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# USAREUR/7A OPTEMPO Study

In-Progress Report(IPR 8)  
Special Topic: Lost Leave and Medical Readiness

**Prepared by the U.S. Army Medical Research Unit-Europe  
Walter Reed Army Institute of Research  
Heidelberg, Germany**

**Under the auspices of the Office of the Command Surgeon  
United States Army-Europe**

Authors: Adler, A.B., & Castro, C.A.



## Purpose

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- To assess the impact of lost and cancelled leave on the medical readiness of soldiers stationed in Europe as part of the USAREUR/7A OPTEMPO/PERSTEMPO study.



# Outline

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## Summary of Findings

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- Soldiers work long hours. They reported working 10.9 hours per day, 5.4 days per week. 42.1% reported deploying for more than 30 days during their military career.
- 13% of soldiers reported lost or cancelled leave in the past 12 months.
- Lost or cancelled leave was related to more symptoms of physical problems and depression.
- Amount of leave taken was not related to medical readiness or to the amount of lost or cancelled leave.
- Job recognition, task significance, and officer and NCO leadership moderated the impact of lost or cancelled leave on physical symptoms.
- Taking leave moderated the impact of lost or cancelled leave on physical symptoms.
- 6 basic themes emerged from interviews with soldiers and leaders: the balance between block leave and flexible leave time; vacation backlash, cancelled or interrupted leave time, the impact of leave on morale and performance, family stress associated with leave policies and unit management issues associated with leave problems.



## Work Load and Wellbeing: OPTEMPO study

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- Sample Findings from OPTEMPO In-Progress Reports (IPR) on the impact of workload on the medical readiness of US soldiers\*:
  - perceptions of work overload linked to less physical exercise (IPR 1)
  - perceptions of work overload linked to more sick call visits (IPR 1)
  - working on days off linked to increased alcohol consumption (IPR 1)
  - lost or cancelled leave linked to general declines in well-being (IPR 1)
  - more days on training exercises linked to higher APFT & less sick call (IPR 2)
  - more work hours per day linked to more physical symptoms & depression (IPR 2)
  - more days worked per week linked to more caffeine use & less sleep (IPR 2)
  - poor sleeping conditions during training linked to more physical symptoms (IPR 5)
  - poor food quality during training linked to depression (IPR 5)
  - poor leadership linked to more depression and more physical symptoms (IPR 7)

- Assumption:

If the pace of operations remains high, without time off for recovery, readiness and performance will decline.

\* Some of these results are based on particular sub-samples of rank or marital status.

Note: For a complete review of each findings, see the OPTEMPO technical briefs available at [www.usamru-e.hqusareur.army.mil](http://www.usamru-e.hqusareur.army.mil)



## Vacation Research: Overview

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- Short-term psychological benefits

Vacation → increased life satisfaction (Lounsbury & Hoopes, 1986)

Vacation → improvements in strain during vacation but no change post-vacation (Eden, 1990)

Vacation → reduction in burnout at 3 days post-vacation but not 3 weeks post-vacation (Westman & Eden, 1997)

Reserve Time → reduction in job stress and burnout (Etzion, Eden, & Lapidot, 1998)

- Long-term physical health benefits

Vacation → improved sleep quality & mood at 3 days; fewer physical health complaints at 5 week follow-up (Strauss-Blasche, Ekmekcioglu, & Marktl, 2000)

Vacation → decreased mortality and coronary heart disease (Gump & Matthews, 2000)



# Military Leave and Research Questions

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## US Military and Time Off:

- 30 days of leave earned every year
- 90 days of leave can accrue
- Leave “resets” to 60 days on 1 OCT
- Passes are awarded for outstanding performance
- Leave & passes can be cancelled by Commanders

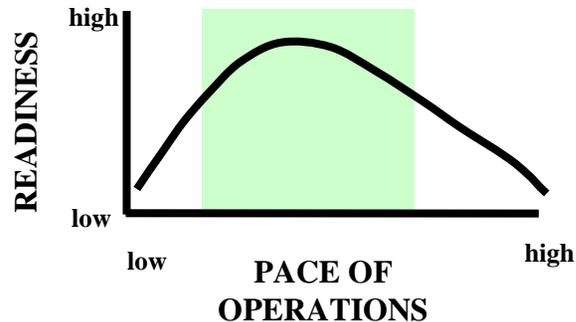
## Research Questions:

1. What impact does lost and cancelled leave have on soldier medical readiness?
2. What moderates this relationship?
3. Does taking leave lead to improved physical and psychological wellbeing?



# OPTEMPO Study: Research Design

Area of Optimal Soldier  
and Unit Performance



## OPTEMPO Readiness Model

- The model predicts that the pace of operations affects optimal soldier and unit performance. When the pace is either very high or very low soldier and unit readiness decline.
- The model consists of three major components: military deployments, training exercises, and garrison duties.

**Units** - Assessment involves 10 companies, both divisional and non-divisional units.

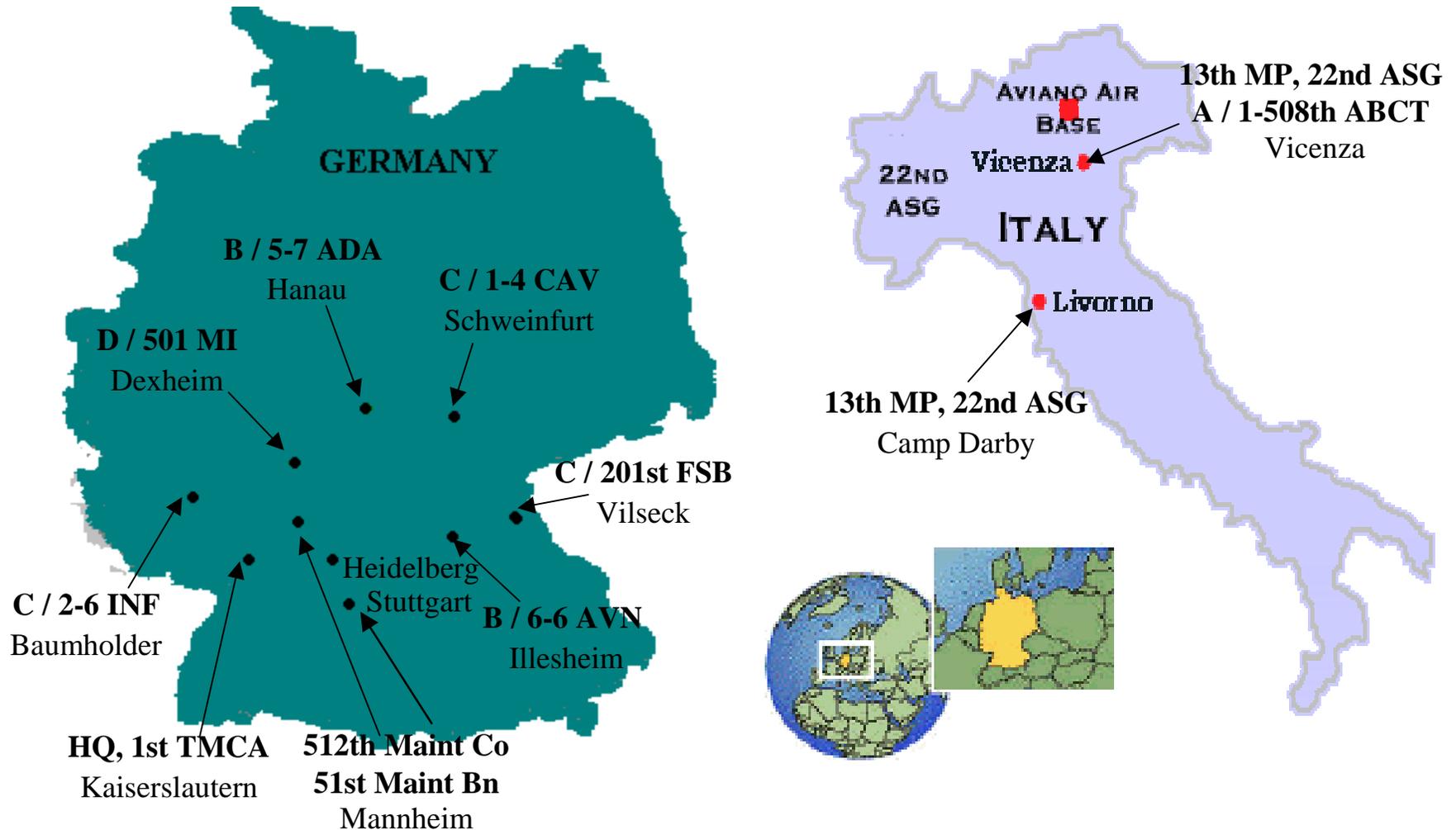
- 2 from 1st AD
- 2 from 1st ID
- 2 from V CORPS
- 2 from 21st TSC
- 2 from SETAF

**Longitudinal** - The same 10 companies are being followed over a 2 year period (JUN 1999-JUN 2001).



## OPTEMPO Study: Unit Locations

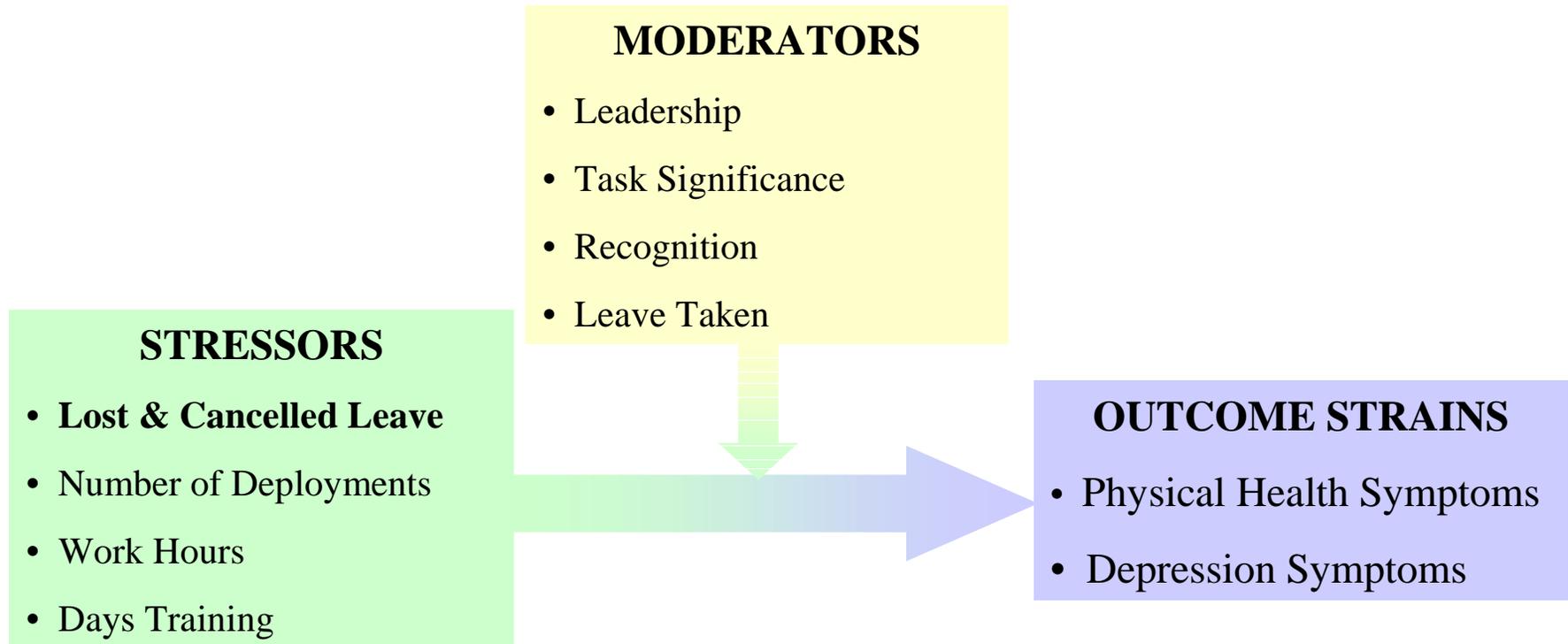
- U.S. soldiers in Europe are primarily located in Central Europe.





# OPTEMPO Stressor-Strain Model

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## Sample Demographics

Rank	% of Sample	# of Individuals Surveyed
NCO	37.1%	231
Junior Enlisted (E1-E4)	62.9%	392

Gender	% of Sample
Male	87.6
Female	12.4

Marital Status	% of Sample
Married	50.4
Single	41.4
Divorced/Separated	8.0

### Interviews:

- Individual Leader
- Enlisted & NCO Focus Groups

### Project Background

Surveys administered: April to June 2000

Interviews: July 1999 to March 2001

Sample: 633 U.S. Army Soldiers in Europe

10 units:

4 Combat Arms

6 Combat Support/Combat Service Support



# Soldier Work Load



## OPTEMPO Study: Work Load (N=663)

- worked 10.9 hours per day (SD=3.3)
- worked 5.4 days a week (SD=1.4)
- 44.6% reported performing duty-related work more than 5 days in the past week

- took part in field exercises during the past 6 months

22.0%	0 days
22.2%	1-14 days
17.9%	15-30 days
24.3%	31-60 days
12.6%	61 days +

### Leave Taken

Soldiers reported taking an average of 17.4 days of leave in the past 12 months (SD=13.0).

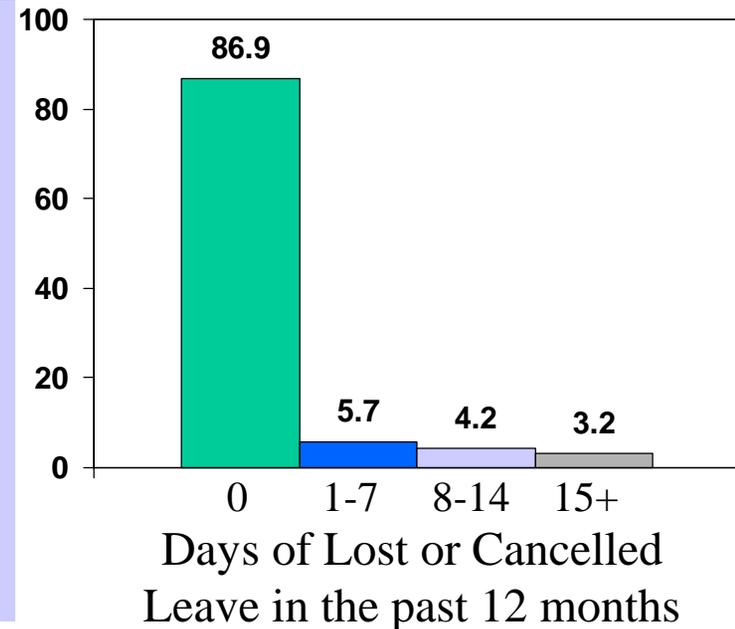
- 42.1% deployed for more than 30 days during their military career (an average of .2 times for every year of service)



## Leave Taken and Leave Lost: Overview

### UNIT TYPE

- Combat Arms soldiers reported more lost leave than non-combat arms soldiers (2.1 vs. 1.0,  $t(617) = -2.39$ ,  $p < .02$ ).
- There were no unit type differences in amount of leave taken,  $t(619) = -1.99$ , n.s.
- There were no significant differences by unit type in physical symptoms or symptoms of depression,  $t(620) = 1.75$ , n.s.;  $t(621) = -.83$ , n.s.



### RANK

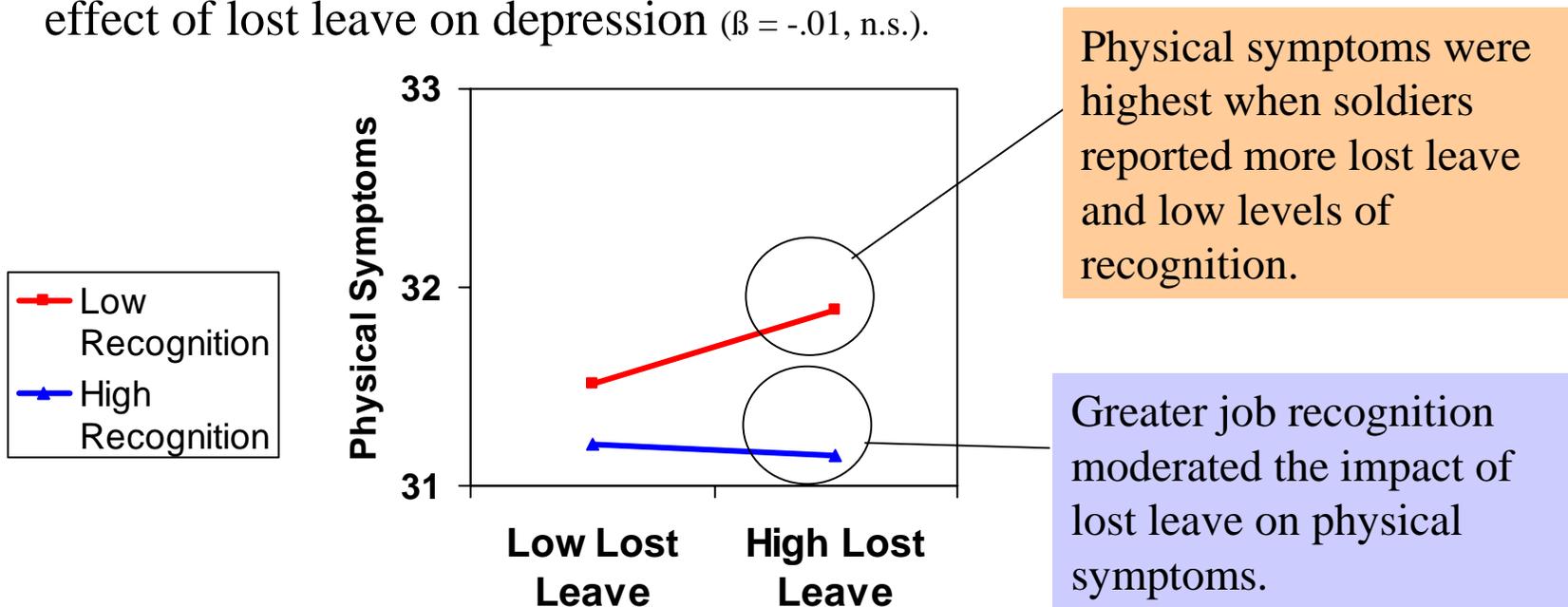
Amount of lost leave did not differ between junior-enlisted soldiers and NCOs,  $t(617) = .97$ , n.s.

- Amount of lost leave did not correlate with leave taken ( $r = .02$ , n.s.).
- Amount of leave lost did correlate with physical symptoms ( $r = .14$ ,  $p < .01$ ) and depression symptoms ( $r = .14$ ,  $p < .01$ ).
- Amount of leave taken did not correlate significantly with physical symptoms ( $r = -.03$ , n.s.) or depression symptoms ( $r = -.03$ , n.s.).



## Lost Leave Moderated by Job Recognition

- Lost leave days significantly predicted physical symptoms ( $\beta = .08, p < .05$ ) as did job recognition ( $\beta = -.26, p < .001$ ). Soldier perceptions of recognition moderated the impact of lost leave days on physical symptoms ( $\beta = -.11, p < .01$ ).
- Lost leave and recognition were significantly related to depression (Lost Leave  $\beta = .10$  and Recognition  $\beta = -.34, p < .02$ ) but recognition did not moderate the effect of lost leave on depression ( $\beta = -.01, n.s.$ ).

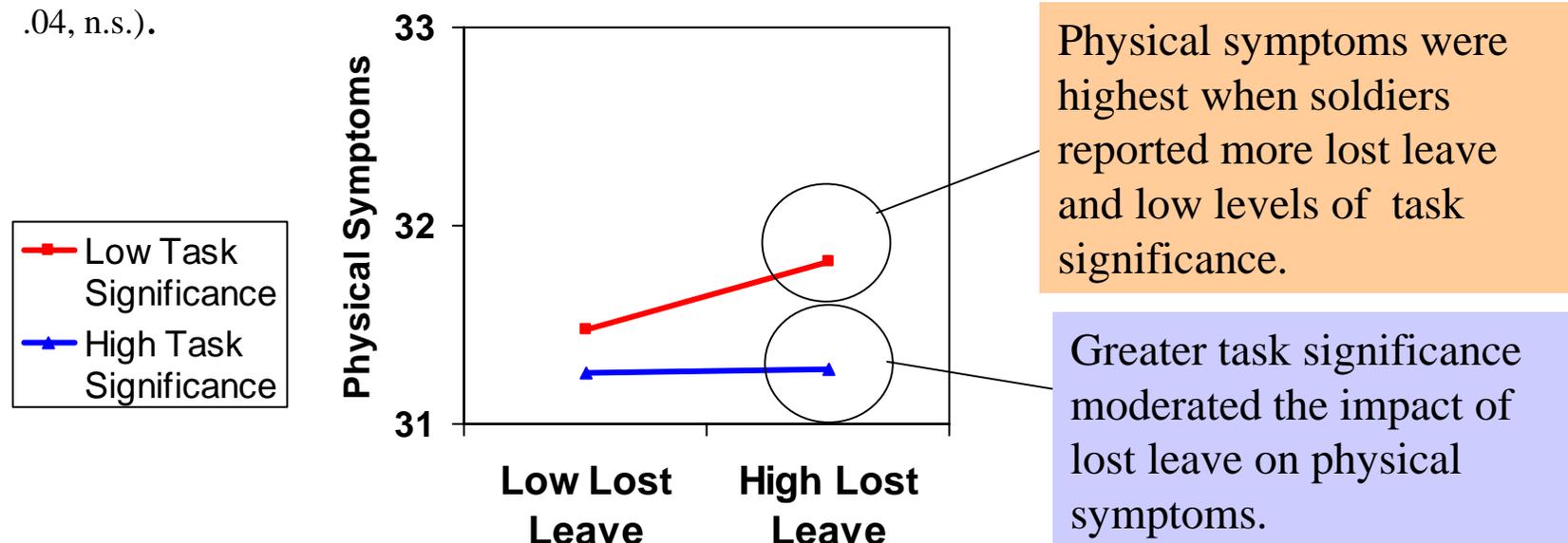


Note: Physical Symptoms Total  $R^2 = .10$ ;  $F(3, 614) = 22.03, p = .001$ .  
Depression Total  $R^2 = .13$ ;  $F(3, 615) = 31.72, p = .001$ .



## Lost Leave Moderated by Task Significance

- Lost leave days significantly predicted physical symptoms ( $\beta = .09, p < .05$ ) as did Task Significance ( $\beta = -.19, p < .001$ ). Soldier perceptions of task significance moderated the impact of lost leave on physical symptoms ( $\beta = -.08, p < .06$ ).
- Lost leave and perceptions of task significance were significantly related to depression (Lost leave  $\beta = .09, p < .05$  and Task Significance  $\beta = -.31, p < .001$ ), but perceptions of task significance did not moderate the impact of lost leave on depression ( $\beta = -.04, n.s.$ ).



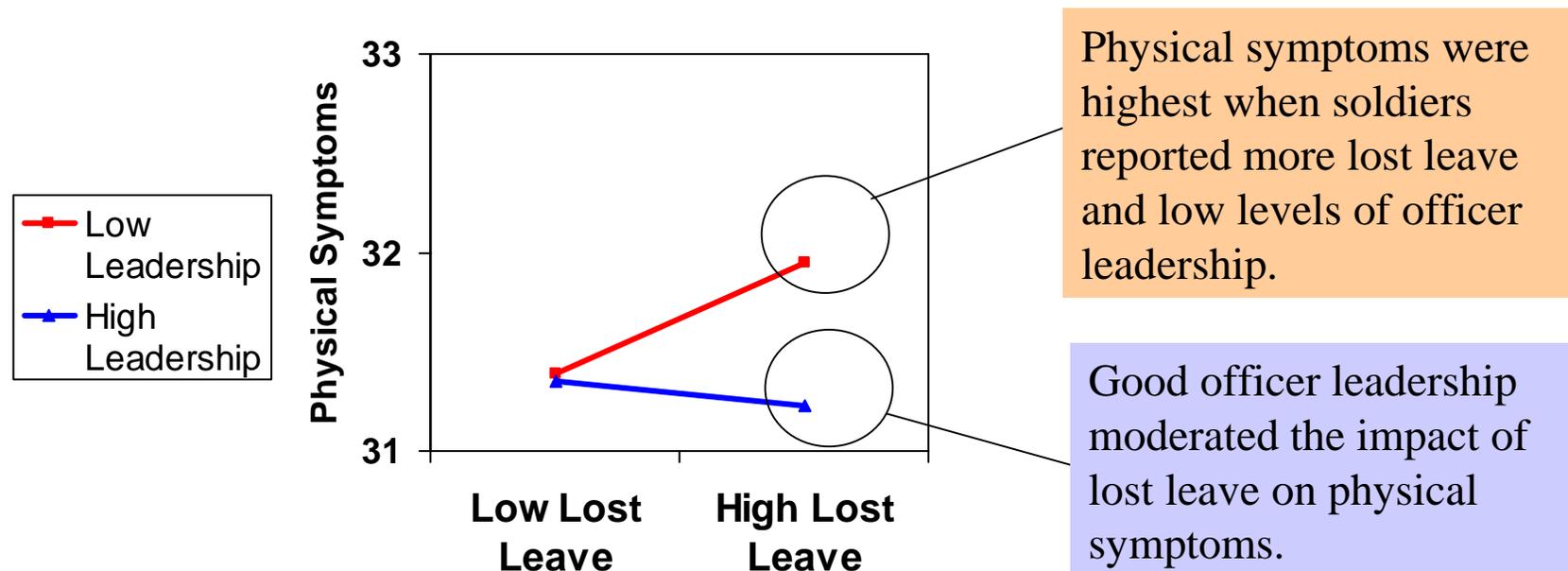
Note: Physical Symptoms Total  $R^2 = .06$ ;  $F(3, 614) = 13.74, p = .001$ .

Depression Total  $R^2 = .11$ ;  $F(3, 615) = 26.12, p = .001$ .



## Lost Leave Moderated by Officer Leadership

- Lost leave days significantly predicted physical symptoms ( $\beta = .11, p < .01$ ), as did Officer leadership ( $\beta = -.19, p < .001$ ). Soldier perceptions of officer leadership moderated the impact of lost leave on physical symptoms ( $\beta = -.17, p < .001$ ).
- Lost leave and officer leadership were significantly related to depression (Lost leave  $\beta = .12, p < .003$  and Officer leadership ( $\beta = -.27, p < .001$ ), but officer leadership did not moderate the impact the lost leave on depression ( $\beta = -.06, n.s.$ ).



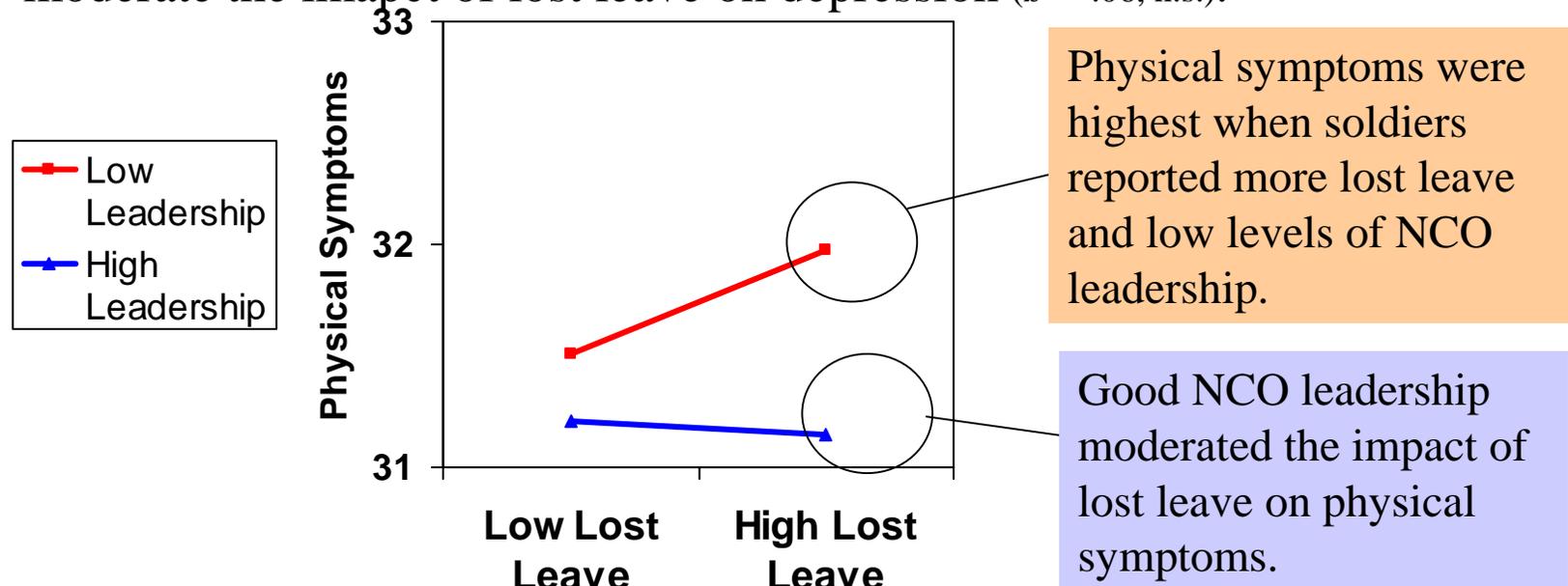
Note: Physical Symptoms Total  $R^2 = .08$ ;  $F(3, 614) = 18.81, p = .001$ .

Depression Total  $R^2 = .09$ ;  $F(3, 615) = 21.07, p = .001$ .



## Lost Leave Moderated by NCO Leadership

- Lost leave days significantly predicted physical symptoms ( $\beta = .10, p < .02$ ), as did NCO Leadership ( $\beta = -.28, p < .001$ ). Soldier perceptions of NCO leadership moderated the impact of lost leave on physical symptoms ( $\beta = -.13, p < .01$ ).
- Lost leave and NCO leadership were significantly related to depression (Lost Leave  $\beta = .11, p < .007$  and NCO Leadership  $\beta = -.35, p < .001$ ), but NCO leadership did not moderate the impact of lost leave on depression ( $\beta = -.06, n.s.$ ).



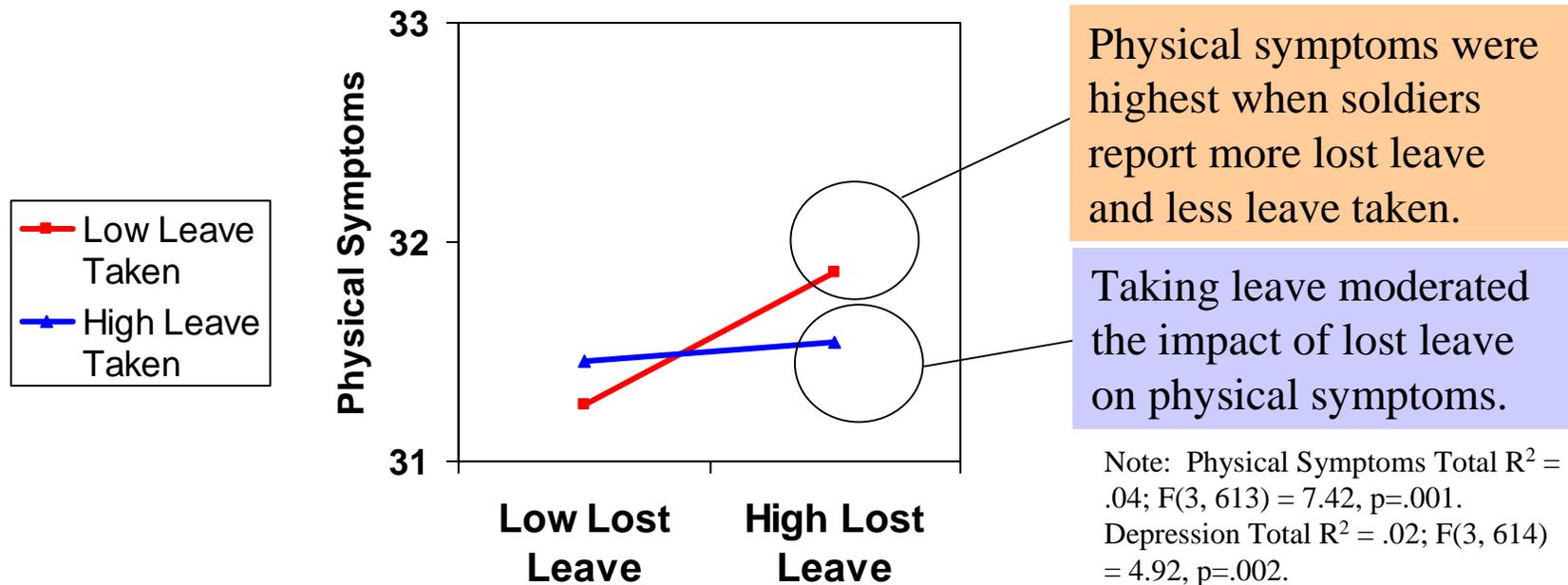
Note: Physical Symptoms Total  $R^2 = .12$ ;  $F(3, 614) = 26.86, p = .001$ .

Depression Total  $R^2 = .14$ ;  $F(3, 615) = 34.36, p = .001$ .



## Lost Leave Moderated by Leave Taken

- Losing leave days predicted a greater number of physical symptoms ( $\beta = .17, p < .001$ ) and this relationship was moderated by taking leave ( $\beta = -.13, p < .005$ ).
- Taking leave did not, however, directly predict physical symptoms ( $\beta = -.03, n.s.$ ).
- While losing leave was related to depression ( $\beta = .15, p < .001$ ), taking leave did not relate to depression ( $\beta = -.03, n.s.$ ) nor did it moderate the impact of losing leave on depression ( $\beta = -.07, n.s.$ ).





## Leave Time: Qualitative Analyses

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- In a series of more than 100 group and individual interviews conducted from JUL 99 to MAR 01, the topic of leave emerged as an issue.
- As a result, during one set of group and individual interviews with the 10 units in the OPTEMPO study, soldiers and leaders were asked:

“Can soldiers count on being able to take leave when it is scheduled? If not, what kind of effect does this have on soldiers?”

### *6 Basic Themes:*

1. Flexibility in scheduling leave
2. Vacation backlash
3. Cancelled or interrupted leave time
4. The impact of leave on morale and performance
5. Family stress associated with leave policies
6. Unit management associated with leave problems



## Theme: Flexibility Issue

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*Leave time is not flexible when scheduled in blocks but provides soldiers greater certainty.*

“Every other unit I’ve been in, you can take leave whenever you want. With this unit, you put in for leave any time and it’s like, ‘Well, hold on, this might not get approved because at this time we’ve got this going on.’” - *NCO, Training Exercise*

.....

“They tell you when you can take leave...And it’s always during the high season.”  
- *NCO, Training Exercise*

.....

“We can’t really schedule leave. You have to take leave pretty much during block leave. If you don’t you probably won’t be able to take leave until the next block. There is just no time available in our calendar to say, ‘O.K. you can take leave during this time.’”  
- *Officer, Garrison*

.....

“They actually managed to take some block leave, they took two weeks off at the end of June. I think going on block leave is the way to do it. Otherwise, people wouldn’t be able to take it. But it’s a fast moving train, and the calendar is full now.”  
- *Officer, Training Exercise*



## Theme: Vacation Backlash

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*Taking leave means having to work extra hard just before or just after and for some, especially for officers, this is a difficult trade-off.*

“The only problem with leave is that I know when I come back I’m going to have even more to do.”  
- *NCO, Garrison*

.....

“I don’t like to take leave, because I know I’m going to get screwed before I take leave and when I come back. I know I’ll probably be worked seven days straight before I get a day off -- that’s the day I take leave.”  
- *NCO, Garrison*

.....

“We can take leave, but it’s a given that in your platoon if there is a soldier on leave, that the rest of the platoon has to suck it up and they suck it up hard.”  
- *NCO, Garrison*

.....

“It’s just an opportunity to get further behind.”

- *Officer’s view of leave time, Garrison*



## **Theme: Cancellations and Interruptions**

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*Although some units can count on taking leave as scheduled, others describe knowing from the outset that there is uncertainty about their leave.*

“There’s probably a 60-40 chance that I’ll actually get to take it. And that’s probably pretty accurate. I receive taskings all the time for VIPs.” – *Officer, Garrison*

.....

“I was supposed to take leave next week, I won’t be on leave next week.” [why?]

“...We’ve got dedicated people who want to make the mission work.”

- *Officer, Garrison, on why officers cancel their own leave time.*

.....

Soldier: “When you have your leave time or off time, ... you’re always called in to do something. Always! ... When I took 10 days leave time, I had to be here three of the days. I was told that if I’m not a squad leader I was not going to be bothered, I was not going to get called. I was not going to be touched when I was on 10 days of leave. You were supposed to enjoy that with your family and not even be touched.”

Interviewer: What went wrong?

Soldier: “I had my cell phone on.”

- *Jr. Enlisted Soldier, Garrison*



## **Theme: Morale and Performance Effects**

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*In units where there was not enough leave time, soldiers described feeling greater unit tension and performing tasks less effectively.*

“This battalion has been running hard for a long time and ... some people are getting to the breaking point.” - *Officer, Deployed, talking about promising soldiers leave but being unable, for the past 1 ½ to 2 years, to grant leave as much as the unit leaders would have liked.*

*They planned a gunnery exercise that they knew would be stressful and had planned for block leave afterward but were unable to take it because of the deployment.*

.....

“I haven’t gotten to take leave in two years and will be losing leave at the end of the fiscal year.” – *NCO, Garrison, describing his situation and that of other soldiers he regards as contributing to increasing friction in the unit and burnout.*

.....

“Just hanging around” – *Jr. Enlisted, Garrison, describing his unit’s overall positive morale despite their lack of mission clarity. The unit members reported having ample time off so that living in Italy often seemed like a vacation.*



## **Theme: Family & Unit Issues**

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**Family Stress:** *Soldiers described the impact of the leave policy on their families (spouses and children). Commanders also described responding to spouse concerns about the unit schedule.*

“To give us a few days off here in Germany isn’t all we need, sometimes we have to see mom! Sometimes you’ve got to see big sister, little sister, you know? It’s not all about giving me a couple of days here in Germany.”

- *Jr. Enlisted Soldier, Training Exercise*

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**Unit Management:** *Some soldiers described their concerns that the cancellations were due to unit mismanagement. Other soldiers acknowledged that their leaders were trying to set up fair schedules but they understood that given the mission, it was difficult for them to take leave.*

“It was really hard with the old commander. It was case-by-case. If you weren’t taking block leave she would have to study all your paperwork. ‘Why do you want to go on leave? What’s the reason for this?’”

-*Jr. Enlisted Soldier, Training Exercise*

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# The Dynamics of Lost Leave

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## The Stress of Lost and Cancelled Leave

- Lost leave is an important military stressor.
- Lost leave affects physical and psychological health.
- Taking leave did not relate directly to health.
- Possible reasons why losing leave is stressful:
  - Increased family strain
  - Increased financial costs
  - Sense of losing an entitlement
  - Involuntary and unappreciated sacrifice
  - Lack of respite
- Implications:
  - Local leaders can and do make a difference.
  - Worthwhile tasks and recognition matter.
  - Examine more fully the dynamics of lost leave.

Lost leave does **not** correlate with

- Morale
- Predictability
- Job control
- Information flow
- Job satisfaction

“Because we’re stretched so thin, even one person makes a large difference in the overall schedule.”  
– *Officer, Garrison, on the cancellation of leave*



## Point of Contact

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Major Carl A. Castro  
Commander  
ATTN: Medical Research Unit  
CMR 442  
APO AE 09042-1030

Phone: DSN 371-2626      FAX: DSN 371-3170  
Commercial: 06221 172626  
[carl.castro@hbg.amedd.army.mil](mailto:carl.castro@hbg.amedd.army.mil)

OPTEMPO Science Staff: Dr. Adler, MAJ Castro, Dr. Dolan, Ms. Huffman, CPT Thomas, Dr. Wright

OPTEMPO Research Assistants: Ms. Crouch, Ms. Frey, SPC Haig, Mr. Jackson, Ms. Prayner, Ms. Robertson, Ms. Salvi, Ms. West



## Measures (1 of 2)

### OUTCOME STRAINS

- Physical Health Symptoms

- ✓ 22 items (U.S. Army Scale: e.g. Halverson, Bliese, Moore, & Castro, 1995)

- ✓ 4-point scale (not at all to very often)

- ✓ Sample Items: “Headaches”; “Stomach Intestinal Upset”

- Depression Symptoms

- ✓ CES-D (Radloff, 1977)

- ✓ 7 items (alpha = .87)

- ✓ Rated 0-7 days in past week

- ✓ Sample Items: “felt lonely”; “Trouble keeping your mind on what you were doing”

### Recognition Scale

(Brown & Leigh, 1996)

- “I rarely feel my work is taken for granted.”
- “My superiors generally appreciate the way I do my job.”
- “The organization recognizes the significance of the contributions I make.”

(Cronbach’s Alpha=.70)

Brown, S. P., & Leigh, T. W. (1996). A new look at psychological climate and its relationship to job involvement, effort, and performance. *Journal of Applied Psychology*, 81, 358-368.

Radloff, L. (1977). The CES-D Scale: A self-report depression scale for research in the general population. *Applied Psychological Measurement*, 1, 385-401.

Halverson, R. R., Bliese, P. D., Moore, R. E. & Castro, C. A. (1995). Psychological well-being and physical health symptoms of soldiers deployed for Operation Uphold Democracy: A summary of the human dimensions research in Haiti. (DTIC ADA 298125). Alexandria, VA: Defense Technical Information Center.



## Measures (2 of 2)

### Task Significance

(Bliese, Escolas, Christ, & Castro, 1999)

- “I feel that what I am doing is important for accomplishing my unit’s mission.”
- “I am making a real contribution to accomplishing my unit’s mission”
- “What I do helps accomplish my unit’s mission.”

(Cronbach’s Alpha=.94)

### Officer/NCO Leadership

(Marlowe et al., 1985; Vaitkus, 1994)

- “The officers/NCOs in my unit establish clear work objectives.”
- “The officers/NCOs in my unit are interested in my personal welfare.”
- “The officers/NCOs in my unit delegate work effectively.”
- “The officers/NCOs in my unit let soldiers know when they have done a good job.”
- “The officers/NCOs in my unit avoid micromanaging soldiers' work.”
- “The officers/NCOs in my unit are interested in what I think and how I feel about things.”

(Cronbach’s alpha=.90)

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Gump, B.B., & Matthews, K.A. (2000). Are vacations good for your health? The 9-year mortality experience after the multiple risk factor intervention trial. Psychosomatic Society, 62, 608-612.

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Westman, M., & Eden, D. (1997). Effects of a respite from work on burnout: Vacation relief and fade-out. Journal of Applied Psychology, 82, 516-527.



# 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

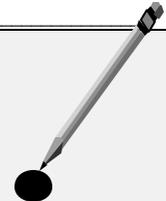
OPTEMPO Survey

- 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:



<b>SOCIAL SECURITY NUMBER :</b> 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"/>			<b>YOUR AGE:</b> 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"/>		<b>TODAY'S DATE:</b> 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"/>		
<b>GENDER:</b> Female <input type="radio"/> Male <input type="radio"/>	<b>CURRENT MARITAL STATUS:</b> Single (Never Married) <input type="radio"/> Married <input type="radio"/> Separated <input type="radio"/> Divorced <input type="radio"/> Widowed <input type="radio"/>	Indicate <b>Highest</b> 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 <b>children living</b> <b>at home:</b> 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"/>	<b>ETHNICITY:</b> African-Am/Black <input type="radio"/> Asian <input type="radio"/> Hispanic <input type="radio"/> White <input type="radio"/> Other <input type="radio"/>			
<b>YOUR UNIT:</b> Squad: _____ Platoon: _____ Company: _____ Battalion: _____		<b>COMPONENT:</b> <input type="radio"/> Army <input type="radio"/> Navy <input type="radio"/> Air Force <input type="radio"/> Marines  <b>STATUS:</b> <input type="radio"/> Active <input type="radio"/> Reserves <input type="radio"/> Guard <input type="radio"/> Civilian <input type="radio"/> Other?	<b>RANK:</b> 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"/>	<b>WHAT IS YOUR MOS?</b> (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"/> <input type="radio"/> 7 <input type="radio"/> 7 <input type="radio"/> H <input type="radio"/> R <input type="radio"/> <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>
<u>  </u>	<u>  </u>
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"/>

How many **hours** of work have you averaged **per day** in the past week?

<u>  </u>	<u>  </u>
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"/>

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

<u>  </u>	<u>  </u>
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>
<u>  </u>	<u>  </u>	<u>  </u>
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?

<u>  </u>
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?

<u>  </u>	<u>  </u>	<u>  </u>
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?

<u>  </u>	<u>  </u>
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"/>
	7 <input type="radio"/>
	8 <input type="radio"/>
	9 <input type="radio"/>

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

<u>  </u>	<u>  </u>	<u>  </u>
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"/>

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

<u>  </u>	<u>  </u>
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"/>

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)?

<u>  </u>	<u>  </u>
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)

<u>  </u>	<u>  </u>
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"/>
	7 <input type="radio"/>
	8 <input type="radio"/>
	9 <input type="radio"/>







Please use the following scale to tell us how much you **agree** or **disagree** with the statements below.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I rarely feel my work is taken for granted.	<input type="radio"/>				
2. My superiors generally appreciate the way I do my job.	<input type="radio"/>				
3. The organization recognizes the significance of the contributions I make.	<input type="radio"/>				
4. My job is very challenging.	<input type="radio"/>				
5. It takes all my resources to achieve my work objectives.	<input type="radio"/>				
6. Other people know me by the long hours I keep.	<input type="radio"/>				
7. The soldiers in my unit think that what's expected of us is clear.	<input type="radio"/>				
8. The soldiers in my unit think that what's expected of us is reasonable.	<input type="radio"/>				
9. I work at my full capacity in all of my job duties.	<input type="radio"/>				
10. I strive as hard as I can to be successful in my work.	<input type="radio"/>				
11. When I work, I really exert myself to the fullest.	<input type="radio"/>				
12. I feel responsible for my job performance.	<input type="radio"/>				
13. I am committed to my job.	<input type="radio"/>				
14. How well I do in my job matters a great deal to me.	<input type="radio"/>				
15. How I do in my job influences how I feel.	<input type="radio"/>				
16. I have personal control over my job performance.	<input type="radio"/>				
17. Once I am given instructions, I am pretty much left alone to do my job.	<input type="radio"/>				
18. I am allowed to do my job without constant supervision from others.	<input type="radio"/>				
19. I am very satisfied with my job in the Army.	<input type="radio"/>				
20. I like my job in the Army.	<input type="radio"/>				
21. I am satisfied with the kind of work I do on my job.	<input type="radio"/>				
22. I have so much work to do that I cannot do everything well.	<input type="radio"/>				
23. I never seem to have enough time to get everything done.	<input type="radio"/>				
24. My job leaves me with little time to get things done.	<input type="radio"/>				
25. I feel that what I am doing is important for accomplishing my unit's mission.	<input type="radio"/>				
26. I am making a real contribution to accomplishing my unit's mission.	<input type="radio"/>				
27. What I do helps accomplish my unit's mission.	<input type="radio"/>				

Please rate how much you **agree** or **disagree** with the following:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. The demands of my work interfere with my home and family life.	<input type="radio"/>				
2. The amount of time my job takes up makes it difficult to fulfill family responsibilities.	<input type="radio"/>				
3. Things I want to do at home do not get done because of the demands my job on me.	<input type="radio"/>				
4. My job produces strain that makes it difficult to fulfill family duties.	<input type="radio"/>				
5. Due to work-related duties, I have to make changes to my plans for family activities.	<input type="radio"/>				
6. The demands of my family or spouse/partner interfere with work-related activities.	<input type="radio"/>				
7. I have to put off doing things at work because of demands on my time at home.	<input type="radio"/>				
8. Things I want to do at work do not get done because of the demands of my family or spouse/partner.	<input type="radio"/>				
9. My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.	<input type="radio"/>				
10. Family-related strain interferes with my ability to perform job-related duties.	<input type="radio"/>				



