/>
1 <input type="radio"/>	1 <input type="radio"/>
2 <input type="radio"/>	2 <input type="radio"/>
3 <input type="radio"/>	3 <input type="radio"/>
4 <input type="radio"/>	4 <input type="radio"/>
5 <input type="radio"/>	5 <input type="radio"/>
6 <input type="radio"/>	6 <input type="radio"/>
7 <input type="radio"/>	7 <input type="radio"/>
8 <input type="radio"/>	8 <input type="radio"/>
9 <input type="radio"/>	9 <input type="radio"/>

In total, how many **deployments** have you completed that lasted more than 30 days? (not including training exercises or unaccompanied tours)

<input type="text"/>	<input type="text"/>
0 <input type="radio"/>	0 <input type="radio"/>
1 <input type="radio"/>	1 <input type="radio"/>
2 <input type="radio"/>	2 <input type="radio"/>
3 <input type="radio"/>	3 <input type="radio"/>
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	8 <input type="radio"/>
	9 <input type="radio"/>



SOLDIER CAREER DECISION SURVEY



U.S. Army Medical Research Unit-Europe, Walter Reed Army Institute of Research
U.S. Army Medical Research and Materiel Command

Privacy Act/Informed Consent Information

ver: 2 June 2000

Retention Survey 2

1) **Authority:** 10 U.S.C. Sections 136 and 5 U.S.C. 552a; Executive Order 9397

2) **Disclosure:** I consent to the use of my answers by staff of the U.S. Army Medical Research Unit-Europe/Walter Reed Army Institute of Research (USAMRU-E/WRAIR), to compile statistics of group data. I understand my name or any other data from which I could be recognized will not be available to anyone beyond the professional staff conducting the study. I understand I have the right to withdraw my consent to participate in the study at any time.

3) **Purpose:** USAMRU-E/WRAIR is conducting a survey of soldier attitudes about retention and career decision making.

4) **Uses:** I understand the purpose of this survey is to develop information to benefit soldiers and units, and that I may not directly benefit from this survey.

 Social Security Number

 Date

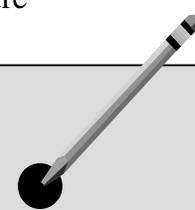
 Signature

RESULTS ARE CONFIDENTIAL!

Instructions:

- Use a #2 pencil

- Mark your answer by filling in the bubble completely like this:



SOCIAL SECURITY NUMBER:

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

RANK:

E	1
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	5
	6
	7
	8
	9

TODAY'S DATE:

MONTH	DAY	YEAR
JAN	0	2000
FEB	1	2001
MAR	2	2002
APR	3	2003
MAY	4	2004
JUN	5	
JUL	6	
AUG	7	
SEP	8	
OCT	9	
NOV		
DEC		

Which best describes your career intentions?

Remain in same MOS/Branch	<input type="radio"/>
Change to different MOS/Branch	<input type="radio"/>
Leave active duty but remain in reserves/guard	<input type="radio"/>
Leave active duty after obligation	<input type="radio"/>
Undecided	<input type="radio"/>
Other: _____	<input type="radio"/>

What is your MOS/Branch?

Did you decide to re-enlist during your most recent re-enlistment window? Yes No Not Applicable Undecided

Do you have a mentor in the military?

Yes No

How many years do you have left in your military obligation?

0	1	2	3	4	5	6	Indefinite
<input type="radio"/>							

Did you receive a re-enlistment bonus?

Yes	<input type="radio"/>
No	<input type="radio"/>
Not Applicable	<input type="radio"/>

May we contact you for a **confidential interview** about your career decision? YES NO

If YES, please provide the following information and someone from the USAMRU-E staff will contact you:

NAME: _____ ADDRESS: _____
(Please print)

TEL (DSN): _____ E-MAIL: _____ (Home): _____

How **much** does each of the following **affect your career decision?**

	DOES NOT APPLY	BIG REASON TO REMAIN	SMALL REASON TO REMAIN	NO IMPACT	SMALL REASON TO LEAVE	BIG REASON TO LEAVE
1. Deploying a lot in recent years	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Expecting to deploy a lot in the future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Going on a lot of training exercises	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. PCSing a lot	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Job Satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. My likelihood of being promoted	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Military lifestyle/community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Stability gained from military lifestyle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Lack of stability from military lifestyle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Being a dual military family	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Educational opportunities while on active duty	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. I want to pursue my education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. I want to pursue other interests	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Financial problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Base pay	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Health care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Retirement benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. Re-enlistment bonus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. Impact of high workload on family	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. Spouse's educational goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. Spouse's career goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. Spouse's health needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. Children's health needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. Children's other needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. Being a parent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. Being a single parent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. Travel/adventure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. Helping others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. Not doing the job I expected to do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30. Needs of elderly parents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. Working Conditions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. Work Hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. Living Conditions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. Never intended to stay beyond obligation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35. Battalion leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. NCO leadership at company level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
37. Officer leadership at company level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38. Army senior leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39. Belief in US military policy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40. Belief in peacekeeping missions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
41. Current US economy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
42. Other:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate the **promotion opportunities** in your MOS/career field?

very low low medium high very high