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# Operational Demands and Wellbeing in Army Senior Leaders in Europe

**Prepared by the U.S. Army Medical Research Unit-Europe**

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May 12, 2000

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



## Purpose

- Provide a summary of the USAREUR/7A Senior Leader study conducted by the U.S. Army Medical Research Unit-Europe (USAMRU-E).



## Summary of Findings (1 of 2)

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- Twenty-one Senior Leaders in the USAREUR participated in the study.
- The workload of Senior Leaders in the USAREUR is high. Senior Leaders reported working more than 13 hours a day, almost every day of the week.
- Senior Leaders reported that they don't have enough time to accomplish everything they should.
- Senior Leaders took little leave throughout the year, just over 2 weeks per year. However, the more leave Senior Leaders took the higher their morale and motivation.
- Overall, the health of Senior Leaders was fairly good. Only 24.0% of Senior Leaders missed work due to illness in the last year. 66.6% reported muscle aches and cramps and 61.9% reported aching joints and bones.
- The job satisfaction of senior leaders was high. They enjoy what they do.
- Although Senior Leaders' morale and motivation were relatively high, they were not higher than that of junior officers and NCOs.
- Job demands affected the sleep behavior of Senior Leaders. Senior Leaders slept less when they had high operational demands than when they had low demands.



## Summary of Findings (2 of 2)

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- Senior Leaders were physically tired by the end of the work week. They used the weekends to “catch up” on their sleep.
- Senior Leaders reported stress from responding to email, attending numerous briefs and meetings, not getting information they need from higher ups, and lack of time for personal fitness.
- While recognizing the importance of email and VTCs, Senior Leaders stated that tools weaken the chain-of-command, disrupt the proper prioritization of actions, reduce face-to-face interactions, and disrupt the Deliberate Decision Making Process (DDMP).
- The biggest challenges for Senior Leaders included: time management, dealing with the volume and complexity of information that they must be aware of, and responding to late changes to the USAREUR calendar.
- Senior Leaders acknowledged that micromanagement exists in the Army, but stated that the Army does not have a zero-defect environment.
- Senior Leaders reported that if they had more time they would mentor subordinates, engage in long-term planning, and spend it with their family.



## Research Components

**Interviews:** Focused on challenges and stressors of the leadership positions and strategies for coping with these challenges.

**Actigraph:** Worn on the wrist and measured activity that can be transformed into accurate sleep/wake periods.

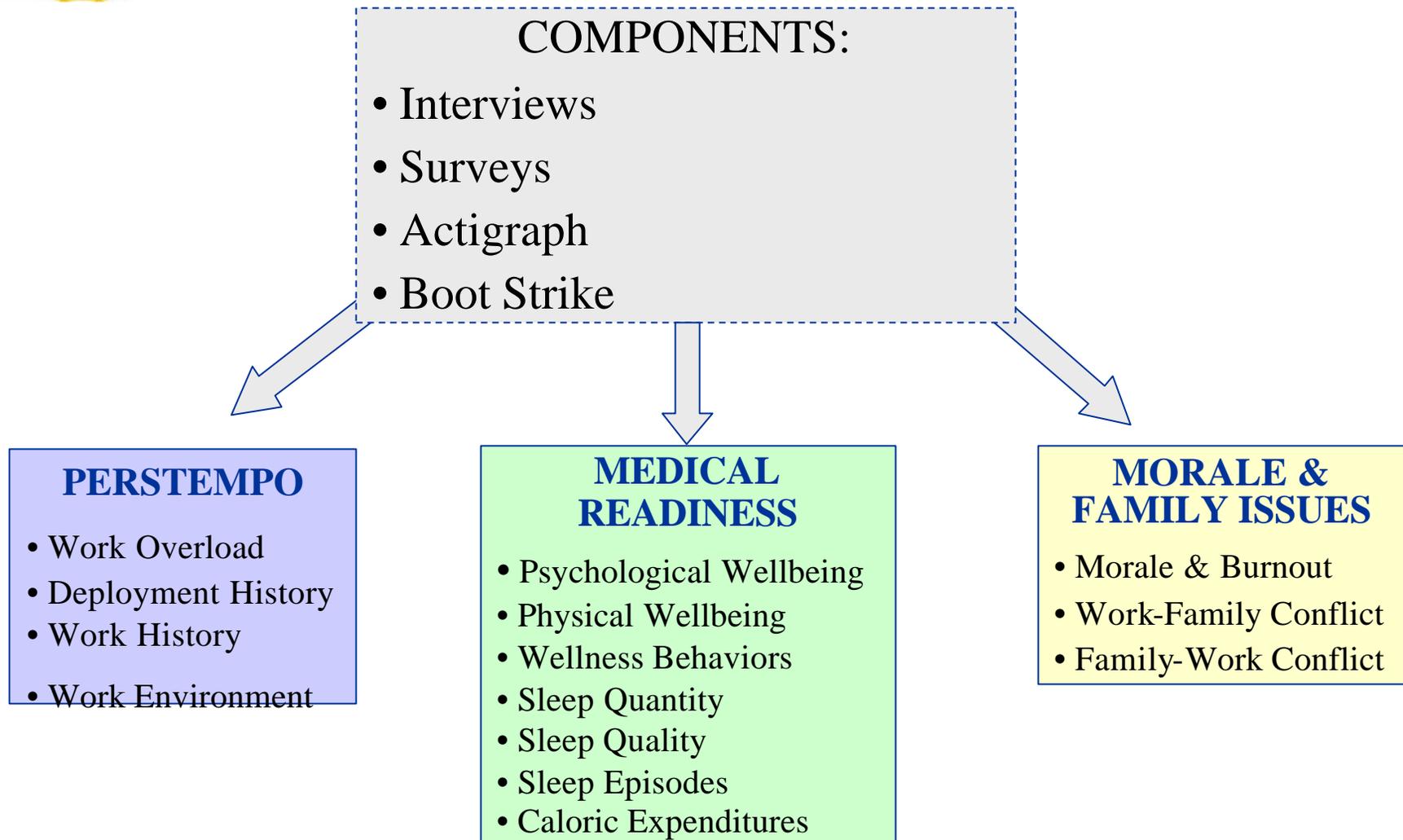


**Bootstrike:** Worn on the top of the boot and measured the amount of energy expended (data not included in this brief).

**Surveys:** Addressed work habits, stressors, health, wellbeing, and family commitments.



# Research Measures





## Methods

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- Data (N=21) were collected from MAY 99 to APR 00 in Germany and Italy
- Study Participation
  - 13 Senior Leaders completed all four components of the study.
  - 2 Senior Leaders completed all of the study except for the bootstrike.
  - 6 Senior Leaders completed only the survey and interviews.
- Rank
  - 6 General Officers (28.6%)
  - 14 Colonels (66.7%)
  - 1 Lieutenant Colonel (BN commander) (4.9%)

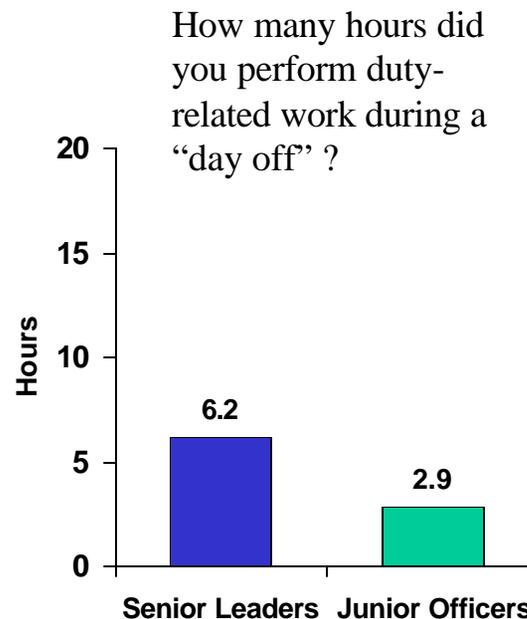
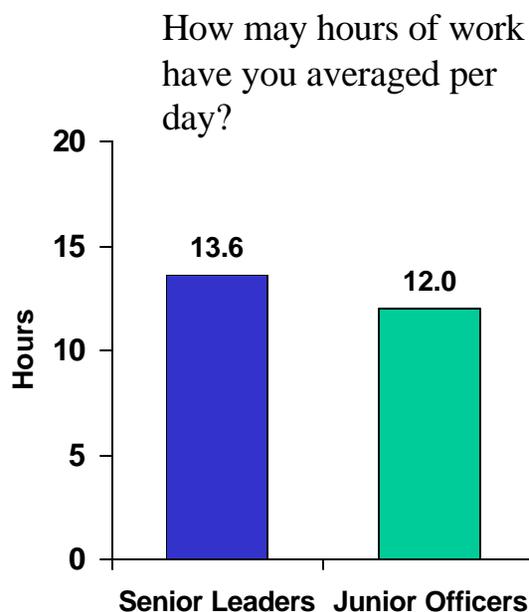
### Comparison data base

- Data from the USAMRU-E OPTEMPO/PERSTEMPO study
- Data were collected MAY to JUL 99 from 10 units in Garrison (USAREUR)
- Rank
  - 46 Junior Officers (LT or CPT) (6.0%)
  - 287 NCOs (37.5%)
  - 432 Junior Enlisted Soldiers (56.5%)



## PERSTEMPO Measures (1 of 2)

- Senior Leaders reported working more than 13 hours a day, almost every day of the week.
- Senior Leaders worked more hours per day ( $U=255.5, p < .01$ ) and worked more hours on a day off ( $U=172.0, p < .001$ ) than Junior Officers.
- Senior leaders reported that they do not have enough time to accomplish everything for which they are responsible so they focus on the priorities.



### INTERVIEW FINDINGS

*If Senior Leaders had More Time they would:*

- Mentor subordinates.
- Conduct long-term planning in order to avoid crisis management.
- Spend time with family.



## PERSTEMPO Measures (2 of 2)

### Senior Leader DEMOGRAPHICS (N=21)

Age: 47.0 years

Gender: 100% male

Years in Military: 25.5

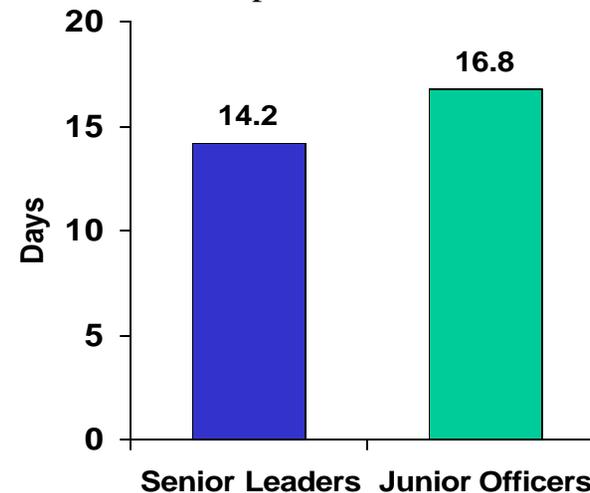
- Senior Leaders took approximately 2 weeks of leave last year.
- Nearly all Senior Leaders acknowledged that they do not do a good job of managing their leave.

### INTERVIEW FINDINGS

#### *PERSTEMPO*

*Senior Leaders stated that it is difficult to take leave because of the numerous activities occurring in the USAREUR.*

How many days of Leave and/ or Pass have you taken in the past 12 months?

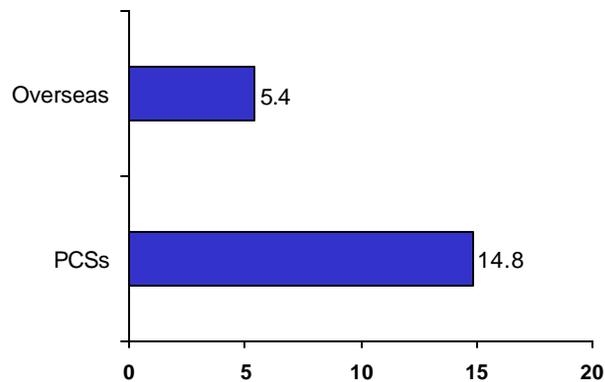




# OPTEMPO Measures

- OPTEMPO indicators for Senior Leaders throughout their military career demonstrated a high rate of mobility.

**Number of PCS and Overseas Assignments**



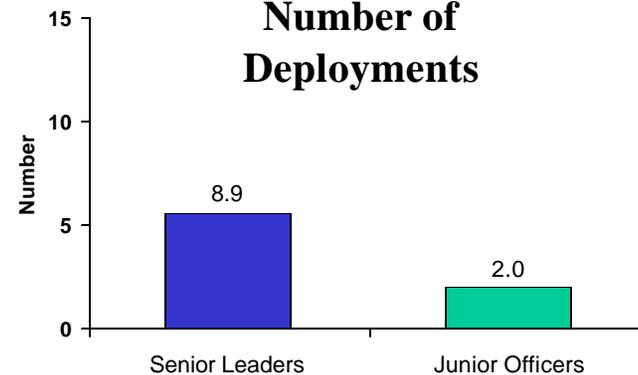
- 90.5% of the Senior Leaders have deployed.
- 60.9% of the Junior Officers have deployed.

## INTERVIEW FINDINGS

### *Leave Time*

*Leaders remarked that they liked to PCS because that was the only time they were able to take leave.*

**Number of Deployments**



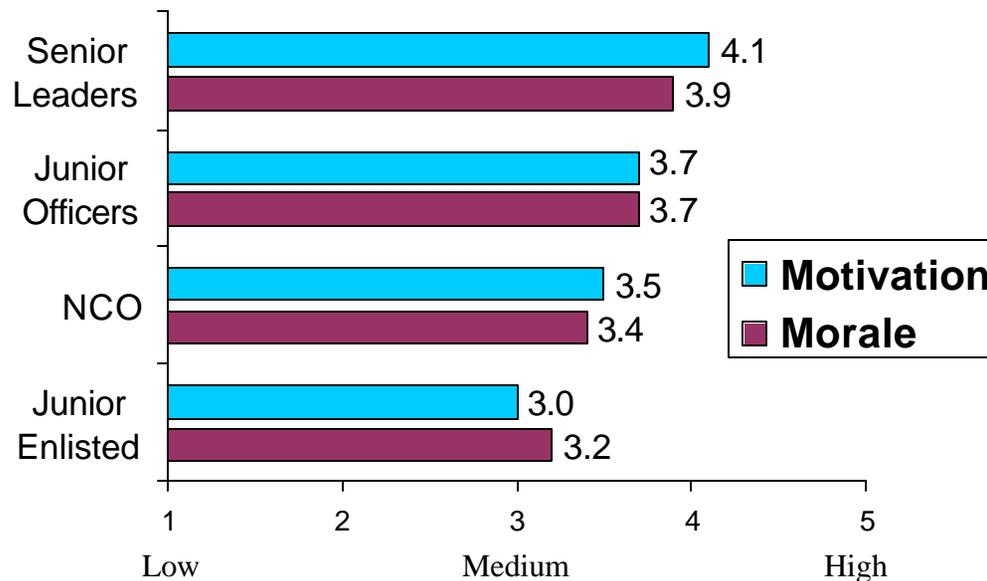


# Morale and Motivation

## Average Days on Leave in the Past 12 Months

Senior Leaders	14.2
Jr. Officers	16.8
NCO	19.5
Jr. Enlisted	16.8

- Senior Leaders ( $U=2708.0; U=1909.5, p < .01$ ), Junior Officers ( $U=7171.5, U=6728.5 p < .01$ ) and NCOs ( $U=53,489.5, U=48,495.5, p < .01$ ) reported higher personal morale and motivation than Junior Enlisted soldiers.



## Leave and Morale

The more days of leave a Senior Leader took, the higher his morale (*Spearman correlation* = .525;  $p < .05$ ) and the higher his motivation (*Spearman correlation* = .444;  $p < .05$ ).

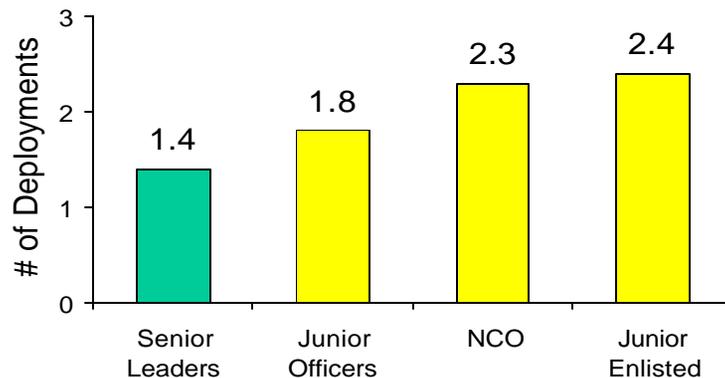


# Deployment Attitudes

- Attitudes concerning the ideal length of a deployment and the ideal number of deployments differed by rank.

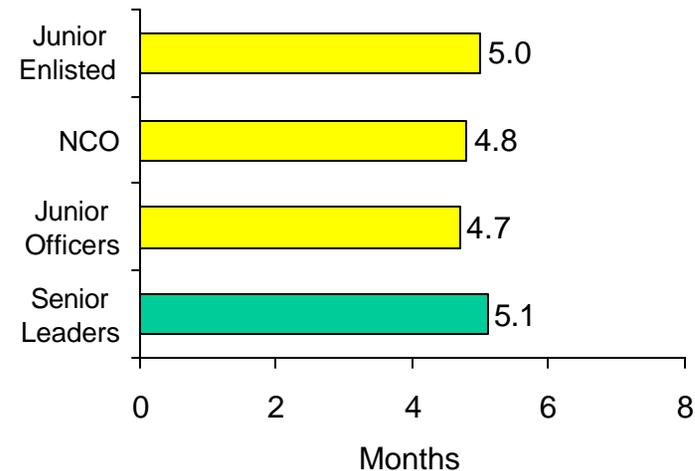
## Multiple Deployments

Junior enlisted soldiers and NCOs reported that there should be more deployments in a three year period when compared to what officers reported ( $H(3) = 32.9, p < .001$ ).



## Deployment Length

Senior Leaders reported that a deployment should last 5.1 months which was similar to that reported by other ranks.





# Physical and Psychological Wellbeing (1 of 2)

- Overall, Senior Leaders reported that they are under a moderate amount of stress or pressure.

Senior Leaders reported<sup>1</sup> stress from:

- ★ Responding to email (76.2%)
- ★ Having to attend numerous briefings and meetings (76.1%)
- ★ Lack of time for personal health and fitness (71.5%)
- ★ Not getting information needed from higher levels (66.6%)

## Most Reported Health Symptoms<sup>2</sup>

Muscle Aches/Cramps (66.6%)  
Aching Joints/Bones (61.9%)  
Head Aches (61.9%)  
Back Problems (42.8%)  
Cough (42.9%)

## INTERVIEW FINDINGS

### *Most Challenging Aspects of Position*

- *Time management*
- *Maintaining situational awareness*
- *Dealing with the volume of information*
- *Dealing with the complexity of the information*
- *Adjusting to late changes in the calendar*

<sup>1</sup>reported “medium, high, or very high”

<sup>2</sup>reported “a little, often, or very often”



# Physical and Psychological Wellbeing (2 of 2)

## Average Days of Exercise in the past week

Senior Leaders	3.5
Jr. Officers	3.6
NCOs	4.1
Jr. Enlisted	4.3

## Work Days Missed Due to Illness in the Past Year

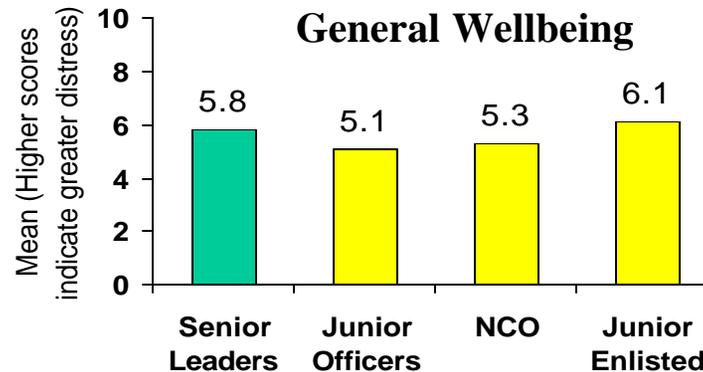
- 100% of the Senior Leaders reported that they missed less than 3 workdays.
- 76% of the Senior Leaders did not miss any workday.

- Rates of psychological wellbeing were similar for Senior Leaders compared to other rank groups.

## INTERVIEW FINDINGS

### *High Job Satisfaction*

*All Senior Leaders stated that they enjoyed their job very much. All felt that they were contributing importantly to the mission of the USAREUR.*



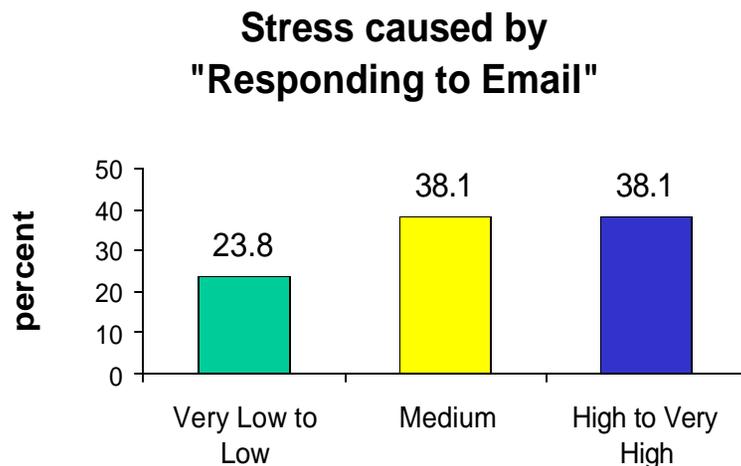


## Technology (email and VTCs)

- Over 75% of the Senior Leaders reported that responding to email was stressful. Senior Leaders average about 80-100 email messages per day.
- Although all Senior Leaders acknowledged the important benefits of email and VTC, many believed these technologies were not being properly used. For instance, Senior Leaders stated that:

### Email and/or VCT:

- weakens the chain-of-command
- reduces face-to-face interactions
- disrupts the DDMP
- disrupts the proper prioritization of actions



### INTERVIEW DATA

#### *Communication Technology*

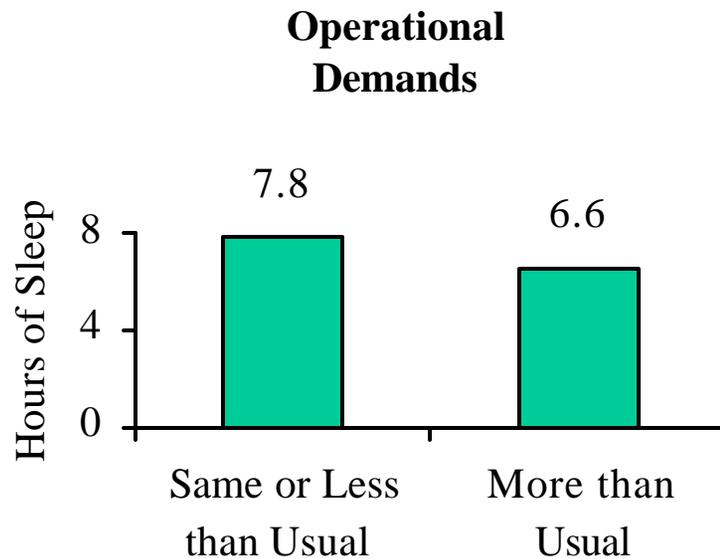
- *"We must know how to use it [email]. Any problems are the fault of the user not the technology."*
- *"We mustn't let email determine what is important."*



# Sleep and Operational Demands

When Operational Demands were high,  
Senior Leaders:

- § slept less (*Spearman correlation* =  $-.552$ ;  $p < .01$ )
- § felt like they aren't sleeping as well (*Spearman correlation* =  $-.312$ ;  $p < .05$ )



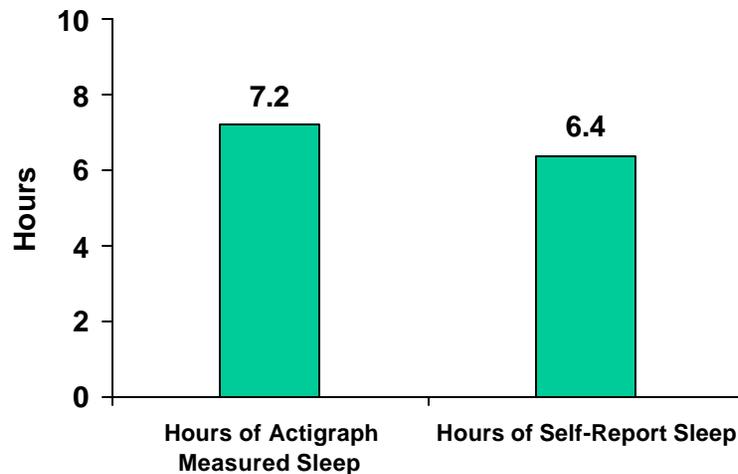
## Self-Reported Sleep Quality

- The average sleep quality rating was 2.9 (fairly well).
- Sleep quality was associated with stress levels (*Spearman correlation* =  $.461$ ,  $p < .01$ ).
- Sleep quality was not associated with how much they slept (*Spearman correlation* =  $-.047$ ; *n.s.*)



# Sleep and Wellbeing

- The average hours of sleep per night were measured by both self-report and an activity monitor (actigraph monitoring device).
- Senior Leaders underestimated their actual sleep time as measured by the Actigraph.



Self-reported sleep was correlated with the actigraph-scored sleep (*Spearman correlation* = .461; *p* < .01).



# Sleep and Workload

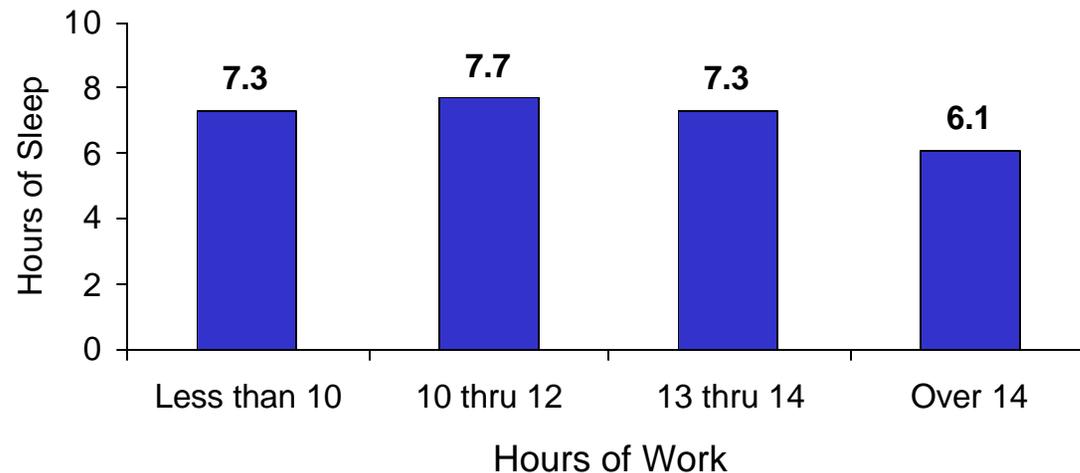
Senior Leaders' workday ranged from 4 to 17 hours a day.<sup>1</sup>

- Senior Leaders reported working 12.5 hours a day.
- Overall, the more hours Senior Leaders worked, the less they slept (*Spearman correlation* =  $-.344$ ;  $p < .05$ ).
- Senior Leaders reported disrupted sleep when workload increased. They also reported performing less PT when workload increased.

## INTERVIEW DATA

### *Work load*

*“Long hours are self-inflicted. We do it to ourselves.”*



<sup>1</sup>The lowest work hours were reported during the December holiday season.



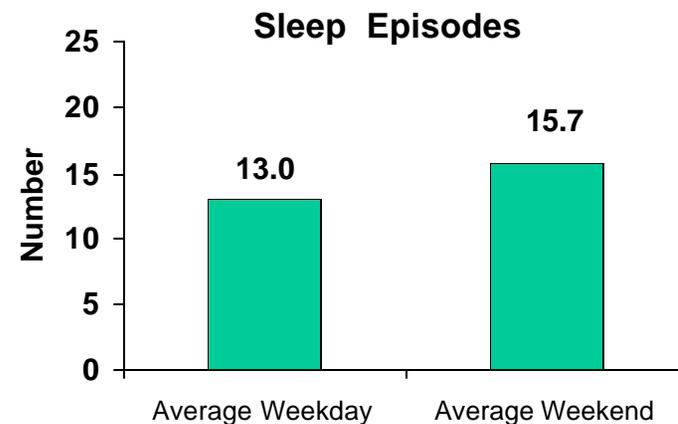
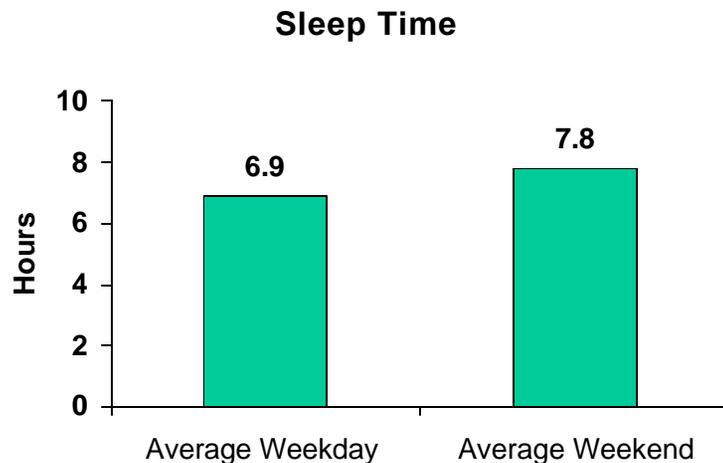
# Sleep and Weekdays vs. Weekends<sup>1</sup>

- Senior Leaders used the weekends to “catch up” on their sleep, indicating insufficient sleep during the work week.
- Senior Leaders acknowledged taking naps on the weekend due to feeling tired.

## Sleep Episodes

Defined as how many times an individual sleeps in a 24 hour period. It typically measures:

- fitful sleep
- naps
- quiet time



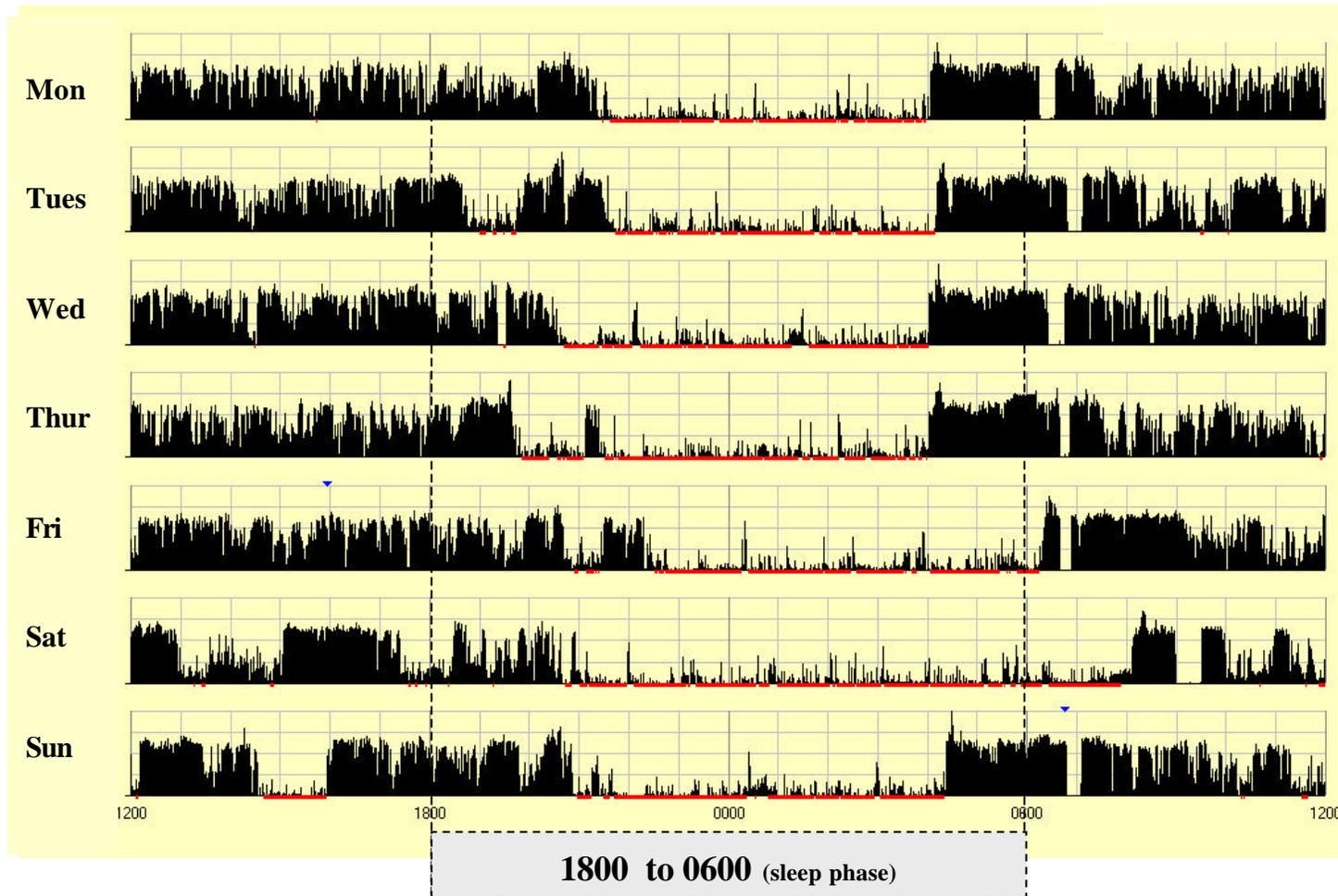
<sup>1</sup>Weekend is defined as 1200 Friday to 1200 Monday.

<sup>2</sup>Sleep Episodes is defined as the number of times an individual sleeps in a 24 hour period.



# Sleep behavior: Garrison (1 of 2)

- Senior Leaders in garrison showed consistent sleep patterns.





## Sleep behavior: Garrison (2 of 2)

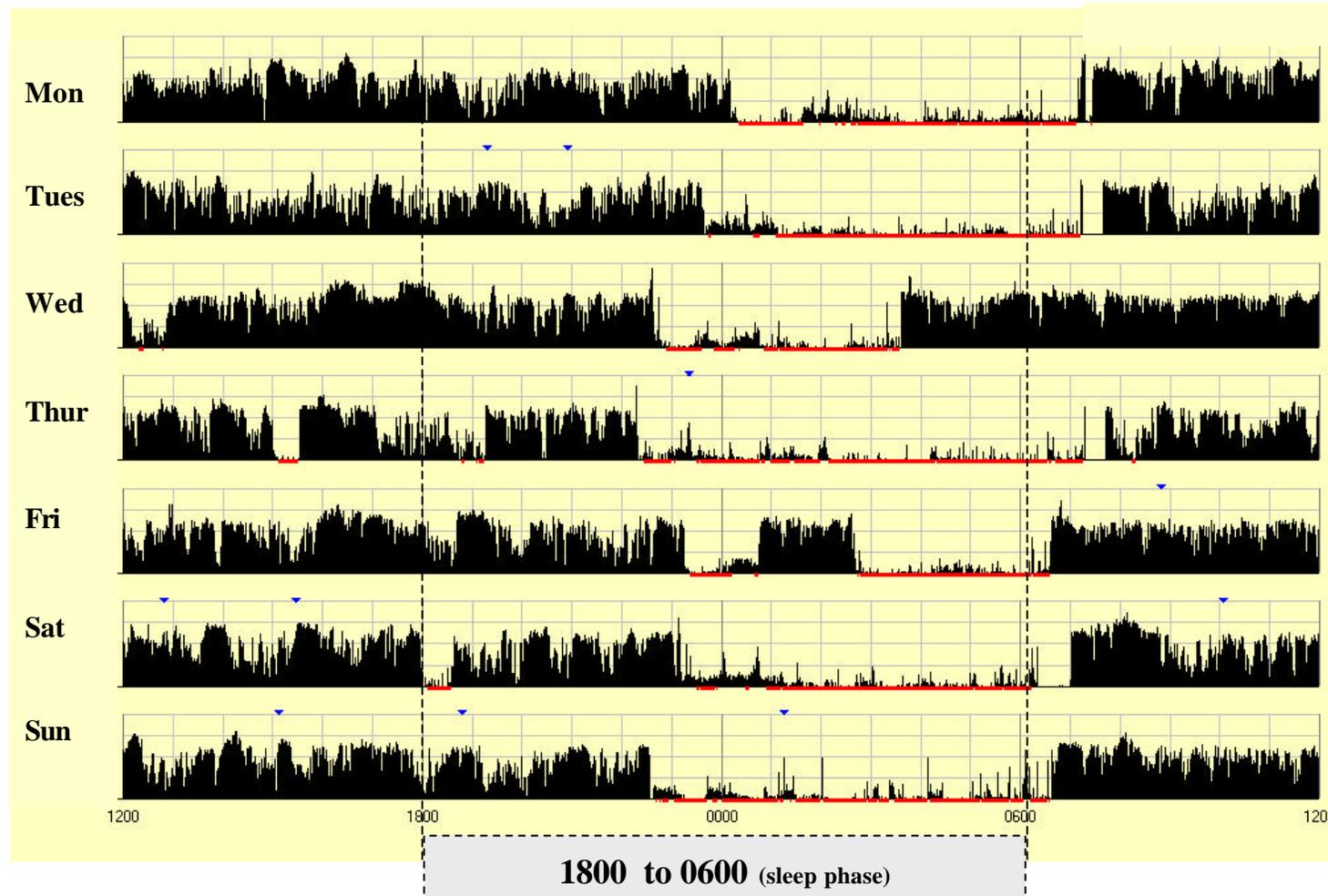
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- During the week, the Senior Leader's wake up time was consistent.
- As the week progressed, sleep onset shifted earlier.
- In this example, on Thursday the Senior Leader was so tired he fell asleep while reading or watching TV, awoke, then went to bed for the evening.
- On Friday night, the Senior Leader stayed up until 2230, due to a social function that he was expected to attend.
- During the weekend, the Senior Leader slept later than he did during the week in order to “catch-up” on sleep.
- This Senior Leader also took a nap on Sunday.



# Sleep behavior: Training Exercise (1 of 2)

- Sleep patterns can also be assessed in a field environment.





## Sleep behavior: Training Exercise (2 of 2)

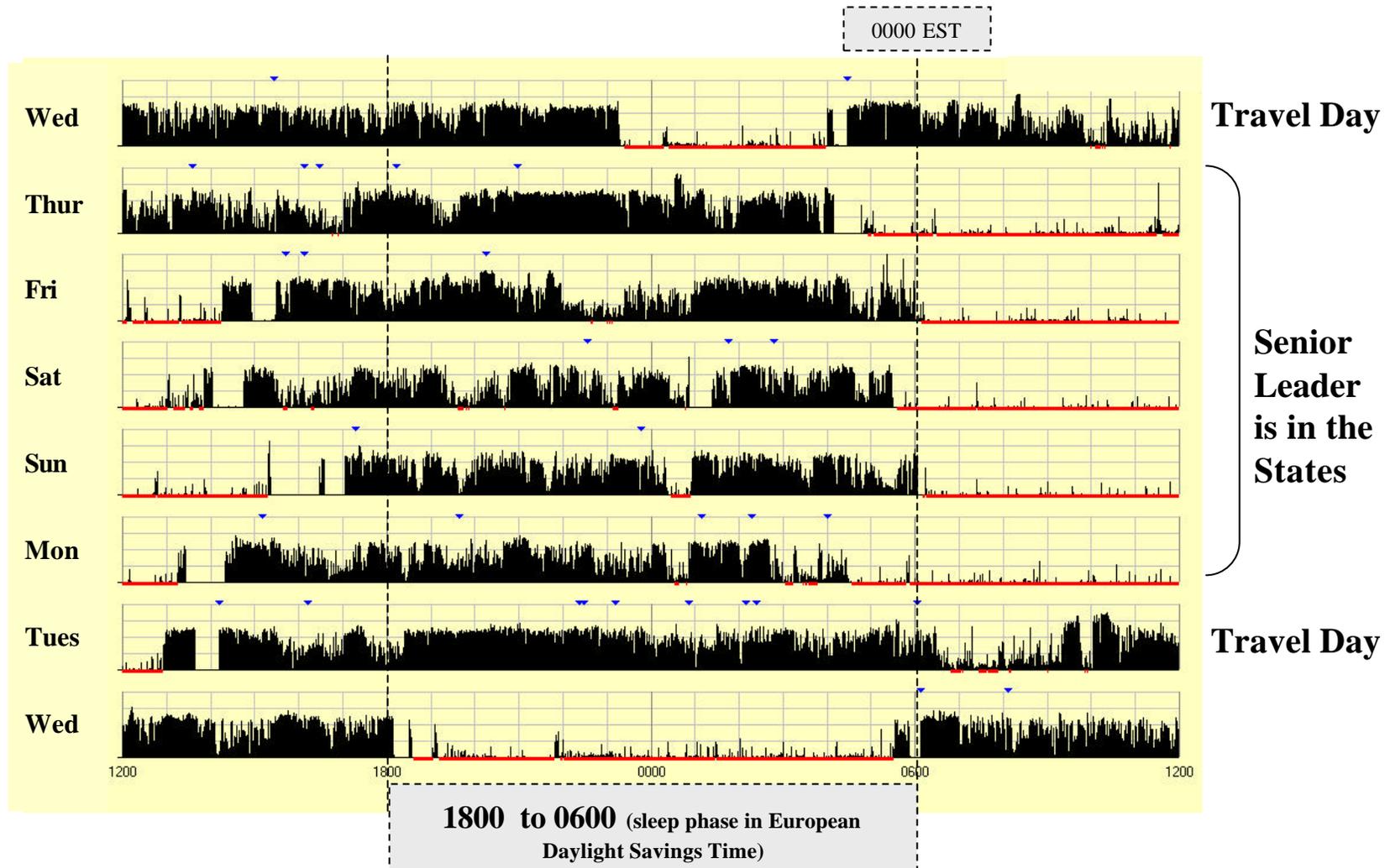
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- In the field, the Senior Leader averaged 6.3 hours (379 minutes) of sleep per 24 hour period.
- In the training environment, sleep onset fluctuated.
- The latest sleep onset began at 0100.
- Friday night was characterized by a profound sleep interruption, followed by 4 hours of continuous sleep.
- The Senior Leader had 2 periods of low activity during the day following nights with less than 6 hours of sleep.



# Sleep behavior: Travel (1 of 2)

- During the 60 day study, 86% of the Senior Leaders traveled by plane.





## Sleep behavior: Travel (2 of 2)

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- As shown in the chart, the effects of travel can dramatically change the sleep pattern.
- On the day prior to travel, sleep onset began before 0000 and the Senior Leader slept less than 5 hours.
- After a day of travel, the Senior Leader's next major sleep episode was **25** hours later at 1100 EST.
- The Senior Leader immediately adjusted to the time change.
- On the day of travel back to USAREUR, the Senior Leader was awake for almost 29 hours.
- Once the Senior Leader returned to USAREUR, he stayed awake until 1800 (European Time) and then slept (for nearly 12 hours) until the next morning - back to his pre-travel schedule wake up time.



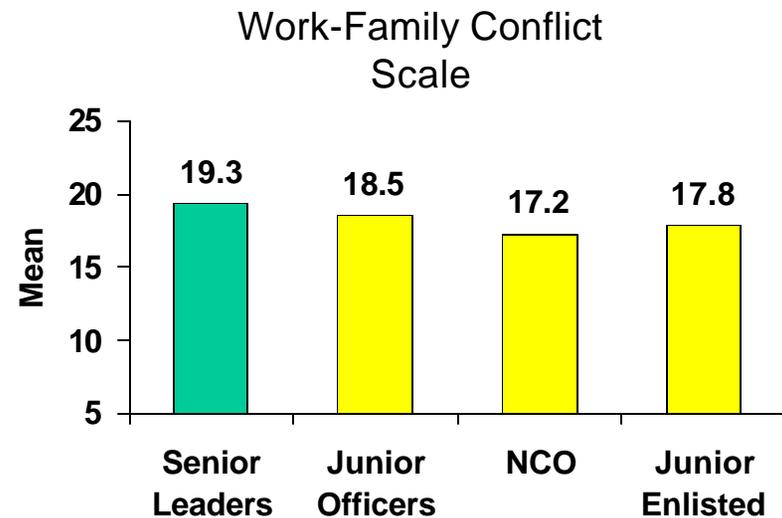
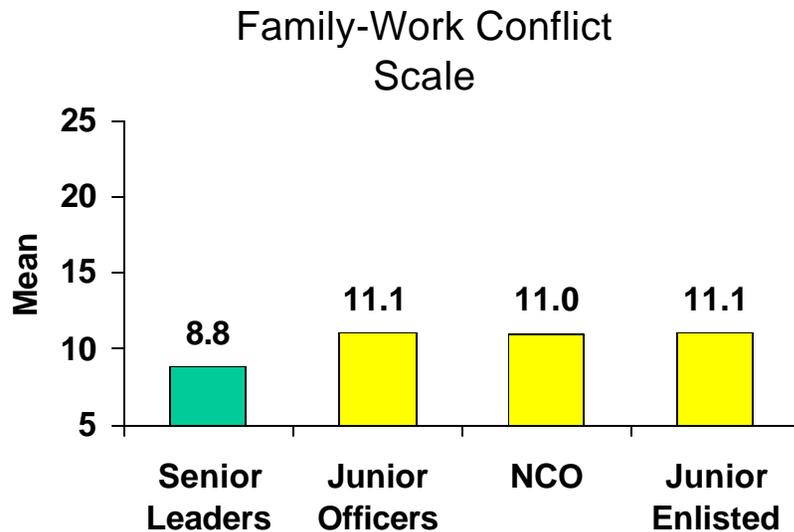
# Family Issues<sup>1</sup> (1 of 2)

## Senior Leader DEMOGRAPHICS

**Married: 100%**

**Leaders with Children  
living at Home: 61.9%**

- Senior Leaders' scores on the Work-Family Conflict scale and Family-Work Conflict scale were not statistically different than scores of all other ranks.
- Junior Leaders and NCOs reported that as their work hours increased, so did the degree to which their work interfered with their family.



<sup>1</sup>Family is defined as a soldier who has a spouse and/or children



## Family Issues<sup>1</sup> (2 of 2)

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- Senior Leaders ( $r=.290, n.s.$ ) and Junior Enlisted soldiers ( $r=.124, n.s.$ ) were the only groups that did not report that their Work-Family conflict increased as their work hours increased.
- One Senior Leader's comment reflected the perspective shared by several other senior leaders: *"We take risks with the family; we work later and later and really don't see how we are affecting the family."*
- All Senior Leaders acknowledged that their wife was critical for the success of their military career, as she permitted them to focus entirely on their job.

### INTERVIEW FINDINGS

#### *Impact of the Job on Family*

Senior Leaders reported:

- *They often miss important family events*
- *They rarely have dinner with their family during the week*
- *They often arrive home before their children are awake and arrive home after their children are in bed.*

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<sup>1</sup>Family is defined as soldier with spouse and/or children



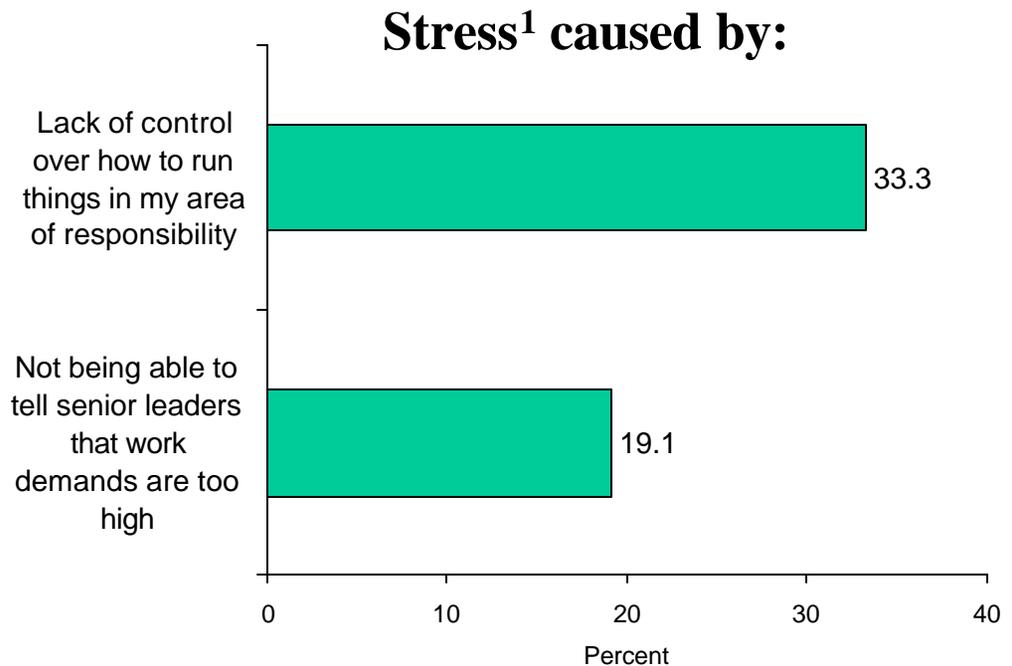
# Army Culture: Micromanagement (1 of 2)

- Senior Leaders reported that success is dependent upon “Micro-leadership,” the degree to which one manages the details, despite the negative perception that this is merely micromanagement.
- Thus, because Senior Leaders acknowledge the need for micromanagement, they experience moderate stress from not being able to exercise it.

## INTERVIEW DATA

### *Micromanagement*

*“We try not to [micromanage], but by default we do. The Army focuses on statistics; there is a quest for information.”*



<sup>1</sup>reported “medium, high, or very high”



## Army Culture: Zero Defects (2 of 2)

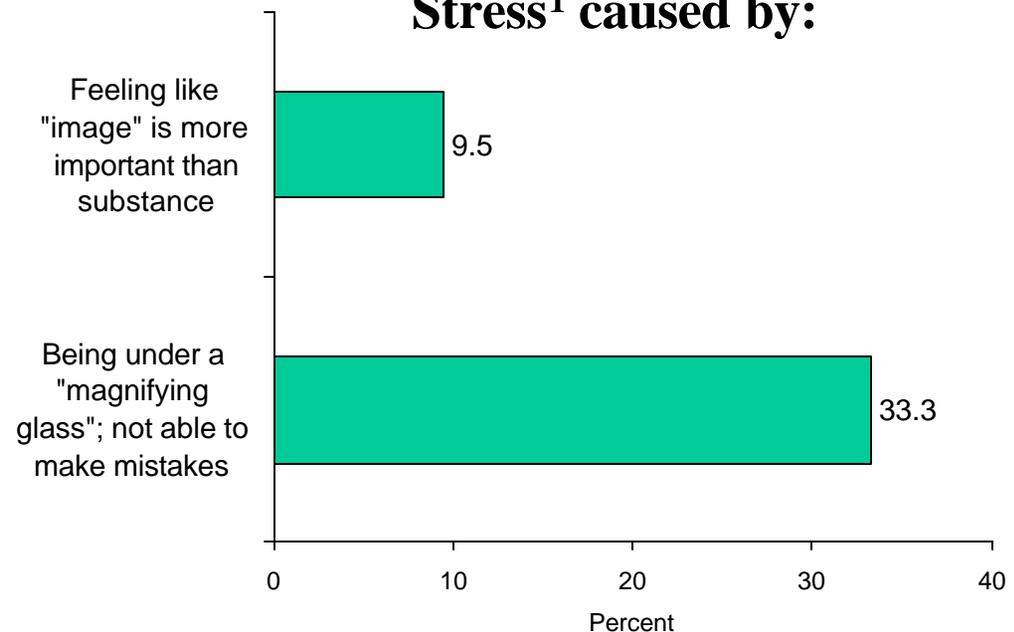
- Every Senior Leader stated that there is NOT a zero-defect environment in the Army. Yet Senior Leaders acknowledged that lieutenants, captains, and NCOs perceive that a zero defect environment does exist.
- Senior Leaders did acknowledge, however, that they don't "underwrite all mistakes." As one Senior Leader stated, "Past performance counts."

### INTERVIEW DATA

#### *Zero defect*

*"Some people believe that when you chew them out for making a mistake that this is 'zero defect.' I call that leadership."*

### Stress<sup>1</sup> caused by:



<sup>1</sup>reported "medium, high, or very high"



# Conclusions

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- Senior Leaders work hard, adapt effectively to a constant level of high operational demands, and are acutely aware of the challenges they face.
- Two sides of the Senior Leadership Story:

## **LEADERS SET A STANDARD**

- **Long and Hard Hours**
- **Job Focused**
- **High Morale**
- **High Motivation**
- **Healthy (short-term)**
- **Adaptive Coping**
- **Resilient Sleep Patterns**

## **LEADERS INCUR A COST FOR THEMSELVES AND THE ARMY**

- **Personal Time**
- **Time for Physical Fitness**
- **Family Time**
- **Time to Accomplish Every Goal**
- **Mentoring Junior Officers**
- **Long Range Planning**

- The long-TERM impact of this balance on the Senior Leaders is unknown.



# Recommendations

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- Ensure Senior Leaders take leave.
- Ensure Senior Leaders have time for physical fitness in their schedule.
- Ensure that spouses are supported throughout the Senior Leader's tour.
- Reinforce email-smart standards to reduce email static.
- Build in recovery periods following high work load to ensure cognitive readiness.
- Educate Senior Leaders about the realities of sleep discipline and the cost of sleep loss to effective decision making.
- Target Junior Officers early to instill good sleep awareness.
- Encourage Senior Leaders to participate in Family Time, thereby providing a model for junior leaders.
- Assess the long-term impact of high work load on health and wellbeing of Senior Leaders.



# Point of Contact

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# SENIOR LEADER SURVEY

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



**RESULTS ARE CONFIDENTIAL!**

ver: 17 FEB 1999  
SENIOR LEADER SURVEY

- USE A #2 PENCIL
- MARK YOUR ANSWER BY FILLING IN THE CENTER OF BUBBLE LIKE THIS:

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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"/>	<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"/>	<b>How many years have you been in the military?</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"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="radio"/> 8 <input type="radio"/> 9 <input type="radio"/>	<b>In the past week, how many hours of work have you averaged per day?</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"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="radio"/> 8 <input type="radio"/> 9 <input type="radio"/>
	Example: If you've been in 10 years, you should bubble in "1" and then "0".		

<b>In the past week, how many days have you performed duty-related work?</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 <input type="radio"/> 7 <input type="radio"/>	<b>Think about your "days off" during the past week. On average, how many hours did you perform duty-related work during a "day off"?</b>  <b>Hours per week:</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"/> 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>How many days of leave and/or passes have you taken in the past 12 months?</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"/> 8 <input type="radio"/> 9 <input type="radio"/>	<b>How many days of leave and/or passes have you lost in the past 12 months?</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"/>
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How many times have you PCSd in your **military career**?

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

In your opinion, what is the ideal length of time in **months** that a deployment should last?

0	1	2	3	4	5	6	7	8	9	10	11	12+
<input type="radio"/>												

In your opinion, what is the ideal **number** of deployments that a soldier should go on over a 3 year period?

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

**PREVIOUS DEPLOYMENTS**

Did you deploy for (serve in):

**YES**

Vietnam	<input type="radio"/>
Sinai (MFO)	<input type="radio"/>
Grenada (Urgent Fury)	<input type="radio"/>
Panama (Just Cause)	<input type="radio"/>
Persian Gulf (Desert Shield/Storm)	<input type="radio"/>
Iraq/ Kuwait (Provide Comfort/Northern/Southern Watch)	<input type="radio"/>
Somalia (Restore Hope)	<input type="radio"/>
Croatia (Provide Promise)	<input type="radio"/>
Macedonia (Able Sentry)	<input type="radio"/>
Rwanda (Support Hope)	<input type="radio"/>
Haiti (Restore Democracy)	<input type="radio"/>
Bosnia (OJE/OJG/OJF)	<input type="radio"/>
Honduras	<input type="radio"/>
Other _____	<input type="radio"/>

In total, how many **overseas assignments** have you completed?

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"/>

In total, how many **deployments** have you completed that lasted more than 30 days?

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 work **days** have you been **sick** in the last year?

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"/>
8	<input type="radio"/>
9 or more	<input type="radio"/>

How many **work days** have you missed due to illness in the past year?

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"/>
8	<input type="radio"/>
9 or more	<input type="radio"/>

How many times have you been seen by a **health care provider** in the past year?

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"/>
8	<input type="radio"/>
9 or more	<input type="radio"/>

During the past 7 days, how many **days** did you do **physical exercise** for 30 minutes or more?

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"/>

During the past 7 days, how many **hours of sleep** have you averaged per night?

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



**Rate the following:**

1. Your personal morale
2. Your level of motivation
3. Your level of energy
4. Your level of drive
5. Your level of burnout

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
1. Your personal morale	<input type="radio"/>				
2. Your level of motivation	<input type="radio"/>				
3. Your level of energy	<input type="radio"/>				
4. Your level of drive	<input type="radio"/>				
5. Your level of burnout	<input type="radio"/>				

Thinking about **YOUR LIFE RIGHT NOW**, rate how much **trouble or concern** is caused by:

1. Getting information to subordinates
2. Not getting the information I need from higher levels
3. Being under a "magnifying glass"; not able to make mistakes
4. Handling multiple jobs at once
5. Having to attend numerous briefings and meetings
6. Lack of control over how to run things in my area of responsibility
7. Feeling like "image" is more important than substance
8. Not being able to tell senior leaders that work demands are too high
9. Lack of time for personal health and fitness
10. Responding to e-mail

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
1. Getting information to subordinates	<input type="radio"/>				
2. Not getting the information I need from higher levels	<input type="radio"/>				
3. Being under a "magnifying glass"; not able to make mistakes	<input type="radio"/>				
4. Handling multiple jobs at once	<input type="radio"/>				
5. Having to attend numerous briefings and meetings	<input type="radio"/>				
6. Lack of control over how to run things in my area of responsibility	<input type="radio"/>				
7. Feeling like "image" is more important than substance	<input type="radio"/>				
8. Not being able to tell senior leaders that work demands are too high	<input type="radio"/>				
9. Lack of time for personal health and fitness	<input type="radio"/>				
10. Responding to e-mail	<input type="radio"/>				

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

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

	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 puts 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"/>				