

DMDC

Information and Technology for Better Decision Making

December 2004 Status of Forces Survey of Active-Duty Members

Overview Briefing



BRIEFING OVERVIEW

- ✓ **Introduction**
- **Leading indicators and related Items**
- **Leadership**
- **Mentoring**
- **Career opportunities**
- **Organizational effectiveness**
- **Willingness to recommend**
- **Support services**
- **Health care**
- **Major findings for December 2004**

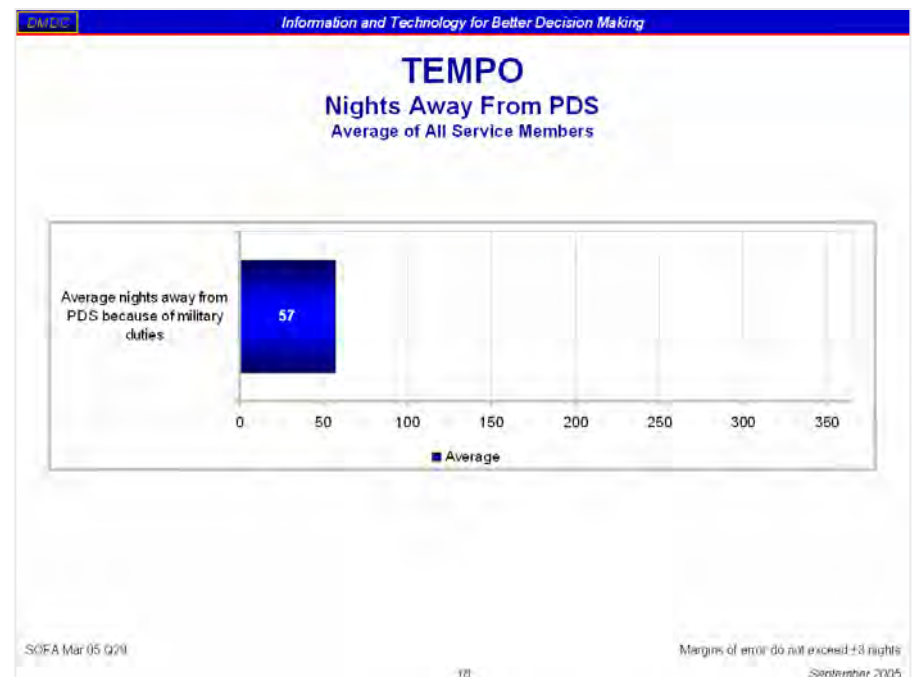
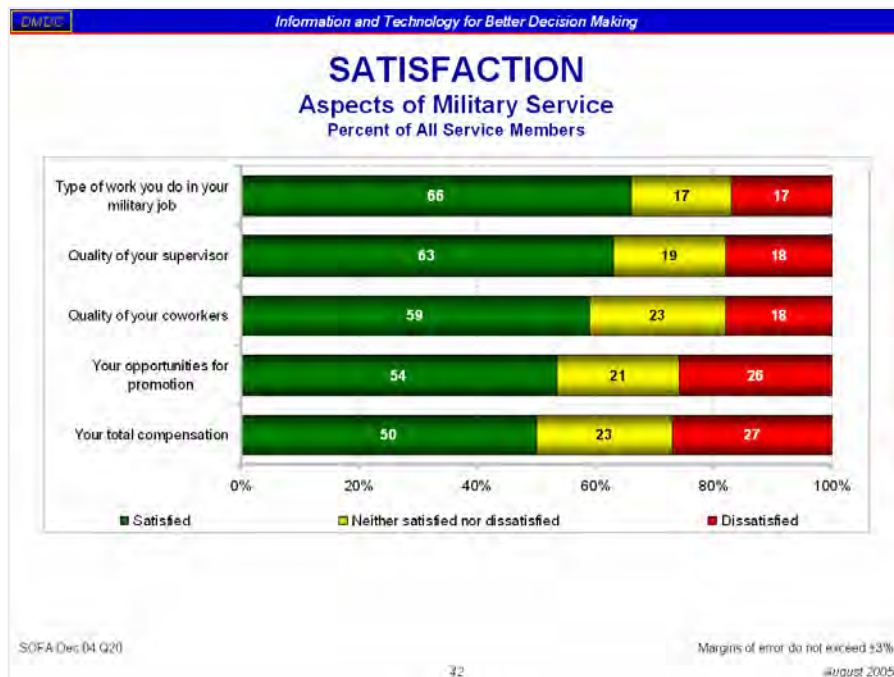
INTRODUCTION

- Web-based, active-duty survey fielded November 22, 2004 – January 6, 2005
- 35K Service members surveyed, weighted response rate of 39%
 - High quality data typically achieved (margins of error generally within +/-5 percentage points)
 - Normally, DMDC uses optimized samples to minimize the margin of error; however, due to undetected problems in the sample design process, the sample for December 2004 was not optimized and the resulting margins of error are substantially larger than usual
- For each survey item, briefing includes the following
 - Graphic displays of overall results
 - Tables showing results by reporting categories, e.g., components and gender
 - Graphic displays of trends (when available)
 - Summary of key findings

INTRODUCTION

Briefing Includes

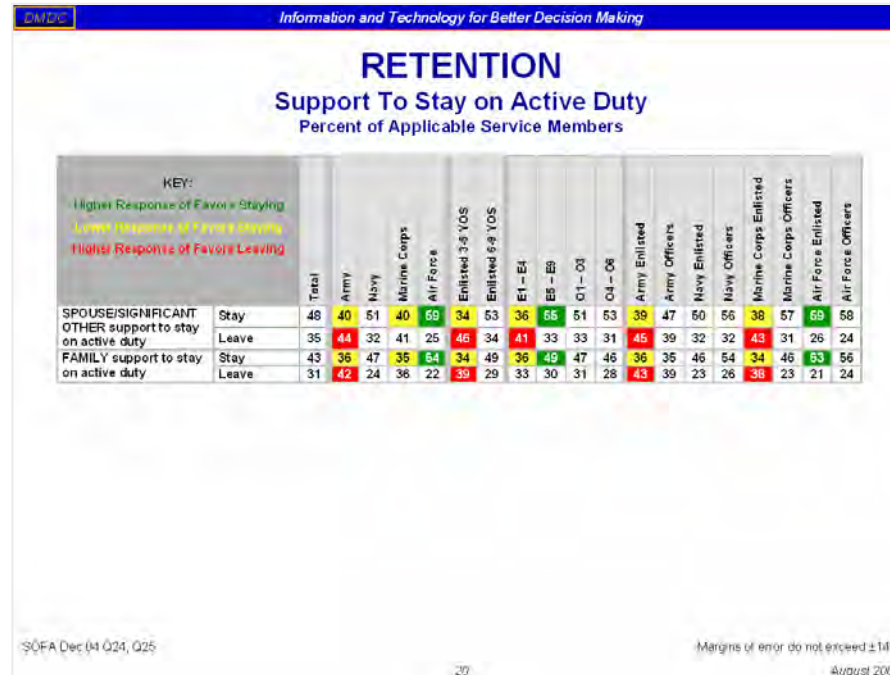
- Graphic displays of overall results



INTRODUCTION

Briefing Includes

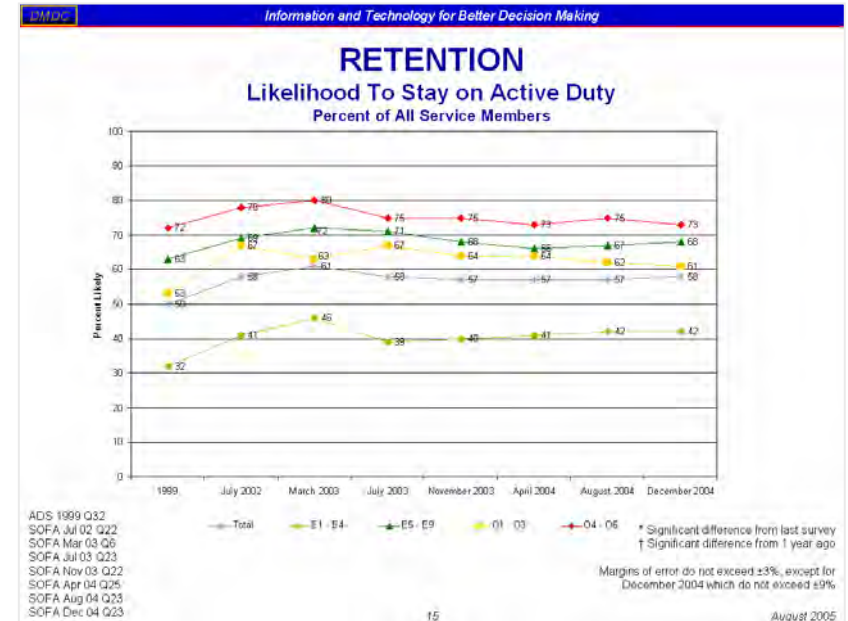
- Tables showing results by reporting categories, e.g., Services and gender
 - Statistical tests used to compare each subgroup to its respective “all other” group, i.e., to all others not in the subgroup
 - Results of statistical tests shown by color coding



INTRODUCTION

Briefing Includes

- **Trend data are shown by Service and paygrade groups for items also included in:**
 - Status of Forces Survey of Active-Duty Members (Web-based)
 - August 2004: 38K surveyed; weighted response rate of 40%
 - April 2004: 33K surveyed; weighted response rate of 39%
 - November 2003: 34K surveyed; weighted response rate of 38%
 - July 2003: 33K surveyed; weighted response rate of 35%
 - March 2003: 35K surveyed; weighted response rate of 35%
 - July 2002: 38K surveyed; weighted response rate of 32%
 - 1999 Active-Duty Survey (Paper-and-pencil)
 - 66K Service and Coast Guard members surveyed; weighted response rate of 52%
 - Since active-duty SOFS excludes Coast Guard and Reservists on active duty, these members were excluded from 1999 dataset



INTRODUCTION

Briefing Includes

- For leading indicator measures, statistical tests were used to compare December 2004 results with 1 year ago (November 2003) and the previous survey administration (August 2004)
- For content-specific questions, statistical tests were used to compare December 2004 results with the last survey administration (when available)
- December 2004 sample not optimized and margins of error are larger than usual
 - Because of the larger margins of error, there is a larger than usual chance that true population differences will not be detected in the results of the December 2004 survey

INTRODUCTION

Briefing Includes

- Summary of findings
 - Overall results followed by a listing of reporting categories which were statistically different from their respective "all other" group (when applicable)
 - Trend findings

The slide is titled "RETENTION Summary of Findings December 2004" and is part of a presentation from DMDC. It contains a bulleted list of findings regarding retention. The findings are as follows:

- **58% likely to stay**
 - More likely to stay led by Navy, Air Force, E5-E9, O4-O6, Marine Corps officer, Air Force enlisted, living off base, married with children, and male officer
 - More unlikely to stay led by Army, Marine Corps, enlisted with 3 to 5 years of service, E1-E4, living on base, and single without children
- **48% reported their spouse/significant other supports staying on active duty**
 - Support staying led by Air Force, E5-E9, Air Force enlisted, married with children, and male
 - Support leaving led by Army, enlisted with 3 to 5 years of service, E1-E4, and Marine Corps enlisted
- **43% reported their families support staying on active duty**
 - Support staying led by Air Force, E5-E9, Air Force enlisted, and married with children
 - Support leaving led by Army, enlisted with 3 to 5 years of service, and Marine Corps enlisted
- **On a scale from 1 (lowest) to 5 (highest), commitment measures ranged from 2.6 to 3.8**
 - Highest was *Affective Commitment* (emotional attachment)
 - Lowest was *Normative Commitment* (sense of obligation)

At the bottom of the slide, there is a small "33" and the date "August 2005".

INTRODUCTION

Reporting Categories

Service

Army
Navy
Marine Corps
Air Force

Enlisted Years of Service

Enlisted 3-5 YOS
Enlisted 6-9 YOS

Paygrade

E1 – E4
E5 – E9
O1 – O3
O4 – O6

Service by Paygrade*

Army Enlisted
Army Officers
Navy Enlisted
Navy Officers
Marine Corps Enlisted
Marine Corps Officers
Air Force Enlisted
Air Force Officers

Residence

On Base
Off Base

Location

US (Inc. Territories)
Overseas

Family Status

Single w/ Child(ren)
Single w/o Child(ren)
Married w/ Child(ren)
Married w/o Child(ren)

Race/Ethnicity

Non-Hispanic White
Total Minority

Gender by Paygrade*

Male Enlisted
Male Officer
Female Enlisted
Female Officer

Gender

Male
Female

*Subgroup differences are not included if all subgroups (e.g., Army officer, Army enlisted) of an overall group (e.g., Army) would have been included and the overall finding is already mentioned.

INTRODUCTION

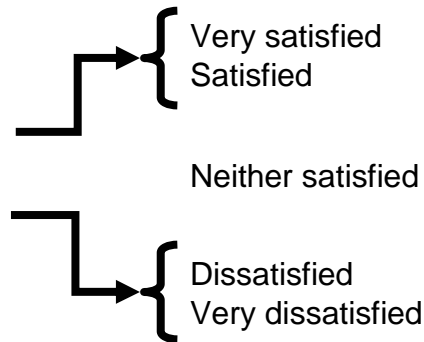
To Tables Showing Results of Reporting Categories

Examples of Color Indicators

Color indicators are used if the proportion of the reporting category significantly differs from its respective "all other" group

How satisfied are you with each of the following...

KEY:
 Higher Response of Satisfied
 Lower Response of Satisfied
 Higher Response of Dissatisfied



		More satisfied			Less satisfied				
Satisfied	76	79	77	74	75	77	78	76	75
Dissatisfied	11	8	11	11	12	11	9	10	11
					More dissatisfied				

How many days have you done the following...

KEY:
 More Than Average
 Less Than Average

	34	29	34	32	36	38	27	32	36
		Less Than Average				More Than Average			

INTRODUCTION

To Tables Showing Results of Reporting Categories Examples of Color Indicators

KEY:

- Higher Response of Satisfied (Green)
- Lower Response of Satisfied (Yellow)
- Higher Response of Dissatisfied (Red)

	Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Children	Married w/ Children	Married w/o Children	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female	
Type of work you do in your military job																	
Satisfied	66	67	62	62	69	66	67	66	60	75	57	64	80	62	78	66	65
Dissatisfied	17	16	21	20	15	17	16	17	19	19	19	10	18	10	17	16	

Margins of error do not exceed ±4%

Positive response

- Satisfied
- Increased
- Agree
- Etc.

Negative response

- Dissatisfied
- Decreased
- Disagree
- Etc.

Percentages and means are reported with margins of error based on 95% confidence intervals. The maximum margin of error is presented for the question or group of questions/subitems.

INTRODUCTION

To Tables Showing Results of Reporting Categories Suppression Rules

- Percentages and means may be unstable based on a small number of observations or relatively large variance in the data or weights. Unstable estimates are suppressed or annotated in these charts and tables as follows:

“NR” indicates the estimate is Not Reportable because it was based on fewer than 30 respondents or the relative standard error was high

Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
96	96	95	93	97	96	96	98	NA	96	NA	95	99	94	NR	96	94
1	1	1	2	1	1	0	1	NA	1	NA	1	0	NR	0	1	NR
80	80	83	82	80	83	76	NR	NA	82	NA	81	81	78	83	81	79
5	5	5	5	5	4	8	8	NA	5	NA	5	6	4	6	5	5
73	73	73	67	75	73	73	NR	NA	73	NA	77	59	79	NR	72	76
11	12	9	15	10	10	13	6	NA	12	NA	9	20	9	14	12	10

“NA” indicates the response option was Not Applicable for the reporting category because it was not selected by any respondent in that category

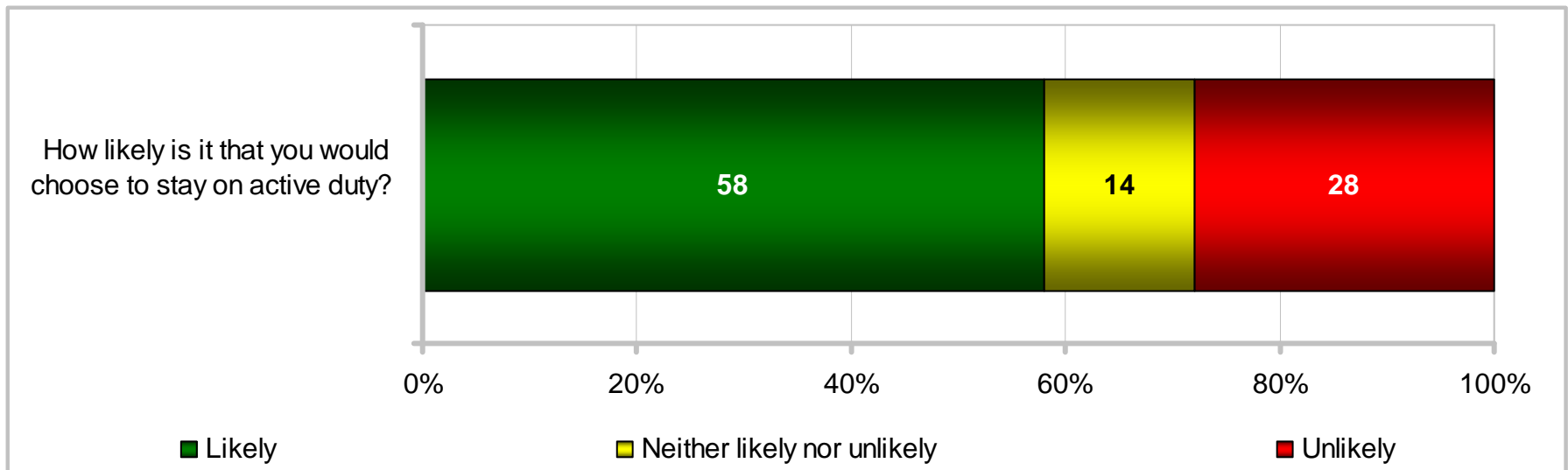
BRIEFING OVERVIEW

- **Introduction**
- **Leading indicators and related Items**
 - ✓ **Retention**
 - **Satisfaction**
 - **Tempo**
 - **Personal and work stress**
 - **Personal and unit preparedness**
- **Leadership**
- **Mentoring**
- **Career opportunities**
- **Organizational effectiveness**
- **Willingness to recommend**
- **Support services**
- **Health care**
- **Major findings for December 2004**

RETENTION

Likelihood To Stay on Active Duty

Percent of All Service Members



RETENTION

Likelihood To Stay on Active Duty

Percent of All Service Members

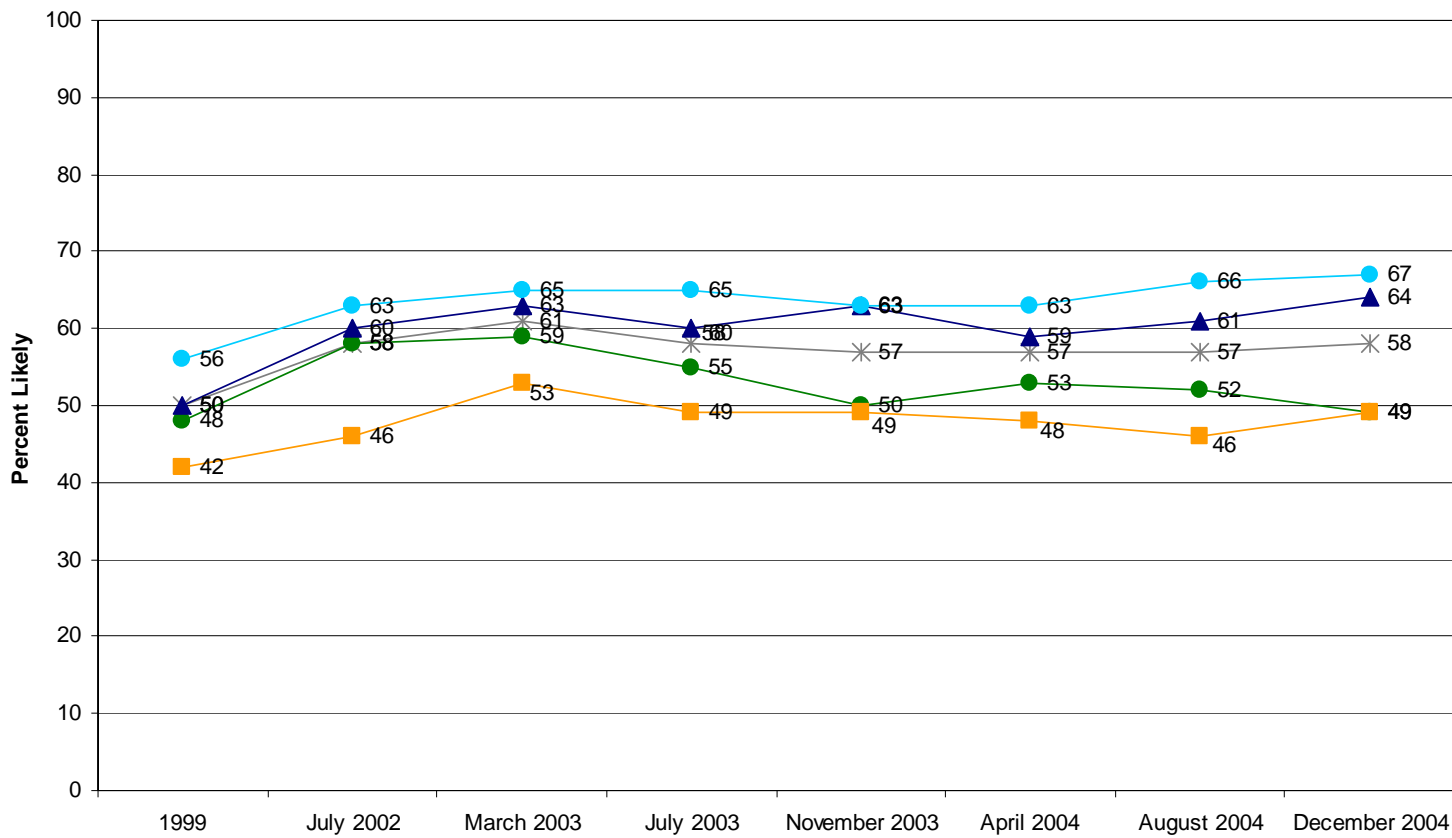
KEY: Higher Response of Likely Lower Responses of Likely Higher Response of Unlikely			Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
			How likely is it that you would choose to stay on active duty?	Likely	58	49	64	49	67	44	60	42	68	61	73	46	60	62	75	46	74
	Unlikely	28	36	23	40	19	41	27	39	20	25	19	37	29	24	14	43	16	18	20	

KEY: Higher Response of Likely Lower Responses of Likely Higher Response of Unlikely			Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
			How likely is it that you would choose to stay on active duty?	Likely	58	58	55	49	63	58	57	63	45	68	55	56	68	57	63
	Unlikely	28	27	31	33	25	28	28	23	37	22	29	29	21	33	27	28	32	

RETENTION

Likelihood To Stay on Active Duty

Percent of All Service Members



ADS 1999 Q32
 SOFA Jul 02 Q22
 SOFA Mar 03 Q6
 SOFA Jul 03 Q23
 SOFA Nov 03 Q22
 SOFA Apr 04 Q25
 SOFA Aug 04 Q23
 SOFA Dec 04 Q23

—*— Total —●— Army —▲— Navy —■— Marine Corps —●— Air Force

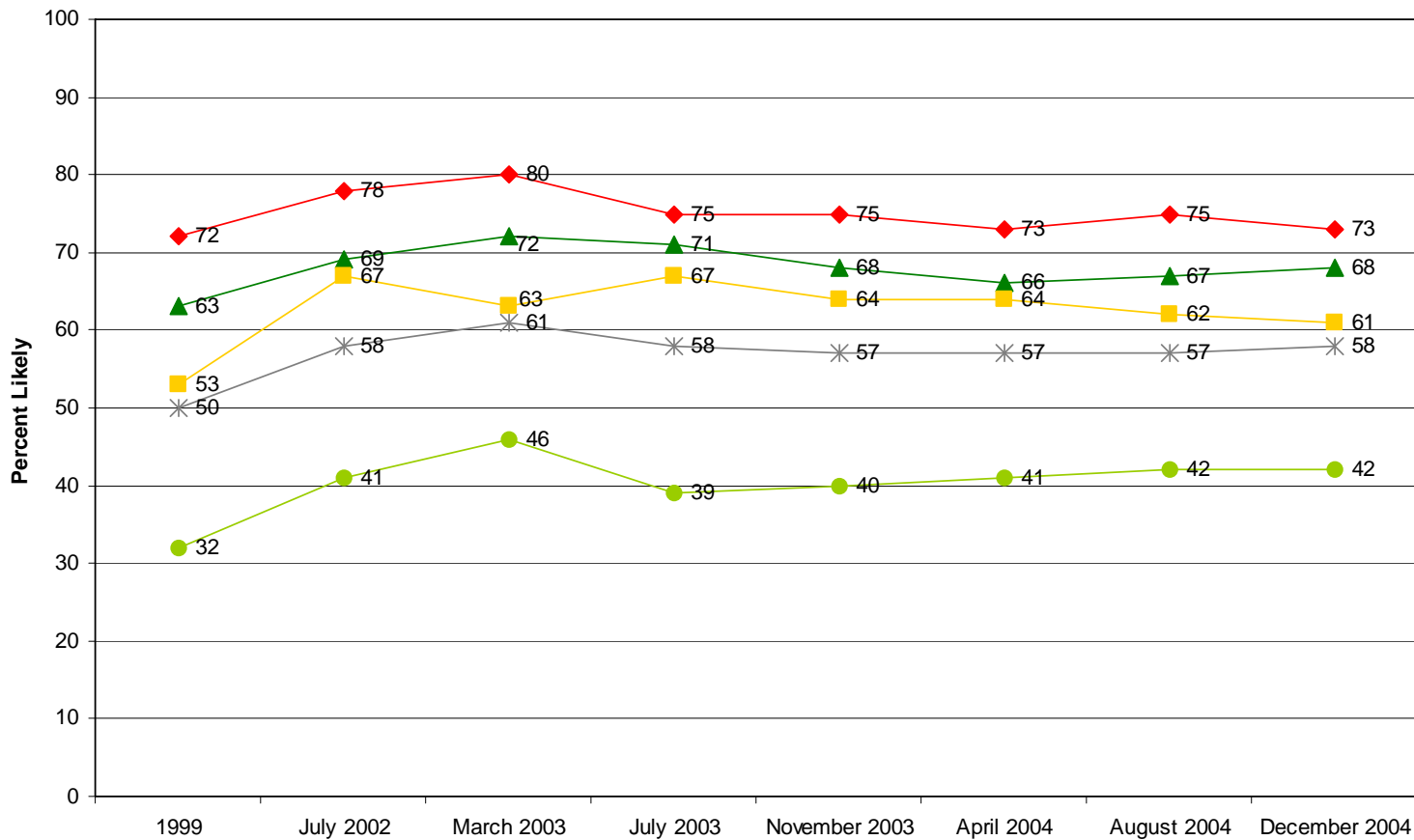
* Significant difference from last survey
 † Significant difference from 1 year ago

Margins of error do not exceed ±4%, except for December 2004 which do not exceed ±6%

RETENTION

Likelihood To Stay on Active Duty

Percent of All Service Members



ADS 1999 Q32
 SOFA Jul 02 Q22
 SOFA Mar 03 Q6
 SOFA Jul 03 Q23
 SOFA Nov 03 Q22
 SOFA Apr 04 Q25
 SOFA Aug 04 Q23
 SOFA Dec 04 Q23

—*— Total —●— E1 - E4 —▲— E5 - E9 —■— O1 - O3 —◆— O4 - O6

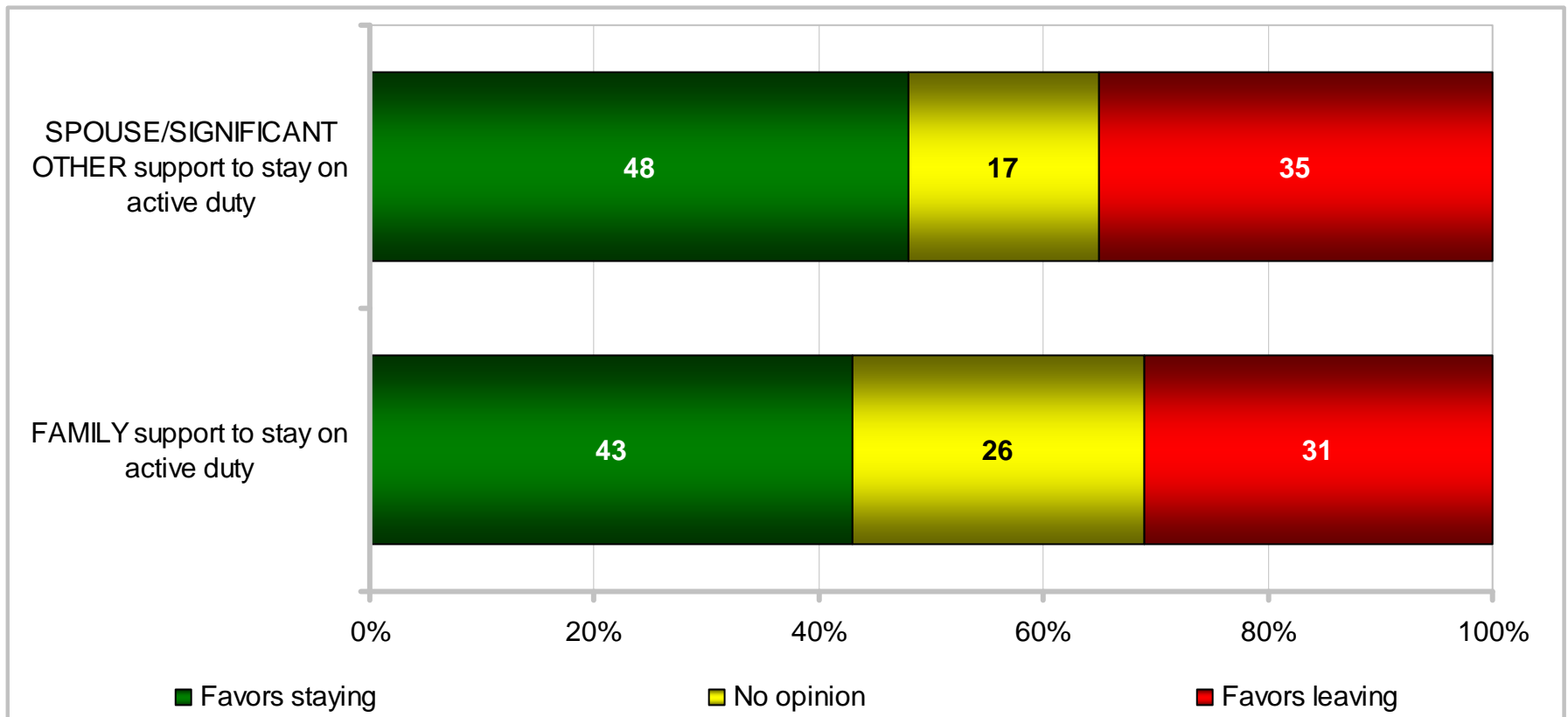
* Significant difference from last survey
 † Significant difference from 1 year ago

Margins of error do not exceed ±3%, except for December 2004 which do not exceed ±9%

RETENTION

Support To Stay on Active Duty

Percent of Applicable Service Members



RETENTION

Support To Stay on Active Duty

Percent of Applicable Service Members

KEY:																				
		Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
SPOUSE/SIGNIFICANT OTHER support to stay on active duty	Stay	48	40	51	40	59	34	53	36	55	51	53	39	47	50	56	38	57	59	58
	Leave	35	44	32	41	25	46	34	41	33	33	31	45	39	32	32	43	31	26	24
FAMILY support to stay on active duty	Stay	43	36	47	35	54	34	49	36	49	47	46	36	35	46	54	34	46	53	56
	Leave	31	42	24	36	22	39	29	33	30	31	28	43	39	23	26	38	23	21	24

RETENTION

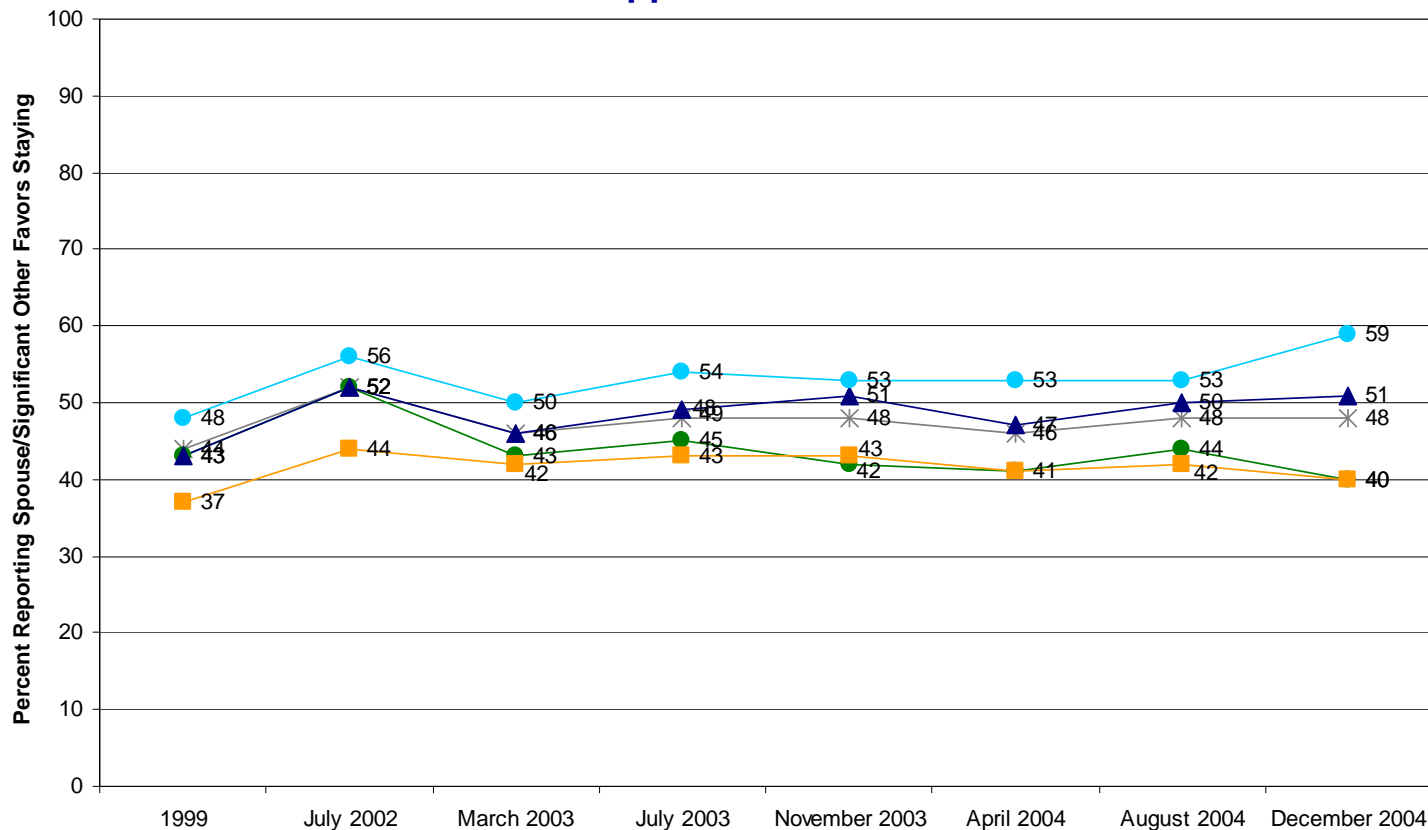
Support To Stay on Active Duty

Percent of Applicable Service Members

KEY:																		
Higher Response of Favors Staying																		
Lower Response of Favors Staying																		
Higher Response of Favors Leaving																		
		Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
SPOUSE/SIGNIFICANT OTHER support to stay on active duty	Stay	48	49	43	45	50	50	45	40	26	57	47	49	53	39	52	50	41
	Leave	35	35	35	35	36	34	37	33	42	32	38	35	32	39	30	35	38
FAMILY support to stay on active duty	Stay	43	44	39	40	46	44	43	42	33	49	51	43	47	43	47	43	44
	Leave	31	30	35	33	30	29	34	31	34	30	27	30	30	36	30	30	35

RETENTION

Spouse/Significant Other Support To Stay on Active Duty Percent of Applicable Service Members



ADS 1999 Q34
 SOFA Jul 02 Q26
 SOFA Mar 03 Q36
 SOFA Jul 03 Q24, Q25
 SOFA Nov 03 Q23, Q24
 SOFA Apr 04 Q26, Q27
 SOFA Aug 04 Q24
 SOFA Dec 04 Q24

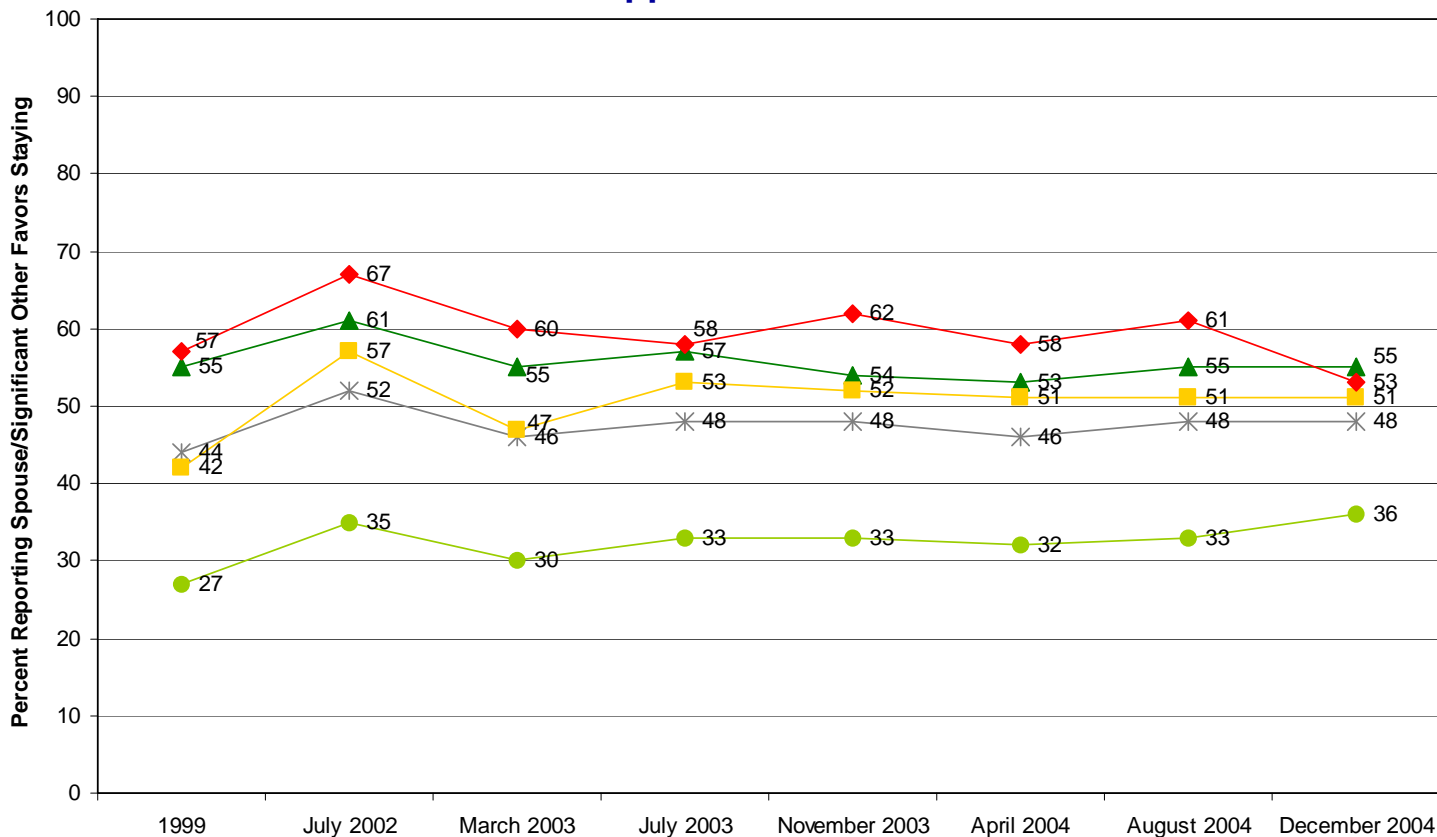
—*— Total —●— Army —▲— Navy —■— Marine Corps —●— Air Force

* Significant difference from last survey
 † Significant difference from 1 year ago

Margins of error do not exceed ±4%, except for December 2004 which do not exceed ±6%

RETENTION

Spouse/Significant Other Support To Stay on Active Duty Percent of Applicable Service Members



ADS 1999 Q34
 SOFA Jul 02 Q26
 SOFA Mar 03 Q36
 SOFA Jul 03 Q24, Q25
 SOFA Nov 03 Q23, Q24
 SOFA Apr 04 Q26, Q27
 SOFA Aug 04 Q24
 SOFA Dec 04 Q24

—*— Total —●— E1 - E4 —▲— E5 - E9 —■— O1 - O3 —◆— O4 - O6

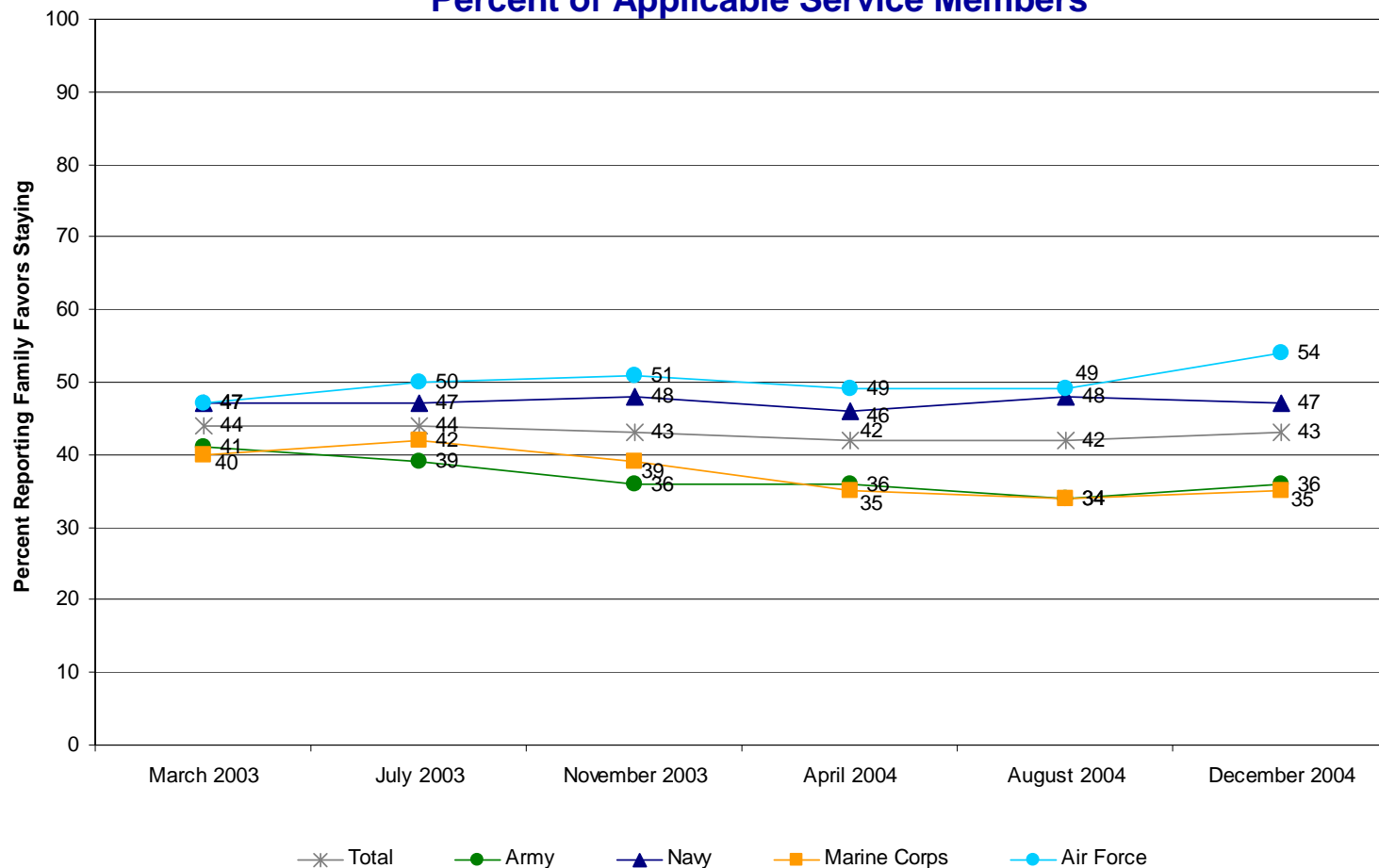
* Significant difference from last survey
 † Significant difference from 1 year ago

Margins of error do not exceed ±3%, except for December 2004 which do not exceed ±10%

RETENTION

Family Support To Stay on Active Duty

Percent of Applicable Service Members



SOFA Mar 03 Q37
 SOFA Jul 03 Q26
 SOFA Nov 03 Q25
 SOFA Apr 04 Q28
 SOFA Aug 04 Q25
 SOFA Dec 04 Q25

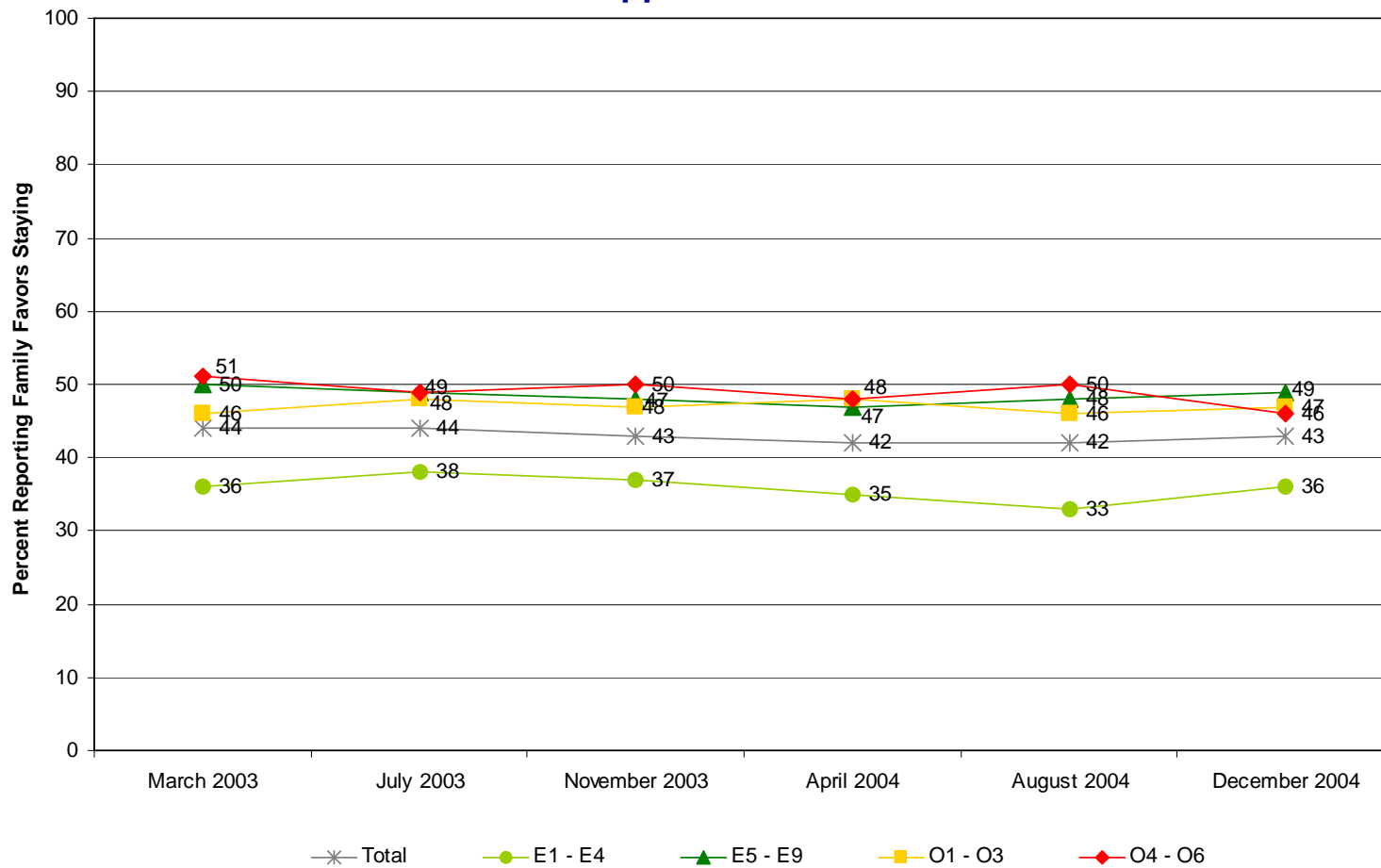
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RETENTION

Family Support To Stay on Active Duty

Percent of Applicable Service Members



SOFA Mar 03 Q37
 SOFA Jul 03 Q26
 SOFA Nov 03 Q25
 SOFA Apr 04 Q28
 SOFA Aug 04 Q25
 SOFA Dec 04 Q25

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RETENTION

Commitment Measures

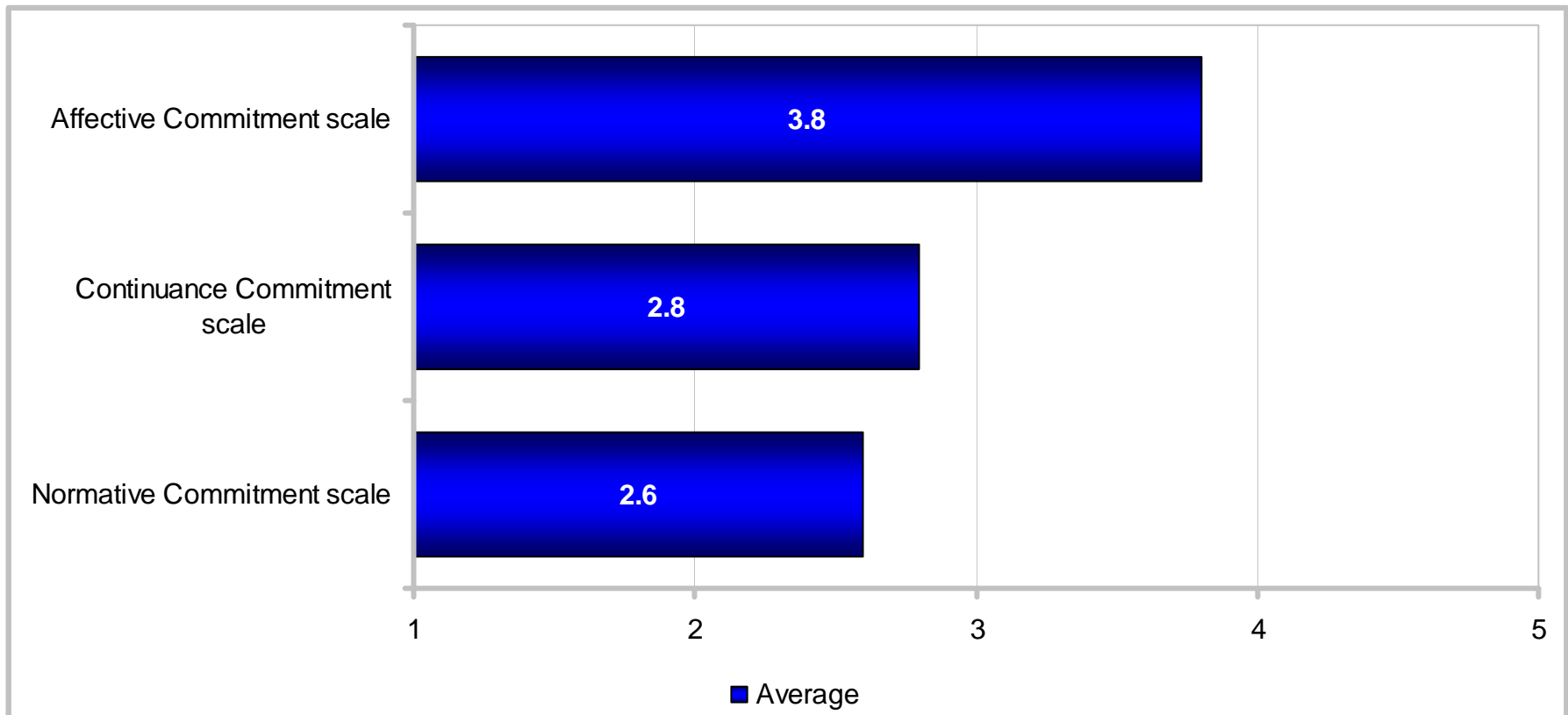
Definitions

- *Affective Commitment* is defined as an emotional attachment to, an identification with, and an involvement in, an organization
- *Continuance Commitment* is defined as an attachment based on the perceived costs associated with leaving an organization
- *Normative Commitment* is defined as a sense of obligation to remain in an organization

RETENTION

Commitment Measures

Average of All Service Members



RETENTION

Commitment Measures

Average of All Service Members

KEY: Higher Than Average Lower Than Average	Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
	Affective Commitment scale	3.8	3.7	3.8	3.7	3.9	3.5	3.8	3.5	3.9	4.1	4.1	3.7	4	3.7	4	3.6	4.2	3.9
Continuance Commitment scale	2.8	2.7	2.9	2.7	2.9	2.7	2.9	2.8	2.9	2.7	2.4	2.8	2.5	2.9	2.7	2.7	2.6	3	2.7
Normative Commitment scale	2.6	2.7	2.6	2.6	2.6	2.4	2.7	2.5	2.7	2.9	2.5	2.6	2.8	2.6	2.5	2.6	2.9	2.6	2.7

RETENTION

Commitment Measures

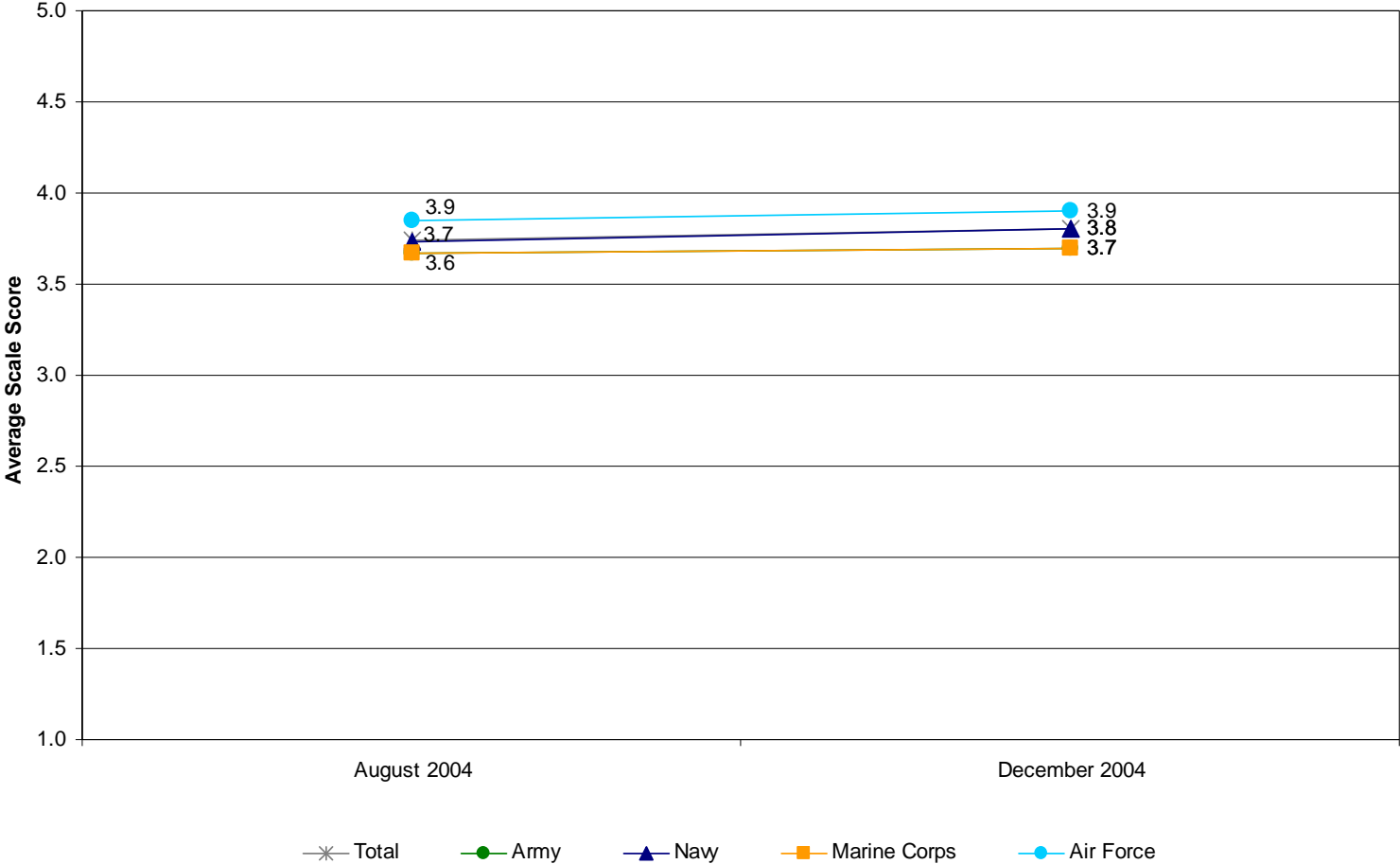
Average of All Service Members

KEY: Higher Than Average Lower Than Average	Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
	Affective Commitment scale	3.8	3.8	3.7	3.7	3.9	3.8	3.7	3.8	3.6	3.9	3.8	3.7	4.1	3.7	4	3.8
Continuance Commitment scale	2.8	2.8	2.8	2.8	2.8	2.8	2.9	2.9	2.7	2.9	2.9	2.8	2.6	2.9	2.6	2.8	2.9
Normative Commitment scale	2.6	2.6	2.6	2.6	2.7	2.6	2.6	2.7	2.5	2.7	2.6	2.6	2.7	2.6	2.7	2.6	2.6

RETENTION

Affective Commitment Scale

Average of All Service Members



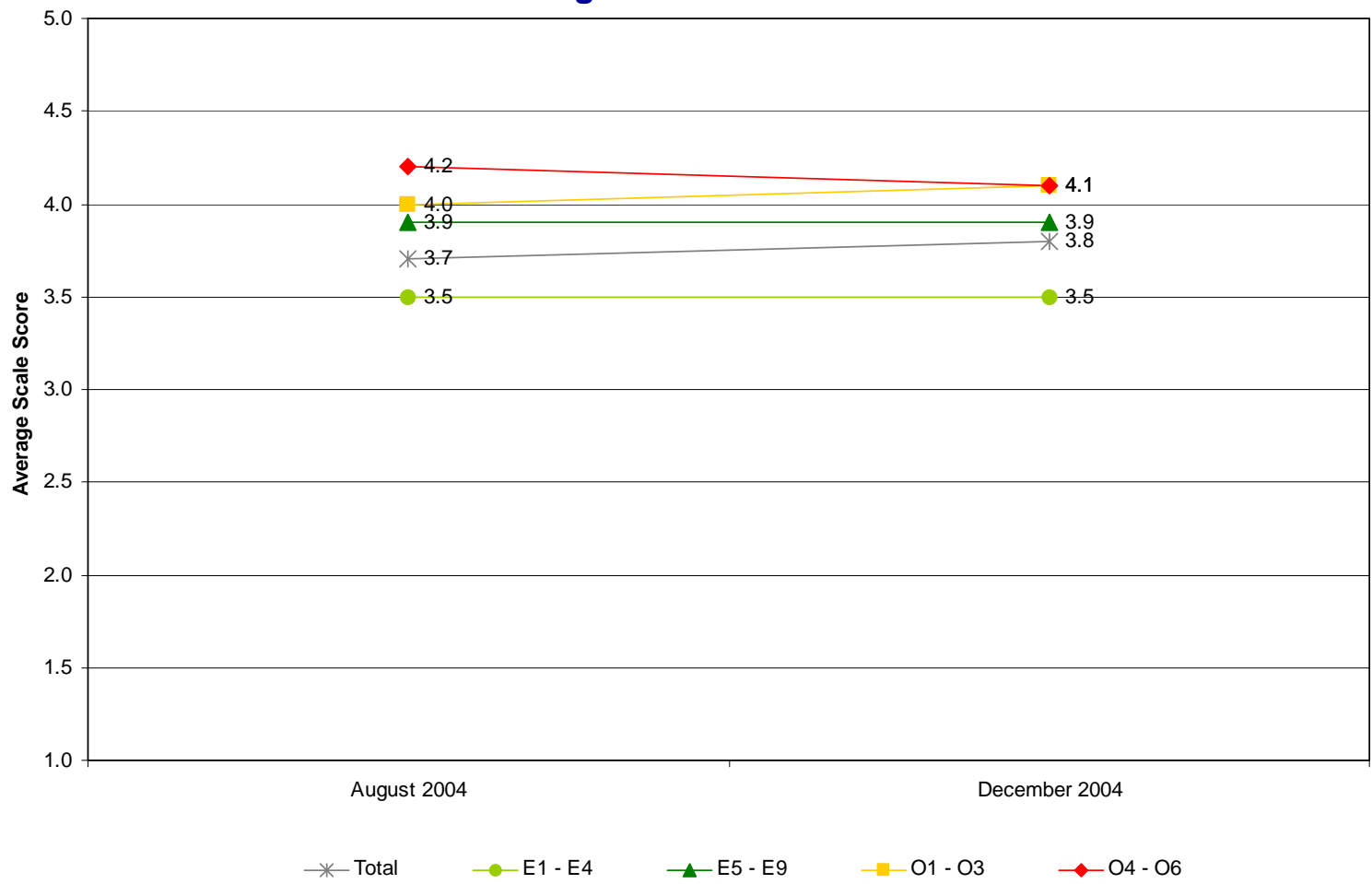
* Significant difference from last survey

Margins of error do not exceed $\pm 0.1\%$

RETENTION

Affective Commitment Scale

Average of All Service Members



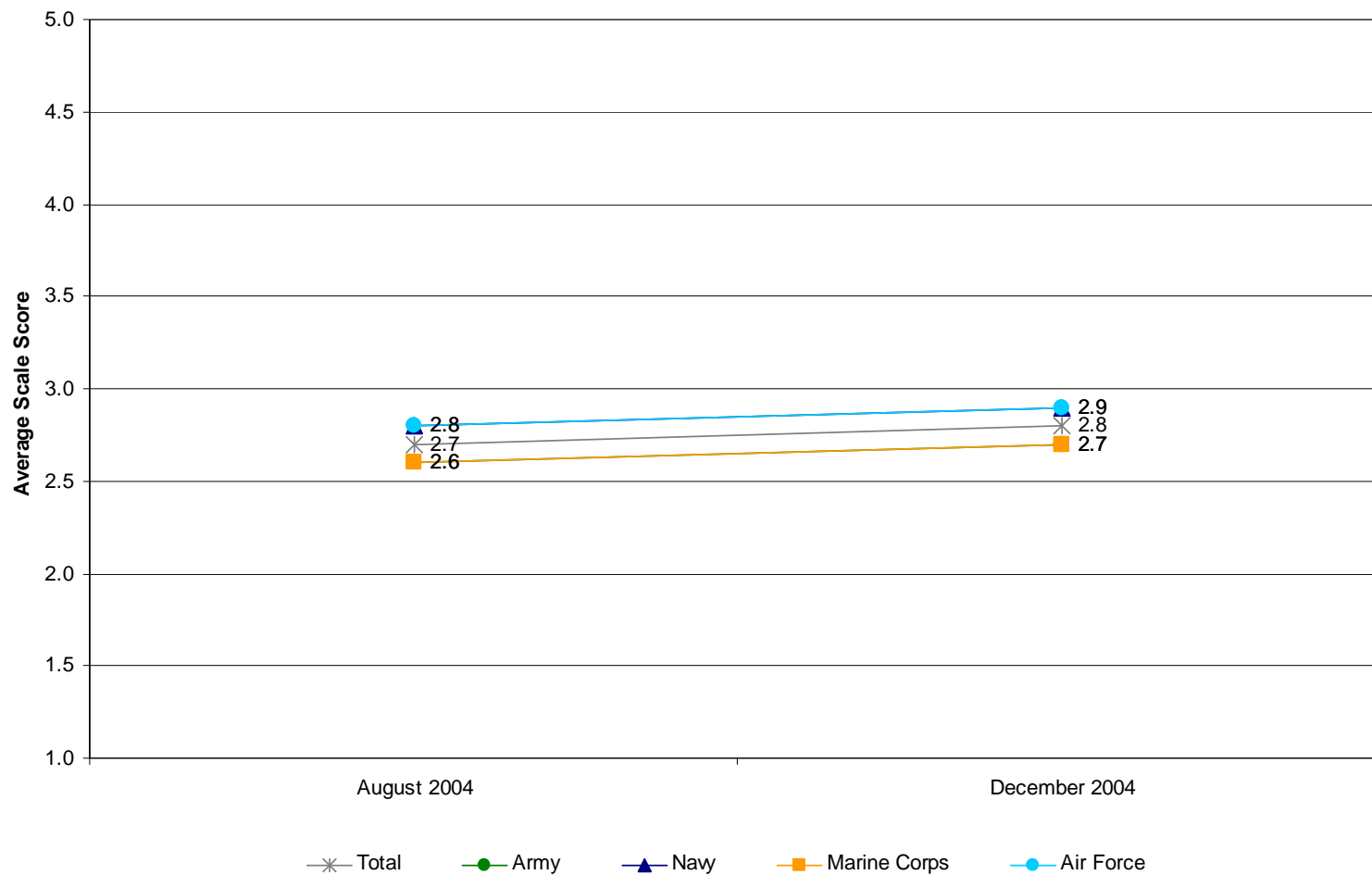
* Significant difference from last survey

Margins of error do not exceed $\pm 0.1\%$, except for December 2004 which do not exceed $\pm 0.2\%$

RETENTION

Continuance Commitment Scale

Average of All Service Members



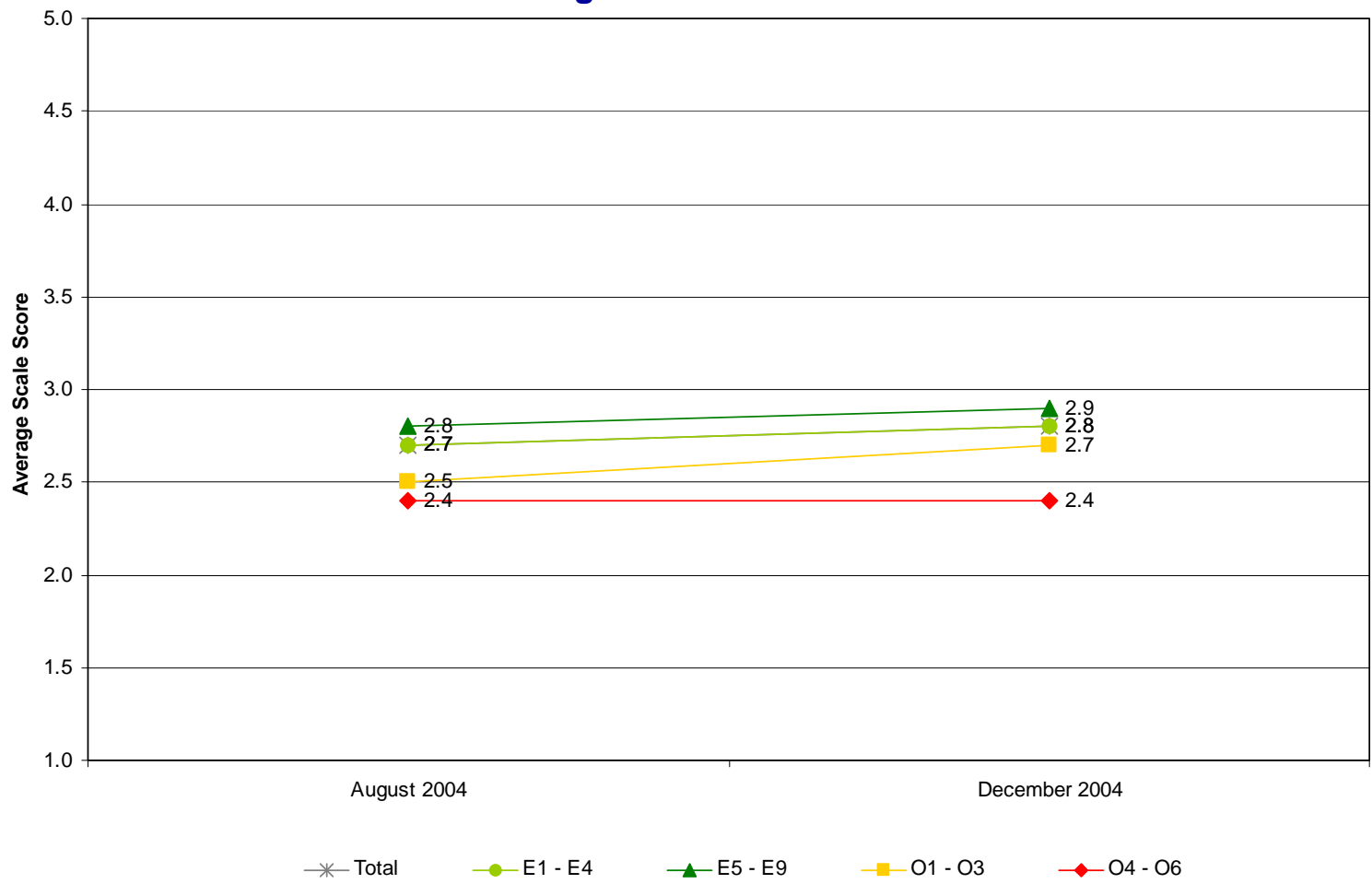
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Margins of error do not exceed $\pm 0.1\%$

RETENTION

Continuance Commitment Scale

Average of All Service Members



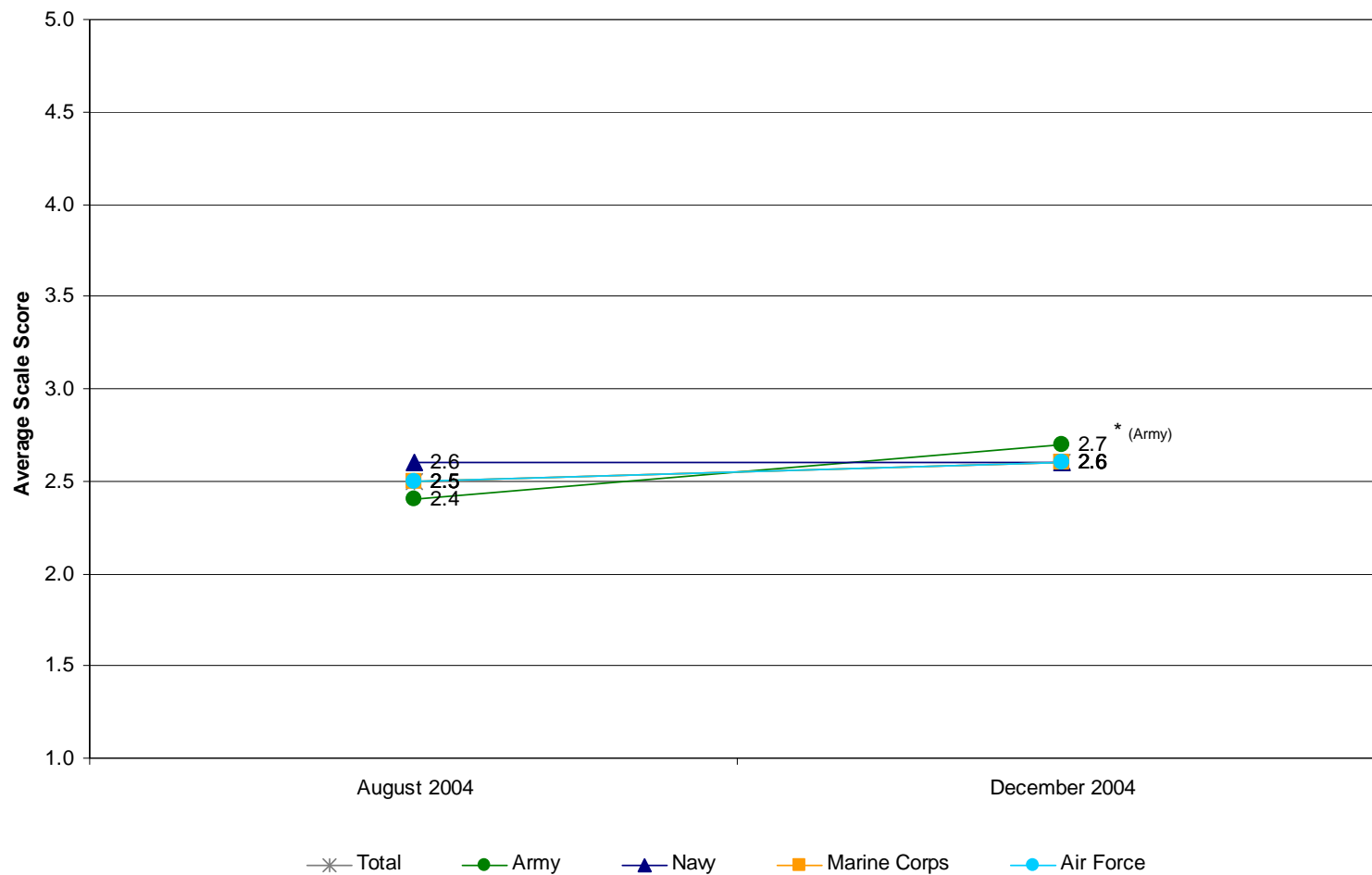
* Significant difference from last survey

Margins of error do not exceed $\pm 0.1\%$, except for December 2004 which do not exceed $\pm 0.2\%$

RETENTION

Normative Commitment Scale

Average of All Service Members



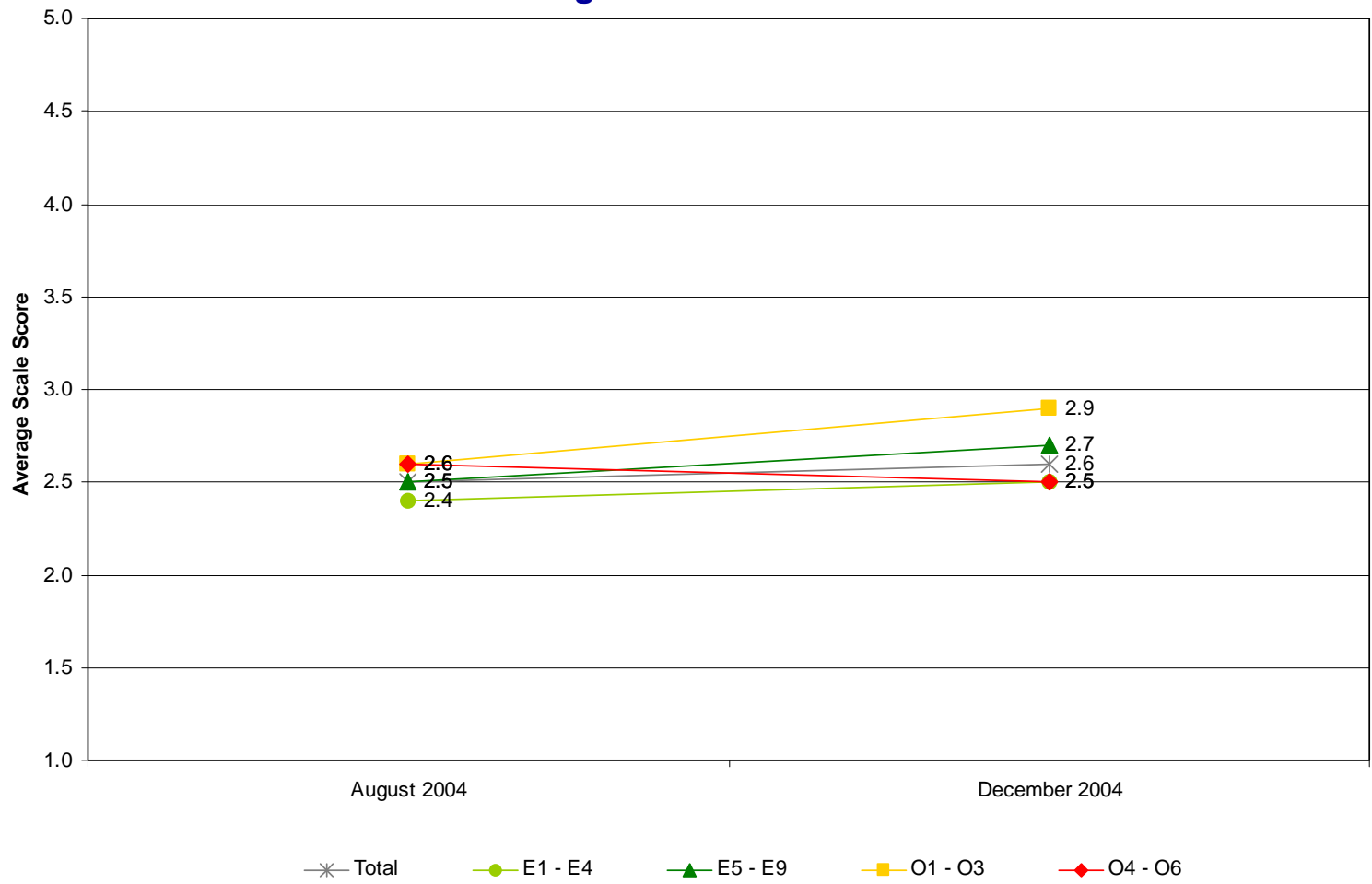
* Significant difference from last survey

Margins of error do not exceed $\pm 0.1\%$, except for December 2004 which do not exceed $\pm 0.2\%$

RETENTION

Normative Commitment Scale

Average of All Service Members



* Significant difference from last survey

Margins of error do not exceed $\pm 0.1\%$, except for December 2004 which do not exceed $\pm 0.3\%$

RETENTION

Summary of Findings

December 2004

- 58% likely to stay; 28% unlikely
 - More likely to stay led by Navy, Air Force, E5-E9, O4-O6, Marine Corps officer, Air Force enlisted, living off base, married with children, and male officer
 - More unlikely to stay led by Army, Marine Corps, enlisted with 3-5 years of service, E1-E4, living on base, and single without children
- 48% reported their spouse/significant other supports staying on active duty
 - Support staying led by Air Force, E5-E9, Air Force enlisted, married with children, and male
 - Support leaving led by Army, enlisted with 3-5 years of service, E1-E4, and Marine Corps enlisted
- 43% reported their families support staying on active duty
 - Support staying led by Air Force, E5-E9, Air Force enlisted, and married with children
 - Support leaving led by Army, enlisted with 3-5 years of service, and Marine Corps enlisted
- On a scale from 1 (lowest) to 5 (highest), commitment measures ranged from 2.6 to 3.8
 - Highest was *Affective Commitment* (emotional attachment)
 - Lowest was *Normative Commitment* (sense of obligation)

RETENTION

Summary of Findings

Trends

August 2004 – December 2004

- Normative Commitment increased among Army members (+.3 points)

November 2003 – December 2004

- No change

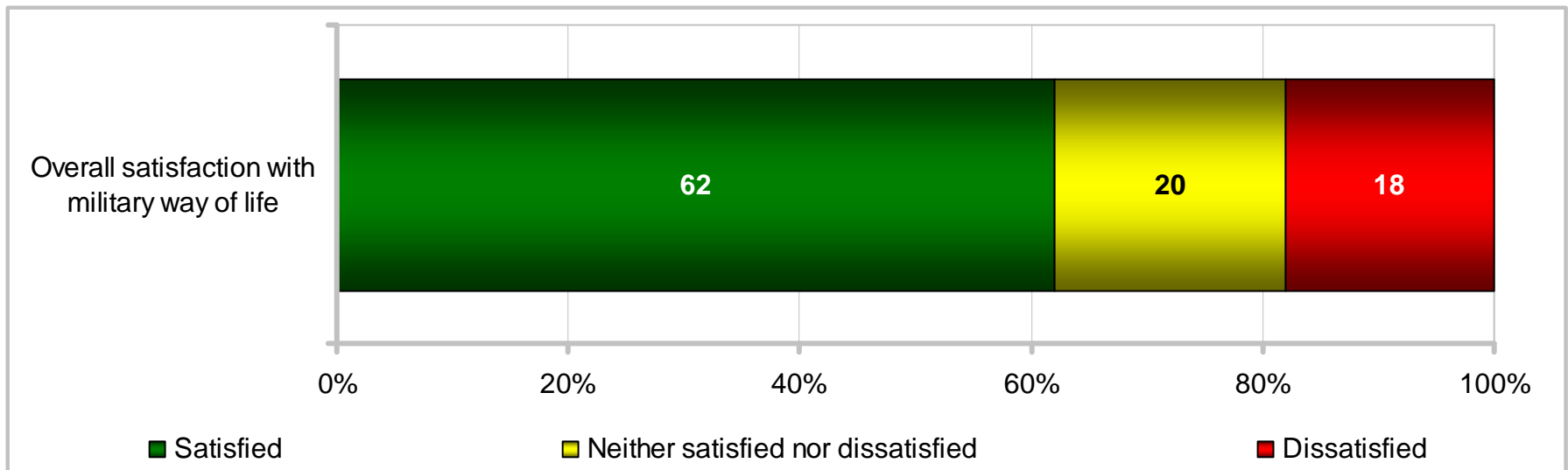
LEADING INDICATORS AND RELATED ITEMS

- Retention
- ✓ Satisfaction
- Tempo
 - Deployments since September 11, 2001
 - Top concerns
 - Permanent change of station (PCS) moves
- Personal and work stress
- Personal and unit preparedness

SATISFACTION

Overall Military Way of Life

Percent of All Service Members



SATISFACTION

Overall Military Way of Life

Percent of All Service Members

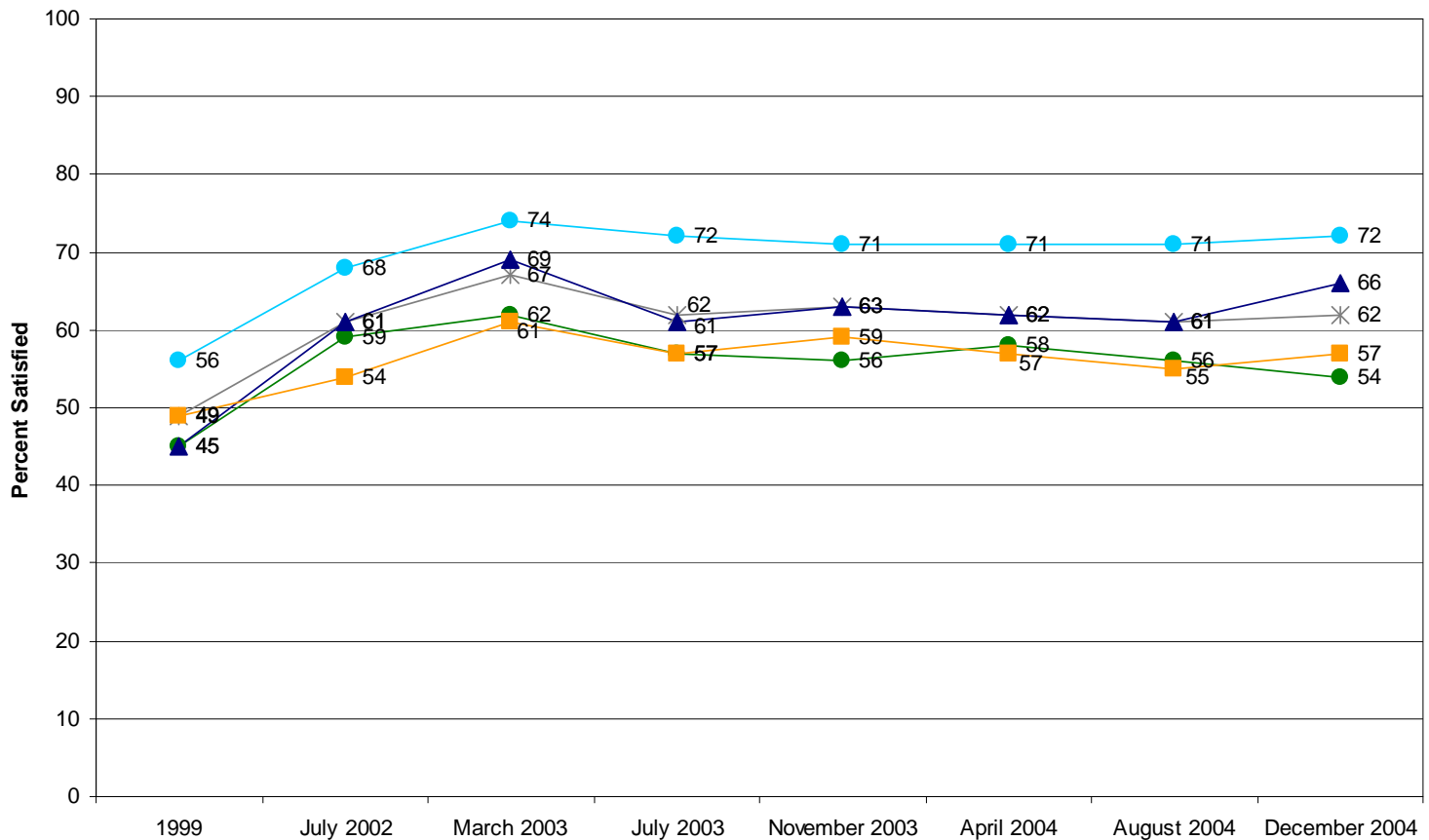
KEY: Higher Response of Satisfied Lower Response of Satisfied Higher Response of Dissatisfied			Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
			Overall satisfaction with military way of life	Satisfied	62	54	66	57	72	45	61	49	70	71	77	52	67	64	75	54	85
	Dissatisfied	18	23	17	17	13	26	17	25	13	15	9	24	16	17	15	19	5	13	10	

KEY: Higher Response of Satisfied Lower Response of Satisfied Higher Response of Dissatisfied			Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
			Overall satisfaction with military way of life	Satisfied	62	63	59	56	67	63	61	62	55	68	64	60	73	62	75
	Dissatisfied	18	18	19	22	15	18	17	17	23	14	18	19	13	18	12	18	17	

SATISFACTION

Overall Military Way of Life

Percent of All Service Members



ADS 1999 Q51
 SOFA Jul 02 Q52
 SOFA Mar 03 Q3
 SOFA Jul 03 Q22
 SOFA Nov 03 Q21
 SOFA Apr 04 Q24
 SOFA Aug 04 Q21
 SOFA Dec 04 Q21

—*— Total —●— Army —▲— Navy —■— Marine Corps —●— Air Force

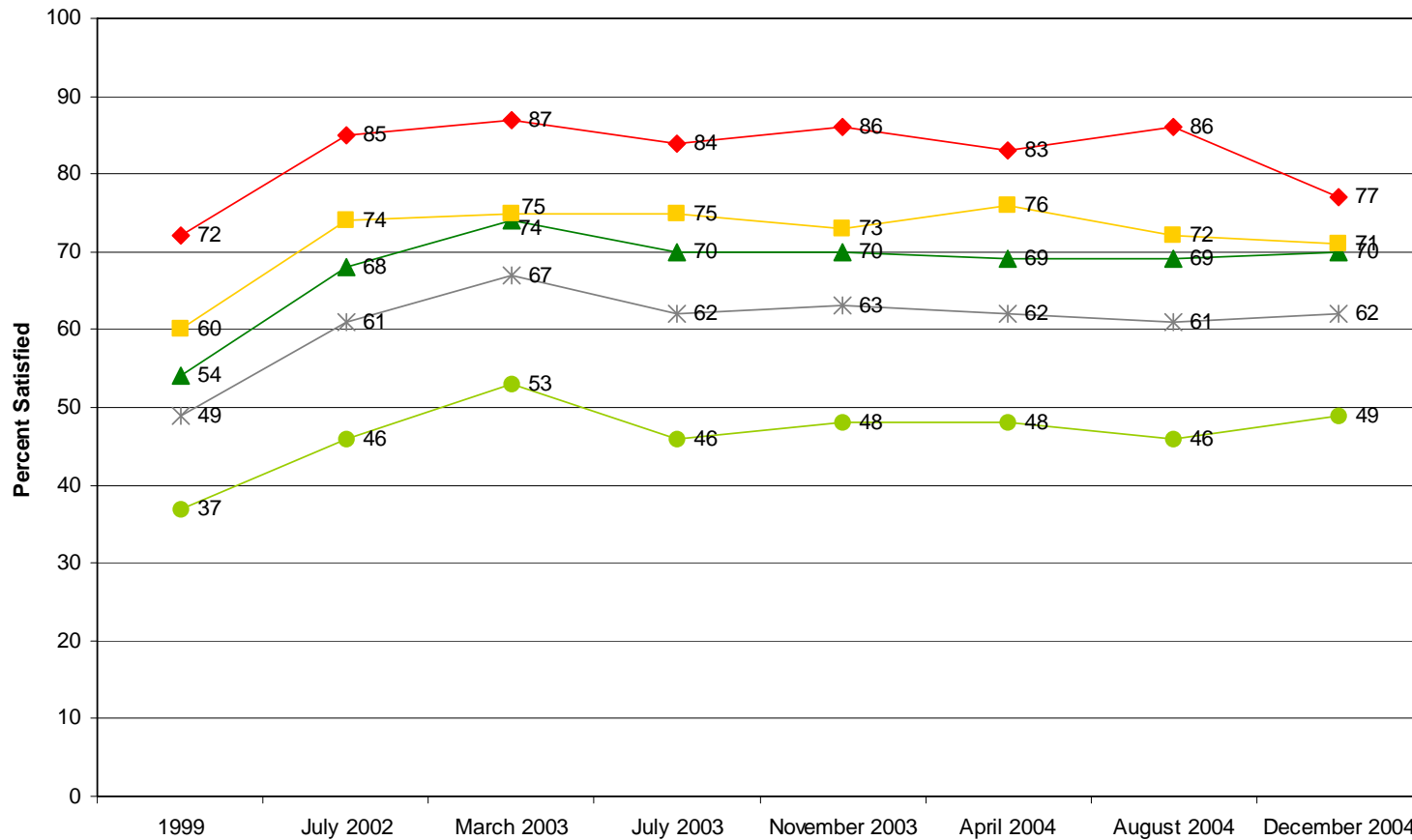
* Significant difference from last survey
 † Significant difference from 1 year ago

Margins of error do not exceed ±4%, except for December 2004 which do not exceed ±6%

SATISFACTION

Overall Military Way of Life

Percent of All Service Members



ADS 1999 Q51
 SOFA Jul 02 Q52
 SOFA Mar 03 Q3
 SOFA Jul 03 Q22
 SOFA Nov 03 Q21
 SOFA Apr 04 Q24
 SOFA Aug 04 Q21
 SOFA Dec 04 Q21

✱ Total

● E1 - E4

▲ E5 - E9

■ O1 - O3

◆ O4 - O6

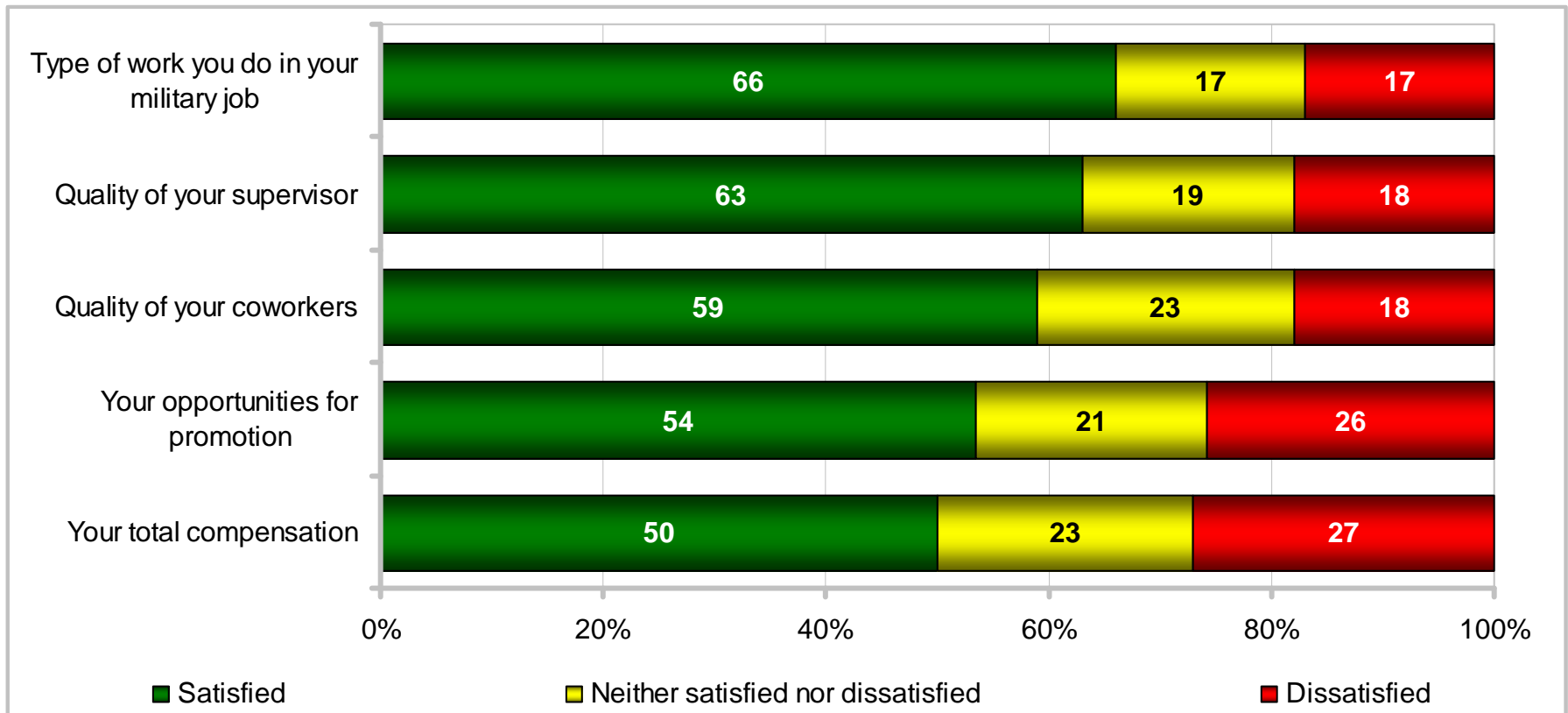
* Significant difference from last survey
 † Significant difference from 1 year ago

Margins of error do not exceed ±3%, except for December 2004 which do not exceed ±9%

SATISFACTION

Aspects of Military Service

Percent of All Service Members



SATISFACTION

Aspects of Military Service

Percent of All Service Members

KEY: Higher Response of Satisfied Lower Response of Satisfied Higher Response of Dissatisfied			Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
Type of work you do in your military job	Satisfied	66	64	68	66	66	59	65	53	72	78	81	62	75	67	81	64	79	62	84	
	Dissatisfied	17	19	15	16	17	22	17	24	14	11	9	21	8	15	13	17	8	19	9	
Quality of your supervisor	Satisfied	63	59	64	59	68	54	58	58	64	65	77	57	69	62	75	57	77	68	67	
	Dissatisfied	18	22	18	22	13	25	20	22	17	13	11	23	17	18	13	23	10	15	9	
Quality of your coworkers	Satisfied	59	56	60	59	61	50	52	53	57	72	82	53	71	57	78	57	82	56	80	
	Dissatisfied	18	20	17	17	17	25	21	22	18	9	4	23	8	19	4	18	4	19	9	
Your opportunities for promotion	Satisfied	54	51	46	52	66	45	53	46	55	67	71	47	66	43	63	49	74	65	73	
	Dissatisfied	26	29	33	23	15	33	27	32	24	13	15	32	17	35	18	24	10	17	9	
Your total compensation	Satisfied	50	45	53	43	57	41	46	40	51	75	73	41	62	50	78	38	81	51	77	
	Dissatisfied	27	31	26	30	22	32	30	30	27	15	20	32	26	27	15	32	10	23	16	

SATISFACTION

Aspects of Military Service

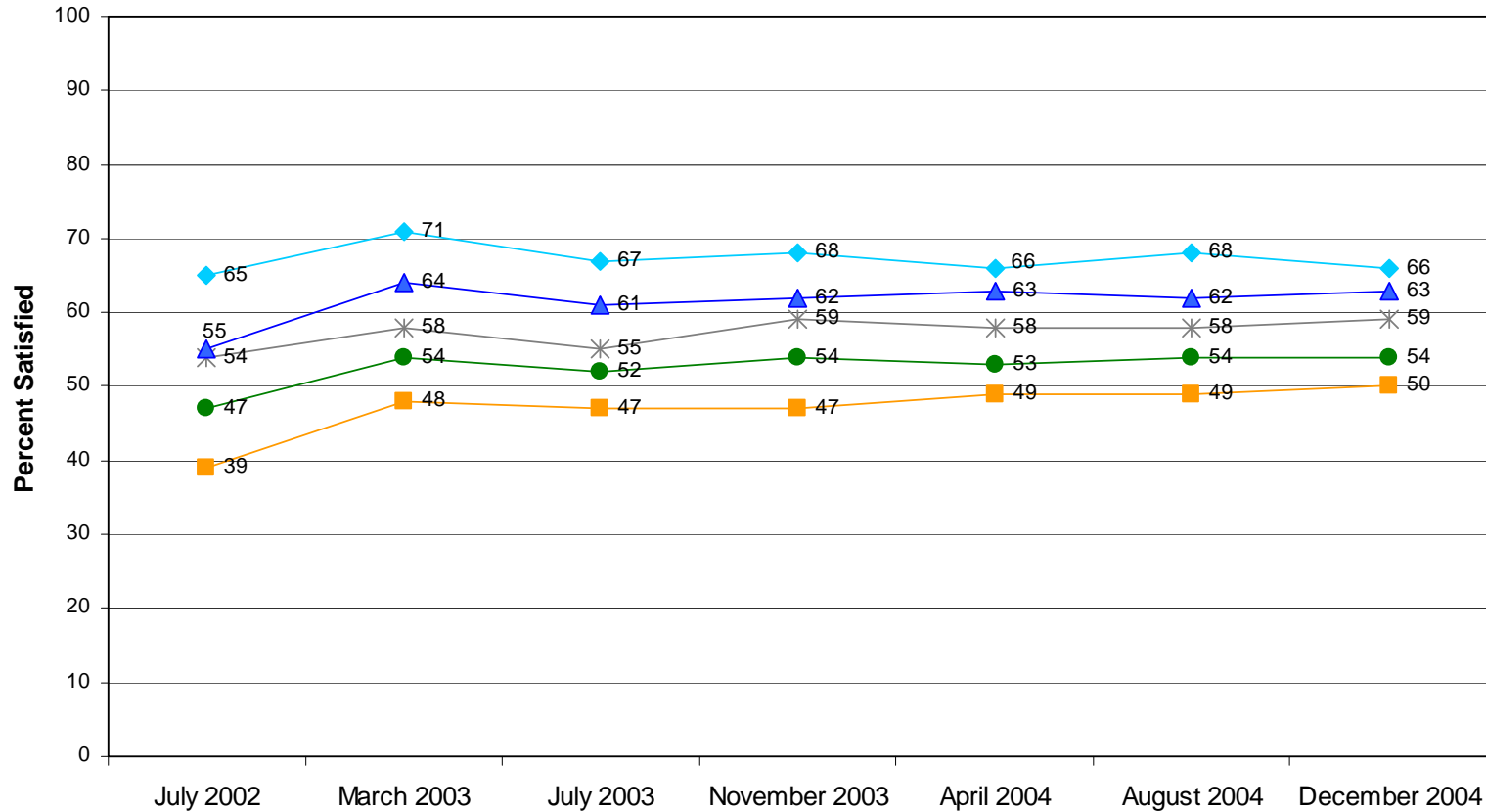
Percent of All Service Members

KEY:		Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
Type of work you do in your military job	Satisfied	66	67	62	62	69	66	67	66	60	75	57	64	80	62	78	66	65
	Dissatisfied	17	16	21	20	15	18	16	13	20	12	25	19	10	18	10	17	16
Quality of your supervisor	Satisfied	63	63	60	62	63	62	63	62	60	66	60	62	70	57	70	63	59
	Dissatisfied	18	18	21	20	18	19	18	20	20	16	20	19	13	23	13	18	21
Quality of your coworkers	Satisfied	59	59	55	56	60	59	59	54	54	63	57	56	77	49	76	59	54
	Dissatisfied	18	17	21	20	17	19	17	24	20	15	19	19	6	24	10	17	21
Your opportunities for promotion	Satisfied	54	54	52	51	56	54	54	44	49	58	56	51	68	50	72	54	53
	Dissatisfied	26	25	27	28	24	25	27	34	28	24	22	28	14	25	12	26	23
Your total compensation	Satisfied	50	50	52	43	55	54	44	54	46	53	49	45	71	51	78	49	56
	Dissatisfied	27	27	26	30	25	25	29	30	28	26	25	29	20	24	12	28	22

SATISFACTION

Aspects of Military Service

Percent of All Service Members



SOFA Jul 02 Q51
 SOFA Mar 03 Q2
 SOFA Jul 03 Q21
 SOFA Nov 03 Q20
 SOFA Apr 04 Q23
 SOFA Aug 04 Q20
 SOFA Dec 04 Q20

—■— Your total compensation
 —▲— Quality of your supervisor

—●— Your opportunities for promotion
 —◆— Type of work you do in your military job

—*— Quality of your coworkers

* Significant difference from last survey
 † Significant difference from 1 year ago

Margins of error do not exceed ±2%, except for December 2004 which do not exceed ±3%

SATISFACTION

Summary of Findings

December 2004

- 62% satisfied with overall *military way of life*
 - Led by Air Force, E5-E9, O4-O6, Marine Corps officer, Air Force enlisted, living off base, and married with children
- 18% dissatisfied with overall *military way of life*
 - Led by Army, enlisted with 3-5 years of service, E1-E4, living on base, and single without children
- 50% to 66% satisfied with *aspects of military life*
 - Highest satisfaction with *type of work you do in your military job* (66%)
 - Lowest satisfaction with *your total compensation* (50%)

SATISFACTION

Summary of Findings

Trends

August 2004 – December 2004

- No change

November 2003 – December 2004

- No change

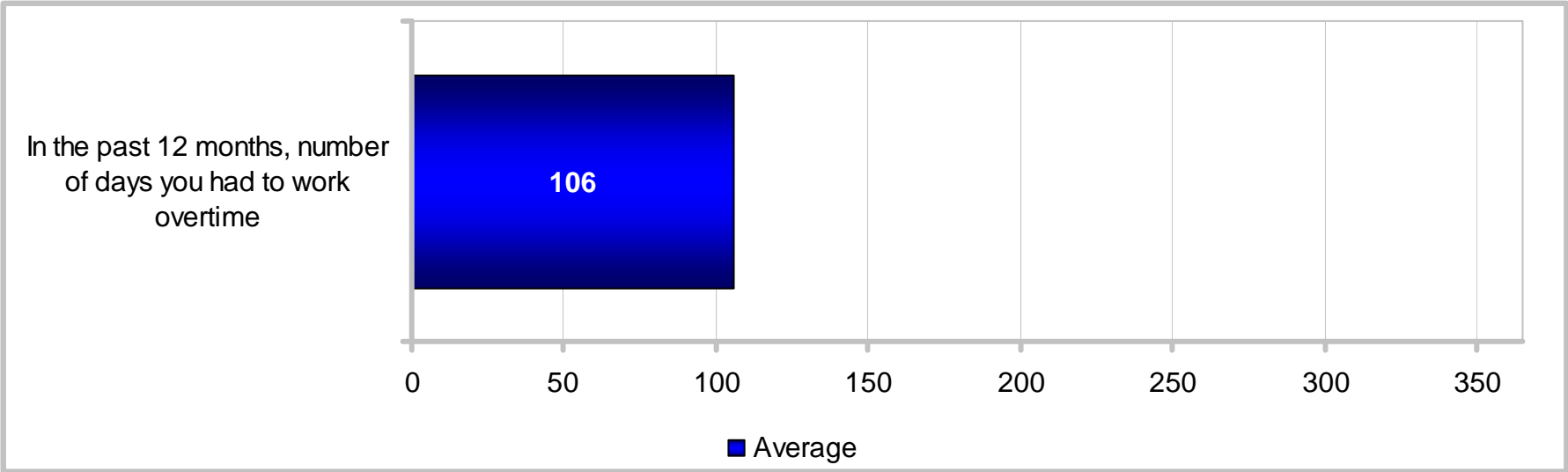
LEADING INDICATORS AND RELATED ITEMS

- Retention
- Satisfaction
- ✓ Tempo
 - Deployments since September 11, 2001
 - Top concerns
 - Permanent change of station (PCS) moves
- Personal and work stress
- Personal and unit preparedness

TEMPO

Days Worked Longer Than Normal

Average of All Service Members



TEMPO

Days Worked Longer Than Normal

Average of All Service Members

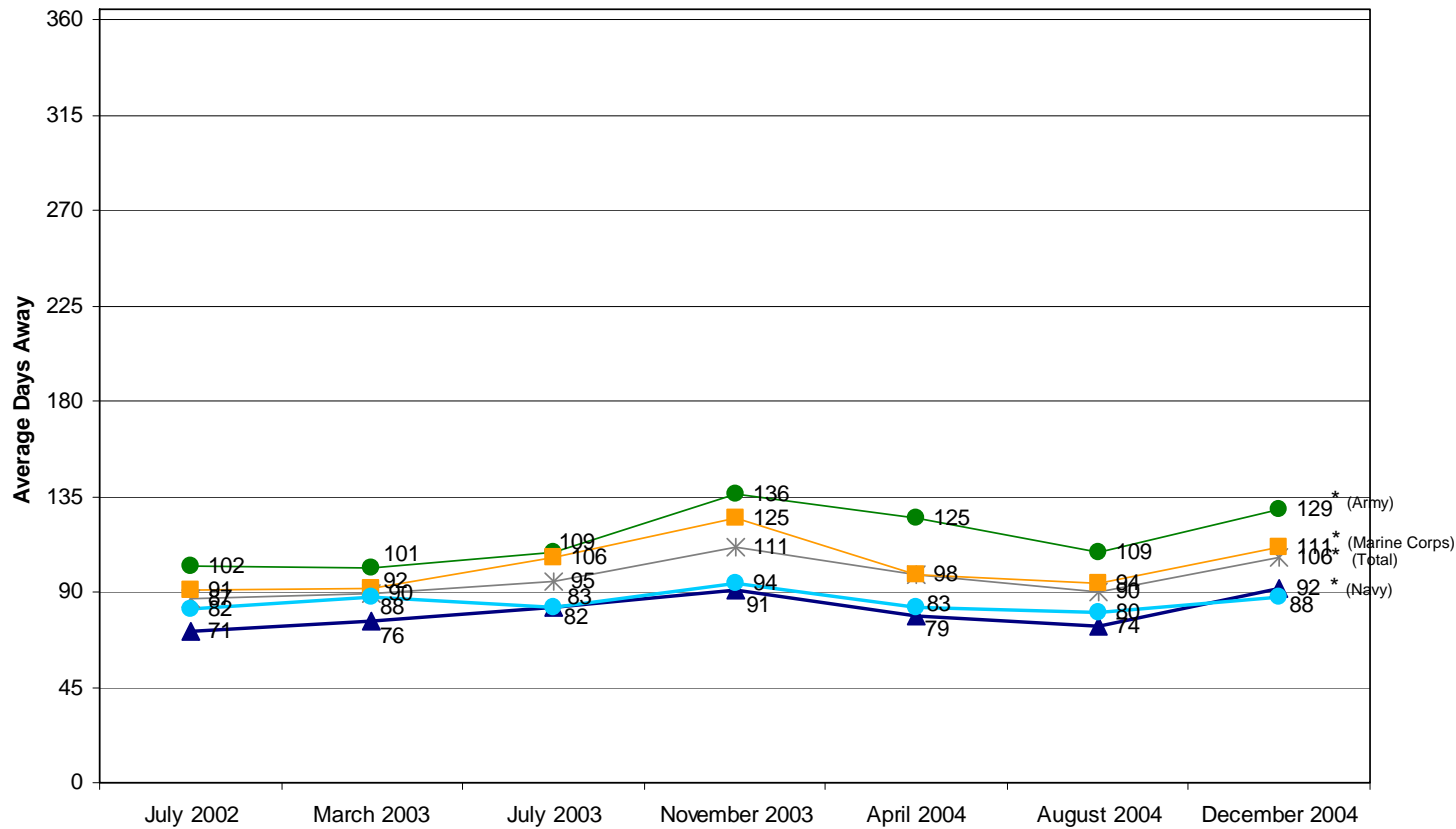
KEY: More Than Average Less Than Average																			
	Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
In the past 12 months, number of days you had to work overtime	106	129	92	111	88	112	110	83	115	130	144	127	136	87	126	108	132	73	145

KEY: More Than Average Less Than Average																	
	Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
In the past 12 months, number of days you had to work overtime	106	104	116	97	112	113	95	106	89	121	103	104	138	80	130	109	89

TEMPO

Days Worked Longer Than Normal

Average of All Service Members



✱ Total
 ● Army
 ▲ Navy
 ■ Marine Corps
 ● Air Force

* Significant difference from last survey
 † Significant difference from 1 year ago

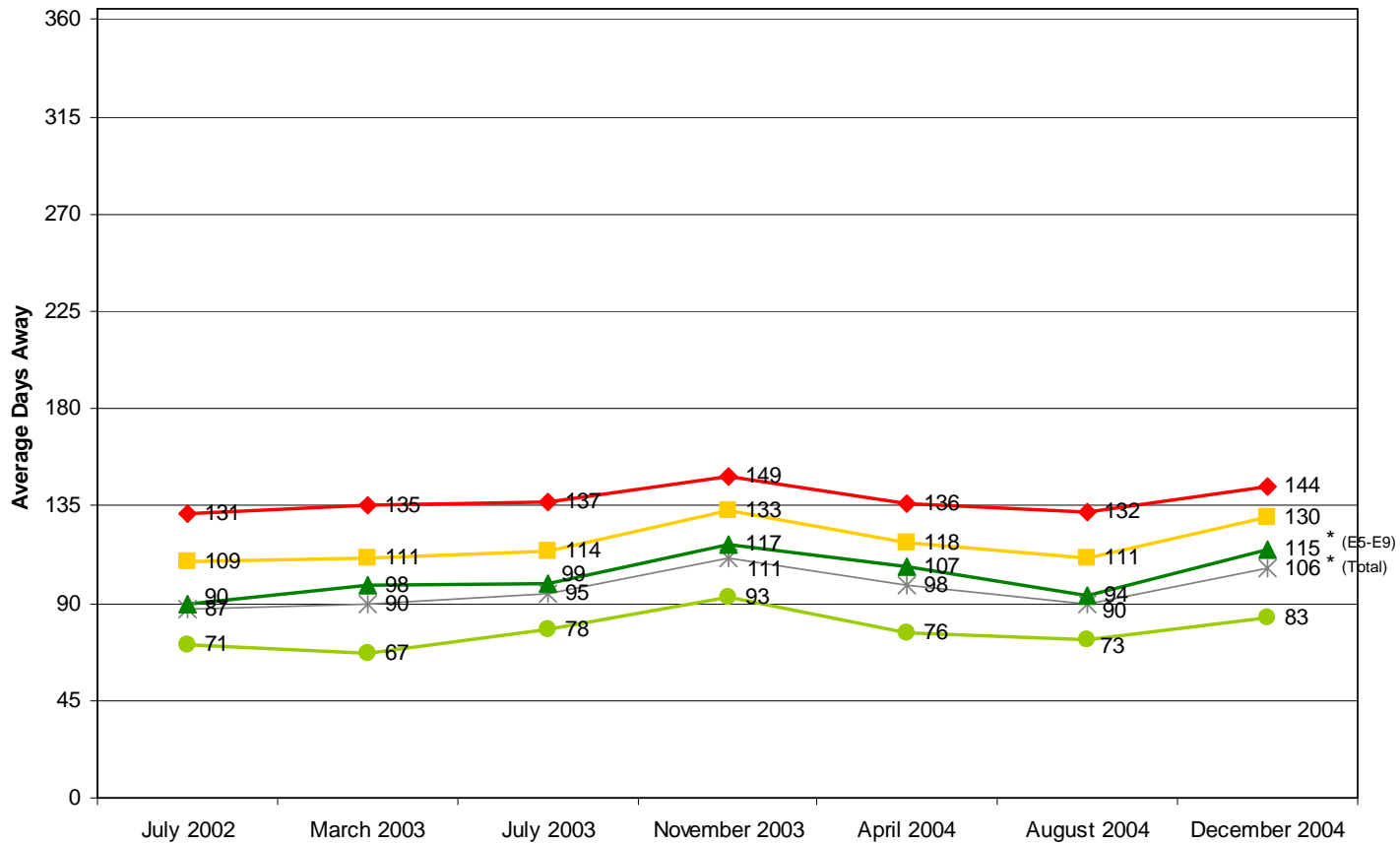
SOFA Jul 02 Q39
 SOFA Mar 03 Q11
 SOFA Jul 03 Q29
 SOFA Nov 03 Q28
 SOFA Apr 04 Q31
 SOFA Aug 04 Q28
 SOFA Dec 04 Q28

Margins of error do not exceed ±7 days, except for
 December 2004 which do not exceed ±11 days

TEMPO

Days Worked Longer Than Normal

Average of All Service Members



SOFA Jul 02 Q39
 SOFA Mar 03 Q11
 SOFA Jul 03 Q29
 SOFA Nov 03 Q28
 SOFA Apr 04 Q31
 SOFA Aug 04 Q28
 SOFA Dec 04 Q28

—*— Total ● E1 - E4 ▲ E5 - E9 ■ O1 - O3 ◆ O4 - O6

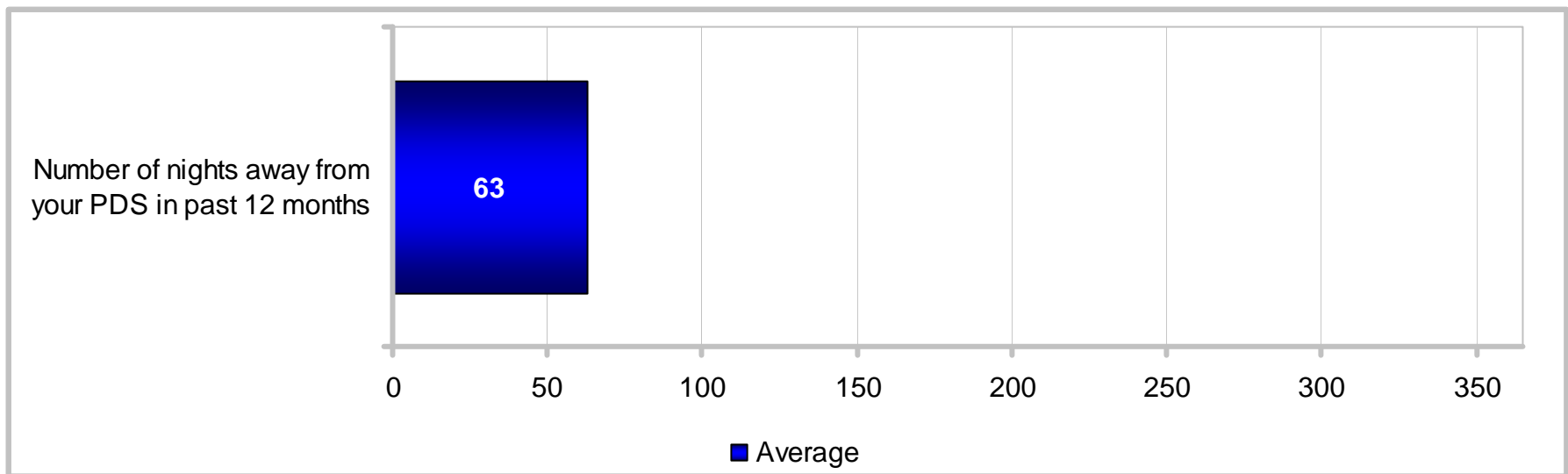
* Significant difference from last survey
 † Significant difference from 1 year ago

Margins of error do not exceed ±6 days, except for December 2004 which do not exceed ±20 days

TEMPO

Nights Away From Permanent Duty Station

Average of All Service Members



TEMPO

Nights Away From Permanent Duty Station

Average of All Service Members

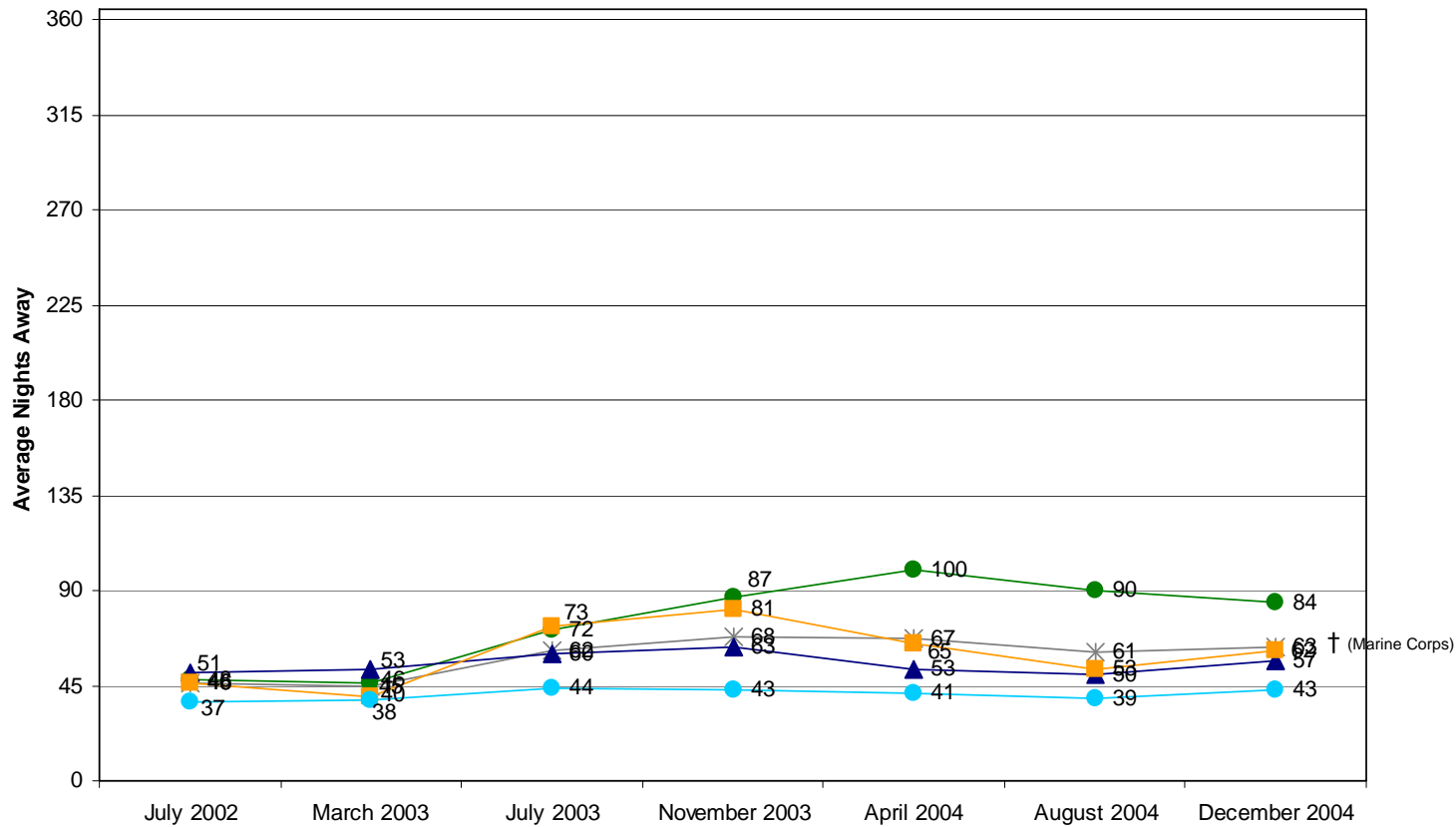
KEY: More Than Average Less Than Average	Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
	Number of nights away from your PDS in past 12 months	63	84	57	62	43	77	64	55	67	83	58	83	89	55	72	61	75	39

KEY: More Than Average Less Than Average	Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
	Number of nights away from your PDS in past 12 months	63	63	65	61	65	68	56	49	62	68	59	66	79	39	47	68

TEMPO

Nights Away From Permanent Duty Station

Average of All Service Members



SOFA Jul 02 Q41
 SOFA Mar 03 Q14
 SOFA Jul 03 Q30
 SOFA Nov 03 Q29
 SOFA Apr 04 Q32
 SOFA Aug 04 Q29
 SOFA Dec 04 Q29

—*— Total —●— Army —▲— Navy —■— Marine Corps —●— Air Force

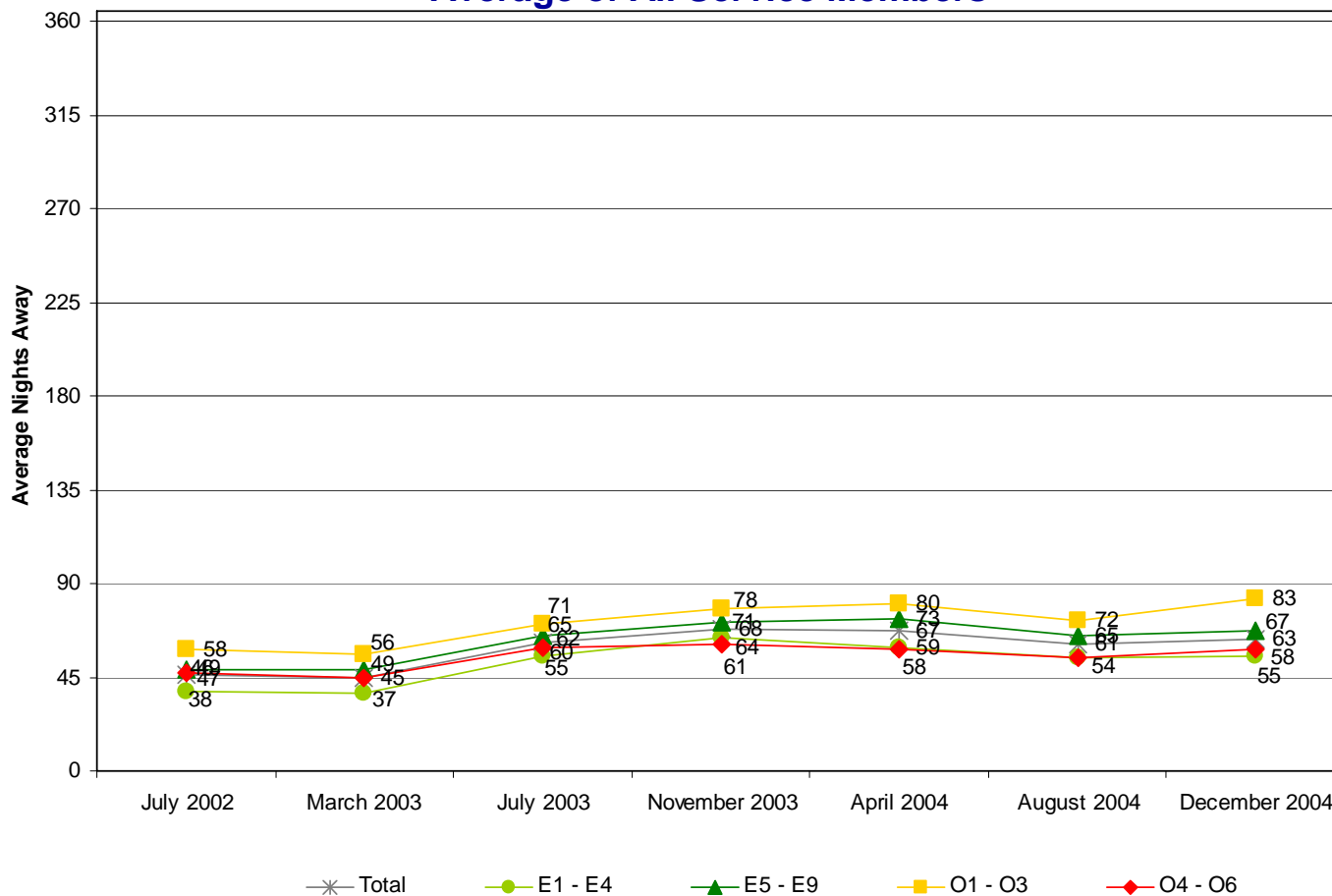
* Significant difference from last survey
 † Significant difference from 1 year ago

Margins of error do not exceed ±6 nights, except for December 2004 which do not exceed ±9 nights

TEMPO

Nights Away From Permanent Duty Station

Average of All Service Members



SOFA Jul 02 Q41
 SOFA Mar 03 Q14
 SOFA Jul 03 Q30
 SOFA Nov 03 Q29
 SOFA Apr 04 Q32
 SOFA Aug 04 Q29
 SOFA Dec 04 Q29

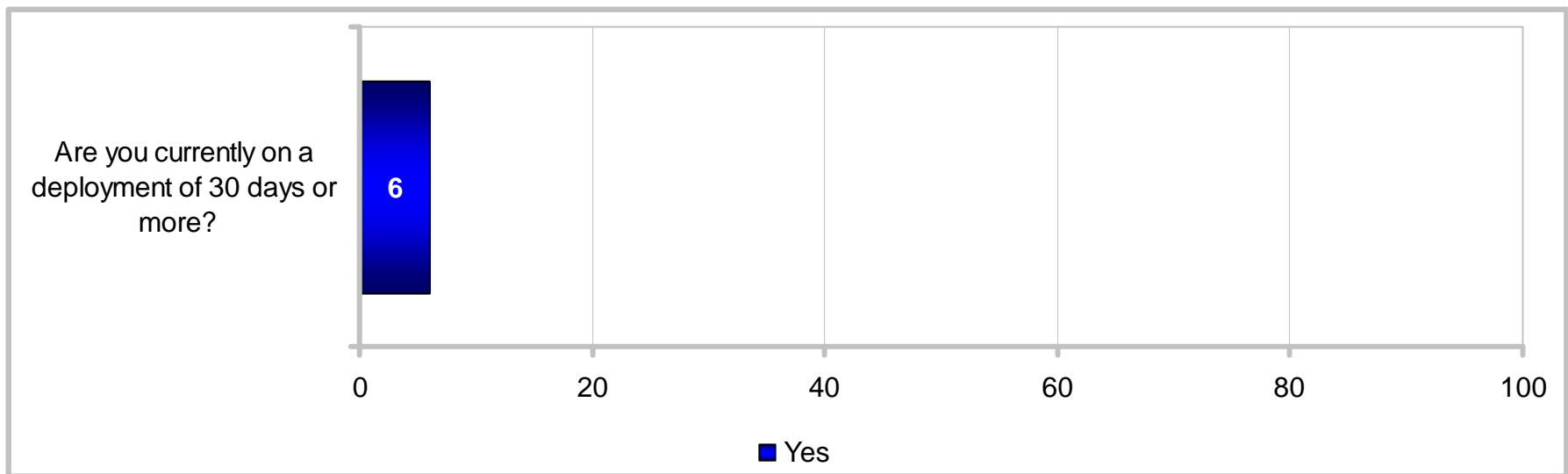
* Significant difference from last survey
 † Significant difference from 1 year ago

Margins of error do not exceed ±5 nights, except for December 2004 which do not exceed ±15 nights

TEMPO

Currently Deployed for 30 Days or More

Percent of All Service Members



TEMPO

Currently Deployed for 30 Days or More

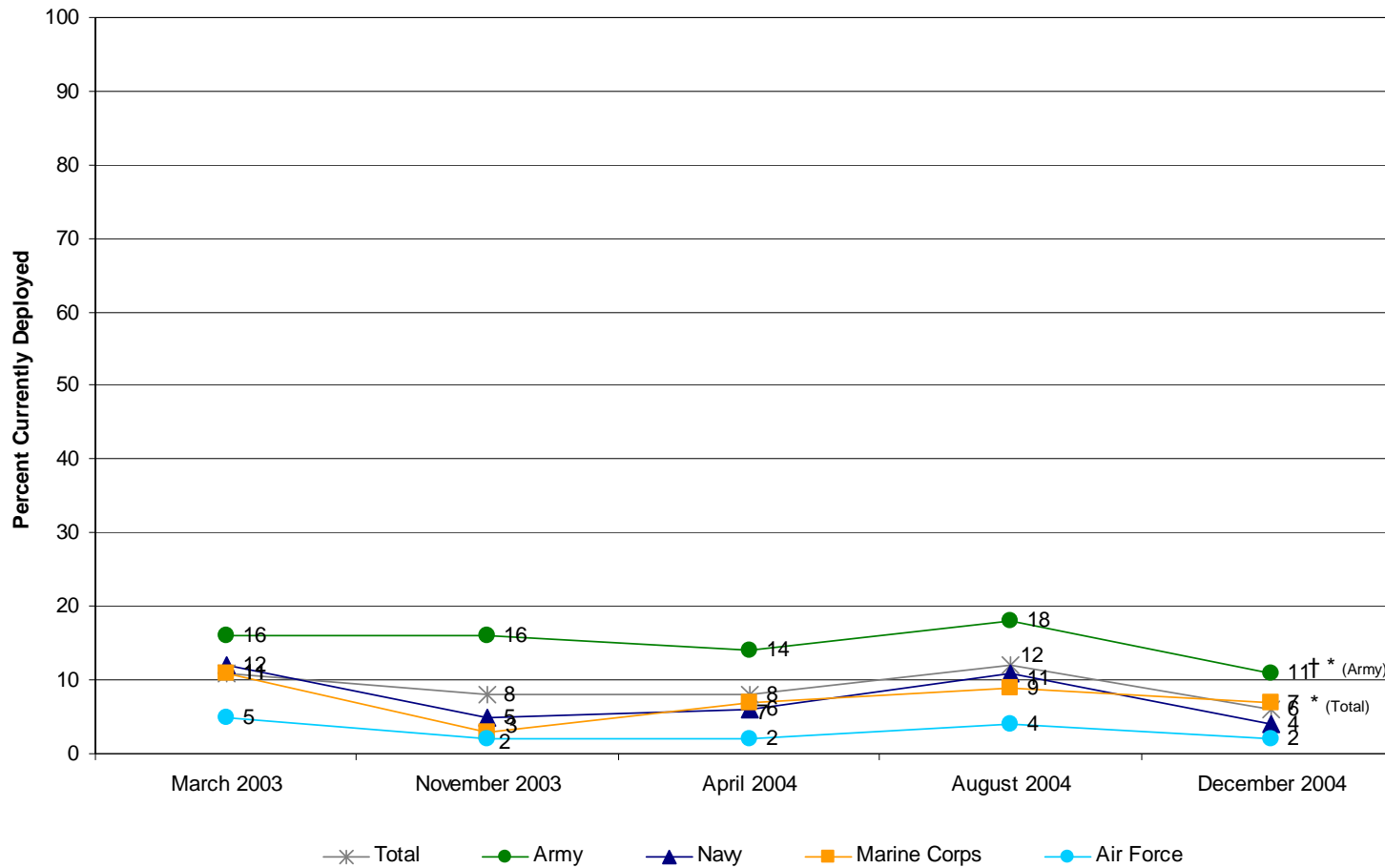
Percent of All Service Members

KEY: Higher Response of Yes Lower Response of Yes	Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
	Are you currently on a deployment of 30 days or more?	6	11	4	7	2	7	9	6	7	5	5	11	9	4	5	7	6	2

KEY: Higher Response of Yes Lower Response of Yes	Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
	Are you currently on a deployment of 30 days or more?	6	5	10	7	6	6	6	6	5	7	7	7	6	4	5	7

TEMPO

Currently Deployed for 30 Days or More Percent of All Service Members



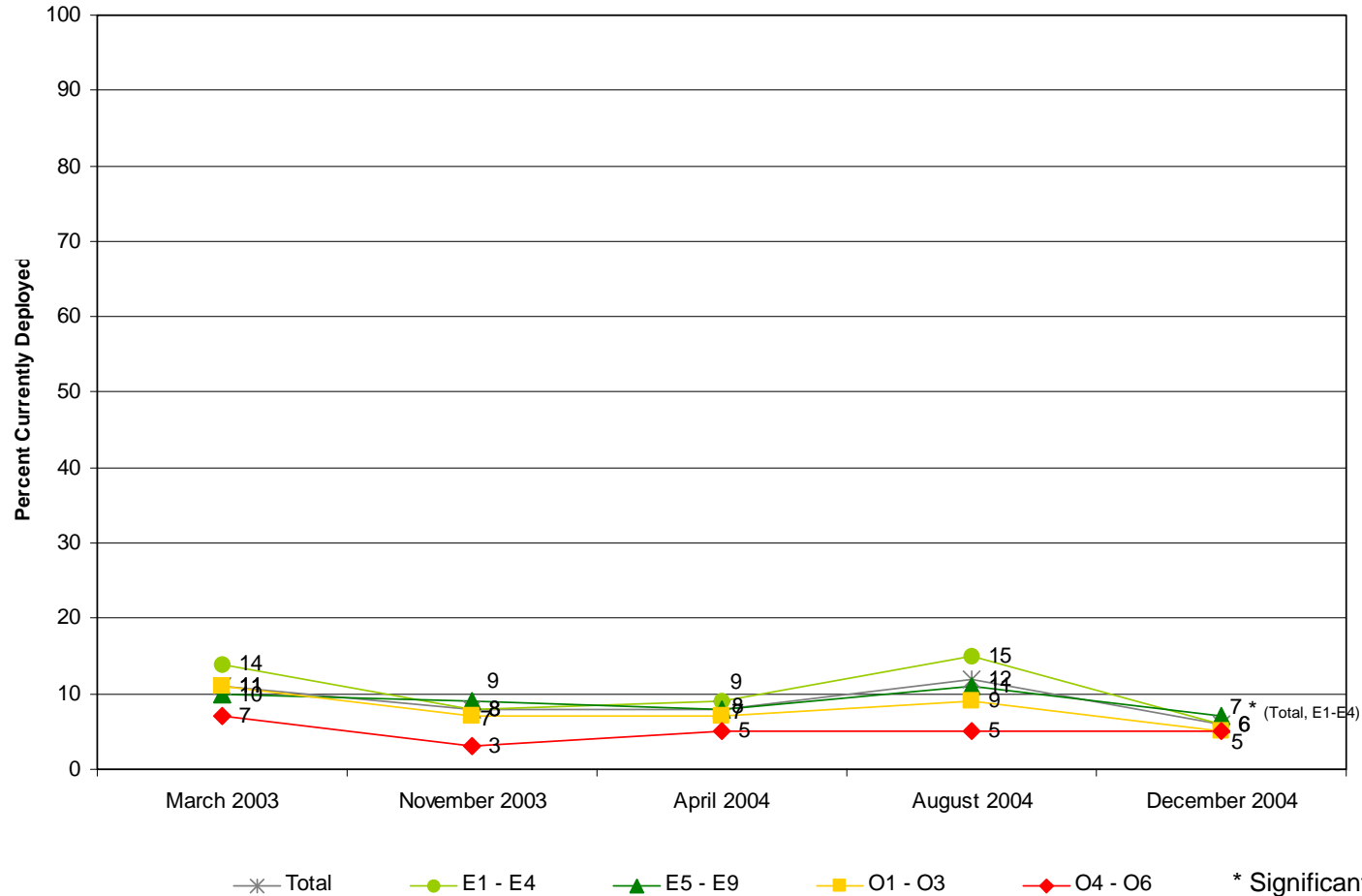
SOFA Mar 03 Q13
 SOFA Nov 03 Q30
 SOFA Apr 04 Q33
 SOFA Aug 04 Q30
 SOFA Dec 04 Q30

* Significant difference from last survey
 † Significant difference from 1 year ago

Margins of error do not exceed ±3%

TEMPO

Currently Deployed for 30 Days or More Percent of All Service Members



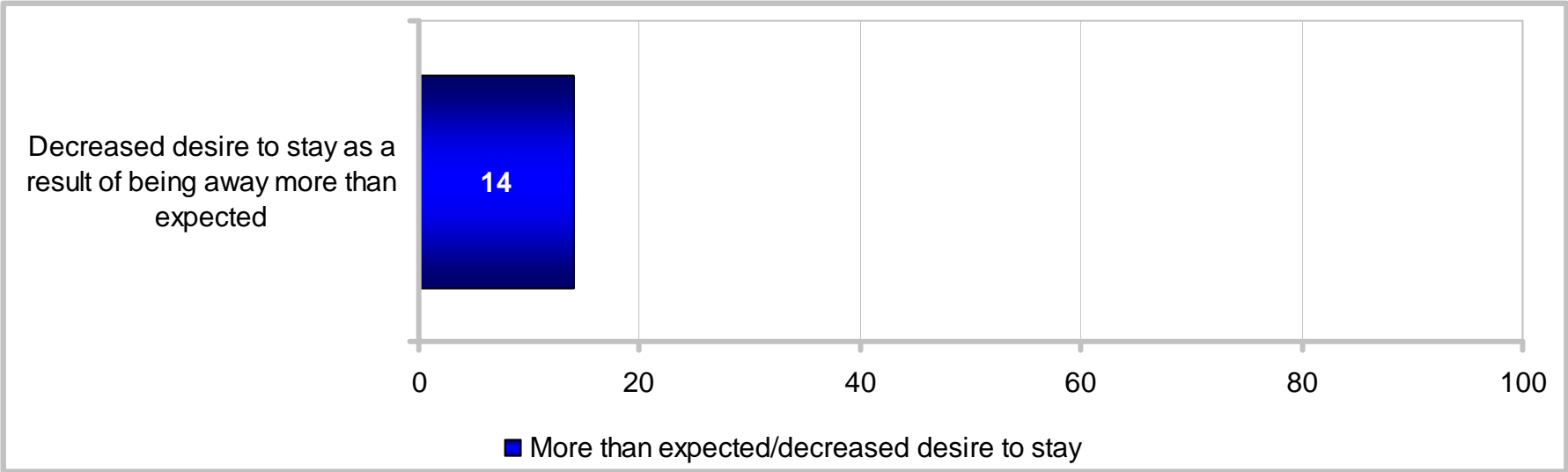
SOFA Mar 03 Q13
 SOFA Nov 03 Q30
 SOFA Apr 04 Q33
 SOFA Aug 04 Q30
 SOFA Dec 04 Q30

Margins of error do not exceed $\pm 2\%$, except for December 2004 which do not exceed $\pm 5\%$

TEMPO

Time Away Decreased Desire To Stay

Percent of All Service Members



TEMPO

Time Away Decreased Desire To Stay

Percent of All Service Members

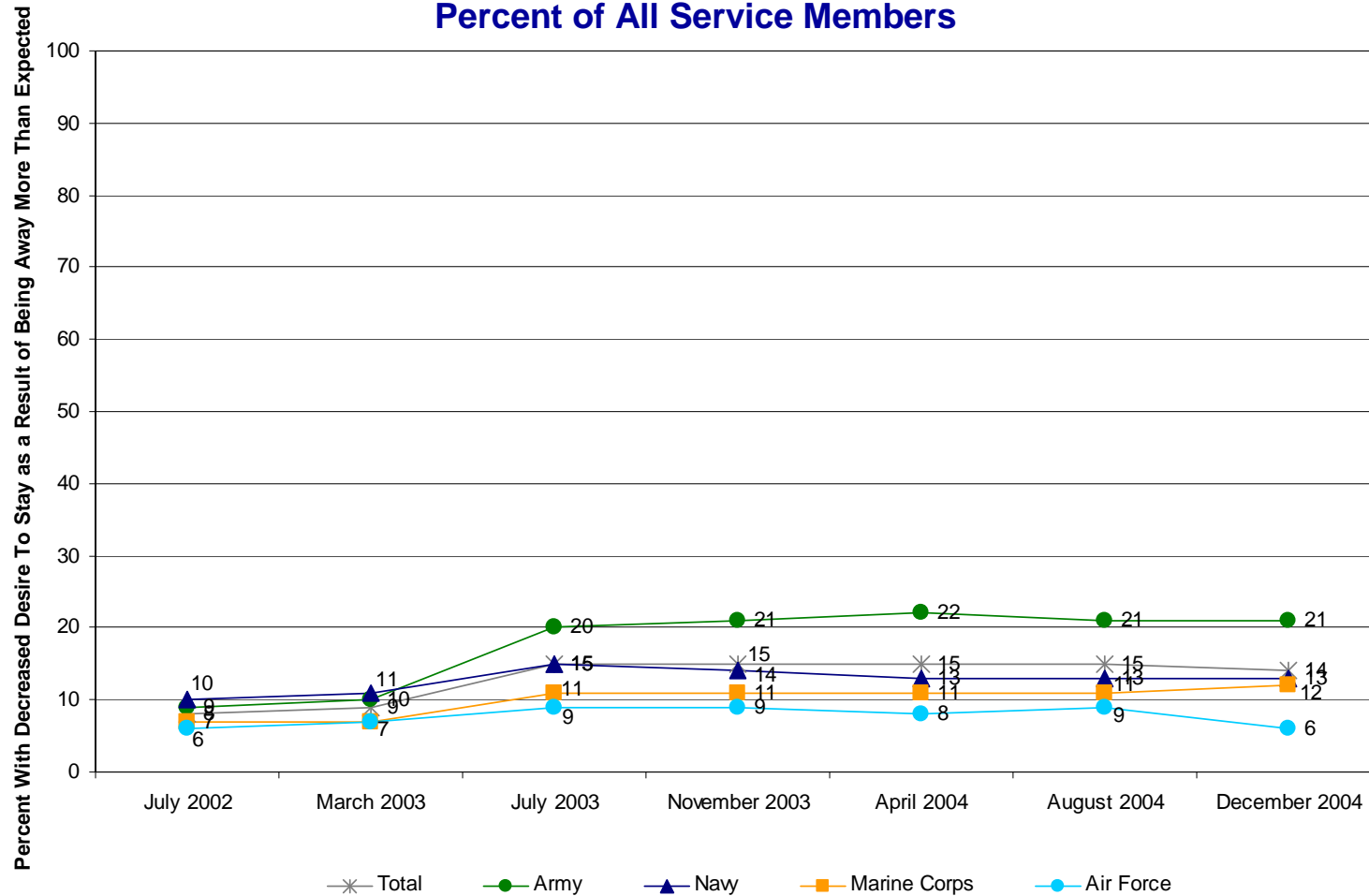
KEY: More Likely To Mark Less Likely To Mark	Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
	Decreased desire to stay as a result of being away more than expected	14	21	13	12	6	18	16	14	13	14	13	21	21	13	15	13	9	5

KEY: More Likely To Mark Less Likely To Mark	Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
	Decreased desire to stay as a result of being away more than expected	14	14	13	13	14	14	14	12	10	16	16	14	16	9	9	14

TEMPO

Time Away Decreased Desire To Stay

Percent of All Service Members



SOFA Jul 02 Q43, Q42
 SOFA Mar 03 Q15, Q16
 SOFA Jul 03 Q31, Q32
 SOFA Nov 03 Q32, Q33
 SOFA Apr 04 Q37, Q38
 SOFA Aug 04 Q32, Q33
 SOFA Dec 04 Q32, Q33

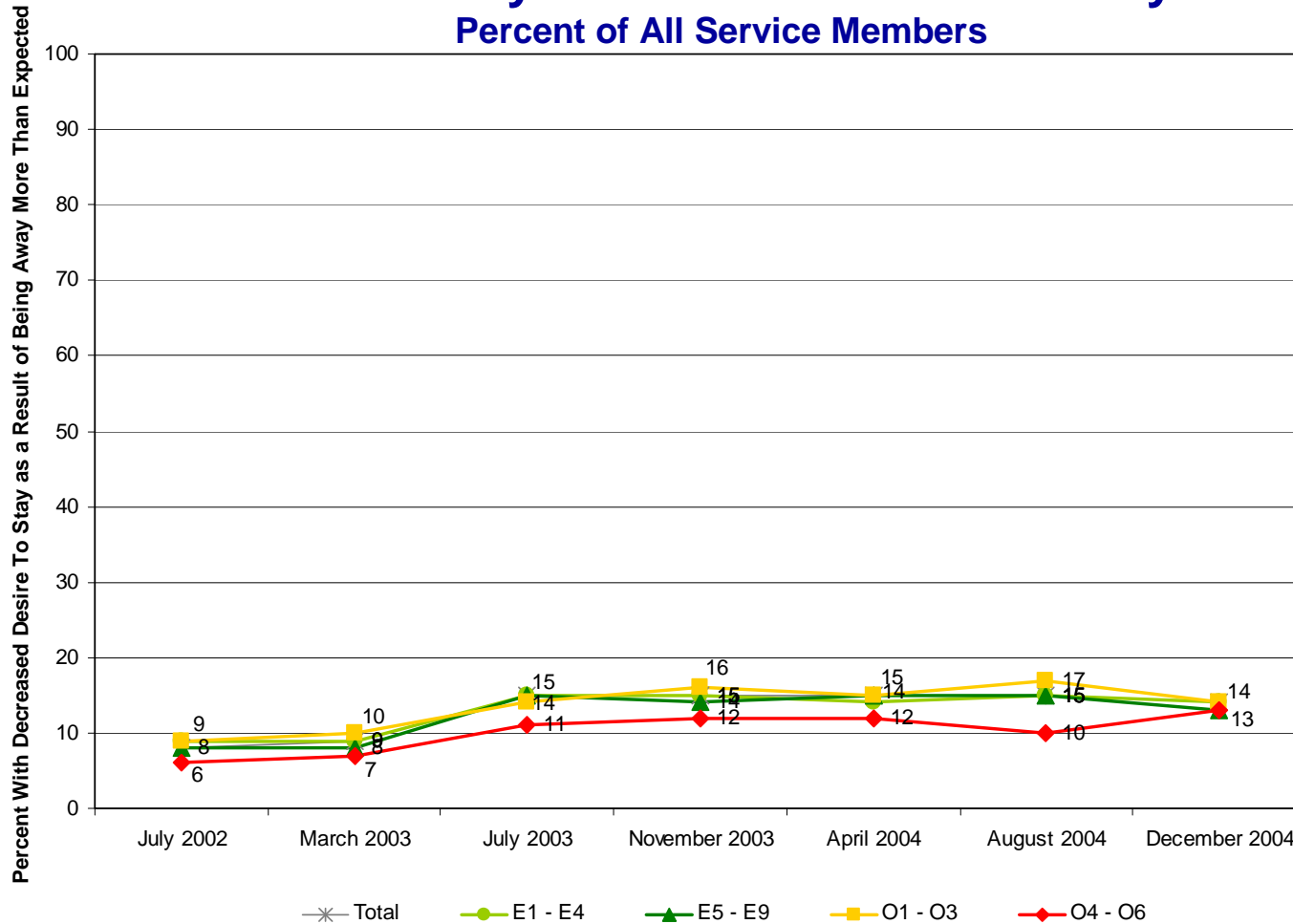
* Significant difference from last survey
 † Significant difference from 1 year ago

Margins of error do not exceed ±3%, except for December 2004 which do not exceed ±4%

TEMPO

Time Away Decreased Desire To Stay

Percent of All Service Members



SOFA Jul 02 Q43, Q42
 SOFA Mar 03 Q15, Q16
 SOFA Jul 03 Q31, Q32
 SOFA Nov 03 Q32, Q33
 SOFA Apr 04 Q37, Q38
 SOFA Aug 04 Q32, Q33
 SOFA Dec 04 Q32, Q33

* Significant difference from last survey
 † Significant difference from 1 year ago

Margins of error do not exceed ±5%, except for December 2004 which do not exceed ±6%

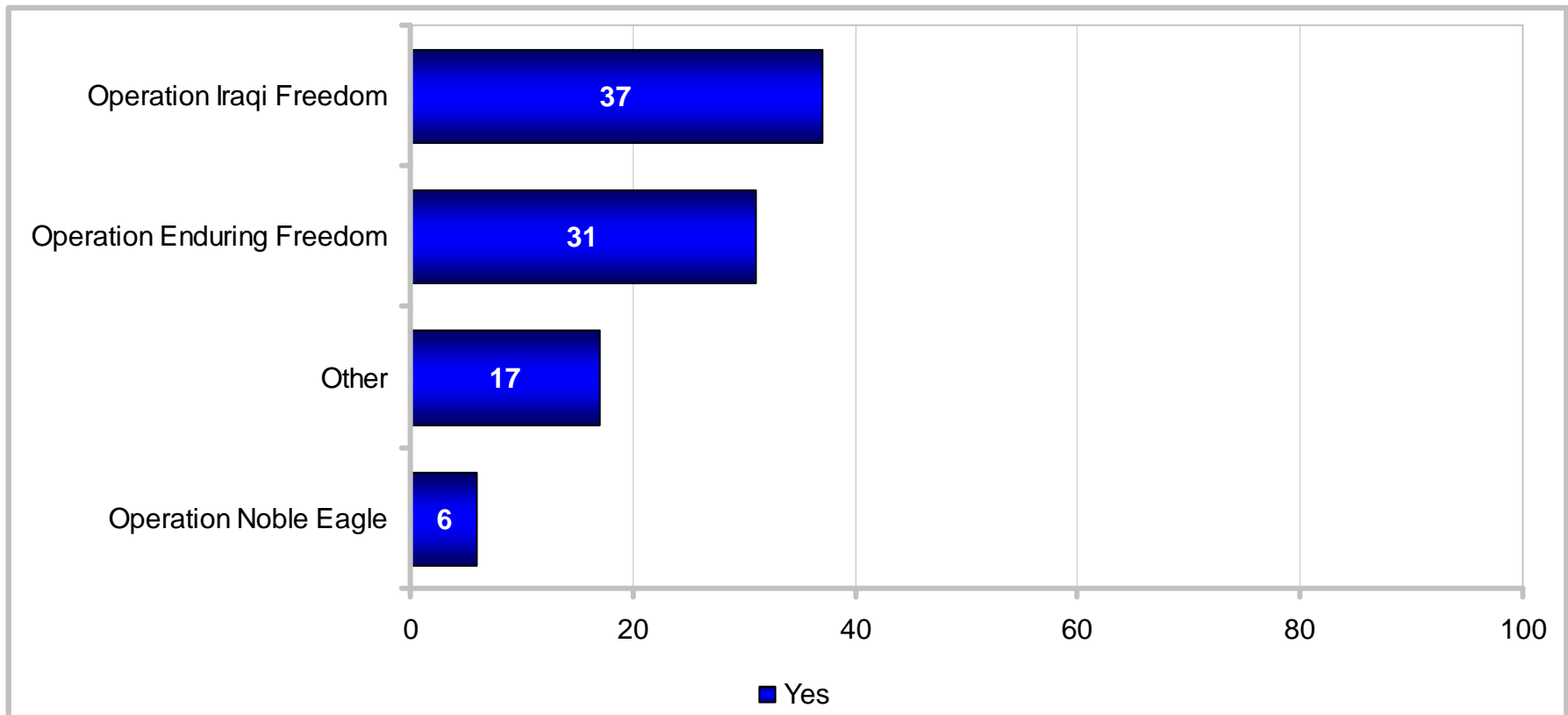
LEADING INDICATORS AND RELATED ITEMS

- **Retention**
- **Satisfaction**
- **Tempo**
 - ✓ **Deployments since September 11, 2001**
 - **Top concerns**
 - **Permanent change of station (PCS) moves**
- **Personal and work stress**
- **Personal and unit preparedness**

DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Participated in Operations

Percent of All Service Members



Note: 55% reported participating in any operation since 9-11-01.

DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Participated in Operations

Percent of All Service Members

KEY: Higher Response of Yes Lower Response of Yes	Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
	Operation Iraqi Freedom	37	47	37	38	24	53	44	34	42	36	24	48	45	39	30	38	37	25
Operation Enduring Freedom	31	26	40	24	31	39	40	24	39	30	19	26	25	41	35	23	32	33	24
Other	17	14	21	23	16	20	20	13	19	26	20	12	23	21	21	23	21	15	23
Operation Noble Eagle	6	3	11	3	7	5	10	3	8	6	8	3	4	10	15	3	5	7	7

DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Participated in Operations

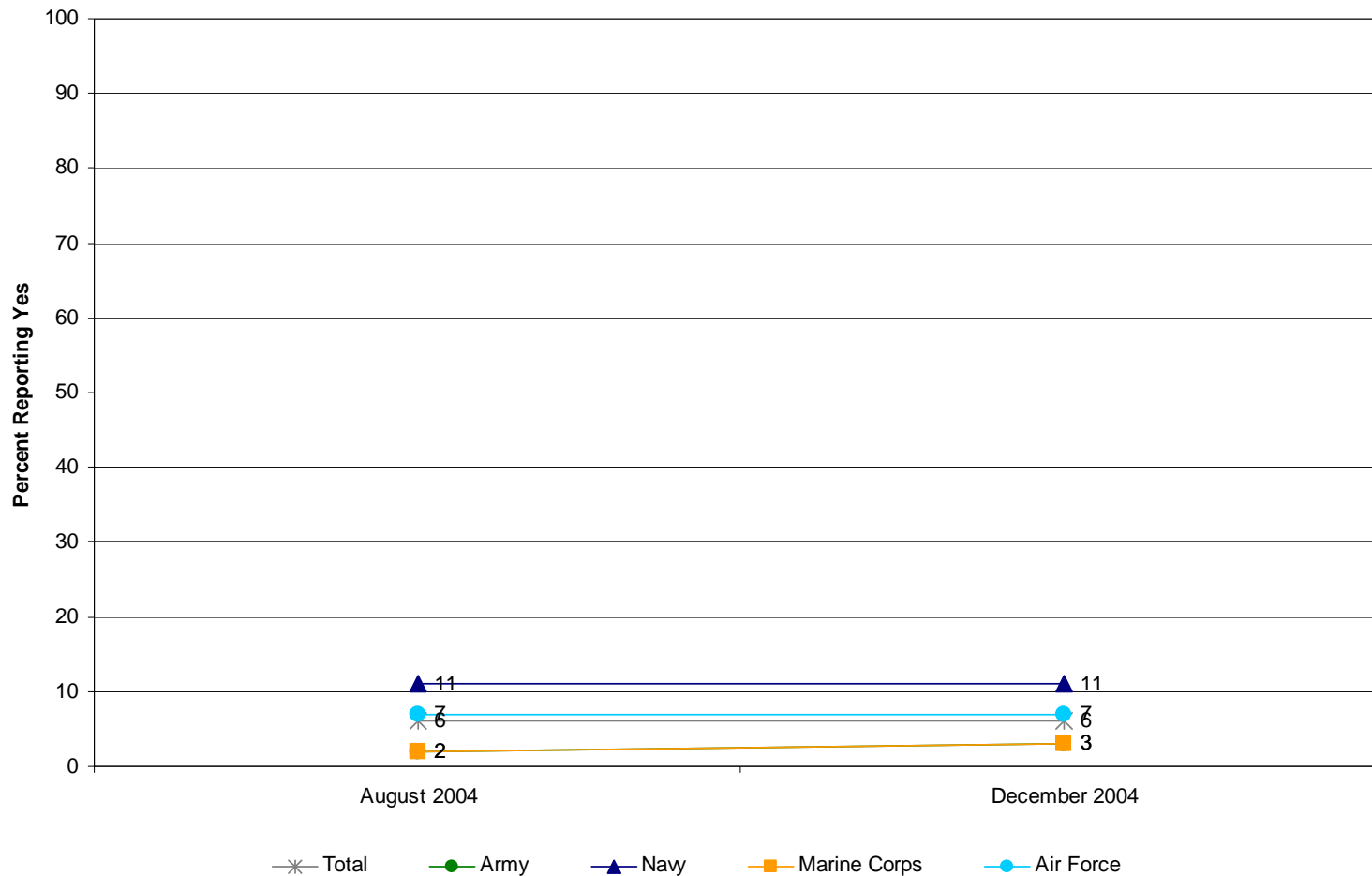
Percent of All Service Members

KEY:	Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
Operation Iraqi Freedom	37	39	32	34	40	37	38	33	37	40	34	40	35	27	21	39	26
Operation Enduring Freedom	31	33	22	23	36	31	31	33	27	34	31	33	29	23	16	33	22
Other	17	17	19	15	19	19	16	14	16	20	16	18	25	9	8	19	9
Operation Noble Eagle	6	7	3	2	8	7	5	8	4	6	9	6	8	5	5	6	5

DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Participated in Operation Noble Eagle

Percent of All Service Members



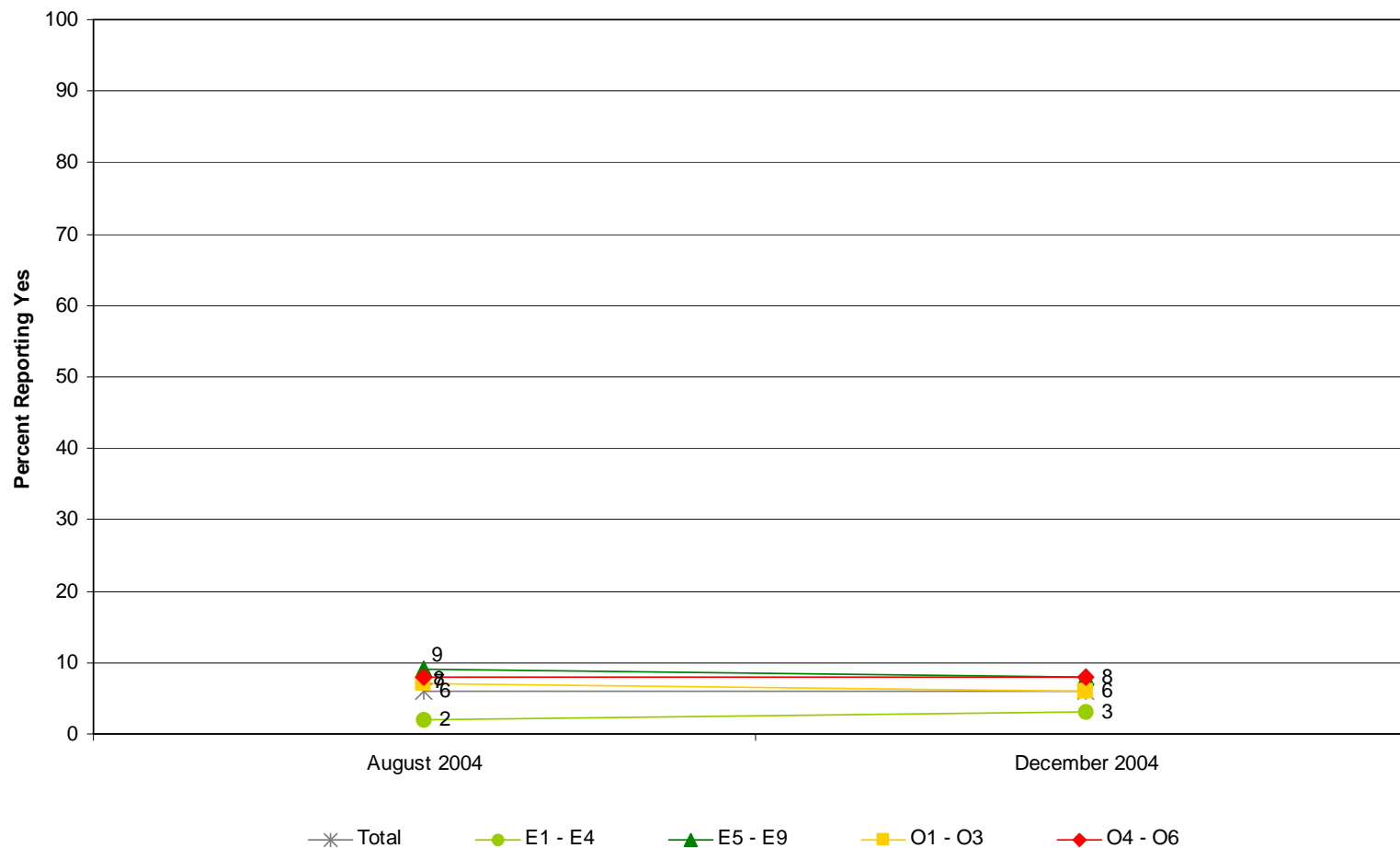
* Significant difference from last survey

Margins of error do not exceed $\pm 2\%$, except for December 2004 which do not exceed $\pm 4\%$

DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Participated in Operation Noble Eagle

Percent of All Service Members



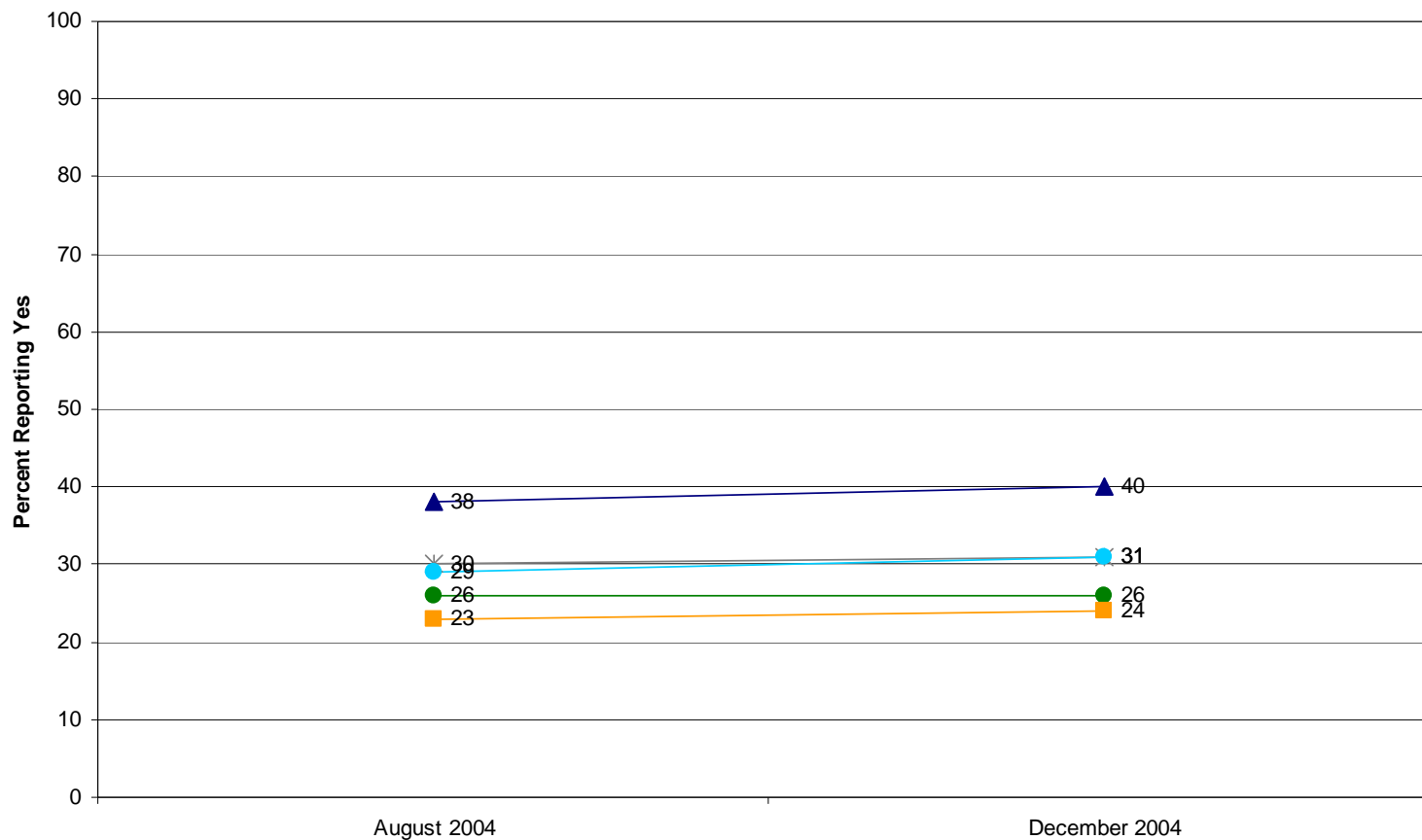
* Significant difference from last survey

Margins of error do not exceed ±1%, except for December 2004 which do not exceed ±7%

DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Participated in Operation Enduring Freedom

Percent of All Service Members



—*— Total

—●— Army

—▲— Navy

—■— Marine Corps

—●— Air Force

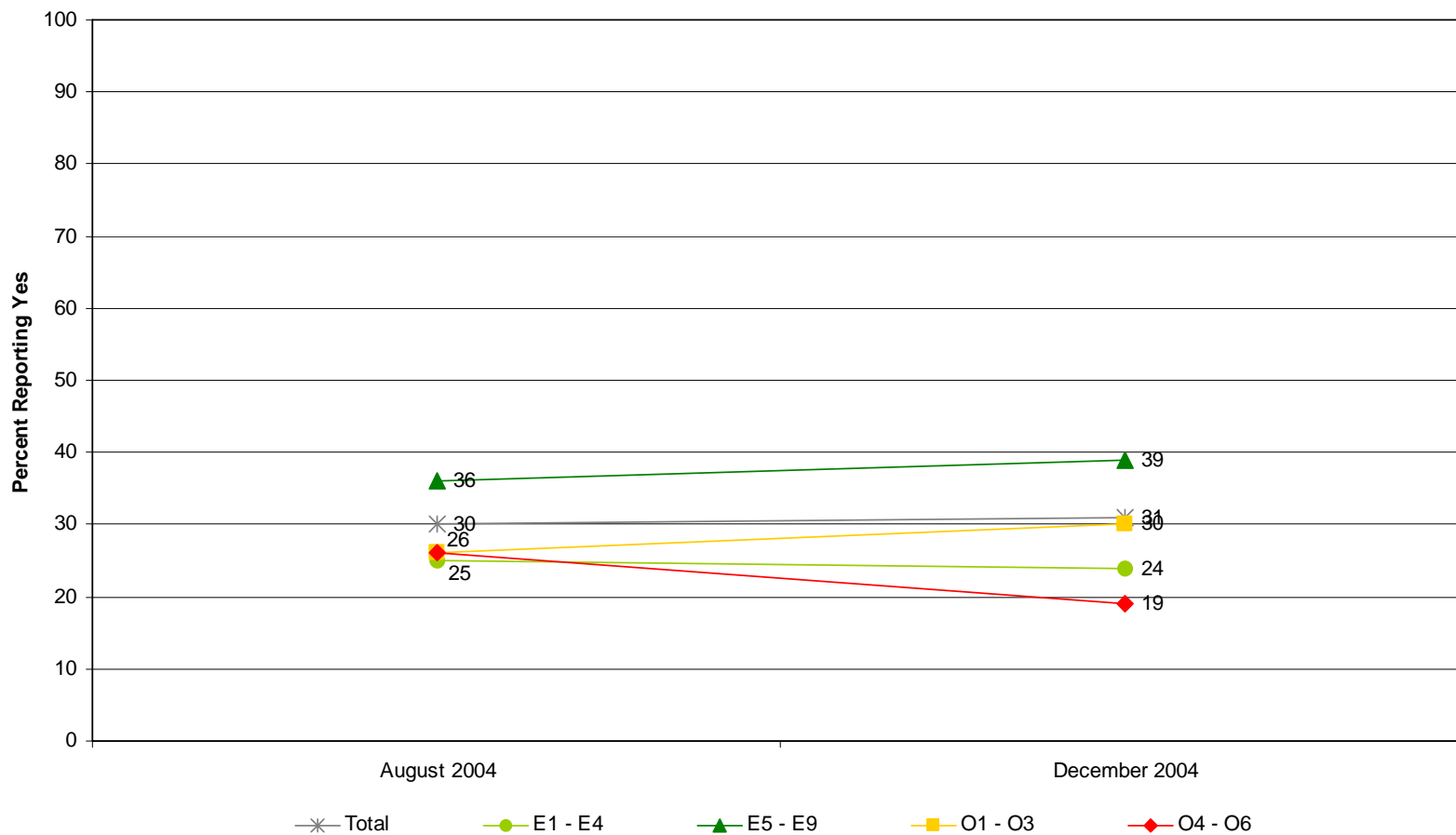
* Significant difference from last survey

Margins of error do not exceed $\pm 3\%$, except for December 2004 which do not exceed $\pm 6\%$

DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Participated in Operation Enduring Freedom

Percent of All Service Members



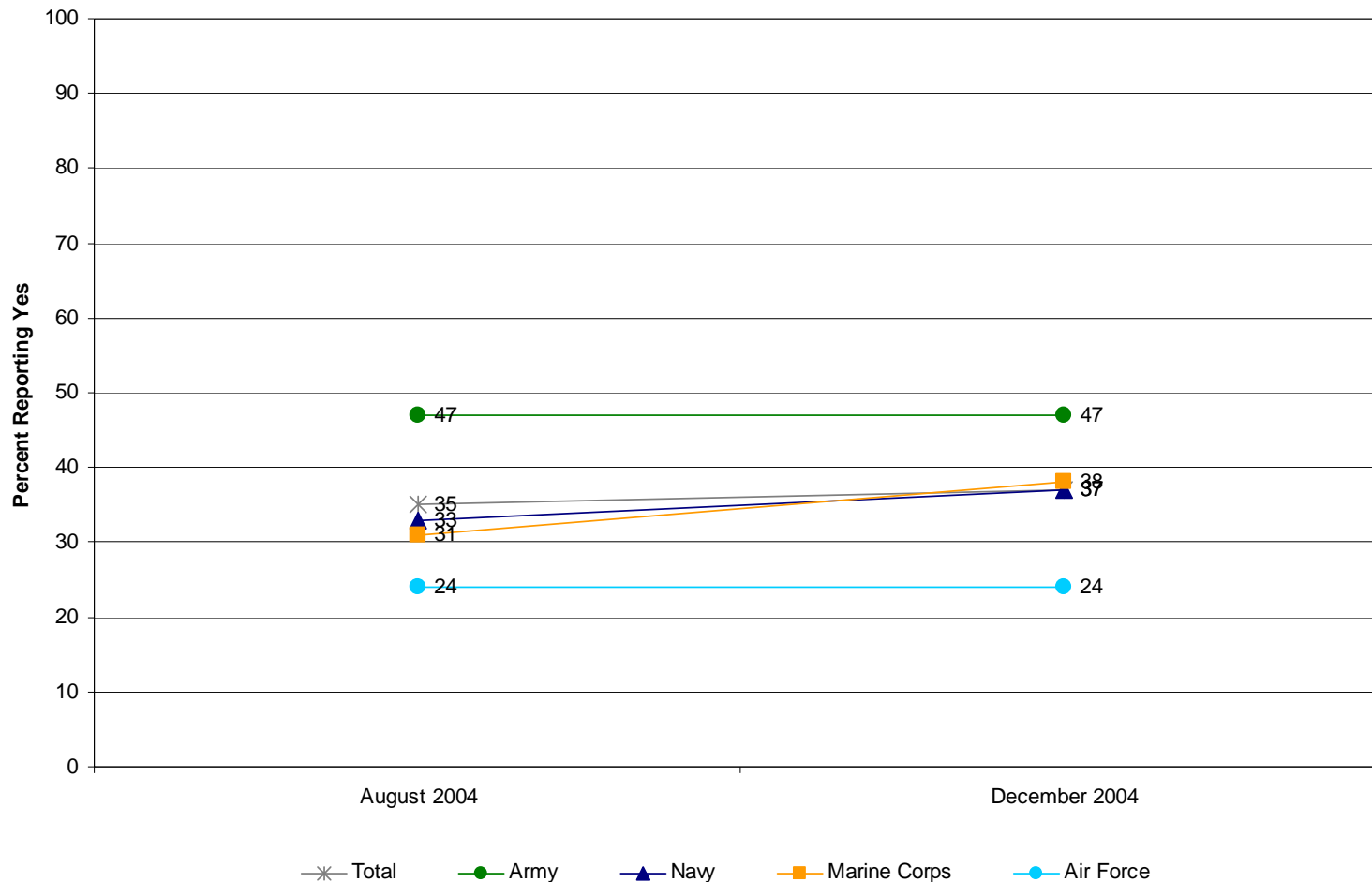
* Significant difference from last survey

Margins of error do not exceed $\pm 2\%$, except for December 2004 which do not exceed $\pm 7\%$

DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Participated in Operation Iraqi Freedom

Percent of All Service Members



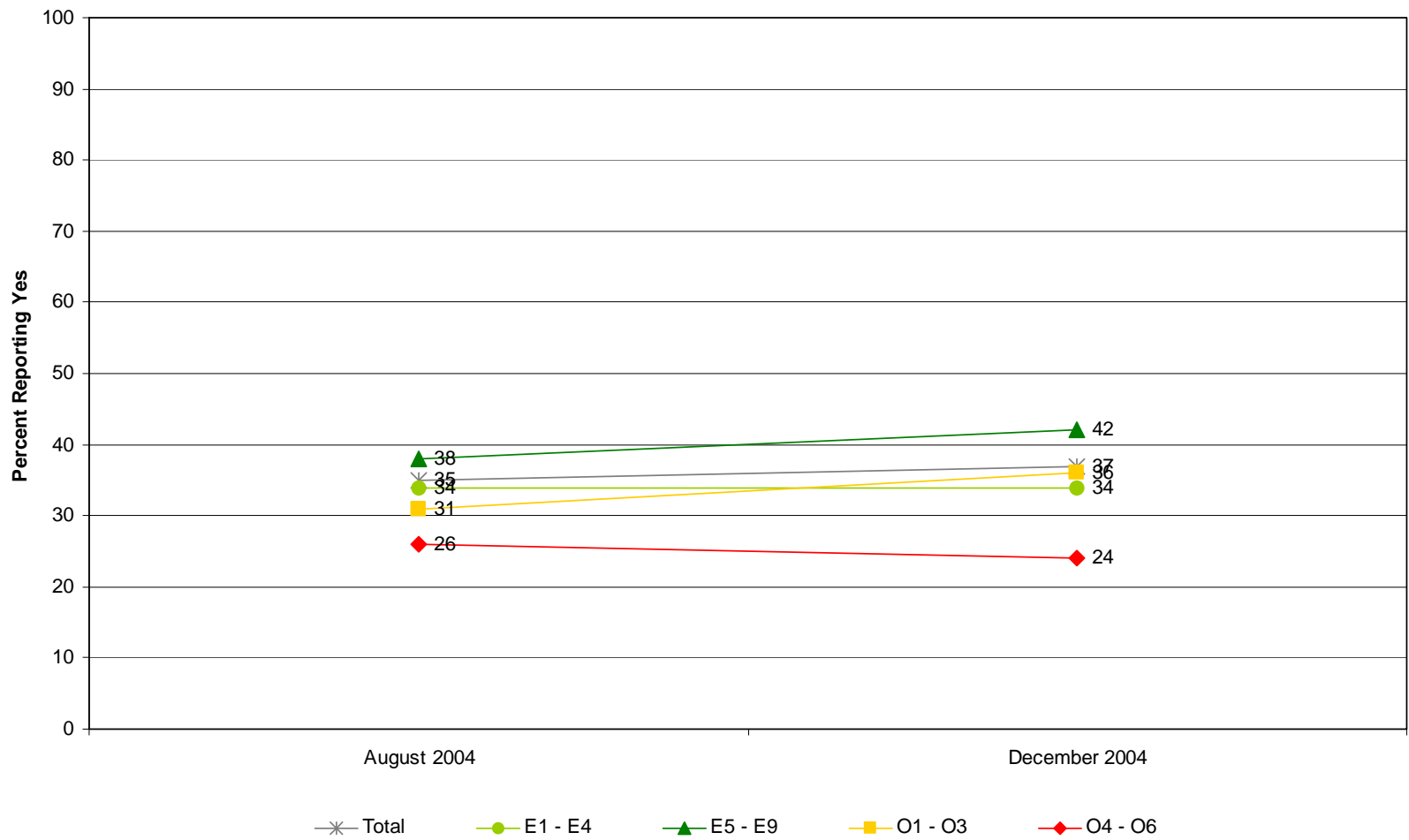
* Significant difference from last survey

Margins of error do not exceed $\pm 3\%$, except for December 2004 which do not exceed $\pm 4\%$

DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Participated in Operation Iraqi Freedom

Percent of All Service Members



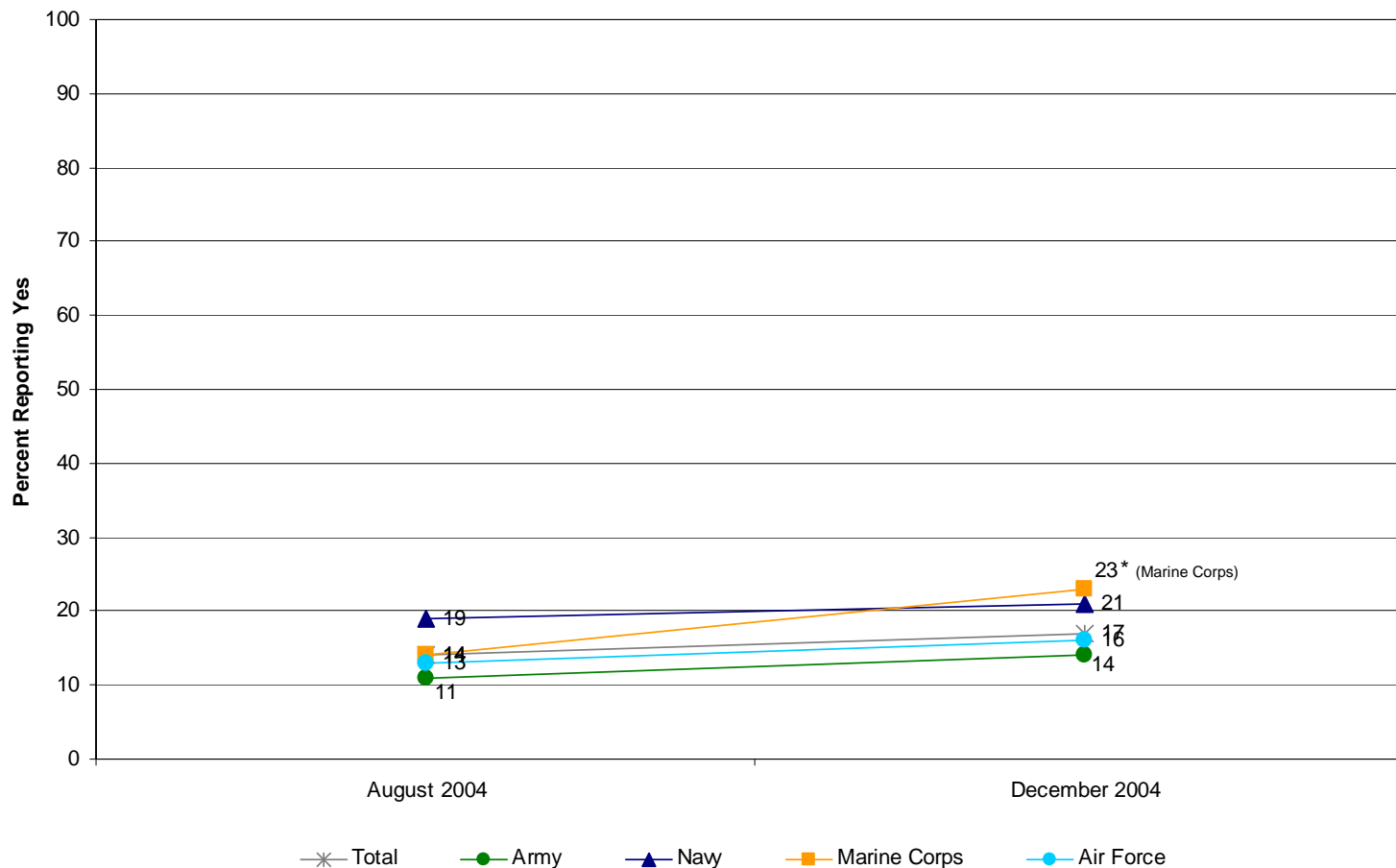
* Significant difference from last survey

Margins of error do not exceed ±2%, except for December 2004 which do not exceed ±9%

DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Participated in Other Operations

Percent of All Service Members



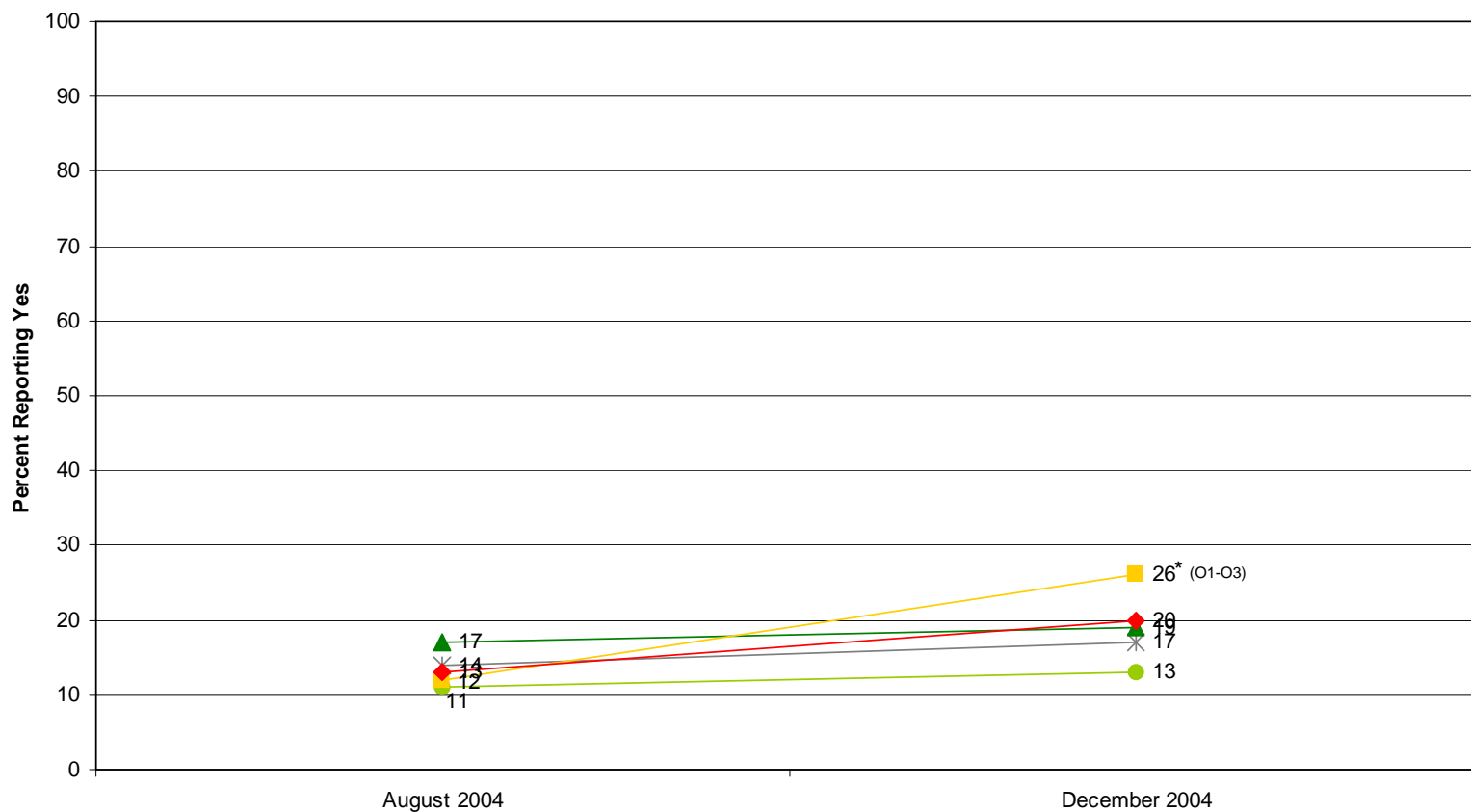
* Significant difference from last survey

Margins of error do not exceed $\pm 1\%$, except for December 2004 which do not exceed $\pm 4\%$

DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Participated in Other Operations

Percent of All Service Members



* Total
 E1 - E4
 E5 - E9
 O1 - O3
 O4 - O6

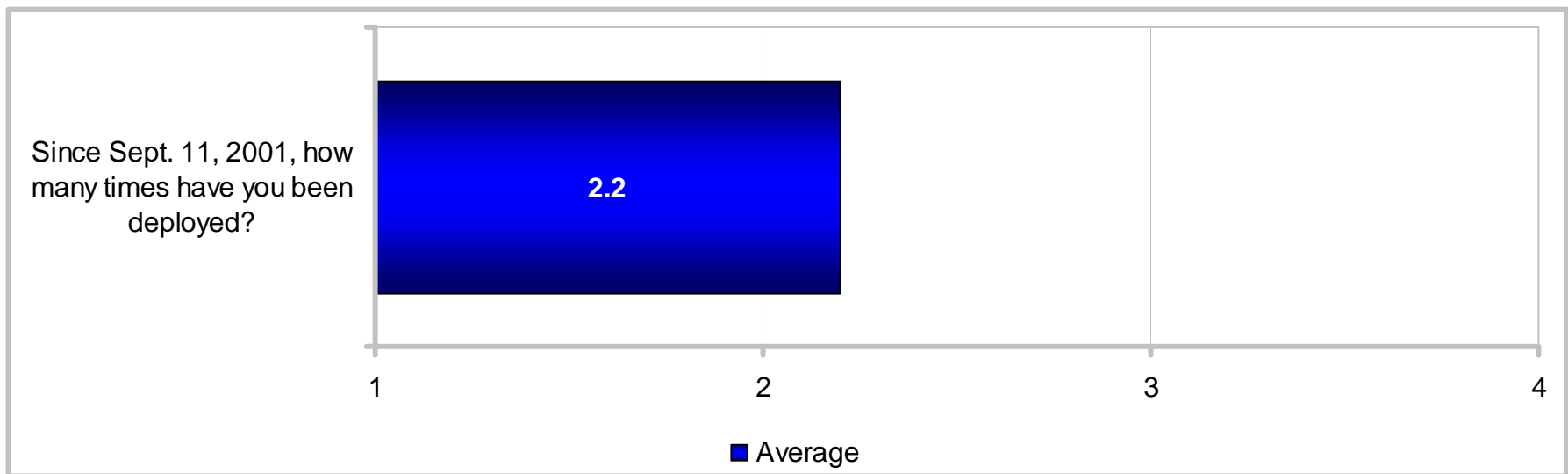
* Significant difference from last survey

Margins of error do not exceed ±2%, except for December 2004 which do not exceed ±10%

DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Number of Times Deployed

Average of Service Members Away Since 9-11-2001



DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Number of Times Deployed

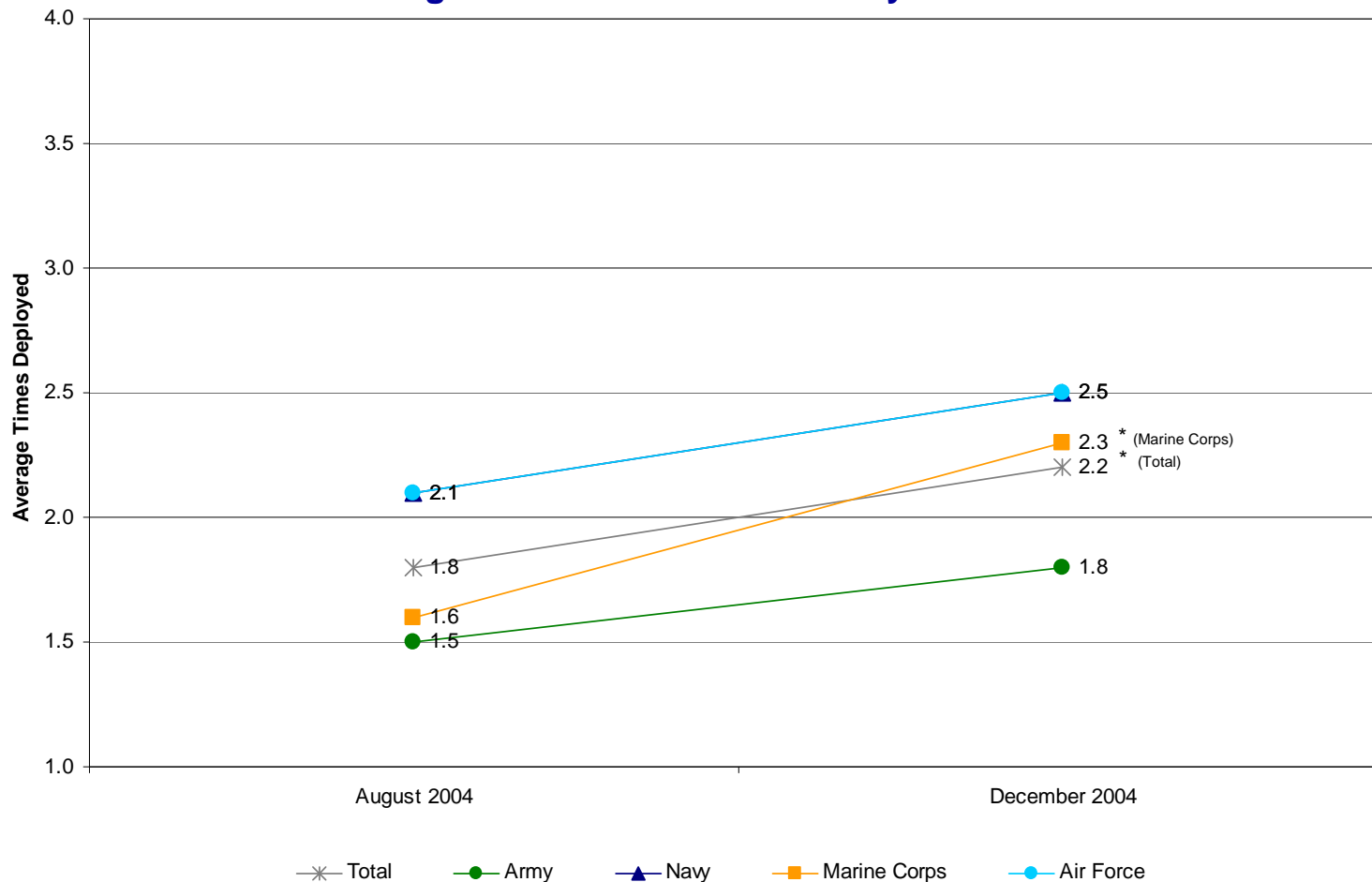
Average of Service Members Away Since 9-11-2001

KEY: Higher Than Average Lower Than Average																			
	Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
Since Sept. 11, 2001, how many times have you been deployed?	2.2	1.8	2.5	2.3	2.5	2.2	2.5	1.9	2.4	1.9	2.6	1.7	2.1	2.6	2	2.2	2.4	2.6	2.1

KEY: Higher Than Average Lower Than Average																	
	Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
Since Sept. 11, 2001, how many times have you been deployed?	2.2	2.1	2.6	2	2.3	2.2	2.2	2.4	2.1	2.2	2.1	2.3	2.2	1.7	1.4	2.3	1.7

DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Number of Times Deployed Average of Service Members Away Since 9-11-2001



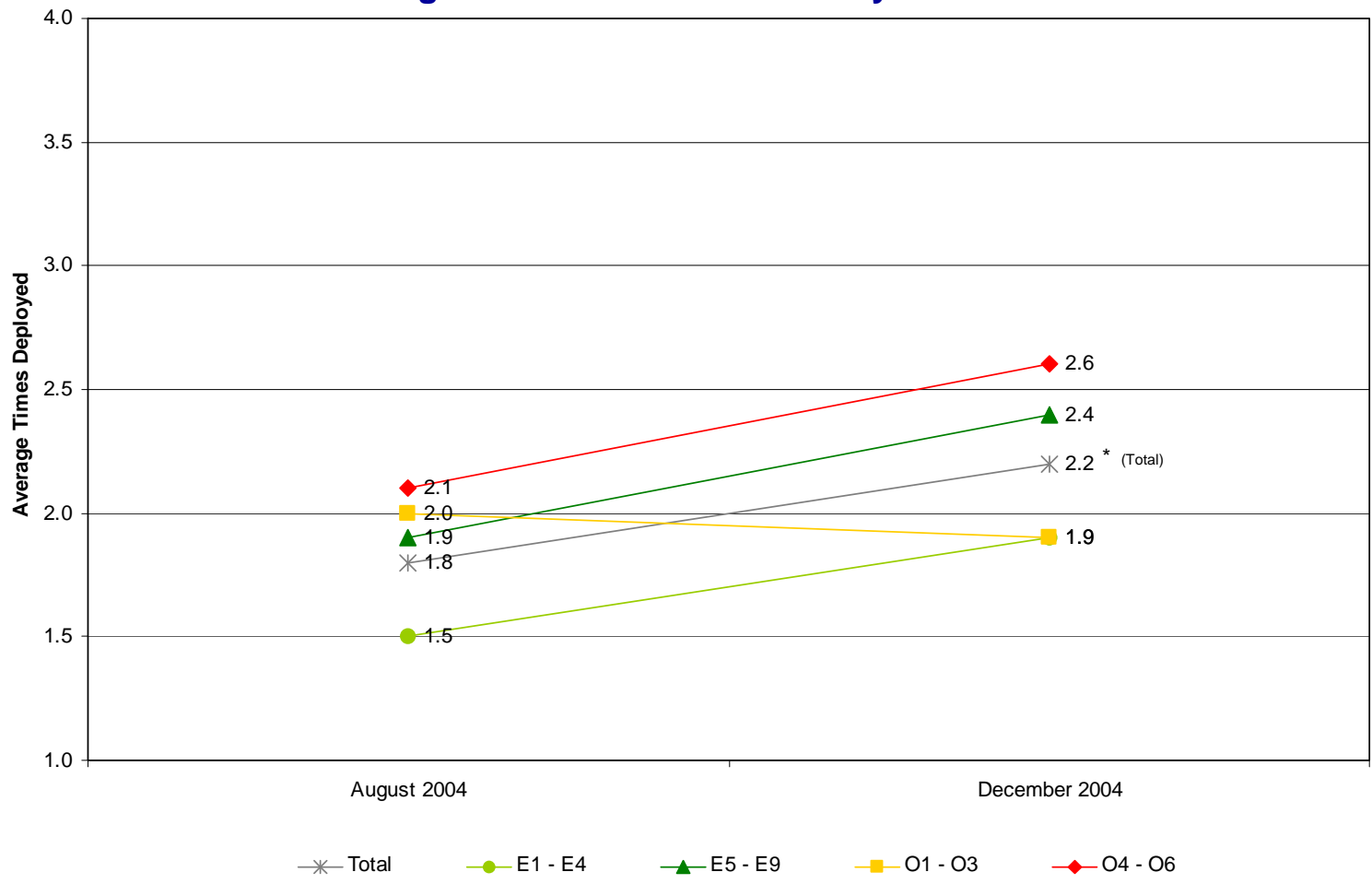
* Significant difference from last survey

Margins of error do not exceed ± 0.3 times, except for December 2004 which do not exceed ± 0.5 times

DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Number of Times Deployed

Average of Service Members Away Since 9-11-2001



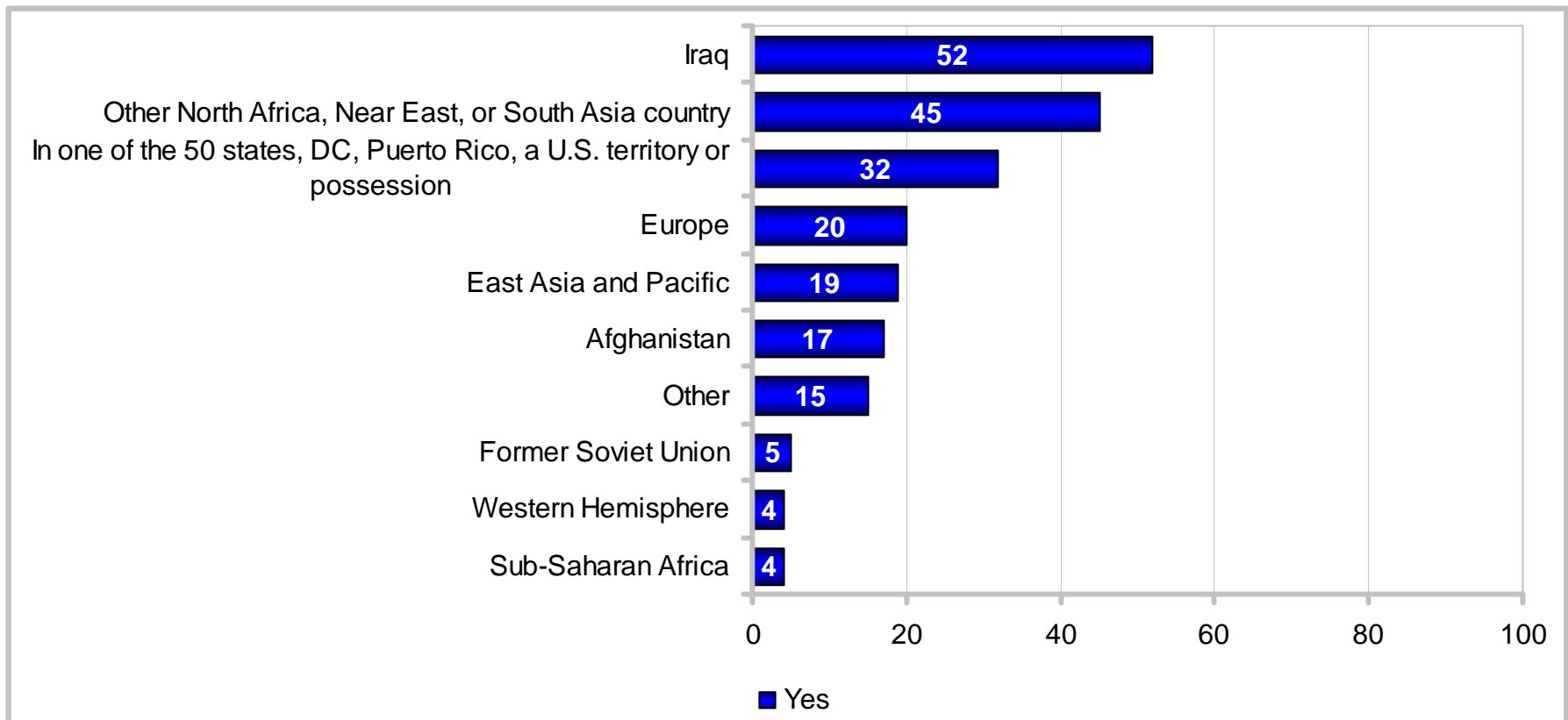
* Significant difference from last survey

Margins of error do not exceed ± 0.3 times, except for December 2004 which do not exceed ± 0.6 times

DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Deployment Locations

Percent of Service Members Away Since 9-11-2001



DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Deployment Locations

Percent of Service Members Away Since 9-11-2001

KEY: Higher Response of Yes Lower Response of Yes	Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
		Iraq	52	72	39	65	27	61	50	61	48	46	42	76	54	40	29	65	65
Other North Africa, Near East, or South Asia country	45	31	51	45	59	49	53	41	49	32	49	30	36	53	41	44	49	65	NR
In one of the 50 states, DC, Puerto Rico, a U.S. territory or possession	32	23	40	45	30	31	32	30	32	32	46	20	35	42	27	45	46	27	NR
Europe	20	20	26	9	18	18	24	16	22	20	25	18	27	26	28	9	10	19	14
East Asia and Pacific	19	11	31	38	10	18	20	21	19	15	13	10	13	31	30	38	37	11	5
Afghanistan	17	17	21	11	14	20	17	16	17	14	15	18	14	21	22	10	13	13	NR
Other	15	7	28	16	13	17	17	15	18	6	17	8	7	30	15	17	8	14	8
Former Soviet Union	5	4	2	1	15	4	6	3	7	2	9	4	5	2	1	1	2	17	6
Sub-Saharan Africa	4	0	7	8	3	3	5	3	5	3	2	0	0	8	3	7	13	4	2
Western Hemisphere	4	4	6	4	2	3	6	3	4	5	7	4	4	5	7	4	2	1	NR

DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Deployment Locations

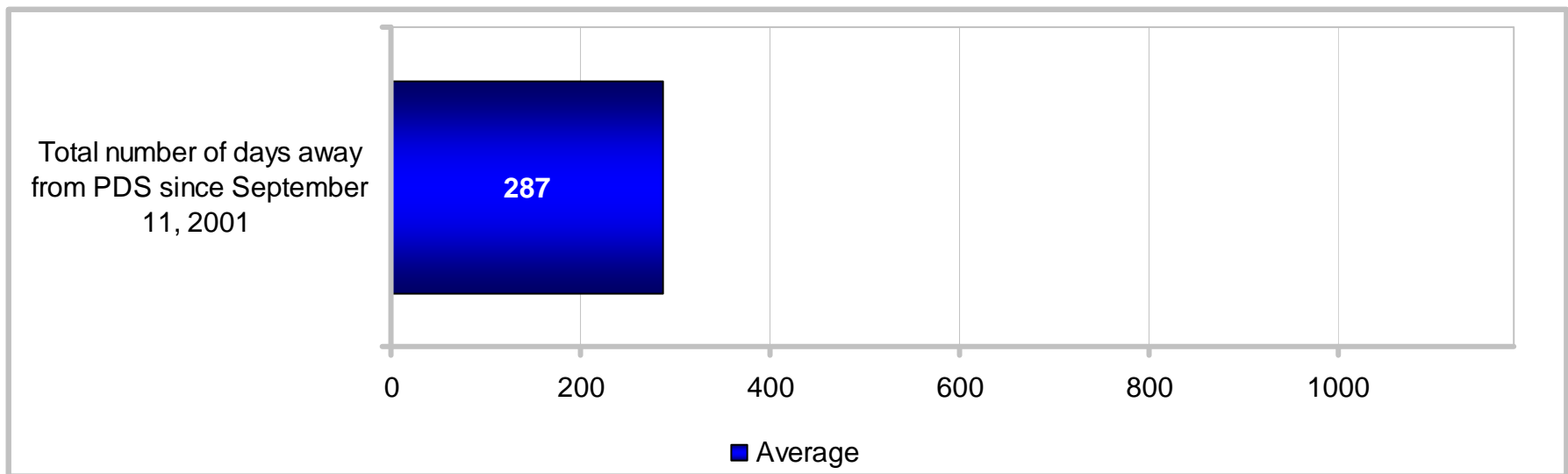
Percent of Service Members Away Since 9-11-2001

KEY: Higher Response of Yes Lower Response of Yes	Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
Iraq	52	52	50	59	48	51	54	48	51	52	55	54	47	46	42	53	45
Other North Africa, Near East, or South Asia country	45	45	42	40	47	43	47	51	40	44	53	45	38	53	38	44	51
In one of the 50 states, DC, Puerto Rico, a U.S. territory or possession	32	34	21	33	32	35	27	31	33	32	32	32	38	24	22	33	24
Europe	20	18	32	15	22	20	20	26	18	21	19	20	23	13	17	21	14
East Asia and Pacific	19	17	33	26	16	19	21	17	24	15	22	21	17	15	10	20	14
Afghanistan	17	18	12	13	19	18	14	17	16	15	24	18	17	12	7	18	11
Other	15	15	17	14	16	14	17	18	16	15	14	17	9	10	8	16	10
Former Soviet Union	5	5	5	3	7	7	3	NR	4	6	4	6	4	4	4	5	4
Sub-Saharan Africa	4	4	3	3	4	3	4	5	4	4	3	4	2	2	2	4	2
Western Hemisphere	4	5	1	5	4	5	3	5	4	5	3	4	6	2	3	4	2

DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Days Away From Permanent Duty Station

Average of Service Members Away Since 9-11-2001



DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Days Away From Permanent Duty Station

Average of Service Members Away Since 9-11-2001

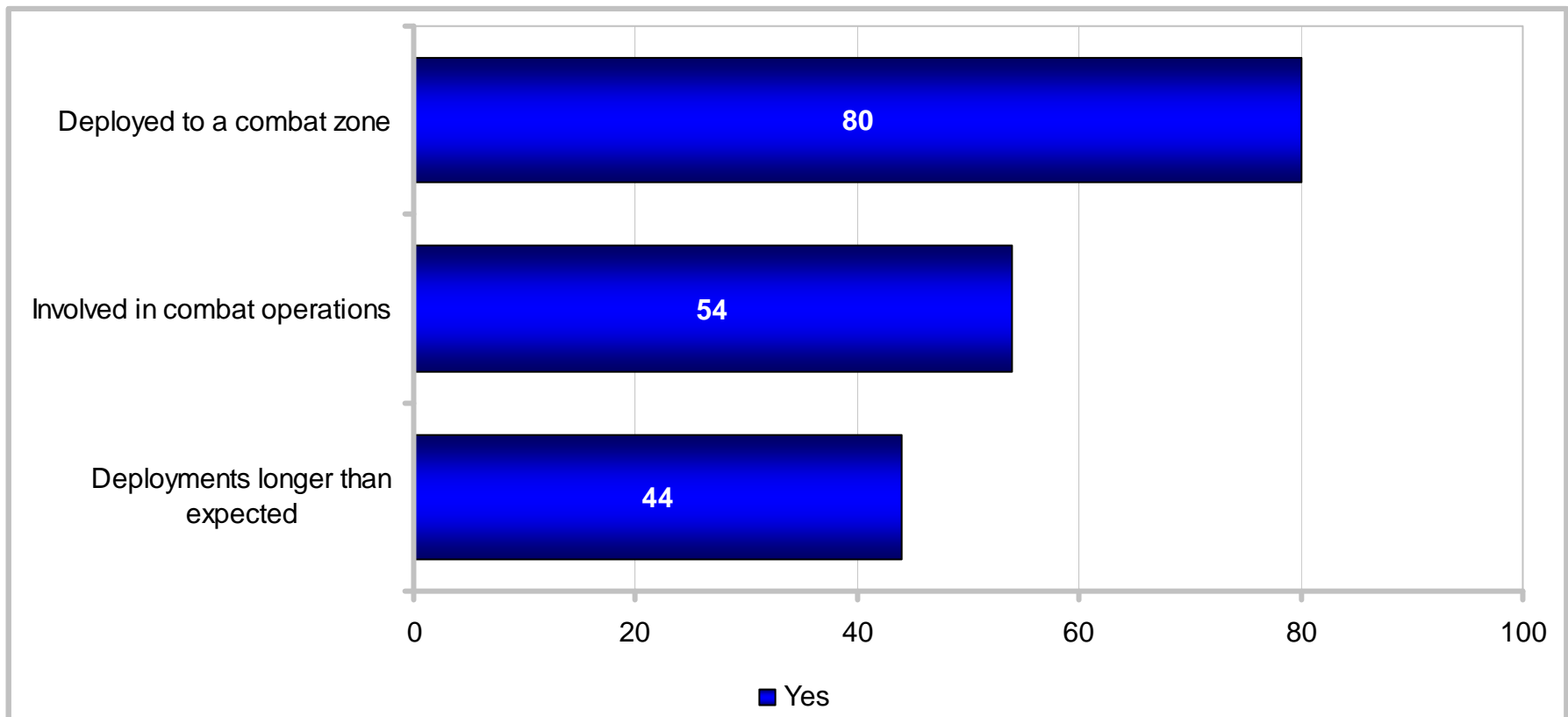
KEY: Higher Than Average Lower Than Average	Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
	Total number of days away from PDS since September 11, 2001	287	339	309	251	195	317	282	284	294	273	255	346	308	309	304	246	293	195

KEY: Higher Than Average Lower Than Average	Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
	Total number of days away from PDS since September 11, 2001	287	288	283	270	296	292	280	302	276	288	303	295	276	250	255	292

DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Details on Deployments

Percent of Service Members Away Since 9-11-2001



DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Details on Deployments

Percent of Service Members Away Since 9-11-2001

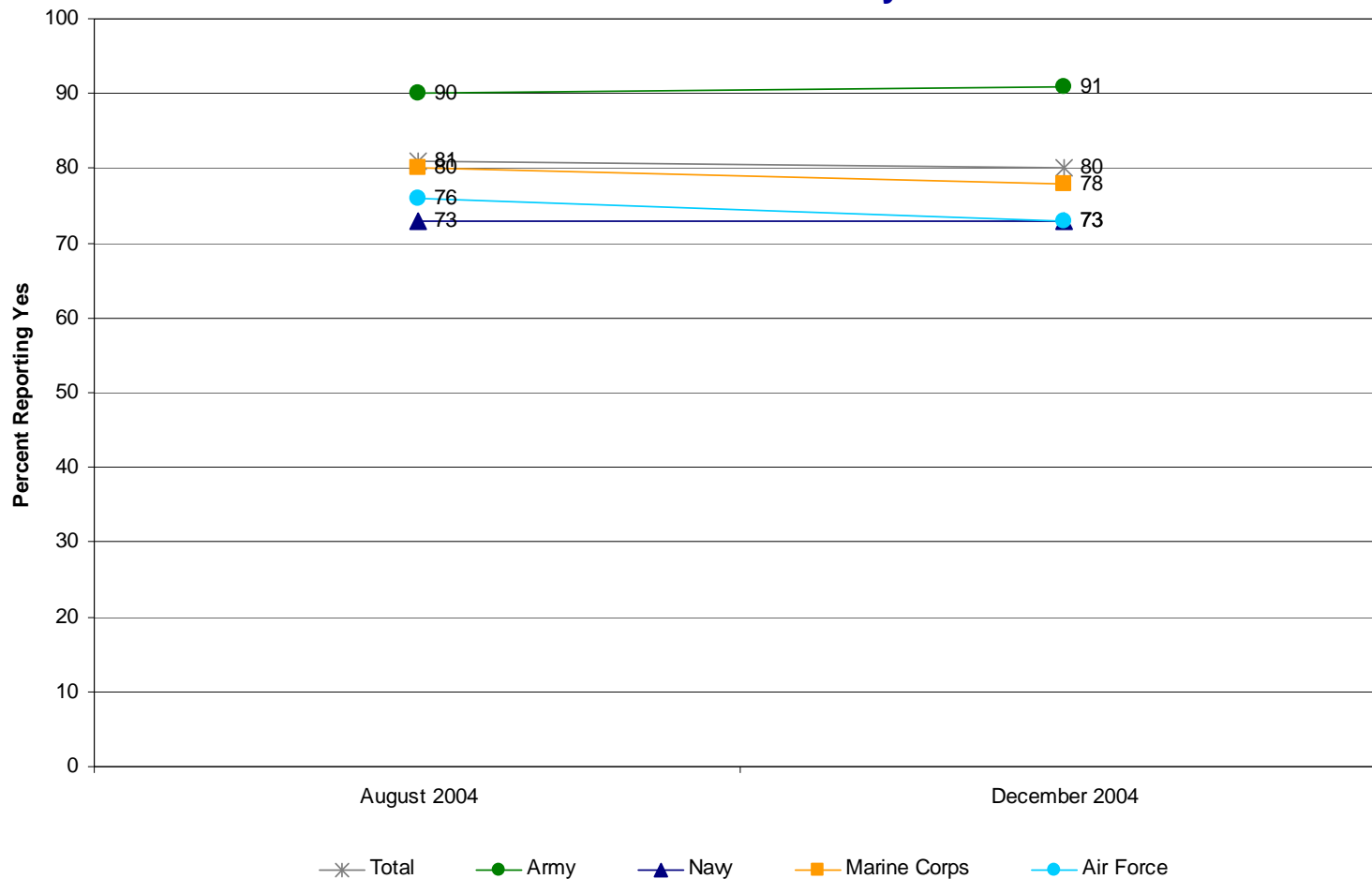
KEY: Higher Response of Yes Lower Response of Yes	Total	Service Branches				Enlistment		E Grades		O Grades		Army		Navy		Marine Corps		Air Force	
		Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
Deployed to a combat zone	80	91	73	78	73	86	82	81	82	72	82	93	83	72	76	77	86	75	NR
Involved in combat operations	54	72	45	59	32	59	55	56	55	49	47	75	57	46	43	58	66	30	NR
Deployments longer than expected	44	45	49	37	37	52	43	48	43	35	34	48	35	51	37	38	26	36	NR

KEY: Higher Response of Yes Lower Response of Yes	Total	Location		Base		Race		Marital Status		Gender		Officer Status		Sex			
		US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
Deployed to a combat zone	80	81	80	76	83	80	81	84	76	82	85	82	77	73	73	81	73
Involved in combat operations	54	54	54	55	54	54	55	56	52	54	58	57	50	41	45	56	42
Deployments longer than expected	44	43	49	44	43	43	45	43	44	40	52	46	36	38	37	44	38

DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Deployed to Combat Zone

Percent of Service Members Away Since 9-11-2001



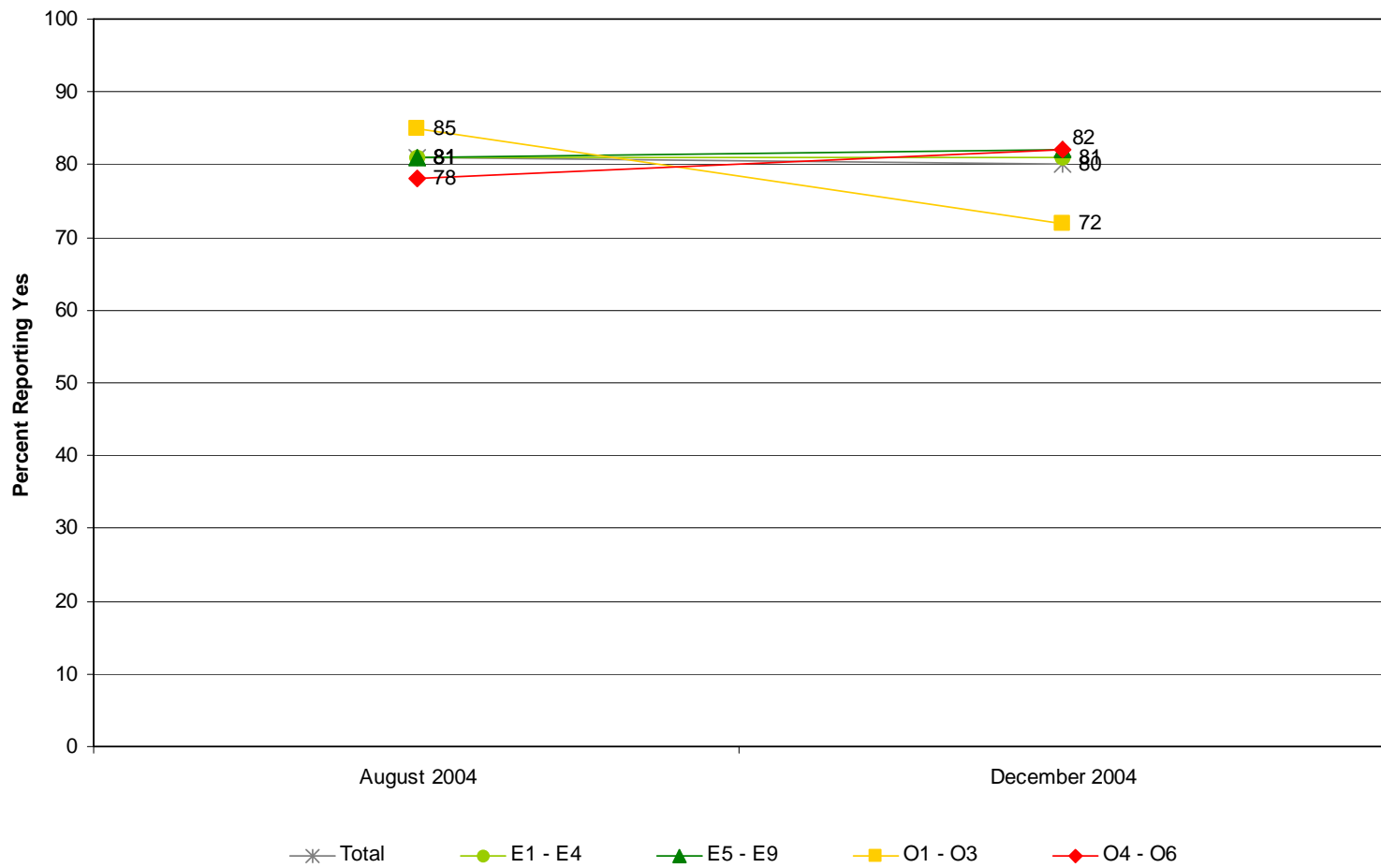
* Significant difference from last survey

Margins of error do not exceed $\pm 2\%$, except for December 2004 which do not exceed $\pm 7\%$

DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Deployed to Combat Zone

Percent of Service Members Away Since 9-11-2001



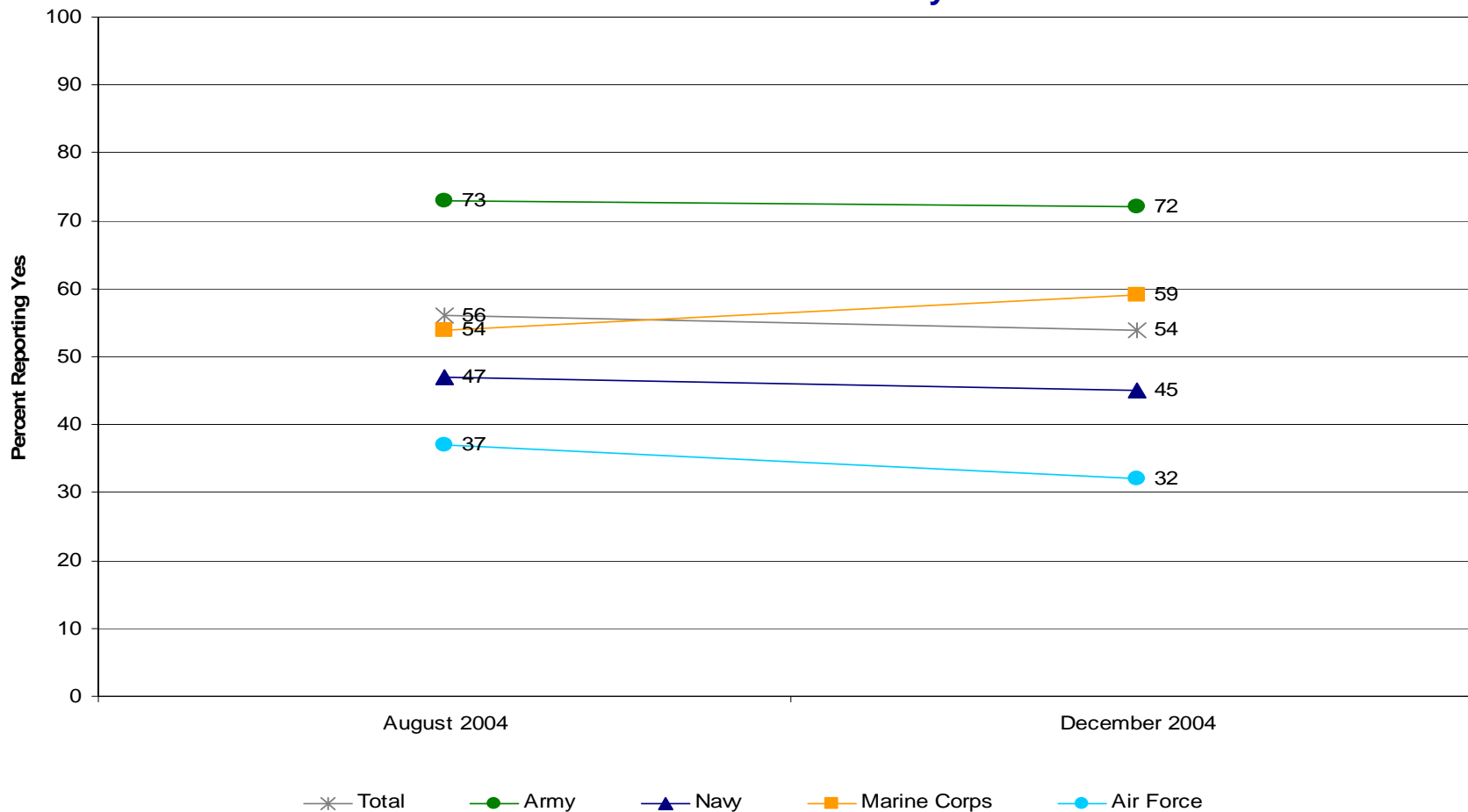
* Significant difference from last survey

Margins of error do not exceed ±3%, except for December 2004 which do not exceed ±13%

DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Involved in Combat Operations

Percent of Service Members Away Since 9-11-2001



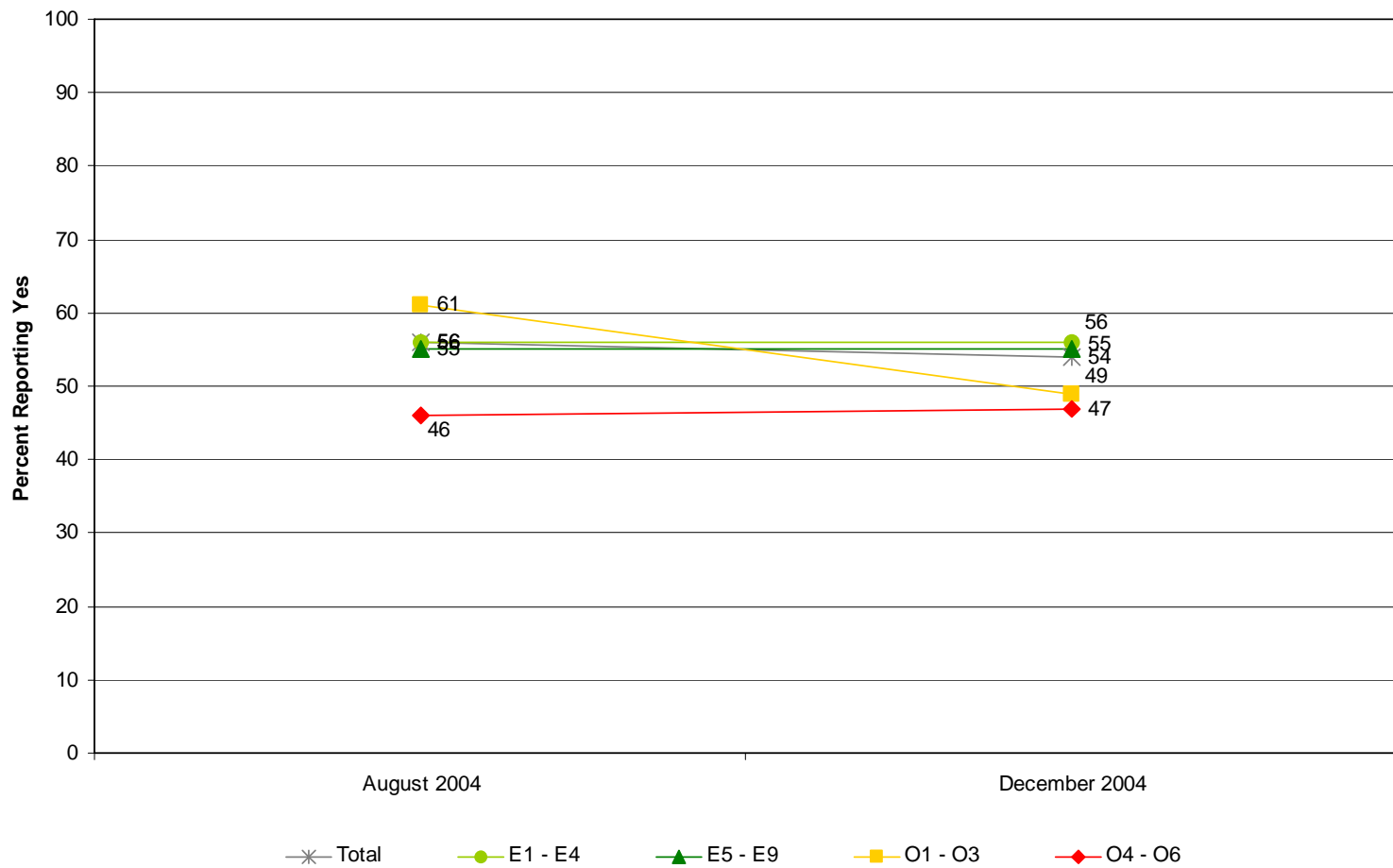
* Significant difference from last survey

Margins of error do not exceed $\pm 6\%$, except for December 2004 which do not exceed $\pm 7\%$

DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Involved in Combat Operations

Percent of Service Members Away Since 9-11-2001

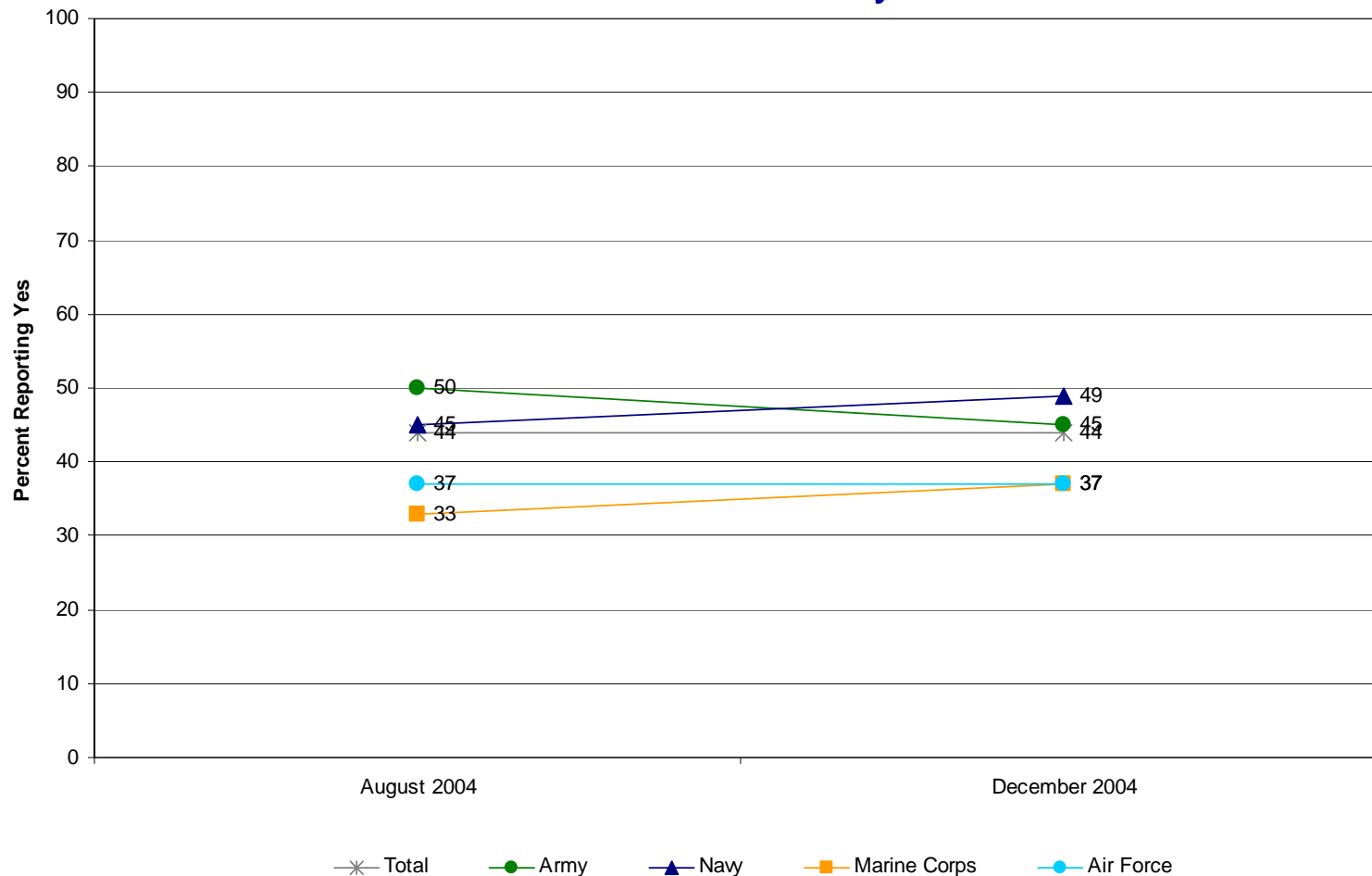


* Significant difference from last survey

Margins of error do not exceed ±6%, except for December 2004 which do not exceed ±7%

DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Deployments Longer Than Expected Percent of Service Members Away Since 9-11-2001



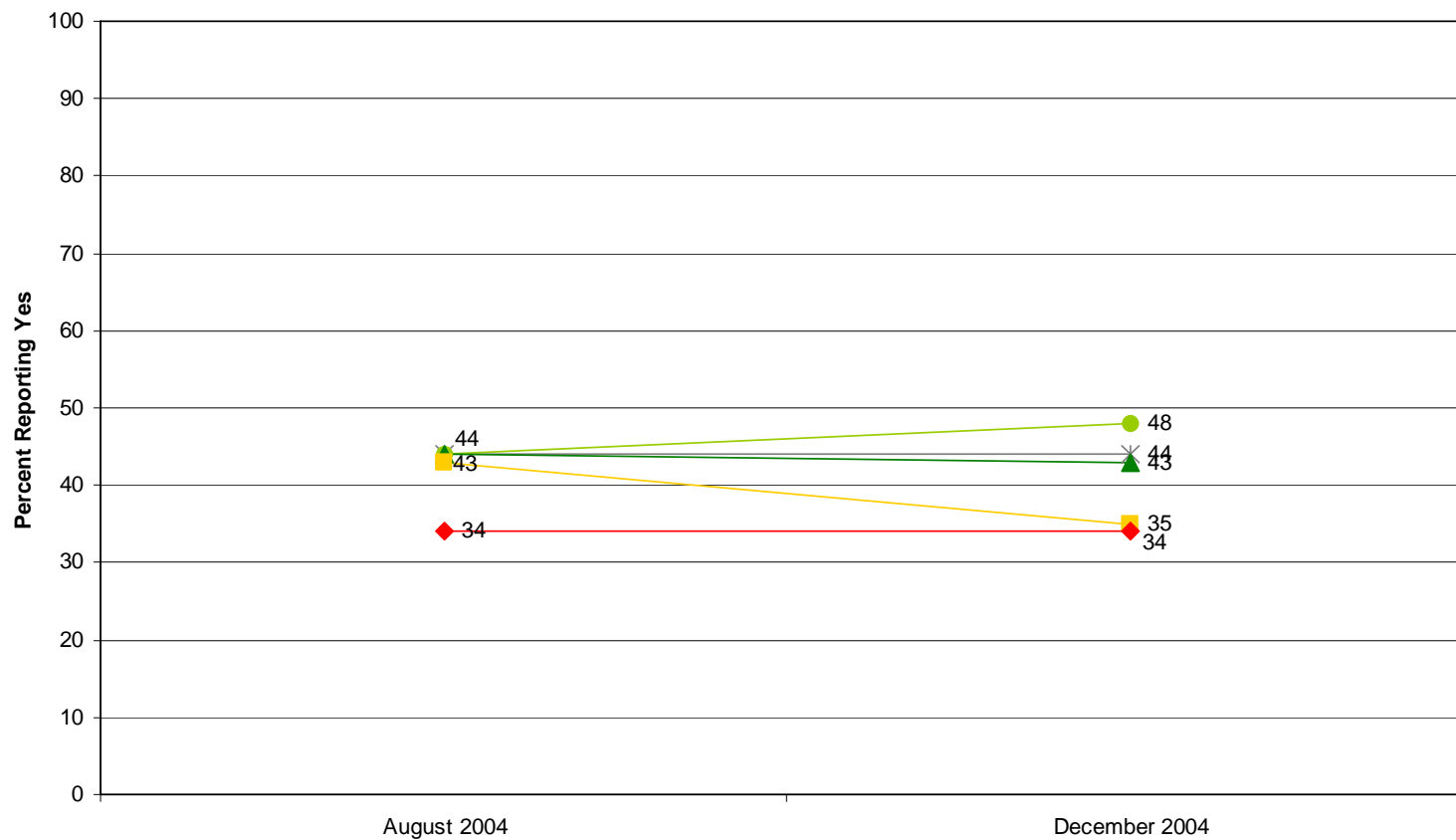
* Significant difference from last survey

Margins of error do not exceed $\pm 4\%$, except for December 2004 which do not exceed $\pm 7\%$

DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Deployments Longer Than Expected

Percent of Service Members Away Since 9-11-2001



—*— Total —●— E1 - E4 —▲— E5 - E9 —■— O1 - O3 —◆— O4 - O6

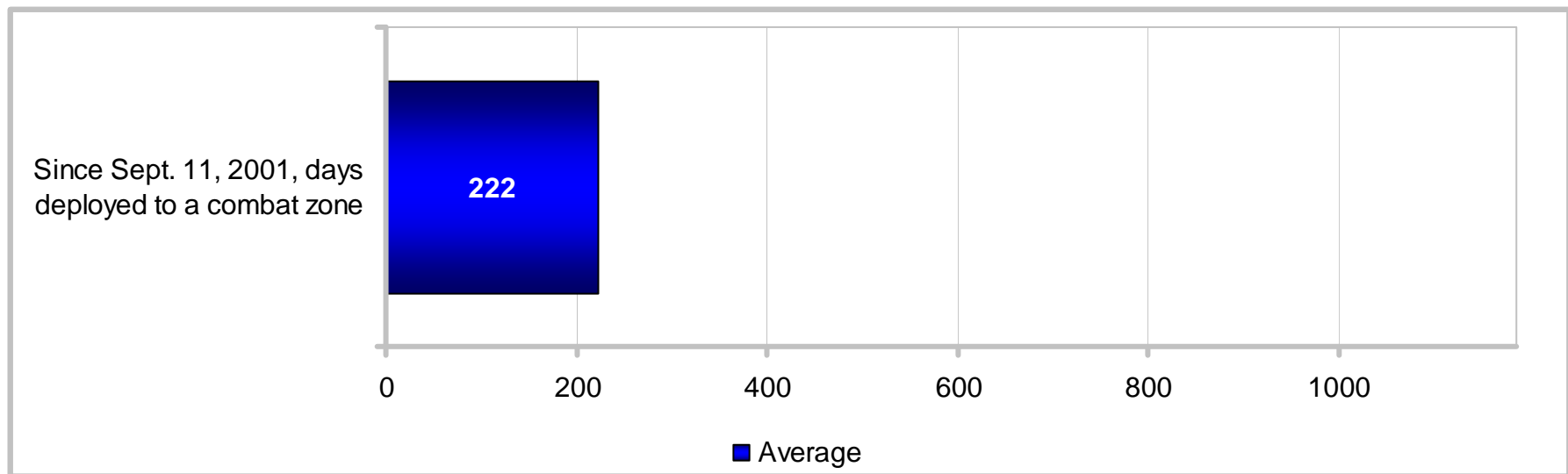
* Significant difference from last survey

Margins of error do not exceed $\pm 4\%$, except for December 2004 which do not exceed $\pm 13\%$

DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Days Deployed to Combat Zone

Average of Service Members Deployed to Combat Zone or Imminent Danger/Hostile Fire Area



DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Days Deployed to Combat Zone

Average of Service Members Deployed to Combat Zone or Imminent Danger/Hostile Fire Area

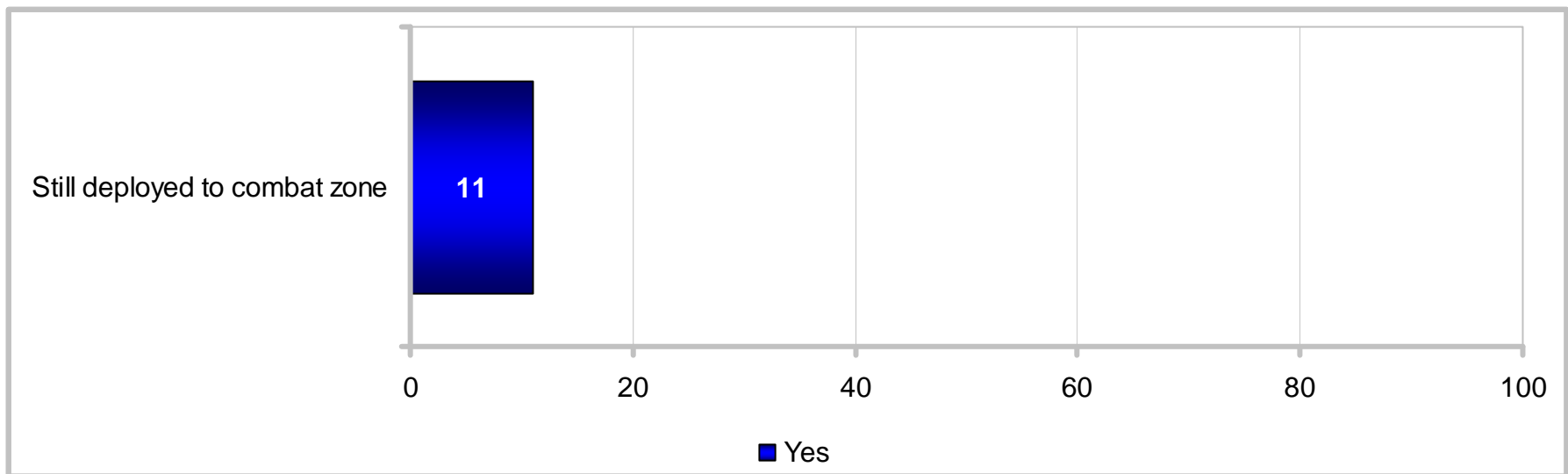
KEY: More Than Average Less Than Average	Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
	Since Sept. 11, 2001, days deployed to a combat zone	222	289	174	190	156	231	238	227	228	191	160	307	201	174	NR	189	199	152

KEY: More Than Average Less Than Average	Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
	Since Sept. 11, 2001, days deployed to a combat zone	222	219	233	228	219	222	221	234	227	214	230	227	184	241	216	220

DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Currently Deployed to Combat Zone

Percent of Service Members Deployed to Combat Zone or Imminent Danger/Hostile Fire Area



DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Currently Deployed to Combat Zone

Percent of Service Members Deployed to Combat Zone or Imminent Danger/Hostile Fire Area

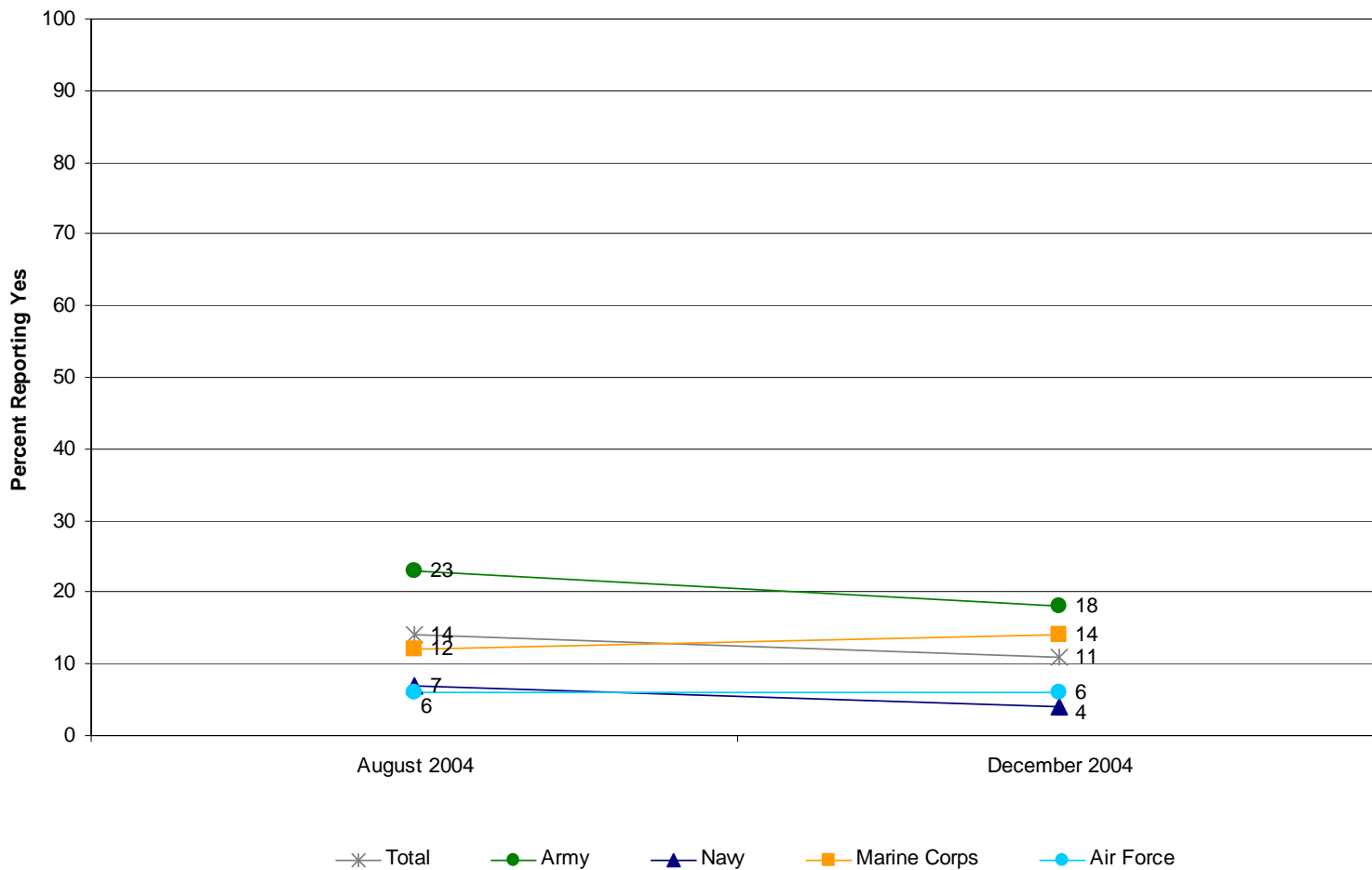
KEY: Higher Response of Yes Lower Response of Yes	Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
	Still deployed to combat zone	11	18	4	14	6	11	14	13	11	11	8	18	15	4	4	14	13	6

KEY: Higher Response of Yes Lower Response of Yes	Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
	Still deployed to combat zone	11	10	21	17	9	11	12	13	11	12	11	11	10	16	14	11

DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Currently Deployed to Combat Zone

Percent of Service Members Deployed to Combat Zone or Imminent Danger/Hostile Fire Area



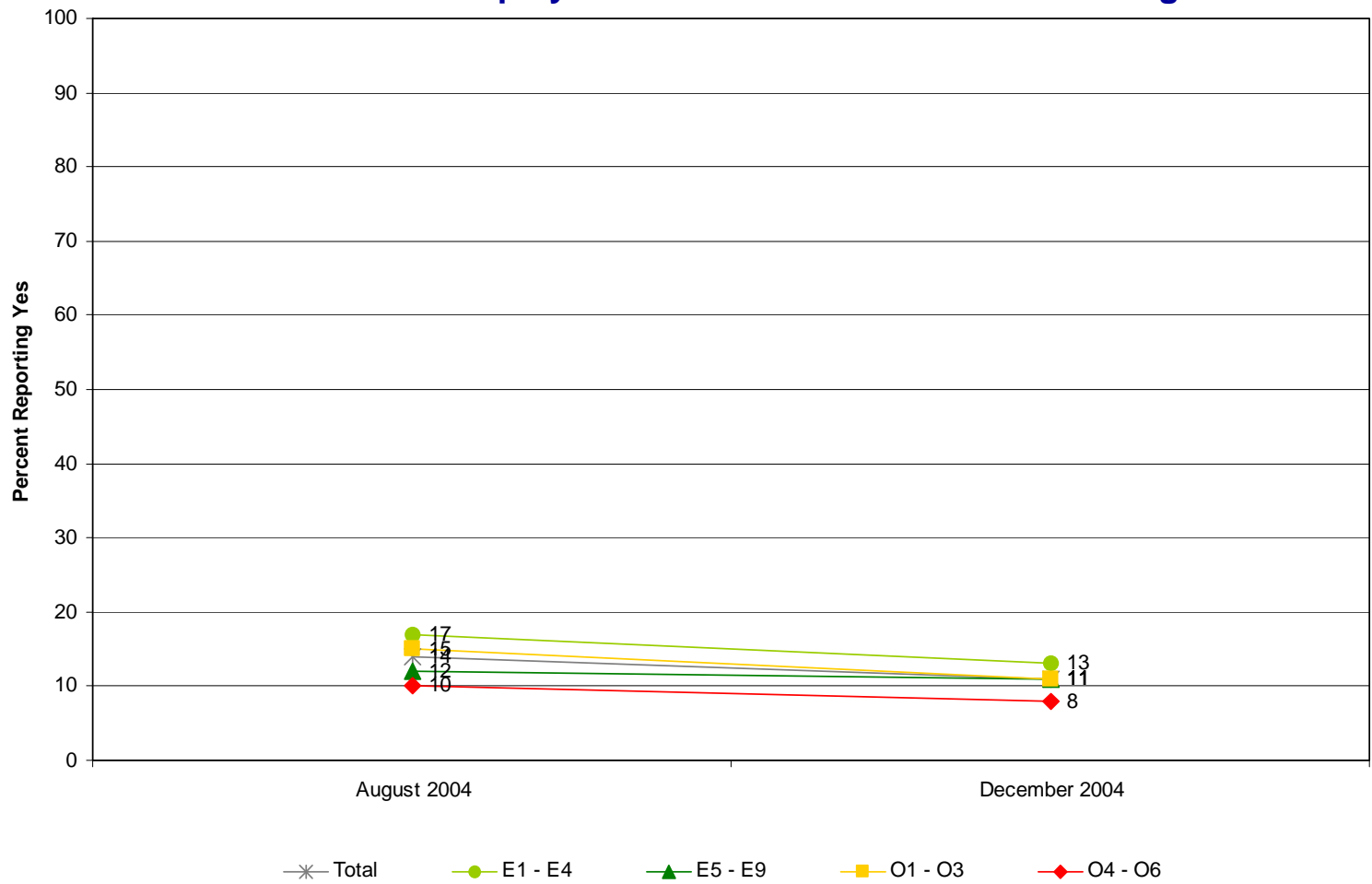
* Significant difference from last survey

Margins of error do not exceed ±4%, except for December 2004 which do not exceed ±7%

DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Currently Deployed to Combat Zone

Percent of Service Members Deployed to Combat Zone or Imminent Danger/Hostile Fire Area



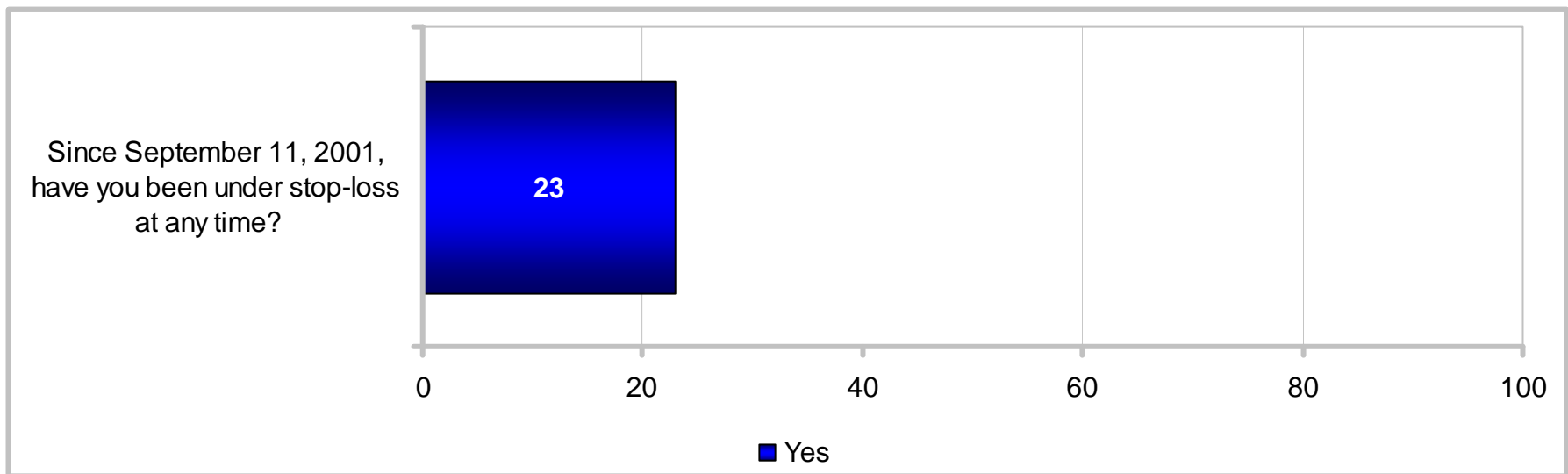
* Significant difference from last survey

Margins of error do not exceed ±3%, except for December 2004 which do not exceed ±7%

DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Members Who Have Been Under Stop-Loss

Percent of All Service Members



DEPLOYMENTS SINCE SEPTEMBER 11, 2001

Members Who Have Been Under Stop-Loss

Percent of All Service Members

KEY: Higher Response of Yes Lower Response of Yes	Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
	Since September 11, 2001, have you been under stop-loss at any time?	23	40	4	22	20	26	30	18	27	25	21	41	38	4	3	20	35	20

KEY: Higher Response of Yes Lower Response of Yes	Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
	Since September 11, 2001, have you been under stop-loss at any time?	23	23	24	18	26	22	25	25	16	28	26	23	26	22	17	24

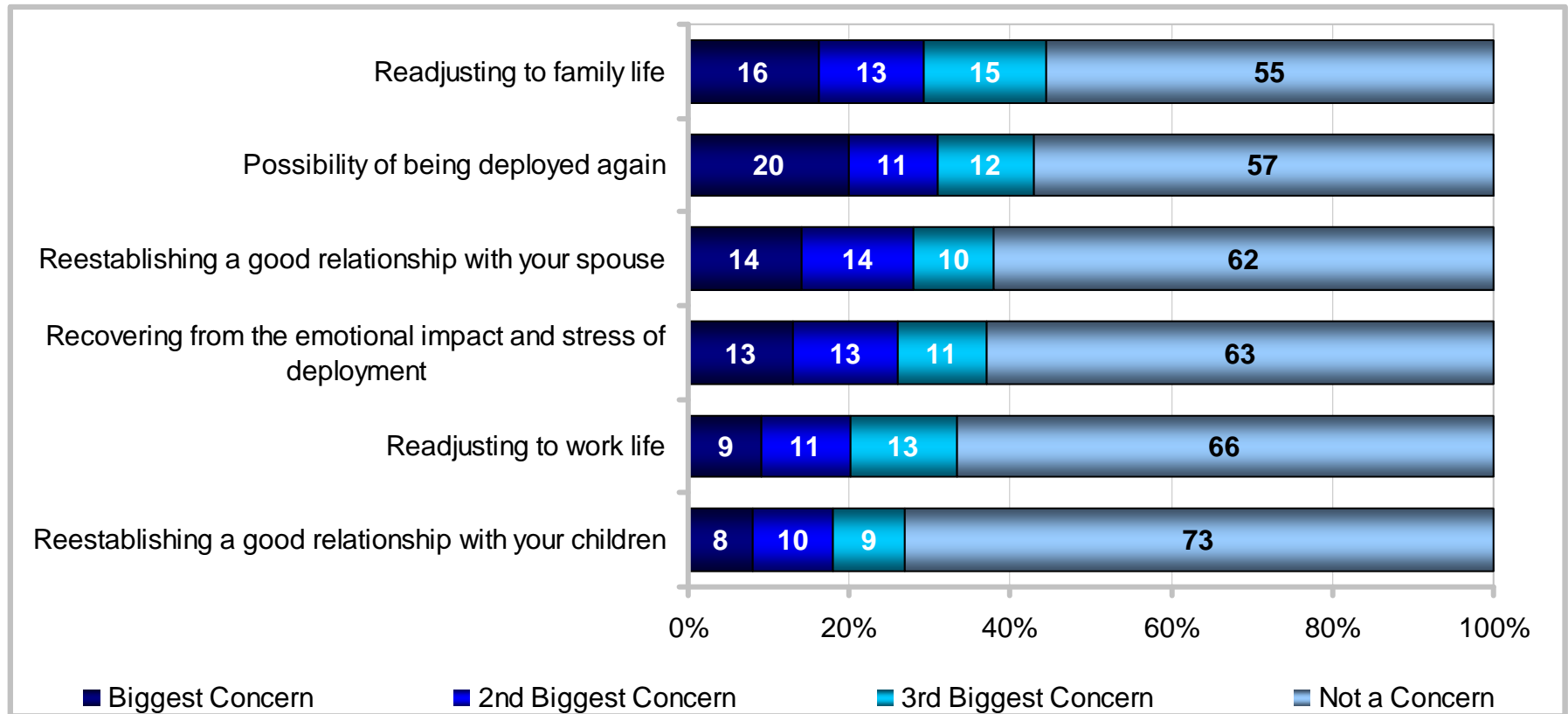
LEADING INDICATORS AND RELATED ITEMS

- **Retention**
- **Satisfaction**
- **Tempo**
 - **Deployments since September 11, 2001**
 - ✓ **Top concerns**
 - **Permanent change of station (PCS) moves**
- **Personal and work stress**
- **Personal and unit preparedness**

TOP CONCERNS

Concerns About Returning From Deployment

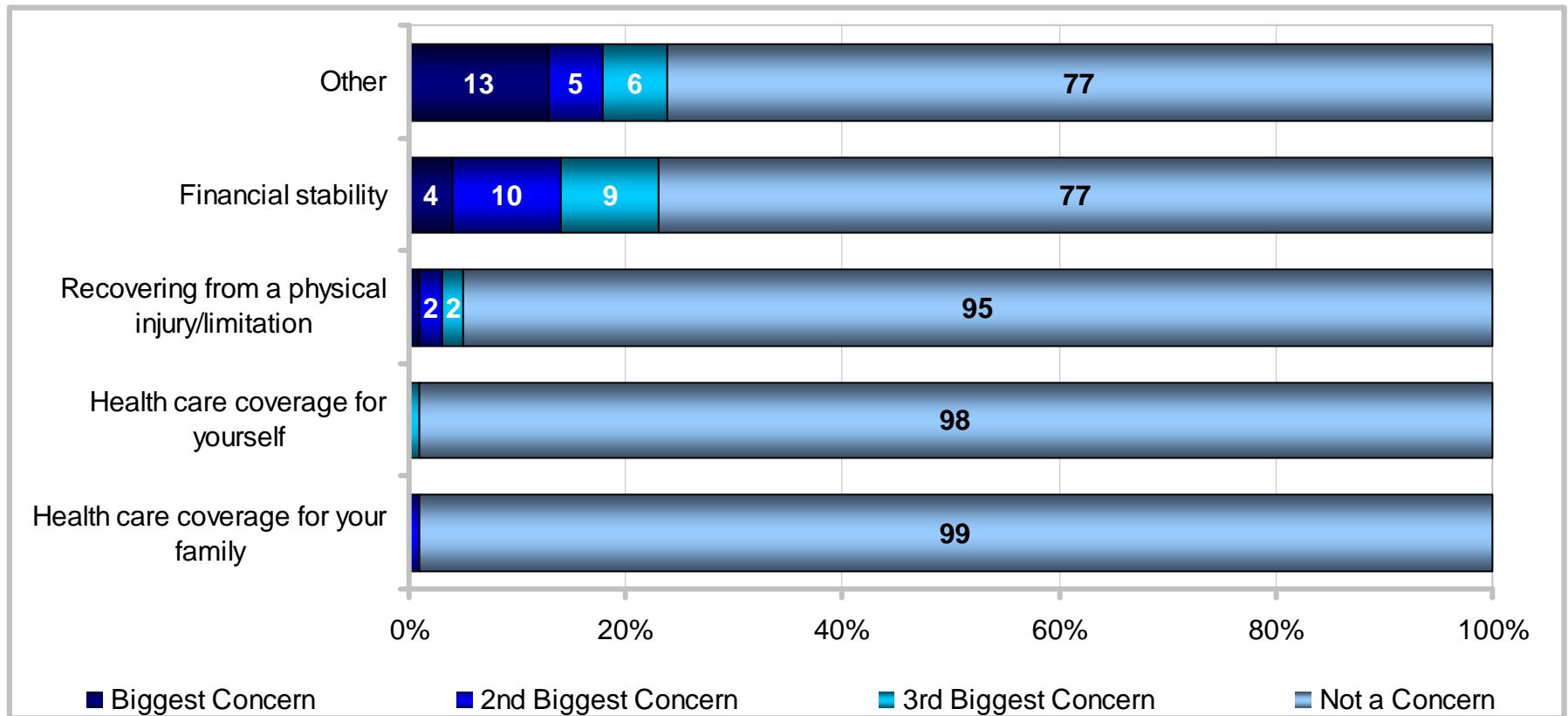
Percent of Returning Service Members



TOP CONCERNS

Concerns About Returning From Deployment

Percent of Returning Service Members



TOP CONCERNS

Concerns About Returning From Deployment

Percent of Returning Service Members

KEY: More Likely To Select Less Likely To Select	Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
Readjusting to family life	45	44	47	38	47	29	49	27	50	55	58	39	64	44	NR	36	51	47	NR
Possibility of being deployed again	43	50	38	43	36	49	41	46	41	55	28	49	54	40	NR	45	33	34	NR
Reestablishing a good relationship with your spouse	38	37	43	35	37	33	42	29	40	43	56	33	52	40	NR	35	40	36	NR
Recovering from the emotional impact and stress of deployment	37	39	42	29	31	44	37	48	33	27	27	42	26	42	NR	30	23	34	NR
Readjusting to work life	34	31	27	32	46	39	29	38	30	44	29	32	27	26	NR	33	29	44	NR
Reestablishing a good relationship with your children	27	25	31	19	31	16	28	12	34	28	40	22	35	30	NR	18	29	31	NR

TOP CONCERNS

Concerns About Returning From Deployment

Percent of Returning Service Members

KEY: More Likely To Select Less Likely To Select	Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
Other	23	22	20	31	25	29	24	30	20	21	25	24	16	21	20	30	33	25	NR
Financial stability	23	16	32	33	20	28	17	32	22	13	8	19	4	36	13	35	13	20	NR
Recovering from a physical injury/ limitation	5	8	2	8	1	5	5	9	3	2	1	9	3	2	1	8	5	1	1
Health care coverage for yourself	2	4	1	2	1	2	1	3	2	1	1	4	1	1	1	2	NR	1	1
Health care coverage for your family	1	1	1	2	1	1	2	1	1	0	1	2	1	1	2	2	2	1	0

TOP CONCERNS

Concerns About Returning From Deployment

Percent of Returning Service Members

KEY: More Likely To Select Less Likely To Select	Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
Readjusting to family life	45	47	34	35	50	45	44	44	21	62	35	43	61	30	26	46	30
Possibility of being deployed again	43	42	50	43	43	40	49	35	44	39	56	43	43	46	46	43	46
Reestablishing a good relationship with your spouse	38	39	32	26	44	41	31	12	8	51	60	37	49	19	32	40	22
Recovering from the emotional impact and stress of deployment	37	37	33	40	35	36	39	27	46	28	51	37	27	53	43	35	51
Readjusting to work life	34	33	39	39	31	35	32	22	55	23	31	33	34	33	51	33	37
Reestablishing a good relationship with your children	27	29	19	21	30	29	23	NR	0	48	4	26	36	19	13	28	18

TOP CONCERNS

Concerns About Returning From Deployment

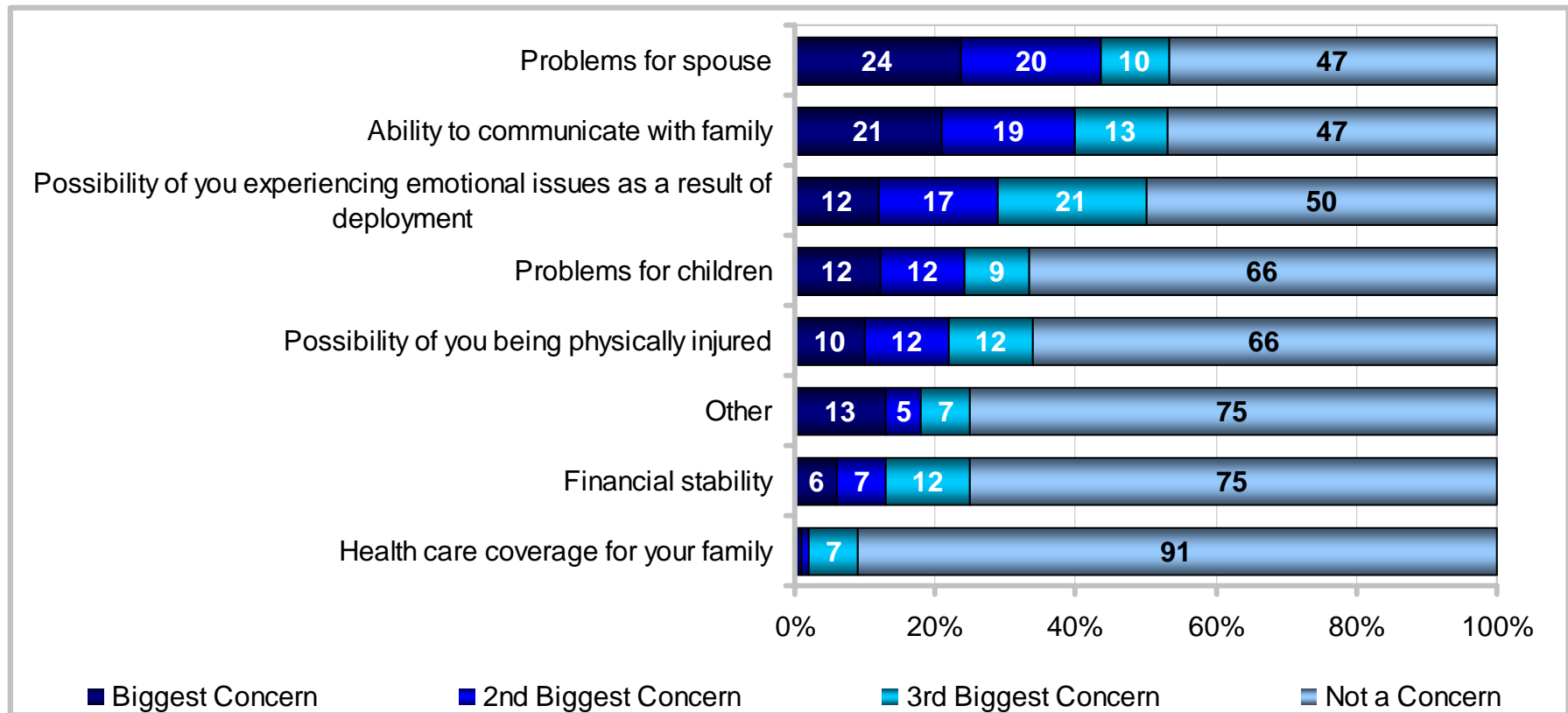
Percent of Returning Service Members

KEY: More Likely To Select Less Likely To Select	Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
	Other	23	22	30	29	20	25	19	NR	42	13	17	23	20	33	29	22
Financial stability	23	24	20	27	21	21	27	29	34	16	23	26	11	26	11	23	23
Recovering from a physical injury/ limitation	5	5	6	8	3	4	5	3	8	2	7	5	2	7	3	5	6
Health care coverage for yourself	2	2	4	3	2	2	3	2	3	2	1	2	1	1	5	2	2
Health care coverage for your family	1	1	3	1	1	1	2	3	0	2	1	1	1	1	0	1	1

TOP CONCERNS

Concerns While Deployed

Percent of Currently Deployed Service Members



TOP CONCERNS

Concerns While Deployed

Percent of Currently Deployed Service Members

KEY: More Likely To Select Less Likely To Select	Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
		Problems for spouse	53	55	NR	NR	NR	NR	61	40	57	NR	NR	51	74	NR	98	NR	NR
Ability to communicate with family	53	53	NR	NR	NR	NR	NR	56	54	NR	NR	55	NR	NR	NR	NR	NR	NR	NR
Possibility of you experience emotional issues as a result of deployment	50	49	NR	NR	NR	NR	NR	57	49	NR	NR	52	NR	NR	NR	NR	NR	NR	NR
Problems for children	34	33	NR	29	NR	20	NR	20	40	NR	NR	33	NR	22	NR	NR	NR	NR	NR
Possibility of you being physically injured	34	42	18	29	NR	NR	39	36	35	27	NR	45	29	20	2	NR	NR	NR	NR
Other	25	25	15	NR	NR	41	17	26	21	NR	NR	23	NR	17	NR	NR	NR	NR	NR
Financial stability	25	17	NR	NR	NR	23	28	35	19	5	NR	18	NR	NR	NR	NR	1	NR	NR
Health care coverage for your family	9	6	NR	NR	2	NR	4	10	9	2	7	7	2	NR	NR	NR	NR	0	NR

TOP CONCERNS

Concerns While Deployed

Percent of Currently Deployed Service Members

KEY: More Likely To Select Less Likely To Select	Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
Problems for spouse	53	57	45	47	58	58	45	NR	7	73	83	51	77	NR	NR	55	NR
Ability to communicate with family	53	49	60	55	50	52	53	NR	66	39	NR	57	35	NR	NR	54	NR
Possibility of you experience emotional issues as a result of deployment	50	51	46	58	43	49	51	NR	64	36	NR	50	NR	NR	NR	47	NR
Problems for children	34	34	32	29	38	35	31	NR	2	62	3	34	NR	18	NR	36	19
Possibility of you being physically injured	34	32	39	42	28	29	42	NR	36	32	NR	31	21	NR	NR	30	NR
Other	25	23	29	20	28	28	19	12	42	18	18	24	NR	NR	NR	25	25
Financial stability	25	28	NR	28	23	24	26	NR	NR	14	NR	26	NR	NR	NR	26	NR
Health care coverage for your family	9	9	6	7	10	3	17	4	NR	5	NR	10	3	NR	5	9	4

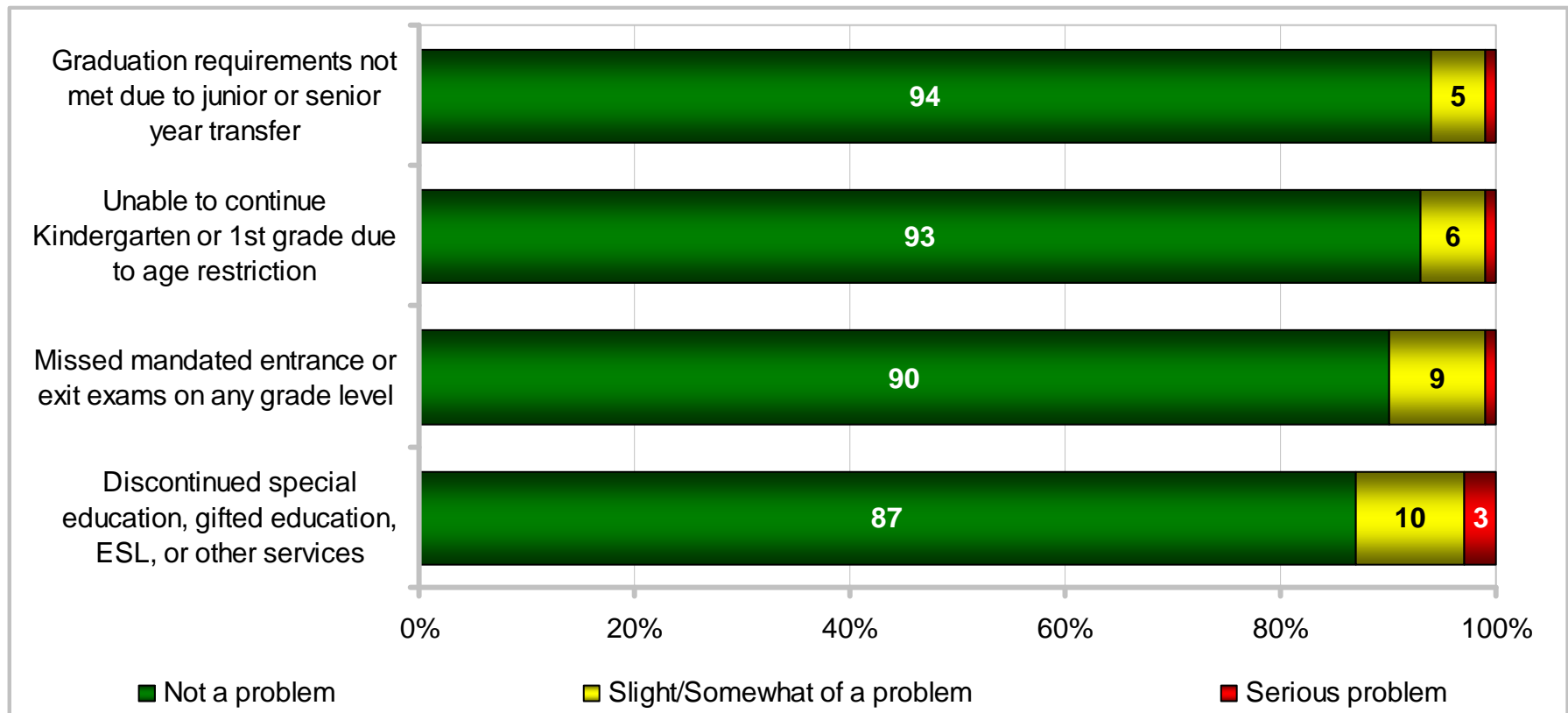
LEADING INDICATORS AND RELATED ITEMS

- **Retention**
- **Satisfaction**
- **Tempo**
 - **Deployments since September 11, 2001**
 - **Top concerns**
 - ✓ **Permanent change of station (PCS) moves**
- **Personal and work stress**
- **Personal and unit preparedness**

PERMANENT CHANGE OF STATION (PCS) MOVES

Problems With PCS Moves

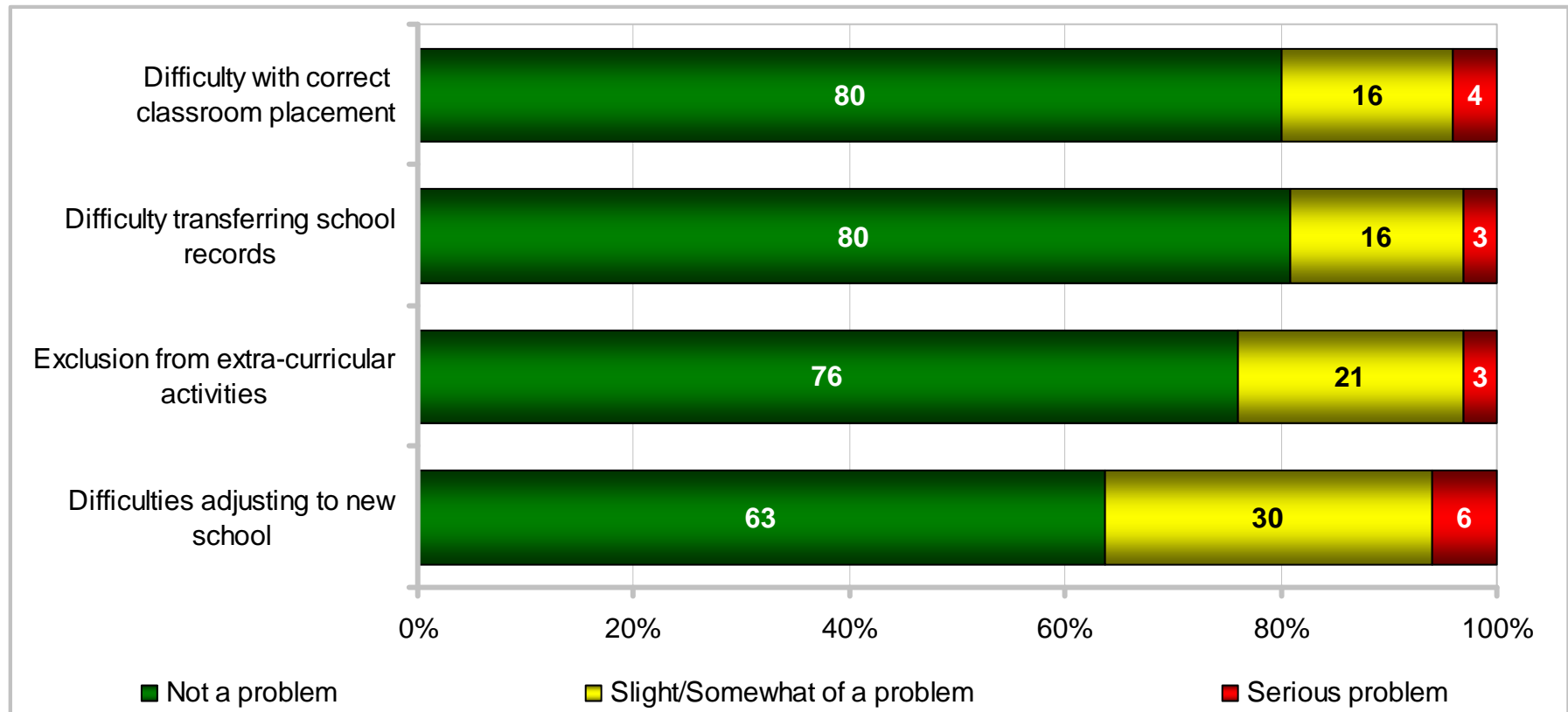
Percent of Service Members With Legal Dependents Between 5 and 18 and Who Had a PCS Move



PERMANENT CHANGE OF STATION (PCS) MOVES

Problems With PCS Moves

Percent of Service Members With Legal Dependents Between 5 and 18 and Who Had a PCS Move



PERMANENT CHANGE OF STATION (PCS) MOVES

Problems With PCS Moves

Percent of Service Members With Legal Dependents Between 5 and 18 and Who Had a PCS Move

KEY:																				
Higher Response of Not a Problem																				
Lower Response of Not a Problem																				
Higher Response of Serious Problem																				
		Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
Graduation requirements not met due to junior or senior year transfer	Not a problem	94	95	92	91	95	95	92	87	94	95	98	94	96	92	NR	91	94	94	98
	Serious problem	1	1	3	1	1	2	2	2	1	0	0	1	1	3	NR	2	1	1	0
Unable to continue Kindergarten or 1st grade due to age restriction	Not a problem	93	90	93	93	96	89	86	85	93	94	94	91	89	92	96	93	94	95	99
	Serious problem	1	2	1	1	1	1	5	4	2	0	0	3	0	1	0	1	0	1	0
Missed mandated entrance or exit exams on any grade level	Not a problem	90	84	92	91	95	81	89	78	88	99	97	80	95	89	99	91	93	94	98
	Serious problem	1	2	1	0	1	NR	2	5	1	0	0	3	1	1	0	0	0	1	0
Discontinued special education, gifted education, ESL, or other services	Not a problem	87	86	84	87	93	81	84	75	89	89	86	87	82	85	80	86	92	91	96
	Serious problem	3	3	3	3	2	4	2	5	2	0	6	2	NR	2	NR	3	3	2	1

PERMANENT CHANGE OF STATION (PCS) MOVES

Problems With PCS Moves

Percent of Service Members With Legal Dependents Between 5 and 18 and Who Had a PCS Move

KEY: Higher Response of Not a Problem Lower Response of Not a Problem Higher Response of Serious Problem		Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
Difficulty with correct classroom placement	Not a problem	80	77	80	80	85	88	83	82	82	NR	75	79	70	81	78	80	78	86	NR
	Serious problem	4	4	6	4	2	NR	5	5	4	1	7	4	NR	5	NR	4	5	2	2
Difficulty transferring school records	Not a problem	80	76	80	78	87	85	76	76	80	NR	83	78	72	77	88	78	78	86	NR
	Serious problem	3	4	5	4	1	NR	5	5	4	0	NR	4	NR	6	0	5	3	2	0
Exclusion from extra-curricular activities	Not a problem	76	73	76	77	80	83	79	73	78	NR	80	75	67	79	67	77	77	79	85
	Serious problem	3	4	4	3	1	NR	2	3	3	NR	4	2	NR	6	1	3	6	1	2
Difficulties adjusting to new school	Not a problem	63	62	65	66	63	80	74	67	66	NR	55	66	52	71	47	67	59	64	NR
	Serious problem	6	9	8	3	3	2	6	5	6	NR	9	8	12	8	NR	3	2	2	NR

PERMANENT CHANGE OF STATION (PCS) MOVES

Problems With PCS Moves

Percent of Service Members With Legal Dependents Between 5 and 18 and Who Had a PCS Move

KEY: Higher Response of Not a Problem Lower Response of Not a Problem Higher Response of Serious Problem		Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
Graduation requirements not met due to junior or senior year transfer	Not a problem	94	94	93	92	95	95	92	94	NA	94	NA	94	96	91	94	94	92
	Serious problem	1	1	2	2	1	1	2	1	NA	2	NA	1	2	3	0	1	2
Unable to continue Kindergarten or 1st grade due to age restriction	Not a problem	93	93	93	91	94	94	92	95	NA	93	NA	93	94	91	96	93	92
	Serious problem	1	1	1	2	1	1	2	0	NA	1	NA	2	0	3	0	1	2
Missed mandated entrance or exit exams on any grade level	Not a problem	90	90	86	83	93	94	83	92	NA	89	NA	87	97	91	95	89	92
	Serious problem	1	1	2	2	1	1	2	0	NA	1	NA	2	0	2	0	1	2
Discontinued special education, gifted education, ESL, or other services	Not a problem	87	88	86	82	90	90	83	92	NA	87	NA	88	86	89	86	87	89
	Serious problem	3	3	3	4	2	3	2	1	NA	3	NA	2	4	3	1	3	3

PERMANENT CHANGE OF STATION (PCS) MOVES

Problems With PCS Moves

Percent of Service Members With Legal Dependents Between 5 and 18 and Who Had a PCS Move

KEY: Higher Response of Not a Problem Lower Response of Not a Problem Higher Response of Serious Problem		Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
Difficulty with correct classroom placement	Not a problem	80	80	81	80	81	81	79	91	NA	79	NA	80	76	90	80	79	88
	Serious problem	4	4	2	4	4	4	3	1	NA	4	NA	4	5	4	1	4	3
Difficulty transferring school records	Not a problem	80	80	80	77	82	81	79	87	NA	80	NA	79	80	87	87	80	87
	Serious problem	3	3	3	4	3	4	2	1	NA	4	NA	4	2	3	0	3	3
Exclusion from extra-curricular activities	Not a problem	76	76	76	76	76	75	78	83	NA	75	NA	77	74	79	68	76	77
	Serious problem	3	3	3	2	3	3	3	1	NA	3	NA	3	5	2	1	3	2
Difficulties adjusting to new school	Not a problem	63	62	69	64	63	60	69	76	NA	62	NA	67	53	63	54	64	62
	Serious problem	6	7	4	6	6	6	7	4	NA	7	NA	5	9	10	3	6	9

TEMPO

Summary of Findings

December 2004

- Members reported working longer than normal an average of 106 days in the past 12 months
 - More than average led by Army, E5-E9, O4-O6, Marine Corps officer, Air Force officer, living off base, Non-Hispanic White, married with children, and male
- Members reported an average of 63 days away from PDS in the past 12 months
 - More than average led by Army, enlisted with 3-5 years of service, O1-O3, Non-Hispanic White, and male
- 6% reported currently being on a deployment of 30 days or more
 - Led by Army and living overseas
- 14% reported their desire to stay on active duty decreased as a result of being away more than expected
 - Led by Army, enlisted with 3-5 years of service, and male

TEMPO

Summary of Findings

December 2004

Deployments Since September 11, 2001

- 55% reported participating in operations since 9-11-2001
- 37% reported participating in Operation Iraqi Freedom
 - Led by Army, enlisted with 3-9 years of service, E5-E9, living in the US, and male
- 31% reported participating in Operation Enduring Freedom
 - Led by Navy, enlisted with 3-9 years of service, E5-E9, Navy enlisted, living in the US, living off base, and male
- 6% reported participating in Operation Noble Eagle

TEMPO

Summary of Findings

December 2004

- Service members who have been away since 9-11-2001 reported being deployed an average of 2 times and an average of 287 days
 - *Number of times* led by Navy, E5-E9, Navy enlisted, living overseas, and male
 - *Number of days* led by Army and enlisted with 3-5 years of service
- 80% of Service members away since 9-11-2001 reported being deployed to a combat zone or imminent danger/hostile fire area
 - They reported being deployed to a combat zone an average of 222 days
 - 11% reported still being deployed to a combat zone

TEMPO

Summary of Findings

December 2004

- 54% of Service members away since 9-11-2001 reported being involved in combat operations
 - Led by Army and male
- 44% of Service members away since 9-11-2001 reported deployments were longer than expected
 - Led by enlisted with 3-5 years of service
- 23% of Service members reported being under stop-loss at some time since 9-11-2001

TEMPO

Summary of Findings

December 2004

- Top concerns of members deployed since 9-11-2001 but not currently deployed
 - *Readjusting to family life* (45%)
 - *Possibility of being deployed again* (43%)
 - *Reestablishing a good relationship with spouse* (38%)
 - *Recovering from the emotional impact and stress of deployment* (37%)
- Top concerns of members who were currently deployed
 - *Problems for spouse* (53%)
 - *Ability to communicate with family* (53%)
 - *Possibility of experiencing emotional issues as a result of deployment* (50%)
- Majority (63% to 94%) of members with legal dependents between 5 and 18 who had a PCS move reported issues with their child(ren)'s education were not a problem

TEMPO

Summary of Findings

Trends

August 2004 – December 2004

- Average number of days working longer than normal duty day in past year increased by 16 days
 - Led by Army, Navy, Marine Corps, and E5-E9
- Percentage who were currently on a deployment of 30 days or more decreased by 6 percentage points
 - Led by Army and E1-E4

November 2003 – December 2004

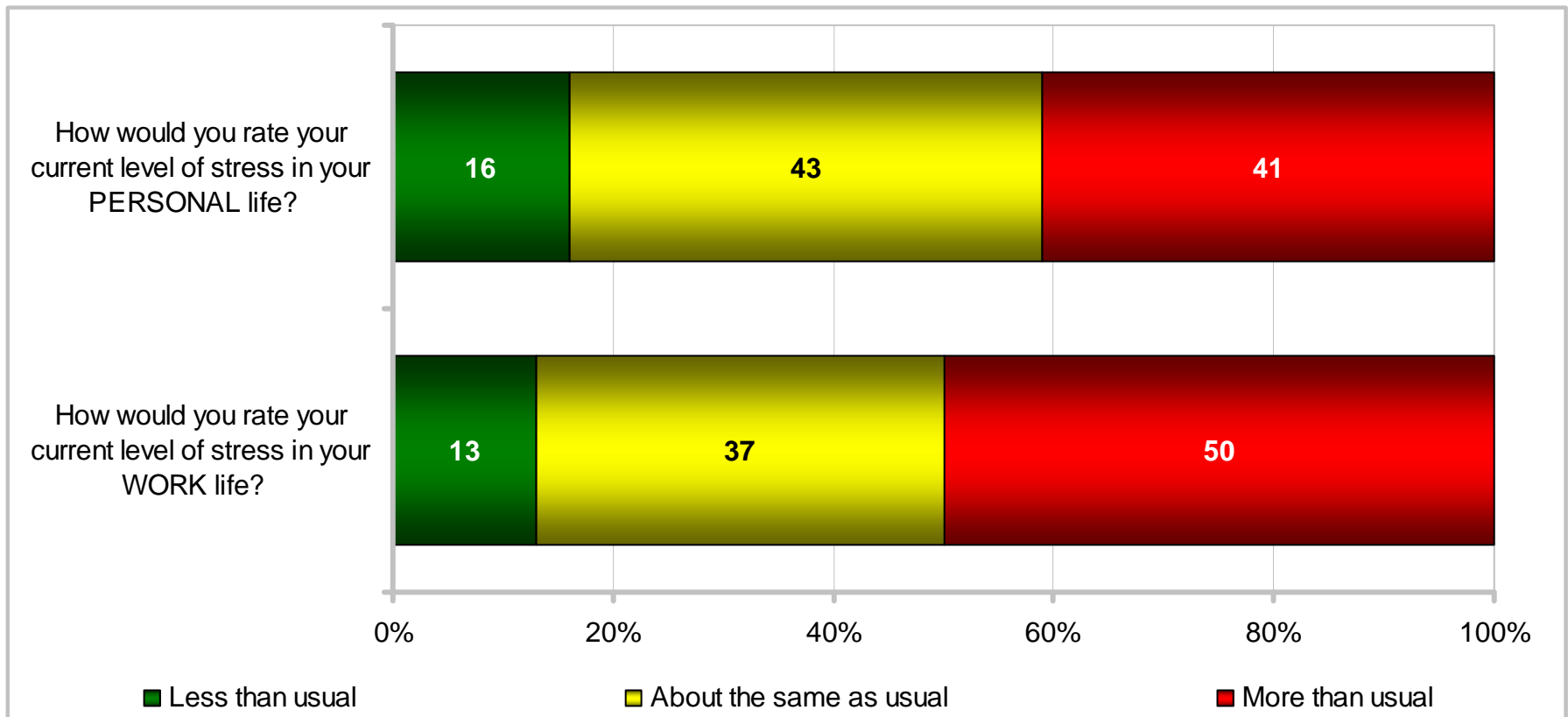
- Average number of nights away from permanent duty station in past year declined among Marine Corps by 19 nights

LEADING INDICATORS AND RELATED ITEMS

- **Retention**
- **Satisfaction**
- **Tempo**
 - **Deployments since September 11, 2001**
 - **Top concerns**
 - **Permanent change of station (PCS) moves**
- ✓ **Personal and work stress**
- **Personal and unit preparedness**

PERSONAL AND WORK STRESS

Current Level of Stress Percent of All Service Members



PERSONAL AND WORK STRESS

Current Level of Stress Percent of All Service Members

KEY:																				
Higher Response of Less Stress Than Usual																				
Lower Response of Less Stress Than Usual																				
Higher Response of More Stress Than Usual																				
		Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
How would you rate your current level of stress in your PERSONAL life?	More	41	47	39	44	34	41	46	43	40	37	36	48	41	39	35	45	33	34	33
	Less	16	15	16	18	16	21	16	17	15	16	16	15	13	17	12	19	17	15	20
How would you rate your current level of stress in your WORK life?	More	50	52	49	53	44	54	51	53	48	46	49	53	49	50	47	56	36	43	50
	Less	13	14	14	13	11	10	16	10	14	17	21	12	22	14	17	12	22	11	15

PERSONAL AND WORK STRESS

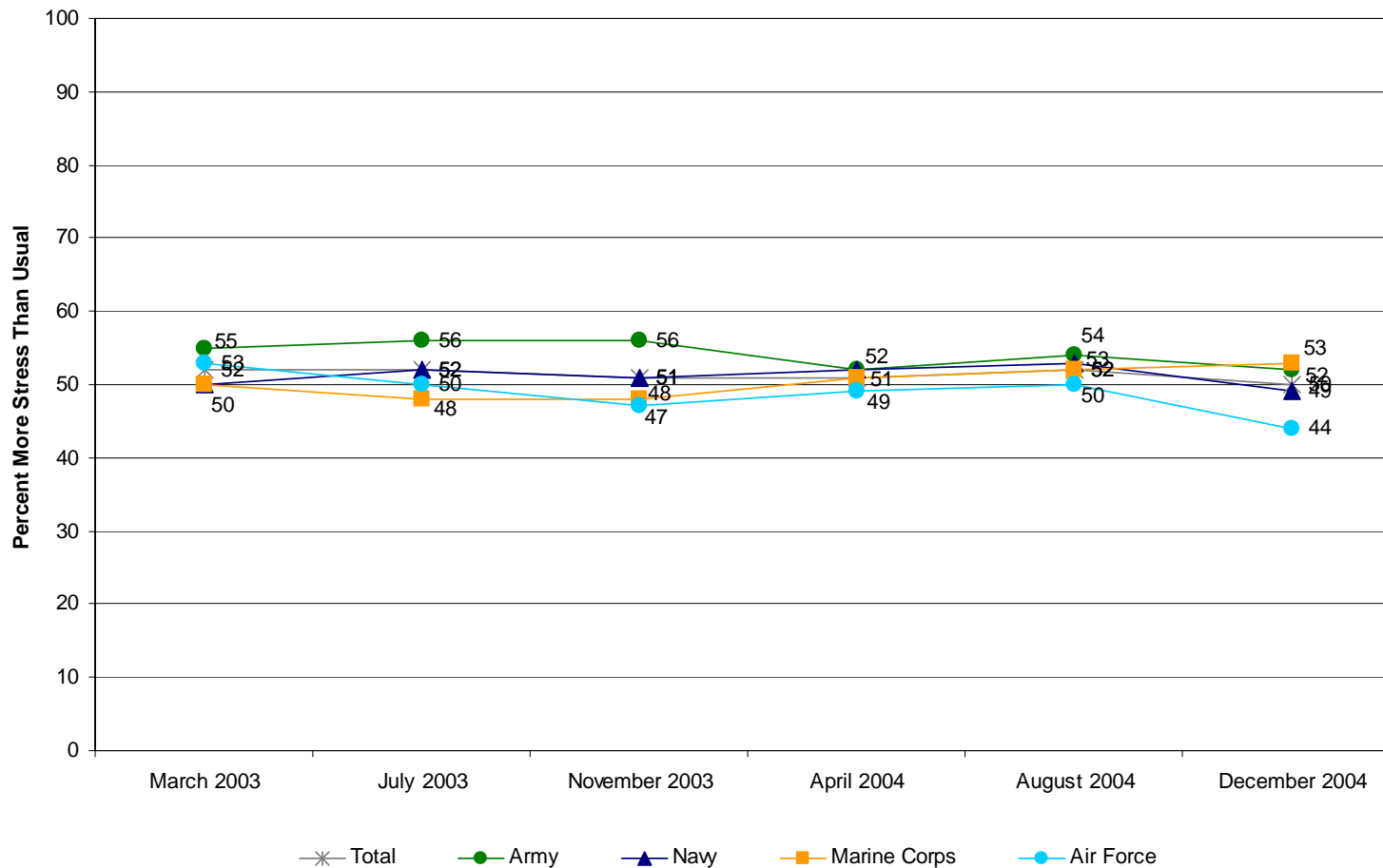
Current Level of Stress Percent of All Service Members

KEY:																		
Higher Response of Less Stress Than Usual																		
Lower Response of Less Stress Than Usual																		
Higher Response of More Stress Than Usual																		
		Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
How would you rate your current level of stress in your PERSONAL life?	More	41	40	43	43	40	40	42	50	35	43	42	41	37	46	32	40	43
	Less	16	16	17	16	16	13	21	18	20	14	14	16	15	18	21	16	18
How would you rate your current level of stress in your WORK life?	More	50	49	52	51	48	50	50	47	50	49	50	50	49	49	42	50	47
	Less	13	14	11	11	14	11	17	16	13	14	11	12	19	13	18	13	14

PERSONAL AND WORK STRESS

Current Level of Work Stress

Percent of All Service Members



SOFA Mar 03 Q20
 SOFA Jul 03 Q35
 SOFA Nov 03 Q36
 SOFA Apr 04 Q41
 SOFA Aug 04 Q37
 SOFA Dec 04 Q37

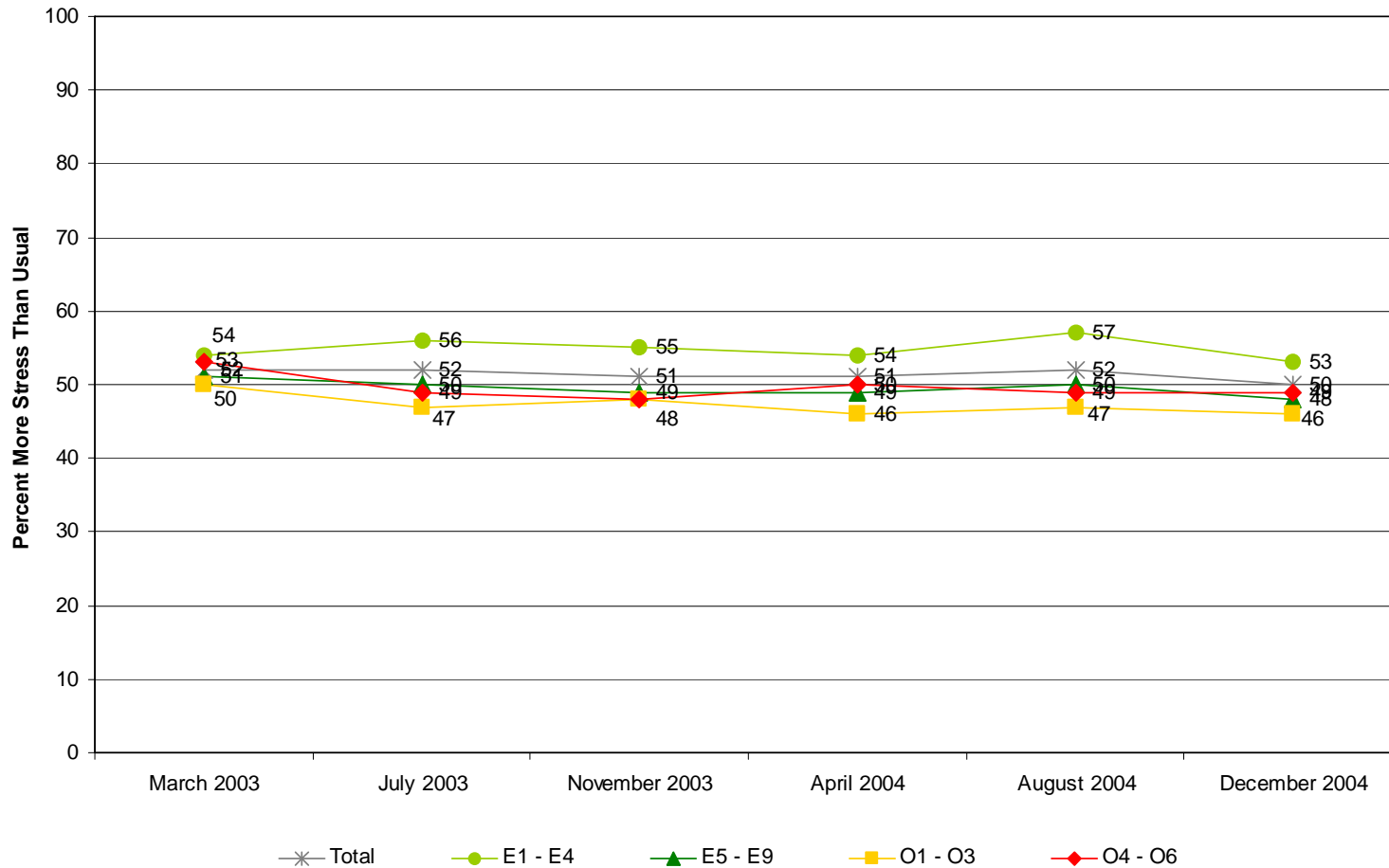
* Significant difference from last survey
 † Significant difference from 1 year ago

Margins of error do not exceed ±4%, except for December 2004 which do not exceed ±6%

PERSONAL AND WORK STRESS

Current Level of Work Stress

Percent of All Service Members



SOFA Mar 03 Q20
 SOFA Jul 03 Q35
 SOFA Nov 03 Q36
 SOFA Apr 04 Q41
 SOFA Aug 04 Q37
 SOFA Dec 04 Q37

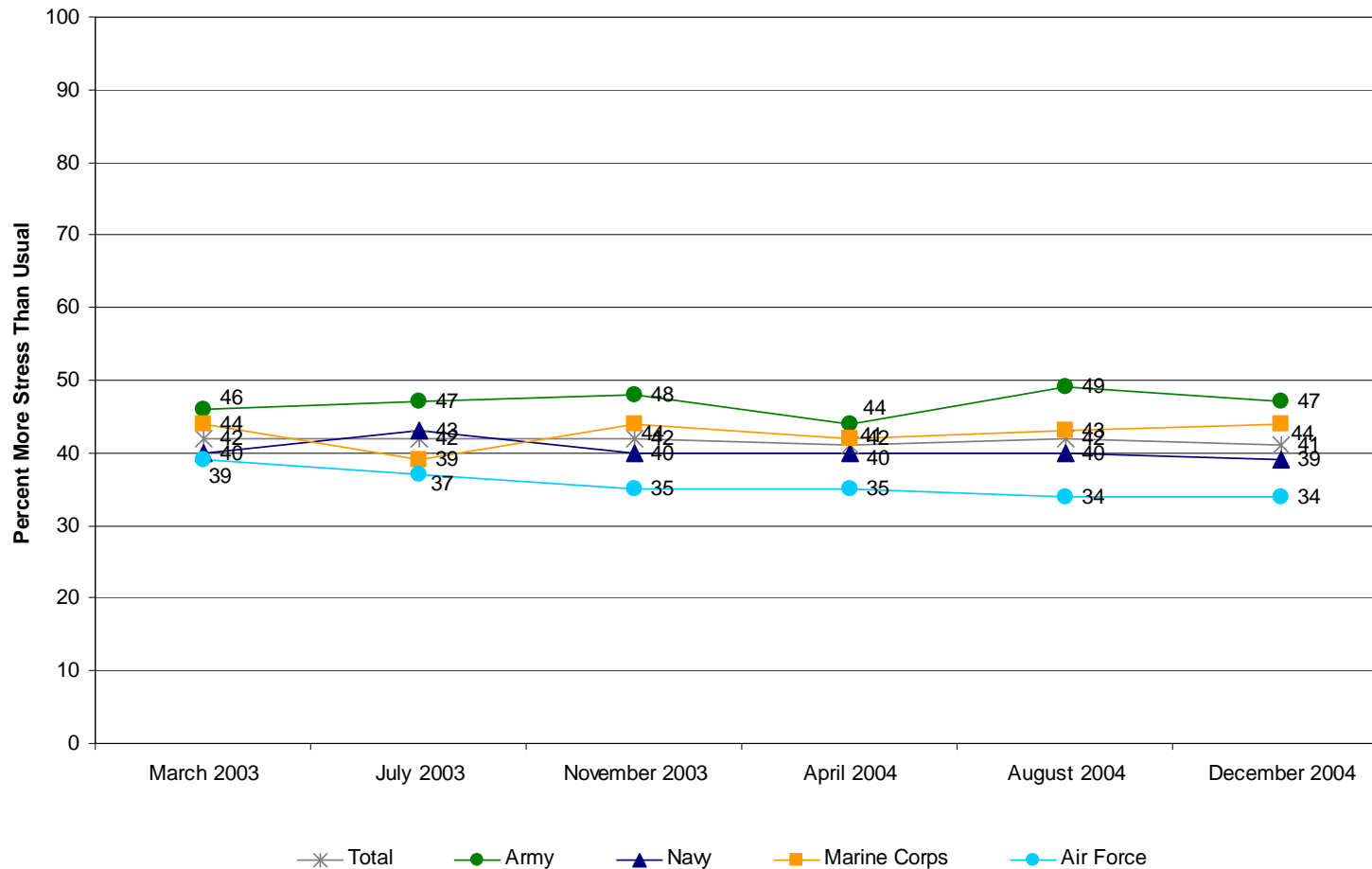
^ Significant difference from last survey
 † Significant difference from 1 year ago

Margins of error do not exceed ±3%, except for December 2004 which do not exceed ±9%

PERSONAL AND WORK STRESS

Current Level of Personal Stress

Percent of All Service Members



SOFA Mar 03 Q21
 SOFA Jul 03 Q36
 SOFA Nov 03 Q37
 SOFA Apr 04 Q42
 SOFA Aug 04 Q38
 SOFA Dec 04 Q38

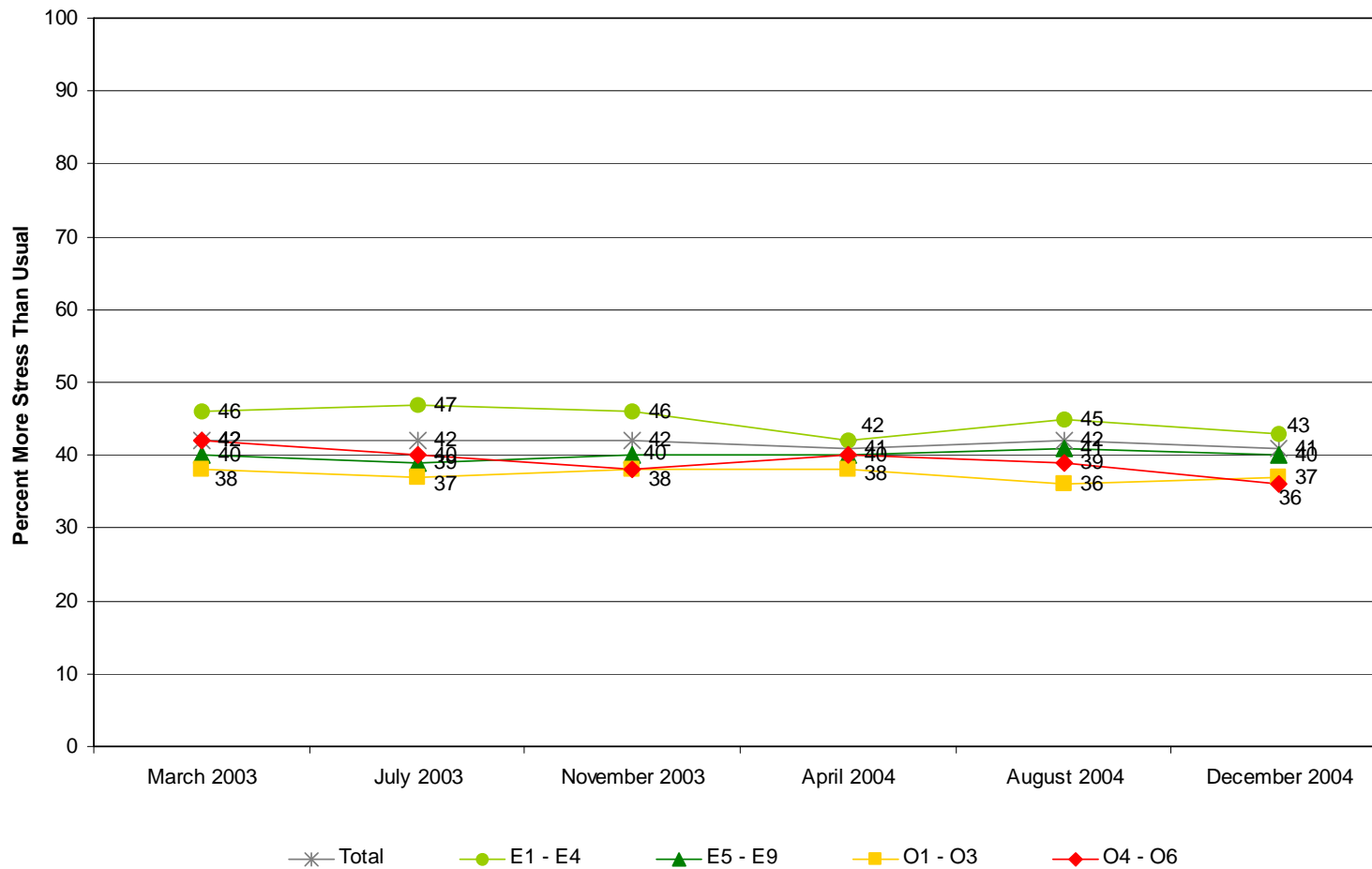
* Significant difference from last survey
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Margins of error do not exceed ±4%, except for December 2004 which do not exceed ±6%

PERSONAL AND WORK STRESS

Current Level of Personal Stress

Percent of All Service Members



SOFA Mar 03 Q21
 SOFA Jul 03 Q36
 SOFA Nov 03 Q37
 SOFA Apr 04 Q42
 SOFA Aug 04 Q38
 SOFA Dec 04 Q38

* Significant difference from last survey
 † Significant difference from 1 year ago

Margins of error do not exceed ±3%, except for December 2004 which do not exceed ±9%

PERSONAL AND WORK STRESS

Summary of Findings

December 2004

- 41% reported more stress than usual in their *personal life*
 - More stress led by Army
 - Less stress led by enlisted with 3-5 years of service, minority, and single without children
- 50% reported more stress than usual in their *work life*
 - Less stress led by minority

PERSONAL AND WORK STRESS

Summary of Findings

Trends

August 2004 – December 2004 Trends

- No change

November 2003 – December 2004 Trends

- No change

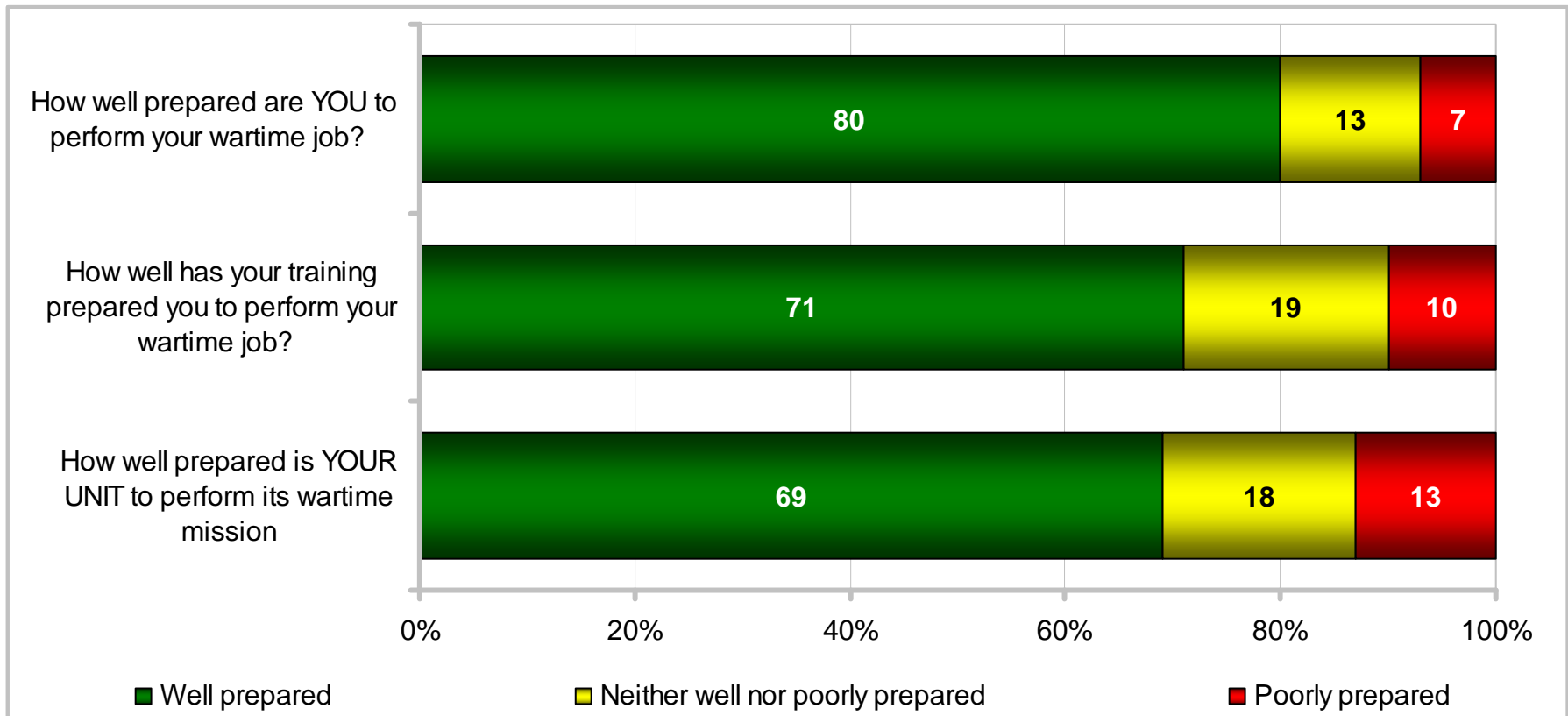
LEADING INDICATORS AND RELATED ITEMS

- **Retention**
- **Satisfaction**
- **Tempo**
 - **Deployments since September 11, 2001**
 - **Top concerns**
 - **Permanent change of station (PCS) moves**
- **Personal and work stress**
- ✓ **Personal and unit preparedness**

PERSONAL AND UNIT PREPAREDNESS

Training To Perform Wartime Mission

Percent of All Service Members



PERSONAL AND UNIT PREPAREDNESS

Training To Perform Wartime Mission

Percent of All Service Members

KEY: Higher Response of Well Prepared Lower Response of Well Prepared Higher Response of Poorly Prepared			Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
How well prepared are YOU to perform your wartime job?	Well	80	77	82	83	82	78	83	76	84	74	83	76	79	82	80	83	85	83	76	
	Poorly	7	9	5	5	7	8	4	9	5	10	5	10	6	6	5	5	6	6	11	
How well has your training prepared you to perform your wartime job?	Well	71	62	77	74	74	66	69	67	73	69	75	60	72	77	75	73	82	76	67	
	Poorly	10	14	9	7	8	15	10	14	7	10	9	15	7	9	9	7	3	8	12	
How well prepared is YOUR UNIT to perform its wartime mission	Well	69	56	76	70	78	66	67	69	68	69	69	54	64	75	80	70	72	81	68	
	Poorly	13	19	9	12	7	16	13	15	12	9	10	21	13	10	4	13	5	6	10	

PERSONAL AND UNIT PREPAREDNESS

Training To Perform Wartime Mission

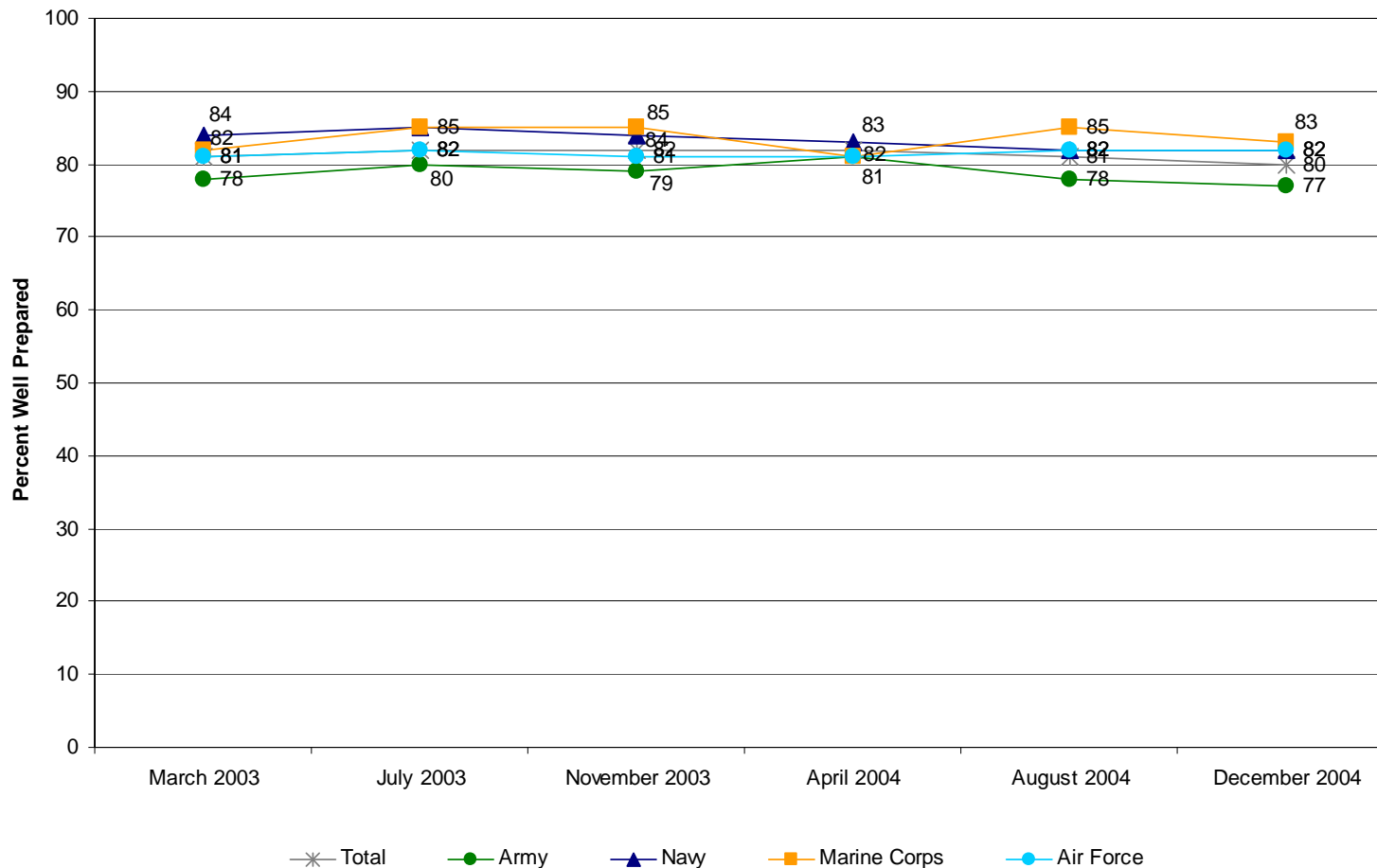
Percent of All Service Members

KEY:		Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
How well prepared are YOU to perform your wartime job?	Well	80	81	77	79	81	82	78	79	76	83	83	83	81	66	66	83	66
	Poorly	7	6	10	9	6	7	6	6	9	6	6	6	6	11	13	6	11
How well has your training prepared you to perform your wartime job?	Well	71	72	66	69	72	71	70	72	67	74	69	73	74	57	59	73	57
	Poorly	10	10	13	13	9	11	9	8	13	8	10	10	8	14	14	9	14
How well prepared is YOUR UNIT to perform its wartime mission	Well	69	70	62	68	70	68	70	70	67	70	68	70	71	64	59	70	63
	Poorly	13	12	17	15	11	14	11	12	15	12	11	13	9	16	12	12	15

PERSONAL AND UNIT PREPAREDNESS

Personal Preparedness To Perform Wartime Mission

Percent of All Service Members



SOFA Mar 03 Q18
 SOFA Jul 03 Q33
 SOFA Nov 03 Q34
 SOFA Apr 04 Q39
 SOFA Aug 04 Q34
 SOFA Dec 04 Q34

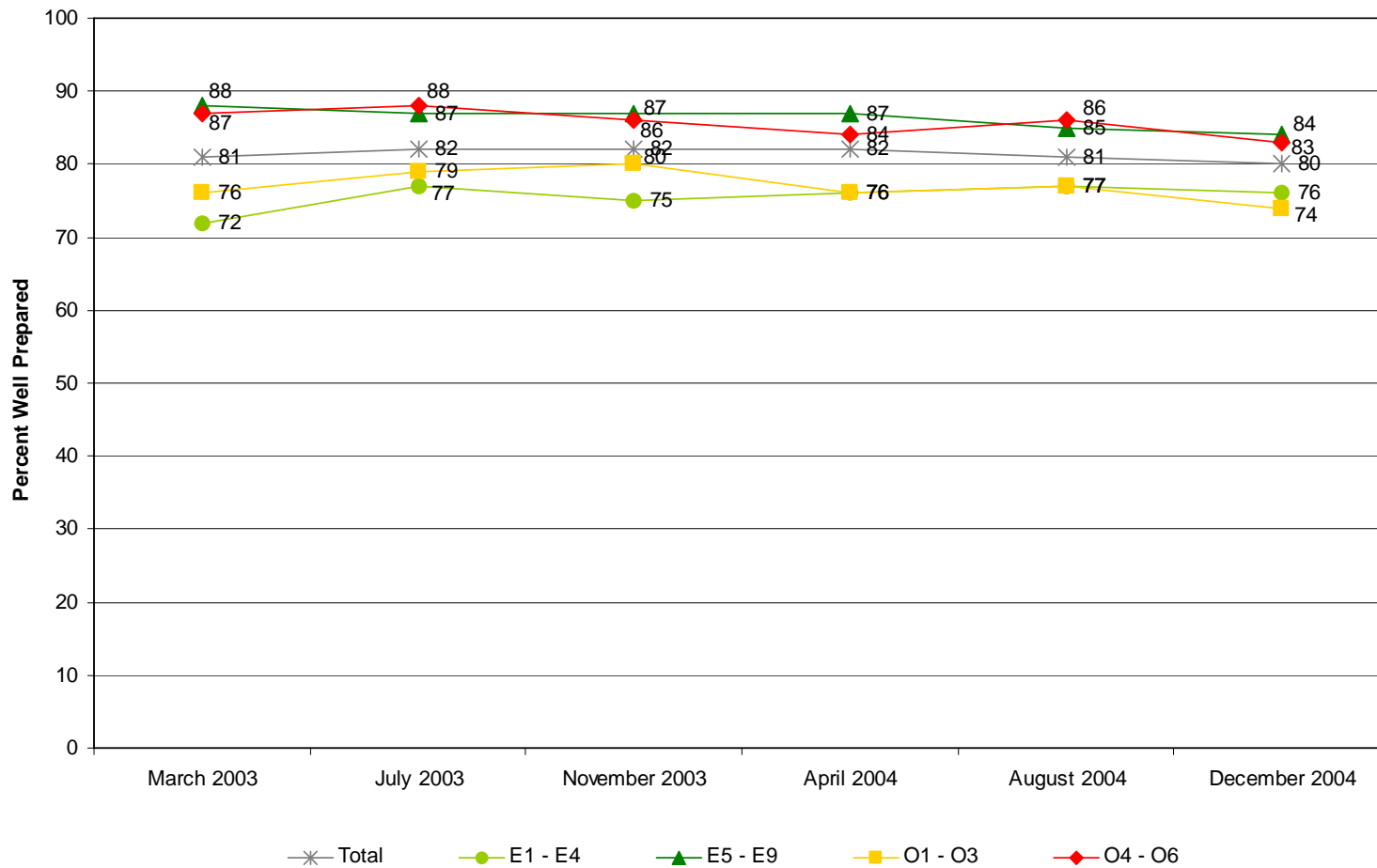
* Significant difference from last survey
 † Significant difference from 1 year ago

Margins of error do not exceed ±3%, except for December 2004 which do not exceed ±4%

PERSONAL AND UNIT PREPAREDNESS

Personal Preparedness To Perform Wartime Mission

Percent of All Service Members



SOFA Mar 03 Q18
 SOFA Jul 03 Q33
 SOFA Nov 03 Q34
 SOFA Apr 04 Q39
 SOFA Aug 04 Q34
 SOFA Dec 04 Q34

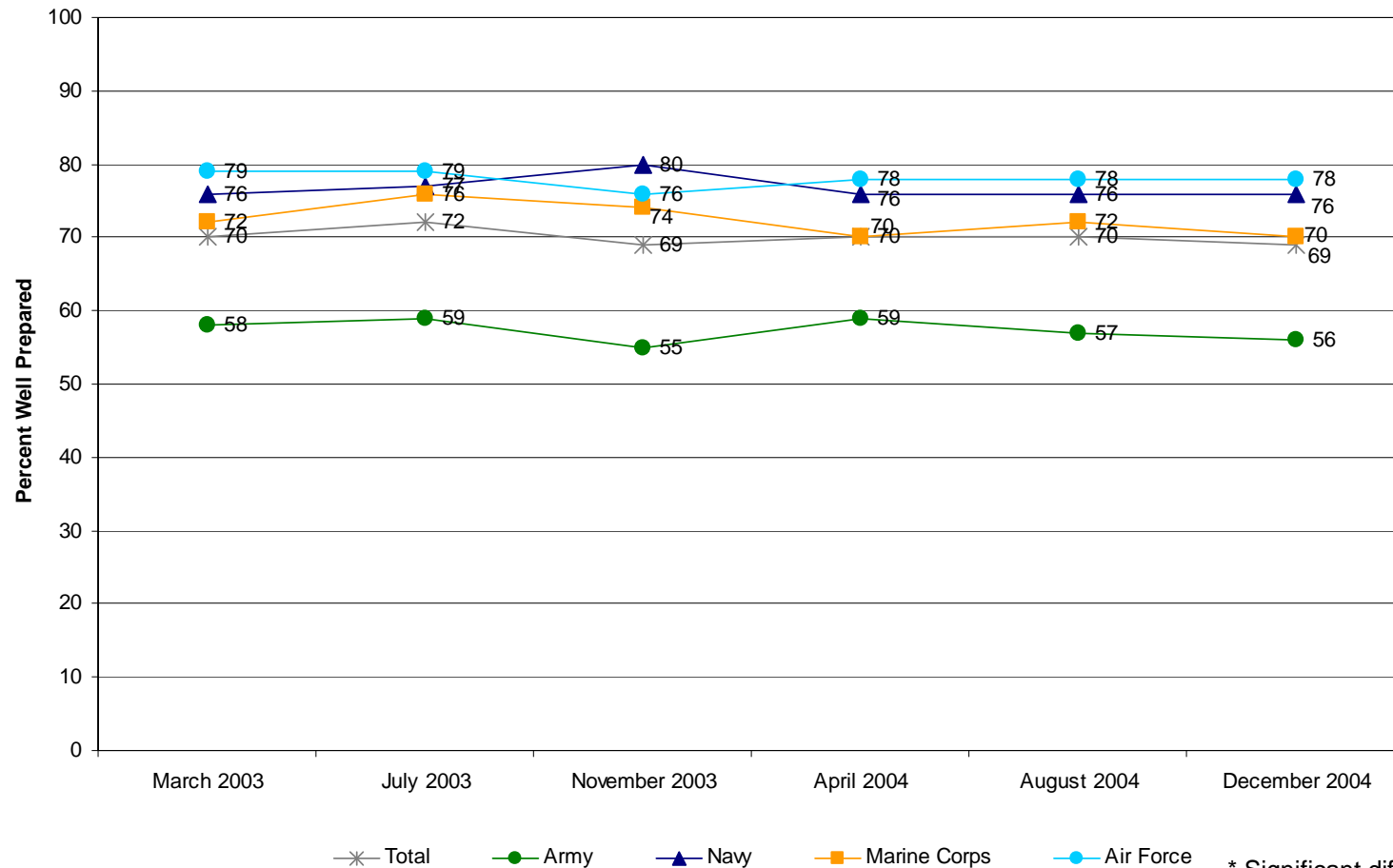
* Significant difference from last survey
 † Significant difference from 1 year ago

Margins of error do not exceed ±3%, except for December 2004 which do not exceed ±8%

PERSONAL AND UNIT PREPAREDNESS

Unit Preparedness To Perform Wartime Mission

Percent of All Service Members



SOFA Mar 03 Q19
 SOFA Jul 03 Q34
 SOFA Nov 03 Q35
 SOFA Apr 04 Q40
 SOFA Aug 04 Q35
 SOFA Dec 04 Q35

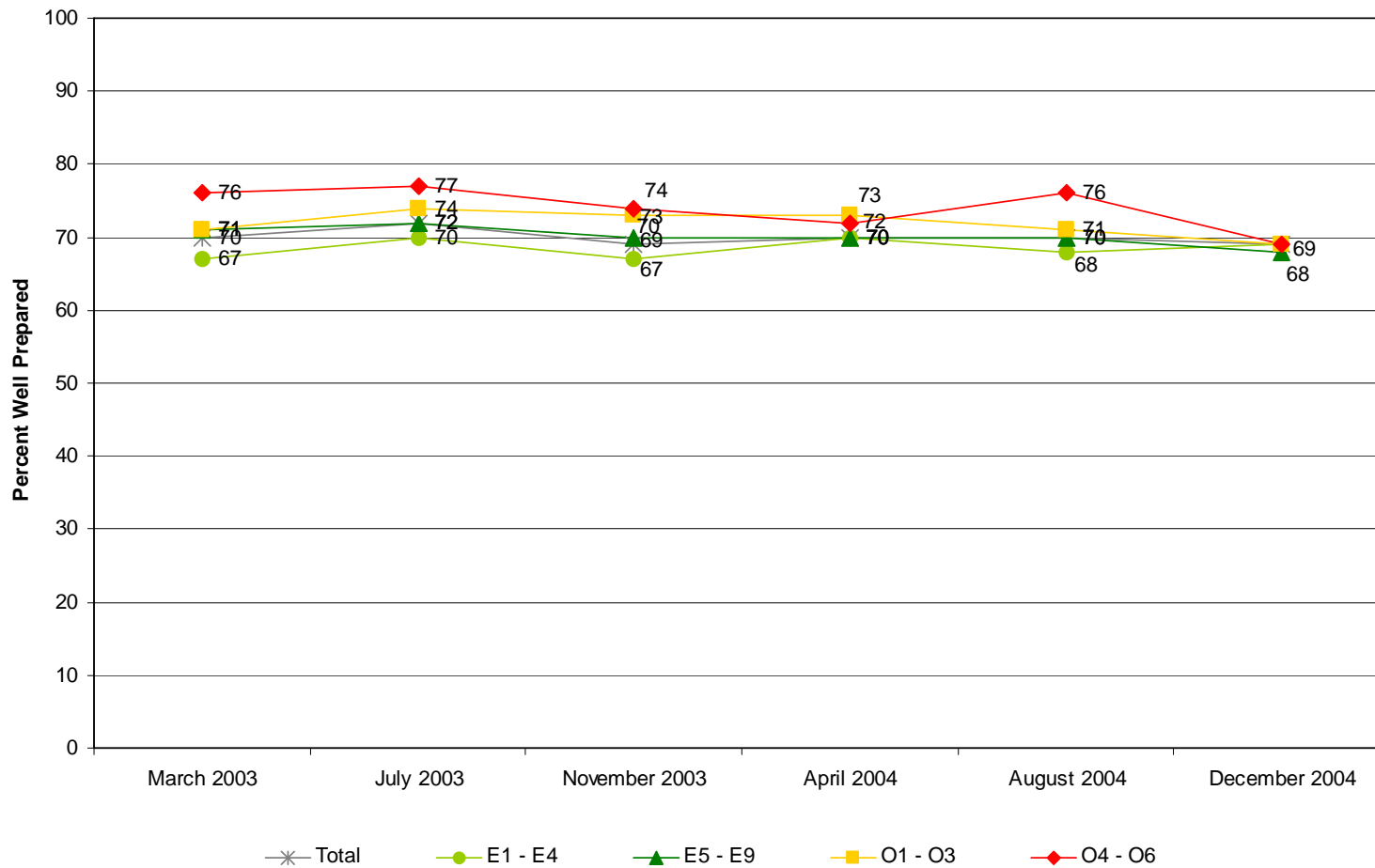
* Significant difference from last survey
 † Significant difference from 1 year ago

Margins of error do not exceed ±3%, except for December 2004 which do not exceed ±4%

PERSONAL AND UNIT PREPAREDNESS

Unit Preparedness To Perform Wartime Mission

Percent of All Service Members



SOFA Mar 03 Q19
 SOFA Jul 03 Q34
 SOFA Nov 03 Q35
 SOFA Apr 04 Q40
 SOFA Aug 04 Q35
 SOFA Dec 04 Q35

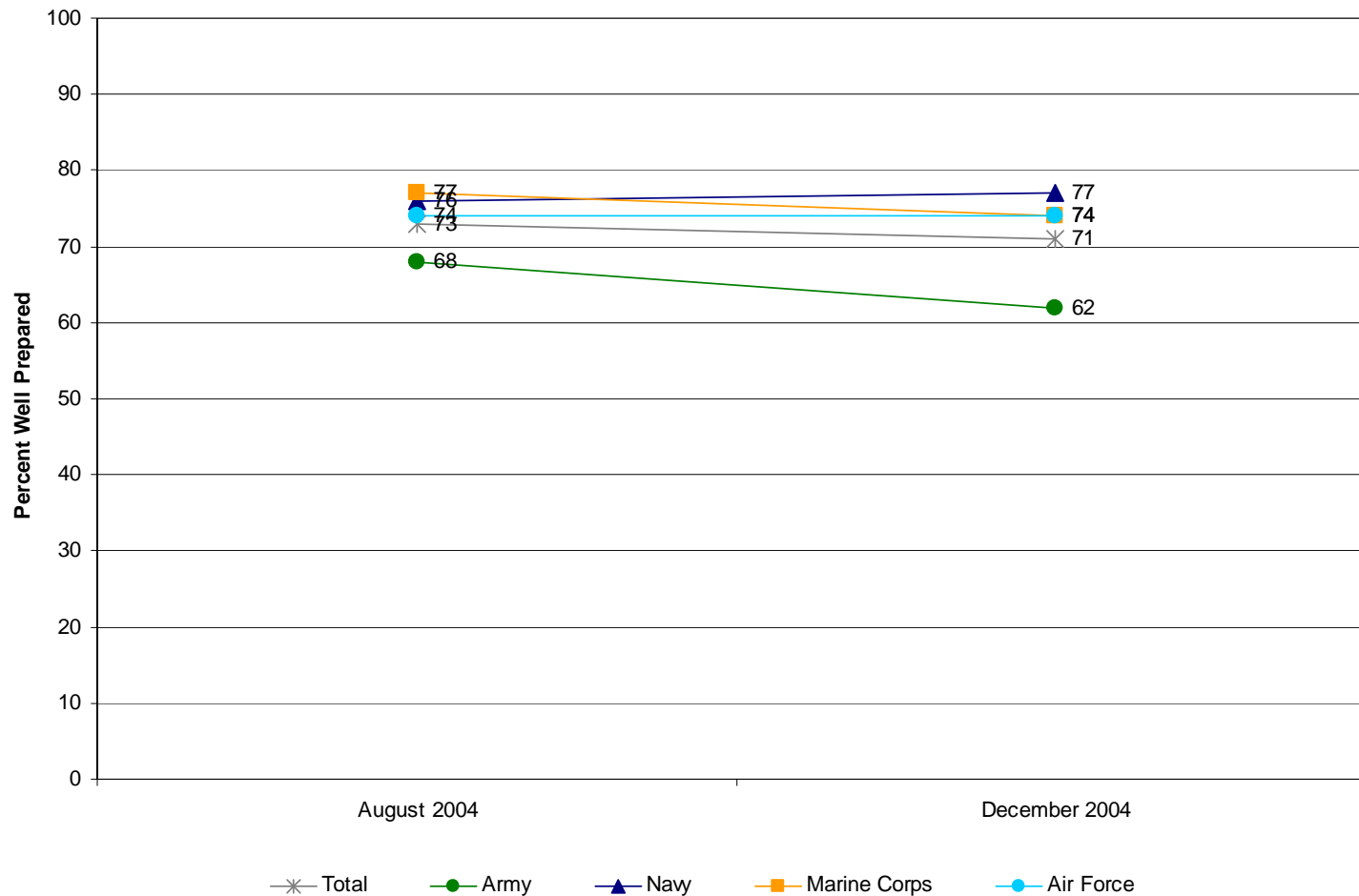
* Significant difference from last survey
 † Significant difference from 1 year ago

Margins of error do not exceed ±3%, except for December 2004 which do not exceed ±8%

PERSONAL AND UNIT PREPAREDNESS

Effectiveness of Training To Prepare for Wartime Mission

Percent of All Service Members



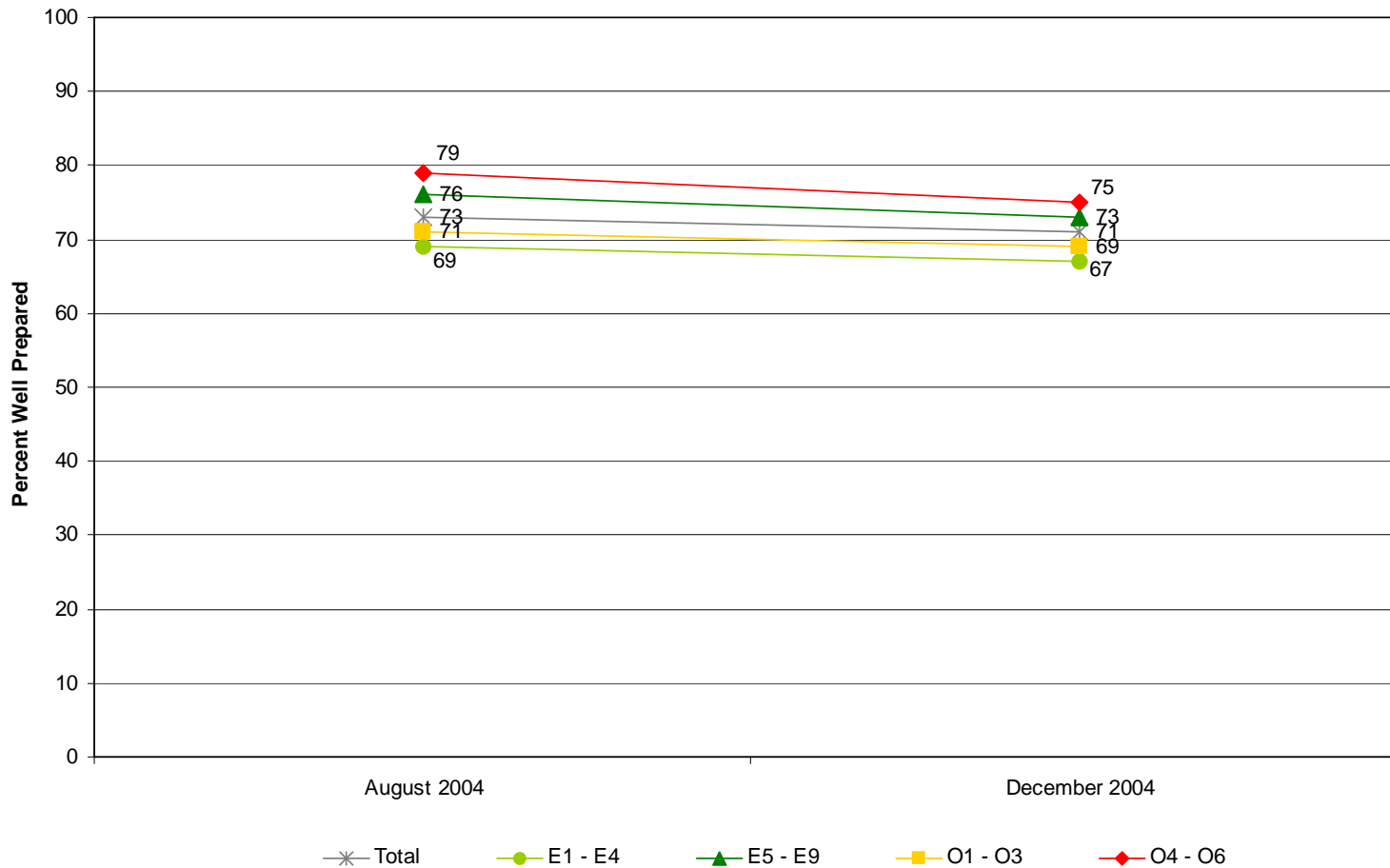
* Significant difference from last survey

Margins of error do not exceed $\pm 3\%$, except for December 2004 which do not exceed $\pm 5\%$

PERSONAL AND UNIT PREPAREDNESS

Effectiveness of Training To Prepare for Wartime Mission

Percent of All Service Members



* Significant difference from last survey

Margins of error do not exceed $\pm 2\%$, except for December 2004 which do not exceed $\pm 9\%$

PERSONAL AND UNIT PREPAREDNESS

Summary of Findings

December 2004

- Majority reported they (80%) and their units (69%) were well prepared for their wartime job
 - Higher *personal preparedness* led by E5-E9 and male
 - Lower *personal preparedness* led by E1-E4, living on base, and female
 - Higher *unit preparedness* led by Navy, Air Force, Navy enlisted, Air Force enlisted, living in the US, and male
 - Lower *unit preparedness* led by Army and living overseas
- 71% reported training prepared them well to perform their wartime job; 10% reported it prepared them poorly
 - Well prepared led by Navy, Navy enlisted, Marine Corps officer, Air Force enlisted, and male
 - Poorly prepared led by Army, enlisted with 3-5 years of service, E1-E4, living on base, single without children, and female

PERSONAL AND UNIT PREPAREDNESS

Summary of Findings

Trends

August 2004 – December 2004 Trends

- No change

November 2003 – December 2004 Trends

- No change

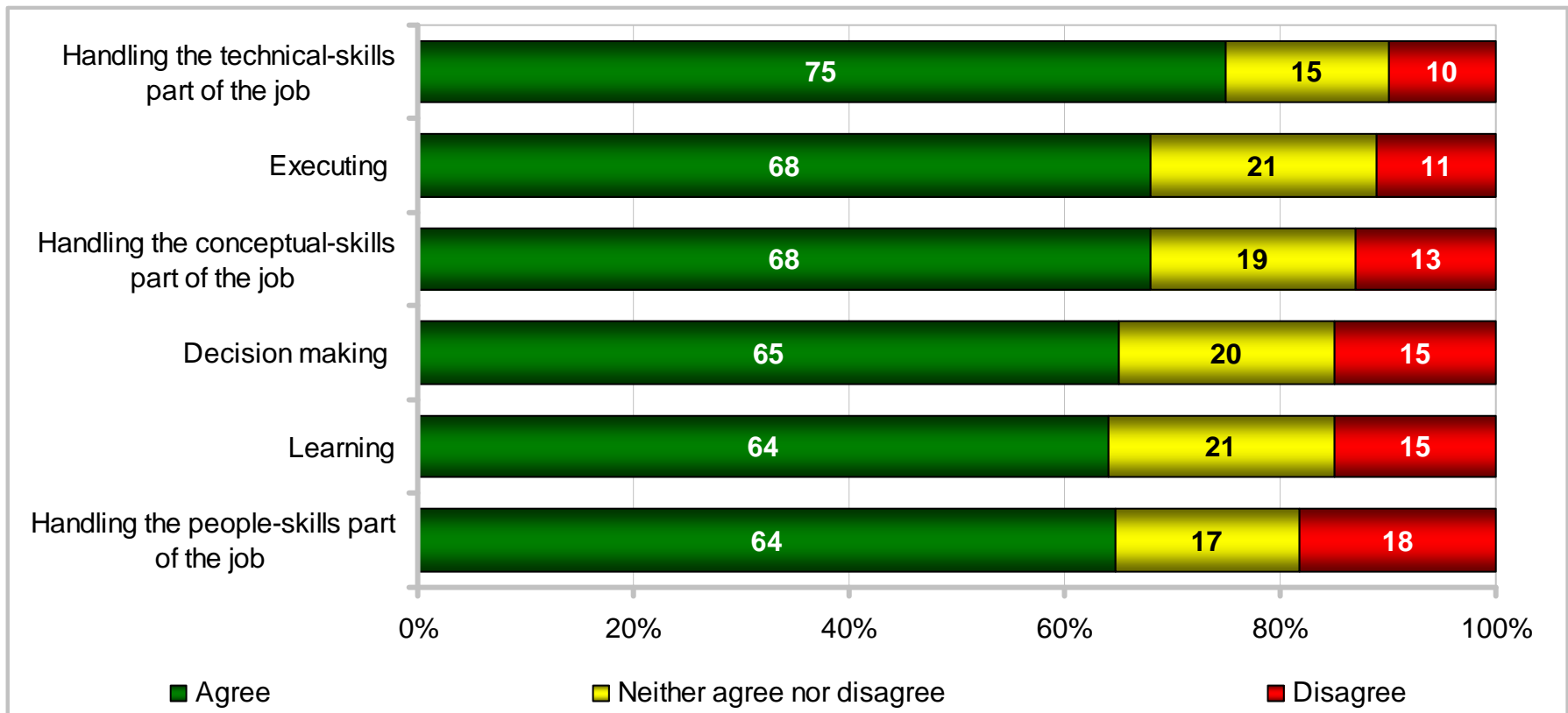
BRIEFING OVERVIEW

- Introduction
- Leading indicators and related items
- ✓ Leadership
- Mentoring
- Career opportunities
- Organizational effectiveness
- Willingness to recommend
- Support services
- Health care
- Major findings for December 2004

LEADERSHIP

Supervisor Effectiveness

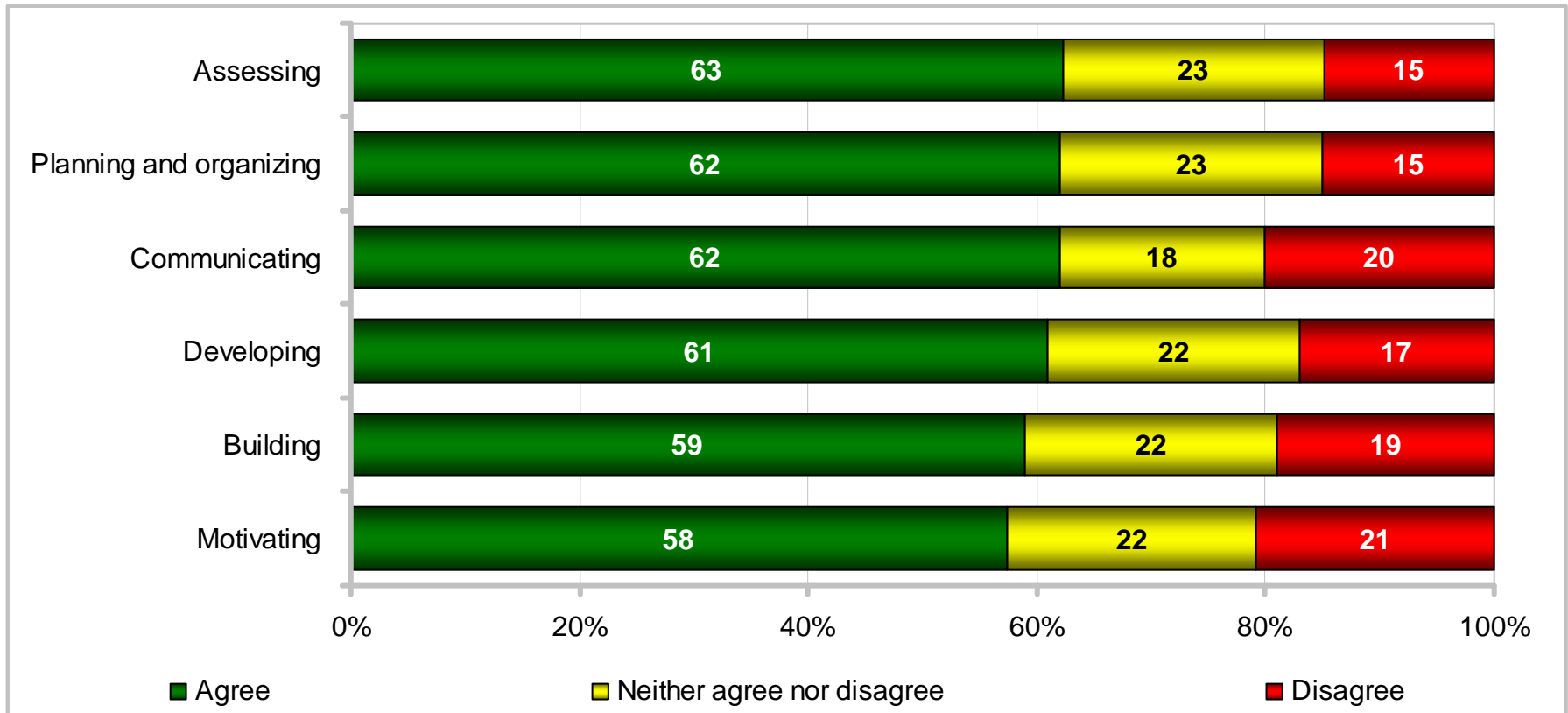
Percent of All Service Members



LEADERSHIP

Supervisor Effectiveness

Percent of All Service Members



LEADERSHIP

Supervisor Effectiveness

Percent of All Service Members

KEY: Higher Response of Agree Lower Response of Agree Higher Response of Disagree		Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
Handling the technical-skills part of the job	Agree	75	72	78	75	77	72	70	73	76	79	85	71	75	78	79	75	78	74	87
	Disagree	10	12	9	9	7	14	13	10	10	7	4	13	10	10	5	9	10	8	3
Executing	Agree	68	69	67	69	68	63	63	65	69	73	80	68	74	65	75	67	83	67	73
	Disagree	11	12	11	11	9	15	16	12	11	11	6	14	6	12	6	12	7	7	14
Handling the conceptual-skills part of the job	Agree	68	66	67	66	71	61	65	61	71	73	78	65	69	66	71	64	81	69	80
	Disagree	13	16	14	14	9	18	18	14	14	9	11	17	11	14	12	15	9	10	8
Decision making	Agree	65	63	66	63	66	60	58	61	65	71	76	61	70	64	77	63	70	65	72
	Disagree	15	17	16	16	12	21	20	17	15	13	15	18	14	18	7	16	12	11	17
Learning	Agree	64	60	67	63	65	57	59	58	66	71	76	59	69	65	77	62	73	64	72
	Disagree	15	17	16	19	11	20	18	16	15	12	16	17	14	17	8	20	12	9	17
Handling the people-skills part of the job	Agree	64	61	65	64	67	59	58	61	66	67	69	61	64	65	70	62	78	67	68
	Disagree	18	21	19	20	14	24	22	20	17	15	19	21	19	20	11	20	12	12	19

LEADERSHIP

Supervisor Effectiveness

Percent of All Service Members

KEY:																				
		Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
Assessing	Agree	63	60	65	60	65	57	54	60	63	67	70	59	62	64	71	58	71	64	71
	Disagree	15	18	14	17	11	17	22	15	15	11	17	17	20	15	11	17	10	11	11
Planning and organizing	Agree	62	59	64	64	64	56	58	58	64	68	69	58	66	63	69	63	74	63	66
	Disagree	15	19	14	16	11	20	19	17	14	11	14	20	13	15	8	17	9	10	16
Communicating	Agree	62	61	60	63	66	57	56	58	64	67	76	60	67	58	70	61	73	64	71
	Disagree	20	23	20	18	17	25	23	23	19	17	17	24	17	22	10	18	14	16	21
Developing	Agree	61	58	61	61	66	56	53	59	62	63	68	58	57	59	73	60	70	66	68
	Disagree	17	19	17	18	13	20	23	18	16	15	15	20	15	18	12	18	16	11	18
Building	Agree	59	57	59	57	60	55	54	54	60	62	67	57	61	57	70	56	68	60	62
	Disagree	19	20	21	20	17	23	23	22	18	19	18	21	19	22	12	20	17	15	24
Motivating	Agree	58	56	59	57	58	52	51	54	59	66	64	55	61	58	67	56	70	57	65
	Disagree	21	23	22	25	15	28	24	24	20	14	16	24	17	23	13	26	15	15	15

LEADERSHIP

Supervisor Effectiveness

Percent of All Service Members

KEY:		Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
Handling the technical-skills part of the job	Agree	75	76	72	75	76	75	76	74	76	76	72	74	81	74	78	75	75
	Disagree	10	9	11	10	10	10	9	13	11	8	10	10	6	12	9	9	11
Executing	Agree	68	69	65	67	69	67	70	69	66	70	66	68	76	62	70	69	64
	Disagree	11	11	12	11	11	12	10	13	12	10	11	10	8	16	11	10	15
Handling the conceptual-skills part of the job	Agree	68	68	65	65	69	67	69	68	63	71	67	67	74	64	75	68	66
	Disagree	13	13	16	13	13	15	11	16	16	12	11	13	10	17	11	13	16
Decision making	Agree	65	65	62	64	65	63	66	66	64	66	62	64	72	59	71	65	61
	Disagree	15	15	16	15	16	16	14	18	16	14	16	15	13	19	13	15	18
Learning	Agree	64	65	60	62	65	62	67	64	61	66	63	63	73	59	69	64	60
	Disagree	15	15	16	14	16	16	14	18	16	14	15	15	14	19	15	14	19
Handling the people-skills part of the job	Agree	64	65	62	64	65	63	66	64	65	65	62	64	69	63	64	64	63
	Disagree	18	18	21	18	18	19	17	21	19	16	20	18	16	24	18	17	23

LEADERSHIP

Supervisor Effectiveness

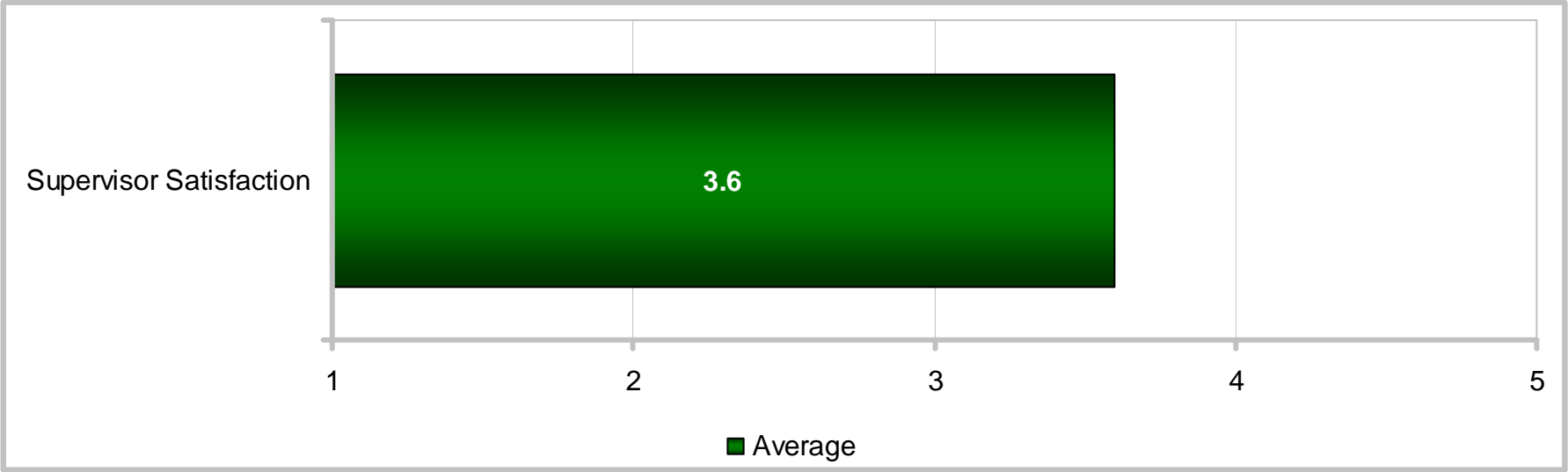
Percent of All Service Members

KEY: Higher Response of Agree Lower Response of Agree Higher Response of Disagree		Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
Assessing	Agree	63	63	59	61	64	61	65	64	62	64	58	63	68	56	65	64	57
	Disagree	15	15	16	13	16	16	13	18	16	14	14	14	13	21	19	14	20
Planning and organizing	Agree	62	63	58	62	62	61	63	62	61	64	61	62	67	57	68	63	59
	Disagree	15	15	17	15	15	16	14	16	18	13	13	15	12	20	14	14	19
Communicating	Agree	62	63	59	60	64	60	65	61	60	64	62	61	70	58	68	63	60
	Disagree	20	19	22	21	19	22	17	23	22	18	19	20	17	26	17	19	25
Developing	Agree	61	62	60	62	61	60	63	64	63	61	58	61	65	58	62	62	59
	Disagree	17	16	19	16	17	17	15	18	18	16	16	16	15	22	18	16	22
Building	Agree	59	60	54	57	59	57	62	61	57	60	57	58	65	53	60	59	54
	Disagree	19	19	20	19	20	22	16	21	23	17	18	19	18	22	21	19	22
Motivating	Agree	58	58	54	56	58	55	61	59	56	59	58	57	65	53	59	58	54
	Disagree	21	20	24	20	21	21	19	25	24	18	21	21	15	28	21	20	27

LEADERSHIP

Supervisor Satisfaction Scale

Average of All Service Members



LEADERSHIP

Supervisor Satisfaction Scale

Average of All Service Members

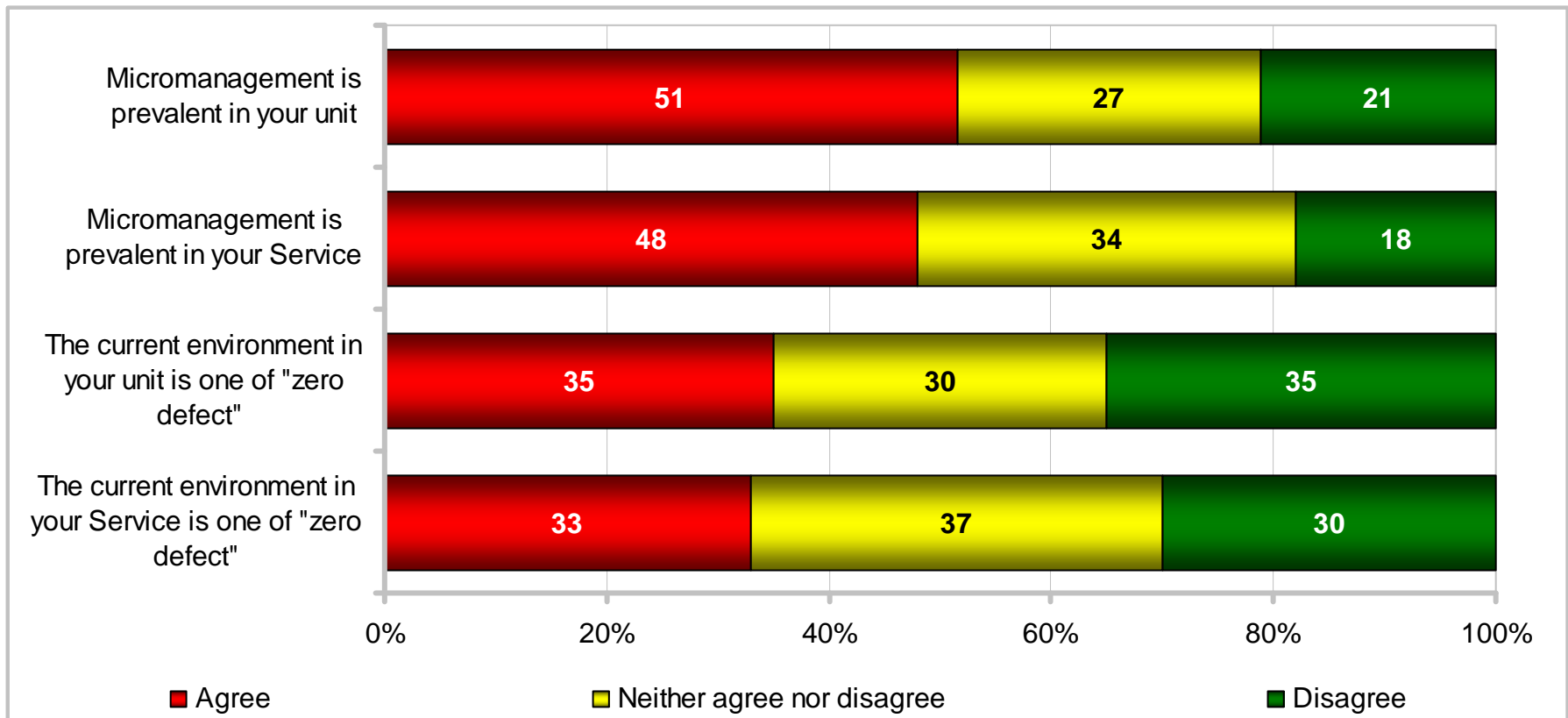
Supervisor Satisfaction	KEY:																		
	Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
	3.6	3.5	3.5	3.6	3.8	3.4	3.4	3.5	3.6	3.8	3.8	3.5	3.8	3.5	3.9	3.5	3.9	3.8	3.8

Supervisor Satisfaction	KEY:																
	Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
	3.6	3.6	3.5	3.6	3.6	3.6	3.6	3.5	3.5	3.7	3.6	3.6	3.8	3.4	3.7	3.6	3.5

LEADERSHIP

Micromanagement and Zero Defect

Percent of All Service Members



LEADERSHIP

Micromanagement and Zero Defect

Percent of All Service Members

KEY: Higher Response of Disagree Lower Response of Disagree Higher Response of Agree			Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
Micromanagement is prevalent in your unit	Disagree	21	19	23	22	22	10	15	13	22	35	48	16	33	21	34	19	52	15	46	
	Agree	51	54	50	54	48	64	63	51	56	43	34	55	49	53	32	57	27	52	35	
Micromanagement is prevalent in your Service	Disagree	18	17	18	24	16	13	13	13	19	21	32	17	16	17	25	21	42	12	31	
	Agree	48	50	52	45	44	54	54	44	52	50	43	49	57	52	47	47	28	45	40	
The current environment in your unit is one of “zero defect”	Disagree	35	36	31	29	39	27	31	25	37	51	55	33	55	28	51	26	58	36	48	
	Agree	35	32	40	38	33	40	38	39	34	29	28	34	25	41	31	40	22	32	34	
The current environment in your Service is one of “zero defect”	Disagree	30	31	29	28	31	26	31	23	34	40	34	29	37	28	38	26	49	31	33	
	Agree	33	30	38	32	33	35	30	34	31	34	41	31	30	37	43	32	28	30	42	

LEADERSHIP

Micromanagement and Zero Defect

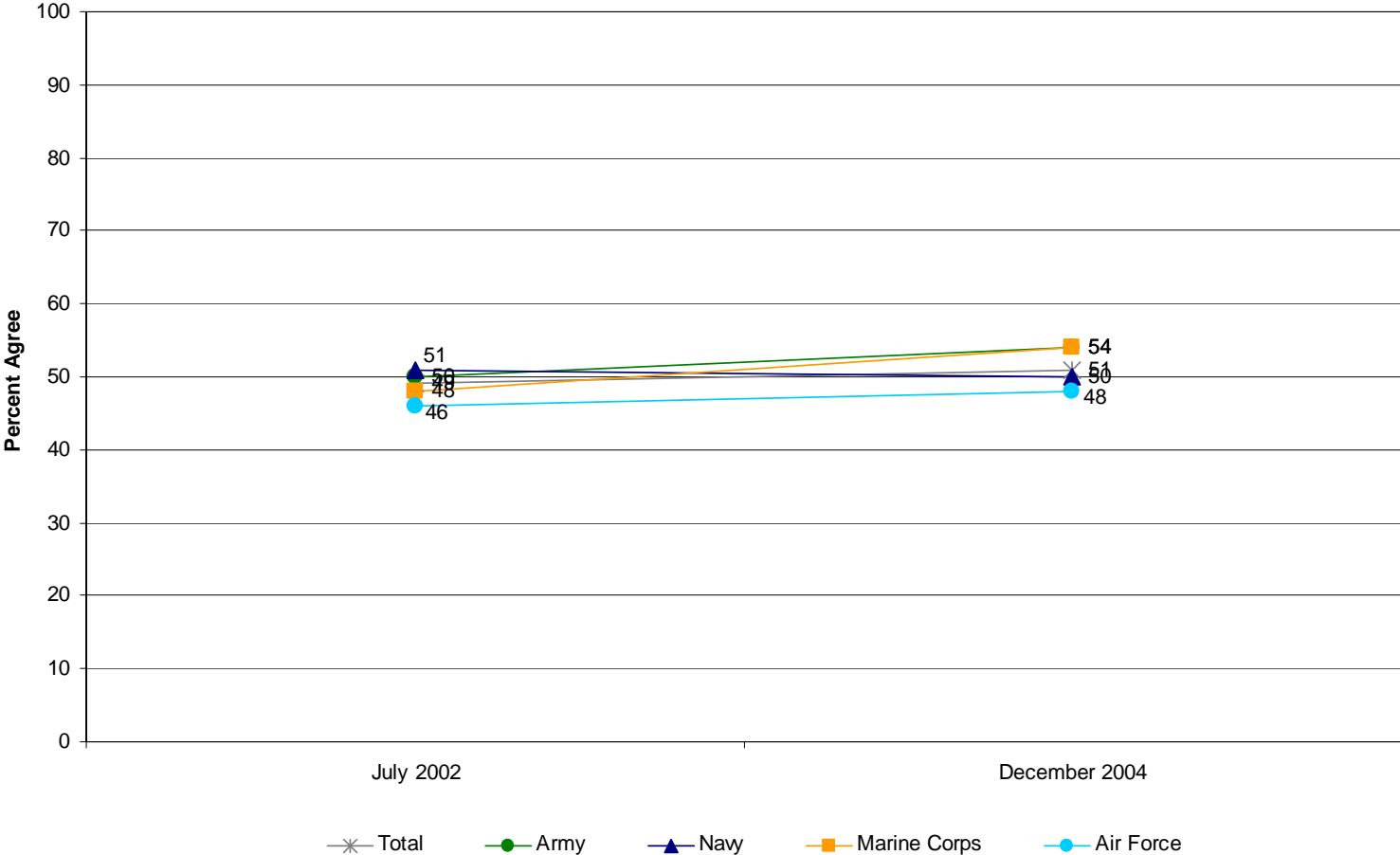
Percent of All Service Members

		KEY:																				
		Higher Response of Disagree		Lower Response of Disagree		Higher Response of Agree		Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers
Micromanagement is prevalent in your unit	Disagree	21	22	19	18	23	22	20	19	18	26	17	18	39	19	42	21	23				
	Agree	51	51	55	50	53	55	46	47	51	51	53	54	39	51	38	52	48				
Micromanagement is prevalent in your Service	Disagree	18	18	18	16	19	17	18	19	17	18	17	16	23	19	37	17	22				
	Agree	48	48	49	45	50	51	44	41	46	50	50	50	49	40	36	50	39				
The current environment in your unit is one of "zero defect"	Disagree	35	35	32	28	39	38	30	34	33	39	30	31	51	35	56	34	39				
	Agree	35	34	39	38	33	35	35	28	35	34	39	38	31	28	22	36	27				
The current environment in your Service is one of "zero defect"	Disagree	30	30	31	25	34	32	28	30	28	33	28	28	34	33	51	29	36				
	Agree	33	33	32	33	33	34	32	27	32	33	37	34	39	25	24	35	25				

LEADERSHIP

Micromanagement in Unit

Percent of All Service Members



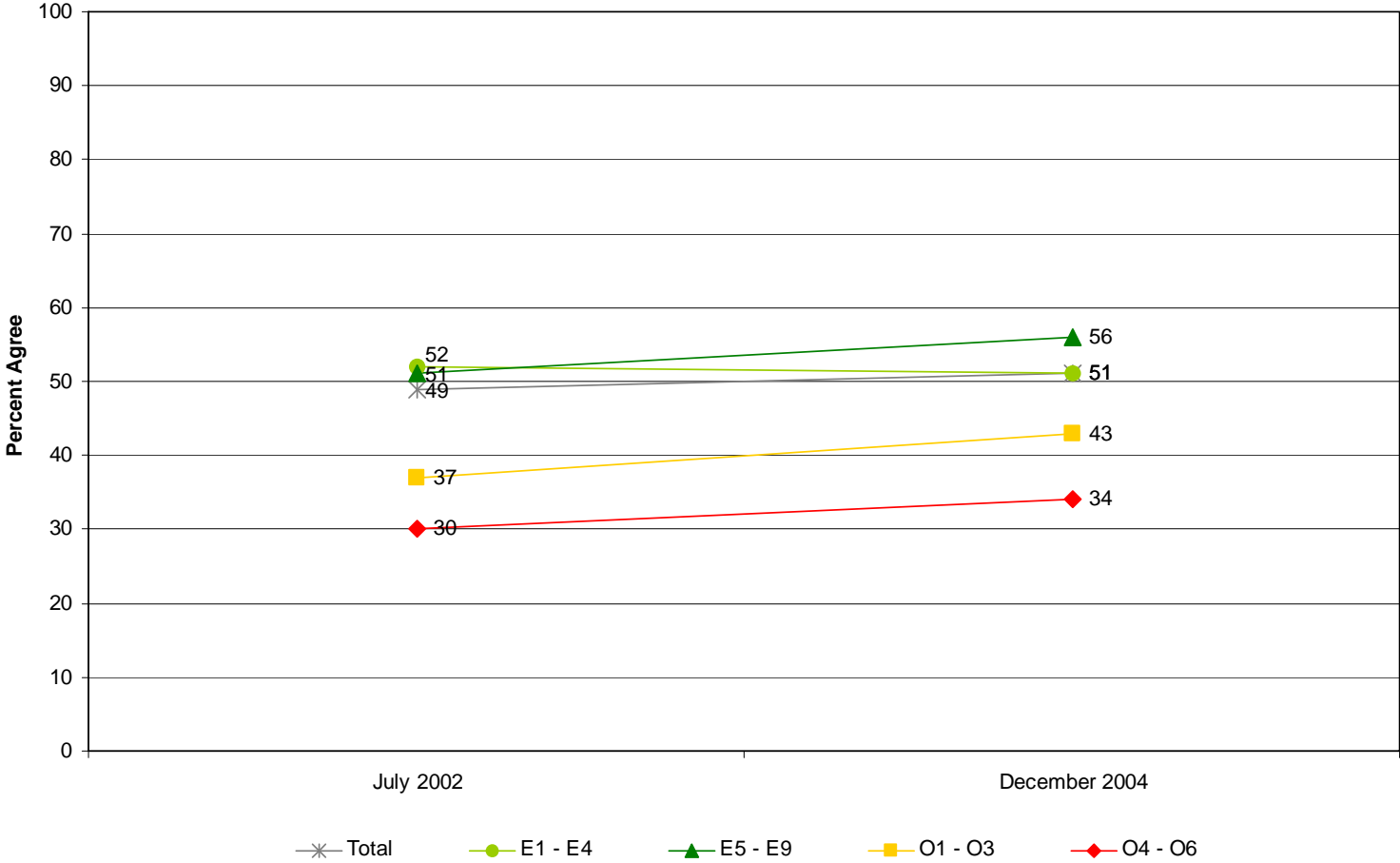
Significant difference from previous administration

Margins of error do not exceed ±4%, except for December 2004 which do not exceed ±6%

LEADERSHIP

Micromanagement in Unit

Percent of All Service Members



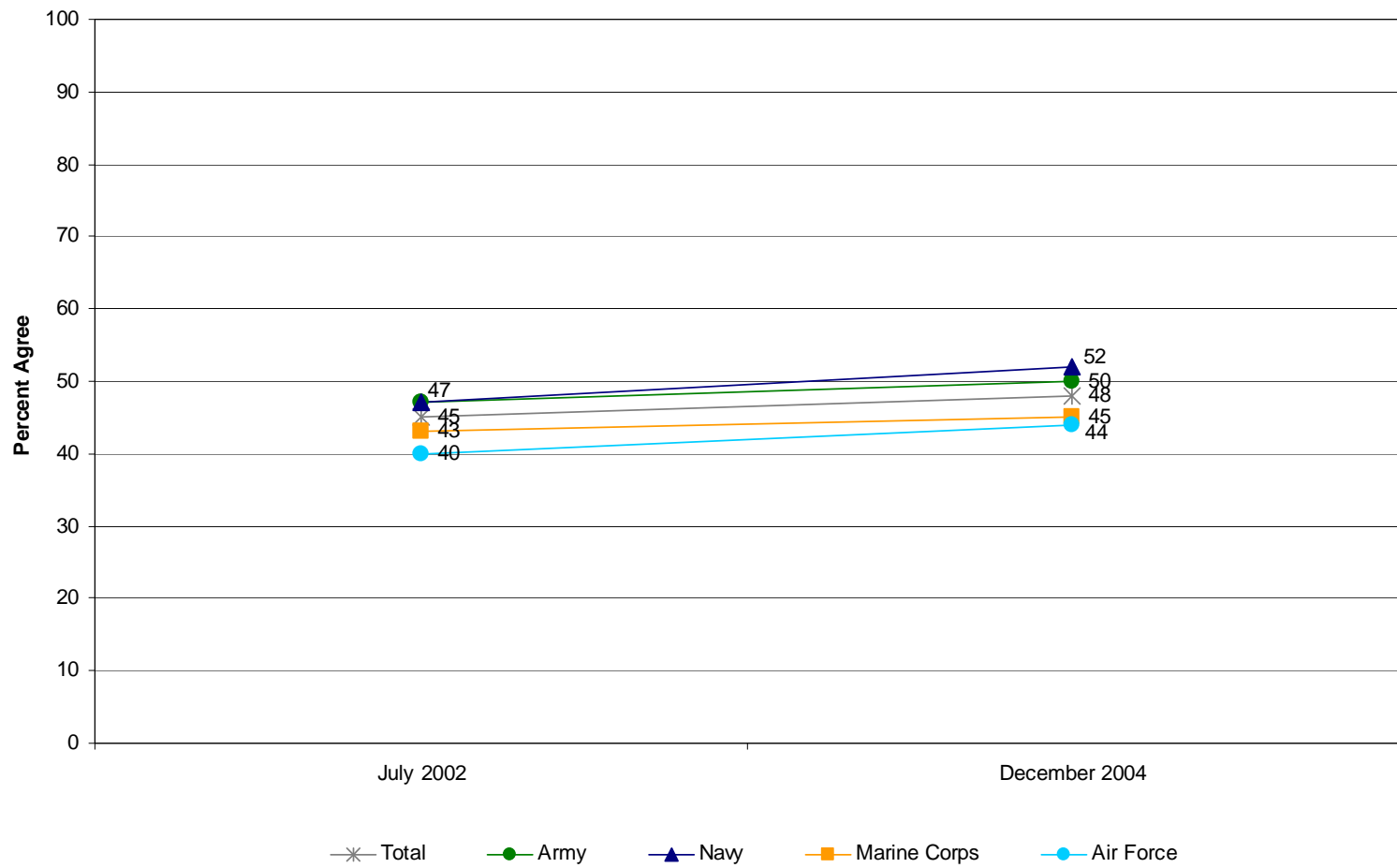
Significant difference from previous administration

Margins of error do not exceed ±3%, except for December 2004 which do not exceed ±9%

LEADERSHIP

Micromanagement in Service

Percent of All Service Members



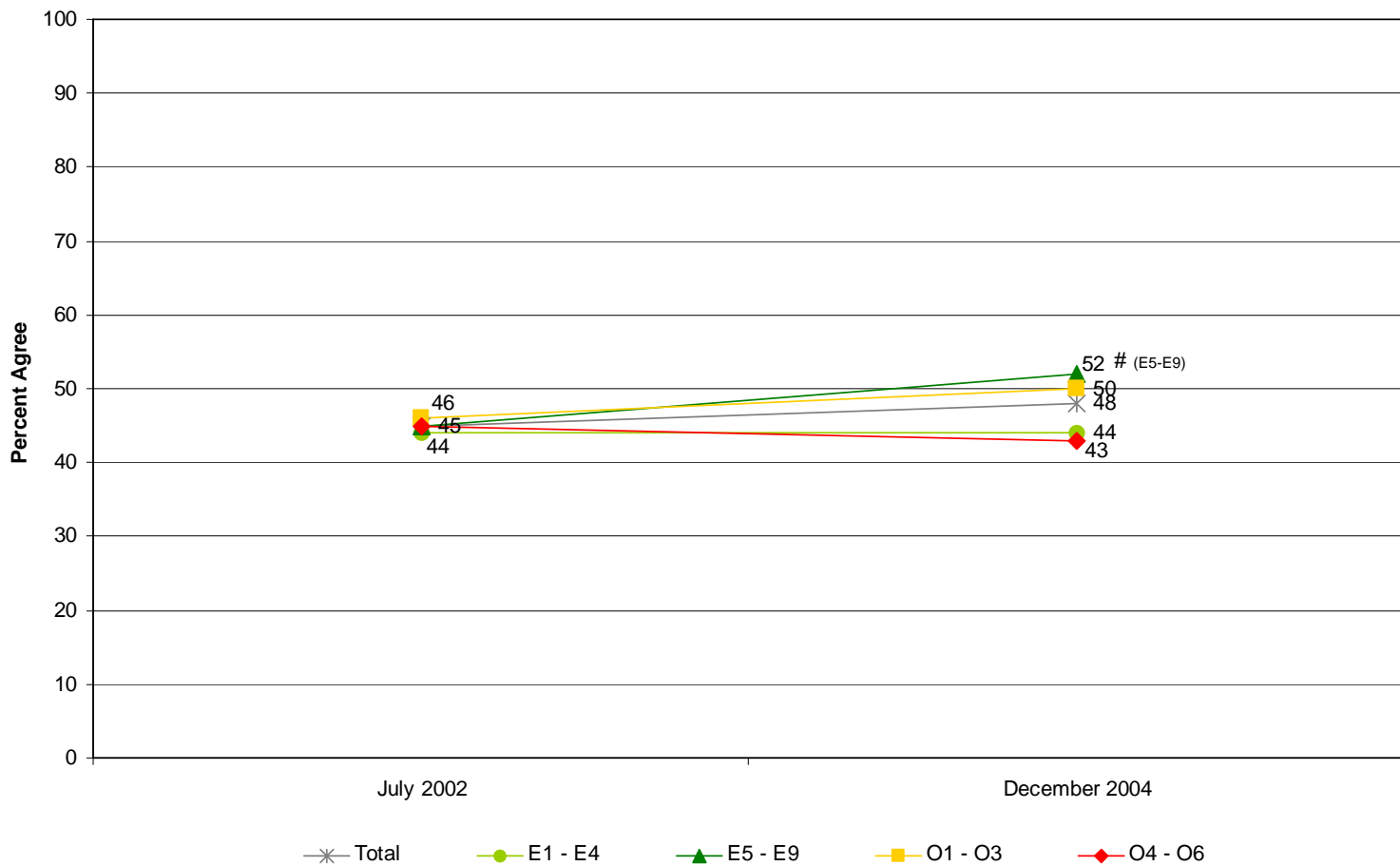
Significant difference from previous administration

Margins of error do not exceed ±4%, except for December 2004 which do not exceed ±6%

LEADERSHIP

Micromanagement in Service

Percent of All Service Members



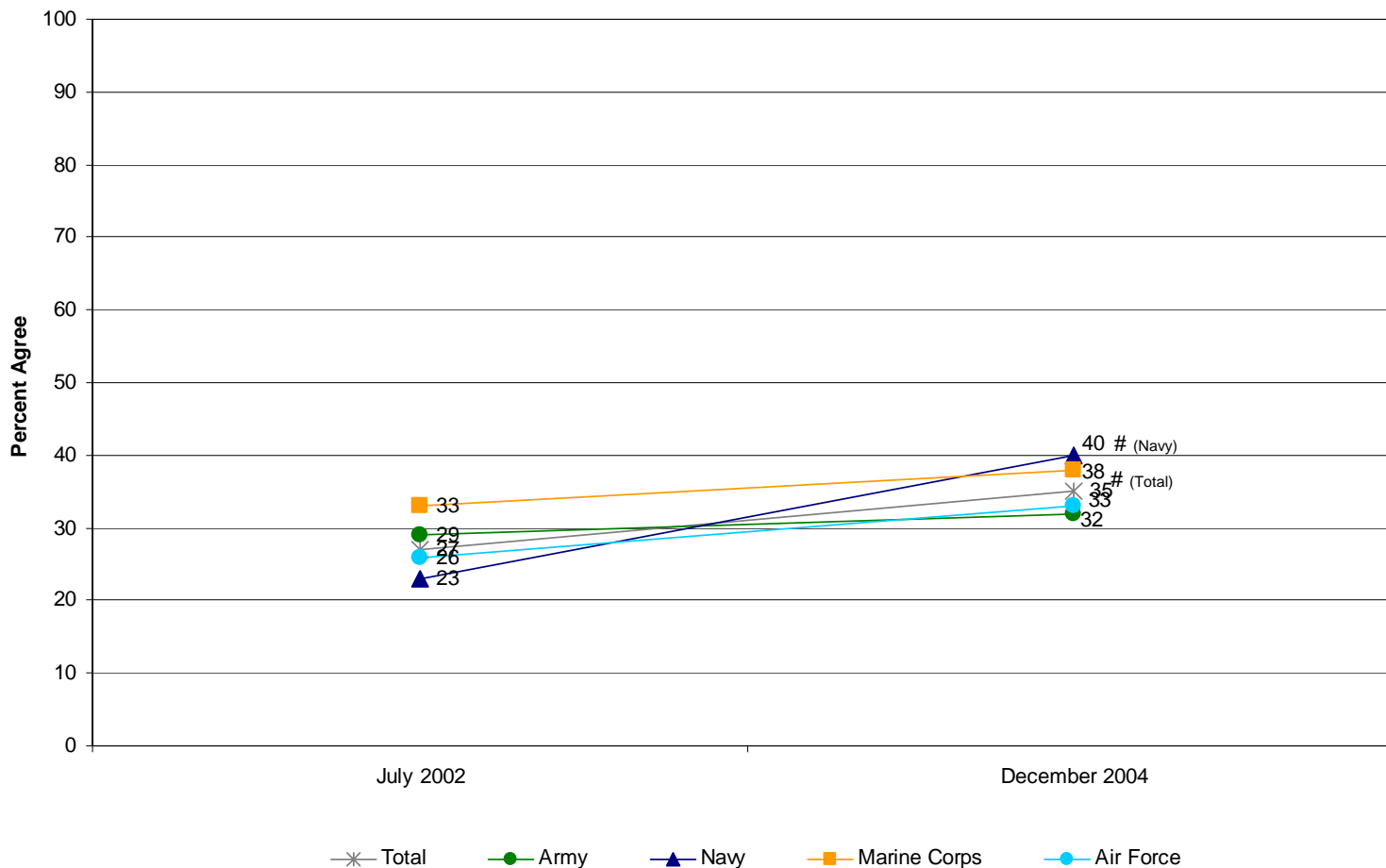
Significant difference from previous administration

Margins of error do not exceed ±3%, except for December 2004 which do not exceed ±9%

LEADERSHIP

Zero Defect in Unit

Percent of All Service Members



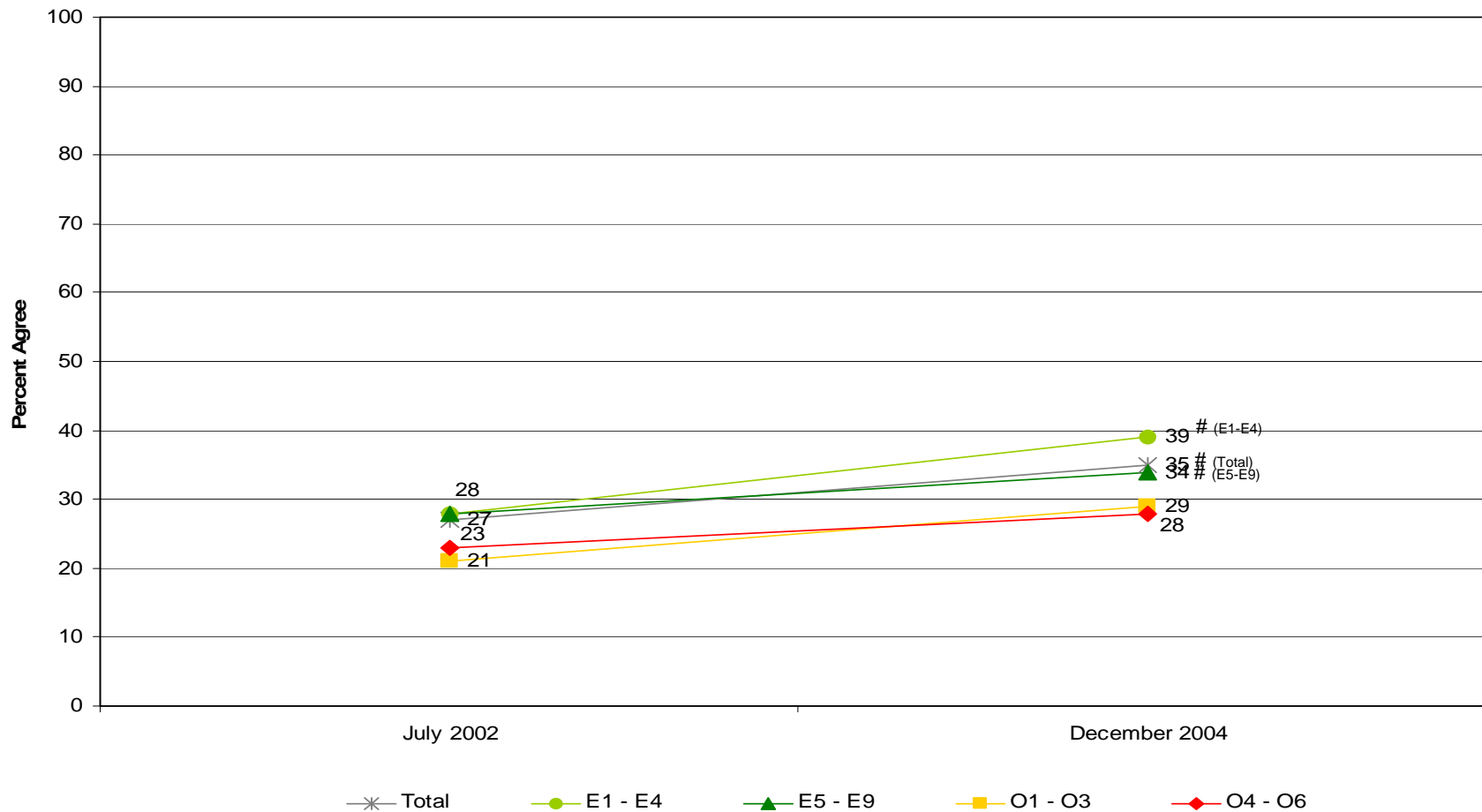
Significant difference from previous administration

Margins of error do not exceed ±4%, except for December 2004 which do not exceed ±6%

LEADERSHIP

Zero Defect in Unit

Percent of All Service Members



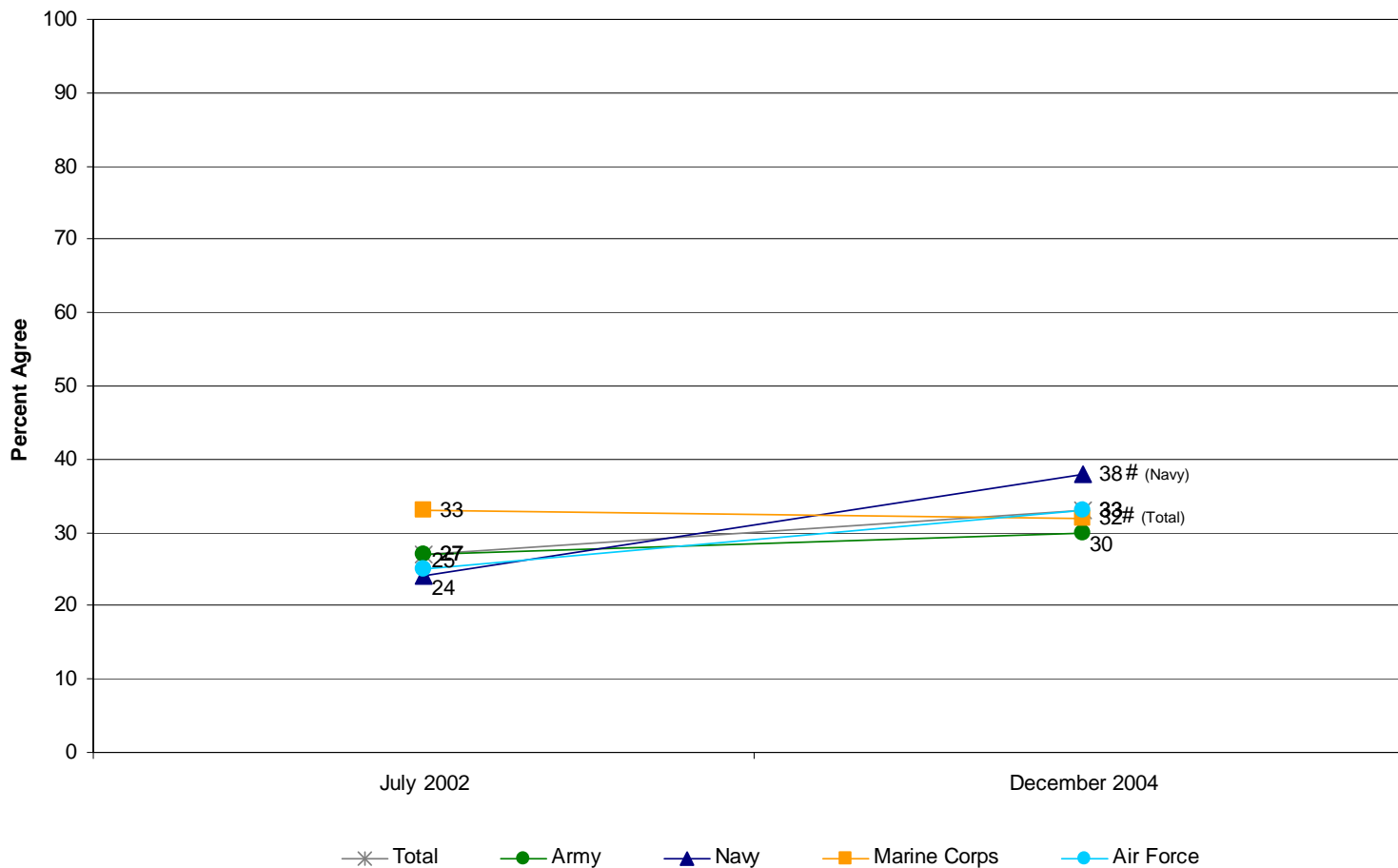
Significant difference from previous administration

Margins of error do not exceed ±3%, except for December 2004 which do not exceed ±10%

LEADERSHIP

Zero Defect in Service

Percent of All Service Members



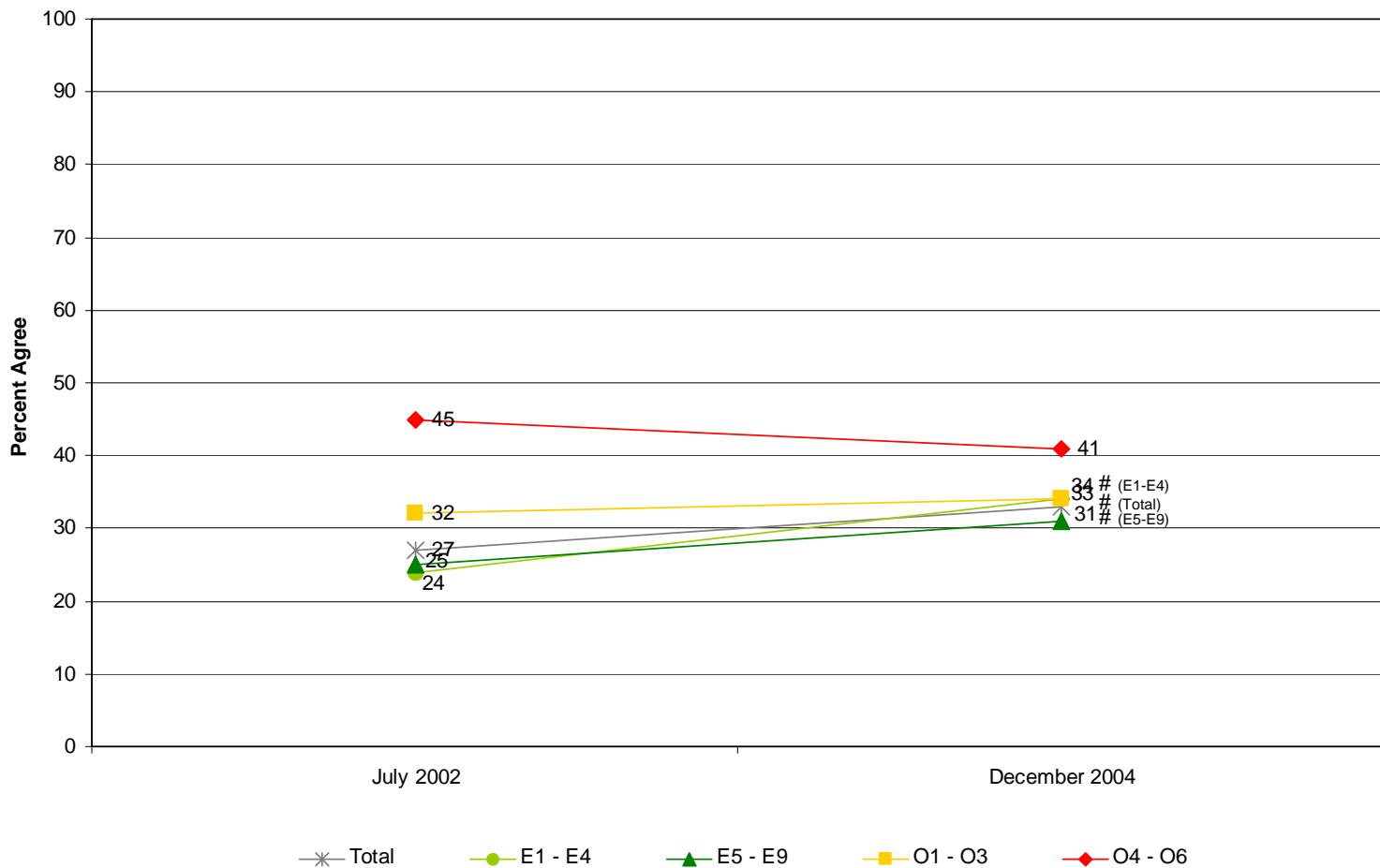
Significant difference from previous administration

Margins of error do not exceed ±4%, except for December 2004 which do not exceed ±6%

LEADERSHIP

Zero Defect in Service

Percent of All Service Members



Significant difference from previous administration

Margins of error do not exceed $\pm 3\%$, except for December 2004 which do not exceed $\pm 10\%$

LEADERSHIP

Careerism Scale

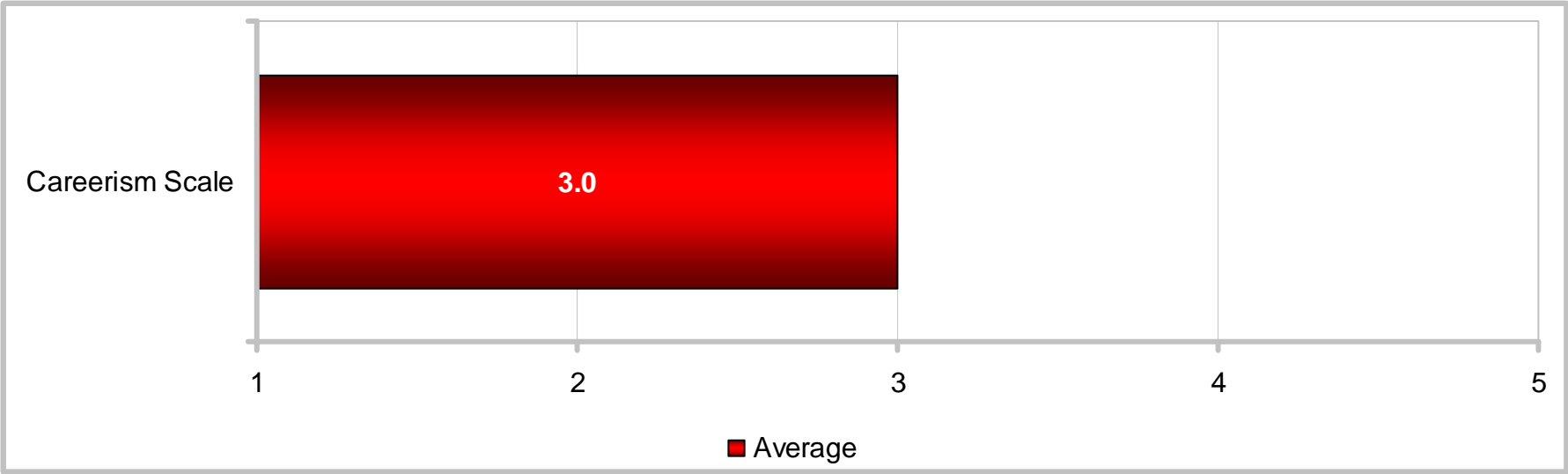
Definition

- **Service members were asked the following:**
Please indicate whether you agree or disagree with the following statement:
 - a. If I make a request through channels in my work group, I know somebody will listen*
 - b. The leaders in your work group are more interested in looking good than being good*
 - c. You would go for help with a personal problem to people in your chain of command*
 - d. The leaders in your work group are not concerned with the way Service members treat each other as long as the job gets done*
 - e. The leaders in your work group are more interested in furthering their careers than in the well-being of their Service members*
- **Scale scores were developed using the above items**
 - Questions a and c were reversed coded
- **A higher scale score indicates the Service member strongly agrees with negative statements about careerism in the military**

LEADERSHIP

Careerism

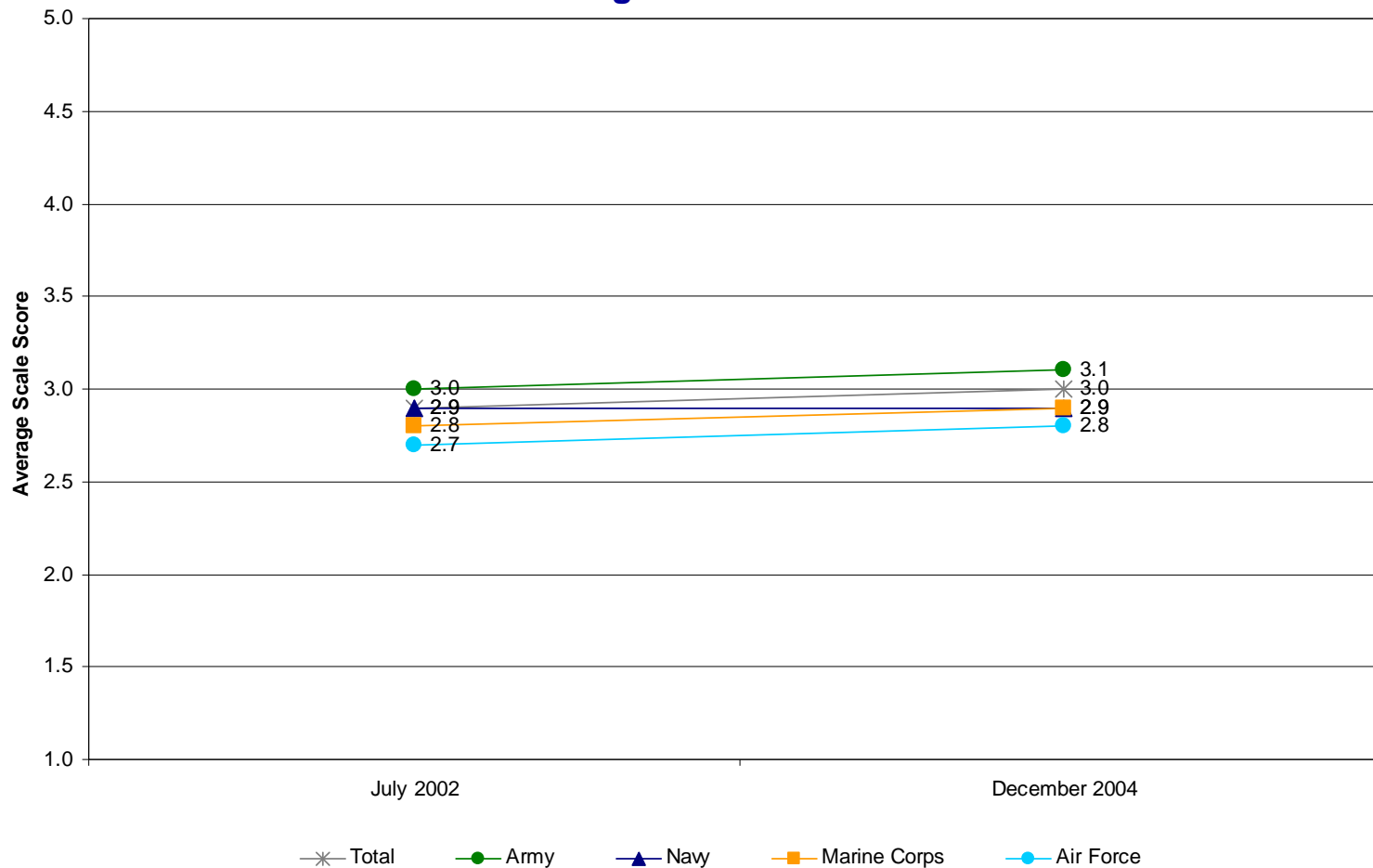
Average of All Service Members



LEADERSHIP

Careerism

Average of All Service Members



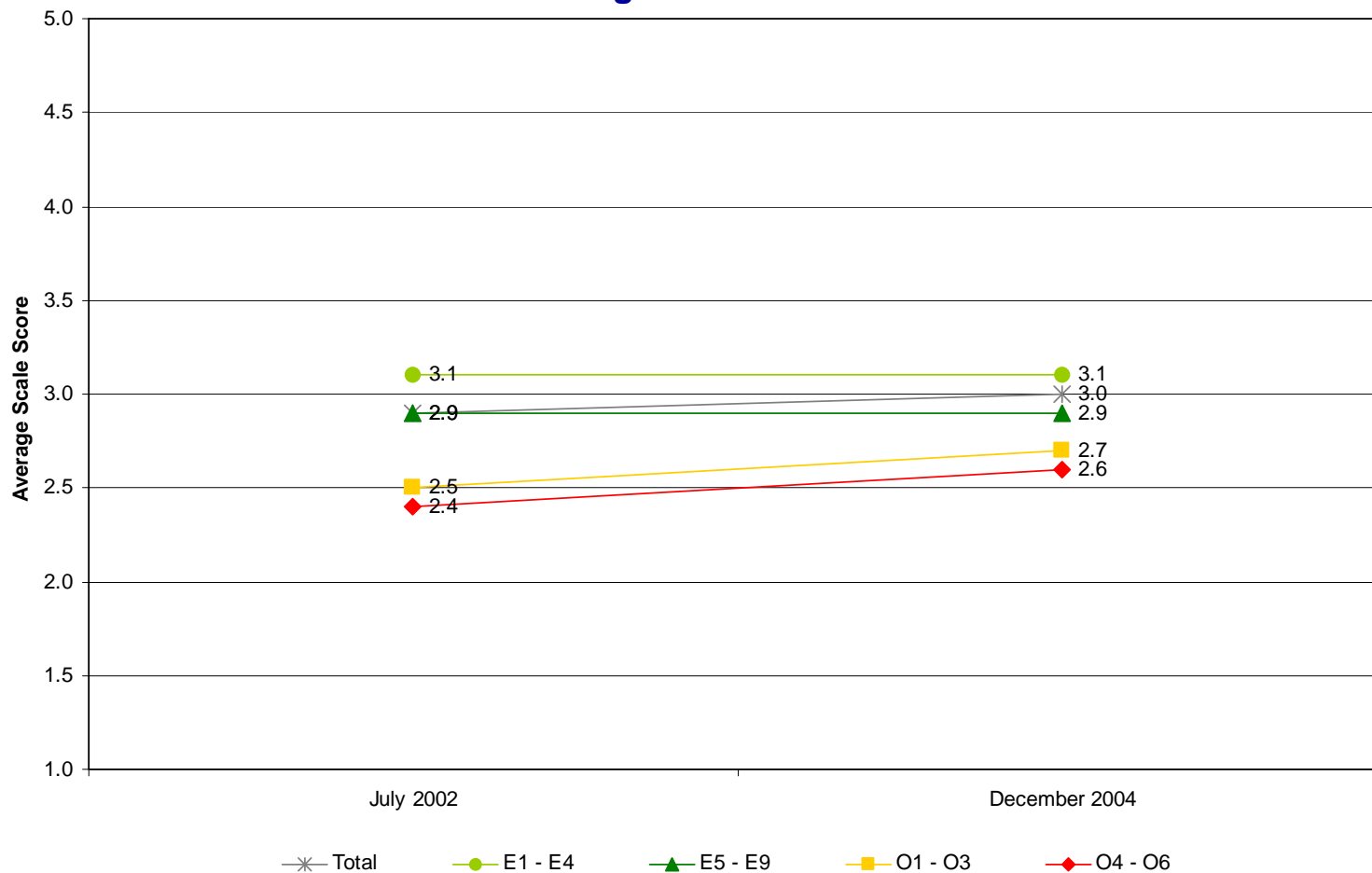
Significant difference from previous administration

Margins of error do not exceed ± 0.1 , except for December 2004 which do not exceed ± 0.2

LEADERSHIP

Careerism

Average of All Service Members



Significant difference from previous administration

Margins of error do not exceed ± 0.1 , except for December 2004 which do not exceed ± 0.2

LEADERSHIP

Summary of Findings

December 2004

- Majority of Service members (58% to 75%) agreed their supervisors were effective in all 12 aspects of leadership
 - Highest agreement with *handling the technical-skills part of the job, executing, and handling the conceptual skills part of the job*
 - Lowest agreement with *developing, building, and motivating*
- On a scale from 1 (lowest) to 5 (highest), Supervisor Satisfaction was 3.6
 - Led by Air Force, O1-O3, Navy officer, Marine Corps officer, Air Force enlisted, and male

LEADERSHIP

Summary of Findings

December 2004

- 51% reported micromanagement was prevalent in their unit, while 48% reported it was prevalent in their Service
 - Unit micromanagement led by enlisted with 3-9 years of service, E5-E9, Non-Hispanic White, and male enlisted
 - Micromanagement in Service led by enlisted with 3-5 years of service, E5-E9, Non-Hispanic White, and male
- About one-third agreed their unit (35%) and their Service (33%) had a “zero defect” environment
 - “Zero defect” in unit led by male
 - “Zero defect” in Service led by male
- On a scale from 1 (lowest) to 5 (highest), Careerism was 3.0
 - Led by Army, enlisted with 3-9 years of service, E1-E4, living overseas, living on base, and male enlisted

LEADERSHIP

Summary of Findings

Trends

July 2002 – December 2004 Trends

- Perceptions of micromanagement in Service increased 7 percentage points among E5-E9
- Perceptions of “zero defect” in unit increased 8 percentage points
 - Led by Navy and enlisted
- Perceptions of “zero defect” in Service increased 6 percentage points
 - Led by Navy and enlisted

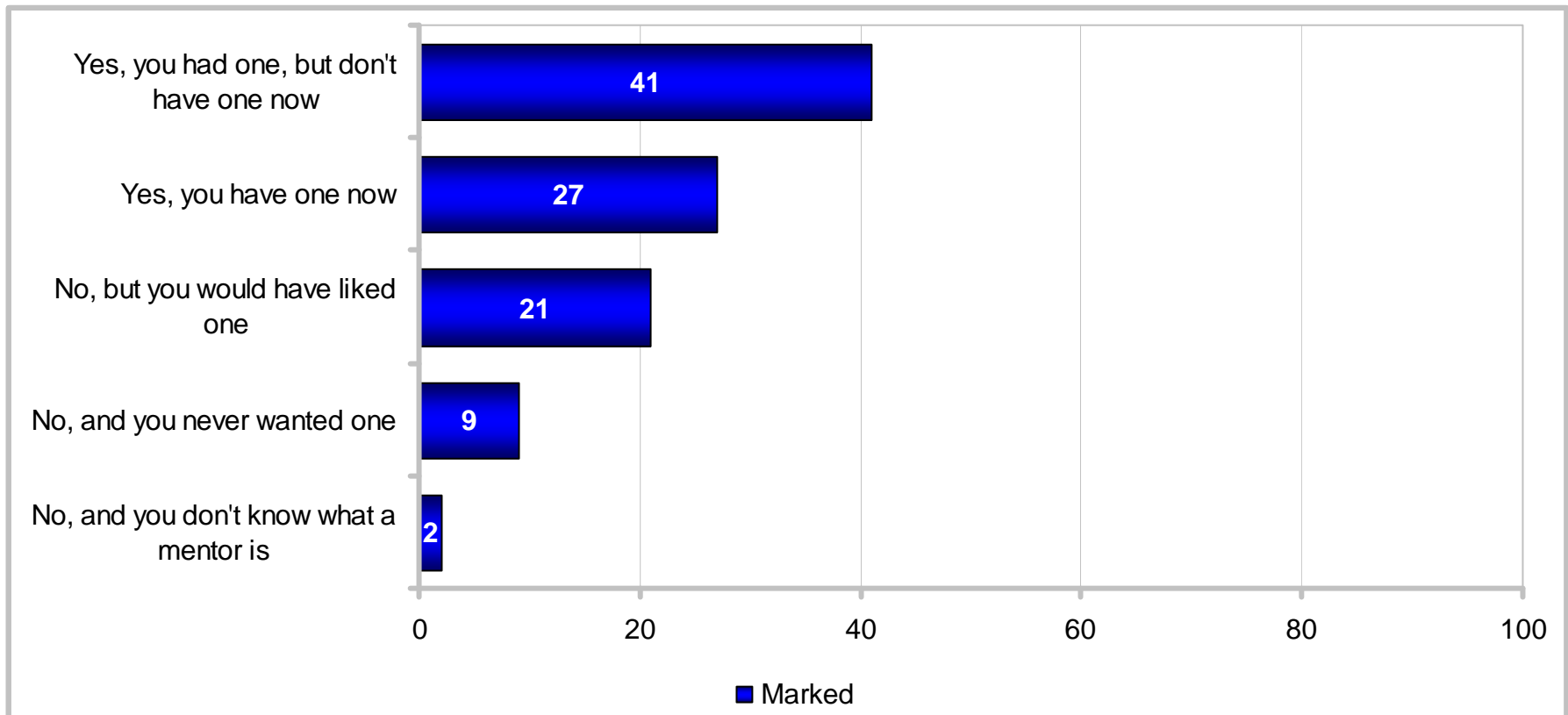
BRIEFING OVERVIEW

- Introduction
- Leading indicators and related Items
- Leadership
- ✓ Mentoring
- Career opportunities
- Organizational effectiveness
- Willingness to recommend
- Support services
- Health care
- Major findings for December 2004

MENTORING

Ever Had a Mentor

Percent of All Service Members



MENTORING

Ever Had a Mentor

Percent of All Service Members

KEY: More Likely To Mark Less Likely To Mark	Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
		Yes, you had one, but don't have one now	41	48	32	39	40	38	50	32	47	36	48	48	48	31	37	38	45
Yes, you have one now	27	22	35	28	25	26	23	28	25	32	21	21	25	36	29	28	32	24	27
No, but you would have liked one	21	21	20	19	24	19	16	24	17	30	23	21	22	19	24	19	17	22	33
No, and you never wanted one	9	7	10	12	11	12	9	12	9	3	8	7	4	10	10	12	6	13	3
No, and you don't know what a mentor is	2	2	3	3	0	4	1	4	1	0	0	2	0	4	0	3	0	1	0

MENTORING

Ever Had a Mentor

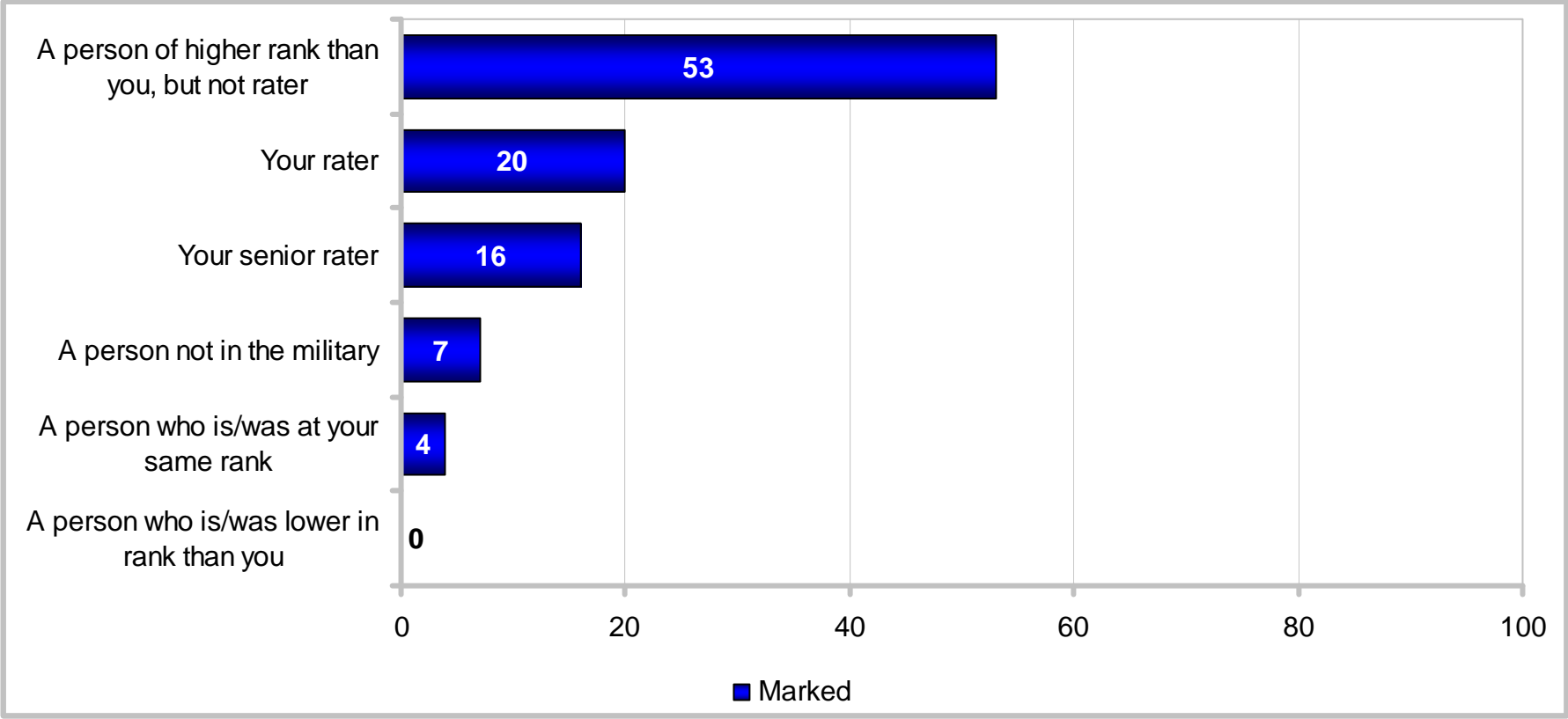
Percent of All Service Members

KEY: More Likely To Mark Less Likely To Mark	Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
	Yes, you had one, but don't have one now	41	42	35	36	44	42	38	48	36	45	36	41	43	38	36	41
Yes, you have one now	27	26	31	30	25	26	28	24	29	25	28	26	26	31	33	26	31
No, but you would have liked one	21	21	21	23	20	22	21	18	24	20	20	20	25	21	29	21	22
No, and you never wanted one	9	9	10	9	10	9	10	9	9	9	11	11	6	8	3	10	7
No, and you don't know what a mentor is	2	2	3	3	2	2	3	1	2	1	5	2	0	3	0	2	2

MENTORING

Current Mentor

Percent of Service Members Who Have or Have Had a Mentor



MENTORING

Current Mentor

Percent of Service Members Who Have or Have Had a Mentor

KEY: More Likely To Mark Less Likely To Mark	Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
A person of higher rank than you, but not rater	53	55	52	54	49	56	61	47	59	40	51	57	44	50	66	54	56	52	37
Your rater	20	25	10	10	28	13	19	11	22	38	33	22	37	10	15	8	17	23	46
Your senior rater	16	8	31	20	8	17	14	23	13	5	11	8	10	34	9	21	12	10	2
A person not in the military	7	8	1	11	11	10	4	16	2	4	2	10	1	1	1	11	6	13	5
A person who is/was at your same rank	4	3	5	5	3	4	2	3	4	10	3	3	4	5	NR	4	6	2	NR
A person who is/was lower in rank than you	0	1	0	1	0	0	0	0	0	4	1	0	NR	0	1	1	3	0	1

MENTORING

Current Mentor

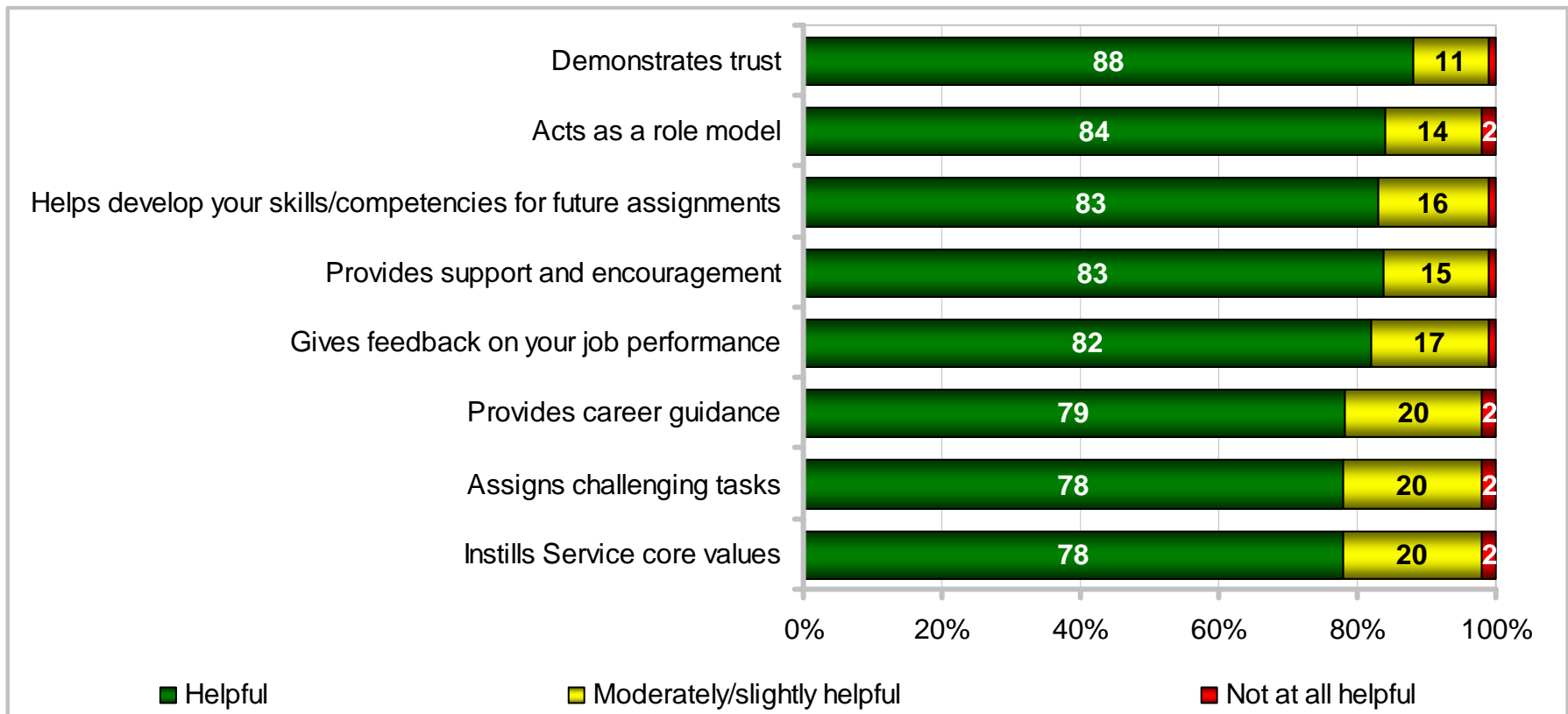
Percent of Service Members Who Have or Have Had a Mentor

KEY: More Likely To Mark Less Likely To Mark	Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
A person of higher rank than you, but not rater	53	52	54	53	53	52	55	64	47	56	52	53	46	56	50	52	55
Your rater	20	20	22	14	24	22	16	17	16	24	18	17	34	21	30	20	22
Your senior rater	16	16	12	17	14	16	16	10	22	13	12	18	8	11	6	16	10
A person not in the military	7	7	9	12	5	6	10	5	11	3	13	8	2	9	5	7	9
A person who is/was at your same rank	4	4	3	4	4	4	3	4	4	4	5	3	7	3	4	4	3
A person who is/was lower in rank than you	0	1	0	0	1	1	0	0	0	1	1	0	2	0	5	0	1

MENTORING

Helpfulness of Mentor in Providing Types of Assistance

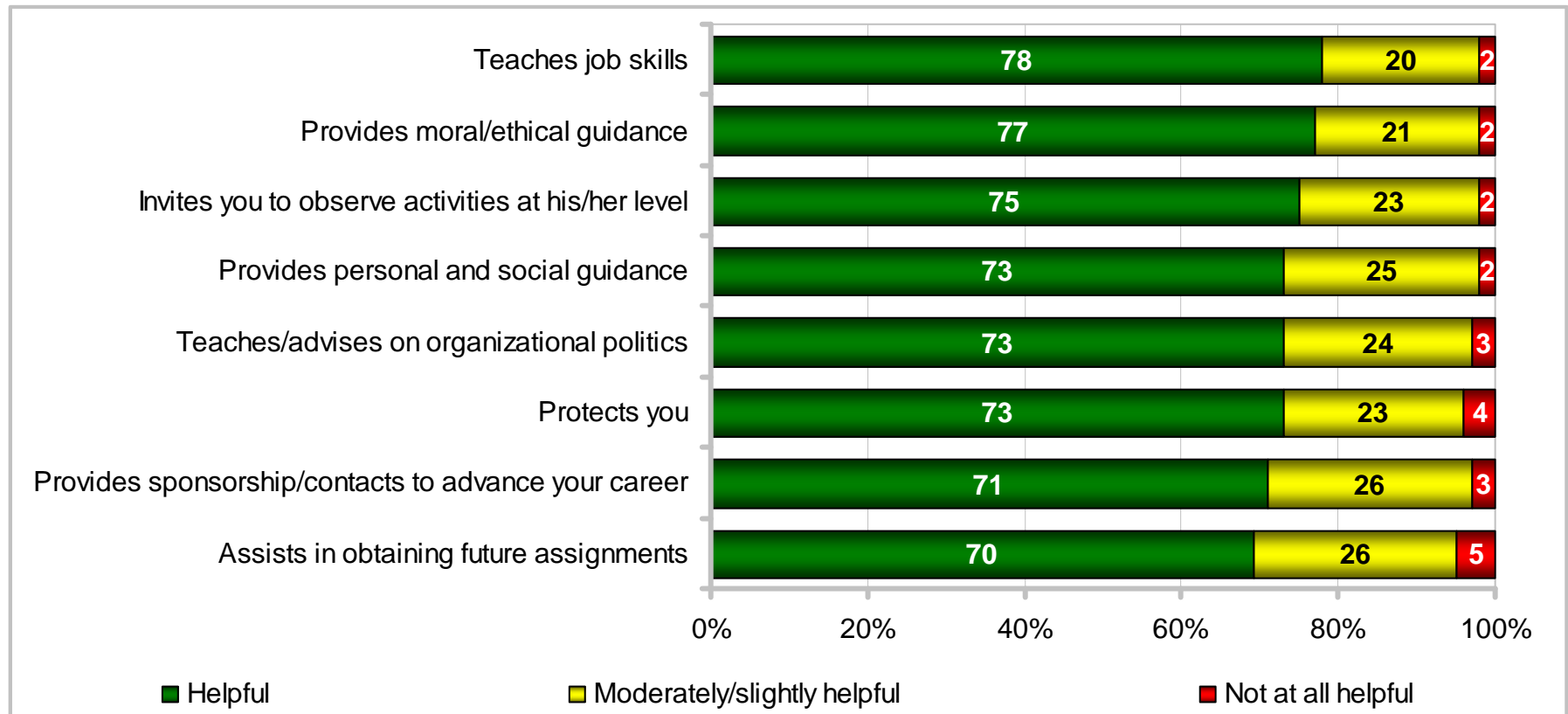
Percent of Service Members Who Currently Have or Have Had a Mentor



MENTORING

Helpfulness of Mentor in Providing Types of Assistance

Percent of Service Members Who Currently Have or Have Had a Mentor



MENTORING

Helpfulness of Mentor in Providing Types of Assistance

Percent of Service Members Who Currently Have or Have Had a Mentor

KEY: Higher Response of Helpful Lower Response of Helpful Higher Response of Not at All Helpful		Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
Demonstrates trust	Helpful	88	90	83	90	89	88	85	85	88	93	94	89	93	82	89	90	93	87	94
	Not helpful	1	0	3	1	1	2	1	1	1	1	1	1	0	3	1	1	0	0	1
Acts as a role model	Helpful	84	87	80	84	86	85	82	81	85	90	91	86	91	79	88	84	84	84	93
	Not helpful	2	1	4	1	1	4	3	2	2	0	1	1	0	5	0	1	0	1	1
Helps develop your skills/competencies for future assignments	Helpful	83	85	78	87	83	87	83	82	83	79	86	84	88	79	71	87	85	83	82
	Not helpful	1	1	3	1	0	2	2	2	2	0	0	1	0	3	0	1	0	0	1
Provides support and encouragement	Helpful	83	86	76	85	87	85	83	79	84	95	88	84	95	75	87	85	89	86	90
	Not helpful	1	1	2	0	0	1	2	2	1	1	1	1	0	3	1	0	0	0	1
Gives feedback on your job performance	Helpful	82	85	75	85	84	82	82	81	82	87	82	85	85	74	77	85	85	83	88
	Not helpful	1	1	4	0	1	1	3	2	1	1	0	1	0	4	0	0	0	1	1
Provides career guidance	Helpful	79	81	70	82	82	81	77	73	81	90	78	80	89	69	80	82	79	82	82
	Not helpful	2	1	4	1	1	2	2	2	1	1	3	1	NR	4	NR	1	0	1	1
Assigns challenging tasks	Helpful	78	81	72	81	78	80	78	76	79	81	83	80	89	74	62	81	84	77	84
	Not helpful	2	2	3	1	1	1	2	2	2	2	1	2	1	3	1	1	0	1	2
Instills Service core values	Helpful	78	81	71	80	81	79	77	72	81	89	80	80	87	70	79	80	82	80	86
	Not helpful	2	2	3	2	1	3	2	3	2	1	1	2	0	3	2	2	0	1	1

MENTORING

Helpfulness of Mentor in Providing Types of Assistance

Percent of Service Members Who Currently Have or Have Had a Mentor

KEY: Higher Response of Helpful Lower Response of Helpful Higher Response of Not at All Helpful		Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
Teaches job skills	Helpful	78	79	75	81	79	82	77	79	77	81	83	78	86	75	74	82	77	78	82
	Not helpful	2	1	3	2	1	2	2	2	2	1	0	2	1	3	0	1	3	1	1
Provides moral/ethical guidance	Helpful	77	81	68	78	78	76	79	68	81	89	81	79	90	67	76	77	81	77	85
	Not helpful	2	2	5	1	1	3	4	4	2	1	1	3	0	5	2	1	0	1	1
Invites you to observe activities at his/her level	Helpful	75	75	68	78	79	71	70	75	73	82	76	74	83	67	73	78	76	79	79
	Not helpful	2	2	3	1	1	3	2	2	2	1	1	2	0	4	2	1	1	1	1
Provides personal and social guidance	Helpful	73	76	63	75	77	75	69	71	73	81	74	76	77	62	74	76	68	77	81
	Not helpful	2	1	5	2	1	3	2	2	2	1	5	1	NR	5	5	2	4	1	2
Teaches/advises on organizational politics	Helpful	73	76	66	72	76	75	73	66	75	86	74	74	85	65	69	72	72	74	83
	Not helpful	3	3	5	3	2	3	4	4	3	1	3	4	1	5	NR	3	1	2	4
Protects you	Helpful	73	77	64	77	74	75	74	71	73	82	75	77	82	64	70	78	73	73	79
	Not helpful	4	2	5	1	NR	3	5	5	3	1	2	2	1	5	3	1	0	NR	2
Provides sponsorship/contacts to advance your career	Helpful	71	72	67	68	73	74	74	68	72	77	67	72	74	67	67	69	60	72	78
	Not helpful	3	3	4	3	2	3	3	3	3	2	6	4	2	4	3	4	2	1	5
Assists in obtaining future assignments	Helpful	70	69	71	69	69	75	68	70	69	78	68	69	72	70	76	70	61	67	74
	Not helpful	5	4	6	4	5	4	6	4	5	3	9	4	5	6	5	4	3	4	NR

MENTORING

Helpfulness of Mentor in Providing Types of Assistance

Percent of Service Members Who Currently Have or Have Had a Mentor

KEY: Higher Response of Helpful Lower Response of Helpful Higher Response of Not at All Helpful		Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
Demonstrates trust	Helpful	88	88	87	86	89	88	88	NR	87	90	86	87	94	88	87	88	88
	Not helpful	1	1	2	1	1	1	1	1	2	1	1	1	1	1	1	1	1
Acts as a role model	Helpful	84	84	87	83	85	84	85	NR	84	86	83	83	90	86	90	84	87
	Not helpful	2	2	2	1	2	2	2	1	3	1	2	2	0	2	1	2	2
Helps develop your skills/competencies for future assignments	Helpful	83	83	80	82	83	83	82	NR	83	84	81	83	82	83	85	83	83
	Not helpful	1	1	2	1	2	1	2	1	1	1	2	2	0	1	0	1	1
Provides support and encouragement	Helpful	83	83	85	83	84	82	86	NR	83	86	79	81	90	89	94	82	90
	Not helpful	1	1	2	1	1	1	1	0	2	1	2	1	1	1	1	1	1
Gives feedback on your job performance	Helpful	82	82	82	81	83	82	83	NR	84	82	81	81	84	86	85	82	86
	Not helpful	1	1	3	1	1	1	1	1	2	1	2	1	0	2	0	1	2
Provides career guidance	Helpful	79	78	81	78	79	78	80	77	76	81	77	76	83	87	86	77	87
	Not helpful	2	2	2	1	2	2	1	2	3	1	2	2	2	2	1	2	1
Assigns challenging tasks	Helpful	78	79	76	78	79	79	77	73	81	79	74	78	82	77	76	78	77
	Not helpful	2	1	3	1	2	2	2	1	2	2	2	2	1	3	3	1	3
Instills Service core values	Helpful	78	78	80	78	79	77	80	85	72	83	77	76	84	83	88	77	84
	Not helpful	2	2	3	2	2	2	1	1	3	1	1	2	1	3	1	2	3

MENTORING

Helpfulness of Mentor in Providing Types of Assistance

Percent of Service Members Who Currently Have or Have Had a Mentor

KEY: Higher Response of Helpful Lower Response of Helpful Higher Response of Not at All Helpful		Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
Teaches job skills	Helpful	78	78	81	78	78	78	79	NR	80	78	74	77	82	81	80	78	81
	Not helpful	2	2	3	2	2	2	2	1	3	1	2	2	1	3	0	2	2
Provides moral/ethical guidance	Helpful	77	76	79	74	79	74	81	75	70	82	77	74	84	83	86	75	83
	Not helpful	2	2	3	2	3	3	2	1	3	2	3	3	1	3	1	2	3
Invites you to observe activities at his/her level	Helpful	75	74	76	75	74	74	76	82	73	75	74	73	78	77	81	74	78
	Not helpful	2	2	3	2	2	2	2	2	3	1	2	2	1	3	1	2	3
Provides personal and social guidance	Helpful	73	73	76	73	73	71	77	74	72	75	72	71	75	81	85	72	82
	Not helpful	2	2	3	1	3	3	1	1	3	2	2	2	4	2	2	2	2
Teaches/advises on organizational politics	Helpful	73	72	74	70	75	71	76	77	63	77	77	70	80	79	80	72	80
	Not helpful	3	3	4	4	3	4	3	5	5	1	4	3	3	3	3	3	3
Protects you	Helpful	73	72	77	73	73	71	76	71	72	74	74	70	77	84	82	71	83
	Not helpful	4	4	3	4	3	4	3	2	5	3	3	4	2	1	2	4	2
Provides sponsorship/contacts to advance your career	Helpful	71	70	73	67	73	68	75	77	66	72	74	69	73	79	70	69	78
	Not helpful	3	3	5	3	3	3	3	3	4	2	4	3	4	4	2	3	4
Assists in obtaining future assignments	Helpful	70	69	71	67	71	68	73	75	68	71	69	68	71	75	78	68	76
	Not helpful	5	4	7	4	5	5	4	5	6	4	5	4	7	4	5	5	4

MENTORING

Summary of Findings

December 2004

- 41% reported they had a mentor at one time, but did not currently have one
 - Led by Army, enlisted with 6-9 years of service, E5-E9, living off base, and married with children
- 27% reported they currently have a mentor
 - Led by Navy and Navy enlisted
- 53% of those who have or have had a mentor reported their mentor was a person of higher rank than they were, but not their rater
- Majority (70% to 88%) of those who have or have had a mentor reported their mentor was helpful in providing each of 16 specific types of assistance
 - Most helpful in *demonstrating trust, acting as a role model, helping to develop skills/competencies, and providing support and encouragement*
 - Least helpful in *providing personal and social guidance, teaching/advising on organizational politics, protecting you, providing sponsorship/contacts to advance your career, and assisting in obtaining future assignments*

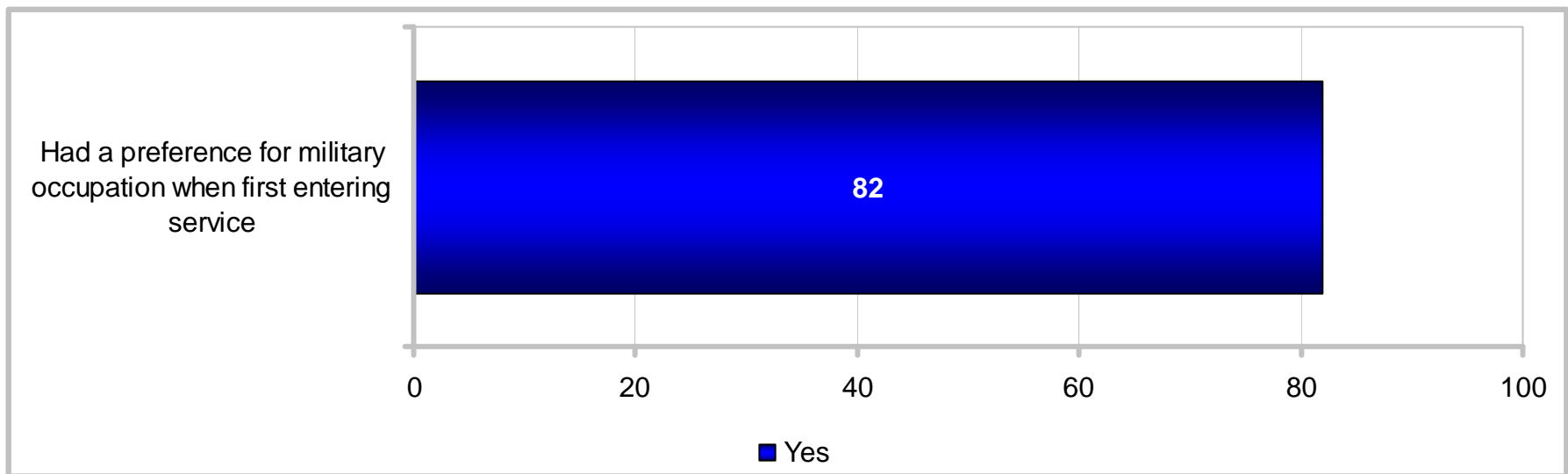
BRIEFING OVERVIEW

- Introduction
- Leading indicators and related items
- Leadership
- Mentoring
- ✓ Career opportunities
- Organizational effectiveness
- Willingness to recommend
- Support services
- Health care
- Major findings for December 2004

CAREER OPPORTUNITIES

Preference for Occupation

Percent of All Service Members



CAREER OPPORTUNITIES

Preference for Occupation

Percent of All Service Members

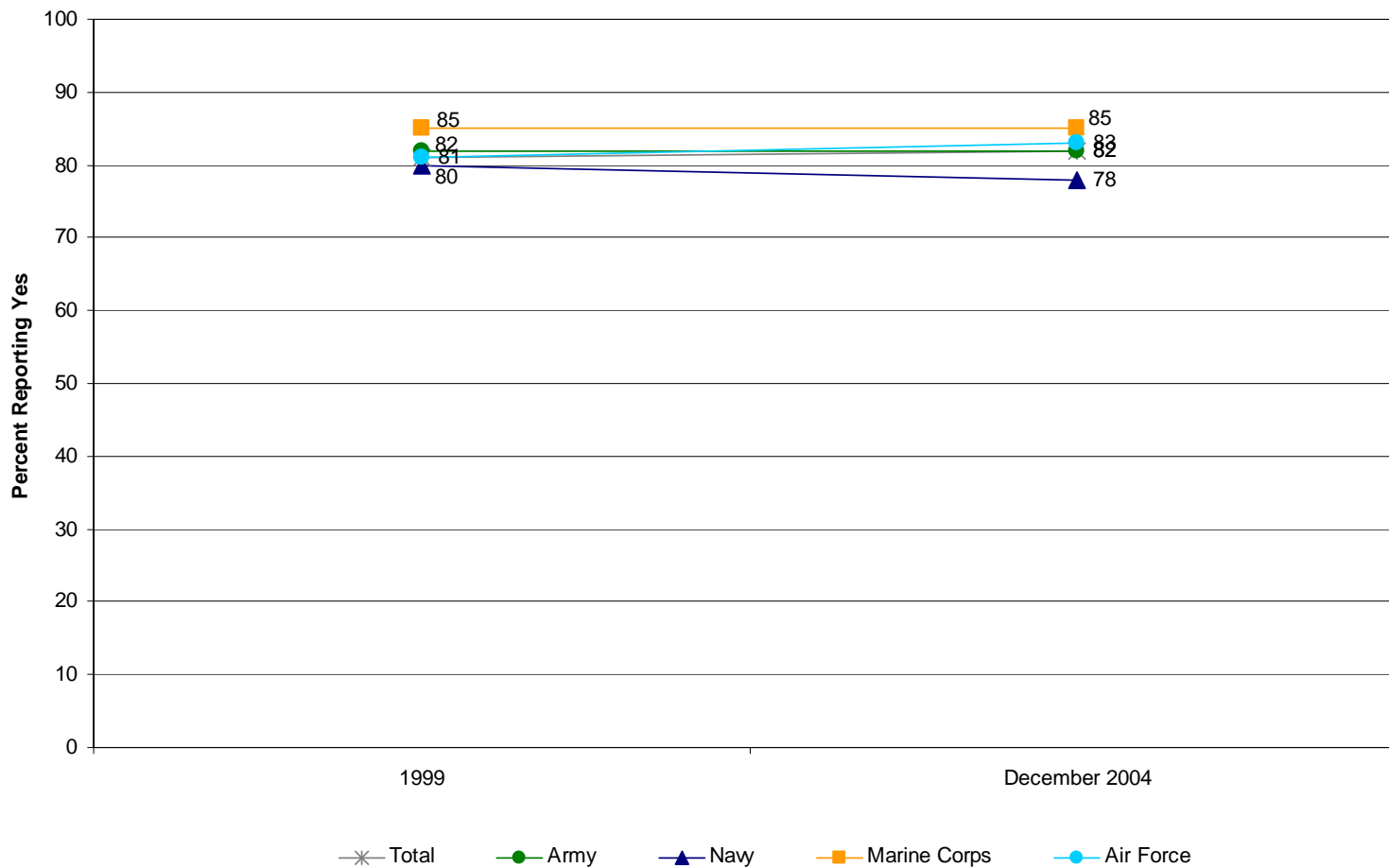
KEY: Higher Response of Yes Lower Response of Yes	Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
	Had a preference for military occupation when first entering service	82	82	78	85	83	81	81	81	79	91	93	81	92	77	86	85	88	79

KEY: Higher Response of Yes Lower Response of Yes	Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
	Had a preference for military occupation when first entering service	82	82	80	81	82	86	75	71	83	83	80	81	92	75	90	82

CAREER OPPORTUNITIES

Preference for Occupation

Percent of All Service Members



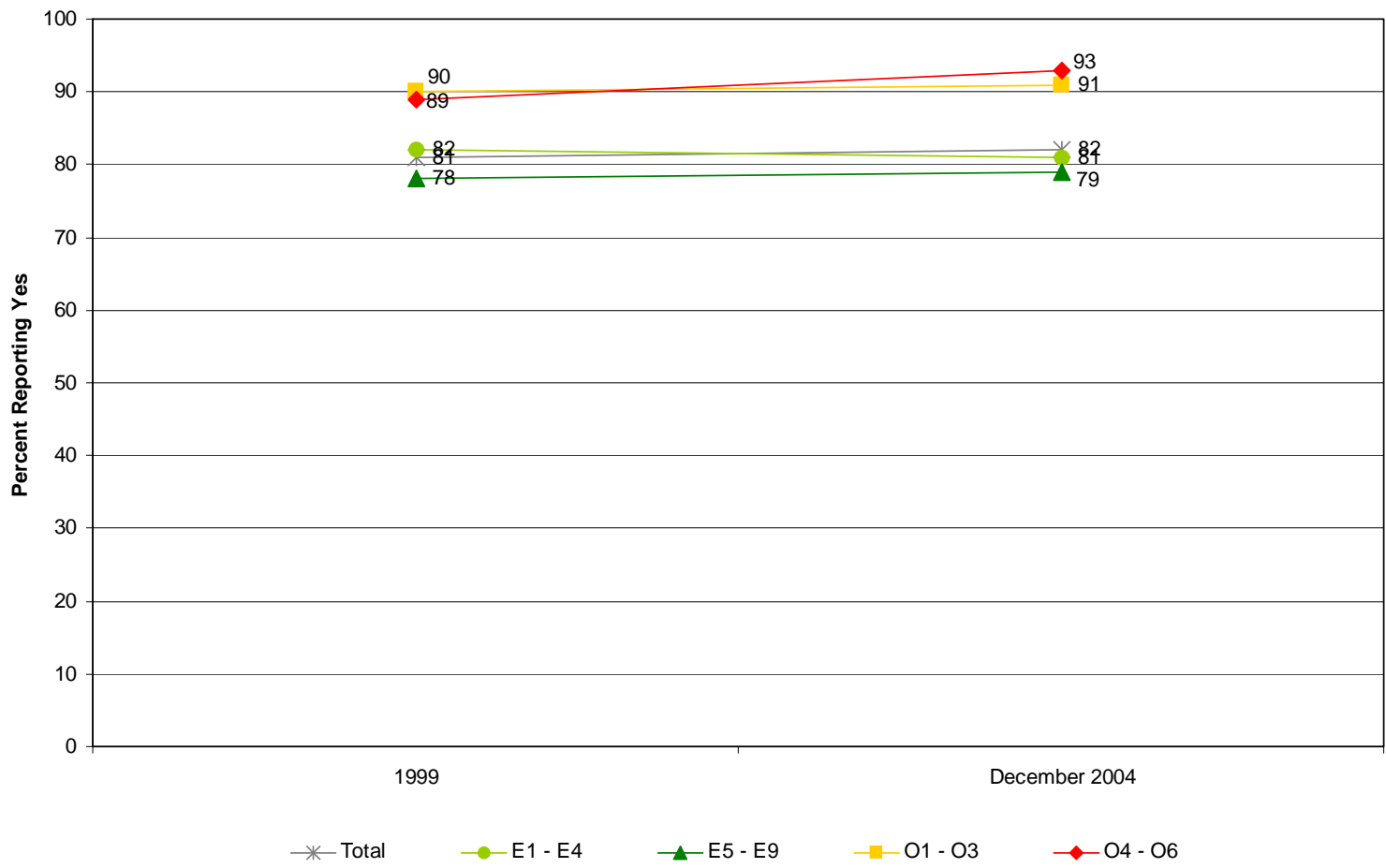
Significant difference from previous administration

Margins of error do not exceed ±2%, except for December 2004 which do not exceed ±6%

CAREER OPPORTUNITIES

Preference for Occupation

Percent of All Service Members



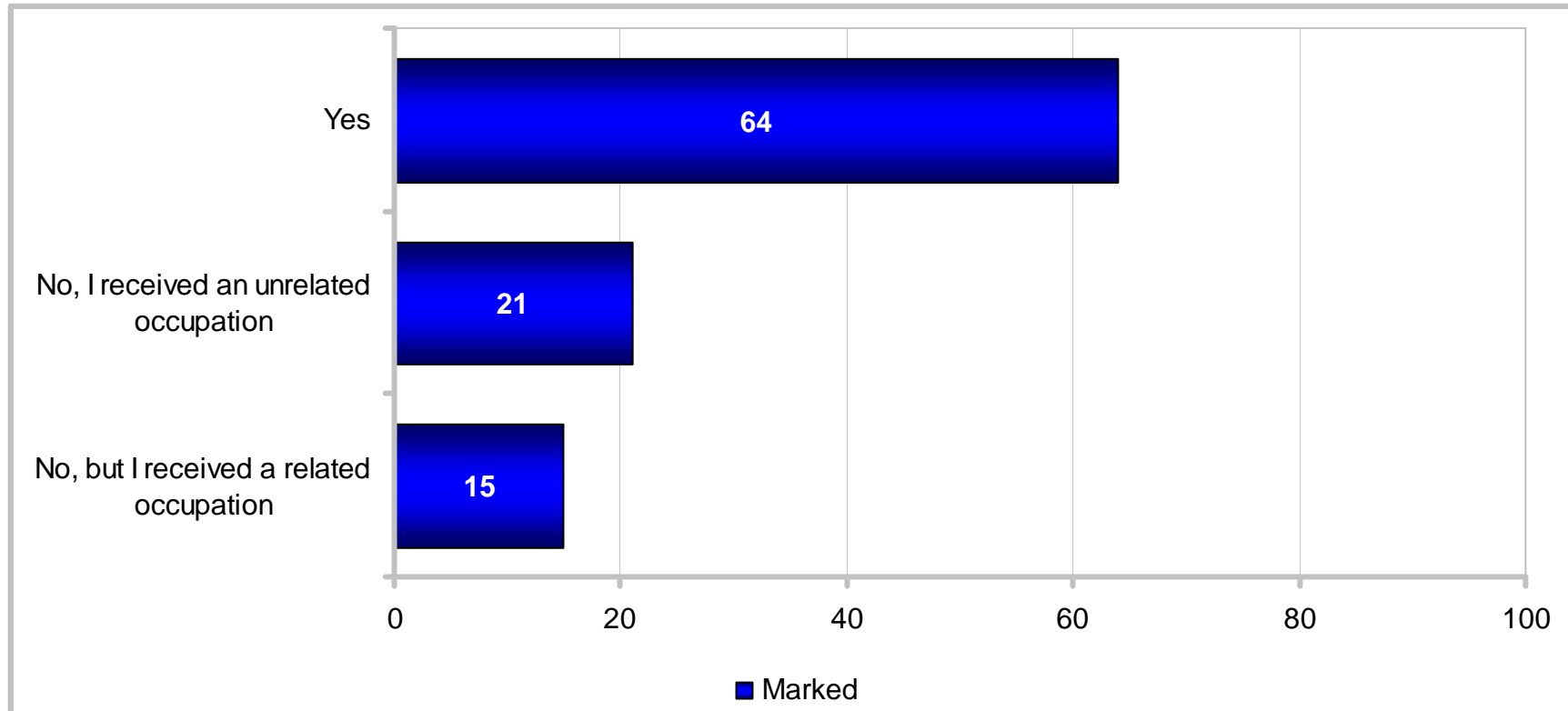
Significant difference from previous administration

Margins of error do not exceed ±1%, except for December 2004 which do not exceed ±5%

CAREER OPPORTUNITIES

Received Preferred Military Occupation

Percent of Service Members Who Had a Preference When Entering the Military



CAREER OPPORTUNITIES

Received Preferred Military Occupation

Percent of Service Members Who Had a Preference When Entering the Military

KEY: More Likely To Mark Less Likely To Mark	Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
	Yes	64	62	70	52	65	58	59	58	63	77	78	60	73	68	77	50	69	61
No, I received an unrelated occupation	21	23	18	22	20	25	25	24	22	11	10	26	12	20	11	23	16	23	8
No, but I received a related occupation	15	15	12	26	15	17	16	17	15	12	13	15	15	12	12	27	16	16	11

CAREER OPPORTUNITIES

Received Preferred Military Occupation

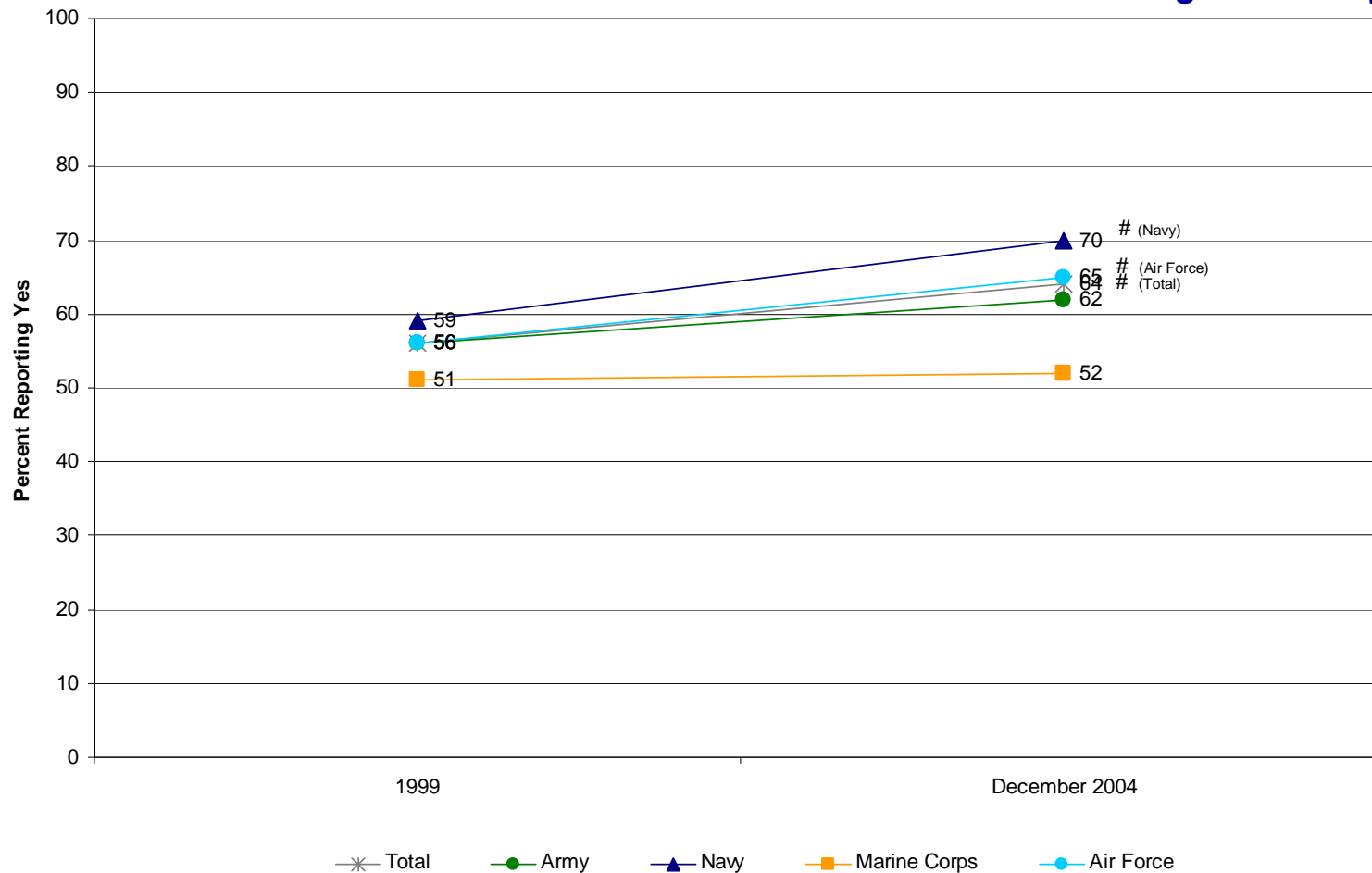
Percent of Service Members Who Had a Preference When Entering the Military

KEY: More Likely To Mark Less Likely To Mark	Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
	Yes	64	64	61	63	64	68	57	59	64	65	61	62	76	56	74	64
No, I received an unrelated occupation	21	20	24	20	21	18	26	25	21	20	22	22	9	29	19	20	27
No, but I received a related occupation	15	15	16	17	15	14	17	16	15	15	17	16	14	15	7	16	13

CAREER OPPORTUNITIES

Received Preferred Military Occupation

Percent of Service Members Who Had a Preference When Entering the Military



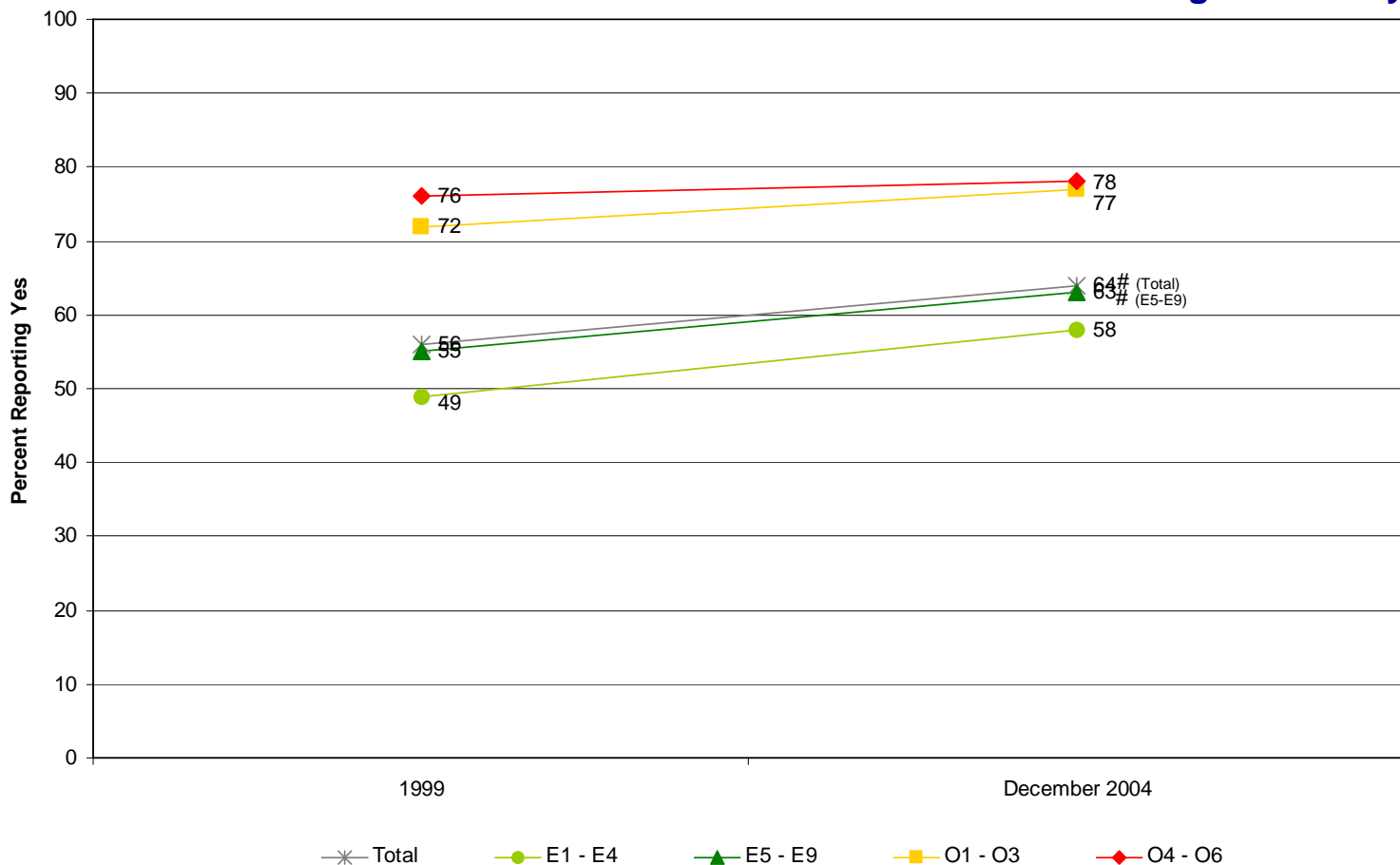
Significant difference from previous administration

Margins of error do not exceed $\pm 3\%$, except for December 2004 which do not exceed $\pm 6\%$

CAREER OPPORTUNITIES

Received Preferred Military Occupation

Percent of Service Members Who Had a Preference When Entering the Military



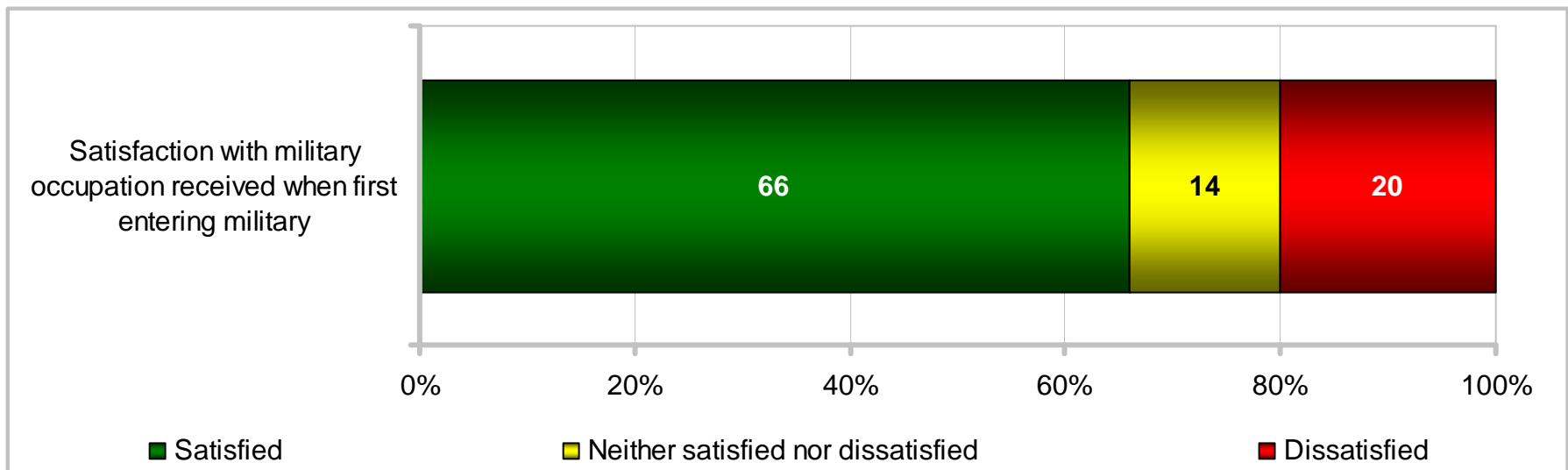
Significant difference from previous administration

Margins of error do not exceed ±2%, except for December 2004 which do not exceed ±8%

CAREER OPPORTUNITIES

Satisfaction With First Military Occupation

Percent of All Service Members



CAREER OPPORTUNITIES

Satisfaction With First Military Occupation

Percent of All Service Members

KEY: Higher Response of Satisfied Lower Response of Satisfied Higher Response of Dissatisfied		Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
Satisfaction with military occupation received when first entering military	Satisfied	66	65	67	65	68	57	62	55	71	76	88	61	85	66	76	62	84	65	81
	Dissatisfied	20	22	17	17	21	25	21	27	16	16	7	24	8	17	14	18	8	22	15

CAREER OPPORTUNITIES

Satisfaction With First Military Occupation

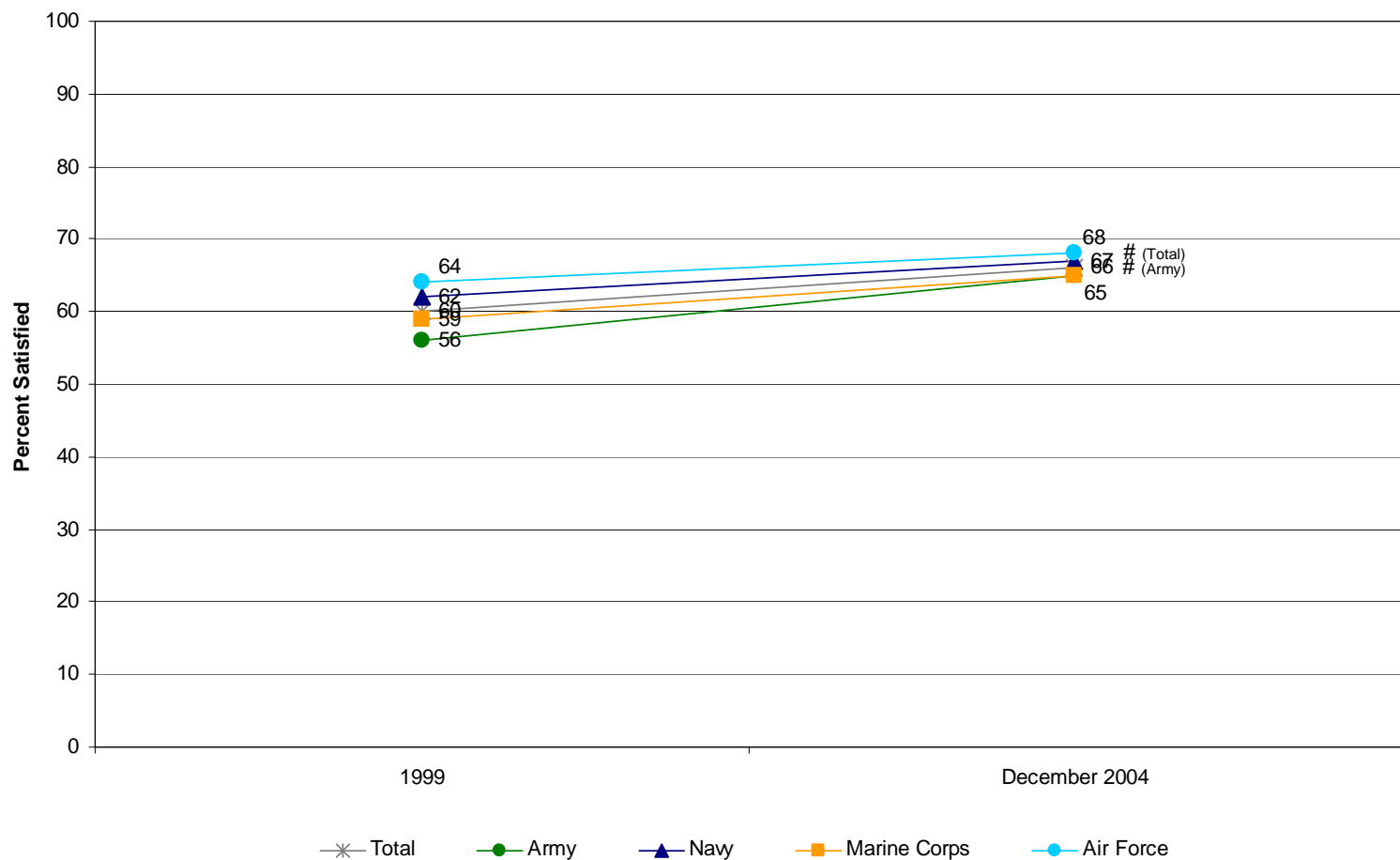
Percent of All Service Members

KEY: Higher Response of Satisfied Lower Response of Satisfied Higher Response of Dissatisfied		Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
		Satisfaction with military occupation received when first entering military	Satisfied	66	67	63	61	70	68	63	64	63	72	60	64	83	58	75
	Dissatisfied	20	19	22	22	18	19	21	18	21	15	27	20	11	25	15	19	24

CAREER OPPORTUNITIES

Satisfaction With First Military Occupation

Percent of All Service Members



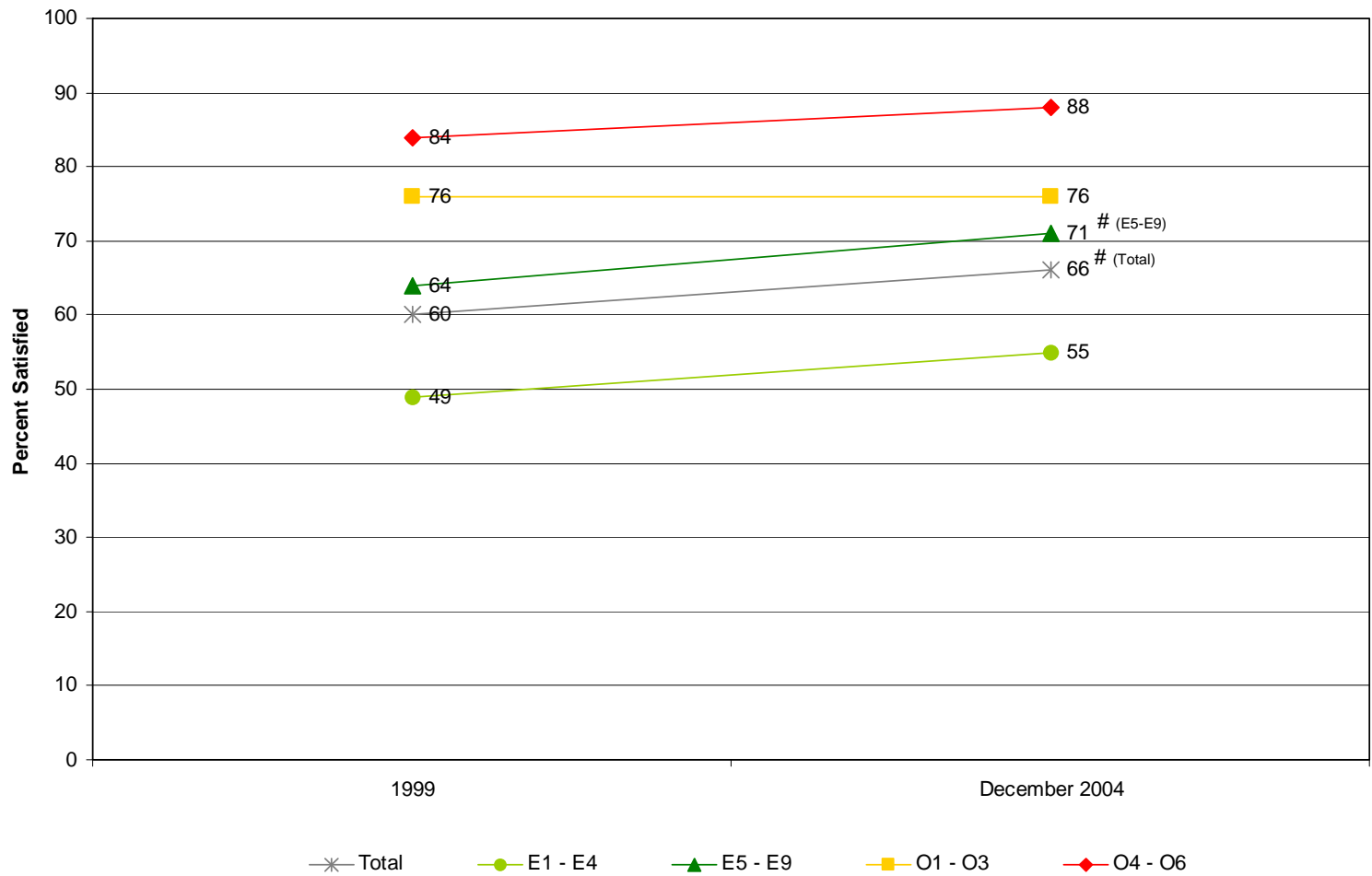
Significant difference from previous administration

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CAREER OPPORTUNITIES

Satisfaction With First Military Occupation

Percent of All Service Members



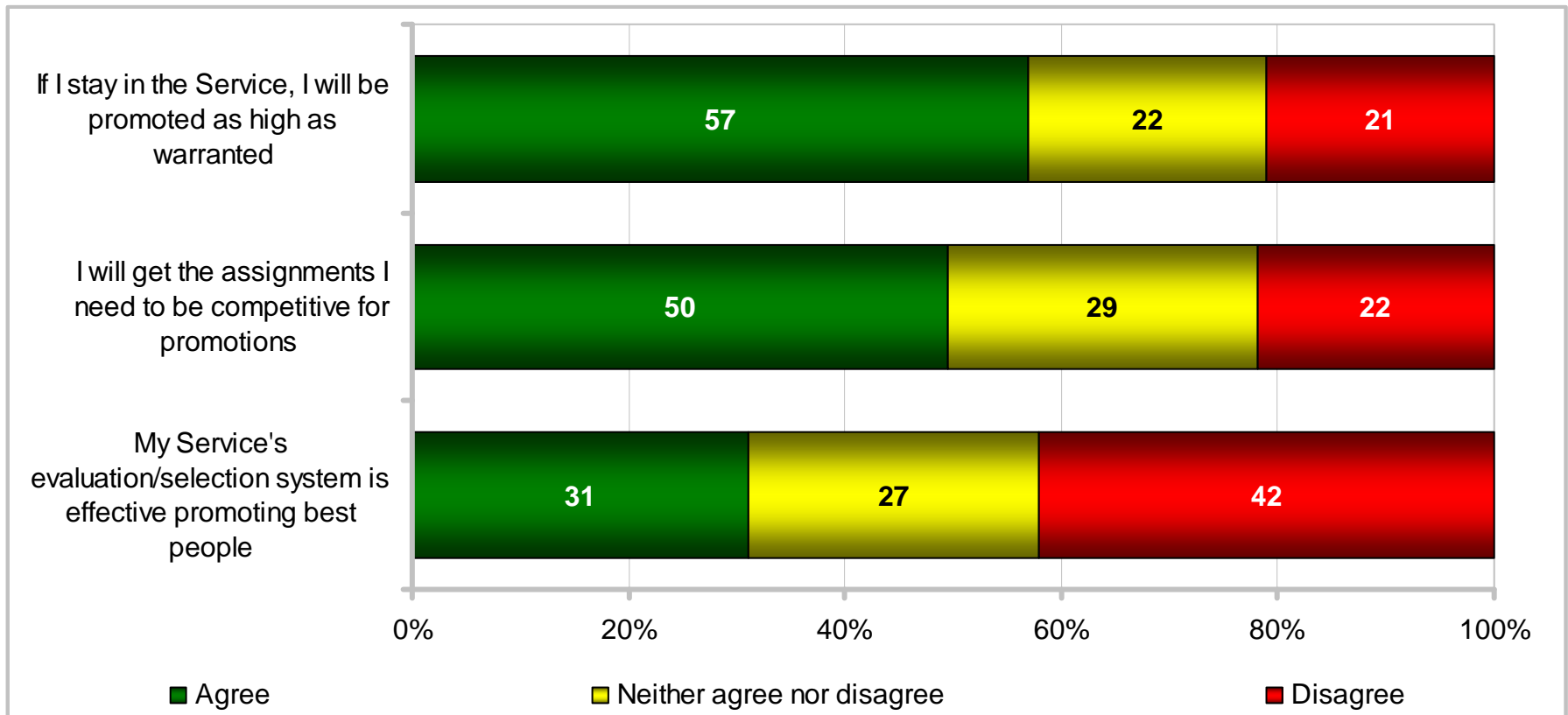
Significant difference from previous administration

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CAREER OPPORTUNITIES

Promotions

Percent of All Service Members



CAREER OPPORTUNITIES

Promotions

Percent of All Service Members

KEY: Higher Response of Agree Lower Response of Agree Higher Response of Disagree		Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
If I stay in the Service, I will be promoted as high as warranted	Agree	57	54	57	59	58	54	61	56	59	53	44	53	56	58	55	60	59	63	41
	Disagree	21	23	24	19	17	23	22	20	22	19	33	23	21	24	24	19	21	15	28
I will get the assignments I need to be competitive for promotions	Agree	50	45	59	55	44	46	46	45	50	65	56	41	66	58	65	53	66	42	54
	Disagree	22	25	17	17	25	25	22	24	22	12	18	28	9	17	16	17	13	26	18
My Service's evaluation/selection system is effective promoting best people	Agree	31	27	35	37	31	26	29	32	29	33	38	26	35	33	44	36	48	31	29
	Disagree	42	43	41	37	42	47	45	41	44	34	41	44	37	42	33	39	23	43	41

CAREER OPPORTUNITIES

Promotions

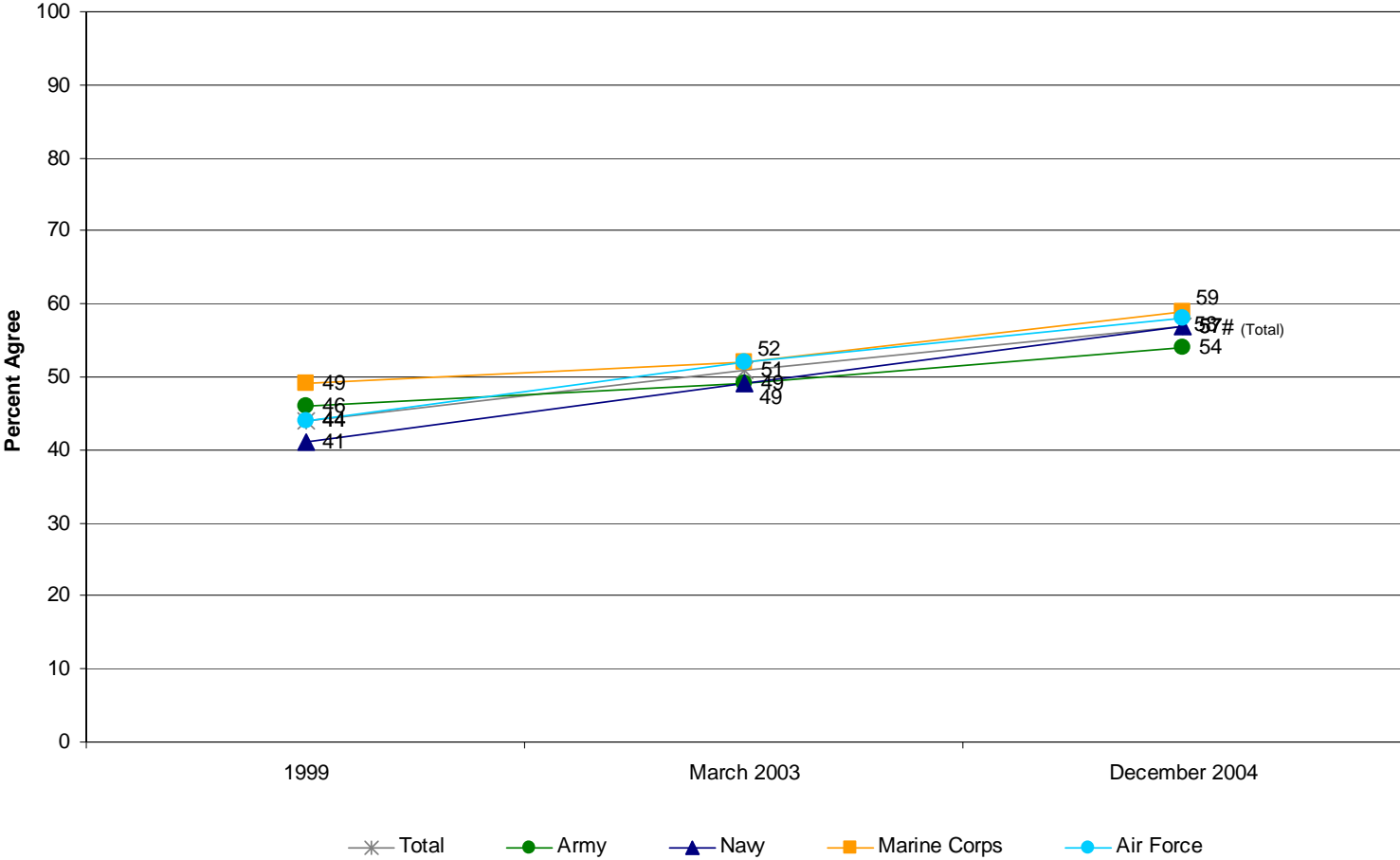
Percent of All Service Members

KEY: Higher Response of Agree Lower Response of Agree Higher Response of Disagree		Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
If I stay in the Service, I will be promoted as high as warranted	Agree	57	57	54	55	57	54	61	56	57	57	56	58	51	56	51	57	55
	Disagree	21	21	24	20	22	22	20	24	22	23	17	21	24	20	23	22	20
I will get the assignments I need to be competitive for promotions	Agree	50	50	48	47	51	49	51	43	50	50	50	49	62	40	58	51	44
	Disagree	22	22	22	24	20	22	21	26	21	21	22	22	13	27	18	21	25
My Service's evaluation/selection system is effective promoting best people	Agree	31	31	32	31	31	28	37	26	32	31	32	31	36	30	32	32	30
	Disagree	42	42	40	40	43	46	35	43	40	43	41	43	36	40	36	42	39

CAREER OPPORTUNITIES

Promoted As Ability Warrants

Percent of All Service Members



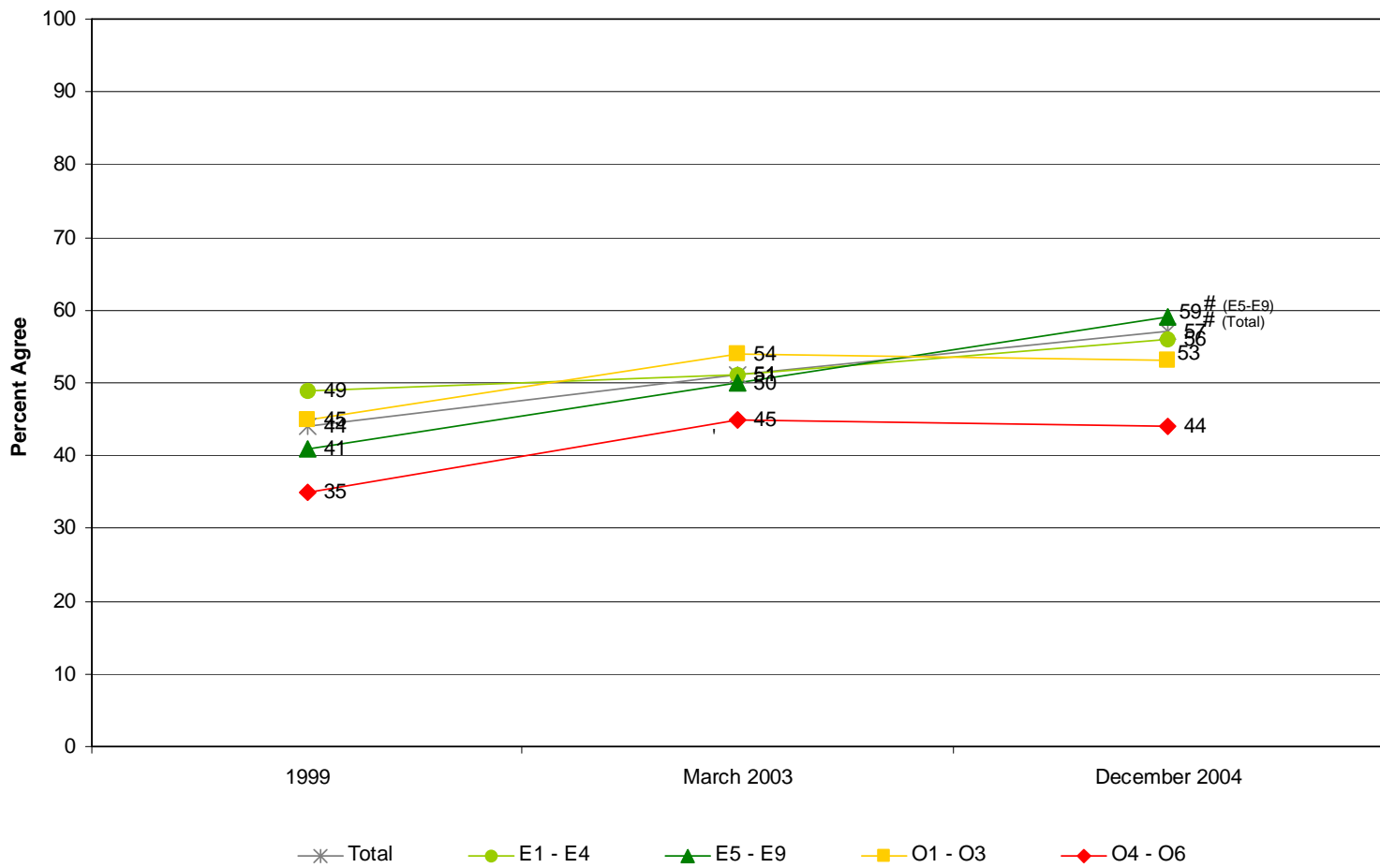
Significant difference from previous administration

Margins of error do not exceed ±4%, except for December 2004 which do not exceed ±6%

CAREER OPPORTUNITIES

Promoted As Ability Warrants

Percent of All Service Members



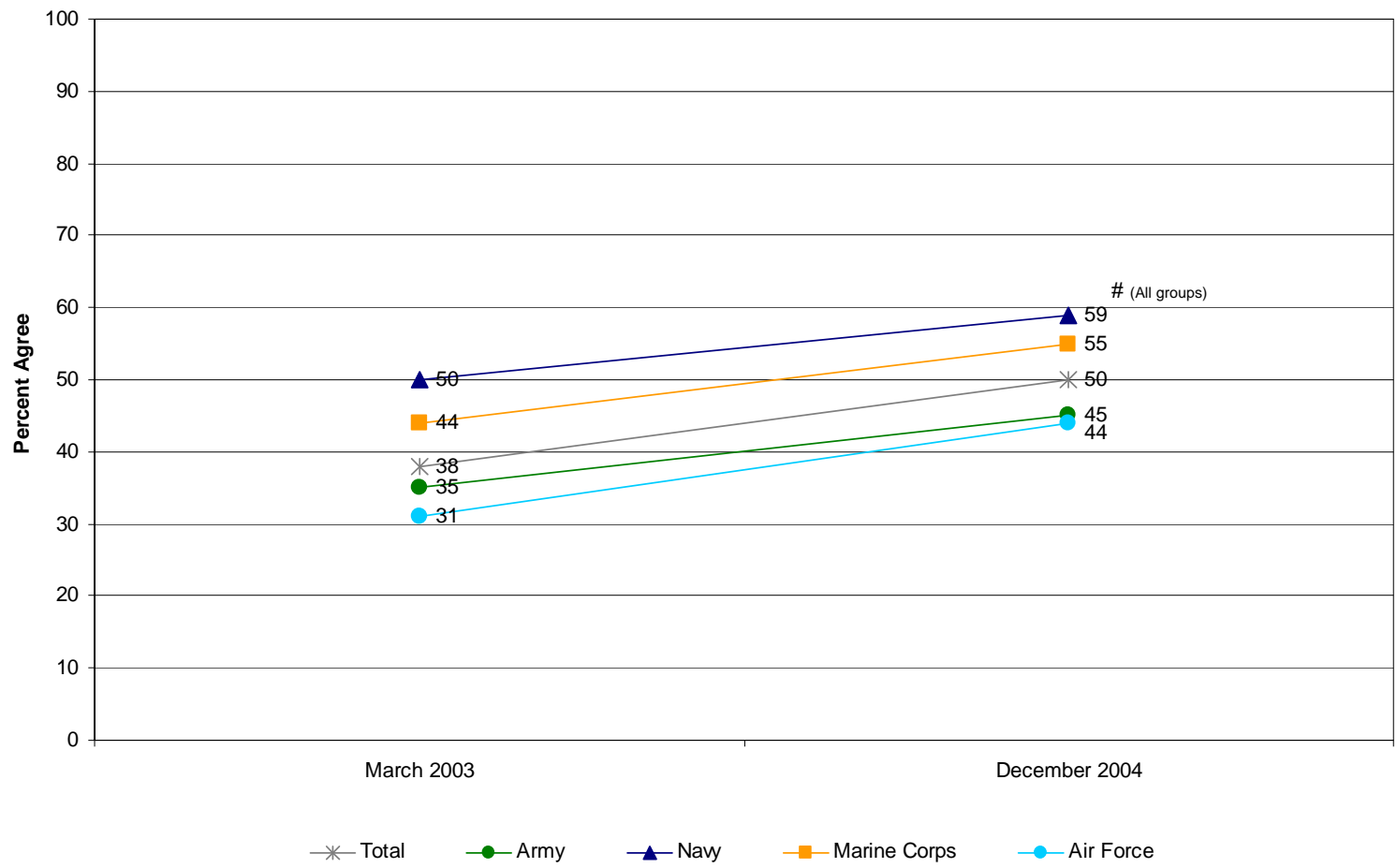
Significant difference from previous administration

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CAREER OPPORTUNITIES

Get Assignments Needed for Promotions

Percent of All Service Members



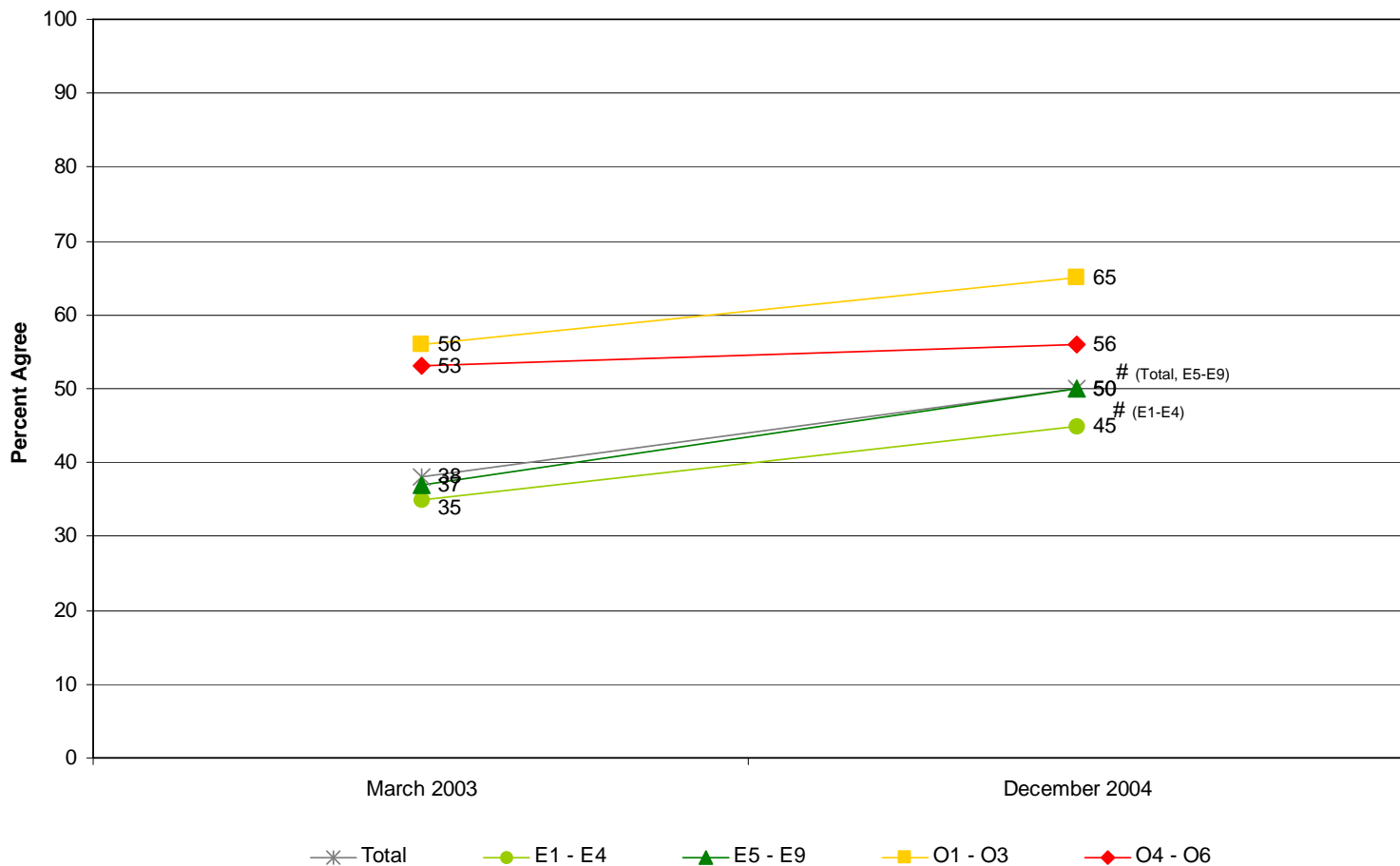
Significant difference from previous administration

Margins of error do not exceed $\pm 4\%$, except for December 2004 which do not exceed $\pm 6\%$

CAREER OPPORTUNITIES

Get Assignments Needed for Promotions

Percent of All Service Members



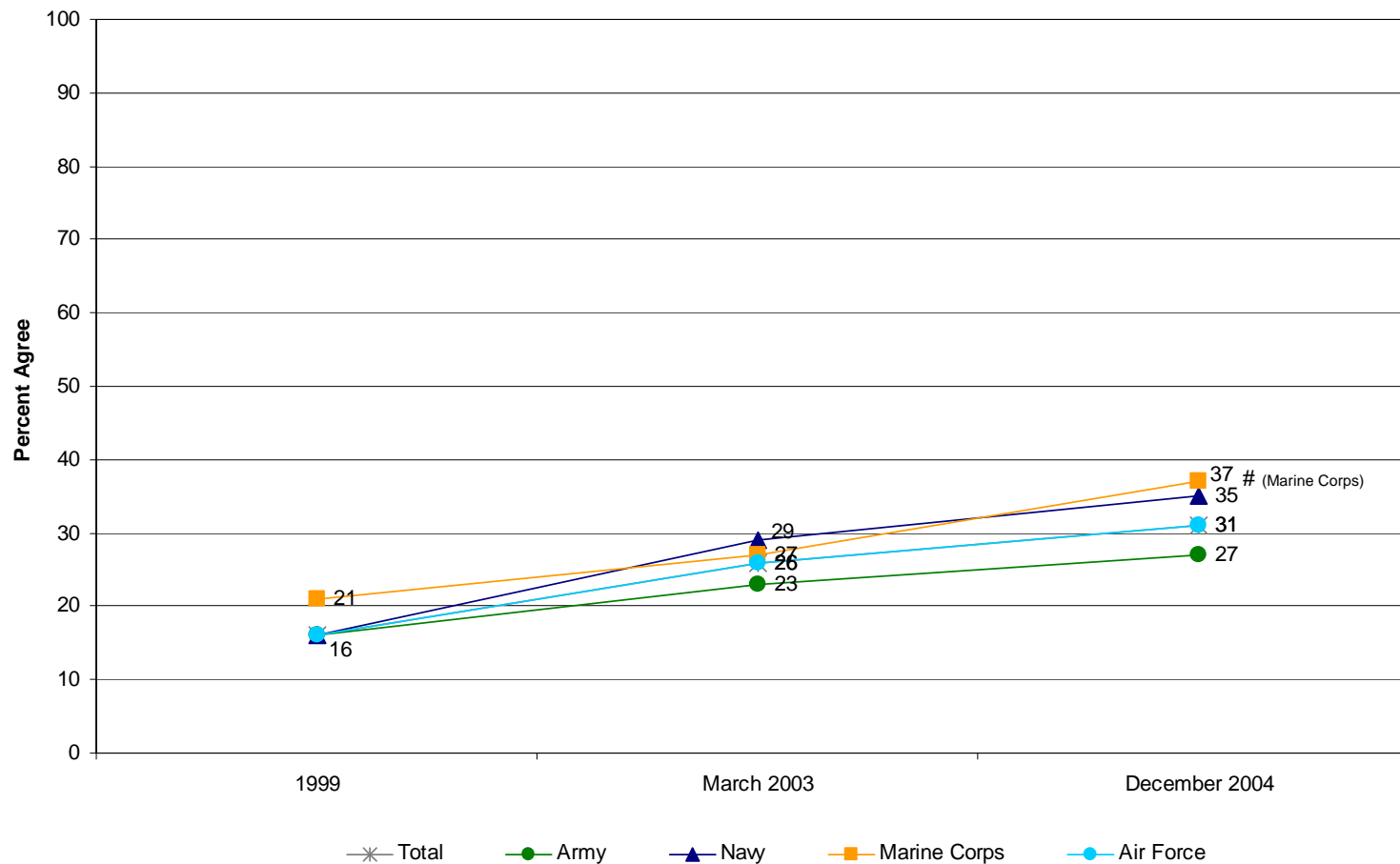
Significant difference from previous administration

Margins of error do not exceed ±3%, except for December 2004 which do not exceed ±9%

CAREER OPPORTUNITIES

Service Effectiveness in Promoting Best Members

Percent of All Service Members



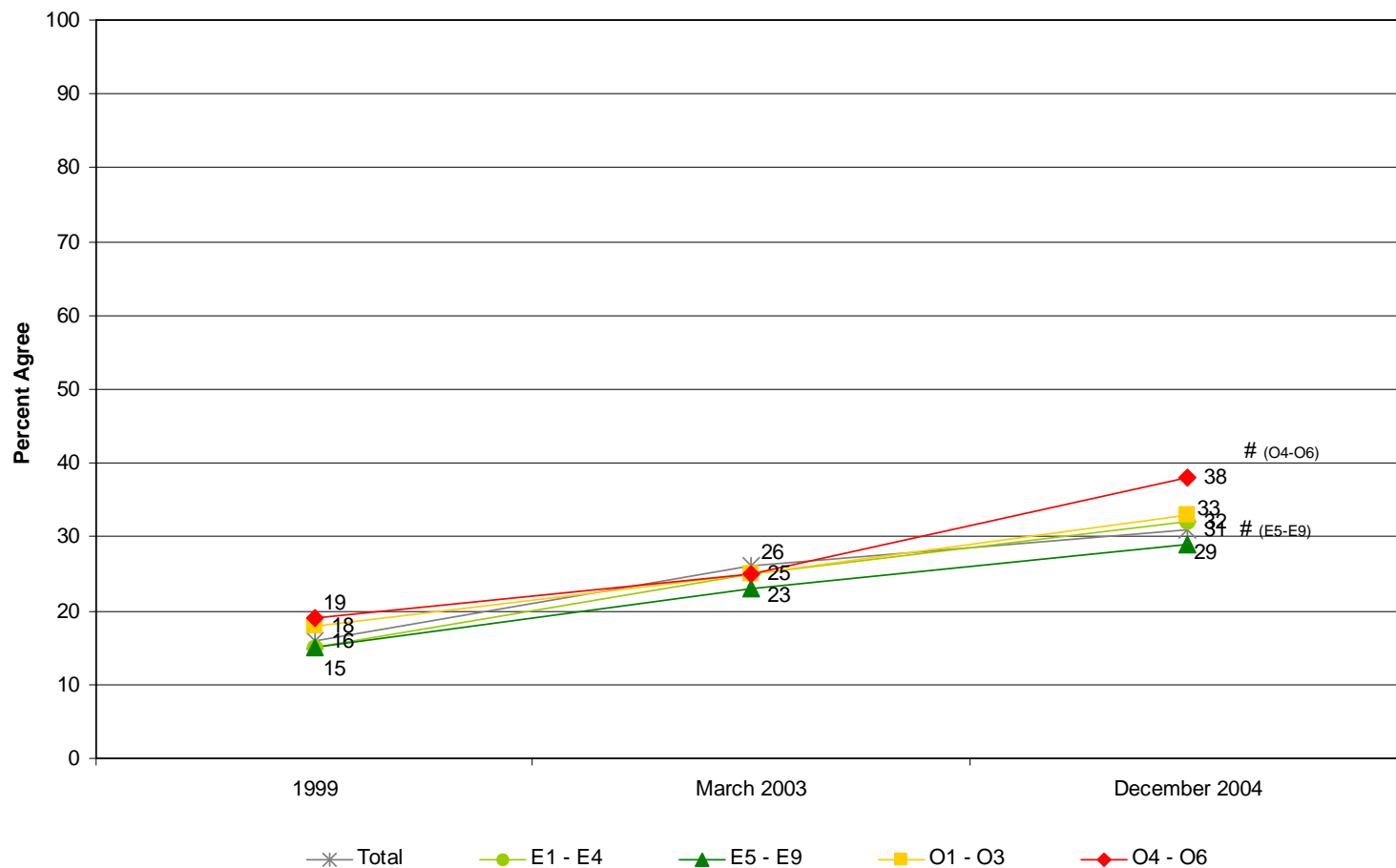
Significant difference from previous administration

Margins of error do not exceed $\pm 3\%$, except for December 2004 which do not exceed $\pm 6\%$

CAREER OPPORTUNITIES

Service Effectiveness in Promoting Best Members

Percent of All Service Members



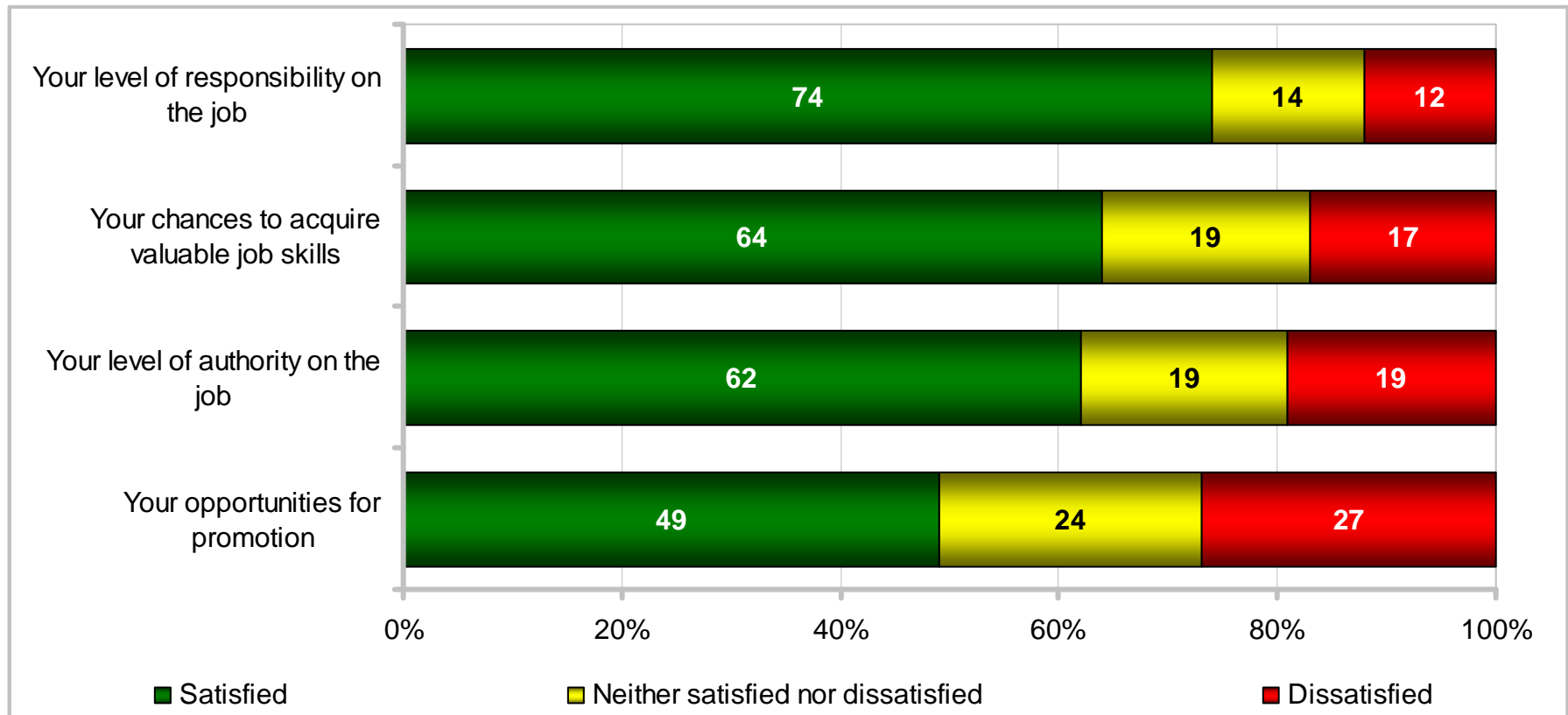
Significant difference from previous administration

Margins of error do not exceed ±3%, except for December 2004 which do not exceed ±9%

CAREER OPPORTUNITIES

Satisfaction With Aspects of Career

Percent of All Service Members



CAREER OPPORTUNITIES

Satisfaction With Aspects of Career

Percent of All Service Members

KEY: Higher Response of Satisfied Lower Response of Satisfied Higher Response of Dissatisfied			Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
Your level of responsibility on the job	Satisfied	74	71	80	73	73	68	75	66	80	74	80	69	78	79	88	73	79	74	72	
	Dissatisfied	12	12	10	13	12	14	12	15	8	13	15	12	12	11	5	13	13	11	18	
Your chances to acquire valuable job skills	Satisfied	64	57	67	61	70	57	62	60	64	65	78	54	68	67	73	60	71	69	71	
	Dissatisfied	17	21	17	17	14	21	17	21	17	11	11	22	12	17	10	18	8	15	10	
Your level of authority on the job	Satisfied	62	57	67	62	62	56	63	49	70	66	74	55	65	65	81	61	68	60	67	
	Dissatisfied	19	21	16	21	21	22	21	24	15	18	19	20	21	17	10	21	21	21	20	
Your opportunities for promotion	Satisfied	49	47	45	50	55	41	47	41	52	64	59	44	65	43	63	48	67	54	58	
	Dissatisfied	27	29	31	26	20	33	30	31	27	13	21	32	15	33	19	27	11	21	17	

CAREER OPPORTUNITIES

Satisfaction With Aspects of Career

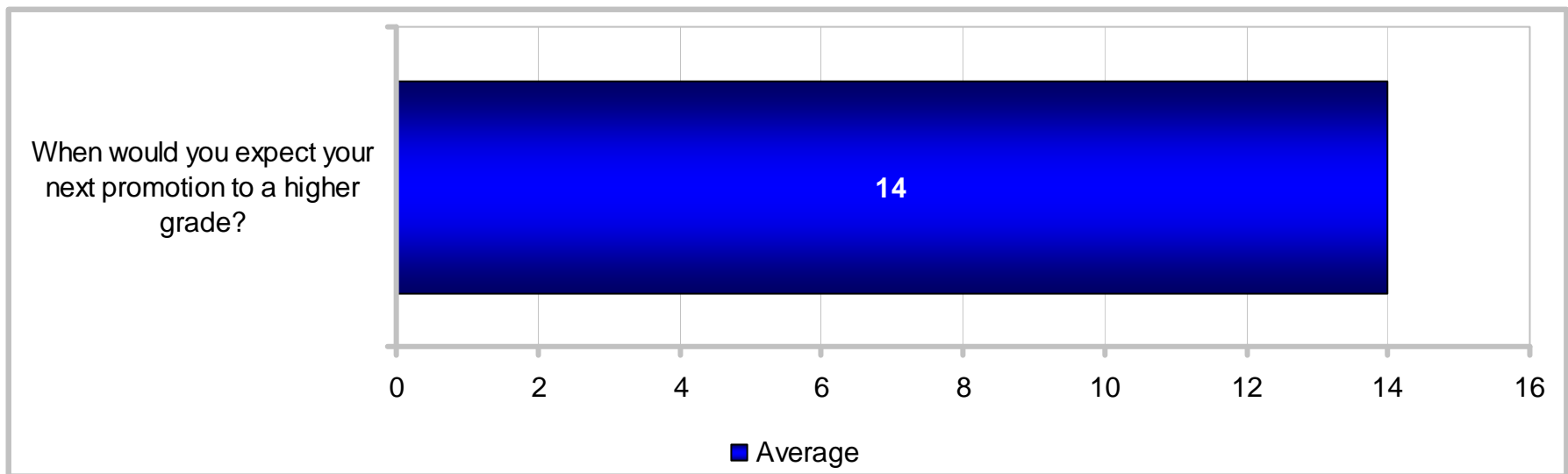
Percent of All Service Members

KEY: Higher Response of Satisfied Lower Response of Satisfied Higher Response of Dissatisfied			Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
Your level of responsibility on the job	Satisfied	74	75	70	69	77	73	76	72	72	78	70	74	78	71	79	75	72	
	Dissatisfied	12	11	13	13	10	13	9	8	12	9	17	11	13	12	13	11	13	
Your chances to acquire valuable job skills	Satisfied	64	65	58	61	65	64	63	61	62	65	63	63	70	59	73	64	61	
	Dissatisfied	17	17	21	20	16	17	17	20	20	15	17	18	11	21	10	17	19	
Your level of authority on the job	Satisfied	62	62	58	57	64	61	63	63	55	68	58	60	69	60	70	62	61	
	Dissatisfied	19	19	20	21	19	21	17	22	21	16	24	20	19	17	18	20	17	
Your opportunities for promotion	Satisfied	49	49	48	48	50	48	50	44	48	51	49	46	62	50	64	49	52	
	Dissatisfied	27	26	30	27	27	27	26	35	26	27	25	29	17	28	15	27	26	

CAREER OPPORTUNITIES

When Next Promotion is Expected (in Months)

Average of All Service Members



CAREER OPPORTUNITIES

When Next Promotion is Expected (in Months)

Average of All Service Members

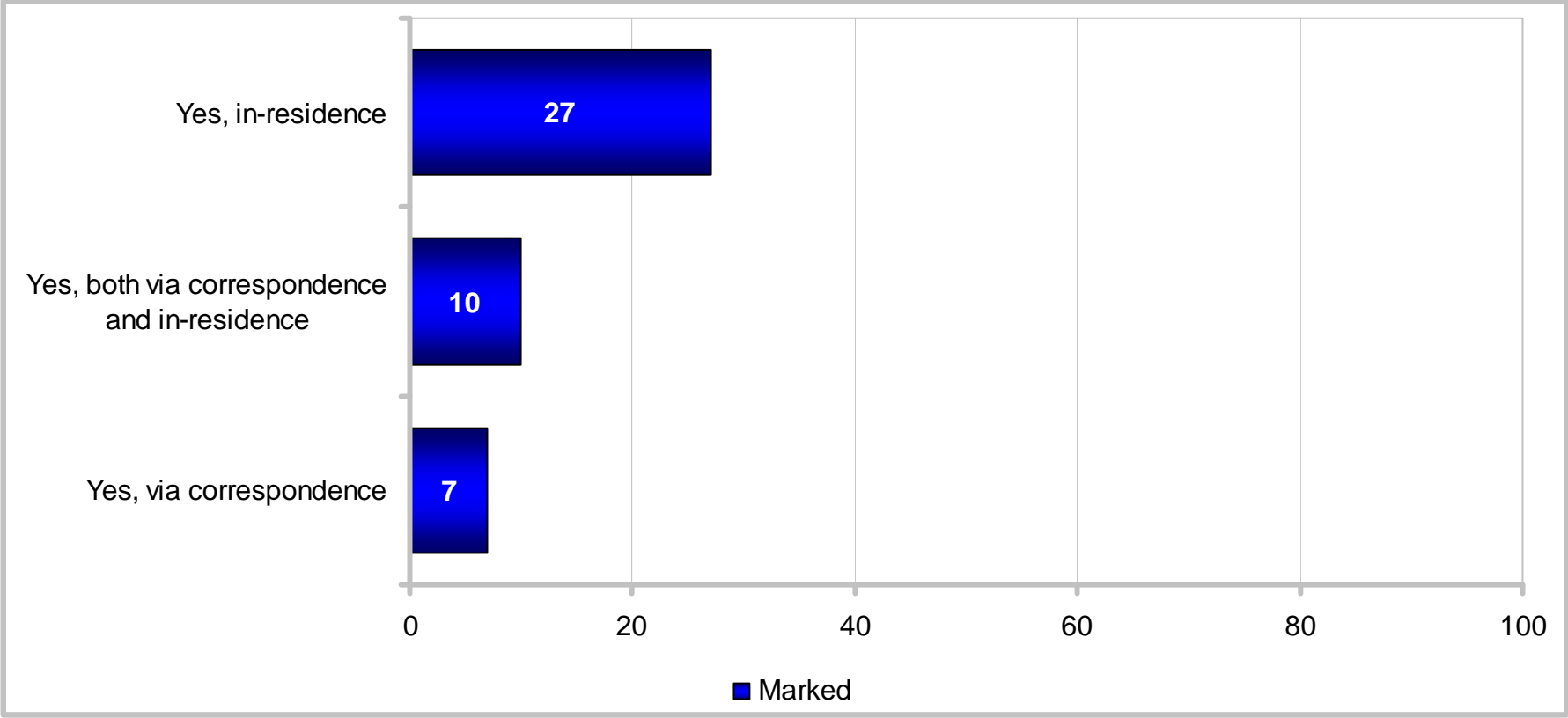
KEY: More Than Average Less Than Average	Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
	When would you expect your next promotion to a higher grade?	14	13	15	14	16	13	16	10	17	18	21	12	18	14	19	13	19	15

KEY: More Than Average Less Than Average	Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
	When would you expect your next promotion to a higher grade?	14	15	14	12	16	15	14	14	12	16	15	13	19	14	18	14

CAREER OPPORTUNITIES

Completed Professional Development Course

Percent of All Service Members



CAREER OPPORTUNITIES

Completed Professional Development Course

Percent of All Service Members

KEY: More Likely To Mark Less Likely To Mark	Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
		Yes, in-residence	27	42	14	10	29	17	36	5	43	38	29	38	58	12	25	10	16
Yes, both via correspondence and in-residence	10	8	6	21	12	3	8	1	15	9	27	6	18	5	10	20	23	10	20
Yes, via correspondence	7	4	9	17	6	9	6	5	7	8	25	3	7	9	4	14	37	1	22

CAREER OPPORTUNITIES

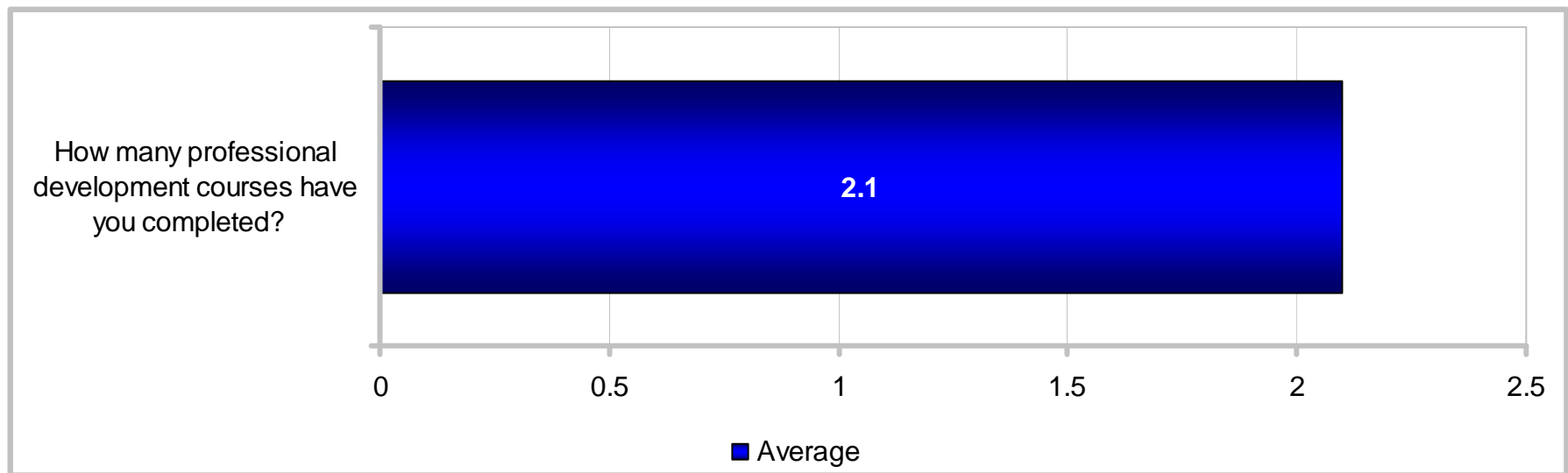
Completed Professional Development Course

Percent of All Service Members

KEY: More Likely To Mark Less Likely To Mark	Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
	Yes, in-residence	27	27	28	20	32	28	27	27	15	37	26	26	37	22	33	28
Yes, both via correspondence and in-residence	10	10	9	7	12	11	9	13	4	15	8	9	18	6	18	10	8
Yes, via correspondence	7	8	5	6	8	8	6	6	5	9	7	6	14	4	14	7	6

CAREER OPPORTUNITIES

Number of Professional Development Courses Completed Average of Service Members Who Completed a Professional Development Course



CAREER OPPORTUNITIES

Number of Professional Development Courses Completed Average of Service Members Who Completed a Professional Development Course

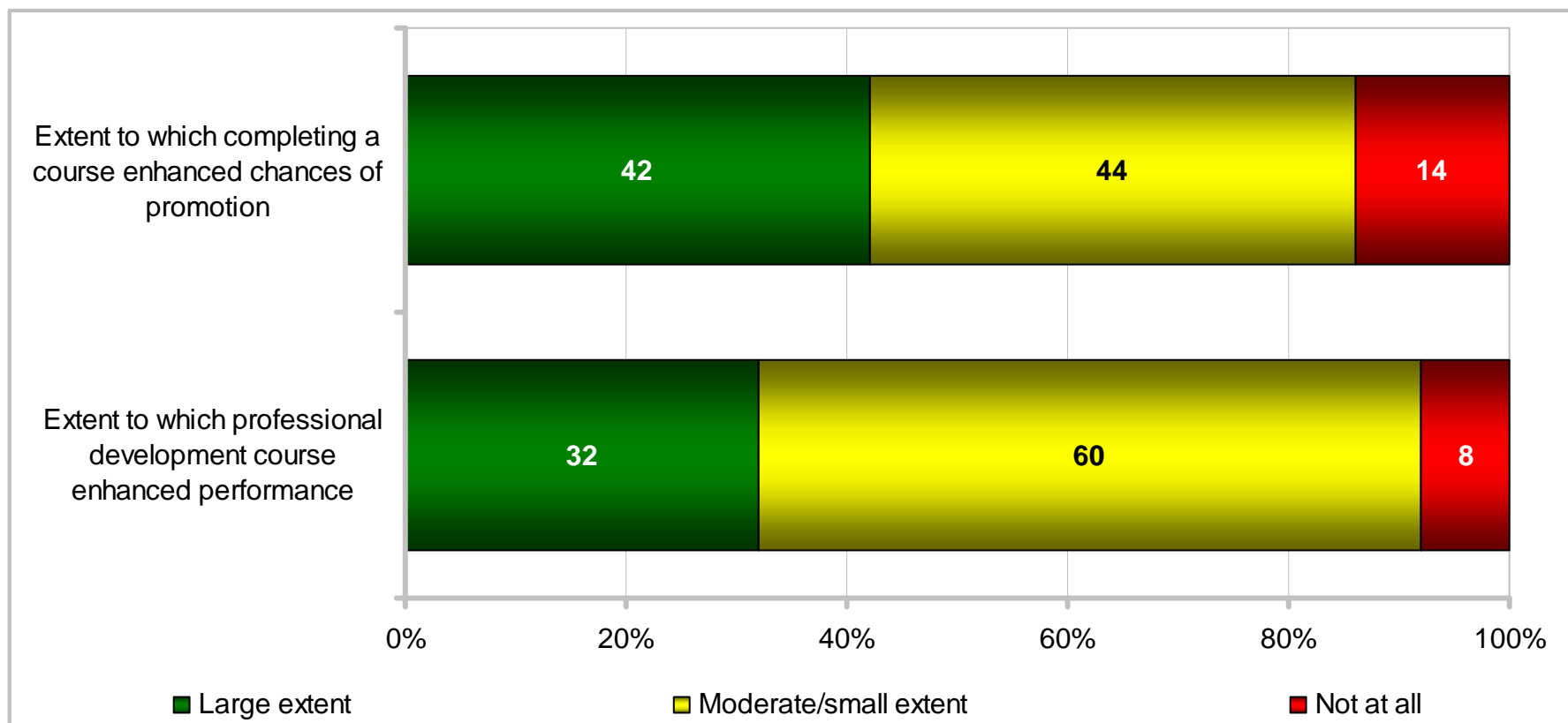
KEY: More Than Average Less Than Average	Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
	How many professional development courses have you completed?	2.1	2.2	2.1	2.3	1.9	1.4	1.8	1.6	2.1	1.9	2.4	2	2.6	2.1	2.2	2.3	2.4	2

KEY: More Than Average Less Than Average	Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
	How many professional development courses have you completed?	2.1	2.1	2.1	2	2.2	2.1	2.1	2.2	1.7	2.3	1.9	2.1	2.3	2	2.1	2.1

CAREER OPPORTUNITIES

Effectiveness of Professional Development Courses

Percent of Service Members Who Completed a Professional Development Course



CAREER OPPORTUNITIES

Effectiveness of Professional Development Courses

Percent of Service Members Who Completed a Professional Development Course

KEY: Higher Response of Large Extent Lower Response of Large Extent Higher Response of Not at All		Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
		Extent to which completing a course enhanced chances of promotion	Large extent	42	46	20	53	45	34	35	22	41	39	70	44	53	19	24	49	71
	Not at all	14	11	24	6	15	18	14	25	13	14	7	11	8	24	26	7	4	17	9
Extent to which professional development course enhanced performance	Large extent	32	35	22	36	32	25	32	22	34	32	33	34	39	20	33	35	43	37	22
	Not at all	8	5	14	7	8	11	7	13	7	5	8	5	4	14	NR	7	9	8	8

CAREER OPPORTUNITIES

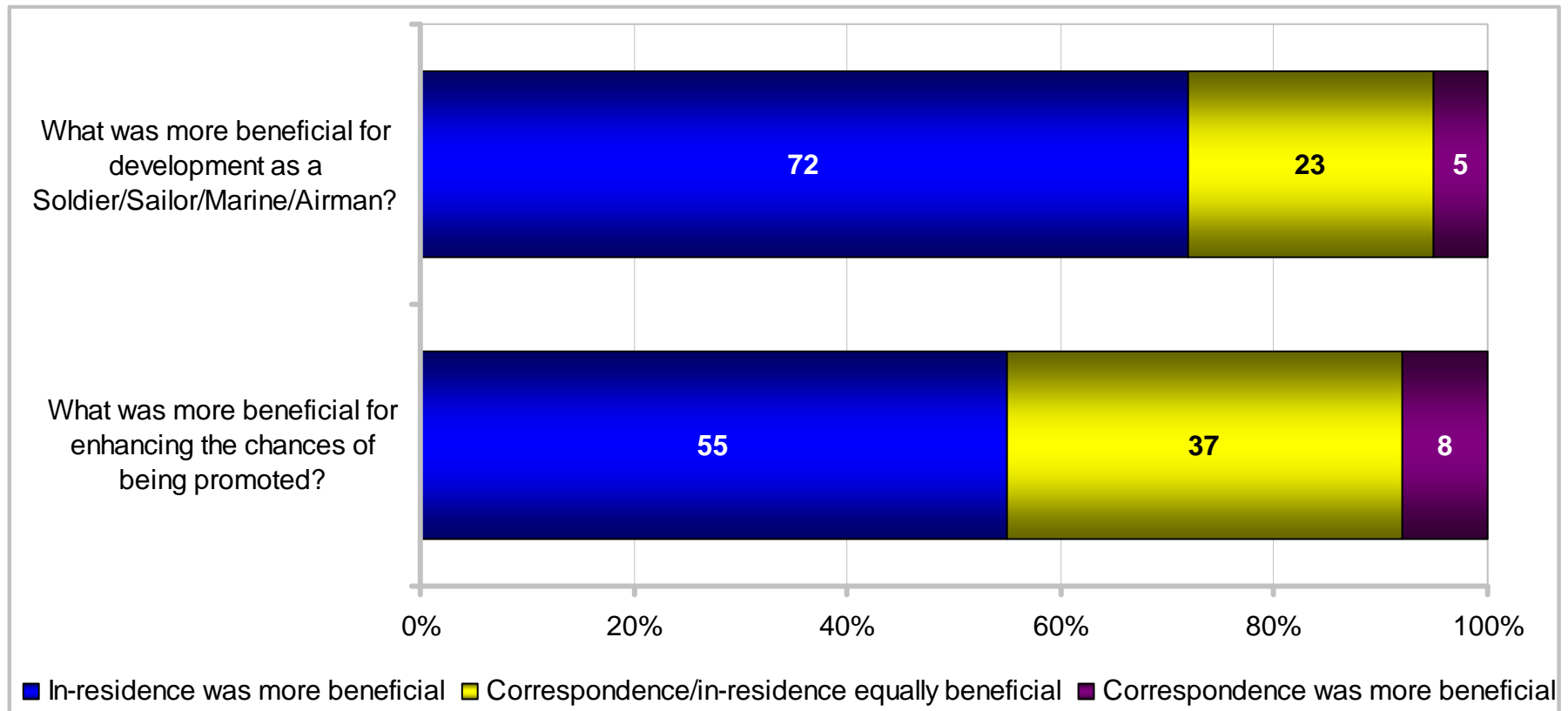
Effectiveness of Professional Development Courses

Percent of Service Members Who Completed a Professional Development Course

KEY: Higher Response of Large Extent Lower Response of Large Extent Higher Response of Not at All		Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
Extent to which completing a course enhanced chances of promotion	Large extent	42	43	42	40	43	39	48	32	30	46	46	38	56	40	50	42	43
	Not at all	14	13	14	16	13	14	12	10	22	12	10	14	9	17	18	13	17
Extent to which professional development course enhanced performance	Large extent	32	32	34	34	32	24	47	32	25	35	31	31	34	44	25	31	38
	Not at all	8	7	10	10	7	8	7	5	11	7	7	8	7	6	6	8	6

CAREER OPPORTUNITIES

Professional Development Courses: In-Residence vs. Correspondence Service Members Who Took Correspondence and In-Residence Courses



CAREER OPPORTUNITIES

Professional Development Courses: In-Residence vs. Correspondence

Service Members Who Took Correspondence and In-Residence Courses

KEY: Higher Response of In-residence Lower Response of In-residence Higher Response of Correspondence		Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
		What was more beneficial for development as a Soldier/Sailor/Marine/Airman?	In-residence more beneficial	72	71	42	69	88	NR	NR	NR	69	NR	89	NR	NR	32	NR	67	85
	Correspondence more beneficial	5	3	NR	5	2	6	NR	8	6	3	0	4	1	NR	NR	6	0	NR	1
What was more beneficial for enhancing the chances of being promoted?	In-residence more beneficial	55	58	27	46	70	NR	NR	NR	48	NR	83	NR	NR	24	NR	47	41	NR	92
	Correspondence more beneficial	8	5	NR	12	6	22	14	NR	9	3	0	7	2	NR	0	12	NR	9	0

CAREER OPPORTUNITIES

Professional Development Courses: In-Residence vs. Correspondence

Service Members Who Took Correspondence and In-Residence Courses

KEY: Higher Response of In-residence Lower Response of In-residence Higher Response of Correspondence		Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
What was more beneficial for development as a Soldier/Sailor/Marine/Airman?	In-residence more beneficial	72	72	70	77	70	80	56	NR	NR	76	NR	65	86	75	82	71	78
	Correspondence more beneficial	5	4	10	6	5	4	7	2	4	5	NR	7	0	2	5	5	3
What was more beneficial for enhancing the chances of being promoted?	In-residence more beneficial	55	55	52	57	54	62	41	NR	NR	55	55	47	75	43	74	55	54
	Correspondence more beneficial	8	8	9	10	8	7	10	10	10	7	12	10	2	12	1	8	8

CAREER OPPORTUNITIES

Summary of Findings

December 2004

- 82% had a preference for a military occupation when they first entered service
 - Led by officer and Non-Hispanic White
- 64% of those who had a preference for a military occupation when they first entered service received their preferred military occupation
 - Led by officer, Navy officer, Air Force officer, and Non-Hispanic White
- 66% satisfied with their first military occupation; 20% dissatisfied
 - Satisfied led by E5-E9, officer, living off base, and married with children
 - Dissatisfied led by enlisted with 3-5 years of service, E1-E4, Army enlisted, and female enlisted
- 57% believed if they stayed in the Service, they would be promoted as high as warranted
 - Led by minority

CAREER OPPORTUNITIES

Summary of Findings

December 2004

- 50% believed they could get the assignments needed to be competitive for promotions
 - Led by Navy, O1-O3, Army officer, Marine Corp officer, and male
- 31% believed their Service's evaluation/selection system is effective in promoting the best people
 - Led by Marine Corps officer and minority
- 74% satisfied with level of responsibility on the job; 12% dissatisfied
 - Satisfied led by Navy, E5-E9, living off base, and married with children
- 64% satisfied with chances to acquire valuable job skills; 17% dissatisfied
 - Satisfied led by Air Force, O4-O6, living in the US, and female officer
 - Dissatisfied led by Army enlisted

CAREER OPPORTUNITIES

Summary of Findings

December 2004

- 62% satisfied with their level of authority; 19% dissatisfied
 - Satisfied led by Navy, E5-E9, O4-O6, and married with children
 - Dissatisfied led by E1-E4
- 49% satisfied with opportunities for promotion; 27% dissatisfied
 - Satisfied led by O1-O3, Army officer, and Marine Corps officer
 - Dissatisfied led by enlisted with 3-5 years of service, E1-E4, Army enlisted, Navy enlisted, and male enlisted
- Members reported they expected their next promotion to be in 14 months, on average
 - More than average led by Air Force, enlisted with 6-9 years of service, E5-E9, officer, living off base, and married with children
- 27% indicated they attended a professional development course in-residence; 7% indicated they did via correspondence; 10% reported they did both via correspondence and in-residence
 - In-residence led by Army, enlisted with 6-9 years of service, E5-E9, O1-O3, living off base, married with children, and male officer

CAREER OPPORTUNITIES

Summary of Findings

December 2004

- Members who completed a professional development course reported finishing an average of 2 such courses
 - Led by Marine Corps, O4-O6, Army officer, and married with children
- 42% of those who completed a professional development course thought it enhanced their *chances of promotion* to a large extent
 - Led by Marine Corps, O4-O6, Air Force officer, minority, married with children, and male officer
- 32% of those who completed a professional development course thought it enhanced their *performance* to a large extent
 - Led by minority and female enlisted
- Members who took both correspondence and in-residence courses thought the in-residence course(s) were more beneficial for their development (72%) and chances for promotion (55%)
 - *Beneficial for development* led by Air Force, O4-O6, Air Force enlisted, Non-Hispanic White, and male officer
 - *Beneficial for promotion opportunities* led by Air Force, O4-O6, and Non-Hispanic White

CAREER OPPORTUNITIES

Summary of Findings

Trends

1999 – December 2004 Trends

- Percentage indicating they received their preferred occupation when they first entered the military increased 8 percentage points
 - Led by Navy, Air Force, and E5-E9
- Satisfaction with first military occupation increased 6 percentage points
 - Led by Army and E5-E9

March 2003 – December 2004 Trends

- Percentage indicating they would be promoted as high as ability warranted increased 6 percentage points
 - Led by Navy and E5-E9
- Percentage indicating they would get the assignments needed to be competitive for promotions increased 12 percentage points
 - Led by all Services and enlisted
- Percentage indicating their Service's evaluation/selection system is effective in promoting its best members increased among O4-O6 (up 13%), Marine Corps (up 10%), and E5-E9 (up 6%)

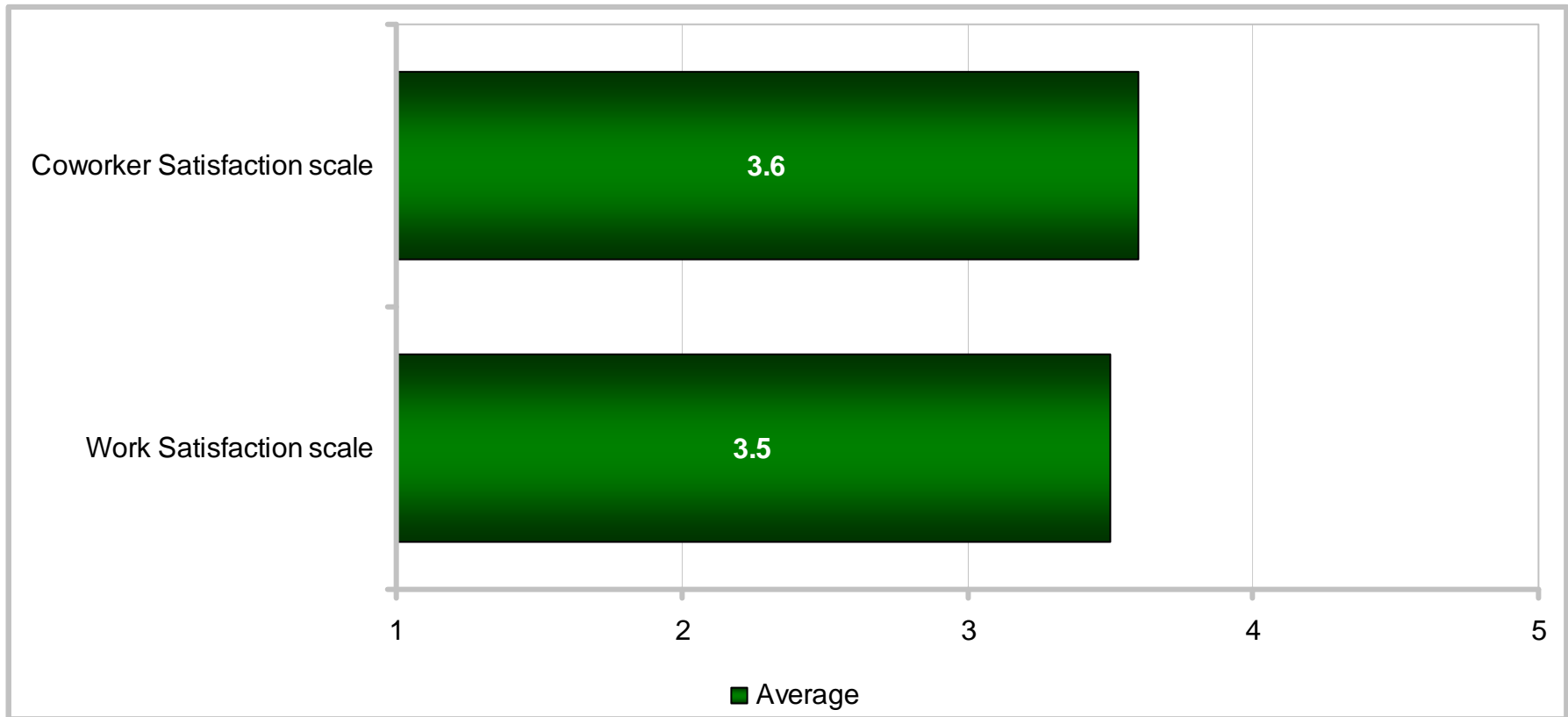
BRIEFING OVERVIEW

- Introduction
- Leading indicators and related items
- Leadership
- Mentoring
- Career opportunities
- ✓ Organizational effectiveness
- Willingness to recommend
- Support services
- Health care
- Major findings for December 2004

ORGANIZATIONAL EFFECTIVENESS

Coworker and Work Satisfaction

Average of All Service Members



ORGANIZATIONAL EFFECTIVENESS

Coworker and Work Satisfaction

Average of All Service Members

KEY: Higher Than Average Lower Than Average	Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
	Coworker Satisfaction scale	3.6	3.6	3.6	3.6	3.6	3.4	3.5	3.4	3.6	4.0	4.0	3.5	3.9	3.5	4.0	3.6	4.0	3.5
Work Satisfaction scale	3.5	3.5	3.6	3.5	3.6	3.4	3.5	3.3	3.6	3.8	3.8	3.4	3.7	3.6	3.8	3.5	3.9	3.5	3.8

ORGANIZATIONAL EFFECTIVENESS

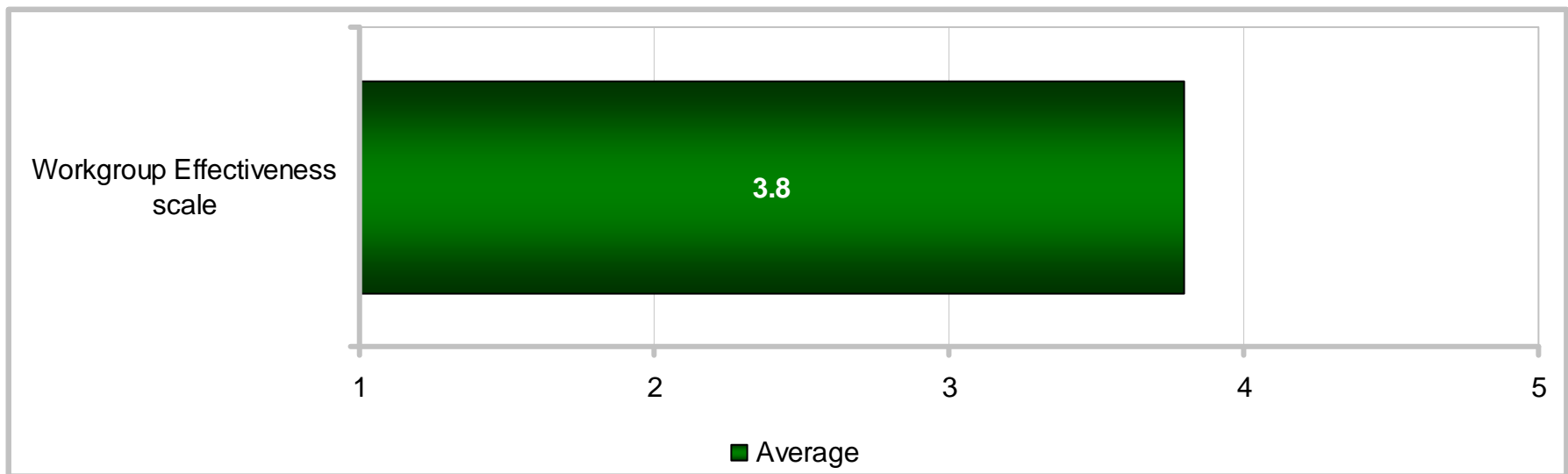
Coworker and Work Satisfaction

Average of All Service Members

KEY: Higher Than Average Lower Than Average	Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
	Coworker Satisfaction scale	3.6	3.6	3.5	3.5	3.6	3.6	3.6	3.5	3.5	3.7	3.5	3.6	4.0	3.4	3.8	3.6
Work Satisfaction scale	3.5	3.6	3.4	3.4	3.6	3.5	3.6	3.6	3.4	3.7	3.4	3.5	3.8	3.4	3.8	3.5	3.5

ORGANIZATIONAL EFFECTIVENESS

Workgroup Effectiveness Average of All Service Members



ORGANIZATIONAL EFFECTIVENESS

Workgroup Effectiveness

Average of All Service Members

KEY: Higher Than Average Lower Than Average																			
	Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
Workgroup Effectiveness scale	3.8	3.7	3.8	3.8	3.8	3.7	3.7	3.6	3.8	4.0	3.9	3.6	3.9	3.7	3.9	3.8	4.0	3.8	4.0

KEY: Higher Than Average Lower Than Average																	
	Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
Workgroup Effectiveness scale	3.8	3.8	3.7	3.7	3.8	3.8	3.8	3.8	3.7	3.9	3.7	3.7	4.0	3.6	3.9	3.8	3.7

ORGANIZATIONAL EFFECTIVENESS

Summary of Findings

December 2004

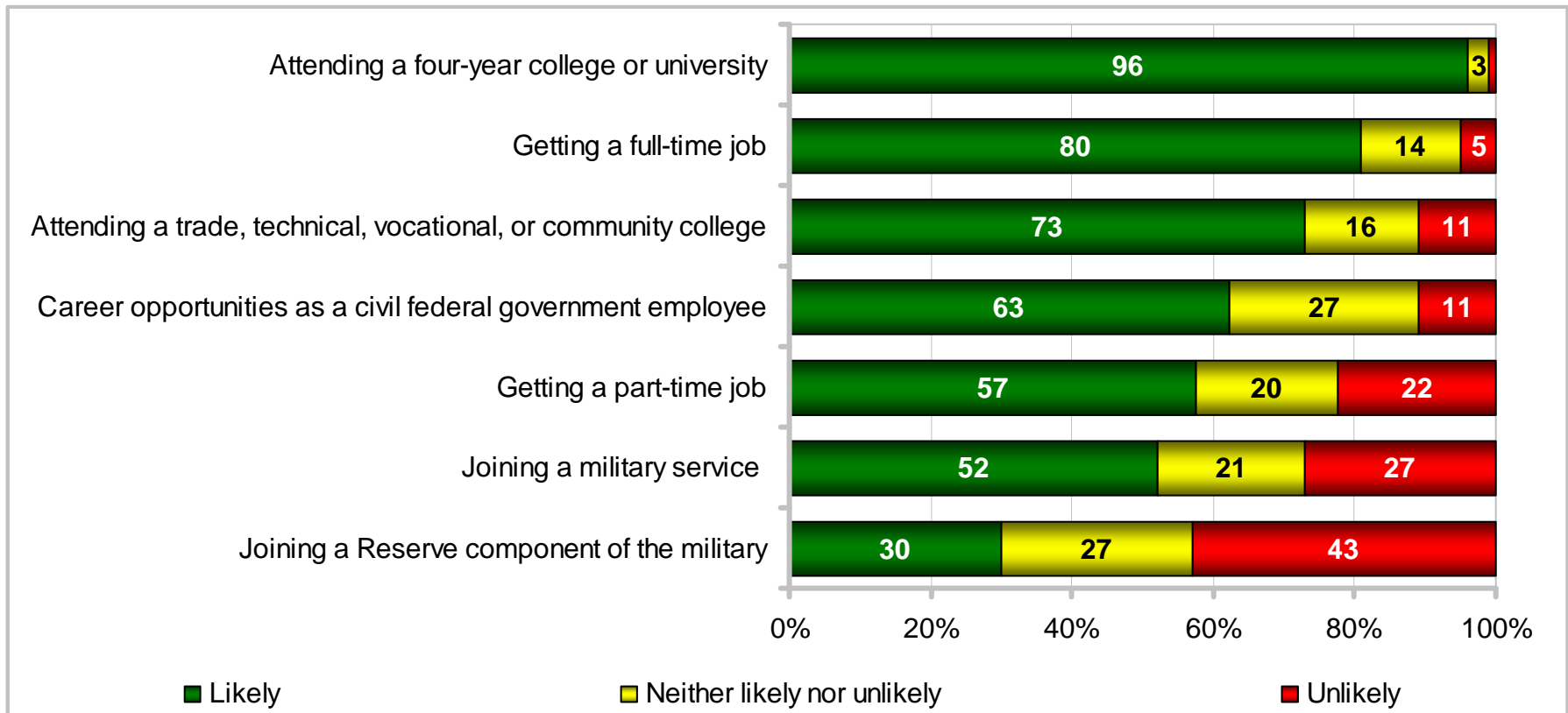
- Average score on Coworker Satisfaction scale was 3.6 out of 5
 - Led by officer, living off base, married with children, and male
- Average score on Work Satisfaction scale was 3.5 out of 5
 - Led by E5-E9, officer, living off base, and married with children
- Average score on Workgroup Effectiveness scale was 3.8 out of 5
 - Led by E5-E9, officer, Marine Corps officer, Air Force officer, and married with children

BRIEFING OVERVIEW

- Introduction
- Leading indicators and related items
- Leadership
- Mentoring
- Career opportunities
- Organizational effectiveness
- ✓ Willingness to recommend
- Support services
- Health care
- Major findings for December 2004

WILLINGNESS TO RECOMMEND

Likelihood of Recommending Career Options to Their Children
 Percent of Service Members With Children or Other Legal Dependents Between Ages of 12-22



WILLINGNESS TO RECOMMEND

Likelihood of Recommending Career Options to Their Children

Percent of Service Members With Children or Other Legal Dependents Between Ages of 12-22

KEY: Higher Response of Likely Lower Responses of Likely Higher Response of Unlikely		Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
Attending a four-year college or university	Likely	96	94	97	94	98	NR	94	88	96	100	99	93	98	96	100	93	98	97	100
	Unlikely	1	1	1	2	1	0	0	NR	1	0	0	2	0	1	0	2	NR	1	0
Getting a full-time job	Likely	80	75	86	76	83	NR	81	NR	81	94	76	78	NR	83	92	75	81	82	90
	Unlikely	5	5	3	5	6	NR	NR	NR	4	2	8	4	NR	3	4	5	7	7	5
Attending a trade, technical, vocational, or community college	Likely	73	73	81	73	66	NR	77	NR	78	NR	51	76	NR	85	72	78	51	73	NR
	Unlikely	11	13	7	9	14	NR	NR	NR	8	4	29	8	NR	6	10	5	32	12	NR
Career opportunities as a civil federal government employee	Likely	63	61	62	64	65	NR	70	70	66	NR	45	68	NR	67	NR	64	60	66	NR
	Unlikely	11	12	10	9	9	7	8	9	8	NR	19	8	NR	6	NR	8	15	10	6
Getting a part-time job	Likely	57	58	54	56	61	NR	55	NR	59	NR	55	57	NR	61	35	56	54	62	NR
	Unlikely	22	19	25	23	24	12	29	12	20	NR	29	16	26	15	NR	22	27	23	NR
Joining a military service	Likely	52	46	54	55	56	NR	53	NR	52	NR	57	43	NR	58	NR	53	63	54	NR
	Unlikely	27	28	27	26	25	NR	33	NR	27	NR	20	29	25	26	NR	26	25	28	9
Joining a Reserve component of the military	Likely	30	24	34	33	32	NR	38	NR	31	NR	23	25	23	39	21	31	43	30	NR
	Unlikely	43	50	43	41	37	30	42	NR	44	NR	45	50	NR	42	NR	41	38	38	NR

WILLINGNESS TO RECOMMEND

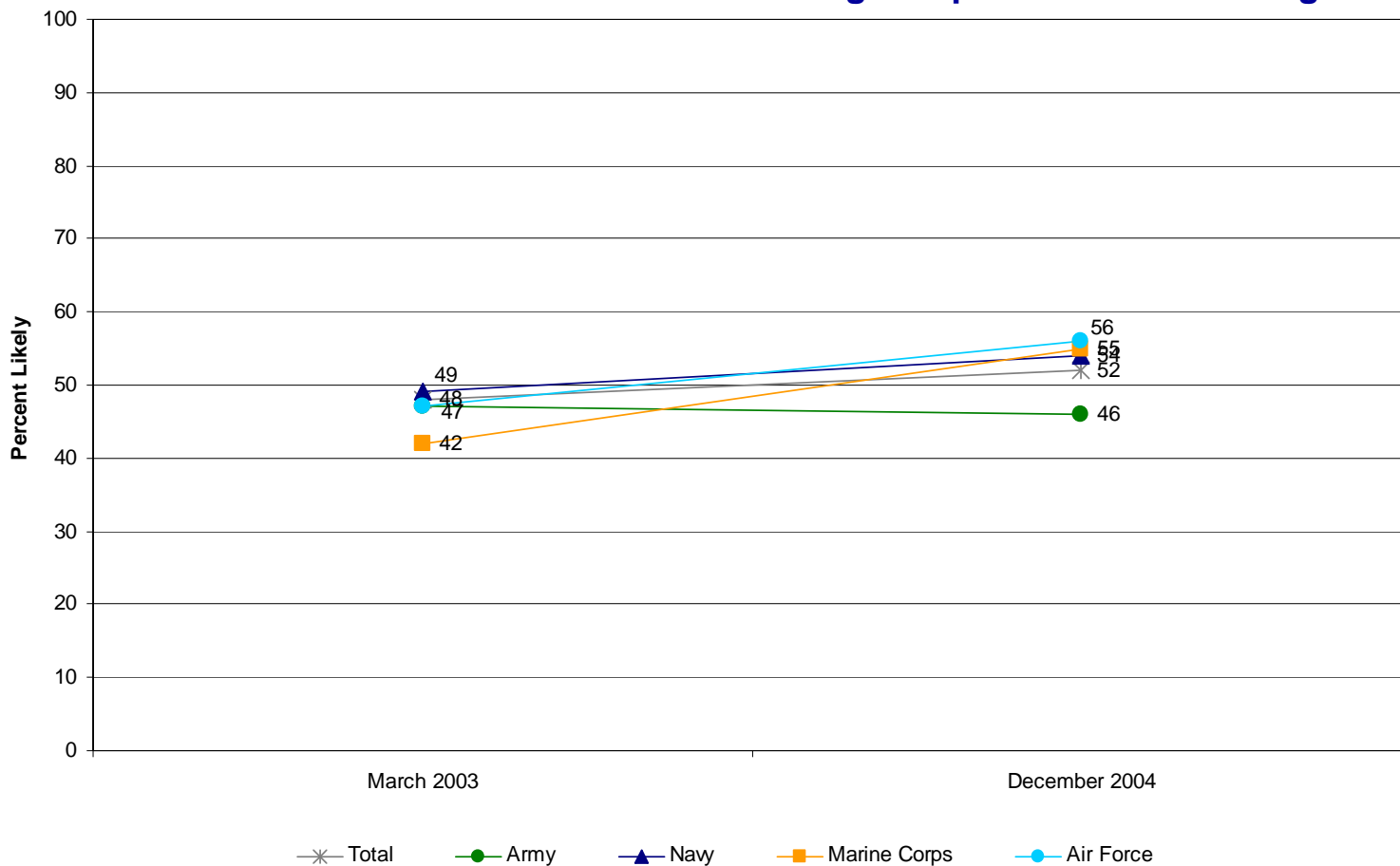
Likelihood of Recommending Career Options to Their Children

Percent of Service Members With Children or Other Legal Dependents Between Ages of 12-22

KEY:		Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
Attending a four-year college or university	Likely	96	96	95	93	97	96	96	98	NA	96	NA	95	99	94	NR	96	94
	Unlikely	1	1	1	2	1	1	0	1	NA	1	NA	1	0	NR	0	1	NR
Getting a full-time job	Likely	80	80	83	82	80	83	76	NR	NA	82	NA	81	81	78	83	81	79
	Unlikely	5	5	5	5	5	4	8	8	NA	5	NA	5	6	4	6	5	5
Attending a trade, technical, vocational, or community college	Likely	73	73	73	67	75	73	73	NR	NA	73	NA	77	59	79	NR	72	76
	Unlikely	11	12	9	15	10	10	13	6	NA	12	NA	9	20	9	14	12	10
Career opportunities as a civil federal government employee	Likely	63	63	64	63	63	57	72	66	NA	63	NA	66	49	73	74	62	73
	Unlikely	11	11	9	7	12	13	7	6	NA	11	NA	8	18	7	8	11	7
Getting a part-time job	Likely	57	60	47	57	58	57	58	52	NA	58	NA	57	50	76	61	56	72
	Unlikely	22	22	26	25	22	24	21	21	NA	23	NA	20	35	12	16	24	13
Joining a military service	Likely	52	53	48	46	54	57	44	41	NA	53	NA	51	54	47	63	52	51
	Unlikely	27	26	31	30	25	20	36	28	NA	26	NA	27	22	34	25	26	32
Joining a Reserve component of the military	Likely	30	30	28	29	30	31	29	25	NA	30	NA	31	27	27	NR	30	31
	Unlikely	43	43	47	44	43	42	46	56	NA	42	NA	43	45	46	33	44	43

WILLINGNESS TO RECOMMEND Joining Military Service to Their Children

Percent of Service Members With Children or Other Legal Dependents Between Ages of 12-22

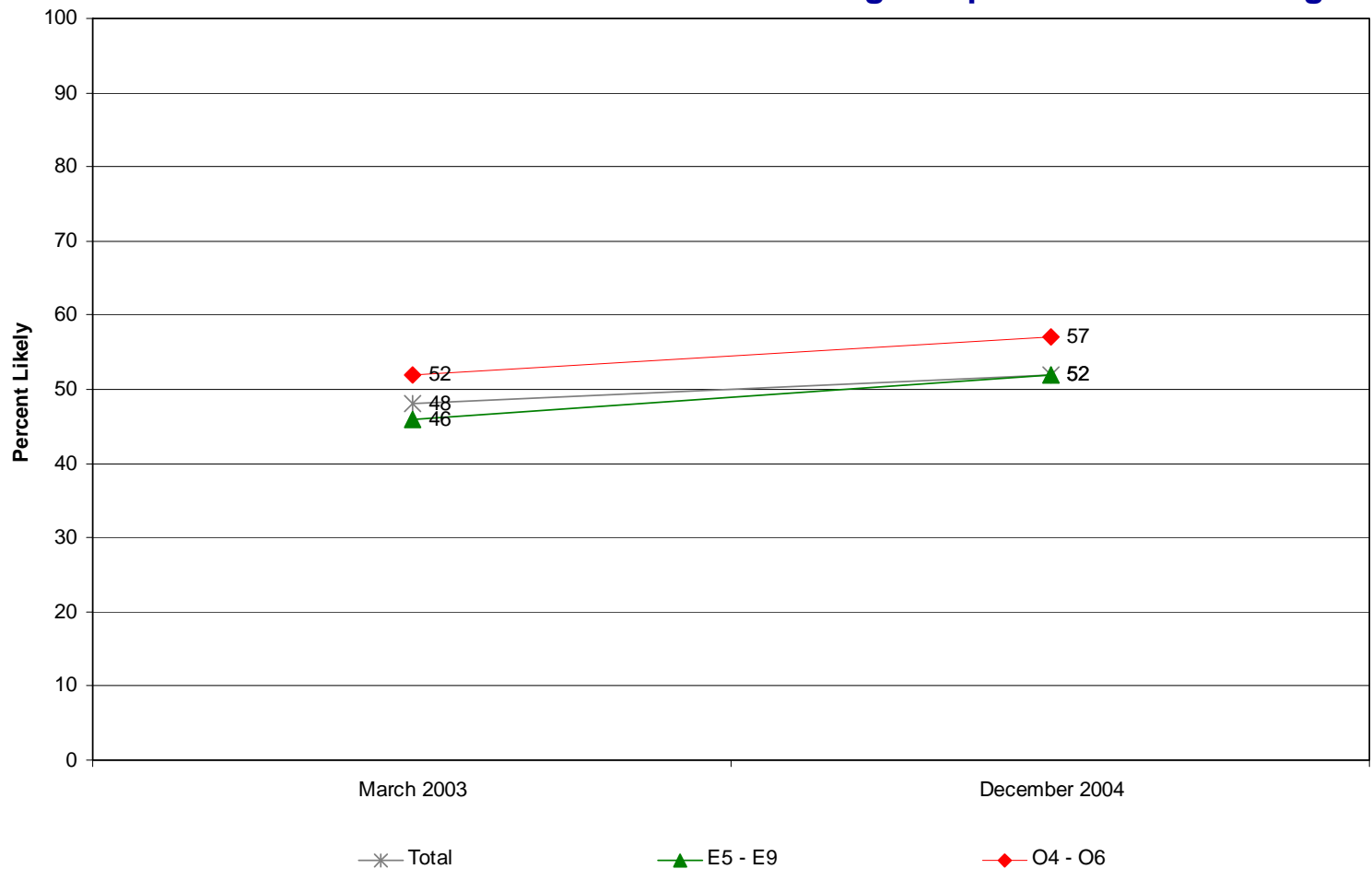


* Significant difference from last survey

Margins of error do not exceed $\pm 8\%$, except for December 2004 which do not exceed $\pm 11\%$

WILLINGNESS TO RECOMMEND Joining Military Service to Their Children

Percent of Service Members With Children or Other Legal Dependents Between Ages of 12-22



Note: December 2004 data points for E1-E4 and O1-O3 were not reportable.

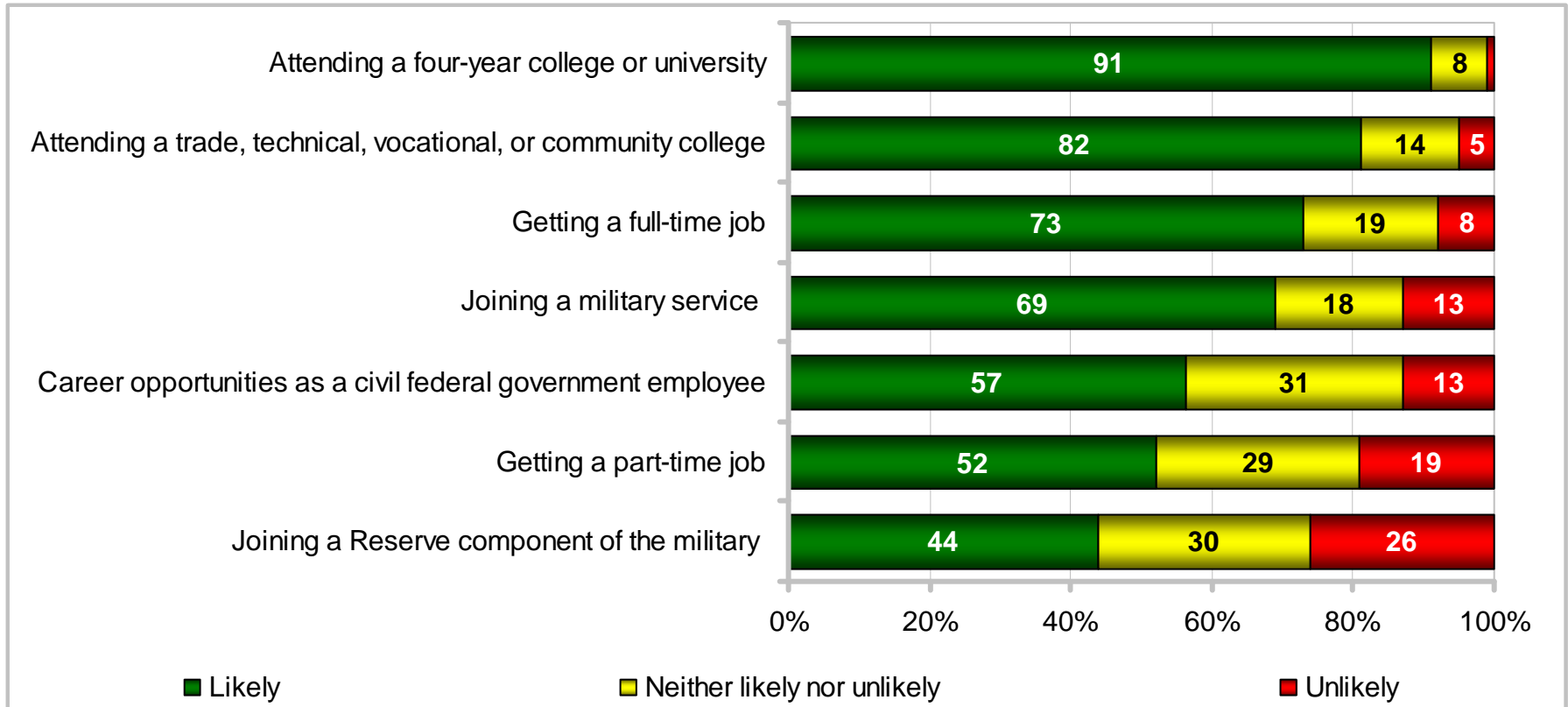
Significant difference from previous administration

Margins of error do not exceed ±17%, except for December 2004 which do not exceed ±14%

WILLINGNESS TO RECOMMEND

Likelihood of Recommending Career Options to a Youth

Percent of Service Members Without Children or Other Legal Dependents



WILLINGNESS TO RECOMMEND

Likelihood of Recommending Career Options to a Youth

Percent of Service Members Without Children or Other Legal Dependents

KEY:		Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
Attending a four-year college or university	Likely	91	86	92	90	96	89	91	92	88	93	100	86	NR	92	100	89	NR	95	99
	Unlikely	1	3	1	2	1	2	3	2	2	0	0	3	0	1	0	2	0	1	0
Attending a trade, technical, vocational, or community college	Likely	82	79	87	81	79	82	84	84	83	62	71	80	NR	88	NR	83	60	83	NR
	Unlikely	5	6	3	7	5	4	6	4	3	11	NR	5	8	3	2	6	17	2	16
Getting a full-time job	Likely	73	73	73	71	74	72	66	73	71	75	78	72	80	72	84	71	67	75	NR
	Unlikely	8	5	8	9	10	7	9	7	8	NR	2	6	2	9	2	9	14	8	NR
Joining a military service	Likely	69	62	72	67	73	61	79	61	76	87	87	60	83	71	87	65	89	69	89
	Unlikely	13	15	13	14	11	15	9	17	10	4	5	16	7	14	6	16	1	13	3
Career opportunities as a civil federal government employee	Likely	57	56	59	56	55	57	61	56	58	51	61	55	NR	59	NR	57	43	57	NR
	Unlikely	13	11	13	17	13	12	10	15	8	17	6	11	7	14	4	16	29	11	NR
Getting a part-time job	Likely	52	51	56	54	48	51	55	54	51	47	31	51	NR	58	NR	54	53	50	41
	Unlikely	19	21	13	19	23	17	22	15	22	32	28	20	NR	12	NR	18	25	20	NR
Joining a Reserve component of the military	Likely	44	39	45	44	49	42	52	39	48	62	NR	38	NR	44	NR	43	54	44	69
	Unlikely	26	32	23	32	21	26	26	27	27	20	29	31	NR	23	NR	33	21	23	12

WILLINGNESS TO RECOMMEND

Likelihood of Recommending Career Options to a Youth

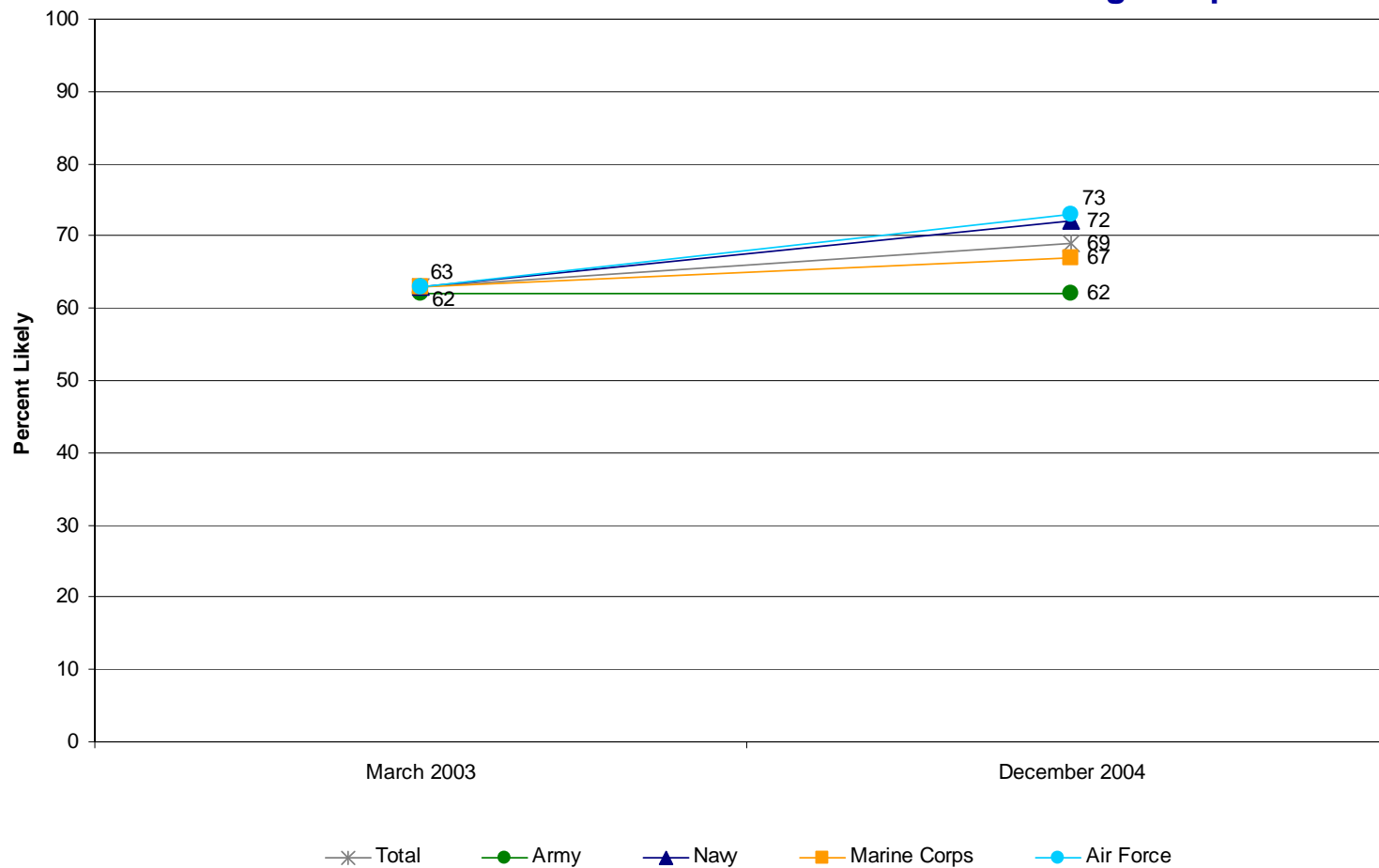
Percent of Service Members Without Children or Other Legal Dependents

KEY:																		
Higher Response of Likely																		
Lower Responses of Likely																		
Higher Response of Unlikely																		
		Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
Attending a four-year college or university	Likely	91	91	90	92	90	92	89	NA	91	NA	90	90	93	90	100	91	92
	Unlikely	1	1	2	2	1	1	2	NA	1	NA	1	2	0	1	0	1	1
Attending a trade, technical, vocational, or community college	Likely	82	82	81	81	82	82	81	NA	81	NA	82	84	62	82	75	82	81
	Unlikely	5	4	6	6	4	5	5	NA	6	NA	3	4	12	5	10	5	6
Getting a full-time job	Likely	73	73	74	75	71	74	72	NA	72	NA	75	73	76	69	76	74	70
	Unlikely	8	8	7	8	7	9	6	NA	9	NA	6	8	NR	7	3	8	6
Joining a military service	Likely	69	72	57	61	76	70	66	NA	68	NA	70	65	88	70	84	68	73
	Unlikely	13	11	20	18	9	14	13	NA	14	NA	12	15	4	12	5	14	11
Career opportunities as a civil federal government employee	Likely	57	56	60	57	56	50	68	NA	55	NA	59	56	49	61	67	56	62
	Unlikely	13	13	12	15	11	15	8	NA	12	NA	13	13	17	11	6	13	10
Getting a part-time job	Likely	52	51	55	57	48	52	52	NA	53	NA	51	53	41	52	51	52	52
	Unlikely	19	19	20	17	21	21	17	NA	18	NA	21	18	32	18	24	19	19
Joining a Reserve component of the military	Likely	44	44	44	42	46	43	45	NA	46	NA	40	40	59	52	64	42	54
	Unlikely	26	26	27	29	24	26	26	NA	25	NA	30	28	25	22	16	28	21

WILLINGNESS TO RECOMMEND

Joining a Military Service to a Youth

Percent of Service Members Without Children or Other Legal Dependents



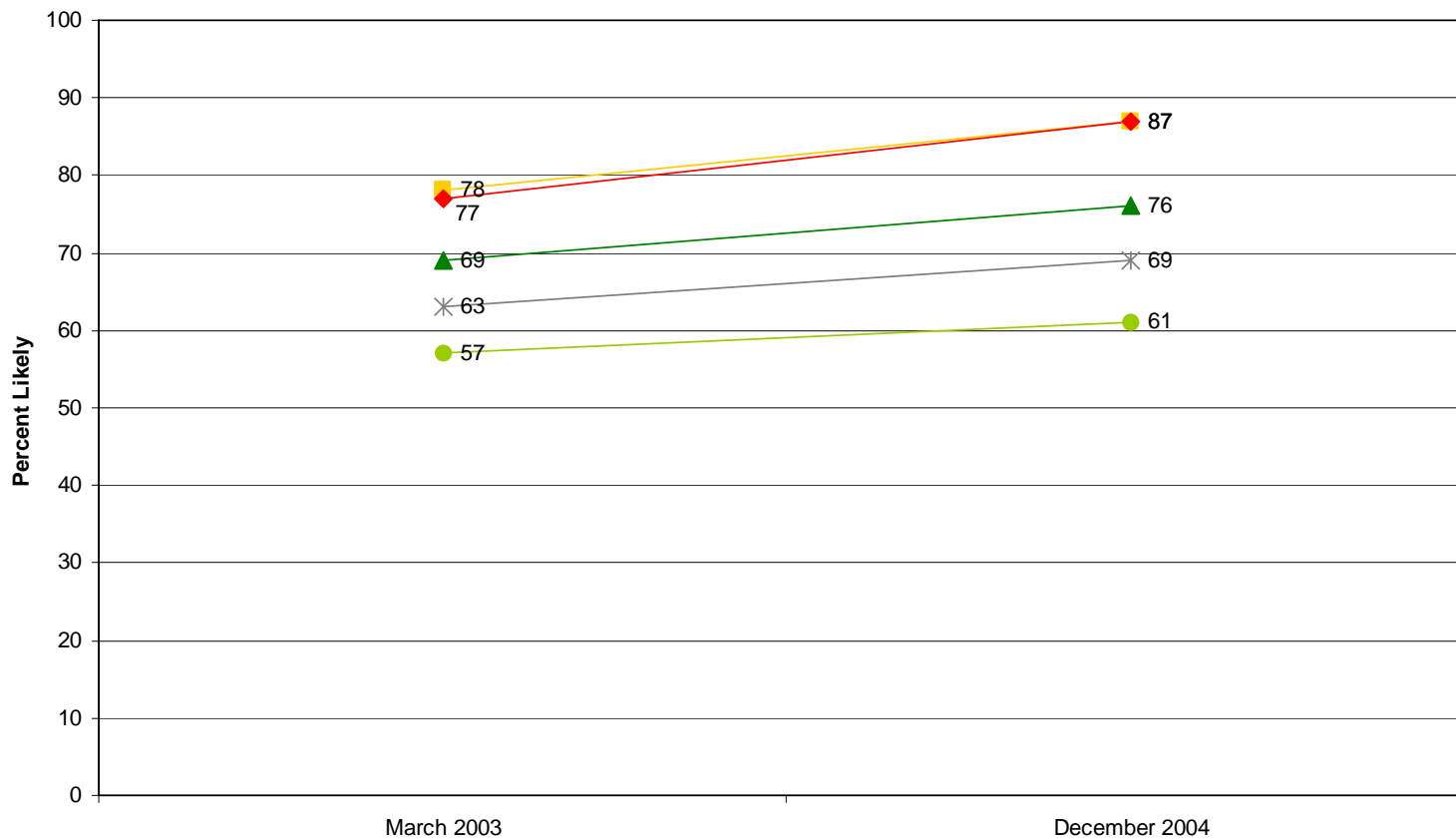
Significant difference from previous administration

Margins of error do not exceed $\pm 6\%$, except for December 2004 which do not exceed $\pm 10\%$

WILLINGNESS TO RECOMMEND

Joining a Military Service to a Youth

Percent of Service Members Without Children or Other Legal Dependents



—*— Total —●— E1 - E4 —▲— E5 - E9 —■— O1 - O3 —◆— O4 - O6

Significant difference from previous administration

Margins of error do not exceed ±5%, except for December 2004 which do not exceed ±12%

WILLINGNESS TO RECOMMEND

Summary of Findings

December 2004

Members with children or other legal dependents between 12 and 22

- Majority were likely to recommend to their child(ren) *attending a four-year college or university (96%), getting a full-time job (80%), and attending a trade, technical, vocational, or community college (73%)*
- Fewer were likely to recommend *joining a military service (52%) and joining a Reserve component of the military (30%)*
 - Likely to recommend *joining a military service* led by Non-Hispanic White

Members without children or other legal dependents

- Most likely to recommend to a youth *attending a four-year college or university (91%), attending a trade, technical, vocational, or community college (82%), getting a full-time job (73%), and joining a military service (69%)*
 - Likely to recommend *joining a military service* led by enlisted with 6-9 years of service, E5-E9, officer, living in the US, and living off base
- 44% were likely to recommend *joining a Reserve component of the military*
 - Led by O1-O3, Air Force officer, and female

WILLINGNESS TO RECOMMEND

Summary of Findings

Trends

March 2003 – December 2004 Trends

- No change

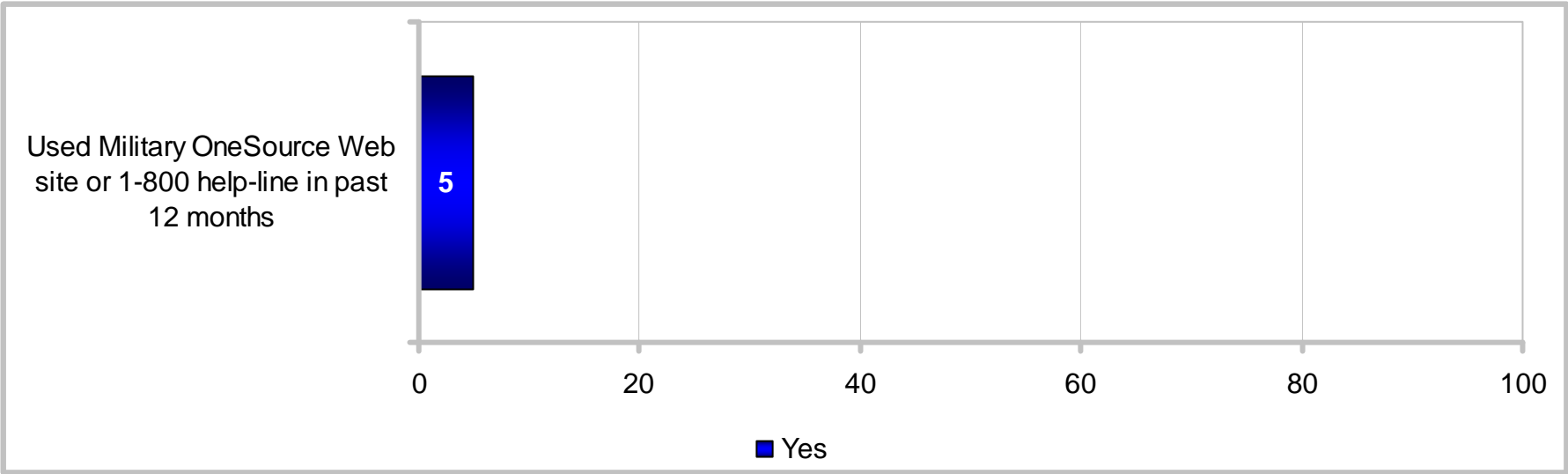
BRIEFING OVERVIEW

- Introduction
- Leading indicators and related items
- Leadership
- Mentoring
- Career opportunities
- Organizational effectiveness
- Willingness to recommend
- ✓ Support services
- Health care
- Major findings for December 2004

SUPPORT SERVICES

Military OneSource

Percent of All Service Members



SUPPORT SERVICES

Military OneSource Percent of All Service Members

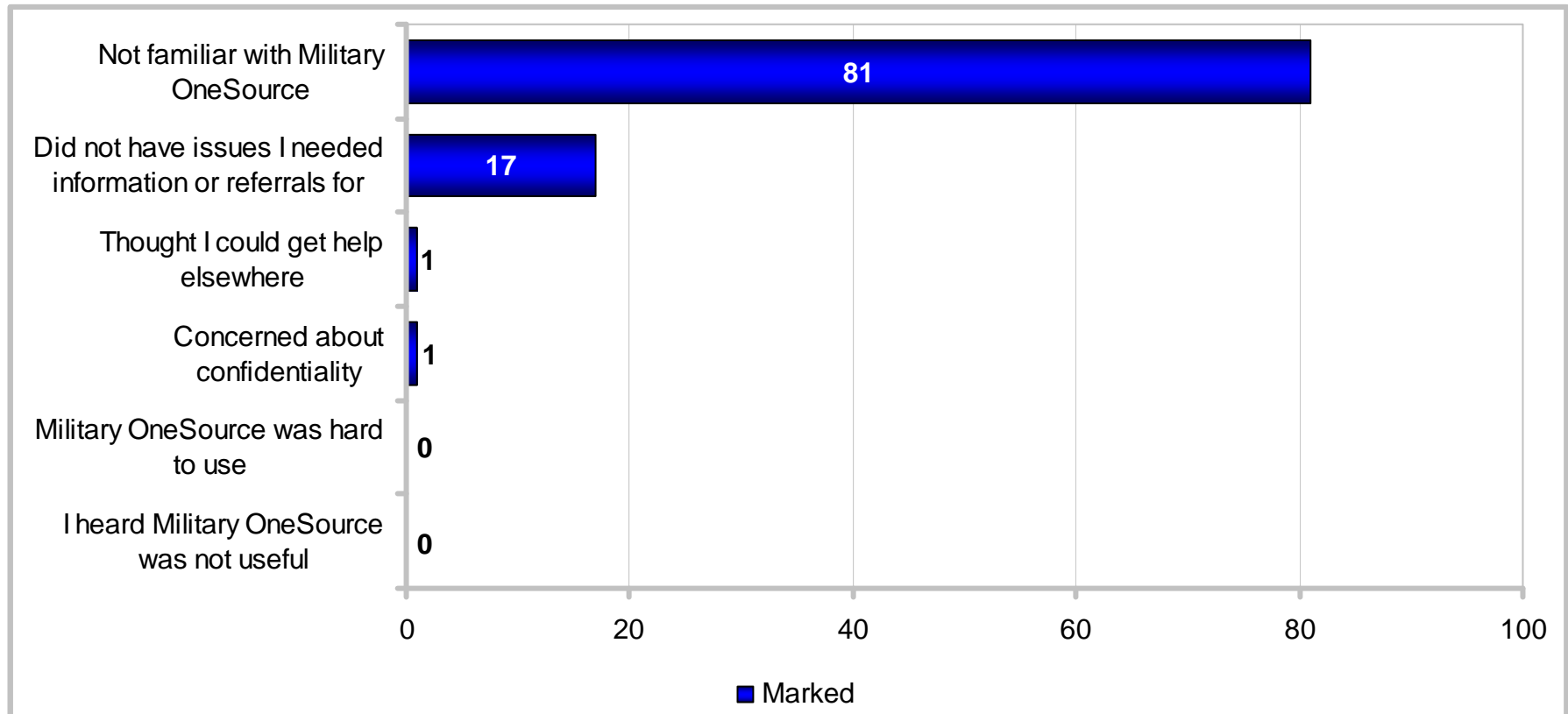
KEY: Higher Response of Yes Lower Response of Yes	Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
	Used Military OneSource Web site or 1-800 help-line in past 12 months	5	4	9	3	3	3	6	4	7	2	4	4	3	10	6	3	4	3

KEY: Higher Response of Yes Lower Response of Yes	Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
	Used Military OneSource Web site or 1-800 help-line in past 12 months	5	5	6	5	5	5	5	6	3	6	5	5	3	6	5	5

SUPPORT SERVICES

Reason Did Not Use Military OneSource

Percent of Service Members Who Had Not Used Military OneSource in Past 12 Months



SUPPORT SERVICES

Reason Did Not Use Military OneSource

Percent of Service Members Who Had Not Used Military OneSource in Past 12 Months

KEY: More Likely To Mark Less Likely To Mark																			
	Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
Not familiar with Military OneSource	81	79	81	85	84	84	83	85	77	90	80	77	86	81	79	85	81	83	88
Did not have issues I needed information or referrals for	17	18	18	13	15	15	16	14	21	10	20	20	13	17	21	13	18	16	11
Thought I could get help elsewhere	1	1	1	1	0	1	1	1	1	0	0	2	1	1	0	1	0	0	0
Concerned about confidentiality	1	1	0	0	0	0	0	0	1	0	0	1	1	0	0	0	0	0	0
Military OneSource was hard to use	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
I heard Military OneSource was not useful	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

SUPPORT SERVICES

Reason Did Not Use Military OneSource

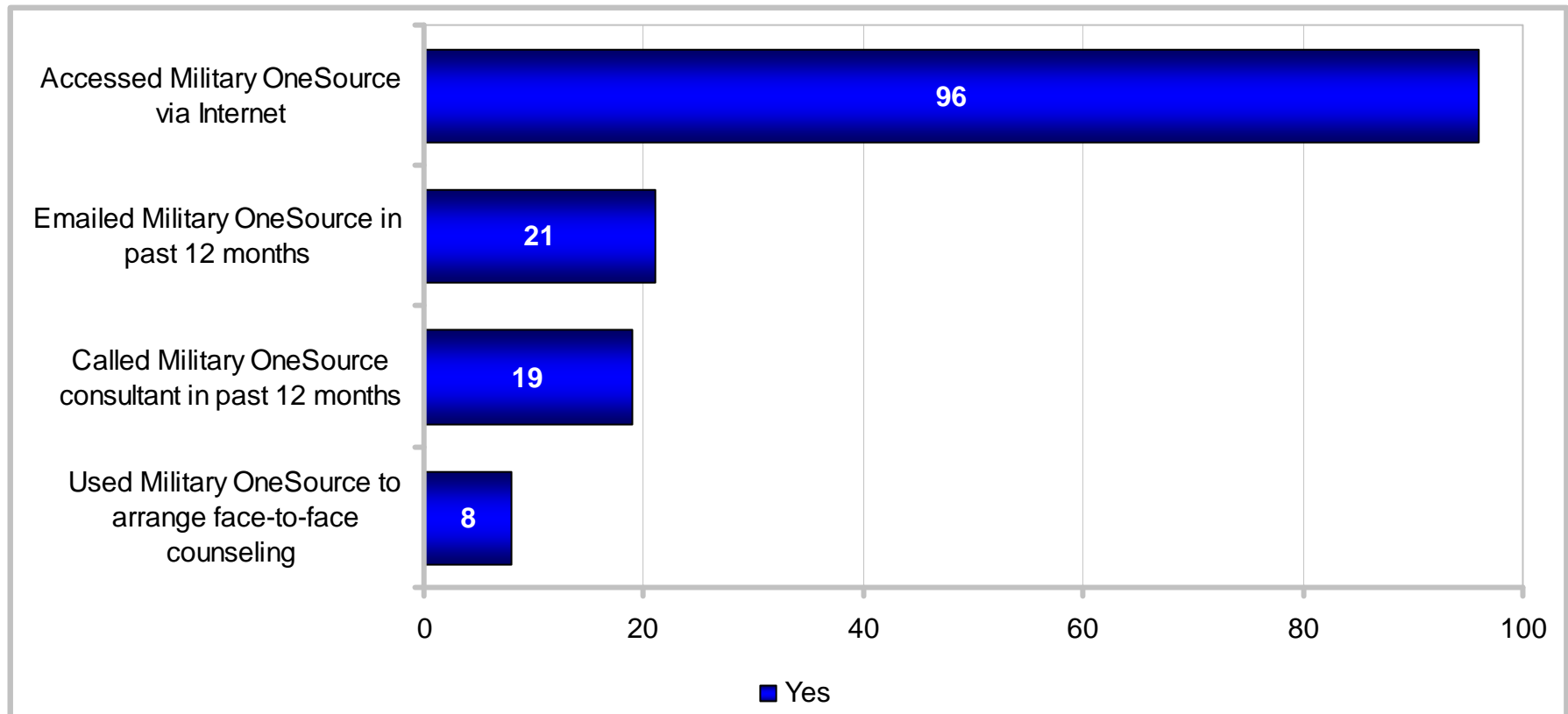
Percent of Service Members Who Had Not Used Military OneSource in Past 12 Months

KEY: More Likely To Mark Less Likely To Mark	Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
	Not familiar with Military OneSource	81	82	79	83	80	81	82	71	85	79	85	80	86	82	80	81
Did not have issues I needed information or referrals for	17	16	19	15	18	18	15	27	14	19	14	17	13	16	19	17	17
Thought I could get help elsewhere	1	1	1	1	1	1	1	1	1	1	1	1	0	1	0	1	1
Concerned about confidentiality	1	1	0	1	1	0	1	0	0	1	0	1	0	0	1	1	0
Military OneSource was hard to use	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
I heard Military OneSource was not useful	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

SUPPORT SERVICES

Military OneSource Use

Percent of Service Members Who Used Military OneSource in Past 12 Months



SUPPORT SERVICES

Military OneSource Use

Percent of Service Members Who Used Military OneSource in Past 12 Months

KEY: Higher Response of Yes Lower Response of Yes	Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
	Accessed Military OneSource via Internet	96	91	99	94	NR	94	96	92	98	98	97	90	96	100	99	NR	96	NR
Emailed Military OneSource in past 12 months	21	30	18	NR	15	NR	NR	NR	18	9	NR	NR	NR	19	8	NR	5	13	NR
Called Military OneSource consultant in past 12 months	19	29	14	16	17	21	21	NR	18	6	NR	30	NR	14	NR	NR	6	15	NR
Used Military OneSource to arrange face-to-face counseling	8	13	4	NR	1	7	NR	NR	8	NR	4	NR	8	4	NR	NR	NR	1	NR

SUPPORT SERVICES

Military OneSource Use

Percent of Service Members Who Used Military OneSource in Past 12 Months

KEY: Higher Response of Yes Lower Response of Yes	Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
	Accessed Military OneSource via Internet	96	96	95	94	97	98	94	99	NR	97	95	96	98	94	97	97
Emailed Military OneSource in past 12 months	21	21	NR	NR	18	15	33	NR	NR	17	NR	21	17	25	NR	20	24
Called Military OneSource consultant in past 12 months	19	20	NR	12	23	13	30	NR	NR	22	13	17	9	29	NR	16	31
Used Military OneSource to arrange face-to-face counseling	8	10	1	NR	6	6	11	NR	NR	8	3	9	3	4	NR	8	4

SUPPORT SERVICES

Summary of Findings

December 2004

- 5% of members reported using Military OneSource Web site or 1-800 help-line in the past 12 months
 - Led by Navy and Navy enlisted
- 96% of members who used Military OneSource accessed it via the Internet
- 81% of those who had not used Military OneSource in the past 12 months said it was because they were not familiar with it

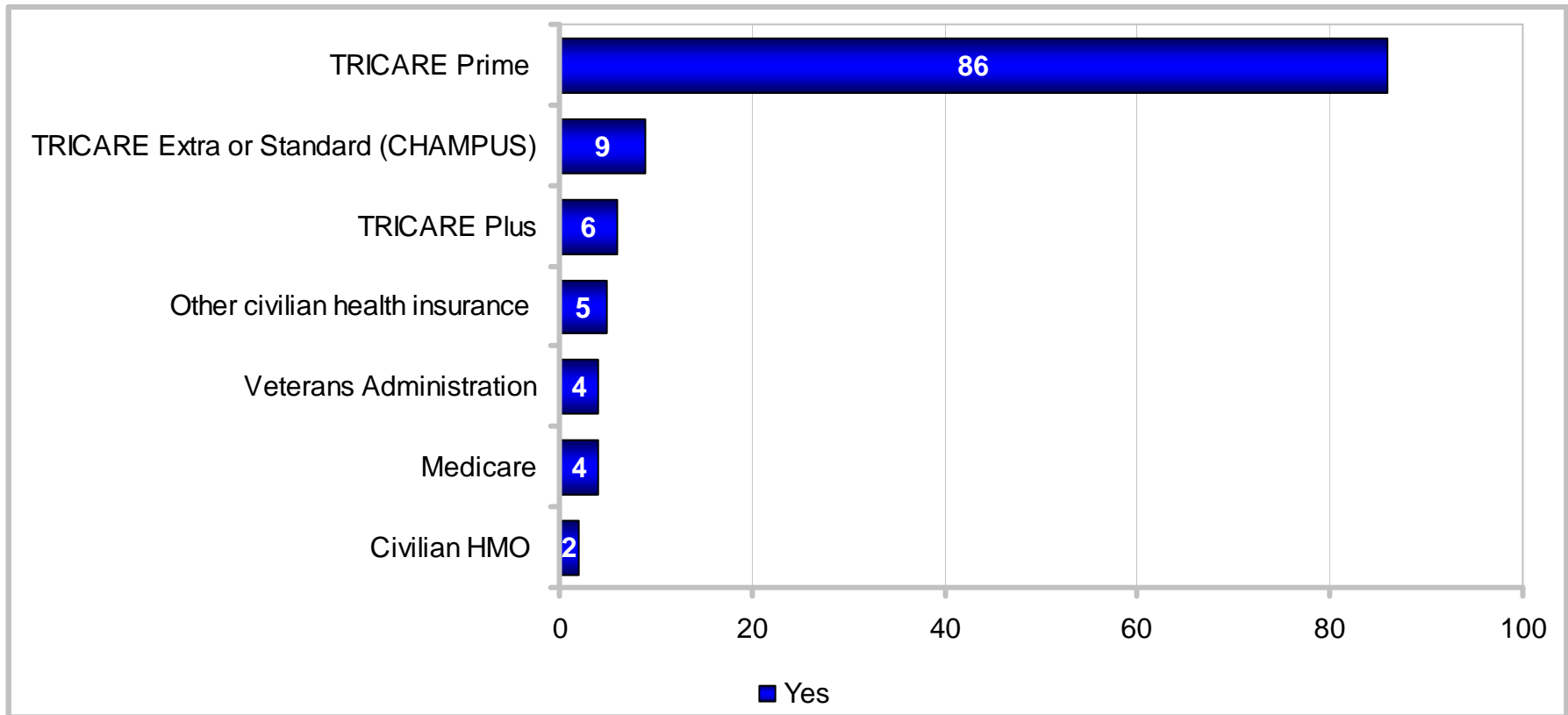
BRIEFING OVERVIEW

- Introduction
- Leading indicators and related Items
- Leadership
- Mentoring
- Career opportunities
- Organizational effectiveness
- Willingness to recommend
- Support services
- ✓ Health care
- Major findings for December 2004

HEALTH CARE

Current Health Care Coverage

Percent of All Service Members



HEALTH CARE

Current Health Care Coverage

Percent of All Service Members

KEY: Higher Response of Yes Lower Response of Yes	Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
	TRICARE Prime	86	87	79	85	92	80	92	78	91	93	92	85	94	78	89	84	92	92
TRICARE Extra or Standard (CHAMPUS)	9	11	10	9	5	11	9	9	9	4	11	12	7	11	10	8	13	6	5
TRICARE Plus	6	6	5	6	5	7	4	10	3	3	4	7	2	6	3	7	3	5	4
Other civilian health insurance	5	5	7	4	3	6	5	5	5	1	6	5	3	7	3	4	3	3	4
Veterans Administration	4	5	4	5	5	5	4	5	4	4	1	5	2	3	8	6	1	6	1
Medicare	4	5	4	7	2	6	2	7	3	1	0	6	2	5	0	8	2	2	1
Civilian HMO	2	1	3	1	2	1	1	2	2	0	2	1	0	3	1	1	1	2	2

HEALTH CARE

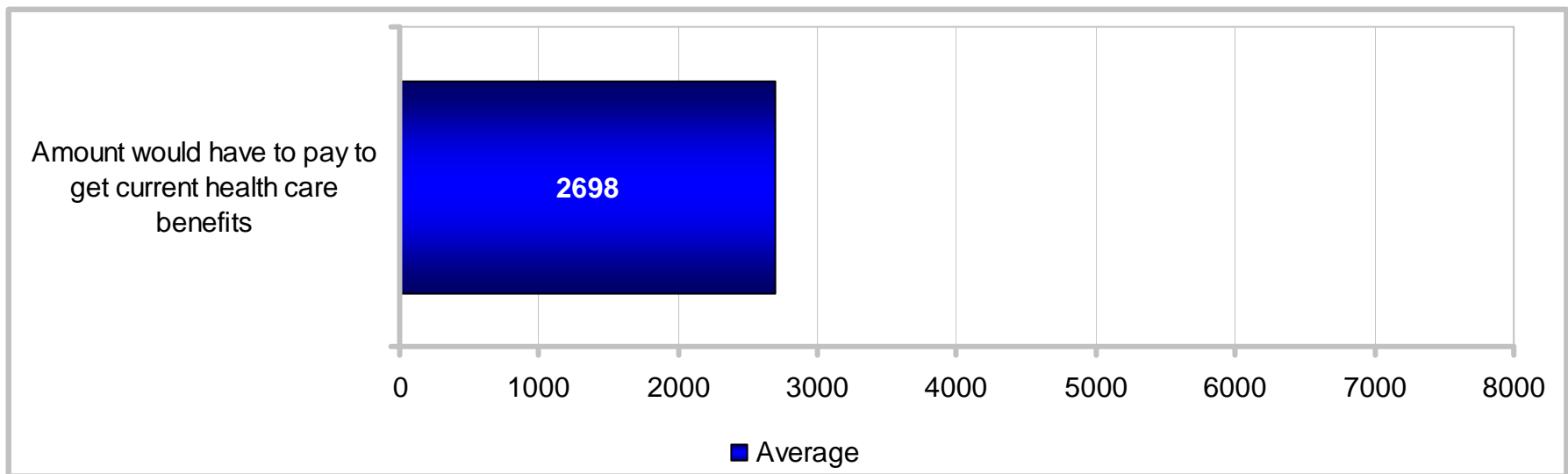
Current Health Care Coverage

Percent of All Service Members

KEY: Higher Response of Yes Lower Response of Yes	Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
	TRICARE Prime	86	86	85	84	88	86	86	83	76	95	86	84	92	89	95	85
TRICARE Extra or Standard (CHAMPUS)	9	8	11	9	9	8	10	11	8	9	10	9	7	9	7	9	8
TRICARE Plus	6	5	7	8	4	5	7	3	7	4	9	7	3	4	3	6	3
Other civilian health insurance	5	5	5	5	4	4	6	4	4	4	8	5	3	4	2	5	3
Veterans Administration	4	4	5	5	4	4	5	2	6	3	4	5	3	5	4	4	5
Medicare	4	4	6	6	3	3	6	4	7	2	5	5	1	2	0	5	2
Civilian HMO	2	2	2	2	2	1	3	2	1	2	3	2	1	1	0	2	1

HEALTH CARE

Value of Annual Current Military Health Benefits (in Dollars) Average of All Service Members



HEALTH CARE

Value of Annual Current Military Health Benefits (in Dollars)

Average of All Service Members

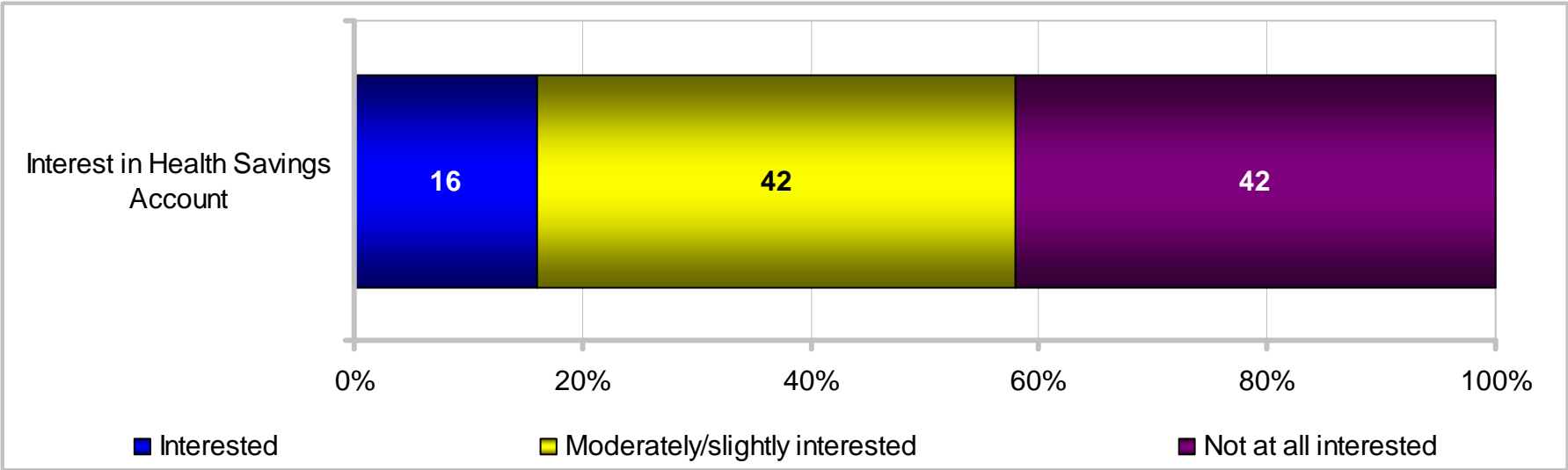
KEY: More Than Average Less Than Average	Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
	Amount would have to pay to get current health care benefits	2698	2563	2884	2301	2855	2790	2637	2894	2390	3068	3245	2302	3733	2930	2596	2214	2983	2898

KEY: More Than Average Less Than Average	Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
	Amount would have to pay to get current health care benefits	2698	2722	2586	2772	2653	2754	2613	1810	1836	3336	2924	2619	3118	2624	2859	2704

HEALTH CARE

Interest in Health Savings Account

Percent of All Service Members



HEALTH CARE

Interest in Health Savings Account

Percent of All Service Members

		KEY:																		
		Total	Army	Navy	Marine Corps	Air Force	Enlisted 3-5 YOS	Enlisted 6-9 YOS	E1 – E4	E5 – E9	O1 – O3	O4 – O6	Army Enlisted	Army Officers	Navy Enlisted	Navy Officers	Marine Corps Enlisted	Marine Corps Officers	Air Force Enlisted	Air Force Officers
Interest in Health Savings Account	Interested	16	17	18	16	12	16	14	18	14	11	21	16	18	18	13	16	13	12	14
	Not interested	42	41	36	43	49	40	41	36	45	49	46	41	41	34	50	42	48	47	55

HEALTH CARE

Interest in Health Savings Account

Percent of All Service Members

KEY:		Total	US (Inc. Territories)	Overseas	On Base	Off Base	Non-Hispanic White	Total Minority	Single w/ Child(ren)	Single w/o Child(ren)	Married w/ Child(ren)	Married w/o Child(ren)	Male Enlisted	Male Officers	Female Enlisted	Female Officers	Male	Female
Interest in Health Savings Account	Interested	16	16	15	17	15	13	19	14	19	14	14	16	16	16	12	16	16
	Not interested	42	43	37	41	43	46	36	39	36	45	46	41	47	38	53	42	41

HEALTH CARE

Summary of Findings

December 2004

- Majority reported TRICARE Prime (86%) as their current health care coverage
 - Led by Air Force, enlisted with 6-9 years of service, E5-E9, O1-O3, Army officer, and married with children
- On average, members thought they would have to pay \$2,698 per year to a civilian health care provider to get their current health care benefits
- 16% indicated interest in a Health Savings Account; 42% no interest at all
 - *Not at all interested* led by Air Force, Non-Hispanic White, and female officer

BRIEFING OVERVIEW

- Introduction
- Leading indicators and related Items
- Leadership
- Mentoring
- Career opportunities
- Organizational effectiveness
- Willingness to recommend
- Support services
- Health care
- ✓ Major findings for December 2004

MAJOR FINDINGS FOR DECEMBER 2004

Retention

- Likelihood to stay on active duty (58%) remained unchanged from August 2004 and November 2003
- Spouse/significant other (48%) or family (43%) support to stay remained unchanged from August 2004 and November 2003
- Affective Commitment (3.8), Continuance Commitment (2.8), and Normative Commitment (2.6) remained unchanged from August 2004

Satisfaction

- No change in overall satisfaction (62%) with *military way of life* from August 2004 and November 2003
- No change in satisfaction with *aspects of military life* from August 2004 and November 2003
 - Highest satisfaction with *type of work you do* (66%)
 - Lowest satisfaction with *total compensation* (50%)

MAJOR FINDINGS FOR DECEMBER 2004

Tempo

- Members reported working *longer than their normal duty day* an average of 106 days in the past 12 months, a 16-day increase from August 2004
- Members reported being away from their PDS an average of 63 nights
 - Time away for Marine Corps decreased by 19 nights from November 2003
- 14% reported their desire to stay on active duty decreased as a result of being away more than expected
- 55% reported participation since 9-11-2001
 - Highest participation reported for Operation Iraqi Freedom (37%)
 - Lowest participation reported for Operation Enduring Freedom (31%)
- Service members away since 9-11-2001 reported being deployed an average of 2 times and an average of 287 days
- Of the Service members away since 9-11-2001
 - 80% were deployed to a combat zone or imminent danger/hostile fire area
 - 54% were involved in combat operations
 - 44% reported deployments were longer than expected
- 23% reported being on stop-loss at some time since 9-11-2001

MAJOR FINDINGS FOR DECEMBER 2004

Tempo (continued)

- Top concerns of members deployed since 9-11-2001, but not currently deployed, were *readjusting to family life* and *possibility of being deployed again*
- Top concerns of currently deployed members were *problems with spouse*, *ability to communicate with family*, and *possibility of experiencing emotional issues as a result of deployment*

Personal and Work Stress

- Levels of personal (41%) and work stress (50%) remained unchanged from August 2004 and November 2003

Readiness

- Personal (80%) and unit preparedness (69%) remained unchanged from August 2004 and November 2003
- Training preparedness (71%) remained unchanged from August 2004

MAJOR FINDINGS FOR DECEMBER 2004

Leadership

- Majority of members agreed their supervisors were effective in all 12 aspects of leadership
- Members, on average, were satisfied, with their supervisors (average rating of 3.6 on a 5-point scale)
- Micromanagement in the unit (51%) and Service (48%) remained unchanged from July 2002
- “Zero defect” in the *unit* (35%) increased 8 percentage points and “zero defect” in *Service* (33%) increased 6 percentage points from July 2002
- Careerism (3.0) remained unchanged from July 2002

MAJOR FINDINGS FOR DECEMBER 2004

Mentoring

- 27% reported currently having a mentor; 41% did not have a mentor but had one in the past
 - 53% indicated their mentor was a person of higher rank than they were, but not their rater
- Members reported their mentors were most helpful in *demonstrating trust, acting as a role model, helping to develop skills/competencies, and providing support and encouragement*

MAJOR FINDINGS FOR DECEMBER 2004

Career Opportunities

- 64% received their preferred occupation when first entering the military, an 8% increase from 1999
- 66% satisfied with their first military occupation (66%), a 6% increase from 1999
- 57% believed if they stayed in the Service, they would be promoted as high as warranted, a 6% increase from March 2003
 - 50% believed they could get the assignments needed to be competitive for promotions, a 12% increase from March 2003
 - 31% believed their Service's evaluation/selection system was effective in promoting the best people; 49% were satisfied with their opportunities for promotion
- Majority satisfied with their level of responsibility on the job (74%), chances to acquire valuable job skills (64%), and level of authority (62%)
- Members who completed a professional development course reported finishing an average of 2 such courses
 - 42% of those completing such a course thought it enhanced their *chances of promotion* to a large extent
 - 32% thought it enhanced their *performance* to a large extent
- Members thought in-residence courses were more beneficial than correspondence courses for their development (72%) and chances for promotion (55%)

MAJOR FINDINGS FOR DECEMBER 2004

Organizational Effectiveness

- Members rated Work Satisfaction an average of 3.5 and Coworker Satisfaction an average of 3.6 on a 5-point scale
- Members rated Workgroup Effectiveness an average of 3.8 on a 5-point scale

Willingness To Recommend

- Members were most likely to recommend *attending a four-year college or university* to their children and to youth
- 52% were likely to recommend *joining a military service* to their own child; 30% were likely to recommend *joining a Reserve component of the military*
- 69% of those without children were likely to recommend *joining a military service* to youth; 44% were likely to recommend *joining a Reserve component of the military*

MAJOR FINDINGS FOR DECEMBER 2004

Support Services

- 5% reported using Military OneSource in the past 12 months
- 96% of those who used Military OneSource accessed it via the Internet
- 81% of those who had not used Military OneSource said the reason was they were not familiar with it

Health Care

- Majority reported TRICARE Prime (86%) as their current health care coverage
- On average, members thought they would have to pay \$2,698 per year to a civilian health care provider to receive their current health care benefits
- 16% indicated interest in a Health Savings Account; 42% no interest at all