Overview of the 2000 Military Exit Survey

DEFENSE MANPOWER DATA CENTER

OVERVIEW OF THE

2000 MILITARY EXIT SURVEY

**Elizabeth C. Hoover, Jacquelyn S. Randolph,
Timothy W. Elig,
and Pamela M. Klein**

Acknowledgments

2000 MILITARY EXIT SURVEY

Executive Summary

In the Fall of 1999, Congress passed legislation requiring the Secretary of Defense to conduct a survey of every member separating from active duty about his/her reasons for leaving. This requirement for a one-time survey was included in the *National Defense Authorization Act for Fiscal Year 2000* (Public Law No. 106-65).

The legislation provided that, "The Secretary of Defense shall develop and implement, as part of outprocessing activities, a survey on attitudes toward military service to be completed by all members of the Armed Forces who…are voluntarily discharged or separated from the Armed Forces or transfer from a regular component to a reserve component… The survey shall, at a minimum, cover the following subjects:

(1) Reasons for leaving military service.
(2) Command climate.
(3) Attitude toward leadership.
(4) Attitude toward pay and benefits.
(5) Job satisfaction during service as a member of the Armed Forces.
(6) Plans for activities after separation (such as enrollment in school, use of Montgomery GI Bill benefits and work).
(7) Affiliation with a reserve component, together with reasons for affiliating or not affiliating, as the case may be.
(8) Such other matters as the Secretary determines appropriate to the survey concerning reasons why military personnel are leaving military service."

Between 1 April and 30 September 2000,[1] the Defense Manpower Data Center (DMDC) conducted the first Joint-Service exit survey. The 16-page questionnaire, *2000 Military Exit Survey* (*MES*), is in Appendix A. The *MES* asked separating service members to identify their reasons for leaving, plans after separation, and plans for affiliation with a Reserve component. The survey also elicited attitudes toward command climate, leadership, pay and benefits, and job satisfaction.

During this period, over 113,000 questionnaires were sent to approximately 1,300 military separation points. Separation point personnel were required to administer the *MES* as part of outprocessing to all Army, Navy, Marine Corps, and Air Force members (including Reservists on full-time duty) who, with an Honorable discharge, were voluntarily separating or being discharged, retiring, or transferring from an active component to a Reserve component.

This report contains findings for 15,952 DoD respondents with voluntary and honorable separations. This number represents a 20% response rate for the six-month administration period. Typical surveys of military personnel achieve response rates between 40%-50%. Exit surveys,

---

[1] Although the legislation required that the survey be administered from 1 January through 30 June 2000, additional time was needed to develop and field a comprehensive survey. The Department of Defense (DoD) requested and received permission to conduct the survey from 1 April-30 September.

whether conducted with military or civilian personnel, historically have lower than desired response rates; a response rate of 20% is typical of what can be achieved for these surveys.

To minimize the potential for non-response bias, survey respondents are weighted to reflect the makeup of the population of members separating between 1 April and 30 September 2000. Despite the use of survey weighting techniques, there is still a potential for non-response bias with a 20% response rate. Therefore, results may not accurately reflect the entire population of separatees. Consequently, the survey results should be treated as one source of information in combination with other sources of information and expert opinion.

The survey results provided in this report are grouped into four sections, each of which addresses one or more topics mandated by the legislation. The first section, *Reasons for Leaving*, addresses the first legislatively mandated topic. The second section, *Command Climate and Leadership*, addresses the second and third topics. The third section is titled *Satisfaction with Military Pay, Benefits, and Work*, and addresses the fourth and fifth required topics by examining attitudes toward pay and benefits and job satisfaction during service. The fourth section, *Plans After Active Duty Service*, presents analyses of the sixth and seventh required topics—plans for activities after separation and affiliation with a Reserve component. Included in this section are analyses on why separatees did and did not plan to join a Reserve component after separation. Finally, the last legislative requirement instructed that other issues related to reasons for leaving (as deemed appropriate by the Secretary) be explored. The last section, titled *Other Issues Related to Leaving Military Service*, contains analyses of separatees' comparisons of aspects of military and civilian life and work.

Reasons for Leaving

Separatees' reasons for leaving military service was the first required topic. On the questionnaire, respondents were presented with a list of 31 reasons for leaving and asked to indicate the extent to which each was a reason for leaving service. Separatees were also asked their most important reasons for leaving and what factors the military could have improved so that they would stay.

❖ ***Reasons for Leaving.*** When separatees were asked what most influenced them to leave, at least one third mentioned the following as influencing them to a *very great/great extent*: "Pay and allowances," "Desire to start second career before becoming too old," "Continue my education," "Overall job satisfaction," or "Desire to settle in a particular location."

   ➢ Analyses showed some differences by paygrade category. At least four out of ten junior enlisted said "Continue my education" or "Pay and allowances" influenced them to a *great/very great extent* to leave. At least four out of ten senior enlisted chose "Pay and allowances," or "Desire to start second career before becoming too old." Among officers, about four out of ten chose "Overall job satisfaction," "Desire to start second career before becoming too old," or "Desire to settle in a particular location" as reasons influencing them to leave.

❖ ***Most Important Reason for Leaving.*** Separatees were also asked to choose from the list of 31 reasons their *most important reason* for leaving. A "None of the listed reasons apply"

option was offered for separatees whose *most important reason* for leaving was not on the list. Because there were 32 response options, no one single option generated over a 14% total response.

➤ Overall, about one in seven enlisted personnel chose "None of the listed reasons applied," or "Pay and allowances" as their most important reason for leaving.

➤ When junior and senior enlisted are examined separately, the two most frequently selected reasons chosen by junior enlisted were "None of the listed reasons applied" and "Pay and allowances." The reason most frequently selected by senior enlisted was "Pay and allowances."

➤ Among officers, almost one in seven chose "Overall job satisfaction" as their most important reason for leaving.

❖ ***What Would Have to Be Improved So Separatee Would Stay.*** Separatees were also given a list of 39 factors pertaining to satisfaction with the military and were asked, "Which is the most important factor that we could have improved that would have made you stay?" "Basic pay" was most frequently selected by enlisted separatees as the most important factor the military needed to improve so they would stay. "Quality of leadership" was the next most likely factor to be selected by enlisted separatees. For officers, "Quality of leadership" and "None" were most frequently selected.

Command Climate and Leadership

Command climate and attitudes toward leadership were the second and third topics the law directed the survey to address. Separatees were asked to evaluate a variety of aspects of command climate and leadership.

❖ ***Command Climate—Core Values.*** Almost two thirds of separatees agreed that their Service's core values were clear, while one-fifth disagreed. Junior enlisted personnel were less likely than senior enlisted or officers to agree. Army separatees were less likely than Marine Corps, Air Force, or Navy separatees to agree.

❖ ***Leadership—Quality.*** Although the criteria upon which separatees base their perceptions of general leadership quality are unknown, overall, about one quarter were satisfied and about half were dissatisfied with "Quality of leadership" while on active duty. As expected, satisfaction with leadership is associated with rank. In all Services, higher proportions of officers than junior enlisted were satisfied with quality of leadership.

➤ In all Services, more separatees agreed that their supervisor was adept at handling the technical-skills parts of the job than other aspects of supervision, such as decision making, developing, or communicating. Of all aspects rated, fewest said their leader was adept at motivating or teambuilding.

Satisfaction with Military Pay, Benefits, and Work

Attitudes toward pay and benefits and job satisfaction during service were the fourth and fifth topics required by the law. To address these issues, separatees were asked to rate their satisfaction with a variety of aspects of military work and life, including pay, benefits, and factors contributing to work satisfaction.

❖ *Pay and Benefits*. Overall, slightly more than a quarter was satisfied with basic pay; almost half were dissatisfied. About six out of ten officers, compared to about two out of ten enlisted personnel, reported satisfaction with basic pay.

   ➢ Among those who were eligible for special pays and allowances, about one quarter were satisfied with special and incentive pays, their housing allowance, and with the SEPRATS/COMRATS subsistence allowance.

   ➢ Less than one quarter of all separatees were satisfied with the retirement pay they would get, other retirement benefits such as medical care and use of base services, and cost of living adjustments to retirement pay.

❖ *Satisfaction with Military Work and Life.* Satisfaction with aspects of military life ranged from a high of 77% for "Friendships developed while in the military" to a low of 17% for "Level of manning in your unit."

   ➢ Approximately half or more of officers and senior enlisted, and about a third of junior enlisted, were satisfied with the amount of enjoyment from the job, type of assignments received, and training and professional development. Less than half were satisfied with their chances for future advancement. Almost a quarter was satisfied with their unit's morale.

Plans After Active-Duty Service

The law also required that the survey explore separatees' plans for activities after separation (to include enrollment in school, use of Montgomery GI Bill (MGIB) benefits, and work) and examine plans to join a Reserve component and the reasons associated with those plans.

❖ *Primary Activities after Separation.* Separatees were asked whether they planned to: attend school, fully retire, become a full-time active duty member of the National Guard or Reserves, become a homemaker, be self-employed, work in a company or organization, work in a government job, and work in a family business. Overall, about two-thirds of separatees said that one of their primary activities would be working for a company or organization. Senior enlisted and officers were more likely than junior enlisted to say this. Also, almost one in four separatees marked that he/she planned to work in a civilian government job. Over half of all separatees marked that attending school would be one of their primary activities; junior enlisted were more likely than officers to say this.

❖ *Montgomery GI Bill (MGIB) Benefits.* The *MES* also asked questions about separatees' planned use of MGIB educational benefits. Nine out of ten MGIB-eligible separatees planned

to use MGIB benefits. Officers were less likely than junior or senior enlisted personnel to say they planned to use MGIB benefits.

❖ *Employment Plans.* A series of questions asked respondents who planned to work about their employment activities and opportunities. Four-fifths indicated they intended to work after separation. Roughly half of this group said they would be looking for a full-time civilian job while the other half said they had already secured such employment. Officers were more likely than enlisted personnel to say they had already obtained a full-time civilian job.

➢ Almost one-third of those who said they planned to work after separation/retirement also said that they planned to work in a private firm with 500 or more employees. Officers were more likely than junior and senior enlisted separatees to say this. Four percent of separatees said they would be self-employed or work in a family business.

❖ *Affiliation with Reserve Component.* Over one-third of separatees reported they were likely to join the National Guard/Reserve, while half said it was unlikely. There were no paygrade-related differences. Army separatees were more likely to plan to join than were separatees from the other Services.

➢ Separatees who indicated that they were likely to join the National Guard/Reserve after separation were asked about their reasons for joining. There were five options that at least one-fifth of separatees indicated were reasons for deciding to join the National Guard/Reserve. These five reasons are: "extra income," "remaining military obligation," "desire to continue to serve the United States," "educational benefit," and "retirement benefits." Enlisted personnel and officers responded differently. The top reason for enlisted personnel was "educational benefit," while officers' top reason was "desire to continue to serve."

❖ *Reasons for Not Joining a Reserve Component.* Respondents who were not retiring or otherwise ineligible to enter the National Guard/Reserve and who were not planning to join the National Guard/Reserve were asked to identify reasons why they did not plan to join. Half of them marked "I have no interest in serving in the National Guard/Reserve." Almost one-third indicated "it would interfere with my civilian job." One-fifth indicated "it would interfere with my family responsibilities," "too many mobilizations/activations/call-ups," and "I have already completed my service obligation." Over a quarter of Army and Air Force separatees marked "too many mobilizations/activations/call-ups" as a reason, which is twice the percentage of Navy and Marine Corps separatees who responded in this manner.

Other Issues Related to Leaving Military Service

❖ *Military-Civilian Comparisons.* Separatees were also asked, "How would your opportunities in the military compare to opportunities you will have in the civilian world?" For three of the opportunities (Job security, Opportunity for travel, and Vacation time), at least half rated the military as better. For all other opportunities (e.g., Total compensation, Health care benefits), less than one-third said the military was better. Of all aspects rated, fewest said "General quality of life " was better in the military.

Table of Contents

Appendices

List of Tables

List of Figures

2000 MILITARY EXIT SURVEY

Introduction and Methodology

Overview

In the Fall of 1999, Congress passed legislation requiring the Secretary of Defense to conduct a survey of every member separating from active duty about his/her reasons for leaving. This requirement for a one-time survey was included in the *National Defense Authorization Act for Fiscal Year 2000* (Public Law No. 106-65).

The legislation provided that, "The Secretary of Defense shall develop and implement, as part of outprocessing activities, a survey on attitudes toward military service to be completed by all members of the Armed Forces who…are voluntarily discharged or separated from the Armed Forces or transfer from a regular component to a reserve component… The survey shall, at a minimum, cover the following subjects:

   (1) reasons for leaving military service.
   (2) command climate.
   (3) attitude toward leadership.
   (4) attitude toward pay and benefits.
   (5) job satisfaction during service as a member of the Armed Forces.
   (6) plans for activities after separation (such as enrollment in school, use of Montgomery GI
       Bill benefits and work).
   (7) affiliation with a reserve component, together with reasons for affiliating or not
       affiliating, as the case may be.
   (8) such other matters as the Secretary determines appropriate to the survey concerning
       reasons why military personnel are leaving military service."

Although the legislation required that the survey be administered from 1 January through 30 June 2000, additional time was needed to develop and field a comprehensive survey. The Department of Defense (DoD) requested and received permission to delay conducting the survey by three months.

Between 1 April and 30 September 2000, the Defense Manpower Data Center (DMDC) conducted the first Joint-Service exit survey. The 16-page questionnaire, *2000 Military Exit Survey* (*MES*), is in Appendix A. The *MES* asked separating service members to identify their reasons for leaving, plans after separation, and plans for affiliation with a Reserve component. The survey also elicited attitudes toward command climate, leadership, pay and benefits, and job satisfaction.

This report first reviews the use of exit surveys in the military and summarizes the survey methodology. Detailed information on methodology are reported separately by Riemer, Hoover, Randolph, and Elig (2001) and Hoover, Randolph, Riemer, and Mohamed (2002).   This report then provides the survey results for *MES* questions on the congressionally required topics. The survey results provided in this report are grouped into four sections: reasons for leaving,

satisfaction with military career and life, leadership and command climate, and plans after active duty service.

Exit and Other Surveys Measuring Retention

Exit surveys have been widely used in the civilian sector and government for several decades. The purpose of such surveys is to assist management in identifying employee problems that may lead to employee turnover (Giacalone, 1997). More specifically, exit surveys are usually implemented to provide diagnostic and strategic information, improve public relations, or provide the separating employee with an opportunity for personal catharsis (Knouse & Giacalone, 1996; Giacalone, Elig, Ginexi, & Bright, 1995a).

Researchers and practitioners, because of reliability and validity issues, have criticized the process of exit surveys (Giacalone et al., 1995a). The process of conducting exit surveys is predicated on honest responses and possible distorted responses draw criticism of the findings (Giacalone, 1997; Knouse & Giacalone, 1996). Departing employees are most likely to be fully honest and candid if they perceive that they have been treated either very well or very poorly by the organization (Giacalone, 1997). Recommendations to improve reliability and validity include collecting data anonymously, only soliciting data from voluntary separators, and using a computer-based format so that specific topics can be investigated more fully if a separatee answers a certain way (Giacalone, 1998; Giacalone, 1997; Giacalone et al., 1995a).

Service-Specific Surveys

There have been numerous Service-specific research efforts to monitor retention and the reasons for separating from active military service. Some survey efforts are specifically targeted to members leaving military service and others are directed at all members, irrespective of their intention to separate or remain. Brief descriptions are provided for each Service.

Army. From 1990-1993, the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) administered the *Army Career Transitions Survey* (*ACTS*) to separating soldiers, most of whom were enlisted personnel. The *ACTS* was designed to measure satisfaction levels, perceptions of Army leadership, and reasons for leaving the Army. Analyses of *ACTS* data identified eight factors associated with separation: satisfaction with one's job, leadership/supervision, organizational incentives/rewards, living arrangements, office policies and staffing, medical benefits, moving/relocation, and support services (Giacalone et al., 1995a). The administration of the *ACTS* was halted because of low response rates. A study was subsequently conducted to develop standardized administration procedures and to review and revise the items on the *ACTS (*Giacalone, Naughton, Laurence, & DiFazio, 1995b). In 1996, *ACTS* was administered on a pilot basis at outprocessing centers in Europe and Korea, and the results were compared with the findings from the semi-annual *Sample Survey of Military Personnel* (*SSMP*). Because the *ACTS* and *SSMP* produced similar results (Giacalone, 2000), *ACTS* was discontinued since a separate exit survey was unnecessary. The *SSMP*, in addition to sections addressing special topics, routinely has sections on retention, reasons for leaving the Army, quality of life, leadership, command climate, job satisfaction, morale, family matters, and other career matters. Other Army surveys also collected retention data. These include the *1985 Army Experience Survey*, *1989 Army Soldier and Family Survey*, and the *1990 Army Career Satisfaction Survey* (Griffith, Greenlees, Steele, & Stewart, 1991).

Navy. Between January 1990 and May 2001, the Navy assessed separation and retention through administration of the *Navy Retention/Separation Questionnaire* (*NRSQ*). The *NRSQ* is a voluntary, 60-item questionnaire that aims to identify the factors influencing decisions to remain in or exit the Navy, and to use the data to improve and develop personnel-related policies and initiatives. The *NRSQ* is unique in that it is administered to both separating and remaining personnel. Enlisted members receive the survey at the point of reenlistment or separation, while officers receive it either following a permanent change of station (PCS) or upon separation. Officers and enlisted personnel are administered the same questionnaire. There are two parts to the survey. The first asks questions regarding 45 aspects of Navy life, and the second asks the separatee to identify the one aspect from the first part which was most influential in the separatee's decision to leave the Navy. The *NRSQ* has experienced problems with extremely low response rates: of the nearly 70,000 enlisted separations in Fiscal Year 1994, only 9,500 (14%) filled out the questionnaire. Officers had an even lower response rate of 8.5%. The low response rates prompted concerns that the data may not be representative of the entire group and selection bias may be present (Crawford & Dougherty, 1995; Griffith et al., 1991).

Beginning 1 February 2001, the *NRSQ* was replaced with the *Argus Career Milestone Tracking System*. Argus is administered to enlisted and officer personnel who are at a career transition point, including separating, retiring, reenlisting or extending for 12 or more months, transferring, going for long-term training, receiving a promotion, etc.; that is, at all career transition points. The survey consists of sections on Promotion/Advancement Opportunities, Career Assignments, Command Climate, Time Away from Home, Recognition (FITREPS/Evaluations, Awards), Maintenance and Logistic Support, Current Job Satisfaction, Housing, Navy Culture (Regulation/Discipline/Standards), Impact on Family, Pay and Retirement, Medical/Dental Benefits, Other Benefits (Leave, Education, Commissary, Exchange), Leadership, and Civilian Job Opportunities. The majority of questions use a rating scale where the separatee indicates whether a statement (e.g., civilian job opportunities) is an "influence to stay" or "influence to leave" the Service. The advantages of Argus, compared to similar surveys, are that attitudes are assessed of both those staying and leaving the Navy and that the assessment is in terms of the attitudes and behavior of interest—that is, what factors influenced a person's decision to stay or leave the Navy, in contrast to less direct measures such as "satisfaction." The survey is administered via the Internet or stand-alone PC. All versions use intelligent branching so that if a sailor states that a topic (e.g., housing) has not influenced them to stay or leave Service, they will not be presented with any additional questions on that topic. The Naval Reserves used a version of Argus to conduct a web-based near-census of the Selective Reserves between 1 December 2000 and 28 February 2001.

The Navy also administers the *Navy-wide Personnel Survey* (*NPS*) biennially, focusing on a variety of topics important to Navy leadership. Questions regarding job satisfaction, leadership satisfaction, and career development are included in the survey. The *Navy Life Domains Survey* is another survey that touches on issues of retention within the Navy.

Marine Corps. In 1984, the Marine Corps conducted the *USMC Enlisted and Officer Separation Questionnaires*, consisting of 39 items designed to improve retention and the decisions affecting Marine Corps personnel. A similar, lengthier survey was conducted in 1990, designed to improve decisions affecting the retention of Marine Corps personnel (Griffith et al., 1991). Between January and March 2001, the *Marine Corps Retention Survey* was mailed to all

active duty Marines. The survey consists of sections on Leadership, Career, Current Military Job and Working Conditions, Personal and Family Life, Military Pay and Benefits, Military Culture, and Employment Opportunities. The majority of the questions used a rating scale where the separatee indicated whether a statement was an "influence to stay" or "influence to leave" the Marine Corps.

Air Force. In the late 1970s, voluntarily separating officer and enlisted personnel were surveyed at an "out-processing" point. This administration procedure presented two methodological problems: (1) total reliance on individuals at the out-processing site to hand out the surveys and (2) inducing separating members, with their focus on the future, to complete the survey. Not surprisingly, during that period, response rates dropped from about 50% to below 25% and the research design was reevaluated. In the early 1980s, the "exit" program was revamped to attempt to capture data closer to the career decision point (6 months prior to separation), and it employed a direct-mail approach. Through 1993, the focus remained on officer retention but in 1996 and 1999, the Air Force, once again, included voluntarily separating enlisted personnel in the retention survey program.

In September 2000, the *New Directions Survey* was electronically mailed (e-mailed) to all voluntarily separating officers and enlisted members with separations after 1 October 2000. The Air Force survey program is moving toward a continuous, web-based data collection for its retention survey research. The *New Directions Survey* covers satisfaction with Air Force life, the separation decision, and post-separation plans. A 10-year perspective on why Air Force members report they voluntarily leave (and reasons why members choose to stay in) the Air Force can be reached through the Air Force Personnel Center's Home Page, Air Force Surveys (http://www.afpc.randolph.af.mil/surveys/).

Survey Methodology

The population of interest for the *2000 MES* consists of all active-duty Army, Navy, Marine Corps, and Air Force members (including Reservists on full-time duty) who voluntarily separated (or retired) from the Service between 1 April and 30 September, 2000.[2]

Between 1 April and 30 September 2000, personnel at approximately 1,300 military separation points were required to administer the *MES* as part of outprocessing to active-duty members

- voluntarily separating or discharged,
- retiring, or
- transferring from an active component to a Reserve component.

Personnel were asked to inspect box 24, "Character of Service," on the DD214 to determine eligibility. Members whose character of service was "Honorable" were to receive a questionnaire. If unsure of a member's character of service, transition personnel were to provide

---

[2] At the request of the Coast Guard, surveys were distributed to Coast Guard separation points during the second half of the data collection period. Because of a low response rate and because there were relatively few separations during this period, there were less than 100 responses from the Coast Guard, which is too few for inclusion in this report.

the separating member a survey to complete.[3] Because outprocessing procedures differ across Services, and between sites within a particular Service, administration of the *MES* almost certainly varied by both Service and location.

Respondents

This report contains findings for the 15,952 DoD respondents with voluntary and honorable separations. Whether or not a respondent's separation was voluntary and honorable was determined from survey responses,[4] except when the administrative records indicated that the respondent was an immediate reenlister.[5] Respondents included in the analyses are those who indicated on the *MES* questionnaire that: they were retiring or voluntarily separating (Question 5); if an enlisted member, that they were eligible for reenlistment (Question 6); and that their separation was honorable (Question 7).

The 15,952 respondents represent a 20% response rate for the six-month administration period. This rate would be considered unacceptably low for a federal government sample survey. However, it is typical of what can be achieved for exit surveys.

Typical surveys of military personnel achieve response rates between 40%-50%. Response rates for surveys conducted by private industry are often considerably lower. Exit surveys, in particular, whether military or civilian, may have lower than desired response rates. A response rate of 20% is typical of what can be achieved for exit surveys, although it would be considered unacceptably low for the usual sample survey of military personnel.

Given a 20% response rate, we can only be certain that the data represent the attitude, opinions, and concerns of those who choose to respond to the survey. To minimize the potential for non-response bias, survey respondents are weighted to reflect the makeup of the population of separating members. Respondents were weighted to represent the approximately 86,000 voluntary and honorable DoD separations during the second half of FY 2000. With a 20% response rate, however, there is still great potential for such bias. Therefore, results may not accurately reflect the entire population of separatees. Consequently, the survey results should be treated as one source of information in combination with other sources of information and expert opinion.

Analytic Considerations

This report represents DoD-wide findings as well as findings by Service and paygrade. There were three categories of paygrade: junior enlisted personnel (E1-E4), senior enlisted (E5-E9), and officers (warrant and commissioned). Please note, the Air Force does not have warrant officers; therefore, Air Force officer figures represent commissioned officers only.

---

[3] Eligibility for the survey was examined for all returned surveys as described below and 4900 returned questionnaires are not included in analyses reported here because they did not meet the eligibility requirements.
[4] Separatees were asked to provide their social security number (SSN) on the last page of the questionnaire and slightly over half (54%) did so. Therefore, data from the administrative files was available for those supplying their SSN. Consequently, although the survey was confidential for all respondents, it was anonymous for only those who chose not to supply their SSN.
[5] Separatees were asked to provide their social security number on the last page of the questionnaire and slightly over half (54%) did so. Therefore, the survey was not anonymous for all separatees completing it.

An understanding of the demographic and career characteristics of separatees must be considered when evaluating survey responses. For example, younger unmarried separatees will respond differently than seasoned service members raising a family while responding to the professional demands of today's military. Table 1 provides a profile (as estimated from the *MES)* of those separating under voluntary and honorable conditions in the second half of FY 2000.

Although the MES did not sample separatees but instead attempted to census all voluntary and honorable separatees, the obtained results are only estimates of what the results would be if everyone eligible to complete the survey had done so. To represent the degree of uncertainty introduced by the nonresponse and weighting adjustments, margins of error (95% confidence intervals) are presented for findings in this report.[6]

The margins of error for each subgroup in a table are presented at the bottom of the table columns. Each figure also lists the margin of error for estimates in the figure. When percentages from the tables are repeated in the text, the margins of error are not repeated. Margins of error are given in the text for all percent estimates that are not also presented in a table or figure.

---

[6] The *margin of error* (or *confidence interval*) such as those reported in newspaper or television opinion poll results, is expressed as a plus-or minus-figure. The *confidence level* represents the degree to which we are certain that the percentage answering a certain way would fall within this interval across repeated samples of the population. We use the typical 95% confidence level of this report. Therefore, if 55% picked a particular answer, and the margin of error was ±3, this tells us that if we repeatedly surveyed samples from the population, in 95% of the samples, the percentage picking that particular answer would be between 52% (55 minus 3) and 58% (55 plus 3).

Table 1. Demographic Characteristics of Voluntary and Honorable Separatees.

Service	%
Army	43
Navy	23
Marine Corps	13
Air Force	21
Paygrade Category	
E1-E4	54
E5-E9	33
Officers	13
Racial/ethnic Group	
Non-Hispanic White	68
Non-Hispanic Black	16
Hispanic	10
Other & Multiple race	5
Gender	
Male	85
Female	15
Years of Service	
5 years or less	59
6-10 years	18
11-15 years	6
16-19 years	1
20 or more years	17
Type of Separation	
Voluntary separation at end of enlistment	66
Retirement	17
Voluntary separation before end of enlistment	10
Voluntary separation before retirement <u>with</u> remaining obligation (officers)	2
Voluntary separation before retirement <u>without</u> remaining obligation (officers)	5
Career Intentions at Entry	
Intended to stay on active duty until retirement	25
Intended to complete term/obligation and leave active duty	33
Not sure whether would stay or leave after term/obligation	42

Note. Percent totals may not equal 100% due to rounding. Percentages represent separatees during the second half of FY2000 as estimated from the *MES*.

Percentages in this report will have an associated margin of error, presented either in the text or in an accompanying figure or table. Readers will note that sometimes the margins of error follow the percentage while other times the percentage stands alone. Percentages in the text which also appear in a figure, table, or Appendix B do not have margins of error following the estimate because the margin of error can be seen in the figure, table, or appendix. Percentages in the text which do not also appear in either a figure, table, or Appendix B do have margins of error following the estimate.

In this report, pairs of percentage estimates were compared to see if they were statistically different. When the margin of errors for one estimate did not overlap with that for another estimate, the difference between the two estimates was judged to be statistically significant (at the 95% confidence level).[7] Conversely, if the two intervals overlapped, the difference between the estimates was not assumed to be statistically significant (at the 95% confidence level).

---

[7] This is a conservative approximation because exact tests could indicate some differences are statistically different even when the intervals overlap.

Reasons for Leaving

This section of the report first presents members' reasons for leaving active duty. It then presents what the separatees said the military would have to improve to induce them to stay.

The Most Important Reasons

Question 81 asked separatees, "To what extent was each of the following a reason for your leaving the Service?" Following this stem was a list of 31 possible reasons for leaving. Respondents were provided with a 5-point response scale: *not at all, slight extent, moderate extent, great extent,* and *very great extent*. Figure 1 shows the percentages of separatees falling in each of the collapsed response categories of *very great/great*, *moderate*, and *slight/not at all*. The reasons are ordered in descending percentages of separatees selecting each reason to a *very great/great extent*. The five reasons most often mentioned by separatees as influencing them to a *very great/great extent* were "Pay and allowances" (41%), "Desire to start second career before becoming too old" (37%), "Continue my education" (36%), "Overall job satisfaction" (35%), and "Desire to settle in a particular location" (34%). Additional figures included in Appendix B show these data by paygrade category and by Service.

As can be seen in Figure 1, at least 10% of the separatees rated 18 of the 31 aspects as a reason for their leaving to a *very great/great extent*. To focus on the most important reasons, a follow-up item, Question 82, asked separatees to rank, in order of importance, their five most important reasons for leaving from the list in Question 81. One additional response option of "NA" was also provided to the respondent to indicate that none of the listed reasons applied. The reasons most frequently mentioned by each paygrade category as the most important are presented in Table 2. Table 3 presents the reasons most frequently selected as either the most or second most important by each paygrade category. Table 4 provides an overview, by paygrade category, of the most frequently selected reasons at each level of importance, from the first through the fifth most important. Only a small proportion of the sample selected many reasons. To avoid listing many infrequent response choices, responses are included in the tables only if they were selected by at least 5% of the sample.

With the exception of "None of listed reasons applied" (Table 2), "Pay and allowances" was most likely to be selected by junior and senior enlisted as the most important reason for leaving. "Continue my education" and "Overall job satisfaction" were also selected as the most important at relatively high rates among enlisted personnel (33% of junior enlisted and 30% of senior enlisted selected either "Pay and allowances," "Continue my education" or "Overall job satisfaction" as their most important reason).

Officers most frequently chose "Overall job satisfaction" as their most important reason for leaving. "Pay and allowances" was less frequently selected by officers (6%) than by either junior (14%) or senior (15%) enlisted. Both senior enlisted and officers were more likely than junior enlisted to mention "Desire to start second career before becoming too old" and "Desire to settle in a particular location" as their most important reason for leaving.

Figure 1. Reasons for Leaving.

Reason	Very Great/Great	Moderate	Slight/Not at all
Pay and allowances	41	23	36
Desire to start second career before becoming too old	37	16	47
Continue my education	36	14	50
Overall job satisfaction	35	21	43
Desire to settle in a particular location	34	16	50
Level of fairness in performance evaluation	29	18	54
Promotion/advancement opportunities	27	16	57
Desire to get out while jobs are easy to get	26	18	57
Not getting desirable or appropriate assignments	25	17	58
Lack of motivation, boredom	21	14	65
Failed to be promoted	20	12	69
Desire to start second career before having to pay for children's' education	19	12	69
Too many deployments	18	12	69
Not assigned to jobs offering technical/professional development	18	15	66
Problems with superior(s)	18	13	69
Lack of training opportunities	17	16	67

Legend: ▨ Very Great/Great   ▤ Moderate   ☐ Slight/Not at all

Source: *2000 MES* Q81

Note. Percent totals may not equal 100% due to rounding. Margins of error do not exceed ± 2.

Figure 1. *(continued)*
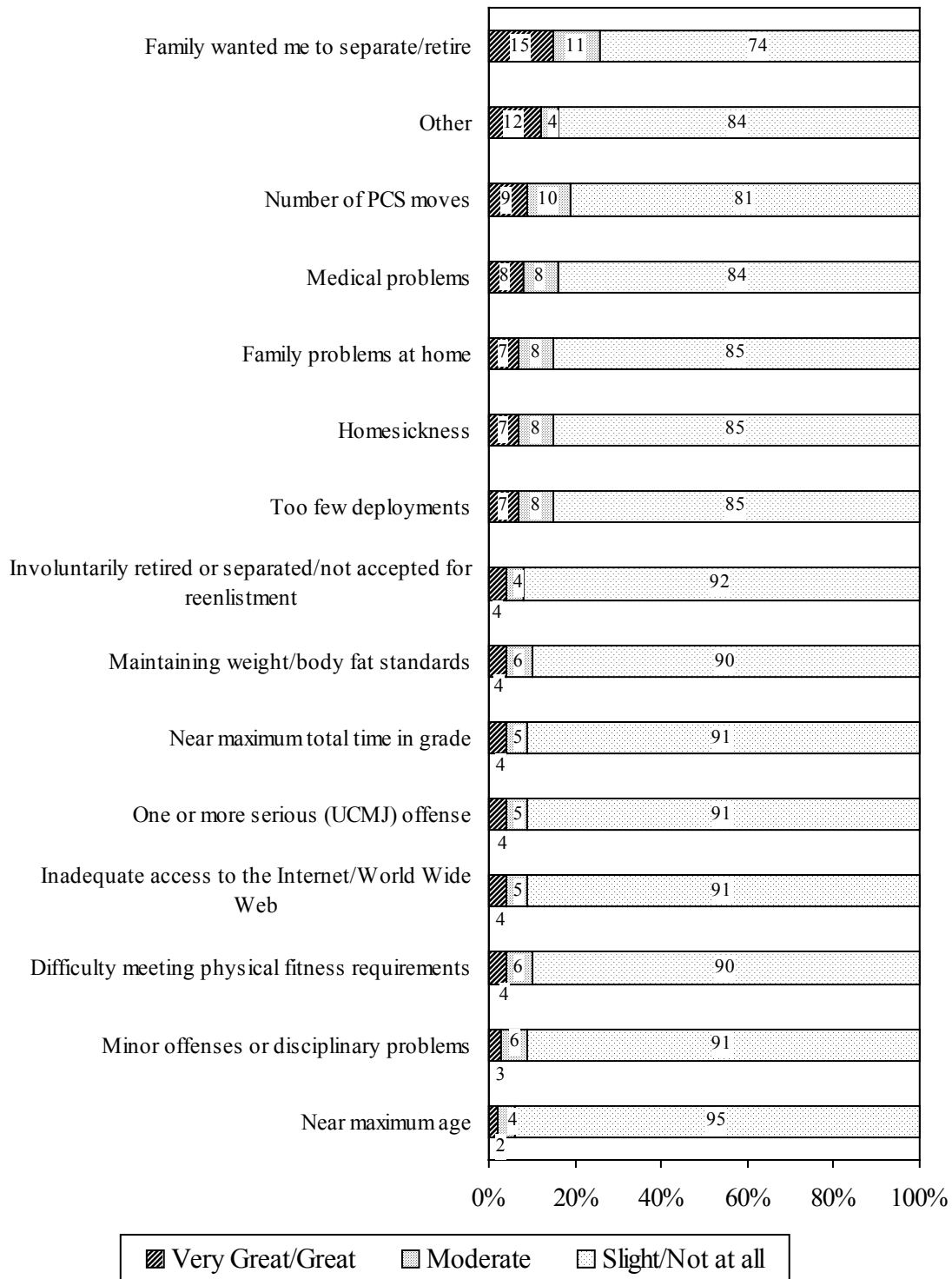
Source: *2000 MES* Q81
Note. Percent totals may not equal 100% due to rounding. Margins of error do not exceed ± 2.

11

Table 2. Reasons Selected as Most Important for Leaving by Paygrade Category.

	Percent of Paygrade Category		
	E1–E4	**E5–E9**	**Officers**
None of listed reasons applied	18	10	
Pay and allowances	14	15	6
Continue my education	11	6	
Overall job satisfaction	8	9	16
Other	6	7	11
Desire to start second career before becoming too old		9	9
Desire to settle in a particular location		5	9
Failed to be promoted			5
Promotion/advancement opportunities			5
Not getting desired assignment			5
Margins of error do not exceed:	± 2	± 2	± 2

Source: *2000 MES* Q82
Note. Percentages are shown only for reasons selected by at least 5% of separatees in a paygrade category.

To gain a fuller perspective on the prevalence and range of more important reasons for leaving, percentages of separatees selecting a given reason as either their most or second most important were totaled. Table 3 shows the reasons most frequently selected by separatees as their most important or second most important reason. The percentages of separatees selecting the reasons previously identified as most important in Table 2 considerably increase when also including separatees selecting these reasons as their second most important. For example, while 14% of junior enlisted were likely to select "Pay and allowances" as their most important reason, 21% considered "Pay and allowances" either their first or second most important reason.

Table 3 shows, however, that there is a large increase in the number of important reasons when the second as well as the first choices are considered. Ten reasons for leaving were selected by at least 5% or more of the separatees from each paygrade category as most or second most important: "Pay and allowances," "Continue my education," "Overall job satisfaction," "Other," "Desire to start a second career before becoming too old," "Desire to settle in a particular location," "Failed to be promoted," "Promotion/advancement opportunities," "Level of fairness in performance evaluations," and "Too many deployments." Another ten reasons were selected as most important or second most important by at least 5% of all paygrade categories.

Table 3. Reasons Selected as 1st or 2nd Most Important for Leaving by Paygrade Category.

	Percent of Paygrade Category		
	E1–E4	**E5–E9**	**Officers**
Pay and allowances	21	25	14
Continue my education	19	12	7
None of the listed reasons applied	18	10	
Overall job satisfaction	12	14	25
Lack of motivation, boredom	8		
Other	7	8	13
Desire to start second career before becoming too old	7	18	19
Desire to settle in a particular location	7	12	18
Problems with superior(s)	7	5	
Medical problems	6		
Failed to be promoted	6	8	8
Promotion/advancement opportunities	5	11	11
Level of fairness in performance evaluations	5	6	5
Too many deployments	5	8	8
Desire to get out while jobs are easy to get		8	8
Not getting desirable/appropriate assignments		6	10
Family wanted me to separate/retire		5	6
Number of PCS moves			5
Margins of error do not exceed:	± 2	± 2	± 3

Source: *2000 MES* Q81 & Q82
Note. Percentages are shown only for reasons selected by at least 5% of separatees in a paygrade category. Since the reasons are either the 1st or 2nd most important, the percentages may sum to more than 100%. *None of the listed reasons applied* represents the percentage of separatees who selected no reason as their first or second most important reason.

Table 4. Reasons Selected as First Through Fifth Most Important for Leaving by Paygrade Category.

	Percent of Paygrade Category														
	E1-E4					E5-E9					Officers				
	1st	2nd	3rd	4th	5th	1st	2nd	3rd	4th	5th	1st	2nd	3rd	4th	5th
None of listed reasons applied	18	22	28	41	48	10	14	20	32	41		9	14	28	39
Pay and allowances	14	8	6			15	10	7	5	5	6	8	8	6	5
Continue my education	11	8	6			6	6								
Overall job satisfaction	8	5				9	6	5		5	16	9	7	5	6
Other	6					7					11				
Desire to start second career before becoming too old						9	9	8	7	5	9	10	9	8	6
Desire to settle in a particular location			5			5	7	8	6	5	9	9	9	6	5
Failed to be promoted											5				
Promotion/advancement opportunities							7	5			5	6	5		
Not getting desired assignment											5	6			
Lack of motivation, boredom		5	5	5	5										
Desire to get out while jobs are easy to get							6	5				5	6	5	
Level of fairness in performance evaluations									5				5		
Margins of error do not exceed:	± 2	± 2	± 2	± 2	± 2	± 2	± 2	± 2	± 2	± 2	± 2	± 2	± 2	± 3	± 3

Source: *2000 MES* Q82

Note. Percentages are shown only for reasons selected as 1st, 2nd, 3rd, 4th, or 5th most important by at least 5% of separatees in a paygrade category. *None of the listed reasons applied* represents the percentage of separatees who selected no reason as their first or second most important reason.

14

Table 4 represents the reasons selected at each level of importance by 5% or more of separatees. The reasons commonly selected as most important, such as "Pay and allowances" and "Overall job satisfaction," were generally more likely to be selected at lesser levels of importance as well. Other reasons, such as "Lack of motivation, boredom" among junior enlisted, were likely to be only selected at levels below the most important. Also, separatees were more likely to say "None of listed reasons applied" than choose a 3rd, 4th or 5th important reason from the list.

The Most Important Factor the Military Would Have to Improve so the Separatee Would Stay

Respondents were asked in Question 52 "Which is the most important factor that we could have improved that would have made you stay?" and were offered a list of 39 factors pertaining to satisfaction with military career and lifestyle from which to choose. In addition to the listed factors, "None" was also provided as a response option. The factors most frequently selected as the most important are listed in Table 5 for each of the three paygrade categories. The table shows all the factors selected by 5% or more of separatees in a paygrade category.

As shown in Table 5, "Basic pay" was most frequently selected by enlisted separatees (27% of junior and 28% of senior enlisted) as the most important factor the military needed to improve so those separatees would stay, while "Quality of leadership" was most frequently selected by officers. Quality of leadership" was the next most likely factor to be selected by each enlisted group. The factors most frequently selected by officers were "Quality of leadership" (16%) and "None" (11%).

Table 5. Factors Selected as the Most Important to Improve.

	Percent of Paygrade Category		
	E1–E4	E5–E9	Officers
Basic pay	27	28	10
None	16	12	11
Quality of leadership	11	9	16
Your unit's morale	5		
Pace of your promotions		7	
Chances for future advancement			7
Amount of personal/family time you have			5
Margins of error do not exceed:	± 2	± 2	± 2

Source: *2000 MES* Q52
Note. Percentages are shown only for reasons selected by at least 5% of separatees in a paygrade category.

Other Factors the Military Would Have to Improve so the Separatee Would Stay

Separatees were then asked in Question 53, "… and what else would we have to improve so that you would stay?" Respondents could make multiple selections from the same list of 39 factors used in Questions 51 and 52, including a "None" response option. Table 6 represents the factors most commonly mentioned in each paygrade category as either the most important factor to be improved (Question 52), or as a less important factor that also would have to be improved so the separatee would stay (Question 53). Table 6 contains the percentages of separatees who chose each factor in Questions 52 and 53. Respondents could logically answer "None" to both Questions 52 and 53. Those separatees who answered "None" to both questions are included in the "Nothing would make me stay" category.

As can be seen in Table 6, "Basic pay" was the factor most often mentioned by enlisted personnel as needing improvement (41% junior enlisted, 44% senior enlisted), followed by "Quality of leadership" (23% junior enlisted, 20% senior enlisted). In addition to these two factors, 17% of junior enlisted also selected "Your unit's morale" and 15% and 14% of senior enlisted selected "Pace of your promotions" and "Reenlistment bonus," respectively. Officers most frequently selected "Quality of leadership" (30%), followed by "Basic Pay" (21%) and "Level of manning in your unit" (17%).

Table 6. Factors Selected as Important to Improve (Including the Most Important).

	Percent of Paygrade Category		
	E1–E4	**E5–E9**	**Officers**
Basic pay	41	44	21
Quality of leadership	23	20	30
Your unit's morale	17	11	8
Nothing would make me stay	15	12	11
Amount of personal/family time you have	12	11	14
Pace of your promotions	12	15	10
Amount of enjoyment from your job	11	7	11
Reenlistment bonus	11	14	
Off-duty educational opportunities	10	7	
Level of manning in your unit	9	12	17
Location or station of choice, homeporting	9	11	11
Special and incentive pay	8	10	11
Chances for future advancement	8	11	15
Quality of equipment, parts, and resources	7	7	7
Military values, lifestyle, and tradition	7	5	5
Training and professional development	6	5	8
Availability of equipment, parts, and resources	6	8	12
Housing allowance	6	9	6
Military housing	5	5	5
Medical care for you	5	6	5
Type of assignments received	6	6	9
Deployments	5	9	9
Retirement pay you would get		11	10
Medical care for your family		10	14
Dental care for your family		7	7
Other retirement benefits such as medical care and use of base services		6	8
Number of PCS moves			9
Your personal workload			9
Margins of error do not exceed:	± 2	± 2	± 3

Source: *2000 MES* Q52 and Q53

Note. Percentages are shown only for reasons selected by at least 5% of separatees in a pay category. Since the reasons are either the 1st or 2nd most important, the percentages may sum to more than 100%.

Satisfaction with Military Career

The *MES* asked about separatees' satisfaction with many facets of their military careers and lifestyle. Respondents were also asked how the military compared with their civilian opportunities regarding total compensation, health benefits, and retirement benefits. This section focuses upon separatees' satisfaction with pay, benefits, and specific aspects of their military jobs commonly examined in studies of military retention issues.

Satisfaction with Military Work, Pay, and Benefits

In Question 51, separatees were asked to indicate their satisfaction with 39 aspects of work and life in the military while on active duty.[8] Satisfaction was indicated on a 5-point response scale: *very satisfied, satisfied, neither satisfied nor dissatisfied, dissatisfied*, and *very dissatisfied*. Responses of *very satisfied* and *satisfied* were collapsed into one category denoting satisfaction. Responses of *very dissatisfied* and *dissatisfied* were similarly collapsed.

Figure 2 shows separatees' satisfaction/dissatisfaction with diverse aspects of military work and life, based on their responses to the 39 aspects of military work and life. The items are listed in descending order, according to the percentage of responses falling into the "Very satisfied/satisfied" category. Satisfaction with aspects of military life ranges from a high of 77% for "Friendships developed while in the military" to a low of 17% for "Level of manning in your unit." These data are also presented in Appendix B, analyzed by paygrade category and Service.

Some of the satisfaction items also included a fourth *does not apply* response category. Figure 3 indicates, for these items, the percentages of responses falling into the collapsed response categories when the separatees who answered *does not apply* are also included in the response distribution. For example, the percentage of separatees *very satisfied/satisfied* with "Military family support programs" decreases from 36% of separatees to whom these programs apply (see Figure 2) to 22% of all separatees (see Figure 3). Similar information on separatee percentages when broken down by paygrade category and Service is also provided in Appendix B.

Percentages in the remainder of this section are generally in terms of those to whom the item applied, not all separatees. The focus is on satisfaction with:
- military work—unit morale, job enjoyment, types of assignments received, training and professional development, and chances for advancement,
- pays and allowances—basic pay, special and incentive pay, reenlistment bonus and continuation pay, housing allowance, SEPRATS/COMRATS (subsistence allowance), retirement pay, and cost-of-living adjustment to retirement pay, and
- non-pay benefits—retirement benefits such as medical care and use of base services, and personal and family medical and dental care.

---

[8] These are the same aspects that are rated in Questions 52 and 53 on the most important factors that could have been improved to make the separatee stay.

Figure 2. Satisfaction While on Active Duty.

Friendships developed while in the military — 77 / 16 / 7
Job security — 65 / 26 / 9
Dental care for you — 60 / 21 / 19
Medical care for you — 49 / 20 / 31
Training and professional development — 45 / 26 / 29
Type of assignments received — 42 / 27 / 31
Co-location with your military spouse — 42 / 37 / 21
Medical care for your family — 39 / 23 / 37
Amount of enjoyment from your job — 38 / 25 / 37
Schools for your children — 38 / 43 / 19
Military values, lifestyle, and tradition — 38 / 31 / 31
Off-duty educational opportunities — 38 / 26 / 37
Location or station of choice, homeporting — 37 / 29 / 34

Legend: Very satisfied/Satisfied   Neither   Very dissatisfied/Dissatisfied

Source: 2000 MES Q51
Note. Percent totals may not equal 100% due to rounding. Margins of error do not exceed ± 2.

Figure 2. *(continued)*

Category	Very satisfied/Satisfied	Neither	Very dissatisfied/Dissatisfied
Your personal workload	37	33	31
Military family support programs	36	42	22
Dental care for your family	36	25	39
Youth activities on base	34	45	20
SEPRATS/COMRATS, subsistence allowance	34	30	36
Housing allowance	34	25	42
Pace of promotions	33	25	42
Deployments	33	35	33
Chances for future advancement	33	30	38
Frequency of PCS moves	31	46	23
Special and incentive pay	28	27	45
Amount of personal/family time you have	28	26	46
Basic pay	28	24	48

Very satisfied/Satisfied □ *Neither* ■ *Very dissatisfied/Dissatisfied*

Figure 2. *(continued)*

Military housing: Very satisfied/Satisfied 27, Neither 26, Very dissatisfied/Dissatisfied 48

Other military duties that take you away from your permanent station: Very satisfied/Satisfied 26, Neither 46, Very dissatisfied/Dissatisfied 28

Quality of leadership: Very satisfied/Satisfied 25, Neither 25, Very dissatisfied/Dissatisfied 49

Spouse employment and career opportunities: Very satisfied/Satisfied 25, Neither 43, Very dissatisfied/Dissatisfied 32

Quality of equipment, parts, and resources: Very satisfied/Satisfied 24, Neither 31, Very dissatisfied/Dissatisfied 45

Your unit's morale: Very satisfied/Satisfied 24, Neither 22, Very dissatisfied/Dissatisfied 55

Acceptable and affordable child care: Very satisfied/Satisfied 23, Neither 40, Very dissatisfied/Dissatisfied 37

Other retirement benefits such as medical care and use of base services: Very satisfied/Satisfied 23, Neither 43, Very dissatisfied/Dissatisfied 34

Retirement pay you would get: Very satisfied/Satisfied 20, Neither 36, Very dissatisfied/Dissatisfied 44

Availability of equipment, parts, and resources: Very satisfied/Satisfied 19, Neither 28, Very dissatisfied/Dissatisfied 53

Reenlistment bonus or continuation pay program: Very satisfied/Satisfied 19, Neither 23, Very dissatisfied/Dissatisfied 58

Cost of living adjustments (COLA) to retirement pay: Very satisfied/Satisfied 18, Neither 46, Very dissatisfied/Dissatisfied 36

Level of manning in your unit: Very satisfied/Satisfied 17, Neither 26, Very dissatisfied/Dissatisfied 57

Legend: Very satisfied/Satisfied ▨ Neither ☐ Very dissatisfied/Dissatisfied ▨

Source: *2000 MES* Q51
Note. Percent totals may not equal 100% due to rounding. Margins of error do not exceed ± 2.

22

Figure 3. Satisfaction While on Active Duty as Percentage of All Separatees.

Category	Very satisfied/Satisfied	Neither	Not applicable	Very dissatisfied/Dissatisfied
Location or station of choice, homeporting	34	26	8	32
SEPRATS/COMRATS, subsistence allowance	27	24	22	28
Housing allowance	27	20	21	33
Medical care for your family	25	15	37	23
Special and incentive pay	23	22	19	36
Dental care for your family	22	15	39	24
Military family support programs	22	25	40	13
Youth activities on base	17	22	51	10
Military housing	16	16	38	30
Schools for your children	15	16	62	7
Co-location with your military spouse	14	12	67	7
Reenlistment bonus or continuation pay program	12	15	34	39
Spouse employment and career opportunities	12	20	52	16
Acceptable and affordable child care	10	17	58	16

Legend: ▨ Very satisfied/Satisfied   ☐ Neither   ▤ Not applicable   ▦ Very dissatisfied/Dissatisfied

Source: *2000 MES* Q51
Note. Percent totals may not equal 100% due to rounding. Margins of error do not exceed ± 2.

Satisfaction with Work

Items from Question 51 tapping key aspects of work satisfaction frequently examined in studies of military retention were included in the analysis. "Pace of your promotions" was not included because it overlaps conceptually with "Chances for future advancement," and the percentages of separatees satisfied with both were similar across paygrade categories. Results of paygrade category- and Service-level analyses are found in Appendix B.

Greater proportions of separatees tended to report satisfaction with work aspects as paygrade category increased. Approximately half or more of officers and senior enlisted but closer to a third of junior enlisted, were satisfied with the amount of enjoyment from the job, type of assignments received, and training and professional development. (The findings and their margins of error, when analyzed by paygrade category, appear in Appendix B.) However, only a minority of separatees in each paygrade category were satisfied with their unit's morale (24% overall) and their chances for future advancement (33% overall). (The overall findings and their margins of error are provided in Figure 2.)

Unit morale. Officers (40%), reported satisfaction with unit morale at higher rates than either junior enlisted (18%) or senior (26%) enlisted personnel. Across the Services, Marine Corps officers (55%, ± 10) were more likely to be satisfied with unit morale than officers in the Air Force (38%, ± 5), Army (36%, ±3), but not Navy officers (42%, ± 8).

Amount of enjoyment from job. Satisfaction with amount of enjoyment received from the job increased with paygrade category; officers (58%) were most likely to report satisfaction, followed by senior enlisted (46%) and junior enlisted (29%). Among junior enlisted, Marine Corps junior enlisted (32%, ± 3) were more likely to be satisfied than Army junior enlisted (25%, ± 3), but not Navy (29%, ± 4) or Air Force (35%, ± 5) junior enlisted. Among senior enlisted, Air Force senior enlisted (54%, ± 5) were more frequently satisfied than Navy (41%, ± 4) and Army (44%, ± 2), but not Marine Corps (46%, ± 4) senior enlisted. Among officers, Marine Corps and Air Force officers (66%, ± 9 and 63%, ± 5, respectively) were more often satisfied than Army officers (50%, ± 3), but not Navy officers (59%, ± 7).

Type of assignments received. Satisfaction with the type of assignments received also increased with paygrade category; a majority of officers (64%) reported satisfaction, followed by 53% of senior enlisted, and 30% of junior enlisted. Junior enlisted in the Marine Corps (35%, ± 3) were more likely to be satisfied than junior enlisted in the Army (27%, ± 3) but not the Navy (33%, ± 4) or the Air Force (35%, ± 5). Senior enlisted in the Air Force (63%, ± 5) were more likely to be satisfied than senior enlisted in any other Service (49%, ± 4 in the Marines, 48%, ± 2 in the Army, and 52%, ± 4 in the Navy).

Training and professional development. Somewhat more than half of officers (59%) and senior enlisted (53%) were likely to report satisfaction with their training and professional development, compared to 37% of junior enlisted. Junior enlisted in the Marine Corps (43%, ± 3) were more likely to be satisfied than junior enlisted in the Army (33%, ± 3), but not junior enlisted in the Navy (39%, ± 4) or Air Force (41%, ± 5). Among senior enlisted, Air Force personnel (59%, ± 5) were more likely to be satisfied than Army personnel (50%, ± 2), while Navy (51%, ± 4) and Marine Corps (53%, ± 4) senior enlisted fell in the middle. Among

officers, Air Force officers (64%, ± 5) were more likely than Army officers (54%, ± 3) to be satisfied, while officers of the Navy (62%, ± 7) and Marine Corps (56%, ± 10) fell in-between.

Chances for future advancement. Almost half of officers (48%) and over one-third of senior enlisted (35%) were satisfied with their chances for future advancement, and both groups were more frequently satisfied than junior enlisted (27%). Satisfaction rates of Marine and Army senior enlisted (54%, ± 4 and 43%, ± 2, respectively) were higher than those of both Navy (25%, ± 3) and Air Force (28%, ± 4) senior enlisted. The rate for Marine officers (59%, ± 9) was higher than for Air Force officers (44%, ± 5), while Army and Navy officers fell in the middle (48%, ± 3 and 52%, ± 8, respectively.)

Satisfaction with Pay and Allowances

Overall, a minority of separatees in each paygrade category were satisfied with the various pays and allowances. The main exception was the majority of officers who reported satisfaction with basic pay. The items on Special and incentive pay, Reenlistment bonus or continuation pay, Housing allowance, and SEPRATS/COMRATS did not apply to the entire separatee group. The percentages of separatees reporting satisfaction with these items are based upon the numbers of separatees to whom the items applied, i.e., who did not select the *does not apply* response option.

Basic pay. Only a small proportion of enlisted personnel (20% of junior enlisted and 28% of senior enlisted) indicated they were satisfied with basic pay. In sharp contrast, the majority of officers (62%) were likely to be satisfied with basic pay. There were no differences among the Services in the proportions of personnel from each paygrade category who reported satisfaction with basic pay.

Special/incentive pay. A minority of each separatee group examined reported satisfaction with special/incentive pay. Again, officers (48%) were more likely to be satisfied than junior enlisted (24%) or senior enlisted (29%). Navy officers (59%, ± 8), were more likely to be satisfied than Marine Corps and Army officers (37%, ± 11 and 44%, ± 4, respectively), but not Air Force officers (47%, ± 6), with this type of pay.

Reenlistment bonus/continuation pay. Proportionately few of the separatees in each paygrade category were satisfied with reenlistment bonus/continuation pay although the percentage increased with paygrade category, from 15% for junior enlisted and 21% for senior enlisted, to 36% for officers. Some differences emerged within senior enlisted and officer paygrade categories when analyzed by Service. Navy senior enlisted (28%, ± 4) were more likely to be satisfied than Army senior enlisted (16%, ± 2), while Marine Corps (20%, ± 4) and Air Force (19%, ± 5) senior enlisted fell in-between. Army officers were less likely (25%, ± 5) to be satisfied with continuation pay compared to Navy officers (44%, ± 12), while similar percentages of Marine Corps (34%, ± 16) and Air Force (36%, ± 10) officers were satisfied.

Housing allowance. Officers (47%) were more likely than junior enlisted (29%) and senior enlisted (34%) to be satisfied with the housing allowance. The frequency of reported satisfaction differed in some cases among enlisted personnel from the different Services. Junior enlisted in

the Marine Corps (22%, ± 3) and Army (25%, ± 3) were less likely to be satisfied with their housing allowance than Navy (36%, ± 4) and Air Force (35%, ± 5) junior enlisted.

SEPRATS/COMRATS, subsistence allowances. Fewer than half of separatees (34% overall) were likely to report satisfaction with SEPRATS/COMRATS, in comparable proportions across paygrade categories (31% junior enlisted, 37% senior enlisted, 36% officers). When broken down by Service, however, Navy junior enlisted (38%, ± 4) were more likely to be satisfied than either Army (28%, ± 3) or Marine Corps (28%, ± 4) junior enlisted, while Air Force junior enlisted (32%, ± 5) fell in the middle.

Retirement pay that would be received. Officers (41%) were more likely to be satisfied than junior enlisted (15%) and senior enlisted (18%) with the retirement pay they would get. Air Force senior enlisted (27%, ± 4) were more frequently satisfied with retirement pay than senior enlisted from other Services (15%-16%, ± 3). Among officers, Navy (50%, ± 7) and Air Force (43%, ± 5) officers were more likely to be satisfied than Army officers (34%, ± 3), while Marine Corps officers (39%, ± 9) fell in the middle.

Cost of living adjustments (COLA) to retirement pay. Less than a quarter of separatees from each paygrade category and Service were satisfied with the retirement pay COLA (25% of officers, 17% of junior enlisted, and 16% of senior enlisted). The proportions of personnel who were satisfied within each paygrade category did not vary by Service.

Satisfaction with Military Benefits

Similar proportions of separatees across the different paygrade categories reported satisfaction with non-pay benefits. About half or more of separatees were satisfied with the medical (49%) and dental (60%) care they received, while smaller proportions were satisfied with medical (39%) and dental (36%) care for families (see Figure 2). Even fewer reported satisfaction with non-pay retirement benefits such as medical care and use of base services. Questions on satisfaction with dental care and medical care for families contained a "*Does not apply*" response option. The percentages of separatees reporting satisfaction with these items are based upon the subset of separatees to whom the questions applied (see Figure 3).

Other (non-pay) retirement benefits such as medical care and use of base services. Less than a quarter (23%) of separatees were likely to report satisfaction with other retirement benefits such as medical care and use of base services (see Figure 2). This finding was consistent across paygrade categories (25% of junior enlisted, 20% of senior enlisted, and 22% of officers).

Medical care for self. Approximately half of separatees in each paygrade category reported satisfaction with the medical care they received for themselves (48% of junior enlisted, 48% of senior enlisted, and 57% of officers). Satisfaction varied among senior enlisted and officers from different Services. Among senior enlisted, both Navy (51%, ± 4) and Air Force (51%, ± 5) senior enlisted were more likely to report satisfaction than Marine Corps senior enlisted (41%, ± 4), while Army senior enlisted (46%, ± 2) fell in-between. Among officers, Air Force officers (62%, ± 5) more frequently reported satisfaction than Army officers (52%, ± 3), while Navy and Marine Corps officers (56%, ± 8 and 54%, ± 10, respectively) fell in the middle.

Medical care for families. Fewer than half of separatees were satisfied with medical care for their families. The different paygrade categories reported satisfaction at similar rates (40% of junior enlisted, 39% of senior enlisted, 39% of officers.)

Dental care for self. The majority was likely to say they were satisfied with dental care for themselves (57% junior enlisted, 61% senior enlisted, 68% officers). When broken down by Service, however, Air Force junior enlisted (63%, ± 4) were more likely to be satisfied than Marine Corps junior enlisted (55%, ± 3), while Army (56%, ± 3) and Navy (60%, ± 4) fell in the middle. Marine Corps senior enlisted (52%, ± 4) were less likely to be satisfied than senior enlisted from any other Service (Army (59%, ± 2), Navy (62%, ± 4), Air Force (68%, ± 5). Among officers, Air Force officers (73%, ± 5) were more likely to report satisfaction than Army officers (62%, ± 3), but not Navy (72%, ± 7) or Marine Corps officers (62%, ± 9).

Dental care for families. About a third of separatees were likely to be satisfied with dental care for families, in similar proportions across the paygrade categories (38% of junior enlisted, 35% of senior enlisted, and 35% of officers).

Military and Civilian Job Comparisons on Pay and Benefits

Question 62 asked separatees "How would your opportunities in the military compare to opportunities you will have in the civilian world?" Separatees compared civilian job opportunities to those in the military using a 5-point scale with response options of *much better as a civilian*, *somewhat better as a civilian*, *no difference*, *somewhat better in the military*, *much better in the military*, plus a 6th *don't know* response option. The first five response options were collapsed into three categories: *much better/better in the military*, *no difference*, and *much better/better as civilian*.

Figure 4 shows the 18 military and civilian comparison items ordered by the percentage of all separatees selecting *much better/better in the military*. The proportions of separatees saying military opportunities were better were greatest for "Job security" (55%) and least for "General quality of life" (6%). The percentages of separatees rating the military as better was less than 50%, however, for all comparison items except three. The rest, including "Health care benefits" (30%), "Retirement benefits" (22%) and "Total compensation" (13%) were clustered within the range of 6% to 30%. Additional figures showing the military and civilian comparison data broken down by paygrade category and Service are provided in Appendix B.

The three military and civilian comparison items with the most bearing upon military pay and benefit concerns (health care benefits, retirement benefits, and total compensation) were examined. A majority of separatees in each paygrade category (63% overall) believed their total compensation (pay, bonuses, and allowances) would be better as a civilian. However, only about half of officers and generally less than half of junior enlisted and senior enlisted personnel rated either civilian health care or retirement benefits as better. Officers usually were more likely to rate civilian pay and benefits as better than either enlisted group.

Total compensation (pay, bonuses, and allowances). Separatees in each paygrade category were likely to say their total compensation, as civilians, would be better than in the military. This was more frequently the case with officers (76%) than junior enlisted (60%) or senior

(65%) enlisted personnel. Army junior enlisted (56%, ± 3) were less likely to feel their total compensation would be better as civilians than were Marine Corps (67%, ± 3) or Air Force (66%, ± 4) junior enlisted, while Navy junior enlisted (59%, ± 4) fell in the middle.

Health care benefits. Thirty-three percent of junior enlisted and 42% of senior enlisted said their health care benefits would be better as civilians, in contrast to a higher proportion of officers (56%). Among junior enlisted, Army personnel (29%, ± 3) were less likely to believe civilian health care benefits would be better than either Air Force (39%, ± 5) or Marine Corps personnel (38%, ±3), while Navy personnel (32%, ± 4) fell in the middle.

Retirement benefits. Officers (50%) were more likely to say civilian retirement benefits would be better than were junior enlisted (39%), but not senior enlisted (44%). Among junior enlisted, Army personnel (35%, ± 3) were less likely to believe their retirement benefits as a civilian would be better than either Air Force (46%, ± 5) or Marine Corps (44%, ±3) personnel, while Navy personnel (39%, ± 4) fell between. Among senior enlisted, Air Force personnel (37%, ± 5) were less likely to think that their retirement benefits would be better as civilians than either Marine Corps (50%, ± 4) or Army (47%, ± 2) personnel, while Navy personnel (44%, ± 4) fell in the middle.

Figure 4. Comparison of Military and Civilian Opportunities.

	Military better	No difference	Don't know	Civilian better
Job security	55	19	11	16
Opportunity for travel	53	19	12	16
Vacation time	50	17	9	24
Health care benefits	30	20	12	39
Education and training opportunities	24	22	10	44
Sense of accomplishment/pride	23	29	10	38
Retirement benefits	22	17	18	42
Freedom from discrimination	20	44	15	22
Racial/ethnic relations overall	19	47	16	18
Freedom from harassment	15	48	16	21
Gender relations overall	14	45	16	24
Promotion opportunities	13	17	17	53
Total compensation (pay, bonuses, allowances)	13	12	11	63
Fair performance evaluations	11	38	18	33
Workload/amount of work	9	25	12	55
Hours worked per week	8	20	8	64
Amount of personal/family time	6	13	8	72
General quality of life	6	14	9	71

Legend: ▨ Military better ▢ No difference ▨ Don't know ▨ Civilian better

Source: *2000 MES* Q62
Note. Percent totals may not equal 100% due to rounding.

29

Leadership and Command Climate

This section examines separatees' perceptions of leadership and command climate. The first subsection presents separatees' overall satisfaction with leadership during their time on active duty. Subsequent subsections provide separatees' assessments of their immediate supervisor and of their work environment.

Leadership

Quality of Leadership and Communication in the Chain of Command

In Question 51, respondents were asked to indicate their satisfaction with the quality of leadership in addition to other aspects of work and life in the military while on active duty.[9] Rather than asking about specific criteria associated with leadership, this leadership item was posed in very general terms, asking respondents to rate their satisfaction with "Quality of leadership." The criteria upon which respondents base their perceptions of general leadership quality are unknown, and these criteria also may differ between satisfied and dissatisfied respondents. Overall, 25% (± 1) were satisfied and 49% (± 2) were dissatisfied with the quality of leadership while on active duty. As expected, satisfaction with leadership is associated with rank. In all Services, higher proportions of officers than junior enlisted were satisfied with quality of leadership. (Among officers, the proportions satisfied by Service were: Army 32%, ± 3, Navy 35%, ±8, Marine Corps 51%, ±10, Air Force 36%, ± 5. Among junior enlisted the proportions were: Army 19%, ± 2, Navy 21%, ± 3, Marine Corps 28%, ±3, Air Force, 23% ± 5.) Army and Marine Corps senior enlisted were also more likely to be satisfied with quality of leadership than junior enlisted in the same Service (among senior enlisted, the proportions satisfied by Service were: Army 28%, ± 2, Navy 24%, ± 4, Marine Corps 36%, ± 4, Air Force 28%, ±5). However, officers were not more likely to be satisfied than senior enlisted except among Marine Corps personnel.

Respondents were also asked to assess communication in their chain of command and their leaders' ability to understand problems faced by unit members. Item 54a asks respondents whether or not they agreed or disagreed that their chain of command keeps them informed about important issues. In Item 54b, respondents were also asked whether they agreed or disagreed that if they made a request through channels in their unit, they knew that somebody would listen. In Item 54i, respondents were asked whether leadership generally understands the problems faced by members on their jobs.[10] The response options for all three questions were *agree*, *tend to agree*, *?*, *tend to disagree*, *disagree*. *Agree* and *tend to agree* were collapsed into one category. *Disagree* and *tend to disagree* were also collapsed.

Overall, 47% (± 2) agreed and 41% (± 2) disagreed that the chain of command keeps them informed about important issues. The balance, 12% (± 1), was unsure. There were

---

[9] As discussed in the previous section on Satisfaction with Military Career, in Question 51, satisfaction was indicated on a 5-point response scale: *very satisfied, satisfied, neither satisfied nor dissatisfied, dissatisfied*, and *very dissatisfied*. Responses of *very satisfied* and *satisfied* were collapsed into one category denoting satisfaction. Responses of *very dissatisfied* and *dissatisfied* were similarly collapsed.

[10] Items 54c through 54i were used by permission from the copyright holder, International Survey Research LLC, 303 East Ohio Street, Chicago, IL 60611.

significant paygrade-related differences. Overall, 38% (± 2) of junior enlisted, 56% (± 2) of senior enlisted, and 64% (± 3) of officers agreed that they were kept informed by their chain of command. There was also a Service-related difference; fewer Army soldiers (40%, ± 2) than Marine Corps (51%, ± 3), Navy (54%, ± 3), and Air Force (53%, ± 3) separatees agreed.

The *MES* further explored communication in the unit by asking respondents whether they agreed or disagreed that a request made through unit channels would be listened to (Item 54b). Overall, 45% (± 2) agreed, 39% (± 2) disagreed, and 16% (± 1) were unsure. As with the previous item on communication, this question also varied by paygrade category. Junior enlisted were least likely (36%, ± 2), senior enlisted somewhat more likely (54%, ± 2), and officers most likely (61%, ± 3) to agree. There were also Service-related differences. Army separatees were less likely (36%, ±2) than separatees from other Services (Air Force 49%, ± 3, Marine Corps 53%, ± 3, and Navy 55% ± 3) to agree that requests made through unit channels will be listened to.

Finally, in Item 54i respondents were asked to agree or disagree that leadership generally understands the problems they face on their jobs. Overall, fewer separatees agreed (34%, ± 2) than disagreed (51%, ± 2); while 15% (± 1) were unsure. Junior enlisted personnel (31%, ± 2) were somewhat less likely than senior enlisted (38%, ± 2) and officers (39%, ± 3) to agree. Marine Corps personnel (44%, ± 3) were more likely than separatees in other Services (Air Force, 31% ± 3, Army 32% ± 2, and Navy 37% ± 3) to agree that leadership understands the problems they face on their jobs.

Evaluations of Immediate Supervisor

Several questions asked respondents to evaluate their immediate supervisor. Respondents were asked whether their supervisor encourages people to learn from their mistakes (Item 54f) and whether their supervisor has sufficient authority (Item 54g). Five response options were provided: *agree, tend to agree, ?, tend to disagree, disagree. Agree* and *tend to agree* were collapsed into one category denoting agreement. *Disagree* and *tend to disagree* were also collapsed.

Overall, 56% (± 2) of separatees agreed that their supervisor encourages people to learn from mistakes. Senior enlisted and officers (60% of each, ± 3) were more likely than junior enlisted personnel (53%, ± 2) to agree. Marine Corps (64%, ± 3) separatees were more likely than Navy (56%, ± 3) and Army (52%, ± 2) separatees to agree that their supervisor encouraged them to learn from mistakes; 59% (±3) Air Force separatees agreed.

Overall, 57% (± 2) agreed that their supervisor has sufficient authority. Junior enlisted (51%, ± 2) were less likely than senior enlisted (60%, ± 2) and officers (70%, ± 3) to agree. Marine Corps personnel (67%, ± 2) were more likely than Air Force (58%, ± 3), Navy (60%, ± 3), and Army (51%, ± 2) personnel to agree.

Question 56 contains items that ask respondents to assess the abilities of the immediate supervisor of their work group on 12 dimensions of leadership. The items, which were developed for the Army and modified here for administration to a DoD population, are based on the AZIMUTH Short Scale (Keene, Halpin, & Spiegel, 1996; Mathieu, Klimoski, Rouse, &

Marsh, 1997; Stewart, Kilcullen, & Hopkins, 1994). Respondents were instructed that "The term 'work group' refers to the people with whom you work on a day-to-day basis." The leadership dimensions respondents were asked to rate were: handling the technical-skills parts of the job, handling the people-skills parts of the job, handling the conceptual-skills parts of the job, communicating, decision making, motivating, developing, building, learning, planning and organizing, executing, and assessing. Each leadership dimension was accompanied by a brief description. Response options consisted of a 5-point agree-disagree scale (*strongly agree*, *agree*, *neither agree nor disagree*, *disagree*, *strongly disagree)* and a *don't know* response. Respondents indicating *strongly agree* or *agree* were collapsed into one category denoting agreement. Similarly, respondents answering *strongly disagree* or *disagree* were collapsed into one category denoting disagreement. For the purposes of these analyses, responses of *don't know* were retained as valid responses. For each leadership dimension, 2% to 3% of separatees chose the *don't know* response option.

As shown in Table 7, higher proportions of officers and senior enlisted than junior enlisted agreed that the immediate supervisor of their work group demonstrated each leadership dimension. Overall, the percentages of junior enlisted who agreed that their immediate supervisor demonstrated a given dimension of leadership ranged from 43% to 59% across the 12 dimensions. In comparison, 50% to 71% of officers and 51% to 66% senior enlisted responded in the same manner about their supervisor.

In general, more separatees agreed that their supervisor was adept at handling the technical-skills parts of the job (63%) than other aspects of supervision (47%-56%). In contrast, fewer separatees said their leader was adept at motivating or teambuilding (each 47%) than said so about other aspects.

Table 7. Separatees' Perceptions of Immediate Supervisor/Leader.

Dimension		Percent of Separates in Each Paygrade Category			
		E1-E4	E5-E9	Officers	Total
Technical skills	Disagree	18	20	17	19
	Neither	19	13	11	16
	Agree	59	66	71	63
People skills	Disagree	27	27	27	27
	Neither	20	14	11	17
	Agree	50	59	62	54
Conceptual skills	Disagree	24	23	18	23
	Neither	23	16	13	19
	Agree	49	60	69	56
Communicating	Disagree	28	25	26	27
	Neither	21	16	15	19
	Agree	47	57	59	52
Decision making	Disagree	28	26	27	27
	Neither	23	18	16	20
	Agree	45	55	57	50
Motivating	Disagree	32	30	30	31
	Neither	22	17	17	20
	Agree	43	52	53	47
Developing	Disagree	27	25	28	26
	Neither	23	18	16	20
	Agree	47	55	55	51
Building	Disagree	27	25	28	26
	Neither	26	22	21	24
	Agree	43	51	50	47
Learning	Disagree	24	22	21	23
	Neither	24	20	17	22
	Agree	48	57	61	53
Planning and Organizing	Disagree	28	23	23	26
	Neither	25	21	16	22
	Agree	43	55	60	49
Executing	Disagree	21	19	18	20
	Neither	26	20	16	23
	Agree	50	60	66	55
Assessing	Disagree	25	24	24	24
	Neither	26	21	18	23
	Agree	45	54	56	50
Margins of error do not exceed:		± 2	± 2	± 3	± 2

Source: *2000 MES* Q56
Note. Percentages do not total to 100% because those who selected *don't know* as a response
category are retained in the analysis but are not presented in the table.

Table 8 represents the percentage of separatees in each paygrade category and Service who agree their supervisor demonstrated the characteristics or activities associated with each of the 12 dimensions of leadership.

In all Services, separatees in each paygrade category were more likely to agree that their leader demonstrated technical skills, conceptual skills, and executing skills than other skills/dimensions. In the Army (with the exception of "conceptual skills"), officers were as likely as senior enlisted to say their leader demonstrated the referenced leadership dimensions; junior enlisted were less likely than both other paygrade categories to agree. In the other Services, there were fewer separatees so that it was more difficult to detect differences and senior enlisted members tend to be in-between junior enlisted and officers.

Table 8. Percentage of Separatees Who Agree Their Leader Shows Each of 12 Leadership Dimensions by Service and Paygrade Category.

Leadership Dimension	Army			Navy			Marine Corps			Air Force		
	E1-E4	E5-E9	W1-O6+	E1-E4	E5-E9	W1-O6+	E1-E4	E5-E9	W1-O6+	E1-E4	E5-E9	O1-O6+
Technical skills	55	65	67	62	67	73	61	69	71	68	65	74
People skills	46	59	60	51	55	60	54	60	68	58	63	64
Conceptual skills	46	60	66	49	57	69	54	60	75	58	65	69
Communicating	44	56	56	48	54	61	51	57	66	56	63	58
Decision making	42	55	56	46	52	55	51	59	67	50	57	58
Motivating	40	52	52	44	48	49	46	51	66	48	57	52
Developing	43	55	51	47	51	56	51	57	63	54	61	55
Building	40	51	50	45	47	46	49	52	60	47	56	51
Learning	45	57	59	49	54	61	51	57	66	55	63	62
Planning and Organizing	39	55	56	46	52	62	49	55	67	51	59	60
Executing	46	60	63	50	56	64	56	62	74	55	63	67
Assessing	42	54	54	47	51	59	50	55	62	49	56	55
Margins of error do not exceed:	± 3	± 2	± 3	± 4	± 4	±8	± 3	± 4	± 10	± 5	± 5	± 5

Source: *2000 MES* Q54

Levels of Leadership/Supervision

An alternate way of examining perceptions of leadership and supervision is to analyze the quality of leadership at different organizational levels. In Question 55, respondents were asked to provide the paygrade of their immediate supervisor. These data were collapsed into one variable, supervisor's level, with the following five categories: E5 or below, E6-E9, WO1-O3, O4 and above, and all civilian supervisors.[11]

Overall, satisfaction with leadership (Item 51x) tended to increase with the paygrade category of the leader. Specifically, in comparison to separatees with leaders at other levels, fewer separatees with leaders up to E5 were satisfied with the quality of leadership (20%, ± 2). More separatees whose leaders were O4 and above (36%, ± 3) were satisfied with the quality of leadership than were separatees whose leaders were E6-E9s (25%, ± 2) or W1-O3 (27%, ± 4).

Table 9 shows the percentage of separatees with supervisors at each of the five levels who agreed/disagreed that their supervisor demonstrated the 12 leadership dimensions presented in Question 56. In general, as the grade level of the supervisor increased, so did the percentage of separatees who said that the various aspects of leadership were demonstrated. Overall, E5 and below supervisors had the lowest percentage of separatees saying they demonstrated the dimensions. Military supervisors at the warrant officer level and above and civilian supervisors tended to have the highest percentage of separatees saying they demonstrated the aspects of leadership.

---

[11] Twenty-six percent of respondents had a supervisor whose paygrade was E5 or below; 50% of respondents had a supervisor whose paygrade was between E6-E9; 6% had a supervisor whose paygrade was WO1-WO5 or O1-O3; 15% of respondents had a supervisor who was an O4 or above; and 3% had a civilian supervisor.

Table 9. Separatees' Perceptions by Level of Supervisor.

Dimension		Level of Supervision				
		E5 and below	E6-E9	W1-O3	O4+	Civilian
Technical skills	Disagree	18	18	22	19	17
	Neither	20	16	15	11	11
	Agree	58	63	63	70	71
People skills	Disagree	28	27	25	25	23
	Neither	21	17	14	11	9
	Agree	47	54	60	63	67
Conceptual skills	Disagree	26	23	21	17	18
	Neither	23	20	16	13	10
	Agree	47	54	61	69	71
Communicating	Disagree	30	27	23	24	24
	Neither	22	19	17	15	14
	Agree	44	52	59	61	61
Decision making	Disagree	29	27	25	26	24
	Neither	25	20	19	16	16
	Agree	42	51	55	58	60
Motivating	Disagree	33	32	27	28	26
	Neither	23	19	19	17	15
	Agree	41	47	53	55	57
Developing	Disagree	28	26	25	26	25
	Neither	25	20	21	17	13
	Agree	44	52	53	56	59
Building	Disagree	28	26	23	25	25
	Neither	27	24	25	21	22
	Agree	41	48	50	53	51
Learning	Disagree	25	23	21	19	19
	Neither	26	22	19	18	18
	Agree	45	53	58	62	62
Planning and Organizing	Disagree	29	25	23	22	22
	Neither	27	23	19	15	20
	Agree	40	49	56	62	57
Executing	Disagree	22	20	19	17	17
	Neither	27	23	18	17	16
	Agree	47	55	61	65	65
Assessing	Disagree	26	24	24	23	21
	Neither	27	23	18	18	20
	Agree	42	50	56	57	56
Margins of error are in the range of:		±2-3	±1-2	±3-4	±2-3	±4-7

Source: *2000 MES* Q55 and Q56
Note. Percentages do not total to 100% because those who selected *don't know* as a response category are retained in the analysis but are not presented in the table.

Command Climate

Several items on the *MES* probed separatees' opinions about their Service's command climate. In Items 54c and 54h, respondents were asked whether they agreed or disagreed with the following statements, respectively, "My Service has established a climate where the truth can be taken up the chain of command without fear of reprisal" and "I believe my Service's core values are clear." Respondents were offered five response options: *agree*, *tend to agree*, *?*, *tend to disagree*, *disagree*. Responses of *agree*, *tend to agree* were collapsed into one category. *Disagree* and *tend to disagree* were also collapsed into one category denoting disagreement.

Overall, 36% (± 1) agreed and 48% (± 1) disagreed that their Service established a climate in which truth could be taken up the chain without fear of reprisal. Junior enlisted (29%, ± 2) were much less likely than senior enlisted (42%, ± 2) or officers (49%, ± 3) to agree. There was also a Service-related difference—Army separatees (31%, ± 2) were less likely than Marine Corps (41%, ± 3), Navy (40%, ± 3), or Air Force separatees (37%, ± 3) to agree. Within each Service, junior enlisted personnel were least likely to agree.

Almost two thirds (61%, ± 1) of separatees indicated that they agreed that their Service's core values were clear; while 21% (± 1) disagreed. Junior enlisted personnel (53%, ± 2) were less likely than senior enlisted (70%, ± 2) or officers (74%, ± 3) to agree, a pattern that held in each Service. Army separatees (53%, ± 2) were less likely than Marine Corps (72%, ± 2), Air Force (69%, ± 3), or Navy (65%, ± 3) separatees to agree. Officers in the Marine Corps (93%, ±5) were more likely than other paygrade categories in other Services (45% ± 3 to 77% ± 3, respectively), to say their Service's core values are clear.

Plans After Active-Duty Service

The *MES* asked separatees for their general plans after separation and for detailed information about certain activities. Separatees then were asked both for their reasons to join or not to join the Reserve components. Separatees were also asked to identify their primary post-separation activities and to describe their plans for employment and education. Several questions asked separatees about their intention to use Montgomery GI Bill (MGIB) benefits.

Primary Activities After Separation

Respondents, when asked to provide information about their primary activities after leaving active duty, were presented with eight activities: "attend school," "work for a civilian company or organization," "work in a civilian government job," "manage or work in family business," "self-employed in your own business or profession," "a homemaker/ housewife/househusband," "go into full-time retirement," "become a full-time active duty member of the National Guard or Reserves" and a "None of the above" category. Respondents were instructed to mark all activities that applied.

Table 10 provides the percentage of separatees in each paygrade category who marked each separation activity. Overall, about two-thirds (67%) of separatees indicated that one of their primary post-separation activities would be working for a civilian organization. Senior enlisted and officers (74% and 73%, respectively) were more likely than junior enlisted (61%) to say this.

Over half (57%) of all separatees indicated that attending school would be one of their primary post-separation activities. The likelihood that a separatee marked attending school as a primary activity decreased as paygrade category increased. Almost one in four (23%) separatees marked that he/she planned to work at some level in civilian government. Overall, few separatees (1% to 8%) indicated that one of their primary activities post-separation included self-employment, joining an active duty National Guard/Reserve program, working in a family business, being a homemaker, or entering full-time retirement.

Table 11 shows the percentage of separatees in each Service indicating their primary post-separation activities. There were two notable Service-related differences. Air Force and Navy separatees (73% and 70%, respectively) were more likely than the Army separatees (62%) to say they planned to work for a civilian organization. Marine Corps separatees (65%) were in the middle. Air Force separatees (44%) were less likely than separatees of the other Services (56% to 61%) to say they planned to attend school.

Table 10. Percentage of Separatees in Each Paygrade Category Indicating Their Primary Activities After Separation.

Primary Activity	Percent of Total	Percent of Paygrade Category		
		E1-E4	E5-E9	Officers
Work for civilian organization	67	61	74	73
Attend school (vocational, college, or university)	57	70	49	20
Work for civilian government (local, state, or federal)	23	22	27	13
Self-employed	8	7	8	10
Full-time Active-duty member National Guard/Reserve	5	6	5	2
Work in family business	4	5	4	2
Homemaker	5	5	4	5
Full-time retirement	1	0	1	1
None of the above	2	3	1	2
Margins of error do not exceed:	±2	±2	±2	±3

Source: 2000 MES Q67

Note. Since respondents are able to give multiple responses, totals can exceed 100%.

Table 11. Percentage of Separatees in Each Service Indicating Their Primary Activities After Separation.

Primary Activity	Percent of Service			
	Army	Navy	Marine Corps	Air Force
Work for civilian organization	62	70	65	73
Attend school	61	56	60	44
Work for civilian government	24	21	24	21
Self employed	7	9	7	8
Full-time Active-duty member National Guard/Reserve	6	6	4	4
Work in family business	4	4	5	3
Homemaker	4	5	3	7
Full-time retirement	1	1	0	0
None of the above	3	2	3	1
Margins of error do not exceed:	±2	±3	±3	±3

Source: 2000 MES Q67

Note. Since respondents are able to give multiple responses, totals can exceed 100%.

Intention to Join a Reserve Component

In addition to being asked about full-time Reserve programs as a primary activity, the *MES* questioned respondents regarding their propensity to join the National Guard/Reserve after separating from active duty, as well as the reasons behind this decision. Questions examined which National Guard/Reserve component separatees were most likely to join and the underlying reasons for joining that particular component.

In Question 45, separatees were asked how likely it was that they would join the National Guard or Reserve after separating. The response options were: *very likely*, *likely*, *neither likely nor unlikely*, *unlikely*, and *very unlikely*. Responses of *very likely* or *likely* were collapsed into one category (likely); *unlikely* and *very unlikely* were collapsed in the same manner (unlikely).

Thirty-six percent (± 2) of all separatees reported they were likely to join the National Guard/Reserve, 15% (± 1) said *neither likely nor unlikely*, and 49% (± 2) said unlikely. There were no paygrade-related differences. Army separatees (42%, ± 2) were more likely to plan to join the National Guard/ Reserve than were separatees from the other Services (34%, ± 3 of the Navy; 24%, ± 2 of the Marine Corps; and 33%, ± 3 of the Air Force).

Respondents who indicated in Question 45 that they were *very likely* or *likely* to join the National Guard/Reserve after separation were also asked if they planned to become a member of a full-time active duty National Guard or Reserve program. Response options were *yes* or *no*. In general, 34% (± 3) of junior enlisted, 38% (± 3) of senior enlisted, and 20% (± 4) of officers who said they planned to join the National Guard/Reserve after separation indicated that they planned to join a full-time active duty National Guard/Reserve program. By Service, 42% (± 5) of Navy, 37% (± 5) of Marine Corps, 32% (± 3) of Army, and 28% (± 5) of Air Force separatees replied *yes* to this question.

More separatees indicated that they were most likely to join the Army National Guard (ARNG) than any other National Guard or Reserve component. This is not surprising since: (1) the Army is the largest Service and proportionally more respondents would be separating from active duty in the Army than would be separating from the other Services and (2) typically, separatees indicated they planned to join the National Guard/Reserve component(s) associated with the Service from which they were separating. Overall, 39% (± 2) of those who planned to join a Reserve component after separation said they planned to join the ARNG, 13% (± 1) planned to join the Army Reserve (USAR), 16%, (± 1) planned to join the Naval Reserve (USNR), 7% (± 1) planned to join the Marine Corps Reserve (USMCR), 8% (± 1) planned to join the Air National Guard (ANG), 9% (± 1) planned to join the Air Force Reserve (USAFR), and less than one percent planned to join the Coast Guard Reserve (USCGR).

Reasons for Joining the National Guard/Reserve

Separatees who indicated that they were likely to join the National Guard/Reserve after separation were asked about their reasons for joining. There were 15 response categories and respondents could mark as many as applied to their situation. The response categories were: **"I** want to join others I know in the National Guard/Reserve," "I want/need the extra income," "to complete my military service obligation," "to continue to serve my country," "to learn new job

skills," "for educational benefits," "for retirement benefits," "for travel/'get away' opportunities," "for the challenge of military training," "for the opportunity to use military equipment," "for the amount of enjoyment from the military job," "just enjoy the National Guard/Reserve," "other (please specify)," and "none of the above."

There were five categories which at least 20% of separatees indicated were reasons for deciding to join the National Guard/Reserve. These five reasons are: "extra income" (41%), "remaining military obligation" (32%), "desire to continue to serve my country" (32%), "educational benefits" (46%), and "retirement benefits" (30%). There were differences between enlisted personnel and officers in how these reasons were ranked, but the only ones that did not apply to both officer and enlisted were "educational benefits" and "amount of enjoyment from the military job."

"Educational benefits" was the reason that garnered the most response from enlisted personnel, with 50% (± 3) of separatees indicating this as a reason to join the National Guard/Reserve. The order of the other reasons for enlisted personnel, overall, is as follows: extra income (42%, ± 3), remaining military obligation (33%, ± 2), desire to continue to serve the United States (28%, ± 2), and retirement benefits (28%, ± 2).

For officers, the order of reasons cited for joining the National Guard/Reserve was: desire to continue to serve the United States (66%, ± 5), retirement benefits (49%, ± 5), extra income (36%, ± 5), amount of enjoyment from the military job" (27%, ± 5), and remaining military obligation (24%, ± 4).

There were a number of Service-related differences. More Army separatees (43%, ± 3) indicated they had remaining military obligations than did separatees from the other Services (Navy 25%, ± 4, Marine Corps 10%, ± 3, Air Force 20%, ± 5). Other reasons for entering the National Guard/Reserve with Service-related differences were:
- the opportunity to travel (Army 11% (± 2), Navy 25% (± 4), Marine Corps 19% (± 4), Air Force 26% (± 5),
- to continue to serve their country (Army 28% (± 3), Navy 28% (± 4), Marine Corps 47% (± 5), Air Force 43% (± 5),
- educational benefits (Army 55% (± 3), Navy 30% (± 5), Marine Corps 33% (± 4), Air Force 42% (± 5), and
- retirement benefits (Army 21% (± 2), Navy 41% (± 4), Marine Corps 30% (± 5), Air Force 45% (± 5).

There were Service-related differences between paygrade categories. Because the reasons indicated by junior enlisted were similar to those indicated by senior enlisted, data for both categories of enlisted personnel were combined. Table 12 provides the top reasons for joining the National Guard/Reserve as indicated by the percentage of enlisted personnel who chose each option. The numbers in parentheses denote the rank order of the top five reasons for each Service.

Table 13 presents the top five reasons officers said they plan to join the National Guard/Reserve as well as the percentage of the separatees who chose each option. There are two

reasons that appear here that do not appear when examining by Service or paygrade category alone: promotion opportunities and the challenge of military training.

Table 12. Top Reasons Enlisted Personnel Plan to Join the National Guard/Reserve.

Reason	Percent of Enlisted Personnel in Each Service			
	Army	Navy	Marine Corps	Air Force
Extra income	41 (3)	46 (1)	45 (1)	40 (3)
Remaining military obligation	43 (2)	25 (5)	12	21
Desire to continue to serve the United States	26 (4)	24	43 (2)	35 (4)
Educational benefits	58 (1)	34 (3)	37 (3)	52 (1)
Retirement benefits	20 (5)	37 (2)	29 (4)	43 (2)
Travel opportunities	11	26 (4)	19 (5)	30 (5)
Margins of error are in the range of:	±2 - 3	±4 - 5	±3 - 5	±5 - 6

Source: *2000 MES* Q46
Note. The numbers in parentheses denote the rank order of the top five reasons for each Service. Since respondents are able to give multiple responses, totals can exceed 100%.

Table 13. Top Reasons Officers Plan to Join the National Guard/Reserve.

Reason	Percent of Officers in Each Service			
	Army	Navy	Marine Corps	Air Force
Extra income	30 (4)	39 (3)	30 (5)	40 (3)
Remaining military obligation	37 (3)	28 (4)	NR	16 (5)
Desire to continue to serve the United States	60 (1)	58 (2)	77 (1)	73 (1)
Promotion opportunities	8	19	10	16 (5)
Retirement benefits	40 (2)	61 (1)	43 (2)	49 (2)
Travel opportunities	12	19	17	10
Challenge of military training	16	9	37 (3)	9
Enjoyment gained from military job	22 (5)	26 (5)	37 (3)	28 (4)
Margins of error are in the range of:	±4 - 6	±6 - 11	±11 - 19	±6 - 10

Source: *2000 MES* Q46
Note. The numbers in parentheses denote the rank order of the top five reasons for each Service. Since respondents are able to give multiple responses, totals can exceed 100%. *NR* – not reported.

Separatees were also asked their reasons for joining the particular National Guard/Reserve component that they chose. Response options were: "I know/have known others in this component," "I don't think I will be able to enter my first choice component," "I've always wanted to be a part of this component," "desirable geographic location of unit," "opportunities to use my Military Occupational Specialty/Rating/Designator/Air Force Specialty Code skills," "opportunities for training," "opportunities for promotion," "opportunities for leadership," "other (please specify)," and "none of the above."

There were three reasons which at least 20% of enlisted personnel marked as a reason to join a particular National Guard/Reserve component: "desirable geographic location of unit" (39%, ± 3), "opportunities for training" (20%, ± 2), and "opportunities to use my Military Occupational Specialty/Rating/Designator/Air Force Specialty Code skills" (20%, ± 2). There were three reasons which 20% or more officers chose as a reason for joining a particular National Guard/Reserve component: "desirable geographic location of unit" (48%, ± 5), "opportunities to use my Military Occupational Specialty/Rating/Designator/Air Force Specialty Code skills" (43%, ± 5), and "I know/have known others in this component" (23%, ± 5).

There were few Service-related differences (see Table 14). Most notably, Navy separatees (23%) were less likely than separatees from other Services (36% of Marine Corps, 43% of the Army, and 53% of the Air Force) to choose "desirable geographic location of unit" as a reason for joining a particular National Guard/Reserve component. The percentage of separatees in each Service choosing each of the reasons to join a particular National Guard/Reserve component is provided in Table 14 below.

To identify whether there were differences in the reasons why separatees chose to join particular Reserve components, Table 15 shows the top reasons separatees marked for joining each component. The numbers in parentheses represent the rank order of the top 5 reasons for joining a particular component. Since a very small percentage (<1%) of separatees indicated they planned to join the USCGR, these percentages are not included in the table. The top reasons for joining a particular Reserve component were relatively consistent across components. For all components except the USNR, more separatees marked that "desirable geographic location of unit" was a reason for joining than marked any other reason. In the USNR, the most frequently marked reason was "Opportunities to use MOS/Rating/Designator/AFSC skills."

Table 14. Percentage of Separatees in Each Service Who Chose Reasons for Joining a Particular National Guard/Reserve Component.

Reason for choosing to join a particular Reserve component	Current Service of Separatee			
	Army	Navy	Marine Corps	Air Force
I know/have known others in this component	14	16	18	19
I don't think I will be able to enter my first choice component	3	2	1	1
I've always wanted to be a part of this component	5	5	7	2
Desirable geographic location of unit	43	23	36	53
Opportunities to use MOS/Rating/Designator/AFSC skills	17	30	22	33
Opportunities for training	19	21	22	18
Opportunities for promotion	17	20	25	17
Opportunities for leadership	15	10	23	12
Other	9	6	12	8
None of the above	13	15	13	10
Margins of error are in the range of:	±2-3	±2-4	±1-5	±1-6

Source: 2000 MES Q49
Note. Since respondents are able to give multiple responses, totals can exceed 100%.

Table 15. Percentage of Separatees Who Chose Reasons for Joining a Particular National Guard/Reserve Component.

Reason for choosing to join a particular Reserve component	Reserve Component Separatee Plans to Join					
	ARNG	USAR	USNR	USMCR	ANG	USAFR
Desirable geographic location of unit	46 (1)	41 (1)	21 (2)	35 (1)	57 (1)	43 (1)
Opportunities for training	18 (2)	23 (2)	19 (4)	25 (4)	18 (4)	19 (3)
Opportunities to use MOS/Rating/Designator/AFSC skills	16 (4)	20 (4)	35 (1)	25 (4)	31 (2)	37 (2)
Opportunities for promotion	17 (3)	21 (3)	20 (3)	27 (3)	15 (5)	17 (5)
Opportunities for leadership	16 (4)	16 (5)	11	28 (2)	10	12
I know/have known others in this component	15 (5)	15 (5)	18 (5)	17	20 (3)	18 (4)
Other	9	10	5	12 (5)	11	9
I've always wanted to be a part of this component	5	3	3	9	5	5
I don't think I will be able to enter my first choice component	2	3	1	1	<1	1
None of the above	12	11	14	12 (5)	6	9
Margins of error are in the range of:	±2-4	±2-5	±1-5	±1-6	±1-7	±2-7

Source: 2000 MES Q48 and 49
Note. Since respondents are able to give multiple responses, totals can exceed 100%.

Reasons for Not Joining the National Guard/Reserve

In Question 50, respondents who were not retiring or otherwise ineligible to enter the National Guard/Reserve were asked to identify reasons why they did not plan to join. There were nine response options and respondents could mark as many as were applicable to their situation. The response options were as follows: "does not apply, I do plan to enter the National Guard/Reserve," "it would interfere with my civilian job," "it would interfere with my family responsibilities," "I applied but was not accepted," "I have no interest in serving in the National Guard/Reserve," "I have already completed my service obligation," "I am not eligible," "too many mobilizations/activations/call-ups," "other (please specify)," and "none of the above."

Of those separatees who indicated in Question 45 that they were *neither likely nor unlikely*, *unlikely*, or *very unlikely* to join the National Guard/Reserve, and who did not select the response option "Does not apply, I do plan to enter the National Guard/Reserve" in Question 50, 50% (± 2) marked "I have no interest in serving in the National Guard/Reserve." The next most frequently mentioned reasons for not joining the National Guard/Reserve were: "it would interfere with my civilian job" (32%, ± 2), "it would interfere with my family responsibilities" (27%, ± 2), "too many mobilizations/activations/call-ups" (21%, ± 2), and "I have already completed my service obligation" (20%, ± 2). Few separatees marked other (12%, ± 2), "none of the above" (3%, ± 1), "I am not eligible" (2%, ± 1), or "I applied but was not accepted" (<1%).

Table 16 provides the reasons for not joining the National Guard/Reserve broken by paygrade category and Service. There were five categories which 20% or more of senior enlisted personnel marked as a reason for not joining the National Guard/Reserve, three of which were also marked by at least 20% of junior enlisted personnel: "I have no interest in serving in the National Guard/Reserve" (47% senior enlisted and 54% junior enlisted), "it would interfere with my civilian job" (34% senior enlisted and 27% junior enlisted), and "it would interfere with my family responsibilities" (27% senior enlisted and 23% junior enlisted). The other two reasons marked by 20% or more of senior enlisted as a reason for not joining the National Guard/Reserve were—"I have already completed my obligation" (30%) and "too many mobilizations/activations/call-ups" (23%). At least 20% of officers chose the following as reasons for not planning to join the National Guard/Reserve: "it would interfere with my civilian job" (61%), "it would interfere with my family responsibilities" (48%), "too many mobilizations/activations/call-ups" (39%), "I have no interest in serving in the National Guard/Reserve" (35%), and "I have already completed my service obligation" (20%).

There were two notable Service-related differences. Marine Corps separatees (56%) were more likely than Air Force (46%) or Army (47%) separatees to mark "I have no interest in serving in the National Guard/Reserve" as a reason for not joining. Fifty-three percent of Navy separatees marked this as a reason for not joining. The second Service-related difference was that Army and Air Force separatees (both 26%) were about twice as likely as Navy and Marine Corps separatees (13% and 10%, respectively) to mark "too many mobilizations/ activations/call-ups" as a reason for not joining the National Guard/Reserve.

Table 16. Reasons for Not Joining the National Guard/Reserve.

Reason for not joining the National Guard/Reserve	Percent of Paygrade Category			Percent of Service			
	E1-E4	E5-59	Officers	Army	Navy	Marine Corps	Air Force
I have no interest in serving in the National Guard/Reserve	54	47	35	47	53	56	46
It would interfere with my civilian job	27	34	61	32	33	29	34
It would interfere with my family responsibilities	23	27	48	27	26	21	31
Too many mobilizations/activations/call-ups	17	23	39	26	13	10	26
I have already completed my service obligation	16	30	20	18	23	22	21
Other	13	11	13	12	12	11	14
None of the above	4	2	1	4	3	3	2
I am not eligible	3	1	1	4	1	<1	3
I applied but was not accepted	1	<1	<1	2	<1	<1	<1
Margins of error are in the range of:	±1-3	±1-3	±1-4	±2-3	±1-3	±1-3	±1-5

Source: *2000 MES* Q45 and 50

Note. Percentages are based upon those who indicated in Q45 that they were *unlikely*, *very unlikely*, or *neither likely nor unlikely* to join the National Guard/Reserve and who did not select the response option "Does not apply, I do plan to enter the National Guard/Reserve" in Question 50. Since respondents are able to give multiple responses, totals can exceed 100%.

Employment Plans

A series of questions asked respondents who planned to work about their employment activities and opportunities. To identify separatees who would be working after leaving the Service, all respondents were asked, "Do you plan to do any civilian work for pay right after leaving active duty?" Respondents who indicated they did not intend to work were skipped out of the subsequent questions on employment.

Eighty-three percent (± 1) indicated they intended to work after separation. Junior enlisted (80%, ± 2) were less likely than senior enlisted and officers (87%, ± 2 and 86%, ± 2, respectively) to say they planned to work after separating. There were no Service-related differences.

Respondents who indicated they planned to work after leaving active duty were asked in Question 73 how many weeks they had spent looking for civilian employment. As shown in Table 17, junior enlisted (20%) were more likely than senior enlisted personnel or officers (10% for both) to indicate that the question was "not applicable, I did not have to look for work." Conversely, junior enlisted (13%) were less likely than senior enlisted and officers (21% and 29%, respectively) to indicate that they had spent 16 or more weeks looking for civilian employment.

Table 17. Number of Weeks Separatees in Each Paygrade Group Spent Looking for Civilian Employment.

Weeks spent looking for civilian employment	% of Total	Percent of Paygrade Category		
		E1-E4	**E5-E9**	**Officers**
N/A, did not have to look for work	16	20	10	10
<1 week	11	13	9	7
1 week-<4 weeks	16	17	17	12
4 weeks-<8 weeks	19	20	19	18
8 weeks-<12 weeks	13	11	15	14
12 weeks-<16 weeks	8	6	9	11
16 weeks or more	18	13	21	29
Margins of error do not exceed:	±1	±2	±2	±3

Source: *2000 MES* Q73
Note. Percent totals may not equal 100% due to rounding.

Separatees were asked in Question 74 to describe their employment situation right after separation/retirement. Respondents were offered the following response options and instructed to mark all that apply: "have already obtained a full-time civilian job," "have already obtained a

part-time civilian job," "looking for a full-time civilian job," "looking for a part-time civilian job, managing or working in a family business," "will be self-employed in own business/profession," " will be an unpaid worker (volunteer)," and "none of the above."

Table 18 presents the percentage of separatees who marked each of the response options in Question 74. Overall, 40% of separatees said they would be looking for a full-time civilian job while 36% said they had already secured such employment. Officers (58%) were more likely than both categories of enlisted personnel (30% of junior enlisted and 38% of senior enlisted personnel) to indicate that they had already obtained a full-time civilian job. There were no Service-related differences among the percentages of separatees marking these two response options. Overall, considerably fewer separatees (1% to 16%) indicated that any of the other employment options described their situation immediately following separation/retirement.

Table 18. Percent of Separatees in Each Paygrade Category and Service Marking Each Post-Separation/Retirement Employment Situation.

Post-Separation/ Retirement Employment Situation	% of Total	Percent Paygrade Category			Percent Service			
		E1-E4	E5-E9	Officers	Army	Navy	Marine Corps	Air Force
Looking for full-time civilian job	40	38	45	32	38	41	39	44
Obtained full-time civilian job	36	30	38	58	36	35	37	39
Looking for part-time civilian job	16	21	12	5	17	17	16	11
Obtained part-time civilian job	7	8	7	3	8	7	8	5
None of the above	6	8	4	2	6	6	5	4
Self-employed	4	3	5	7	4	5	4	5
Managing/working in family business	3	4	3	1	4	3	5	2
Volunteer	1	1	1	1	1	1	1	1
Margins of error do not exceed:	±2	±2	±2	±3	±2	±3	±3	±3

Source: *2000 MES* Q74
Note. Since respondents are able to give multiple responses, totals can exceed 100%.

In Question 75, respondents were asked which of the following described their employment: "federal government," "state government, local government (including public schools)," "self-employed in own business," "private firm with more than 500 employees," "private firm with 100-499 employees," "private firm with less than 100 employees," and "managing or working in a family business."

Table 19 shows the percentage of separatees in each paygrade category and Service who marked each response option. Almost one third (32%) of separatees who said they planned to

work after separation/retirement indicated that they planned to work in a private firm with 500 or more employees. Officers (48%) were more likely than junior enlisted (25%) and senior enlisted

Table 19. Percentage of Separatees in Each Paygrade Category and Service Indicating Their Employment Situation Right After Separation/Retirement.

Post-separation/ retirement employment sector	% of Total	Percent Paygrade Category			Percent Service			
		E1-E4	E5-E9	Officers	Army	Navy	Marine Corps	Air Force
Private firm 500+ employees	32	25	37	48	28	33	28	41
Private firm 100-499 employees	18	16	21	19	14	22	20	20
Private firm <100 employees	16	19	13	11	16	16	19	13
Federal government	11	11	11	8	13	9	9	9
State government	9	12	7	4	11	7	10	7
Local government	7	8	7	3	8	7	8	5
Self-employed	4	4	3	6	4	4	3	3
Family business	4	5	2	1	5	3	5	1
Margins of error do not exceed:	±2	±2	±2	±3	±2	±3	±2	±3

Source: *2000 MES* Q75
Note. Percentage totals may not equal 100% due to rounding.

(37%) to respond in this manner. Similarly, Air Force separatees (41%) were more likely than separatees from the other Services (28% to 33%) to choose this response option.

Table 19 also shows that about one third (34%) said they planned to work in a private firm with fewer than 500 employees. There were few paygrade category or Service differences. A minority of separatees indicated they would work for the federal, state, or local government upon leaving active duty. Four percent said they would be self-employed; another 4% said they would work in a family business.

The preceding questions asked respondents about aspects of their civilian job or their plans for civilian work. The *MES* also asked respondents whether their civilian job will be similar to their Primary Military Occupation Specialty (MOS)/Rating/Designator/Air Force Specialty Code (AFSC) (Question 76) and whether they were interested in civilian work that was similar to their MOS/Rating/Designator/AFSC (Question 78). To indicate the extent to which their civilian job will be similar to their military job, respondents were offered the following six response options: *don't know*, *very large extent*, *large extent*, *moderate extent*, *small extent*, and *not at all*. *Very large extent* and *large extent* were collapsed into one category; *small extent* and *not at all* were also collapsed. Respondents were offered six response options to indicate whether they were interested in working in a civilian job which was similar to their military job: *not applicable*, *do not plan to have a civilian job, very interested, interested, neither interested*

or uninterested, uninterested, and *very uninterested.* Responses of *not applicable* were excluded from analyses. *Very interested* and *interested* responses were collapsed into one category denoting interest; similarly, *very uninterested* and *uninterested* were collapsed into one category denoting lack of interest.

Table 20 contains the responses for these two questions and shows that, overall, 30% of separatees expect their civilian job to be similar to their military job to a very large/large extent. Many (40%), however, expect that their civilian job will be not at all similar or similar to a small extent. There were paygrade-related differences. On the whole, officers (46%) were more likely than junior enlisted (24%) or senior enlisted personnel (35%) to expect that their civilian job will be similar to their military job to a very large/large extent. There was also a Service-related difference; Air Force separatees (41%) were more likely than separatees from other Services (27% to 30%) to say that they expected congruence between their civilian and military jobs.

Table 20. Percentage of Separatees in Each Paygrade Category and Service Indicating Extent of and Interest in Similarity between Civilian and Military Job.

Question	% of Total	% of Total	Percent Paygrade Category			Percent Service			
			E1-E4	E5-E9	Officers	Army	Navy	Marine Corps	Air Force
To what extent will your civilian job be similar to your primary MOS/Rating/ Designator/ AFSC?	Don't know	16	20	12	7	17	17	12	13
	Very/large extent	30	24	35	46	27	30	27	41
	Moderate extent	14	12	17	16	13	16	16	12
	Small extent/ not at all	40	45	36	31	43	37	46	33
How interested are you in working in a civilian job that is similar to your MOS/Rating/ Designator/ AFSC?	Very/ Interested	54	48	61	60	52	54	53	59
	Neither	17	19	15	13	18	18	18	13
	Very/ Uninterested	29	32	25	26	30	28	29	28
Margins of error do not exceed:		±2	±2	±2	±3	±2	±3	±3	±3

Source: *2000 MES* Q76 *and 78*
Note. Percent totals may not equal 100% due to rounding.

Table 20 also shows that over half (54%) of separatees said they were interested in working in a civilian job that was similar to their military job. Senior enlisted personnel and

officers (61% and 60%, respectively) were more likely than junior enlisted personnel (48%) to say they were interested.

Plans for Continuing Education

The *MES* also asked questions about separatees' planned use of Montgomery GI Bill (MGIB) educational benefits (Question 68). Overall, 73% (± 1) of separatees indicated they were eligible for MGIB educational benefits after leaving active duty service. Officers (28%, ± 3) were least likely and junior enlisted (89%, ± 2) were most likely to say they were eligible; and 63% (± 2) of senior enlisted also indicated they were eligible. There were also Service-related differences. Air Force separatees (56%, ± 3) were least likely and the Marine Corps separatees (86%, ± 2) were most likely to say they were eligible; 72% (± 2) of the Navy and 77% (± 2) of the Army said they were eligible. These Service differences are, in part, attributed to the paygrade-related differences also found. Services that are comprised of and from which proportionately more enlisted separate will have higher proportions of separatees saying they are eligible for MGIB benefits.

Respondents who indicated in Question 68 that they were eligible for MGIB benefits were also asked about their plans to use the benefits. In Question 69, respondents were asked whether they planned to use MGIB benefits and were provided with five response options: *definitely yes*, *probably yes*, *unsure*, *probably no*, and *definitely no*. *Definitely yes* and *probably yes* were collapsed into one category denoting planned use of MGIB; *definitely no* and *probably no* were treated similarly. Nine out of ten (92%, ± 1) MGIB eligible separatees said they planned to use MGIB benefits, 5% (± 1) were unsure, and 2% (± 1) said they did not plan to use these benefits. Officers (69%, ± 5) were less likely than junior or senior enlisted personnel (94%, ± 1 and 92%, ± 2, respectively) to say they planned to use MGIB benefits. There were no Service-related differences in the percentages of separatees who planned to use MGIB benefits.

Separatees who said they definitely or probably would use MGIB educational benefits after separation were asked in Question 70 how they planned to use these benefits. Five response options were available: "will enroll in vocational or occupational training," "will begin or complete education for a 2-year college degree (Associate's degree or equivalent)," "will begin or complete education for a 4-year college degree (bachelor's degree or equivalent)," "will begin/complete education for an advanced degree (Master's/PhD/JD/MD, etc.)," and "none of the above." Respondents were instructed to mark all that apply.

Table 21 shows the planned use of MGIB benefits as percentages of MGIB-eligible and likely-to-use separatees in each paygrade category and Service. Among those who definitely/probably plan to use MGIB benefits, almost half (49%) plan to use it to begin or complete a 4-year degree. Not surprisingly, officers (8%) were less likely than either category of enlisted personnel (49% and 54%) to say they planned to use MGIB in this way. Air Force separatees (56%) were more likely than Army and Marine Corps (47% for both) separatees to respond that they planned to use the MGIB to begin or complete a 4-year degree. Over half (51%) of Navy separatees said they planned to use the MGIB for a 4-year degree.

Table 21. Percentage of MGIB-Eligible and Likely to Use Separatees in Each Paygrade Category and Service Indicating How They Plan to Use MGIB Benefits.

Planned use of MGIB benefits	Total	Paygrade category			Service			
		E1-E4	E5-E9	Officers	Army	Navy	Marine Corps	Air Force
4-year degree	49	49	54	8	47	51	47	56
2-year degree	29	32	26	4	30	32	30	22
Vocational/ occupational training	26	27	25	18	28	24	28	17
Advanced degree	16	12	19	71	14	17	14	25
None of the above	2	2	2	7	3	2	2	2
Margins of error are in the range of:	±1-2	±1-2	±1-2	±3-6	±1-3	±1-3	±1-3	±2-4

Source: 2000 MES Q70

Note. Since respondents are able to give multiple responses totals can exceed 100%.

Slightly less than one-third (29%) of separatees said they planned to use MGIB to begin or complete progress on a 2-year degree. Table 21 shows that again, as expected, officers (4%) were less likely than either category of enlisted personnel (26% and 32%) to indicate this use of MGIB benefits. Air Force personnel (22%) were less likely than separatees in the other Services (30% to 32%) to have this planned use of MGIB resources.

Roughly one-quarter of separatees (26%) planned to use MGIB benefits in vocational/ occupational training. Officers (18%) were less likely than both categories of enlisted personnel (junior enlisted 27% and senior enlisted 25%) to say they planned to use MGIB toward vocational/occupational training. Air Force separatees (17%) were less likely than separatees in the other Services (24% to 28%) to indicate this planned use.

Table 21 also shows that officers (71%) were more likely than separatees in other paygrade categories (junior enlisted 12% and senior enlisted 19%) to say they planned to use the MGIB to obtain or complete progress on an advanced degree. Air Force separatees (25%) were more likely than separatees in the other Services (14% to 17%) to say they planned to use MGIB benefits for this type of education.

Finally, MGIB-eligible and likely to use separatees were asked when they planned to use MGIB benefits (in Question 71) and were offered five response options: "in less than 6 months," "in 6 months to less than 2 years," "in 2 years to less than 5 years," "in 5 years or more," and "unsure." Table 22 shows that, overall, 43% planned to use the benefits in less than 6 months, 40% planned to use the benefits within 6 months to 2 years, 9% planned to use it between 2 and 5 years after separation, 1% planned to use it 5 years or more later, and 7% were unsure. Table 22 also shows that both categories of enlisted personnel (46% of junior enlisted personnel and 41% of senior enlisted personnel) were more likely than officers (21%) to say they planned to use MGIB benefits within 6 months. Army separatees (47%) were more likely than Air Force separatees (37%) to respond that they planned to use these benefits within 6 months; 42% of the Navy and Marine Corps also responded in this manner.

Table 22. Percentage of Separatees in Each Paygrade Category and Service Indicating When They Plan to Use MGIB Benefits.

When separatee plans to use MGIB benefits	Total	Paygrade category			Service			
		E1-E4	**E5-E9**	**Officers**	**Army**	**Navy**	**Marine Corps**	**Air Force**
Less than 6 months	43	46	41	21	47	42	42	37
6 months to <2 years	40	39	42	36	37	40	41	45
2 years to <5 years	9	8	9	25	9	9	9	9
5 years or more	1	1	1	4	1	1	1	1
Unsure	7	7	8	13	7	8	7	8
Margins of error are in the range of:	±1-2	±1-2	±1-2	±3-6	±1-3	±1-3	±1-3	±1-4

Source: *2000 MES* Q71

Note: Percent totals may not equal 100% due to rounding.

References

Crawford, A. & Dougherty, J. (1995). *Analysis and redesign of Navy Retention/Separation Questionnaire*. Monterey, CA: Naval Postgraduate School.

Giacalone, R. A. (1997). Motivation for and prevention of honest responding in exit interviews and surveys. *Journal of Psychology, 131,* 438-448.

Giacalone, R. A. (1998). How to make your exit surveys effective. *Business Journal Serving Charlotte and the Metropolitan Area, 12(3)*, 20.

Giacalone, R. A. (2000). *Analysis of the revised Army Career Transitions Survey (ACTS) and comparison with the fall 1996 Sample Survey of Military Personnel (SSMP): Results and recommendations*. Alexandria, VA: US Army Research Institute for the Behavioral and Social Sciences.

Giacalone, R. A., Elig, T. W., Ginexi, E. M., & Bright, A. J. (1995a). The impact of identification and type of separation on measures of satisfaction and missing data in the exit survey process. *Military Psychology, 7,* 235-252.

Giacalone, R. A., Naughton, J. A., Laurence, J. H., & DiFazio, A. S. (1995b). *Revision of the Army Career Transition Survey: Final study report*. Alexandria, VA: Human Resources Research Organization.

Griffith, J. E., Greenlees, J B., Steele, D. M., & Stewart, N. K. (1991). *Development of a prototype of an Army model exit survey*. Alexandria, VA: US Army Research Institute for the Behavioral and Social Sciences.

Hoover, E. C., Randolph, J. S., Riemer, R. A., & Mohamed, S. G. (2002*). 2000 Military Exit Survey: Administration, datasets, and codebook* (Report No. 2002-001). Arlington, VA: Defense Manpower Data Center.

Keene, S.D., Halpin, S. M., & Spiegel, D. K. (1996). *The leader Azimuth check: A leader self development tool*. Alexandria, VA: US Army Research Institute for the Behavioral and Social Sciences.

Knouse, S. B. & Giacalone, R. A. (1996). Willingness to discuss exit interview topics: The impact of attitudes toward supervisor and authority. *Journal of Psychology, 130,* 249-261.

Mathieu, J. E., Klimoski, R. J., Rouse, C. E., & Marsh, W. M. (1997). *Evaluation of ARI leader assessment measures*. (Research Note 98-06). Alexandria, VA: US Army Research Institute for the Behavioral and Social Sciences. (DTIC/NTIS No. AD A346 233).

Riemer, R. A., Hoover, E. C., Randolph, J. S., & Elig, T. W. (2001). *2000 Military Exit Survey: Statistical methodology report* (Report No. 2001-002). Arlington, VA: Defense Manpower Data Center.

Stewart, S.R., Kilcullen, R., & Hopkins, J. E. (1994). *Strategic leader development inventory (SLDI)*. Alexandria, VA: US Army Research Institute for the Behavioral and Social Sciences.

Appendix A

2000 Military Exit Survey

2000 Military Exit Survey

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, DC 20301-4000

FORCE MANAGEMENT
     POLICY

3 March 2000

**MEMORANDUM FOR ALL SERVICE PERSONNEL SEPARATING
                 BETWEEN 1 APRIL 00 AND 30 SEPTEMBER 00**

SUBJECT: Exit Survey

    The highest level of service a Nation may ask of any citizen is duty with its Armed Forces. The very nature of military service requires you place individual freedoms second, in order to support and defend your fellow citizens. There is no greater test of character or citizenship. At times this service may have seemed thankless, but rest assured a grateful nation recognizes your selfless contribution.

    As you prepare to separate from active duty, we ask that you take the time to complete the attached survey. We are interested in your responses concerning your decision to leave active duty, your experiences while on active duty, and plans for civilian life. Your answers will enable the Department of Defense and Congress to better understand the factors that influenced your decision to leave and provide the background to initiate changes that would enhance job satisfaction and quality of life within the Armed Forces.

    Please complete the survey and seal it in the envelope provided. Then return it as part of out-processing activities, or place it in any post office box. We would ask that you return the survey as soon as possible, but no later than 30 September 2000. If you have questions about the survey, please call 1-800-994-0040 or send e-mail to mes@datarecognitioncorp.com.

    Your responses are important as we continually work to enhance the conditions of military service. Thank you for your participation. Best wishes as you depart the Armed Forces and join the alumni of military veterans whose patriotic service and sacrifices have shaped our Nation.

**P. A. TRACEY
Vice Admiral, USN
Deputy Assistant Secretary
(Military Personnel Policy)**

2

DMDC Survey No. 00-0006

DEFENSE MANPOWER DATA CENTER
ATTN: SURVEY PROCESSING CENTER
DATA RECOGNITION CORPORATION
5900 BAKER ROAD
MINNETONKA, MINNESOTA 55345-9679

PRIVACY NOTICE

INSTRUCTIONS

- **This is not a test, so take your time.**
- **Select answers you believe are most appropriate.**
- **Use a blue or black pen.**
- **Please PRINT where applicable.**
- **Place an "X" in the appropriate box or boxes.**

RIGHT	WRONG
☒	☑ ⊘

- **To change an answer, completely black out the wrong answer and put an "X" in the correct box as shown below.**

CORRECT ANSWER	INCORRECT ANSWER
☒	■

- **Do not make any marks outside of the response and write-in boxes.**

BACKGROUND INFORMATION

1. From which Service are you separating?

- ☒ Army
- ☒ Navy
- ☒ Marine Corps
- ☒ Air Force
- ☒ Coast Guard

2. What is your current paygrade?

☒ E-1	☒ W-1	☒ O-1/O1E
☒ E-2	☒ W-2	☒ O-2/O2E
☒ E-3	☒ W-3	☒ O-3/O3E
☒ E-4	☒ W-4	☒ O-4
☒ E-5	☒ W-5	☒ O-5
☒ E-6		☒ O-6
☒ E-7		☒ O-7 or above
☒ E-8		
☒ E-9		

3. Are you a member of a full-time active duty National Guard/Reserve program (i.e., a member of the Active Guard/Reserve, Training and Administration of the Reserve, or Active Reserve)?

- ☒ No
- ☒ Yes

4. What is your source of commission?

- ☒ Does not apply; I am not an officer
- ☒ OCS/PLC
- ☒ ROTC/NROTC
- ☒ Service Academy
- ☒ Direct Appointment
- ☒ Appointed (Warrant Officer only)
- ☒ Enlisted to Officer Commissioning Program (not Warrant Officer)
- ☒ Other

5. What is your current separation situation? *Please read the entire list, then mark one.*

- ☒ Voluntary separation at end of enlistment
- ☒ Retirement
- ☒ Voluntary separation before end of enlistment
- ☒ Voluntary separation before retirement <u>with</u> remaining obligation (officers)
- ☒ Voluntary separation before retirement <u>without</u> remaining obligation (officers)
- ☒ Involuntary separation
- ☒ Other

6. Are you eligible for reenlistment?

- ☒ Does not apply; I am an officer
- ☒ Yes
- ☒ No
- ☒ Unsure

7. Which of the following describes your separation from active duty?

☒ Honorable ☒ Other

8. What is the actual date of your separation/retirement?

Y	Y	Y	Y	M	M	D	D

9. What is the highest degree or level of school that you <u>currently</u> have completed? *Mark the one answer that describes the highest grade or degree you have completed.*

☒ 11th grade or less
☒ 12 years of school, no diploma
☒ High school graduate – high school diploma or the equivalent (e.g., GED)
☒ Some college credit, but less than 1 year
☒ 1 or more years of college, but no degree
☒ Associate degree (e.g., AA, AS)
☒ Bachelor's degree (e.g., BA, AB, BS)
☒ Master's, doctoral degree, or professional school degree (e.g., MA/MS/PhD/MD/JD/DVM)

10. What is the highest degree or level of school that you <u>will</u> complete? *Mark the one answer that describes the highest grade or degree that you expect to complete as a civilian.*

☒ 11th grade or less
☒ 12 years of school, no diploma
☒ High school graduate – high school diploma or the equivalent (e.g., GED)
☒ Some college credit, but less than 1 year
☒ 1 or more years of college, but no degree
☒ Associate degree (e.g., AA, AS)
☒ Bachelor's degree (e.g., BA, AB, BS)
☒ Master's, doctoral degree, or professional school degree (e.g., MA/MS/PhD/MD/JD/DVM)

11. Are you . . . ?

☒ Male ☒ Female

12. Are you Spanish/Hispanic/Latino? *Mark "No" if not Spanish/Hispanic/Latino.*

☒ No, not Spanish/Hispanic/Latino
☒ Yes, Mexican, Mexican American, Chicano
☒ Yes, Puerto Rican
☒ Yes, Cuban
☒ Yes, other Spanish/Hispanic/Latino

13. What is your race? *Mark one or more races to indicate what you consider yourself to be.*

☒ White
☒ Black or African-American
☒ American Indian or Alaska Native
☒ Asian (e.g., Asian Indian, Chinese, Filipino, Japanese, Korean, Vietnamese)
☒ Native Hawaiian or other Pacific Islander (e.g., Samoan, Guamanian, or Chamorro)

14. Where did you live at your permanent duty station?

◆

☒ Aboard ship
☒ Barracks/dorm (including BEQ or BOQ)
☒ Geographic bachelor's barracks
☒ Military family housing, <u>on base</u>
☒ Military family housing, <u>off base</u>
☒ Civilian housing that you own or pay mortgage on
☒ Military or civilian housing that you rent, <u>off base</u>
☒ Other

15. Do you have any children aged 10 and older with whom you talk about post-high school options such as jobs and education?

☒ Yes
☒ No **Go to Question 18**

16. When you talk with your children about their future, do you encourage them to consider the military?

☒ No
☒ Yes

17. When you talk with your children about their future, how positive or negative are you about the following?

	Very positive	Positive	Neither positive nor negative	Negative	Very negative
a. The military, in general	☒	☒	☒	☒	☒
b. Career opportunities in the military	☒	☒	☒	☒	☒
c. Serving in the military, but not as a career	☒	☒	☒	☒	☒
d. Part-time (National Guard/Reserve) opportunities in the military	☒	☒	☒	☒	☒
e. Career opportunities as a civilian federal government employee	☒	☒	☒	☒	☒
f. Career opportunities in the civilian sector	☒	☒	☒	☒	☒
g. Seeking a college education	☒	☒	☒	☒	☒

18. What is your current marital status?

☒ Married
☒ Separated
☒ Divorced
☒ Widowed
☒ Never married

◆ **19. During your off-duty time, did you hold a second job or work at your own business?**

- ☒ Yes
- ☒ No   **Go to Question 21**

20. On average, how many hours a week did you spend working at a civilian job or working at your own business during your off-duty hours? *For example, if you worked 9 hours, enter "09" in the boxes.*

HOURS PER WEEK

21. Which of the following best describes the financial condition of you (and your spouse)?

- ☒ Very comfortable and secure
- ☒ Able to make ends meet without much difficulty
- ☒ Occasionally have some difficulty making ends meet
- ☒ Tough to make ends meet but keeping your head above water
- ☒ In over your head

22. During the past 12 months, did you (and your spouse) receive any income or financial support from the following sources? *Mark all that apply.*

- ☒ A second job
- ☒ Alimony
- ☒ Child support
- ☒ Supplemental Security Income (SSI)
- ☒ Unemployment or Worker's compensation
- ☒ State-funded childcare assistance
- ☒ Women, Infants, and Children (WIC)
- ☒ Food Stamp Program
- ☒ Head Start Program
- ☒ Aid to Families with Dependent Children (AFDC)
- ☒ Medicaid
- ☒ None of the above

ASSIGNMENT INFORMATION

23. How many total years of active duty service do you have? *For example, if you are leaving after completing 6 years of service, enter "06" in the boxes. To indicate less than 1 year, enter "00."*

YEARS

24. During the past 12 months, how many hours per week did you usually work at your military job?

- ☒ 40 hours or less
- ☒ 41-50 hours
- ☒ 51-60 hours
- ☒ 61-70 hours
- ☒ 71-80 hours
- ☒ 81 hours or more

25. During your last full workweek, how many hours did you work at your military job?

- ☒ 40 hours or less
- ☒ 41-50 hours
- ☒ 51-60 hours
- ☒ 61-70 hours
- ☒ 71-80 hours
- ☒ 81 hours or more

26. When you have had to work more hours than usual at your military job during the past 12 months, what were the primary reasons? *Mark all that apply.*

- ☒ Not applicable
- ☒ Mission critical requirements
- ☒ Mission preparation/training/maintenance
- ☒ Tasked with additional duties (e.g., special projects)
- ☒ Unit was getting ready for deployment
- ☒ Manning not sufficient for workload (i.e., not enough authorizations/billets)
- ☒ Unit was under-manned (i.e., authorizations/billets not filled)
- ☒ Part of unit was deployed
- ☒ Demanding supervisor
- ☒ Problems involving subordinates
- ☒ High workload
- ☒ Poor planning or lack of planning
- ☒ Others were not carrying their workload
- ☒ Inspections and inspection preparation
- ☒ Equipment failure and repairs
- ☒ None of the above

27. How many days over the past 12 months have you been detailed/assigned for work outside the scope of your primary duties (e.g., "augmentee" assignments, maintenance tasks unrelated to your primary duty, ceremonies, installation support, etc.)?

- ☒ None
- ☒ 1-10 days
- ☒ 11-20 days
- ☒ 21-30 days
- ☒ 31-40 days
- ☒ 41-50 days
- ☒ 51-60 days
- ☒ More than 60 days

In this survey, "permanent duty station" is considered your permanent post, base, port, or other duty location, such as a recruiting station.

28. Where was your permanent duty station located?

☒ In one of the 50 states, D.C., Puerto Rico, a U.S. Territory or Possession
(Please print the two-letter postal abbreviation - for example, "AK" for Alaska in the boxes.)

If you do not know the two letter code print the full name here.

Please print

☒ South, Central, or North America (outside U.S.)
☒ Europe
☒ Middle East
☒ Australia/New Zealand
☒ Asia or Other Pacific Islands
☒ Africa
☒ Antarctica

29. During your active duty career, how many permanent changes of station (PCSs) have you made? *Include PCS for a remote or unaccompanied tour.*

		NUMBER of PCSs

In this survey, the definition of "military duties" includes deployments, TADs/TDYs, training, military education, time at sea, and field exercises/alerts.

30. In the past 12 months, have you been away from your permanent duty station overnight because of your military duties?

☒ Yes
☒ No   **Go to Question 34**

31. In the past 12 months, how many separate times were you away from your permanent duty station for at least one night because of your military duties?

☒ 1-2 times
☒ 3-4 times
☒ 5-6 times
☒ 7-8 times
☒ 9-10 times
☒ 11-12 times
☒ 13 times or more

32. During the past 12 months, how long were you away from your permanent duty station for the following military duties? *Add up all nights away from your permanent duty station; assign each night to only one type of military duty.* ◆

	None	Less than 1 month	1 month to less than 3 months	3 months to less than 5 months	5 months to less than 7 months	7 months to less than 10 months	10 months to 12 months
a. Peacekeeping or other contingency operation	☒	☒	☒	☒	☒	☒	☒
b. Foreign humanitarian assistance mission	☒	☒	☒	☒	☒	☒	
c. Unit training at combat training centers	☒	☒	☒	☒	☒	☒	☒
d. Counter drug operation	☒	☒	☒	☒	☒	☒	☒
e. Domestic disaster or civil emergency	☒	☒	☒	☒	☒	☒	
f. Time at sea for scheduled deployments (other than for the above)	☒	☒	☒	☒	☒	☒	
g. Other time at sea (other than for the above)	☒	☒	☒	☒	☒	☒	☒
h. Joint training/field exercises/ alerts (other than for the above)	☒	☒	☒	☒	☒	☒	☒
i. Military education (other than for the above)	☒	☒	☒	☒	☒	☒	
j. Other TADs/TDYs	☒	☒	☒	☒	☒	☒	☒

33. In the past 12 months, what was the total length of time you were away from your permanent duty station because of your military duties? *Add up all nights away from your permanent duty station.*

☒ Less than 1 month
☒ 1 month to less than 3 months
☒ 3 months to less than 5 months
☒ 5 months to less than 7 months
☒ 7 months to less than 10 months
☒ 10 months to 12 months

34. Suppose you were to be in the military for the next 12 months. What is the total length of time that you would expect to be away from your permanent duty station because of your military duties?

☒ I would not expect to be away from my permanent duty station in the next 12 months
☒ Less than 1 month
☒ 1 month to less than 3 months
☒ 3 months to less than 5 months
☒ 5 months to less than 7 months
☒ 7 months to less than 10 months
☒ 10 months to 12 months

CAREER INFORMATION

35. What were your career intentions when you <u>first</u> entered active duty?

- ☒ I intended to stay on active duty until I was eligible for retirement
- ☒ I intended to complete my term/obligation and then leave active duty
- ☒ I was not sure if I would stay on active duty or leave after my term/obligation

36. Think back to when you first entered active duty. Which of the following best describe the <u>primary reasons</u> why you joined? *Mark all that apply.*

- ☒ A. Trouble in college or break from school
- ☒ B. Get away from family, personal situation, or home town
- ☒ C. Time to figure out what you wanted to do
- ☒ D. Test yourself physically or mentally
- ☒ E. Challenging or interesting work
- ☒ F. Always wanted to be in the military
- ☒ G. Military tradition in your family
- ☒ H. Parents' encouragement
- ☒ I. Desire to serve your country
- ☒ J. Image portrayed by military personnel
- ☒ K. Few or no civilian job opportunities
- ☒ L. Pay and allowance(s)
- ☒ M. Retirement pay and benefits
- ☒ N. Security and stability of the job
- ☒ O. Opportunity to work in a specific occupation
- ☒ P. Training in skills useful for civilian employment
- ☒ Q. Family benefits
- ☒ R. Travel and new experiences
- ☒ S. Money for college, college repayment, education benefits and opportunities
- ☒ T. Personal growth and maturity
- ☒ U. Other/None of the above

37. Of all your reasons listed in Question 36, which is the <u>most</u> important reason why you joined?

A	B	C	D	E	F	G	H
I	J	K	L	M	N	O	P
Q	R	S	T	U			

38. . . . and which is the <u>next most</u> important reason why you joined?

A	B	C	D	E	F	G	H
I	J	K	L	M	N	O	P
Q	R	S	T	U	None		

39. In which term of service are/were you? *Do not count extensions as separate terms of enlistment.*

- ☒ On indefinite status without an obligation
- ☒ Officer serving an initial or other obligation
- ☒ 1st enlistment
- ☒ 2nd or later enlistment

40. Since you've been in your current grade, have you been tested for a promotion but not selected?

- ☒ Does not apply; I am an officer
- ☒ No
- ☒ Yes, once
- ☒ Yes, twice or more

41. Since you've been in your current grade, have you been passed over for promotion?

- ☒ Does not apply; I am enlisted
- ☒ No
- ☒ Yes, once
- ☒ Yes, twice or more

42. How likely is it that you <u>would be allowed</u> to stay on active duty service at the end of your current term or service obligation?

- ☒ Very likely
- ☒ Likely
- ☒ Neither likely nor unlikely
- ☒ Unlikely
- ☒ Very unlikely

43. If you were to stay on active duty, when would you expect to be <u>selected</u> for your next promotion to a higher grade?

- ☒ Less than 3 months
- ☒ 3 months to less than 7 months
- ☒ 7 months to less than 1 year
- ☒ 1 year to less than 2 years
- ☒ 2 years or more
- ☒ Does not apply, I would not expect a promotion
- ☒ Does not apply, I would have no opportunities for promotion

44. If you were to stay on active duty, when would you expect to <u>actually receive</u> your next promotion to a higher grade?

- ☒ Less than 3 months
- ☒ 3 months to less than 7 months
- ☒ 7 months to less than 1 year
- ☒ 1 year to less than 2 years
- ☒ 2 years or more
- ☒ Does not apply, I would not expect a promotion
- ☒ Does not apply, I would have no opportunities for promotion

45. How likely is it that you will join the National Guard or Reserve after separation (or continue if you are a Reservist in a full-time active duty program)?

- ☒ Very likely
- ☒ Likely
- ☒ Neither likely nor unlikely **Go to Question 50**
- ☒ Unlikely **Go to Question 50**
- ☒ Very unlikely **Go to Question 50**
- ☒ Does not apply, retiring or otherwise ineligible **Go to Question 51**

46. Why do you plan to enter the National Guard/ Reserve upon leaving active duty? *Mark all that apply.*

- ☒ I want to join others I know in the National Guard/ Reserve
- ☒ I want/need the extra income
- ☒ To complete my military service obligation
- ☒ To continue to serve my country
- ☒ To learn new job skills
- ☒ For educational benefits
- ☒ For promotion opportunities
- ☒ For retirement benefits
- ☒ For travel/"get away" opportunities
- ☒ For the challenge of military training
- ☒ For the opportunity to use military equipment
- ☒ For the amount of enjoyment from the military job
- ☒ Just enjoy the National Guard/Reserve
- ☒ Other *Please specify*

Please print

- ☒ None of the above

47. Do you plan to become a member of a full-time active duty National Guard or Reserve program?

- ☒ No
- ☒ Yes

48. Which National Guard/Reserve component do you plan to join?

- ☒ Army National Guard (ARNG)
- ☒ Army Reserve (USAR)
- ☒ Naval Reserve (USNR)
- ☒ Marine Corps Reserve (USMCR)
- ☒ Air National Guard (ANG)
- ☒ Air Force Reserve (USAFR)
- ☒ Coast Guard Reserve (USCGR)
- ☒ Don't know/Not sure

49. Why did you choose to enter this <u>particular</u> National Guard/Reserve component? *If you do not know which component you will join, please indicate your major considerations in deciding. Mark all that apply.*

- ☒ I know/have known others in this component
- ☒ I don't think I will be able to enter my first choice component
- ☒ I've always wanted to be a part of this component
- ☒ Desirable geographic location of unit
- ☒ Opportunities to use my Military Occupational Specialty/Rating/Designator/Air Force Specialty Code skills
- ☒ Opportunities for training
- ☒ Opportunities for promotion
- ☒ Opportunities for leadership
- ☒ Other *Please specify*

Please print

- ☒ None of the above

50. Please indicate which of the following are reasons why you do <u>not</u> plan to join the National Guard or Reserve? *Mark all that apply.*

- ☒ Does not apply, I do plan to enter the National Guard/Reserve
- ☒ It would interfere with my civilian job
- ☒ It would interfere with my family responsibilities
- ☒ I applied but was not accepted
- ☒ I have no interest in serving in the National Guard/Reserve
- ☒ I have already completed my service obligation
- ☒ I am not eligible
- ☒ Too many mobilizations/activations/call-ups
- ☒ Other *Please specify*

Please print

- ☒ None of the above

51. How satisfied were you with each of the following while on active duty?

Scale: Very satisfied | Satisfied | Neither satisfied nor dissatisfied | Dissatisfied | Very dissatisfied | Does not apply

A. Basic pay
B. Special and incentive pay
C. Reenlistment bonus or continuation pay program
D. Housing allowance
E. SEPRATS/COMRATS, subsistence allowance
F. Military housing
G. Medical care for you
H. Dental care for you
I. Retirement pay you would get
J. Cost of living adjustments (COLA) to retirement pay
K. Other retirement benefits such as medical care and use of base services
L. Pace of your promotions
M. Chances for future advancement
N. Training and professional development
O. Type of assignments received
P. Deployments
Q. Other military duties that take you away from permanent duty station
R. Availability of equipment, parts, and resources
S. Level of manning in your unit
T. Your unit's morale
U. Your personal workload
V. Amount of personal/ family time you have
W. Off-duty educational opportunities
X. Quality of leadership
Y. Military values, lifestyle, and tradition
Z. Amount of enjoyment from your job
AA. Frequency of PCS moves
BB. Job security
CC. Location or station of choice, homeporting

51. Continued

Scale: Very satisfied | Satisfied | Neither satisfied nor dissatisfied | Dissatisfied | Very dissatisfied | Does not apply

DD. Co-location with your military spouse
EE. Medical care for your family
FF. Dental care for your family
GG. Youth activities on base
HH. Schools for your children
II. Spouse employment and career opportunities
JJ. Military family support programs
KK. Acceptable and affordable child care
LL. Friendships developed while in the military
MM. Quality of equipment, parts, and resources

52. Which is the most important factor that we could have improved that would have made you stay?

A B C D E F G H
I J K L M N O P
Q R S T U V W X
Y Z AA BB CC DD EE FF
GG HH II JJ KK LL MM None

53. . . . and what else would we have to improve so that you would stay? *Mark all that apply.*

A B C D E F G H
I J K L M N O P
Q R S T U V W X
Y Z AA BB CC DD EE FF
GG HH II JJ KK LL MM None

LEADERSHIP/COMMAND CLIMATE

54. Please indicate whether you agree or disagree with the following statements.

	Agree	Tend to agree	?	Tend to disagree	Disagree
a. My chain of command keeps me informed about important issues . . .	☒	☒	☒	☒	☒
b. If I make a request through channels in my unit, I know somebody will listen	☒	☒	☒	☒	☒
c. My Service has established a climate where the truth can be taken up the chain of command without fear of reprisal	☒	☒	☒	☒	☒
d. I find it very difficult to balance my work and my personal responsibilities	☒	☒	☒	☒	☒
e. Priorities or work objectives are changed so frequently, I have trouble getting my work done	☒	☒	☒	☒	☒
f. My supervisor encourages people to learn from mistakes	☒	☒	☒	☒	☒
g. My supervisor has sufficient authority	☒	☒	☒	☒	☒
h. I believe my Service's core values are clear	☒	☒	☒	☒	☒
i. Leadership generally understands the problems we face on our jobs . .	☒	☒	☒	☒	☒

55. What was the paygrade of your immediate supervisor?

☒ E-4 or below   ☒ W-1   ☒ O-1/O1E
☒ E-5   ☒ W-2   ☒ O-2/O2E
☒ E-6   ☒ W-3   ☒ O-3/O3E
☒ E-7   ☒ W-4   ☒ O-4
☒ E-8   ☒ W-5   ☒ O-5
☒ E-9   ☒ O-6
                   ☒ O-7 or above
☒ Civilian GS-1 to GS-6 (or equivalent)
☒ Civilian GS-7 to GS-11 (or equivalent)
☒ Civilian GS-12 or above (or equivalent)

56. How much do you agree or disagree with each of the following statements about your immediate supervisor? *The term "work group" refers to the people with whom you work on a day-to-day basis.* ♦

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
a. **Handling the technical-skills parts of the job** (fully understands the capabilities and limitations of equipment in the work group; demonstrates knowledge of tactical skills).	☒	☒	☒	☒	☒	☒
b. **Handling the people-skills parts of the job** (demonstrates effective interpersonal skills, listens attentively, demonstrates concern for individuals).	☒	☒	☒	☒	☒	☒
c. **Handling the conceptual-skills parts of the job** (thinks through decisions, recognizes and balances competing requirements, uses analytical techniques to solve problems). . .	☒	☒	☒	☒	☒	☒
d. **Communicating** (provides clear direction, explains ideas so that they are easily understood, listens well, keeps others informed, and writes well).	☒	☒	☒	☒	☒	☒
e. **Decision Making** (makes sound decisions in a timely manner, includes all relevant information in decisions, and can generate innovative solutions to unique problems). . . .	☒	☒	☒	☒	☒	☒
f. **Motivating** (creates a supportive work environment, inspires people to do their best, acknowledges the good performance of others, and disciplines in a firm, fair, and consistent manner).	☒	☒	☒	☒	☒	☒
g. **Developing** (encourages the professional growth of subordinates, is an effective teacher, uses counseling to provide feedback, provides the opportunity to learn, and delegates authority).	☒	☒	☒	☒	☒	☒

	Don't know	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
h. **Building** (builds cohesive teams, gains the cooperation of all teammembers, encourages and participates in organizational and work group activities, focuses the work group on mission accomplishment).	☒	☒	☒	☒	☒	☒
i. **Learning** (encourages open discussion that improves the organization, willingly accepts new challenges, helps the work group adapt to changing circumstances, recognizes personal limitations).	☒	☒	☒	☒	☒	☒
j. **Planning and Organizing** (develops effective plans to achieve organizational goals, anticipates how different plans will look when executed, sets clear priorities, willingly modifies plans when circumstances change)	☒	☒	☒	☒	☒	☒
k. **Executing** (completes assigned missions to standard, monitors the execution of plans to identify problems, is capable of refining plans to exploit unforeseen opportunities).	☒	☒	☒	☒	☒	☒
l. **Assessing** (accurately assesses the work group's strengths and weaknesses, conducts effective in progress reviews and after action reviews, takes time to find out what subordinate units are doing).	☒	☒	☒	☒	☒	☒

MILITARY LIFE

57. In general, has your <u>life</u> been better or worse than you expected when you first entered the military?

☒ Much better
☒ Somewhat better
☒ About what you expected
☒ Somewhat worse
☒ Much worse
☒ Don't remember

58. In general, has your <u>work</u> been better or worse than you expected when you first entered the military?

☒ Much better
☒ Somewhat better
☒ About what you expected
☒ Somewhat worse
☒ Much worse
☒ Don't remember

59. If someone asked your advice about joining the military, what would you recommend?

☒ I would recommend they join any Service
☒ I would recommend they join my Service
☒ I would recommend they join the military, but not my Service
☒ I would <u>not</u> recommend joining any Service

60. How much do you agree or disagree with the following statements?

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a. During the past 12 months, the missions I was involved with were important to the national interest	☒	☒	☒	☒	☒
b. During the past 12 months, most or all of the military duties I performed improved or maintained unit or individual readiness	☒	☒	☒	☒	☒
c. I would find it rewarding to deploy on a peacekeeping/peacemaking operation (e.g., Bosnia)	☒	☒	☒	☒	☒
d. I would find it rewarding to deploy on an overseas humanitarian relief effort (e.g., foreign disaster relief such as Nicaragua)	☒	☒	☒	☒	☒
e. Very little of my experience and training can be directly transferred to a civilian job	☒	☒	☒	☒	☒
f. It will be easy for me to get a good civilian job now as I leave the military	☒	☒	☒	☒	☒
g. I have a pretty good idea of the kinds of jobs I could get as a civilian.	☒	☒	☒	☒	☒
h. I have a pretty good idea of what pay I could get as a civilian	☒	☒	☒	☒	☒
i. The benefits available to military personnel and their families have eroded over the past few years	☒	☒	☒	☒	☒
j. Continuing a military career would have allowed me to attain the standard of living I want for myself/my family	☒	☒	☒	☒	☒
k. I have been taught valuable skills in the military that I can use later in civilian jobs	☒	☒	☒	☒	☒

61. If you could do it over again, would you have stayed in the military for more than your first enlistment or initial obligation?

- ☒ Definitely yes
- ☒ Probably yes
- ☒ Unsure
- ☒ Probably no
- ☒ Definitely no

62. How would your opportunities in the military compare to opportunities you will have in the civilian world?

	Don't know	Much better in the military	Somewhat better in the military	No difference	Somewhat better as a civilian	Much better as a civilian
a. Promotion opportunities	☒	☒	☒	☒	☒	☒
b. Amount of personal/family time	☒	☒	☒	☒	☒	☒
c. Hours worked per week	☒	☒	☒	☒	☒	☒
d. Vacation time	☒	☒	☒	☒	☒	
e. Education and training opportunities	☒	☒	☒	☒	☒	
f. Total compensation (pay, bonuses, allowances)	☒	☒	☒	☒	☒	
g. Health care benefits	☒	☒	☒	☒	☒	
h. Retirement benefits	☒	☒	☒	☒	☒	
i. Sense of accomplishment/pride	☒	☒	☒	☒	☒	
j. General quality of life	☒	☒	☒	☒	☒	
k. Workload/amount of work	☒	☒	☒	☒	☒	
l. Job security	☒	☒	☒	☒	☒	
m. Opportunity for travel	☒	☒	☒	☒	☒	
n. Freedom from discrimination	☒	☒	☒	☒	☒	
o. Fair performance evaluations	☒	☒	☒	☒	☒	
p. Freedom from harassment	☒	☒	☒	☒	☒	
q. Racial/ethnic relations overall	☒	☒	☒	☒	☒	
r. Gender relations overall	☒	☒	☒	☒	☒	

63. How much do you agree or disagree with the following statements? ◆

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a. Most of my friends belong to the military community	☒	☒	☒	☒	☒
b. The military community is there for me when I need it	☒	☒	☒	☒	☒
c. I have a lot in common with the civilian community	☒	☒	☒	☒	☒
d. Members of the military community sometimes turn to me for help or support	☒	☒	☒	☒	☒
e. Living on base helps active duty members and their families make ends meet	☒	☒	☒	☒	
f. There is not much to be gained for me by sticking with a military career	☒	☒	☒	☒	☒
g. I am proud to be a member of my Service	☒	☒	☒	☒	
h. I find that my values and the values of my Service are very similar	☒	☒	☒	☒	☒
i. Being a member of my Service inspires me to do the best job I can	☒	☒	☒	☒	
j. My Service's evaluation/selection system is effective in promoting its best members	☒	☒	☒	☒	
k. If I stayed in the Service, I would be promoted as high as my ability and effort would warrant	☒	☒	☒	☒	
l. The NCOs/Petty Officers in my unit were a good source of support for enlisted personnel	☒	☒	☒	☒	
m. Leaders in the unit treated members with respect	☒	☒	☒	☒	☒

64. Now, taking all things together, how satisfied are you with the military way of life?

- ☒ Very satisfied
- ☒ Satisfied
- ☒ Neither satisfied nor dissatisfied
- ☒ Dissatisfied
- ☒ Very dissatisfied

65. During the past 6 months, what have you done to prepare for leaving the military? *Mark all that apply.*

- ☒ Wondered what life might be like as a civilian
- ☒ Discussed leaving and/or civilian opportunities with family members or friends
- ☒ Talked about leaving with my immediate supervisor
- ☒ Gathered information on education programs or colleges
- ☒ Gathered information about civilian job options (e.g., read newspaper ads, attended a job fair)
- ☒ Attended a program that helps people prepare for civilian employment
- ☒ Prepared a resume
- ☒ Applied for a job
- ☒ Interviewed for a job
- ☒ Other   *Please specify*

Please print

- ☒ None of the above

66. How long before your separation/retirement did you actually make your decision to leave?

- ☒ Does not apply
- ☒ Less than 6 months
- ☒ 6 months to less than 12 months
- ☒ 12 months to less than 18 months
- ☒ 18 months to less than 24 months
- ☒ 24 or more months

67. What will your primary activities be after you leave active duty? *Mark all that apply.*

- ☒ Attend school (vocational, college, or university)
- ☒ Work for civilian company or organization
- ☒ Work in a civilian government job (local, state, or federal)
- ☒ Manage or work in family business
- ☒ Self-employed in your own business or profession
- ☒ A homemaker/housewife/househusband
- ☒ Go into full-time retirement
- ☒ Become a full-time active duty member of the National Guard or Reserves
- ☒ None of the above

68. Are you eligible for Montgomery GI Bill (MGIB) educational benefits after leaving active duty service?

- ☒ Yes
- ☒ No   **Go to Question 72**

69. Do you plan to use MGIB educational benefits?

- ☒ Definitely yes
- ☒ Probably yes
- ☒ Unsure
- ☒ Probably no   **Go to Question 72**
- ☒ Definitely no   **Go to Question 72**

70. How do you plan to use MGIB educational benefits? *Mark all that apply.*

- ☒ Will enroll in vocational or occupational training
- ☒ Will begin or complete education for a 2-year college degree (Associate's degree or equivalent)
- ☒ Will begin or complete education for a 4-year college degree (Bachelor's degree or equivalent)
- ☒ Will begin/complete education for an advanced degree (Master's/PhD/JD/MD, etc.)
- ☒ None of the above

71. When do you plan to use MGIB educational benefits?

- ☒ In less than 6 months
- ☒ In 6 months to less than 2 years
- ☒ In 2 years to less than 5 years
- ☒ In 5 years or more
- ☒ Unsure

72. Do you plan to do any civilian work for pay right after leaving active duty? *Answer "Yes" even if you will be taking a short break before working. Answer "Yes" even if you will only be working an average of an hour a week as a civilian, or helping without pay in a family business or farm.*

- ☒ No   **Go to Question 77**
- ☒ Yes

Questions 73-76 ask about your plans for a civilian job. If you do not currently have a civilian job, please answer about the job you plan to have.

73. How many weeks have you looked for civilian employment? (e.g., researching job opportunities, submitting job applications, etc.)

- ☒ Not applicable, I did not have to look for work
- ☒ Less than 1 week
- ☒ 1 week to less than 4 weeks
- ☒ 4 weeks to less than 8 weeks
- ☒ 8 weeks to less than 12 weeks
- ☒ 12 weeks to less than 16 weeks
- ☒ 16 weeks or more

74. Which of the following describes your employment situation right after separation/retirement? *Mark all that apply.*

☒ Have already obtained a full-time civilian job
☒ Have already obtained a part-time civilian job
☒ Looking for a full-time civilian job
☒ Looking for a part-time civilian job
☒ Managing or working in a family business
☒ Will be self-employed in own business/profession
☒ Will be an unpaid worker (volunteer)
☒ None of the above

75. Which of the following best describes what you think your civilian employment will be right after separation/retirement? *Mark one.*

☒ Federal Government
☒ State Government
☒ Local Government (including public schools)
☒ Self-employed in own business
☒ Private firm with more than 500 employees
☒ Private firm with 100-499 employees
☒ Private firm with less than 100 employees
☒ Managing or working in a family business

76. To what extent will your civilian job be similar to your Primary Military Occupational Specialty (MOS)/Rating/Designator/Air Force Specialty Code (AFSC)?

☒ Don't know
☒ Very large extent
☒ Large extent
☒ Moderate extent
☒ Small extent
☒ Not at all

77. What effect, if any, have your military experiences had on the development of personal characteristics and attitudes that would/will help you obtain a civilian job? *Please answer regardless of what you will do right after separation.*

☒ Strong positive effect
☒ Positive effect
☒ No effect
☒ Negative effect
☒ Strong negative effect

78. How interested are you in working in a civilian job that is similar to your military MOS/Rating/Designator/AFSC?

☒ Not applicable, do not plan to have a civilian job
☒ Very interested
☒ Interested
☒ Neither interested or uninterested
☒ Uninterested
☒ Very uninterested

79. What influence did the following people have on your decision to leave?

	Not applicable	Strongly encouraged me to leave	Encouraged me to leave	Neither encouraged nor discouraged me to stay	Encouraged me to stay	Strongly encouraged me to stay
a. Your spouse	☒	☒	☒	☒	☒	☒
b. Your fiancé or girl/boy friend	☒	☒	☒	☒	☒	☒
c. Your father/mother	☒	☒	☒	☒	☒	☒
d. Other relatives or close friends	☒	☒	☒	☒	☒	☒
e. Your peers	☒	☒	☒	☒	☒	☒
f. Your immediate supervisor	☒	☒	☒	☒	☒	☒

80. Would a reenlistment/retention bonus influence you to remain in the military?

☒ My career field does not have such a bonus and receiving a bonus would influence my decision
☒ My career field does not have such a bonus and receiving a bonus would not influence my decision
☒ My career field does have such a bonus and increasing the bonus would influence my decision
☒ My career field does have such a bonus and increasing the bonus would not influence my decision

81. To what extent was each of the following a reason for your leaving the Service? *If an item does not apply, mark "Not at all."*

	Very great extent	Great extent	Moderate extent	Slight extent	Not at all
A. Involuntarily retired or separated/ not accepted for reenlistment	☒	☒	☒	☒	☒
B. Near maximum age	☒	☒	☒	☒	☒
C. Near maximum total time in grade	☒	☒	☒	☒	☒
D. Overall job satisfaction	☒	☒	☒	☒	☒
E. Pay and allowances	☒	☒	☒	☒	☒
F. Failed to be promoted	☒	☒	☒	☒	☒
G. Promotion/advancement opportunities	☒	☒	☒	☒	☒
H. Level of fairness in performance evaluation	☒	☒	☒	☒	☒
I. Not getting desirable or appropriate assignments	☒	☒	☒	☒	☒
J. Not assigned to jobs offering technical/professional development	☒	☒	☒	☒	☒
K. Lack of training opportunities	☒	☒	☒	☒	☒
L. Continue my education	☒	☒	☒	☒	☒
M. Desire to get out while jobs are easy to get	☒	☒	☒	☒	☒
N. Desire to start second career before becoming too old	☒	☒	☒	☒	☒
O. Desire to start second career before having to pay for childrens' education	☒	☒	☒	☒	☒
P. Desire to settle in a particular location	☒	☒	☒	☒	☒
Q. Family problems at home	☒	☒	☒	☒	☒
R. Family wanted me to separate/ retire	☒	☒	☒	☒	☒
S. Number of PCS moves	☒	☒	☒	☒	☒
T. Too many deployments	☒	☒	☒	☒	☒
U. Too few deployments	☒	☒	☒	☒	☒
V. One or more serious (UCMJ) offenses	☒	☒	☒	☒	☒
W. Minor offenses or disciplinary problems	☒	☒	☒	☒	☒
X. Homesickness	☒	☒	☒	☒	☒
Y. Lack of motivation, boredom	☒	☒	☒	☒	☒
Z. Problems with superior(s)	☒	☒	☒	☒	☒

81. Continued

	Very great extent	Great extent	Moderate extent	Slight extent	Not at all
AA. Medical problems	☒	☒	☒	☒	☒
BB. Difficulty meeting physical fitness requirements	☒	☒	☒	☒	☒
CC. Maintaining weight/body fat standards	☒	☒	☒	☒	☒
DD. Inadequate access to the Internet/World Wide Web	☒	☒	☒	☒	☒
EE. Other	☒	☒	☒	☒	☒

If you answered at least "Slight extent" for "Other," then please specify in the box below

Please print

82. Fill in the boxes below with the letters of the 5 most important reasons for leaving active duty from among the reasons listed in Question 81. *Print one letter per box as in the examples. Print "NA" where none of the listed reasons apply. For example, if there are only 3 reasons, print "NA" for the 4th and 5th reasons.*

Importance	Example		Your Reason	
Most important reason	A	A		
2nd most important reason		B		
3rd most important reason	C	C		
4th most important reason	N	A		
5th most important reason	N	A		

83. My current Primary Military Occupational Specialty (MOS)/Rating/Designator/Air Force Specialty Code (AFSC)/ ◆ Specialty or Experience Indicator is . . . *Print your job code in the appropriate row of the last column in the table.*

☒ I don't know my current Primary MOS/Rating/Designator/AFSC/Specialty or Experience Indicator   **Go to Question 84**

ENLISTED

	Instruction	Examples				Your Job				
Army	Record the first four entries of your current Primary MOS.	1	1	B	2					
Navy	Undesignated Strikers: Record the two letters of your Rating (apprenticeship group).	S	N							
	Other Navy enlisted: Record the characters of your current Primary Rating so that the last character is entered in Box 5.		C	T	R	3				
				M	S	2				
		S	T	G	S	N				
Marine Corps	Record all four numbers of your current Primary MOS.	0	3	1	1					
Air Force	Record the five letters and numbers of your current Primary AFSC.	1	A	0	5	1				
Coast Guard	See separate instructions for how to record your Enlisted Rating.									

OFFICERS

	Instruction	Examples				Your Job				
Army	Commissioned Officers: Record your Primary Area of Concentration (AOC) in the <u>upper</u> 3 boxes and your Secondary Area of Concentration (if applicable) in the <u>lower</u> 3 boxes.	**Primary AOC**				**Primary AOC**				
		1	1	A						
		Second AOC				**Second AOC**				
		4	9	A						
	Warrants: Record the first four entries of your current Primary MOS.	4	2	0	A					
Navy	Record all four numbers of your current Primary Designator.	1	1	1	0					
Marine Corps	Record all four numbers of your current Primary MOS.	0	3	0	2					
Air Force	Record the four letters and numbers of your current Primary AFSC.	1	1	A	3					
Coast Guard	See separate instructions for how to record your Specialty or Experience Indicator.									

85. **Would you like to know the results of this survey?** *If you are interested in being notified when a brief summary of the results is available on the Web, please print your e-mail address below. This e-mail address will be used for no other purpose than this notification.*

Please print

84. **Enter your social security number in the boxes below.**

☐☐☐ – ☐☐ – ☐☐☐☐

86. **On what date did you complete this survey?**

| Y | Y | Y | Y | M | M | D | D |

COMMENTS

87. **If you have comments or concerns that you were not able to express in answering this survey, please print them in the space provided.**

_____

_____

_____

_____

_____

_____
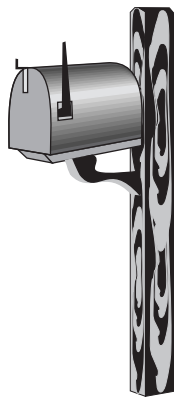
- **PLEASE RETURN YOUR COMPLETED SURVEY IN THE BUSINESS REPLY ENVELOPE. (If you misplaced the envelope, mail the survey to DMDC, c/o Data Recognition Corp., 5900 Baker Rd., Minnetonka, MN 55345).**

- **IF YOU ARE RETURNING THE SURVEY FROM ANOTHER COUNTRY, BE SURE TO RETURN THE BUSINESS REPLY ENVELOPE ONLY THROUGH A U.S. GOVERNMENT MAIL ROOM OR POST OFFICE.**

- **FOREIGN POSTAL SYSTEMS WILL <u>NOT</u> DELIVER BUSINESS REPLY MAIL.**

THANK YOU FOR YOUR TIME AND ASSISTANCE

2

Appendix B

Detailed Figures

In this appendix, the distribution of responses to questions pertaining to reasons for leaving the Service (Q81), satisfaction with various aspects of military life (Q51), and comparisons between military and civilian opportunities (Q81) are presented by paygrade group (i.e., junior enlisted, senior enlisted, and officer) and Service. In general, the margins of error for these figures are ± 2 for both enlisted groups and the Army, and ± 3 for officers and the Navy, Marine Corps, and Air Force. To facilitate comparisons between separatee groups, the response options for each question are listed throughout the appendix in the same order as they appear in the main body of the text.

Please note that not all items in Q51, satisfaction with various aspects of military life, were applicable to everyone. These aspects of military life included: "Location or station of choice," "SEPRATS/COMRATS, subsistence allowance," "Housing allowance," "Medical care for your family," "Special and incentive pay," "Military family support programs," "Youth activities on base," "Military housing," "Co-location with your military spouse," "Schools for your children," "Reenlistment bonus or continuation pay program," "Spouse employment and career opportunities," and "Acceptable and affordable child care." One way of analyzing this type of question is to exclude those who reply *Not applicable* which results in smaller numbers of people replying to some items. Due to the smaller number of people replying, the margins of error for these items could exceed the overall numbers stated above. These margins of error do not exceed ± 3 for senior enlisted and Army; ± 4 for junior enlisted and Marine Corps; ± 5 for Navy and Air Force; and ±6 for officers. These items appear in Figures B2a through B2g. When the *Not applicables* are not excluded, as in Figures B3a through B3g, the margins of error do not exceed those limits listed in the paragraph above.

Figure B1a. Reasons for Leaving for E1-E4.

Reason	Very Great/Great	Moderate	Slight/Not at all
Pay and allowances	42	23	35
Desire to start second career before becoming too old	30	16	54
Continue my education	45	15	40
Overall job satisfaction	34	21	45
Desire to settle in a particular location	31	17	53
Level of fairness in performance evaluation	31	20	49
Promotion/advancement opportunities	26	18	56
Desire to get out while jobs are easy to get	23	18	58
Not getting desirable or appropriate assignments	26	20	54
Lack of motivation, boredom	28	17	55
Failed to be promoted	21	15	64
Desire to start second career before having to pay for children's' education	17	13	70
Too many deployments	16	12	72
Not assigned to jobs offering technical/professional development	21	18	61
Problems with superior(s)	23	16	61
Lack of training opportunities	21	18	61

Legend: ▨ Very Great/Great ▥ Moderate ☐ Slight/Not at all

Source: 2000 MES Q81.
Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 2.

79

	Very Great/Great	Moderate	Slight/Not at all
Family wanted me to separate/retire	15	13	72
Other	11	6	83
Number of PCS moves	8	10	82
Medical problems	10	11	80
Family problems at home	10	11	79
Homesickness	10	11	79
Too few deployments	10	11	79
Involuntarily retired or separated/not accepted for reenlistment	5	6	89
Maintaining weight/body fat standards	6	8	86
Near maximum total time in grade	4	6	91
One or more serious (UCMJ) offense	6	8	86
Inadequate access to the Internet/World Wide Web	5	8	87
Difficulty meeting physical fitness requirements	5	8	87
Minor offenses or disciplinary problems	6	9	85
Near maximum age	2	5	93

Source: 2000 MES Q81.
Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 2.

80

Figure B1b. Reasons for Leaving for E5-E9.

Reason	Very Great/Great	Moderate	Slight/Not at all
Pay and allowances	45	23	32
Desire to start second career before becoming too old	46	16	38
Continue my education	30	14	56
Overall job satisfaction	34	22	44
Desire to settle in a particular location	38	15	47
Level of fairness in performance evaluation	28	16	56
Promotion/advancement opportunities	29	13	57
Desire to get out while jobs are easy to get	30	17	53
Not getting desirable or appropriate assignments	22	15	63
Lack of motivation, boredom	14	12	74
Failed to be promoted	21	10	70
Desire to start second career before having to pay for children's' education	21	12	67
Too many deployments	23	13	64
Not assigned to jobs offering technical/professional development	15	13	71
Problems with superior(s)	13	10	77
Lack of training opportunities	14	13	73

Source: 2000 MES Q81.
Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 2.

Figure B1b. *(continued)*

	Very Great/Great	Moderate	Slight/Not at all
Family wanted me to separate/retire	15	10	75
Other	10	2	87
Number of PCS moves	10	9	81
Medical problems	6	6	88
Family problems at home	5	6	89
Homesickness	4	5	91
Too few deployments	3	5	92
Involuntarily retired or separated/not accepted for reenlistment	3	2	95
Maintaining weight/body fat standards	3	4	93
Near maximum total time in grade	5	3	92
One or more serious (UCMJ) offense	1	2	97
Inadequate access to the Internet/World Wide Web	3	3	94
Difficulty meeting physical fitness requirements	3	4	93
Minor offenses or disciplinary problems	1	2	97
Near maximum age	1	2	97

Legend: ▨ Very Great/Great ▦ Moderate ☐ Slight/Not at all

Source: 2000 MES Q81.

Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 2.

Figure B1c. Reasons for Leaving for Officers.

Reason	Very Great/Great	Moderate	Slight/Not at all
Pay and allowances	28	26	46
Desire to start second career before becoming too old	40	16	44
Continue my education	17	8	75
Overall job satisfaction	44	19	37
Desire to settle in a particular location	40	13	47
Level of fairness in performance evaluation	21	13	65
Promotion/advancement opportunities	27	13	60
Desire to get out while jobs are easy to get	23	16	61
Not getting desirable or appropriate assignments	26	13	61
Lack of motivation, boredom	9	7	84
Failed to be promoted	11	3	86
Desire to start second career before having to pay for children's' education	17	9	74
Too many deployments	18	11	71
Not assigned to jobs offering technical/professional development	14	9	76
Problems with superior(s)	10	6	84
Lack of training opportunities	10	10	80

Legend: ▨ Very Great/Great   ▤ Moderate   ☐ Slight/Not at all

Source: 2000 MES Q81.

Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 3.

83

Figure B1c. *(continued)*

Family wanted me to separate/retire — 13, 8, 79
Other — 18, 2, 80
Number of PCS moves — 14, 14, 72
Medical problems — 3, 3, 94
Family problems at home — 3, 2, 94
Homesickness — 2, 2, 96
Too few deployments — 3, 3, 95
Involuntarily retired or separated/not accepted for reenlistment — 4, 1, 95
Maintaining weight/body fat standards — 2, 3, 96
Near maximum total time in grade — 5, 2, 93
One or more serious (UCMJ) offense — 1, 0, 99
Inadequate access to the Internet/World Wide Web — 1, 1, 98
Difficulty meeting physical fitness requirements — 1, 3, 96
Minor offenses or disciplinary problems — 0, 1, 99
Near maximum age — 2, 1, 97

0% 20% 40% 60% 80% 100%

▨ Very Great/Great   ▥ Moderate   ☐ Slight/Not at all

Source: 2000 MES Q81.
Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 3.

Figure B1d. Reasons for Leaving for Army.

Reason	Very Great/Great	Moderate	Slight/Not at all
Pay and allowances	39	24	37
Desire to start second career before becoming too old	34	17	49
Continue my education	39	16	45
Overall job satisfaction	34	22	45
Desire to settle in a particular location	31	16	53
Level of fairness in performance evaluation	28	19	53
Promotion/advancement opportunities	25	17	58
Desire to get out while jobs are easy to get	25	18	56
Not getting desirable or appropriate assignments	26	19	55
Lack of motivation, boredom	23	15	62
Failed to be promoted	21	14	66
Desire to start second career before having to pay for children's' education	19	13	68
Too many deployments	17	12	71
Not assigned to jobs offering technical/professional development	20	17	63
Problems with superior(s)	20	14	65
Lack of training opportunities	19	18	63

Source: 2000 MES Q81.
Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 2.

Figure B1d. *(continued)*

Family wanted me to separate/retire — 16, 13, 71
Other — 9, 6, 85
Number of PCS moves — 10, 11, 79
Medical problems — 10, 11, 79
Family problems at home — 9, 10, 81
Homesickness — 8, 9, 83
Too few deployments — 8, 10, 81
Involuntarily retired or separated/not accepted for reenlistment — 5, 6, 90
Maintaining weight/body fat standards — 5, 7, 87
Near maximum total time in grade — 4, 6, 90
One or more serious (UCMJ) offense — 6, 7, 87
Inadequate access to the Internet/World Wide Web — 4, 7, 89
Difficulty meeting physical fitness requirements — 5, 8, 87
Minor offenses or disciplinary problems — 5, 8, 87
Near maximum age — 2, 5, 92

0%   20%   40%   60%   80%   100%

Very Great/Great   Moderate   Slight/Not at all

Source: 2000 MES Q81.
Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 2.

Figure B1e. Reasons for Leaving for Navy.

Reason	Very Great/Great	Moderate	Slight/Not at all
Pay and allowances	41	24	35
Desire to start second career before becoming too old	41	16	43
Continue my education	37	14	48
Overall job satisfaction	36	22	42
Desire to settle in a particular location	36	16	48
Level of fairness in performance evaluation	33	19	48
Promotion/advancement opportunities	33	17	49
Desire to get out while jobs are easy to get	27	19	54
Not getting desirable or appropriate assignments	24	19	57
Lack of motivation, boredom	19	14	67
Failed to be promoted	25	13	62
Desire to start second career before having to pay for children's' education	20	12	68
Too many deployments	28	16	56
Not assigned to jobs offering technical/professional development	18	16	66
Problems with superior(s)	18	12	70
Lack of training opportunities	15	15	70

Source: 2000 MES Q81.
Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 3.

Figure B1e. *(continued)*

Family wanted me to separate/retire: Very Great/Great 16, Moderate 12, Slight/Not at all 72
Other: Very Great/Great 11, Moderate 5, Slight/Not at all 85
Number of PCS moves: Very Great/Great 9, Moderate 11, Slight/Not at all 80
Medical problems: Very Great/Great 5, Moderate 7, Slight/Not at all 88
Family problems at home: Very Great/Great 7, Moderate 8, Slight/Not at all 85
Homesickness: Very Great/Great 8, Moderate 10, Slight/Not at all 82
Too few deployments: Very Great/Great 4, Moderate 6, Slight/Not at all 90
Involuntarily retired or separated/not accepted for reenlistment: Very Great/Great 4, Moderate 3, Slight/Not at all 92
Maintaining weight/body fat standards: Very Great/Great 3, Moderate 6, Slight/Not at all 91
Near maximum total time in grade: Very Great/Great 6, Moderate 5, Slight/Not at all 90
One or more serious (UCMJ) offense: Very Great/Great 4, Moderate 5, Slight/Not at all 92
Inadequate access to the Internet/World Wide Web: Very Great/Great 5, Moderate 6, Slight/Not at all 89
Difficulty meeting physical fitness requirements: Very Great/Great 3, Moderate 6, Slight/Not at all 91
Minor offenses or disciplinary problems: Very Great/Great 3, Moderate 6, Slight/Not at all 92
Near maximum age: Very Great/Great 2, Moderate 3, Slight/Not at all 95

Legend: ▨ Very Great/Great ▦ Moderate ☐ Slight/Not at all

Source: 2000 MES Q81.
Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 3.

Figure B1f. Reasons for Leaving for Marine Corps.

Reason	Very Great/Great	Moderate	Slight/Not at all
Pay and allowances	45	24	31
Desire to start second career before becoming too old	36	16	48
Continue my education	40	14	46
Overall job satisfaction	33	22	45
Desire to settle in a particular location	38	16	46
Level of fairness in performance evaluation	27	18	55
Promotion/advancement opportunities	22	15	63
Desire to get out while jobs are easy to get	25	16	59
Not getting desirable or appropriate assignments	24	18	58
Lack of motivation, boredom	26	16	57
Failed to be promoted	16	9	74
Desire to start second career before having to pay for children's' education	20	12	68
Too many deployments	13	9	78
Not assigned to jobs offering technical/professional development	19	15	66
Problems with superior(s)	21	13	67
Lack of training opportunities	19	15	66

Source: 2000 MES Q81.

Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 3.

Category	Very Great/Great	Moderate	Slight/Not at all
Family wanted me to separate/retire	13	10	78
Other	12	3	85
Number of PCS moves	7	9	84
Medical problems	8	8	84
Family problems at home	7	8	85
Homesickness	7	8	86
Too few deployments	12	9	79
Involuntarily retired or separated/not accepted for reenlistment	3	3	94
Maintaining weight/body fat standards	4	5	91
Near maximum total time in grade	3	3	94
One or more serious (UCMJ) offense	3	5	92
Inadequate access to the Internet/World Wide Web	4	5	91
Difficulty meeting physical fitness requirements	4	5	91
Minor offenses or disciplinary problems	4	6	91
Near maximum age	1	3	96

Legend: ▨ Very Great/Great   ▦ Moderate   ☐ Slight/Not at all

Source: 2000 MES Q81.

Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 3.

Figure B1g. Reasons for Leaving for Air Force.

Reason	Very Great/Great	Moderate	Slight/Not at all
Pay and allowances	42	22	36
Desire to start second career before becoming too old	38	14	48
Continue my education	28	10	63
Overall job satisfaction	38	20	41
Desire to settle in a particular location	37	15	49
Level of fairness in performance evaluation	26	13	61
Promotion/advancement opportunities	28	13	59
Desire to get out while jobs are easy to get	24	15	61
Not getting desirable or appropriate assignments	23	13	64
Lack of motivation, boredom	15	11	74
Failed to be promoted	14	8	78
Desire to start second career before having to pay for children's' education	16	9	74
Too many deployments	15	9	75
Not assigned to jobs offering technical/professional development	15	12	73
Problems with superior(s)	13	9	78
Lack of training opportunities	14	11	75

Source: 2000 MES Q81.
Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 3.

91

Figure B1g. *(continued)*

Family wanted me to separate/retire — 12, 8, 80
Other — 17, 2, 81
Number of PCS moves — 9, 8, 83
Medical problems — 5, 4, 91
Family problems at home — 4, 4, 92
Homesickness — 4, 4, 92
Too few deployments — 4, 4, 92
Involuntarily retired or separated/not accepted for reenlistment — 3, 1, 96
Maintaining weight/body fat standards — 3, 3, 94
Near maximum total time in grade — 3, 2, 95
One or more serious (UCMJ) offense — 1, 1, 97
Inadequate access to the Internet/World Wide Web — 1, 2, 97
Difficulty meeting physical fitness requirements — 2, 3, 95
Minor offenses or disciplinary problems — 1, 2, 97
Near maximum age — 1, 1, 98

■ Very Great/Great   ▨ Moderate   □ Slight/Not at all

Source: 2000 MES Q81.
Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 3.

92

Figure B2a. Overall Satisfaction for E1-E4.

Category	Very satisfied/Satisfied	Neither	Very dissatisfied/Dissatisfied
Friendships developed while in the military	72	19	9
Job security	57	31	12
Dental care for you	57	23	20
Medical care for you	48	21	31
Training and professional development	37	29	34
Type of assignments received	30	31	38
Co-location with your military spouse	34	42	24
Medical care for your family	40	30	29
Amount of enjoyment from your job	29	27	45
Schools for your children	27	53	20
Military values, lifestyle, and tradition	28	34	38
Off-duty educational opportunities	30	27	43
Location or station of choice, homeporting	31	30	39

Legend: ▨ Very satisfied/Satisfied ▢ Neither ▨ Very dissatisfied/Dissatisfied

Source: 2000 MES Q51.
Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 4.
See note in foreword to Appendix B.

93

Figure B2a. *(continued)*

Category	Very satisfied/Satisfied	Neither	Very dissatisfied/Dissatisfied
Your personal workload	33	35	32
Military family support programs	32	42	26
Dental care for your family	38	32	30
Youth activities on base	29	48	23
SEPRATS/COMRATS, subsistence allowance	31	32	37
Housing allowance	29	30	42
Pace of promotions	24	29	46
Deployments	29	36	35
Chances for future advancement	27	34	39
Frequency of PCS moves	22	53	25
Special and incentive pay	24	30	46
Amount of personal/family time you have	24	28	48
Basic pay	20	26	54

⊞ Very satisfied/Satisfied ☐ Neither ▨ Very dissatisfied/Dissatisfied

Source: 2000 MES Q51.
Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 3.
See note in foreword to Appendix B.

Figure B2a. *(continued)*

Military housing: 24 | 28 | 48
Other military duties that take you away from your permanent station: 21 | 48 | 31
Quality of leadership: 21 | 26 | 52
Spouse employment and career opportunities: 23 | 47 | 30
Quality of equipment, parts, and resources: 21 | 33 | 46
Your unit's morale: 18 | 20 | 61
Acceptable and affordable child care: 21 | 42 | 37
Other retirement benefits such as medical care and use of base services: 25 | 50 | 25
Retirement pay you would get: 15 | 43 | 41
Availability of equipment, parts, and resources: 19 | 30 | 52
Reenlistment bonus or continuation pay program: 15 | 27 | 57
Cost of living adjustments (COLA) to retirement pay: 17 | 49 | 33
Level of manning in your unit: 17 | 29 | 54

Legend: ▨ Very satisfied/Satisfied ☐ Neither ▩ Very dissatisfied/Dissatisfied

Source: 2000 MES Q51.
Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 3.
See note in foreword to Appendix B.

Figure B2b. Overall Satisfaction for E5-E9.

	Very satisfied/Satisfied	Neither	Very dissatisfied/Dissatisfied
Friendships developed while in the military	79	16	5
Job security	73	22	5
Dental care for you	61	19	20
Medical care for you	48	19	32
Training and professional development	53	25	22
Type of assignments received	53	23	24
Co-location with your military spouse	50	33	17
Medical care for your family	39	19	43
Amount of enjoyment from your job	46	25	29
Schools for your children	45	36	18
Military values, lifestyle, and tradition	44	30	26
Off-duty educational opportunities	47	22	32
Location or station of choice, homeporting	41	27	32

☒ Very satisfied/Satisfied ☐ Neither ▨ Very dissatisfied/Dissatisfied

Source: 2000 MES Q51.
Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 3.
See note in foreword to Appendix B.

96

	Very satisfied/Satisfied	Neither	Very dissatisfied/Dissatisfied
Your personal workload	40	31	29
Military family support programs	39	40	20
Dental care for your family	35	20	45
Youth activities on base	39	42	19
SEPRATS/COMRATS, subsistence allowance	37	28	35
Housing allowance	34	22	44
Pace of promotions	39	19	42
Deployments	35	33	32
Chances for future advancement	35	25	40
Frequency of PCS moves	40	40	20
Special and incentive pay	29	25	47
Amount of personal/family time you have	32	23	45
Basic pay	28	22	50

Source: 2000 MES Q51.

Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 3.
See note in foreword to Appendix B.

Figure B2b. *(continued)*

Military housing: 30 Very satisfied/Satisfied, 24 Neither, 46 Very dissatisfied/Dissatisfied

Other military duties that take you away from your permanent station: 29, 45, 26

Quality of leadership: 28, 26, 46

Spouse employment and career opportunities: 28, 40, 33

Quality of equipment, parts, and resources: 26, 30, 44

Your unit's morale: 26, 23, 50

Acceptable and affordable child care: 23, 36, 41

Other retirement benefits such as medical care and use of base services: 20, 37, 44

Retirement pay you would get: 18, 29, 53

Availability of equipment, parts, and resources: 19, 26, 55

Reenlistment bonus or continuation pay program: 21, 17, 62

Cost of living adjustments (COLA) to retirement pay: 16, 43, 41

Level of manning in your unit: 17, 22, 61

Legend: ▨ Very satisfied/Satisfied ▢ Neither ▨ Very dissatisfied/Dissatisfied

Source: 2000 MES Q51.
Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 3.
See note in foreword to Appendix B.

98

Figure B2c. Overall Satisfaction for Officers.

Category	Very satisfied/Satisfied	Neither	Very dissatisfied/Dissatisfied
Friendships developed while in the military	89	9	2
Job security	76	18	6
Dental care for you	68	16	17
Medical care for you	57	17	27
Training and professional development	59	19	21
Type of assignments received	64	17	19
Co-location with your military spouse	62	18	20
Medical care for your family	39	15	46
Amount of enjoyment from your job	58	17	25
Schools for your children	45	35	20
Military values, lifestyle, and tradition	61	22	17
Off-duty educational opportunities	45	30	25
Location or station of choice, homeporting	52	24	24

Legend: ▨ Very satisfied/Satisfied ▫ Neither ▨ Very dissatisfied/Dissatisfied

Source: 2000 MES Q51.
Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 6.
See note in foreword to Appendix B.

	Very satisfied/Satisfied	Neither	Very dissatisfied/Dissatisfied
Your personal workload	42	27	31
Military family support programs	38	46	15
Dental care for your family	35	18	47
Youth activities on base	40	45	15
SEPRATS/COMRATS, subsistence allowance	36	32	32
Housing allowance	47	18	34
Pace of promotions	50	24	26
Deployments	38	36	25
Chances for future advancement	48	25	27
Frequency of PCS moves	43	36	21
Special and incentive pay	48	19	32
Amount of personal/family time you have	35	21	43
Basic pay	62	18	20

Source: 2000 MES Q51.

Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 5.
See note in foreword to Appendix B.

Figure B2c. *(continued)*

Military housing: 25 | 21 | 53

Other military duties that take you away from your permanent station: 36 | 40 | 24

Quality of leadership: 36 | 20 | 44

Spouse employment and career opportunities: 24 | 37 | 39

Quality of equipment, parts, and resources: 30 | 29 | 41

Your unit's morale: 40 | 23 | 37

Acceptable and affordable child care: 29 | 46 | 25

Other retirement benefits such as medical care and use of base services: 22 | 30 | 48

Retirement pay you would get: 41 | 24 | 34

Availability of equipment, parts, and resources: 23 | 25 | 52

Reenlistment bonus or continuation pay program: 36 | 26 | 38

Cost of living adjustments (COLA) to retirement pay: 25 | 42 | 34

Level of manning in your unit: 20 | 20 | 61

Legend: ▨ Very satisfied/Satisfied ☐ Neither ▨ Very dissatisfied/Dissatisfied

Source: 2000 MES Q51.
Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 6.
See note in foreword to Appendix B.

Figure B2d. Overall Satisfaction for Army.

	Very satisfied/Satisfied	Neither	Very dissatisfied/Dissatisfied
Friendships developed while in the military	72	18	9
Job security	59	29	12
Dental care for you	57	22	21
Medical care for you	47	21	32
Training and professional development	39	27	33
Type of assignments received	36	28	36
Co-location with your military spouse	39	38	23
Medical care for your family	40	25	35
Amount of enjoyment from your job	33	27	41
Schools for your children	36	42	22
Military values, lifestyle, and tradition	32	32	35
Off-duty educational opportunities	28	27	45
Location or station of choice, homeporting	31	30	39

Figure B2d. *(continued)*

Source: 2000 MES Q51.
Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 3.
See note in foreword to Appendix B.

103

Figure B2d. *(continued)*

	Very satisfied/Satisfied	Neither	Very dissatisfied/Dissatisfied
Military housing	23	25	52
Other military duties that take you away from your permanent station	24	44	31
Quality of leadership	23	26	52
Spouse employment and career opportunities	25	40	35
Quality of equipment, parts, and resources	20	31	49
Your unit's morale	21	21	58
Acceptable and affordable child care	22	39	40
Other retirement benefits such as medical care and use of base services	22	45	33
Retirement pay you would get	17	40	44
Availability of equipment, parts, and resources	17	27	56
Reenlistment bonus or continuation pay program	15	26	59
Cost of living adjustments (COLA) to retirement pay	17	46	37
Level of manning in your unit	15	26	58

Legend: ▨ Very satisfied/Satisfied ▢ Neither ▨ Very dissatisfied/Dissatisfied

Source: 2000 MES Q51.
Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 3.
See note in foreword to Appendix B.

Figure B2e. Overall Satisfaction for Navy.

	Very satisfied/Satisfied	Neither	Very dissatisfied/Dissatisfied
Friendships developed while in the military	78	17	5
Job security	70	24	6
Dental care for you	62	19	19
Medical care for you	53	19	28
Training and professional development	48	26	27
Type of assignments received	46	27	27
Co-location with your military spouse	41	39	20
Medical care for your family	41	22	36
Amount of enjoyment from your job	38	25	37
Schools for your children	36	46	18
Military values, lifestyle, and tradition	34	33	33
Off-duty educational opportunities	42	26	32
Location or station of choice, homeporting	43	26	31

☒ Very satisfied/Satisfied   ☐ Neither   ☐ Very dissatisfied/Dissatisfied

Figure B2e. *(continued)*

	Very satisfied/Satisfied	Neither	Very dissatisfied/Dissatisfied
Your personal workload	41	31	28
Military family support programs	36	47	17
Dental care for your family	37	25	38
Youth activities on base	34	45	21
SEPRATS/COMRATS, subsistence allowance	37	29	33
Housing allowance	38	24	37
Pace of promotions	31	21	48
Deployments	33	31	36
Chances for future advancement	28	25	47
Frequency of PCS moves	31	47	22
Special and incentive pay	33	26	41
Amount of personal/family time you have	25	24	51
Basic pay	30	23	48

Source: 2000 MES Q51.
Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 4.
See note in foreword to Appendix B.

Figure B2e. *(continued)*

	Very satisfied/Satisfied	Neither	Very dissatisfied/Dissatisfied
Military housing	33	27	40
Other military duties that take you away from your permanent station	24	47	29
Quality of leadership	24	25	51
Spouse employment and career opportunities	25	48	27
Quality of equipment, parts, and resources	25	33	42
Your unit's morale	25	23	52
Acceptable and affordable child care	24	41	35
Other retirement benefits such as medical care and use of base services	25	42	33
Retirement pay you would get	21	34	45
Availability of equipment, parts, and resources	19	29	52
Reenlistment bonus or continuation pay program	25	20	55
Cost of living adjustments (COLA) to retirement pay	18	46	35
Level of manning in your unit	19	25	55

Source: 2000 MES Q51.
Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 4.
See note in foreword to Appendix B.

Figure B2f. Overall Satisfaction for Marine Corps.

	Very satisfied/Satisfied	Neither	Very dissatisfied/Dissatisfied
Friendships developed while in the military	79	15	6
Job security	67	26	7
Dental care for you	55	23	23
Medical care for you	45	23	32
Training and professional development	47	29	24
Type of assignments received	42	31	27
Co-location with your military spouse	40	38	22
Medical care for your family	38	25	37
Amount of enjoyment from your job	40	26	34
Schools for your children	32	49	19
Military values, lifestyle, and tradition	46	29	24
Off-duty educational opportunities	38	26	36
Location or station of choice, homeporting	37	31	32

Legend: ▨ Very satisfied/Satisfied ▢ Neither ▨ Very dissatisfied/Dissatisfied

Source: 2000 MES Q51.

Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 4.
See note in foreword to Appendix B.

Figure B2f. *(continued)*

	Very satisfied/Satisfied	Neither	Very dissatisfied/Dissatisfied
Your personal workload	42	36	22
Military family support programs	34	46	20
Dental care for your family	33	28	39
Youth activities on base	33	48	19
SEPRATS/COMRATS, subsistence allowance	30	30	40
Housing allowance	28	28	45
Pace of promotions	42	22	36
Deployments	42	31	28
Chances for future advancement	39	31	30
Frequency of PCS moves	28	51	20
Special and incentive pay	22	28	49
Amount of personal/family time you have	29	27	44
Basic pay	25	27	48

▨ Very satisfied/Satisfied ▢ Neither ▨ Very dissatisfied/Dissatisfied

Source: 2000 MES Q51.

Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 4.
See note in foreword to Appendix B.

Figure B2f. *(continued)*

Military housing — Very satisfied/Satisfied: 21, Neither: 27, Very dissatisfied/Dissatisfied: 53

Other military duties that take you away from your permanent station — 31, 46, 22

Quality of leadership — 33, 28, 39

Spouse employment and career opportunities — 21, 43, 36

Quality of equipment, parts, and resources — 17, 31, 52

Your unit's morale — 27, 25, 48

Acceptable and affordable child care — 20, 41, 39

Other retirement benefits such as medical care and use of base services — 24, 48, 27

Retirement pay you would get — 18, 39, 43

Availability of equipment, parts, and resources — 14, 27, 58

Reenlistment bonus or continuation pay program — 17, 21, 62

Cost of living adjustments (COLA) to retirement pay — 17, 48, 35

Level of manning in your unit — 19, 30, 51

Legend: ▨ Very satisfied/Satisfied ☐ Neither ▧ Very dissatisfied/Dissatisfied

Source: 2000 MES Q51.
Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 4.
See note in foreword to Appendix B.

110

Figure B2g. Overall Satisfaction for Air Force.

Category	Very satisfied/Satisfied	Neither	Very dissatisfied/Dissatisfied
Friendships developed while in the military	81	13	6
Job security	70	23	7
Dental care for you	67	18	15
Medical care for you	53	17	30
Training and professional development	53	23	24
Type of assignments received	52	20	28
Co-location with your military spouse	53	32	15
Medical care for your family	37	20	43
Amount of enjoyment from your job	48	22	30
Schools for your children	46	39	15
Military values, lifestyle, and tradition	47	29	24
Off-duty educational opportunities	52	21	26
Location or station of choice, homeporting	42	28	30

Legend: ▨ Very satisfied/Satisfied ▢ Neither ▨ Very dissatisfied/Dissatisfied

Source: 2000 MES Q51.
Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 5.
See note in foreword to Appendix B.

Figure B2g. *(continued)*

Your personal workload: Very satisfied/Satisfied 39, Neither 29, Very dissatisfied/Dissatisfied 32

Military family support programs: Very satisfied/Satisfied 51, Neither 38, Very dissatisfied/Dissatisfied 11

Dental care for your family: Very satisfied/Satisfied 35, Neither 21, Very dissatisfied/Dissatisfied 43

Youth activities on base: Very satisfied/Satisfied 38, Neither 45, Very dissatisfied/Dissatisfied 16

SEPRATS/COMRATS, subsistence allowance: Very satisfied/Satisfied 35, Neither 35, Very dissatisfied/Dissatisfied 31

Housing allowance: Very satisfied/Satisfied 36, Neither 21, Very dissatisfied/Dissatisfied 43

Pace of promotions: Very satisfied/Satisfied 31, Neither 28, Very dissatisfied/Dissatisfied 41

Deployments: Very satisfied/Satisfied 31, Neither 38, Very dissatisfied/Dissatisfied 31

Chances for future advancement: Very satisfied/Satisfied 31, Neither 32, Very dissatisfied/Dissatisfied 37

Frequency of PCS moves: Very satisfied/Satisfied 40, Neither 42, Very dissatisfied/Dissatisfied 18

Special and incentive pay: Very satisfied/Satisfied 29, Neither 23, Very dissatisfied/Dissatisfied 48

Amount of personal/family time you have: Very satisfied/Satisfied 40, Neither 25, Very dissatisfied/Dissatisfied 35

Basic pay: Very satisfied/Satisfied 35, Neither 20, Very dissatisfied/Dissatisfied 45

Legend: ▨ Very satisfied/Satisfied ☐ Neither ▦ Very dissatisfied/Dissatisfied
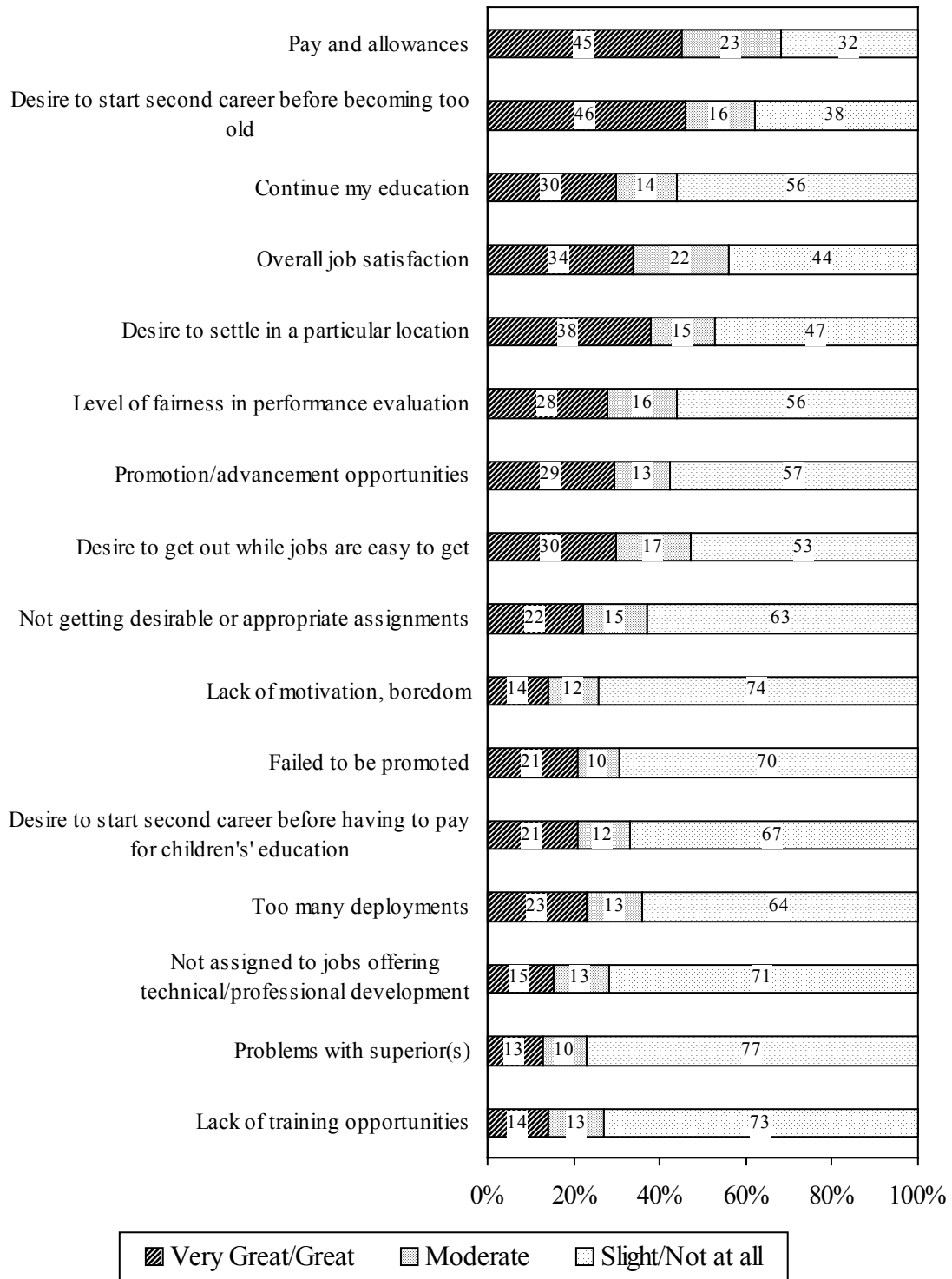
Source: 2000 MES Q51.
Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 4.
See note in foreword to Appendix B.
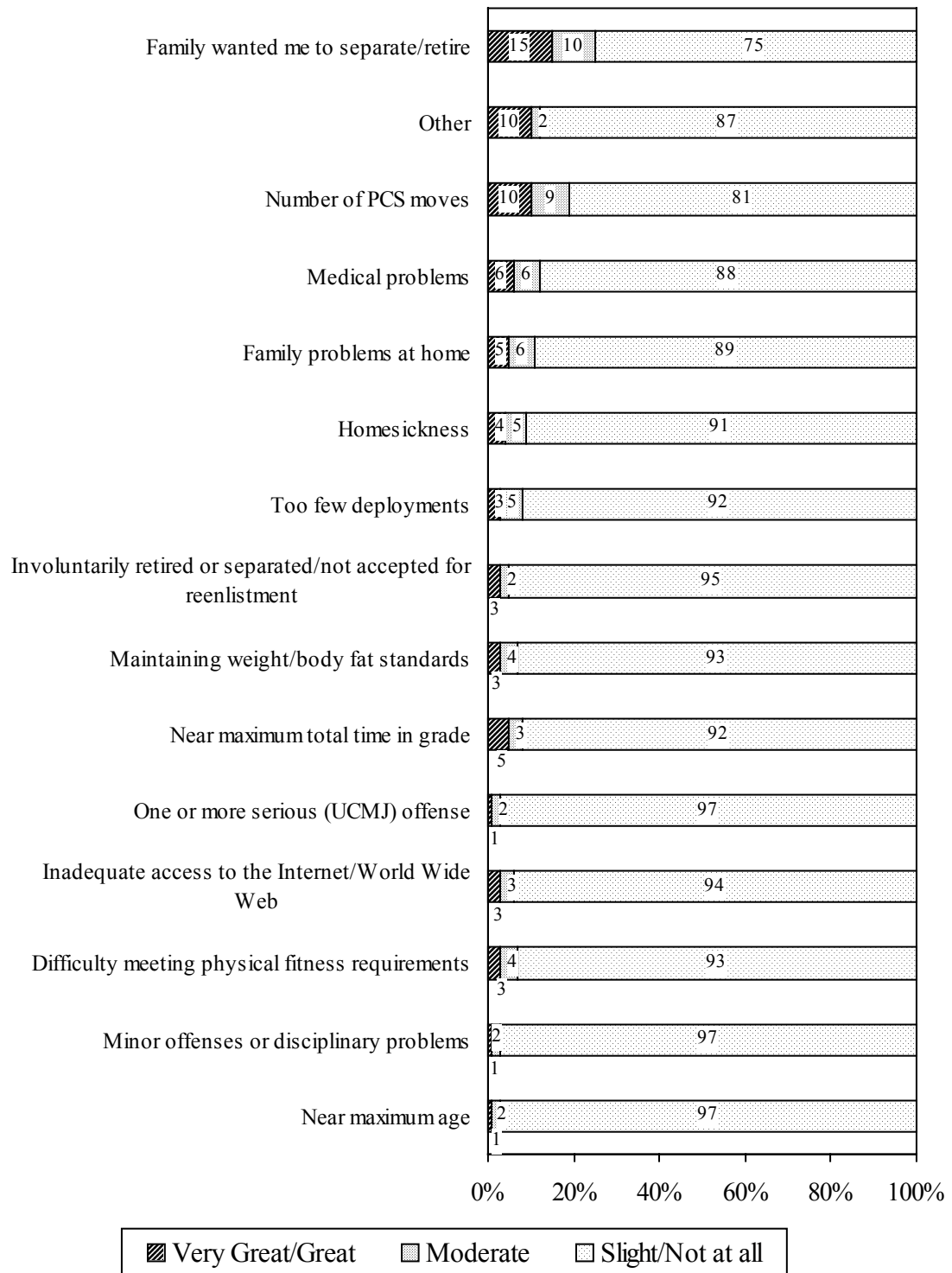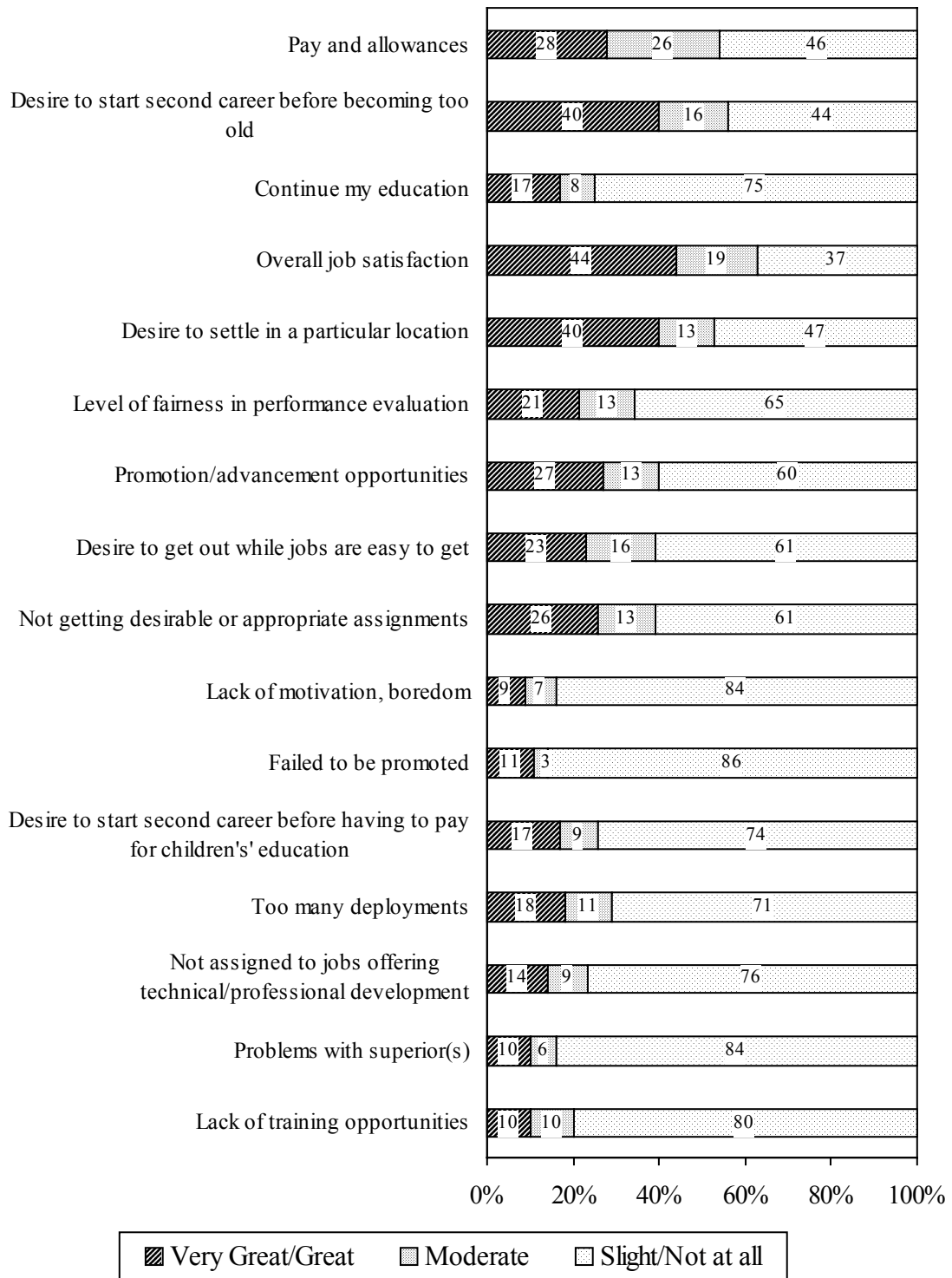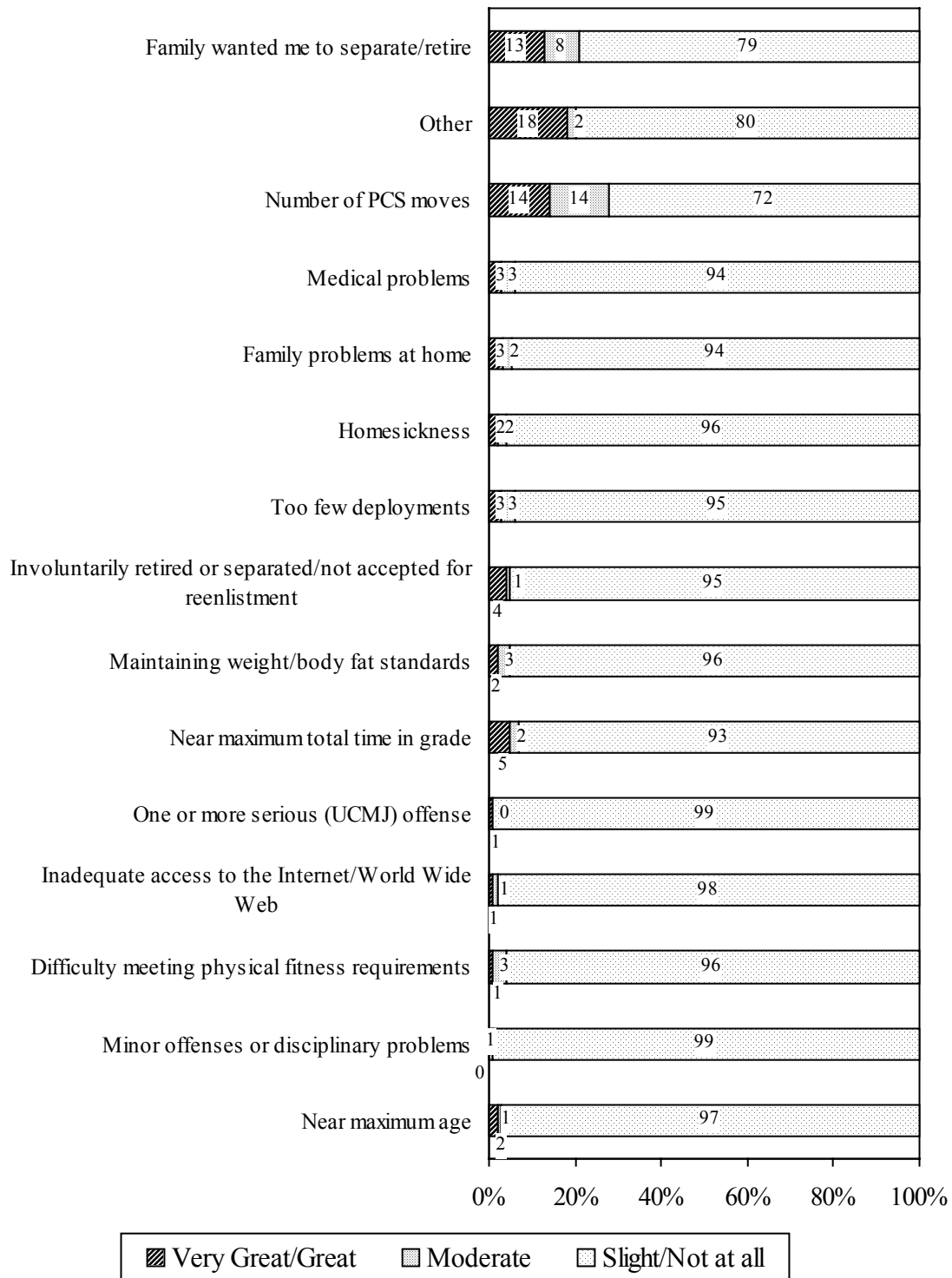
Figure B2g. *(continued)*

Military housing: 31 | 25 | 44
Other military duties that take you away from your permanent station: 28 | 47 | 25
Quality of leadership: 28 | 23 | 49
Spouse employment and career opportunities: 28 | 42 | 30
Quality of equipment, parts, and resources: 35 | 32 | 33
Your unit's morale: 27 | 19 | 54
Acceptable and affordable child care: 26 | 41 | 33
Other retirement benefits such as medical care and use of base services: 20 | 36 | 44
Retirement pay you would get: 25 | 29 | 46
Availability of equipment, parts, and resources: 28 | 30 | 43
Reenlistment bonus or continuation pay program: 22 | 21 | 57
Cost of living adjustments (COLA) to retirement pay: 20 | 44 | 36
Level of manning in your unit: 19 | 21 | 60
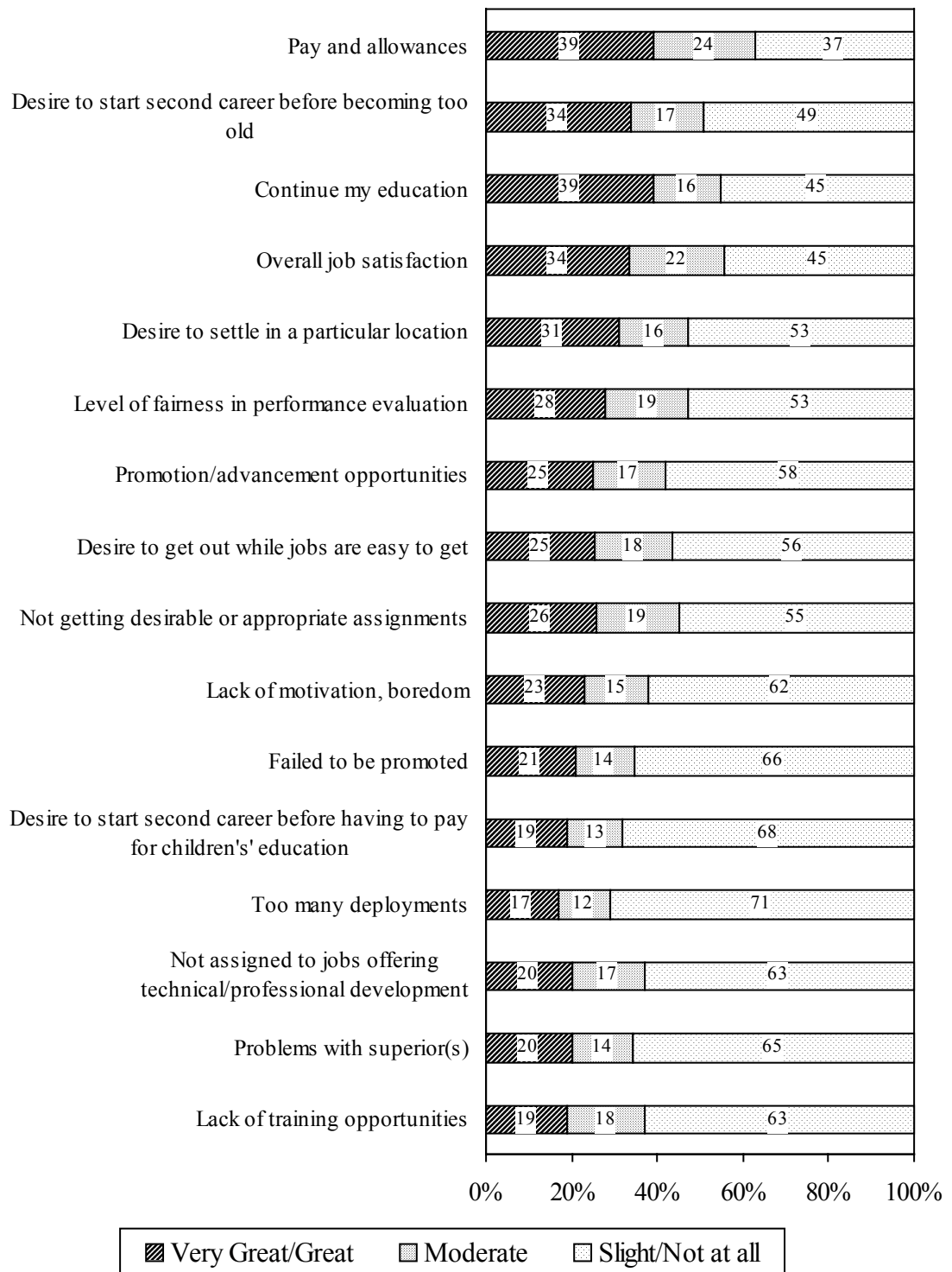
Legend: ▨ Very satisfied/Satisfied ▢ Neither ▦ Very dissatisfied/Dissatisfied

Source: 2000 MES Q51.

Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 5.
See note in foreword to Appendix B.
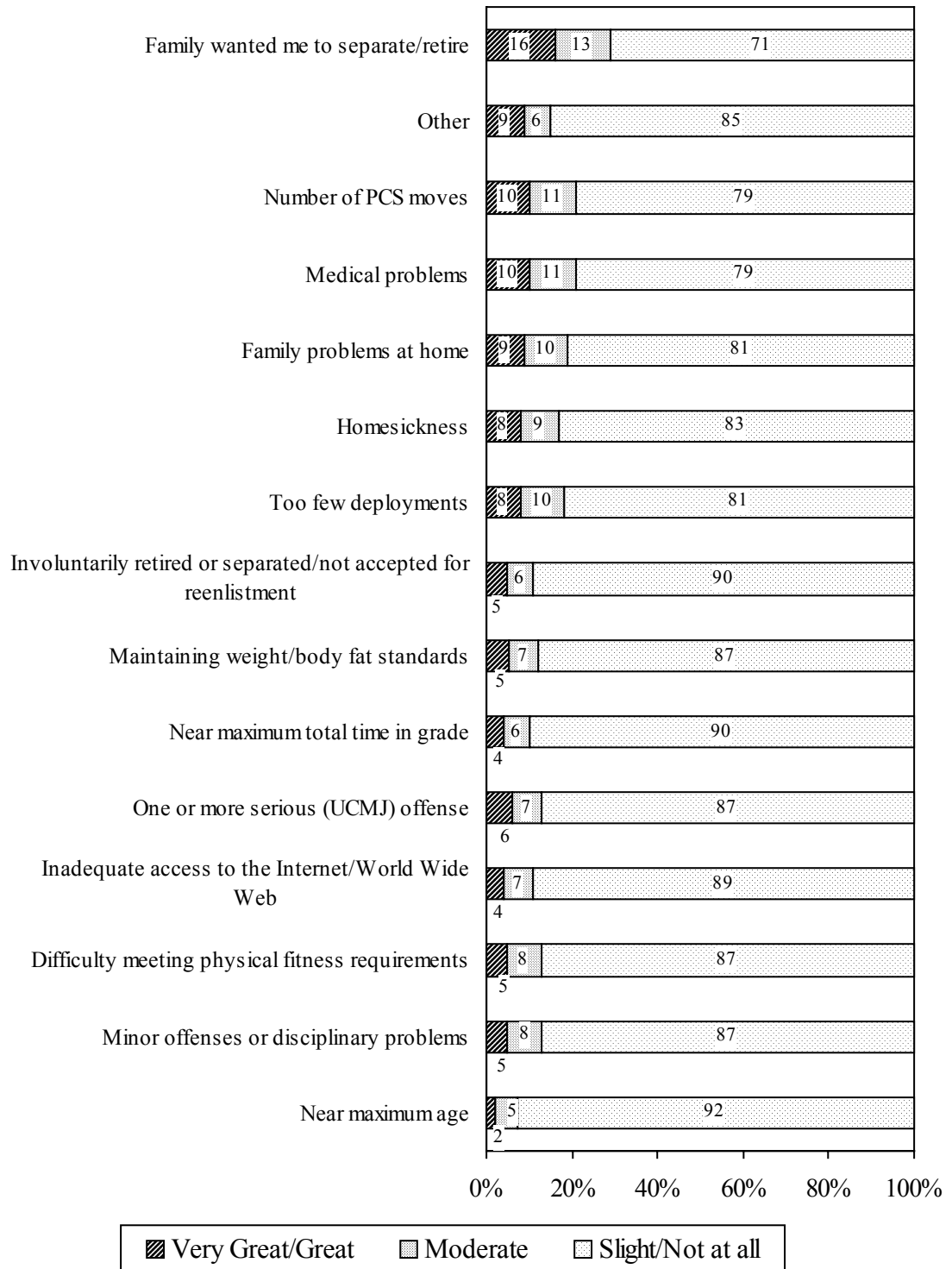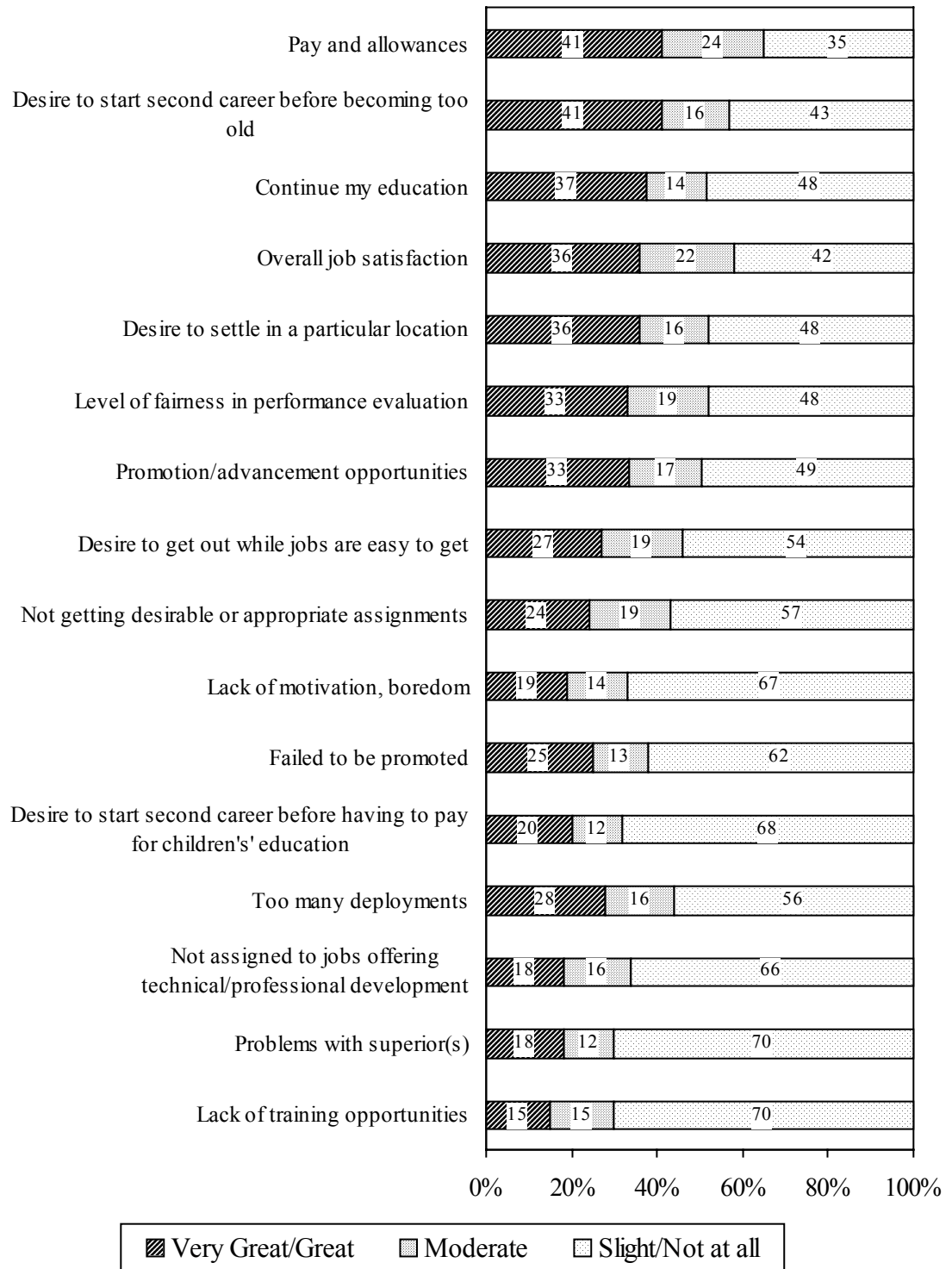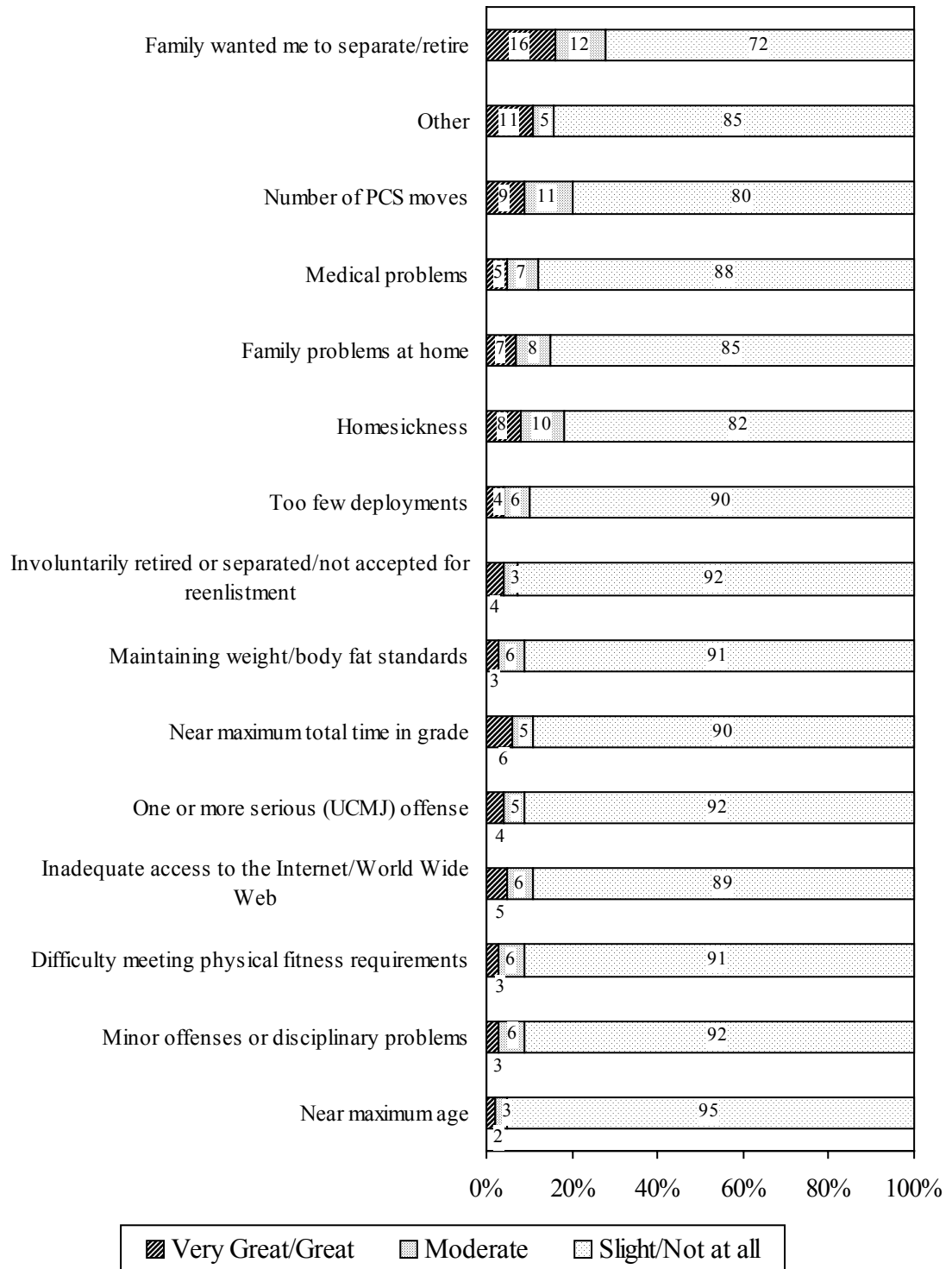
Figure B3a. Satisfaction While on Active Duty as Percentage of All E1-E4.

	Very satisfied/Satisfied	Neither	Not applicable	Very dissatisfied/Dissatisfied
Location or station of choice, homeporting	28	27	10	35
SEPRATS/COMRATS, subsistence allowance	21	22	30	26
Housing allowance	19	20	33	28
Medical care for your family	20	15	50	15
Special and incentive pay	20	24	18	38
Dental care for your family	18	16	52	14
Military family support programs	16	20	51	13
Youth activities on base	13	21	57	10
Military housing	14	16	44	27
Schools for your children	8	15	71	6
Co-location with your military spouse	12	15	65	8
Reenlistment bonus or continuation pay program	10	18	32	39
Spouse employment and career opportunities	9	18	61	12
Acceptable and affordable child care	7	15	65	13

Legend: Very satisfied/Satisfied · Neither · Not applicable · Very dissatisfied/Dissatisfied

Figure B3b. Satisfaction While on Active Duty as Percentage of All E5-E9.

Category	Very satisfied/Satisfied	Neither	Not applicable	Very dissatisfied/Dissatisfied
Location or station of choice, homeporting	38	26	6	30
SEPRATS/COMRATS, subsistence allowance	34	26	8	32
Housing allowance	31	20	9	40
Medical care for your family	30	14	23	33
Special and incentive pay	24	20	17	39
Dental care for your family	26	15	25	34
Military family support programs	29	29	27	15
Youth activities on base	23	25	41	11
Military housing	21	17	29	33
Schools for your children	23	19	49	9
Co-location with your military spouse	16	11	67	6
Reenlistment bonus or continuation pay program	16	13	23	48
Spouse employment and career opportunities	16	24	41	19
Acceptable and affordable child care	12	19	47	22

Legend: ▨ Very satisfied/Satisfied ▢ Neither ▨ Not applicable ▨ Very dissatisfied/Dissatisfied
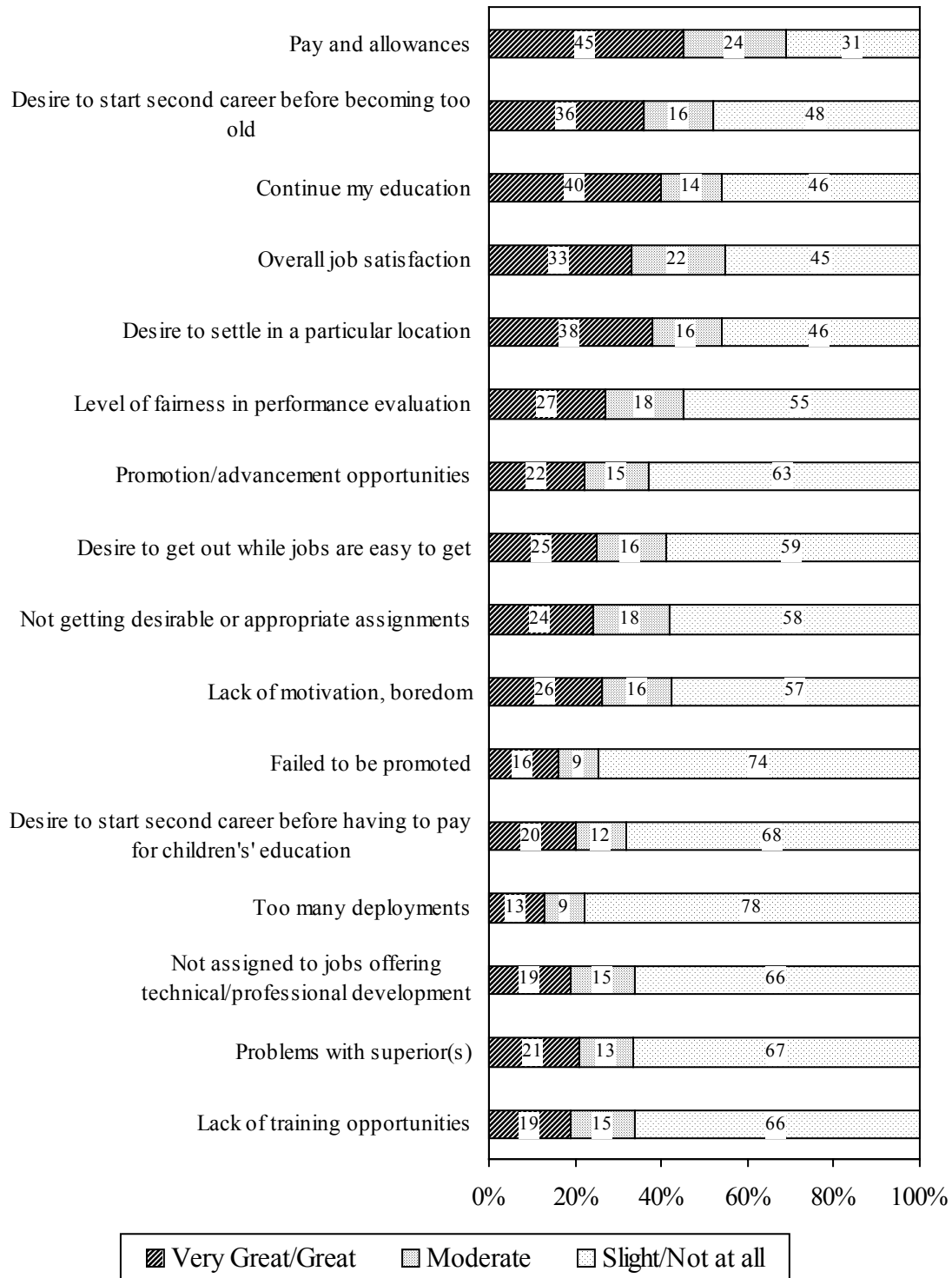
Source: 2000 MES Q51.
Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 2.

115

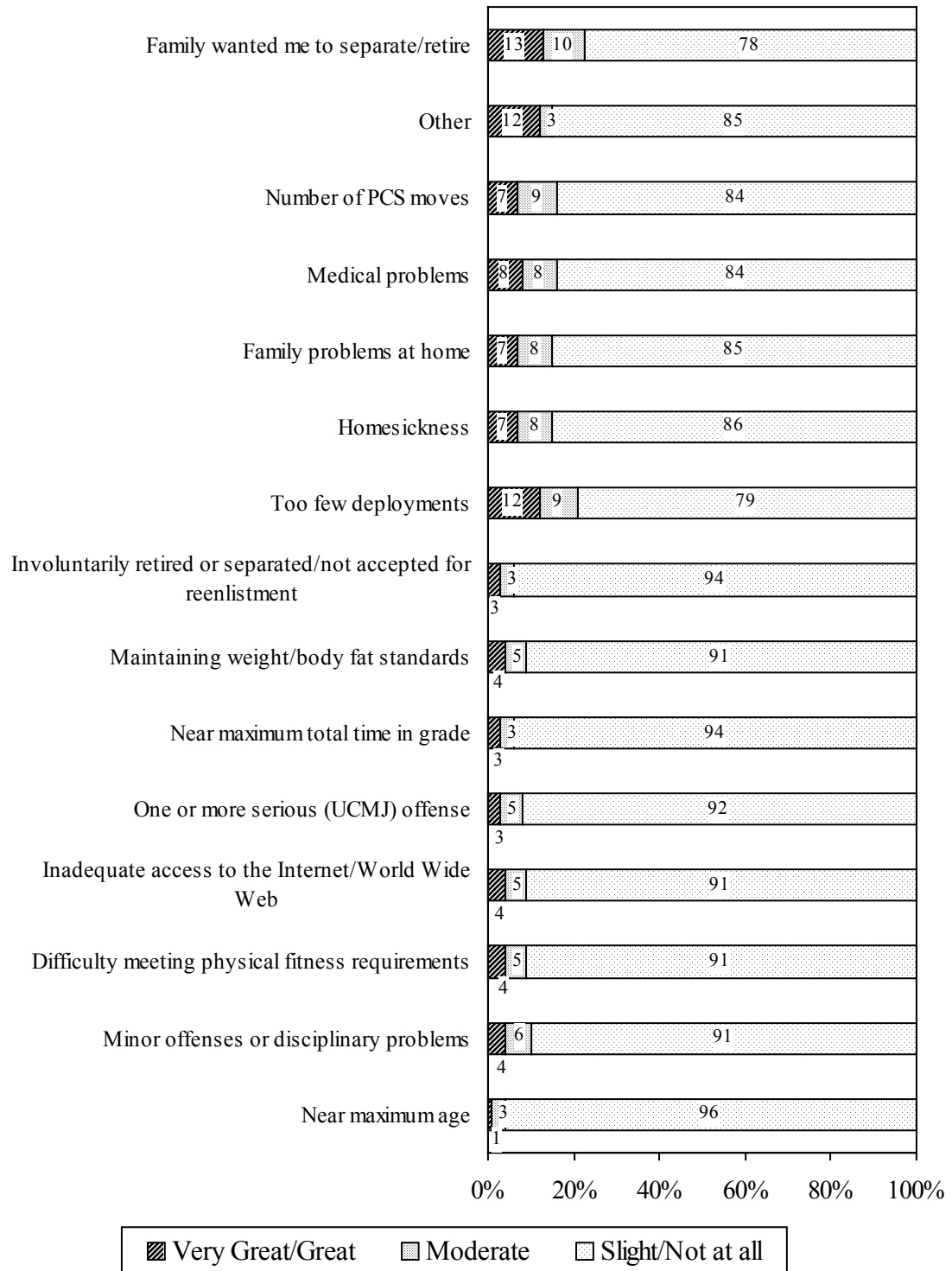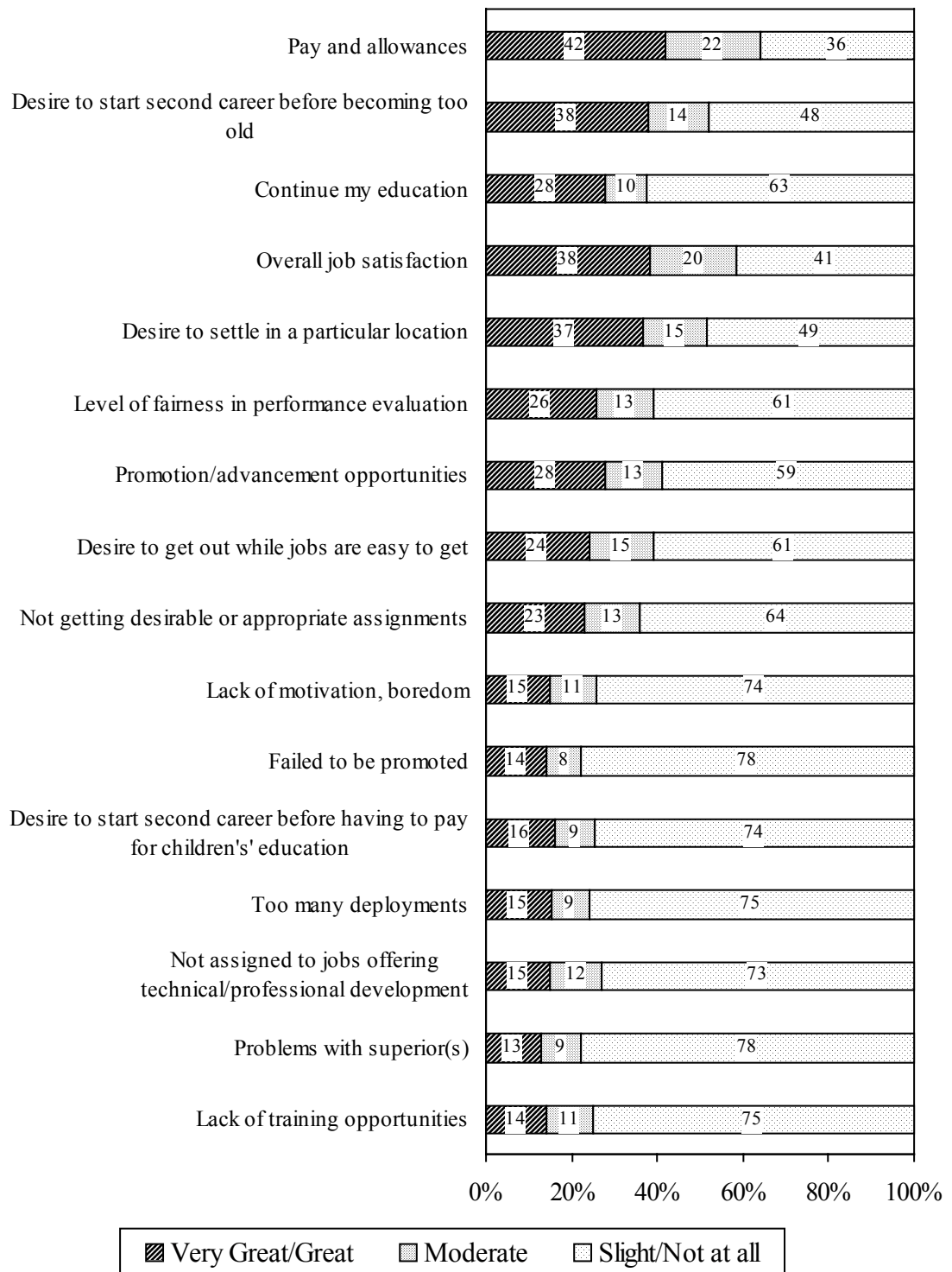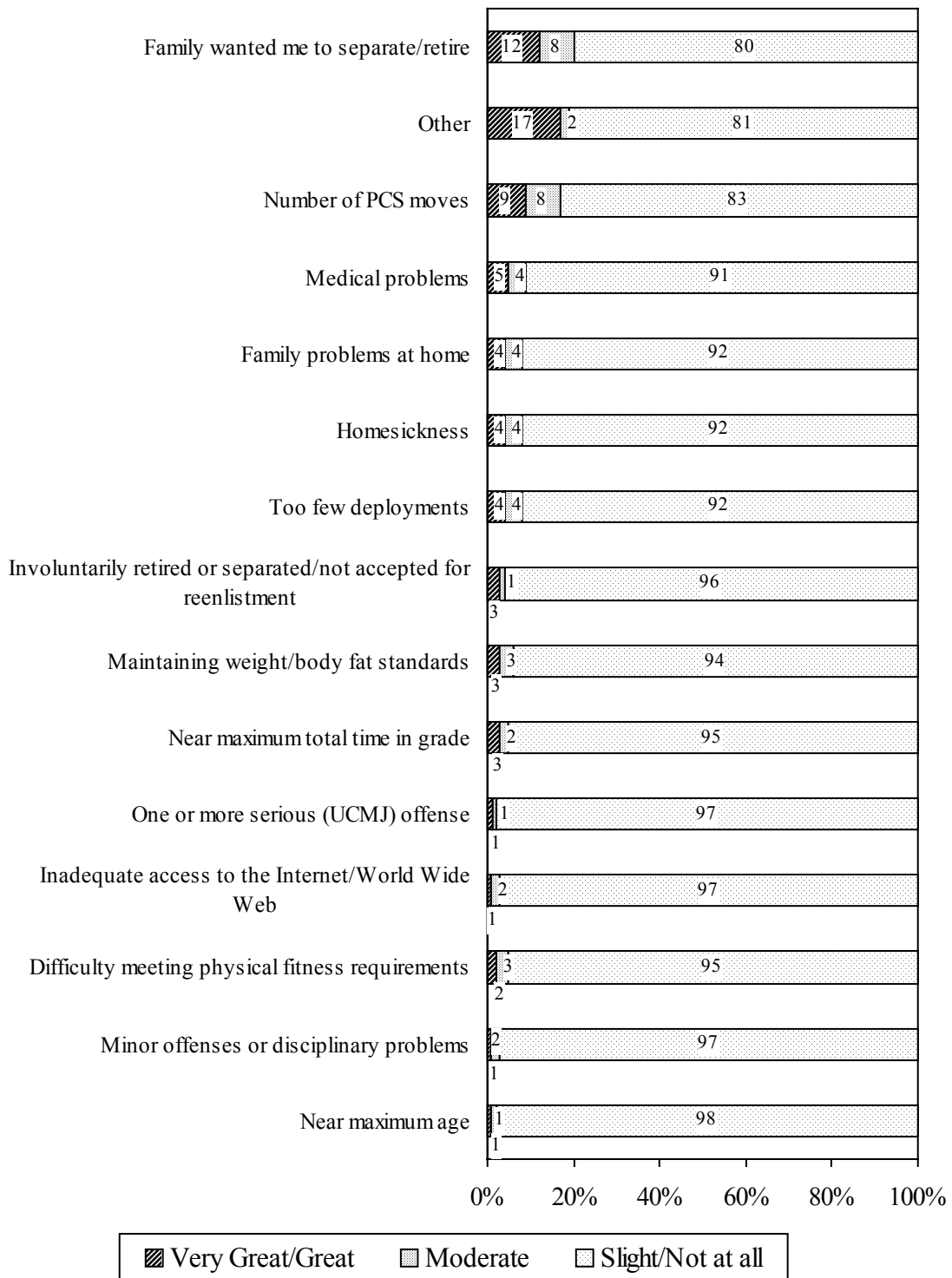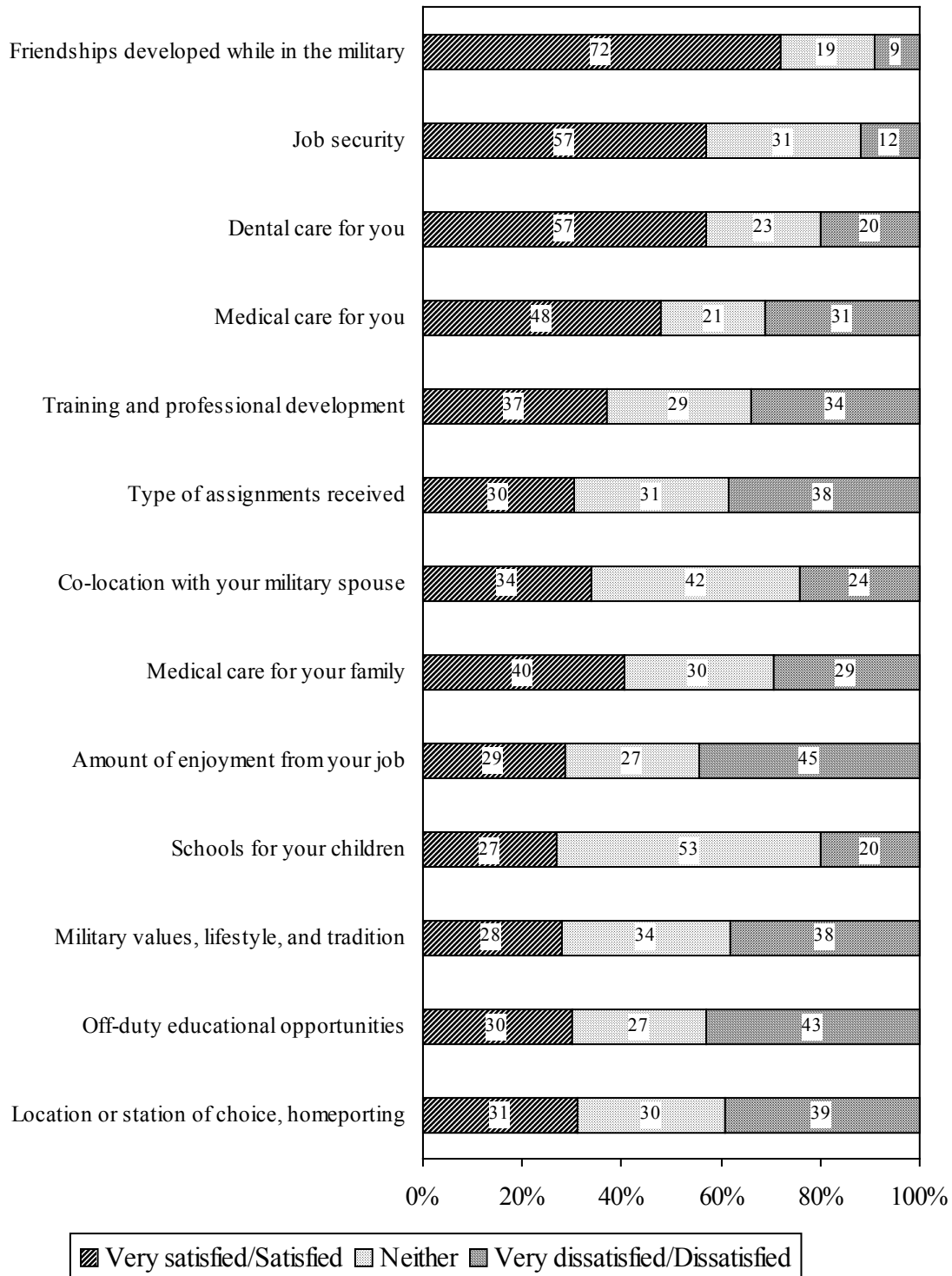**Figure B3c. Satisfaction While on Active Duty as Percentage of All Officer**

	Very satisfied/Satisfied	Neither	Not applicable	Very dissatisfied/Dissatisfied
Location or station of choice, homeporting	49	23	6	22
SEPRATS/COMRATS, subsistence allowance	29	25	20	26
Housing allowance	47	18	1	34
Medical care for your family	31	12	21	37
Special and incentive pay	36	14	26	24
Dental care for your family	27	14	23	36
Military family support programs	28	33	28	11
Youth activities on base	18	21	54	7
Military housing	16	14	36	34
Schools for your children	20	15	55	9
Co-location with your military spouse	14	4	77	5
Reenlistment bonus or continuation pay program	11	8	70	12
Spouse employment and career opportunities	14	21	42	22
Acceptable and affordable child care	12	19	59	10

Legend: ▨ Very satisfied/Satisfied ▢ Neither ▢ Not applicable ▨ Very dissatisfied/Dissatisfied

Source: 2000 MES Q51.
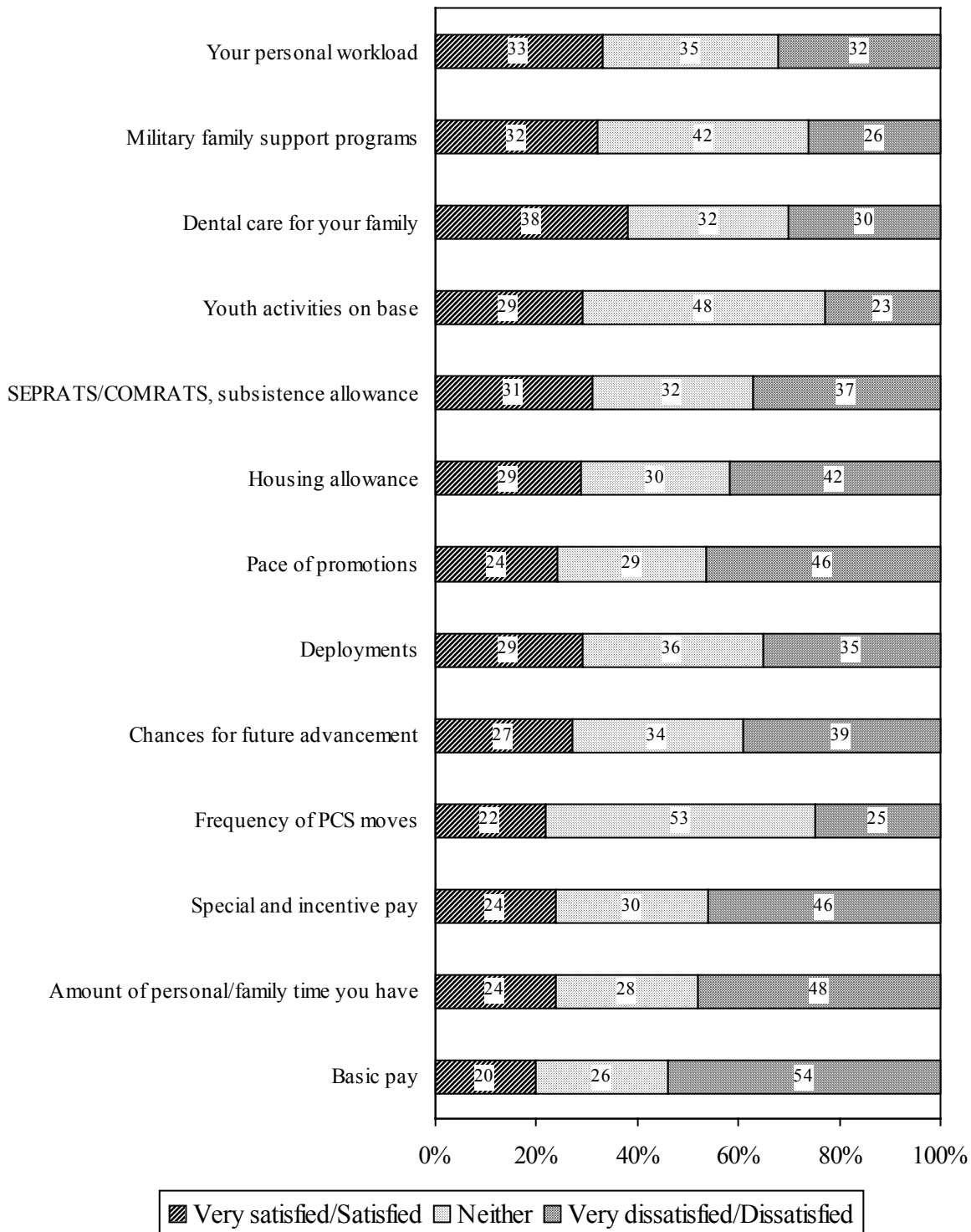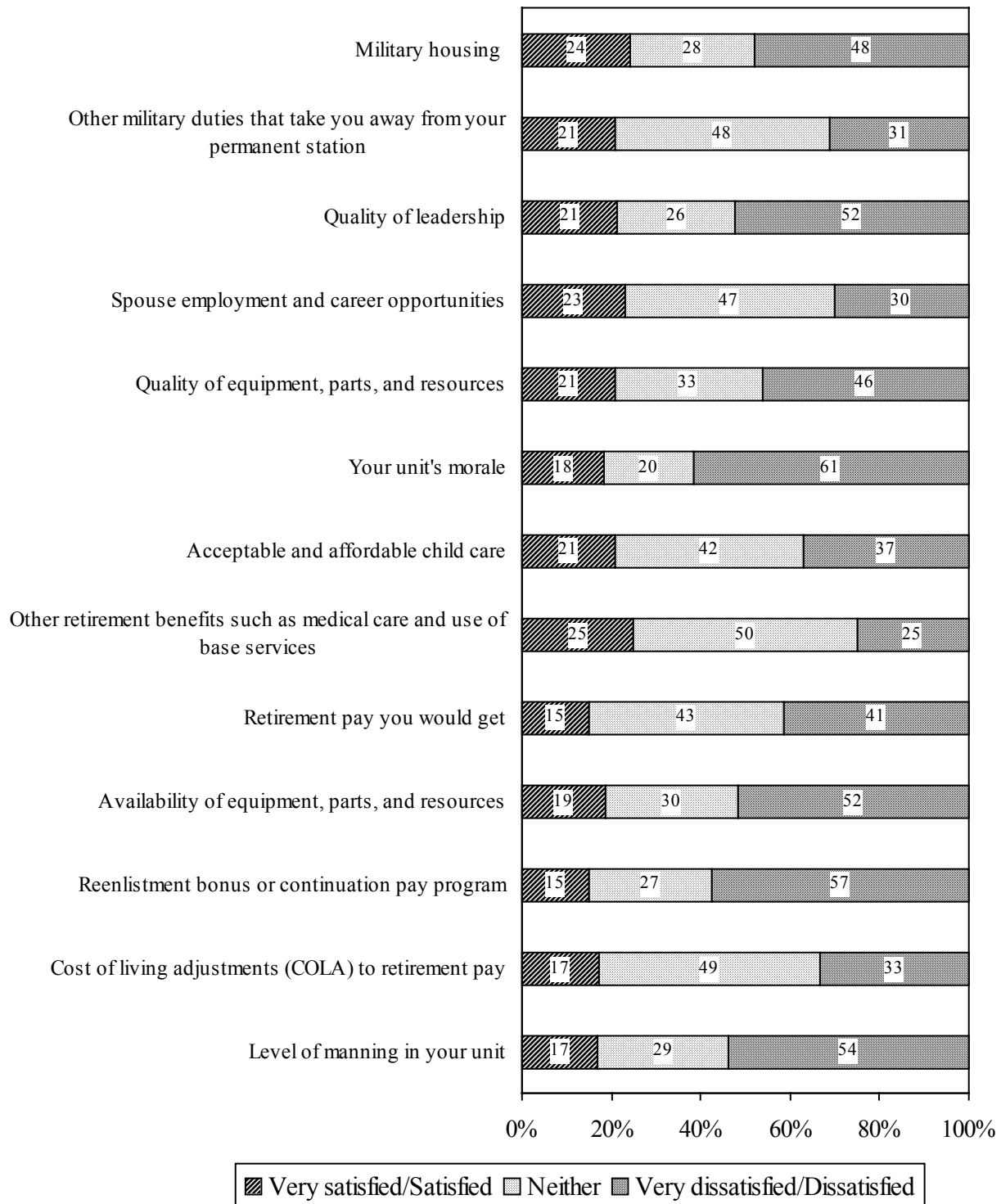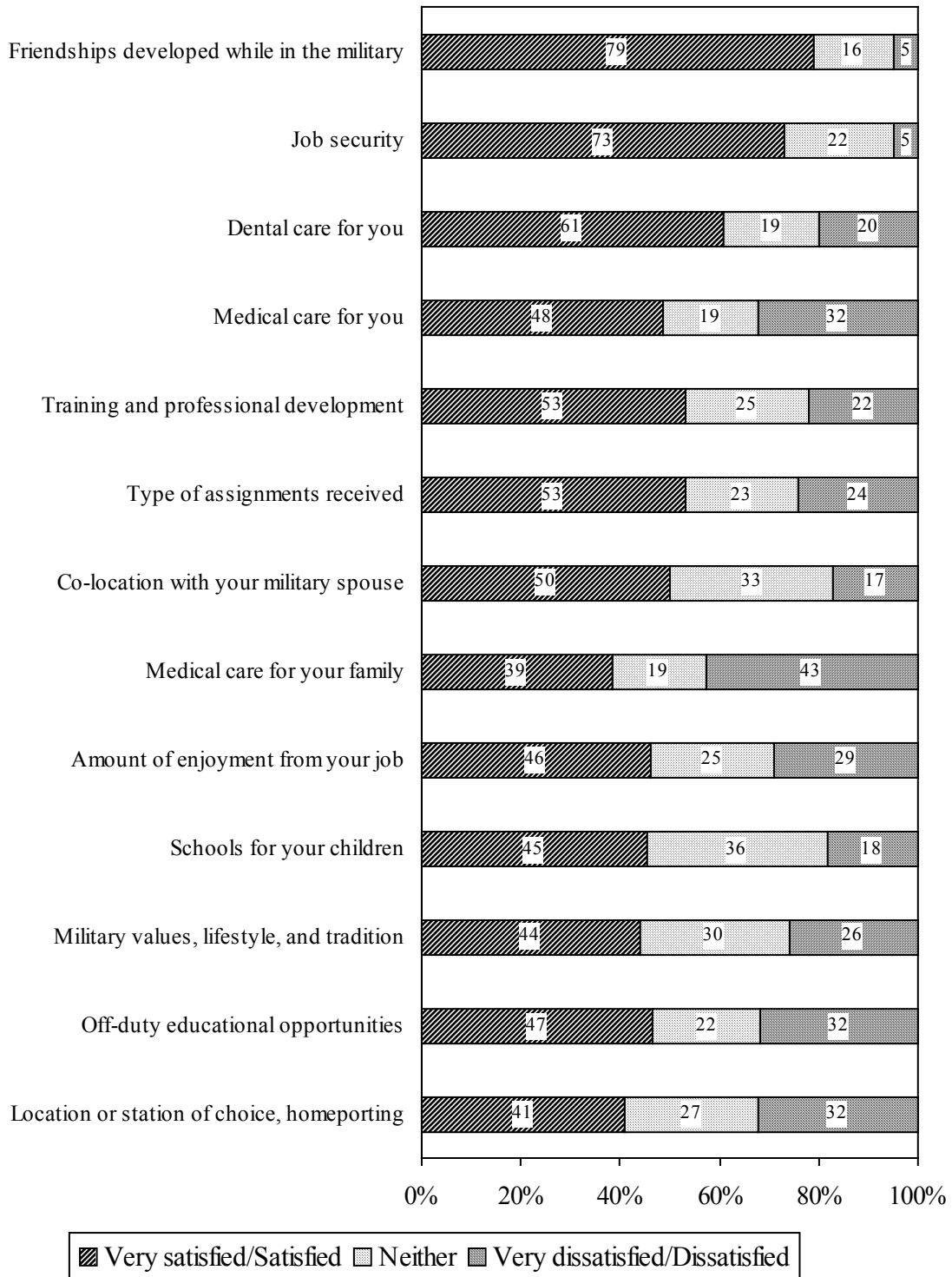Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 3.

Figure B3d. Satisfaction While on Active Duty as Percentage of All Army.

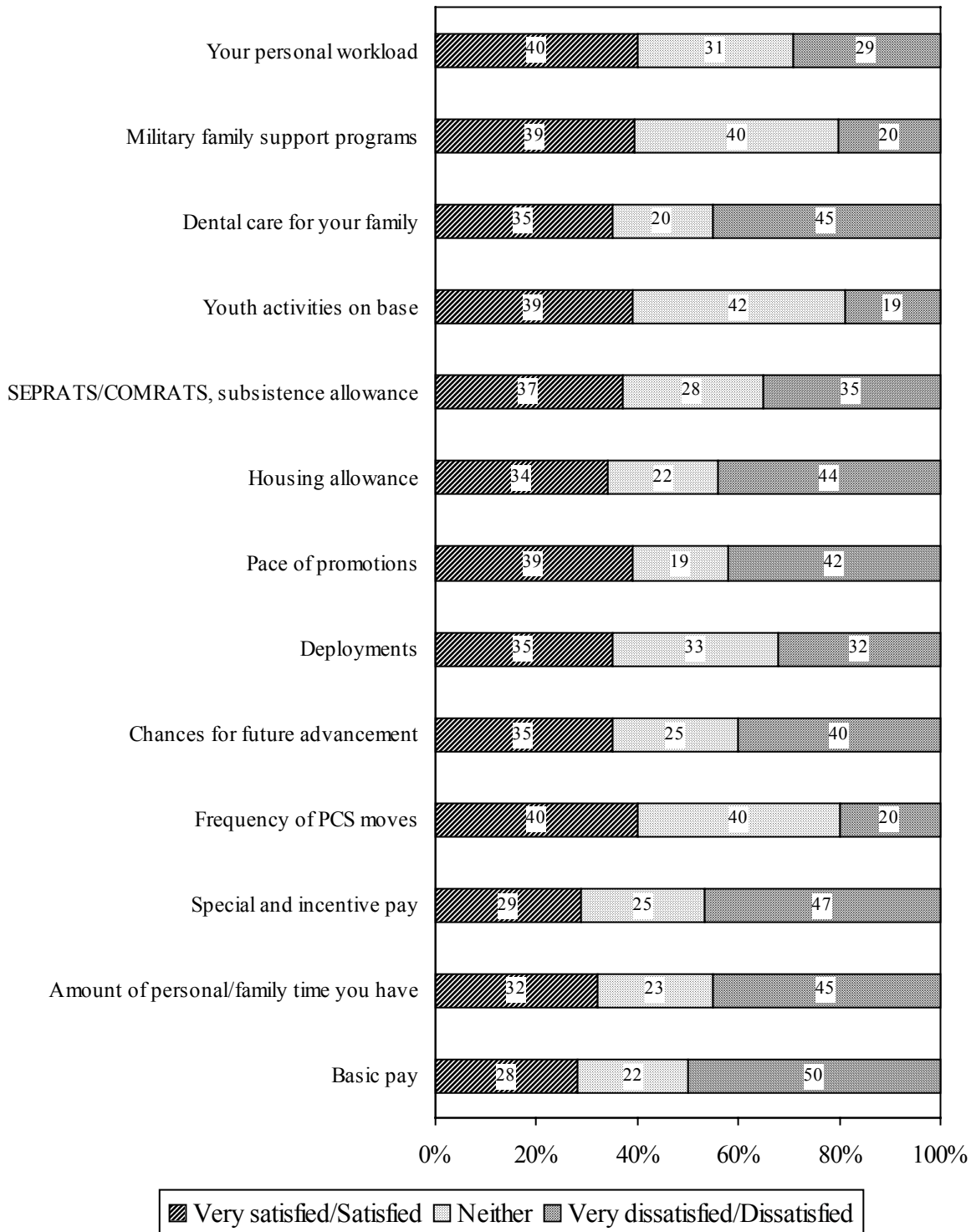| Category	Very satisfied/Satisfied	Neither	Not applicable	Very dissatisfied/Dissatisfied
Location or station of choice, homeporting	28	27	10	35
SEPRATS/COMRATS, subsistence allowance	25	22	25	29
Housing allowance	22	19	28	31
Medical care for your family	24	15	39	21
Special and incentive pay	22	23	19	36
Dental care for your family	22	15	41	22
Military family support programs	16	23	43	18
Youth activities on base	16	22	51	11
Military housing	15	16	37	33
Schools for your children	14	16	62	8
Co-location with your military spouse	14	14	63	9
Reenlistment bonus or continuation pay program	10	17	35	38
Spouse employment and career opportunities	12	19	52	17
Acceptable and affordable child care	9	16	57	17

Legend: ▨ Very satisfied/Satisfied ▫ Neither ▨ Not applicable ▨ Very dissatisfied/Dissatisfied
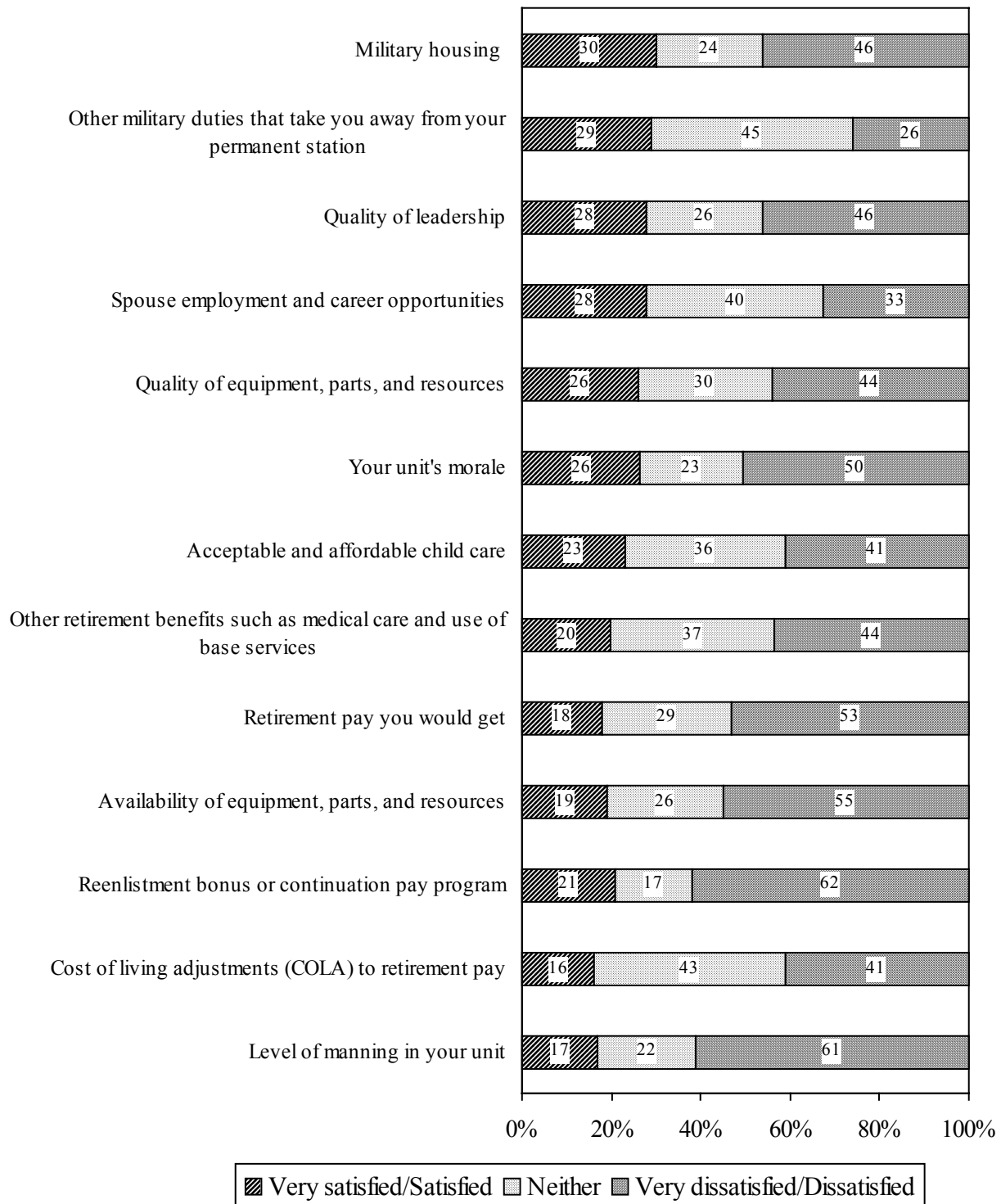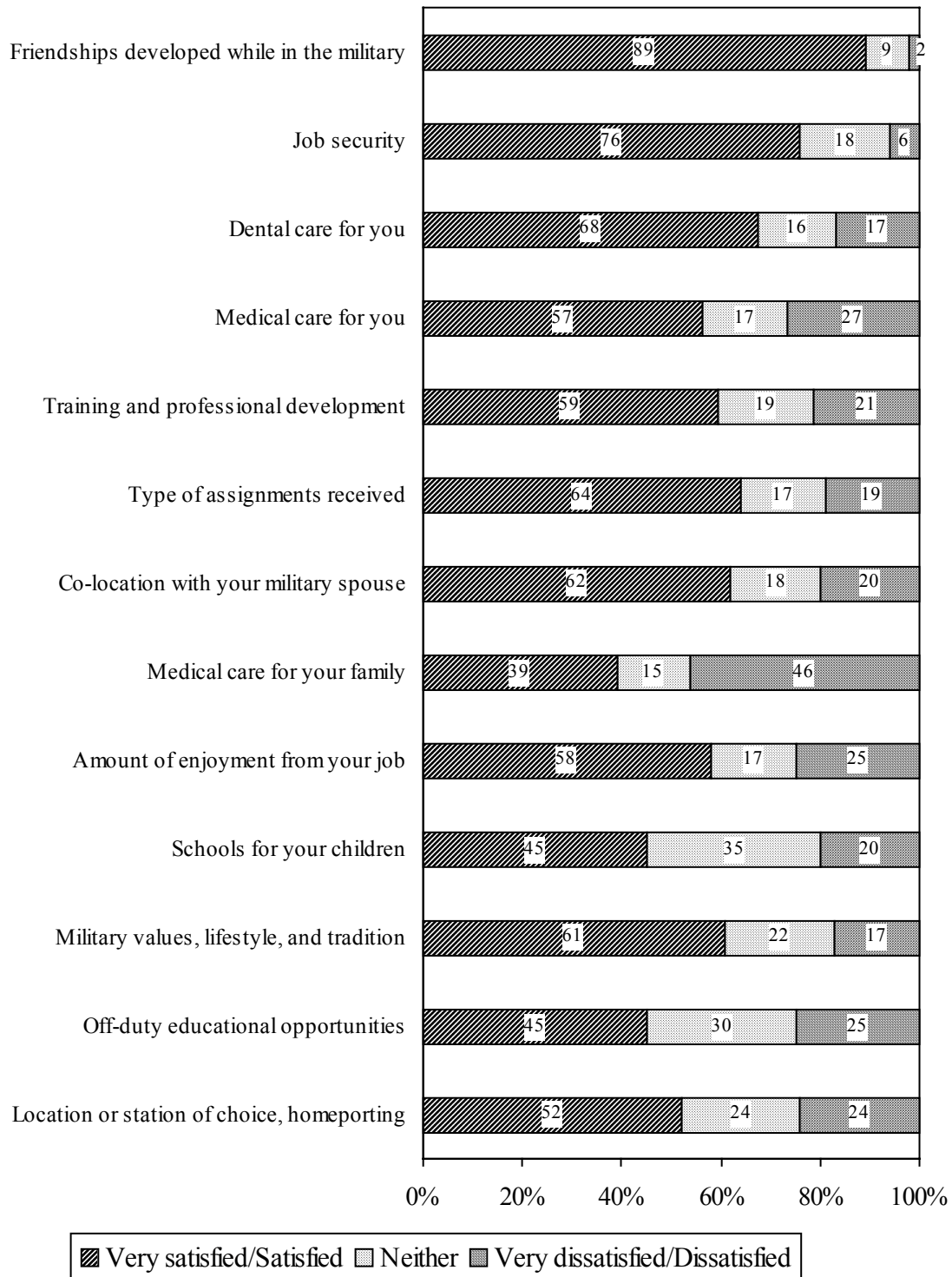
Source: 2000 MES Q51.
Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 2.

Figure B3e. Satisfaction While on Active Duty as Percentage of All Navy.

Category	Very satisfied/Satisfied	Neither	Not applicable	Very dissatisfied/Dissatisfied
Location or station of choice, homeporting	41	25	5	30
SEPRATS/COMRATS, subsistence allowance	31	25	16	28
Housing allowance	32	20	16	32
Medical care for your family	26	14	37	23
Special and incentive pay	29	23	12	36
Dental care for your family	23	16	38	24
Military family support programs	21	28	41	10
Youth activities on base	17	23	49	11
Military housing	18	15	45	22
Schools for your children	14	18	60	7
Co-location with your military spouse	13	12	69	6
Reenlistment bonus or continuation pay program	17	14	30	39
Spouse employment and career opportunities	12	23	52	13
Acceptable and affordable child care	10	17	58	15

Legend: ▨ Very satisfied/Satisfied ▢ Neither ▢ Not applicable ▨ Very dissatisfied/Dissatisfied

Source: 2000 MES Q51.
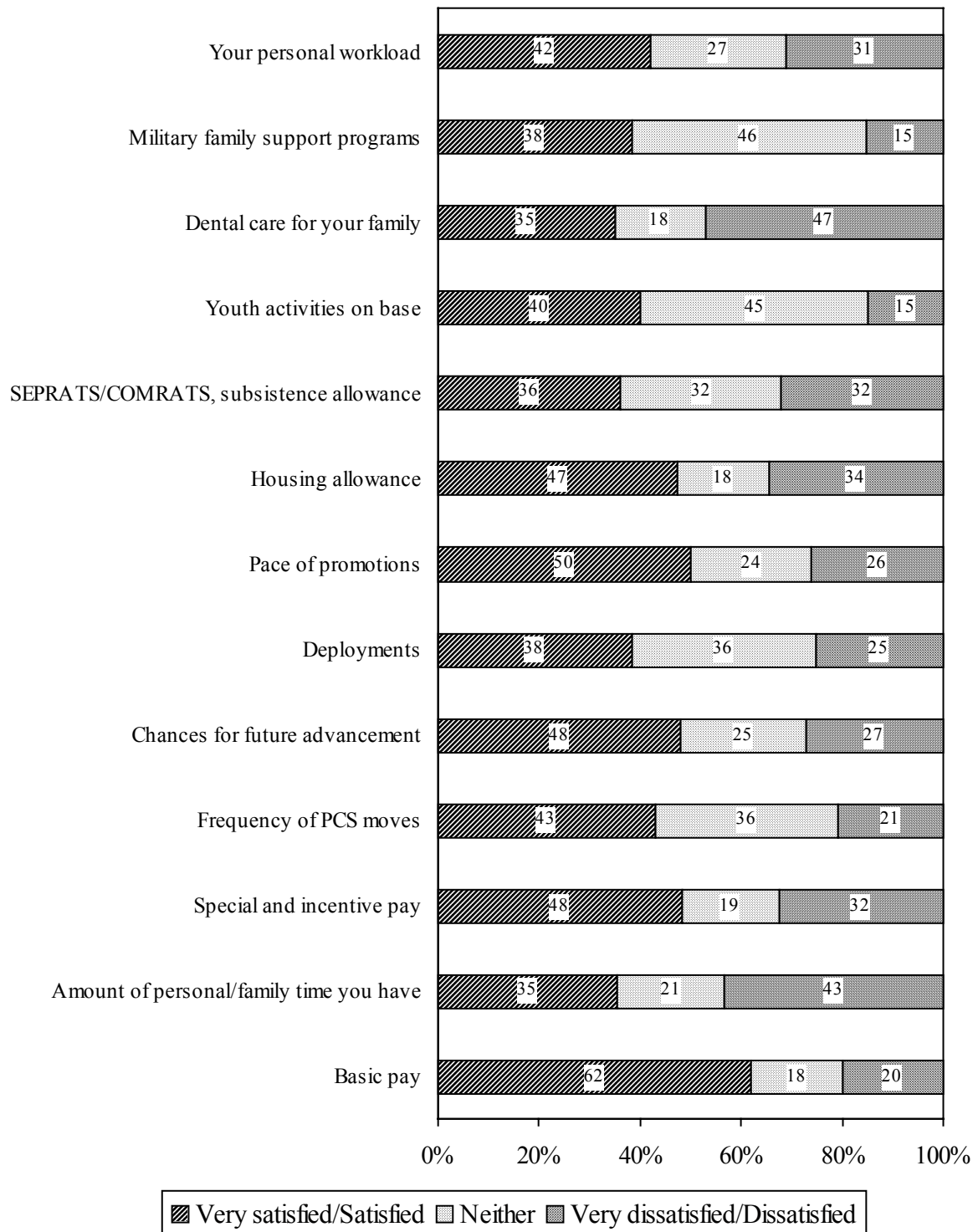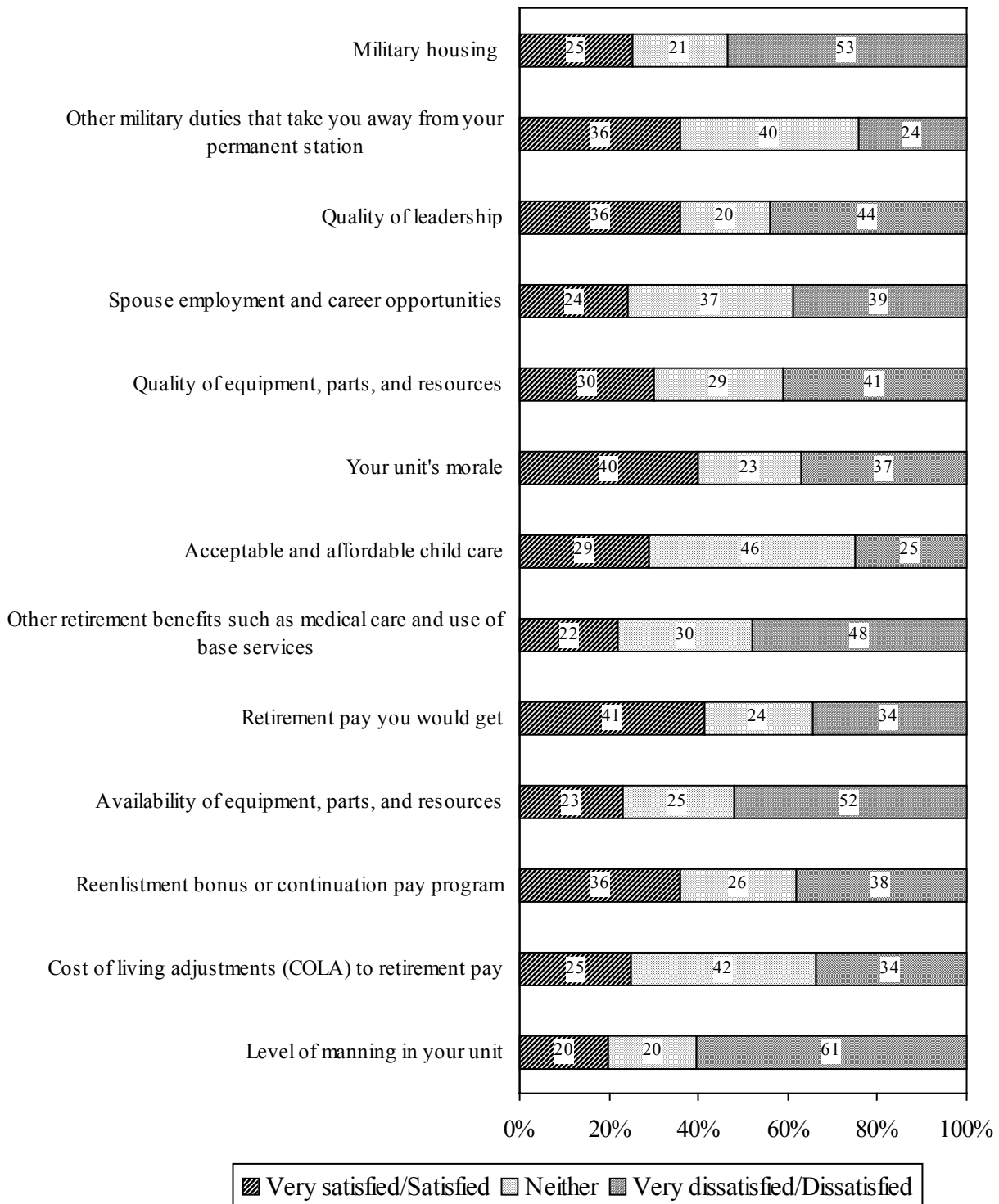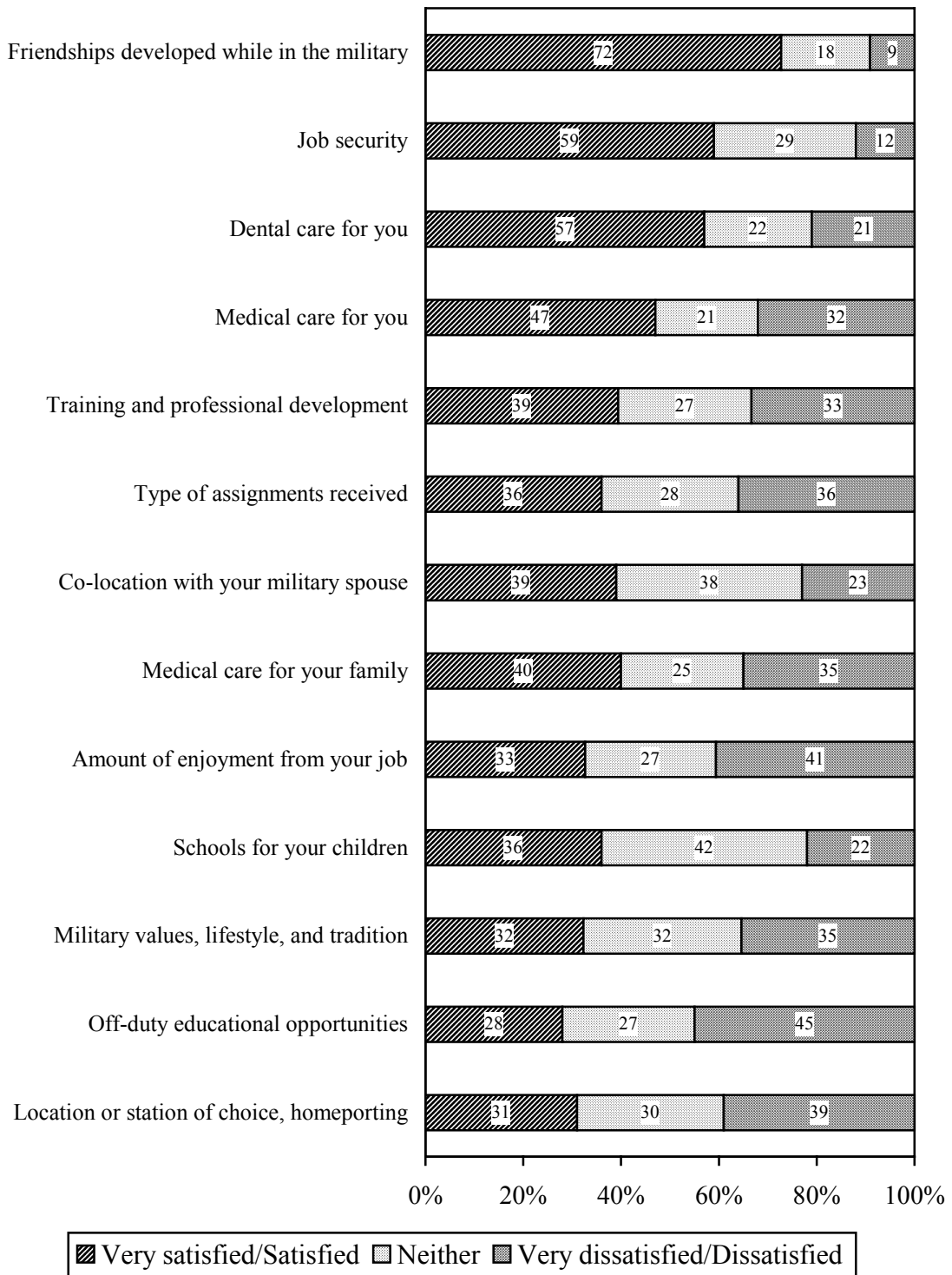Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 3.

Figure B3f. Satisfaction While on Active Duty as Percentage of All Marine Corps.

Category	Very satisfied/Satisfied	Neither	Not applicable	Very dissatisfied/Dissatisfied
Location or station of choice, homeporting	35	29	7	29
SEPRATS/COMRATS, subsistence allowance	23	23	24	30
Housing allowance	19	19	30	32
Medical care for your family	20	13	47	20
Special and incentive pay	18	23	19	40
Dental care for your family	17	15	48	20
Military family support programs	17	23	51	10
Youth activities on base	14	20	58	8
Military housing	12	15	43	30
Schools for your children	10	15	70	6
Co-location with your military spouse	13	12	68	7
Reenlistment bonus or continuation pay program	11	14	33	42
Spouse employment and career opportunities	9	17	59	15
Acceptable and affordable child care	7	14	66	13

Legend: ▨ Very satisfied/Satisfied ▢ Neither ▢ Not applicable ▨ Very dissatisfied/Dissatisfied
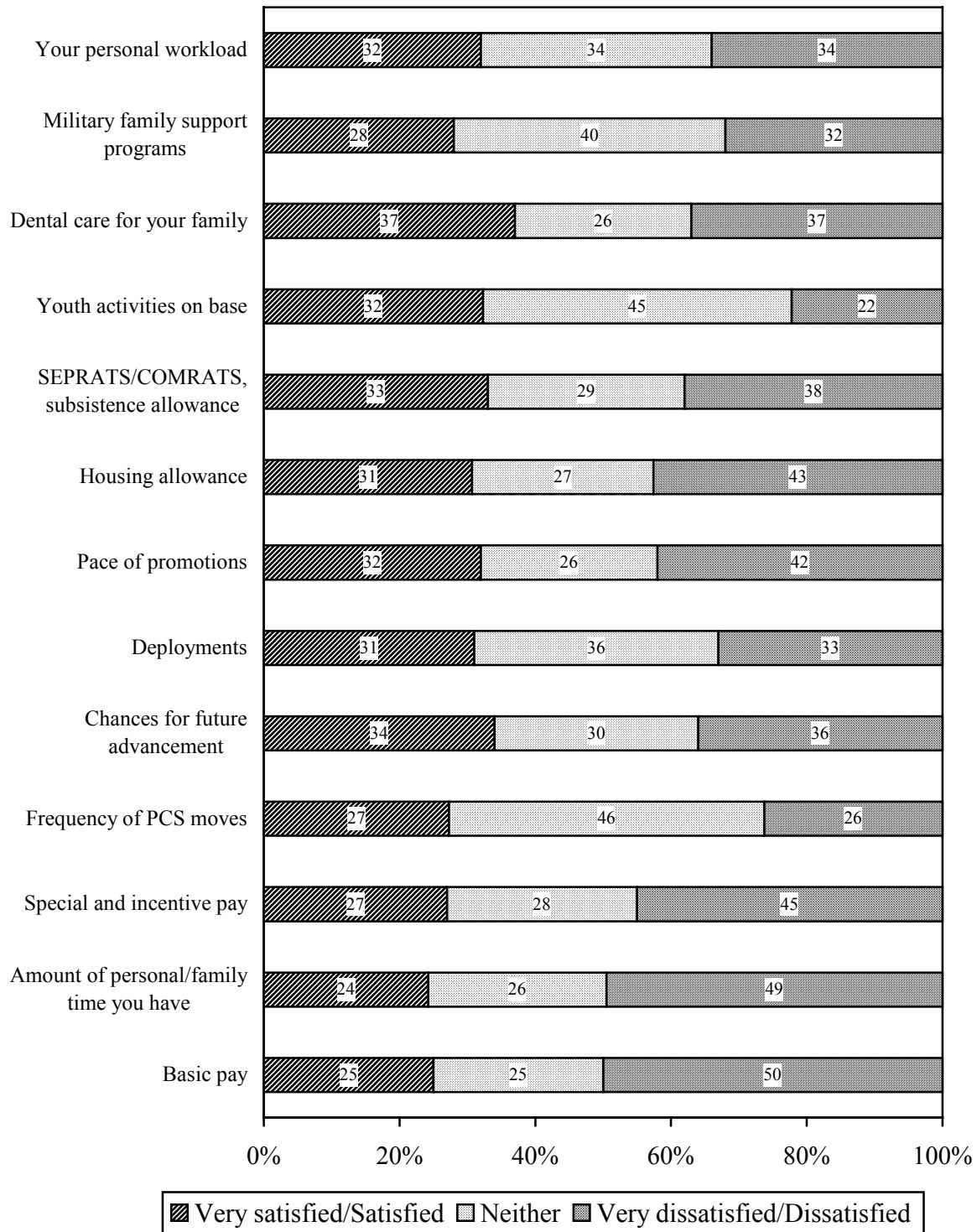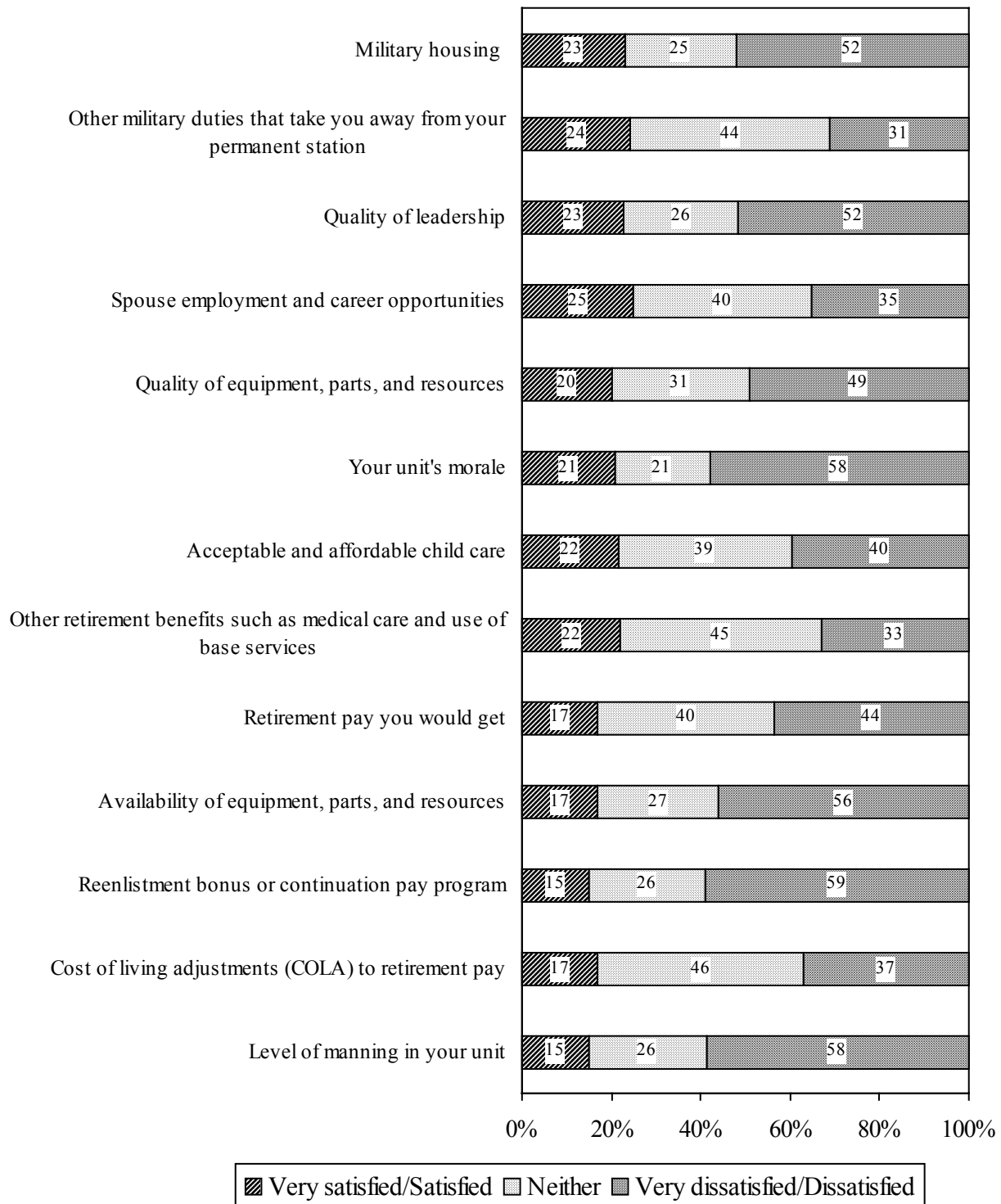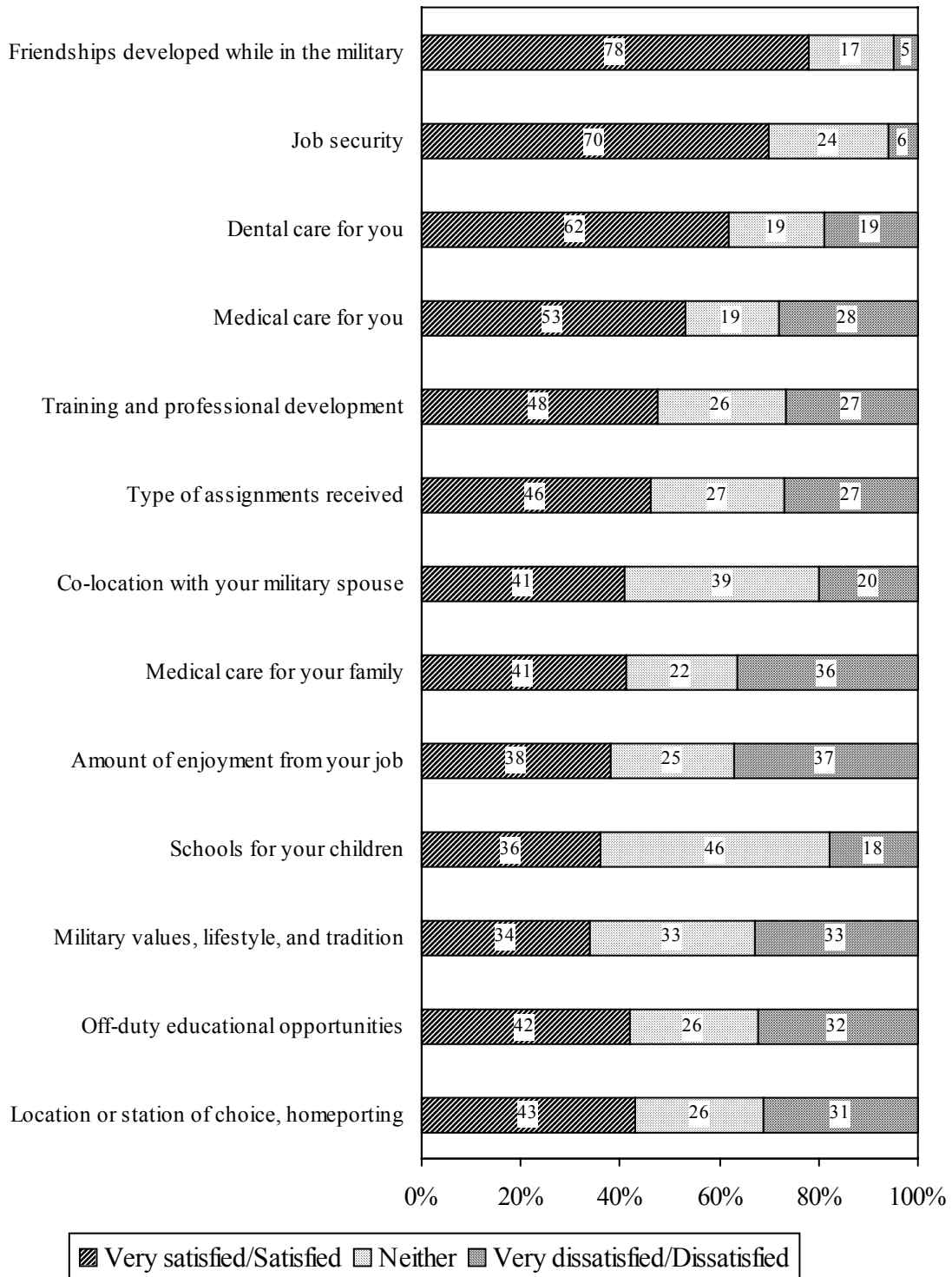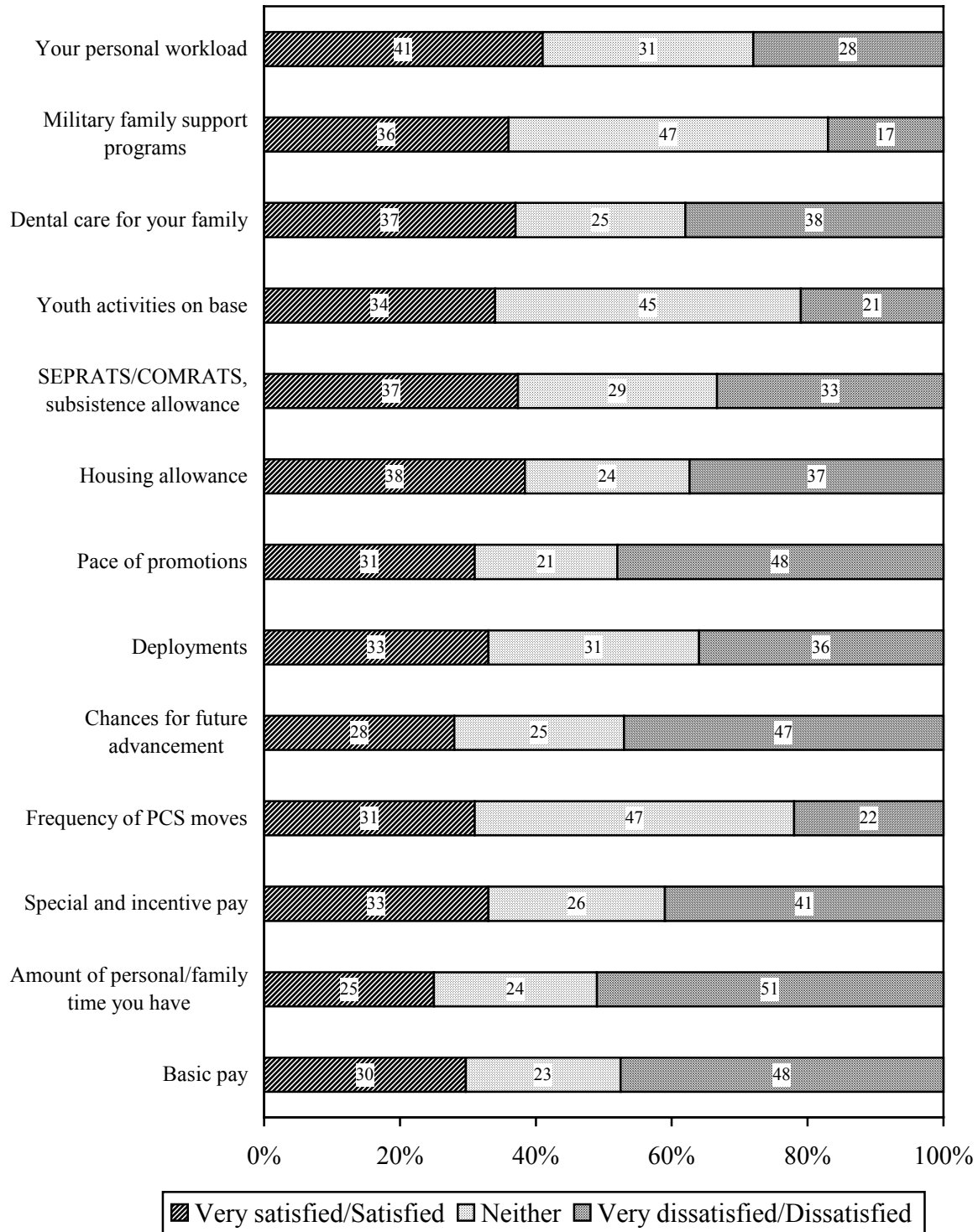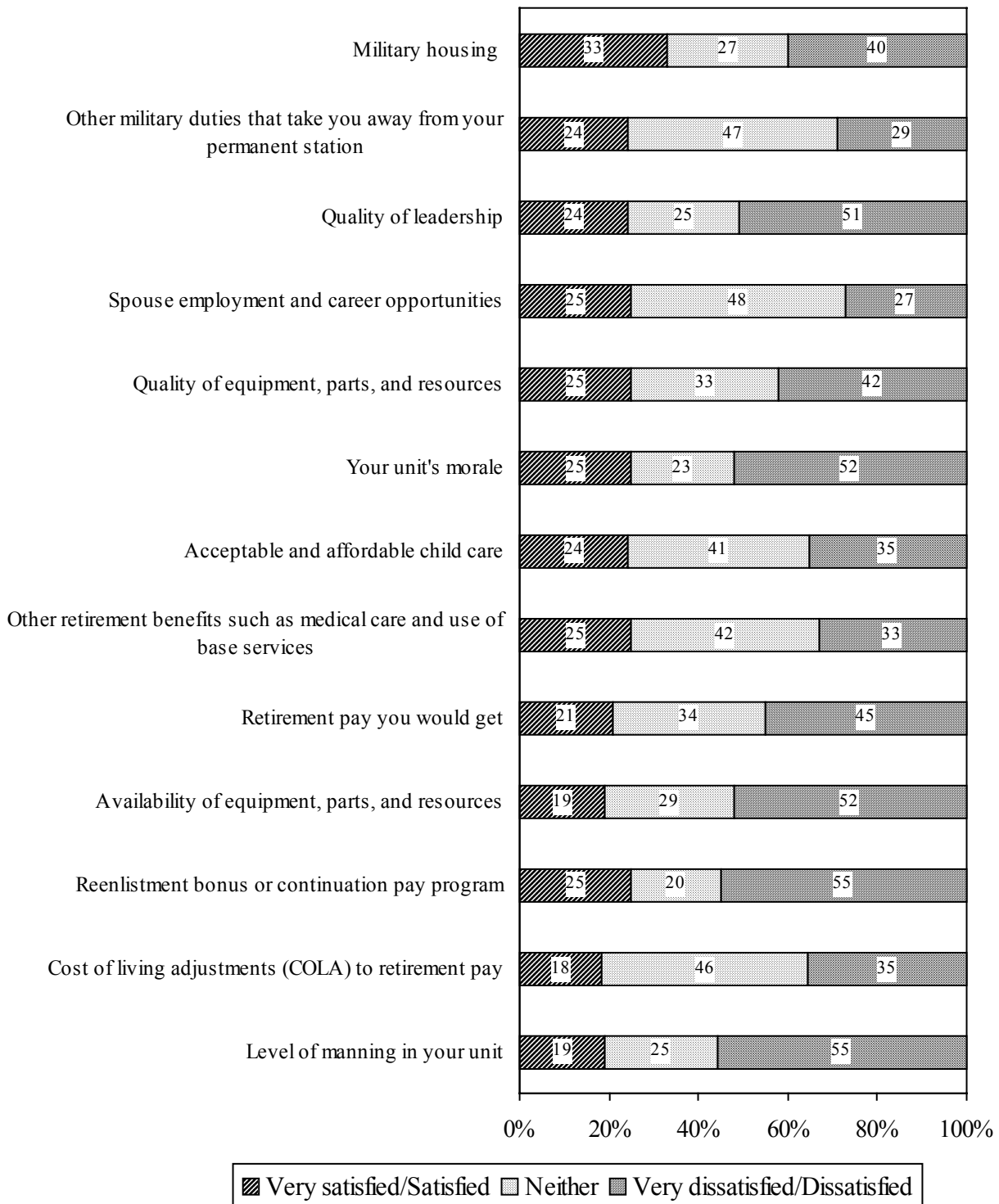
Source: 2000 MES Q51.

Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 3.

119

Figure B3g. Satisfaction While on Active Duty as Percentage of All Air Force.

Category	Very satisfied/Satisfied	Neither	Not applicable	Very dissatisfied/Dissatisfied
Location or station of choice, homeporting	38	25	9	28
SEPRATS/COMRATS, subsistence allowance	28	28	19	25
Housing allowance	34	20	7	40
Medical care for your family	26	14	29	31
Special and incentive pay	22	17	26	35
Dental care for your family	24	15	31	30
Military family support programs	37	28	26	8
Youth activities on base	20	23	49	8
Military housing	21	18	31	31
Schools for your children	20	17	56	7
Co-location with your military spouse	15	9	72	4
Reenlistment bonus or continuation pay program	14	13	37	36
Spouse employment and career opportunities	15	23	46	16
Acceptable and affordable child care	12	19	54	15

Legend: ▨ Very satisfied/Satisfied ▢ Neither ▦ Not applicable ▤ Very dissatisfied/Dissatisfied

Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 3.

Figure B4a. Comparison of Military and Civilian Opportunities for E1-E4.

	Military better	No difference	Don't know	Civilian better
Job security	49	20	11	20
Opportunity for travel	49	19	13	19
Vacation time	42	19	10	30
Health care benefits	34	21	13	33
Education and training opportunities	21	21	10	49
Sense of accomplishment/pride	19	26	10	44
Retirement benefits	20	21	20	39
Freedom from discrimination	15	42	15	29
Racial/ethnic relations overall	15	45	15	24
Freedom from harassment	11	46	15	28
Gender relations overall	10	44	15	31
Promotion opportunities	11	17	17	55
Total compensation (pay, bonuses, allowances)	14	14	12	60
Fair performance evaluations	9	35	16	40
Workload/amount of work	8	24	12	57
Hours worked per week	8	20	8	64
Amount of personal/family time	5	13	9	73
General quality of life	5	15	9	72

Source: 2000 MES Q62.
Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 2.

121

Figure B4b. Comparison of Military and Civilian Opportunities for E5-E9.

Category	Military better	No difference	Don't know	Civilian better
Job security	61	17	11	10
Opportunity for travel	59	16	13	11
Vacation time	59	14	9	17
Health care benefits	28	18	12	42
Education and training opportunities	27	22	11	39
Sense of accomplishment/pride	25	32	11	31
Retirement benefits	23	15	19	44
Freedom from discrimination	24	44	17	15
Racial/ethnic relations overall	22	47	19	13
Freedom from harassment	18	49	19	14
Gender relations overall	17	46	19	18
Promotion opportunities	16	15	20	49
Total compensation (pay, bonuses, allowances)	12	11	13	65
Fair performance evaluations	14	40	21	26
Workload/amount of work	8	25	13	54
Hours worked per week	7	18	8	66
Amount of personal/family time	7	12	9	73
General quality of life	7	13	10	69

Legend: ▨ Military better   ☐ No difference   ▦ Don't know   ▓ Civilian better

Source: 2000 MES Q62.
Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 2.

122

Figure B4c. Comparison of Military and Civilian Opportunities for Officers.

Category	Military better	No difference	Don't know	Civilian better
Job security	64	19	7	10
Opportunity for travel	54	23	8	14
Vacation time	60	17	4	19
Health care benefits	18	19	7	56
Education and training opportunities	31	25	8	36
Sense of accomplishment/pride	36	32	8	24
Retirement benefits	29	11	10	50
Freedom from discrimination	28	52	11	8
Racial/ethnic relations overall	30	53	13	5
Freedom from harassment	22	56	14	8
Gender relations overall	23	51	13	14
Promotion opportunities	17	17	15	52
Total compensation (pay, bonuses, allowances)	11	8	6	76
Fair performance evaluations	16	47	17	19
Workload/amount of work	11	29	8	52
Hours worked per week	12	24	5	59
Amount of personal/family time	10	14	6	70
General quality of life	8	16	5	71

Source: 2000 MES Q62.
Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 3.

Figure B4d. Comparison of Military and Civilian Opportunities for Army.

	Military better	No difference	Don't know	Civilian better
Job security	50	20	12	19
Opportunity for travel	49	20	13	18
Vacation time	45	18	10	27
Health care benefits	32	20	13	35
Education and training opportunities	20	21	11	49
Sense of accomplishment/pride	22	28	11	39
Retirement benefits	22	19	19	40
Freedom from discrimination	18	41	16	26
Racial/ethnic relations overall	18	44	16	22
Freedom from harassment	14	45	17	25
Gender relations overall	13	43	17	27
Promotion opportunities	15	18	18	49
Total compensation (pay, bonuses, allowances)	14	14	12	60
Fair performance evaluations	11	37	17	35
Workload/amount of work	7	22	12	59
Hours worked per week	6	17	9	68
Amount of personal/family time	6	13	9	72
General quality of life	6	16	9	69

Source: 2000 MES Q62.

Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 2.

Figure B4e. Comparison of Military and Civilian Opportunities for Navy.

Category	Military better	No difference	Don't know	Civilian better
Job security	59	17	10	13
Opportunity for travel	59	17	11	13
Vacation time	48	18	8	26
Health care benefits	31	20	11	38
Education and training opportunities	27	23	9	41
Sense of accomplishment/pride	20	29	9	42
Retirement benefits	23	18	17	42
Freedom from discrimination	17	47	15	21
Racial/ethnic relations overall	16	49	16	19
Freedom from harassment	13	52	16	19
Gender relations overall	12	47	15	26
Promotion opportunities	11	14	16	59
Total compensation (pay, bonuses, allowances)	14	13	11	62
Fair performance evaluations	10	37	18	35
Workload/amount of work	9	25	11	55
Hours worked per week	8	18	6	67
Amount of personal/family time	5	9	6	80
General quality of life	5	12	7	77

Source: 2000 MES Q62.
Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 3.

125

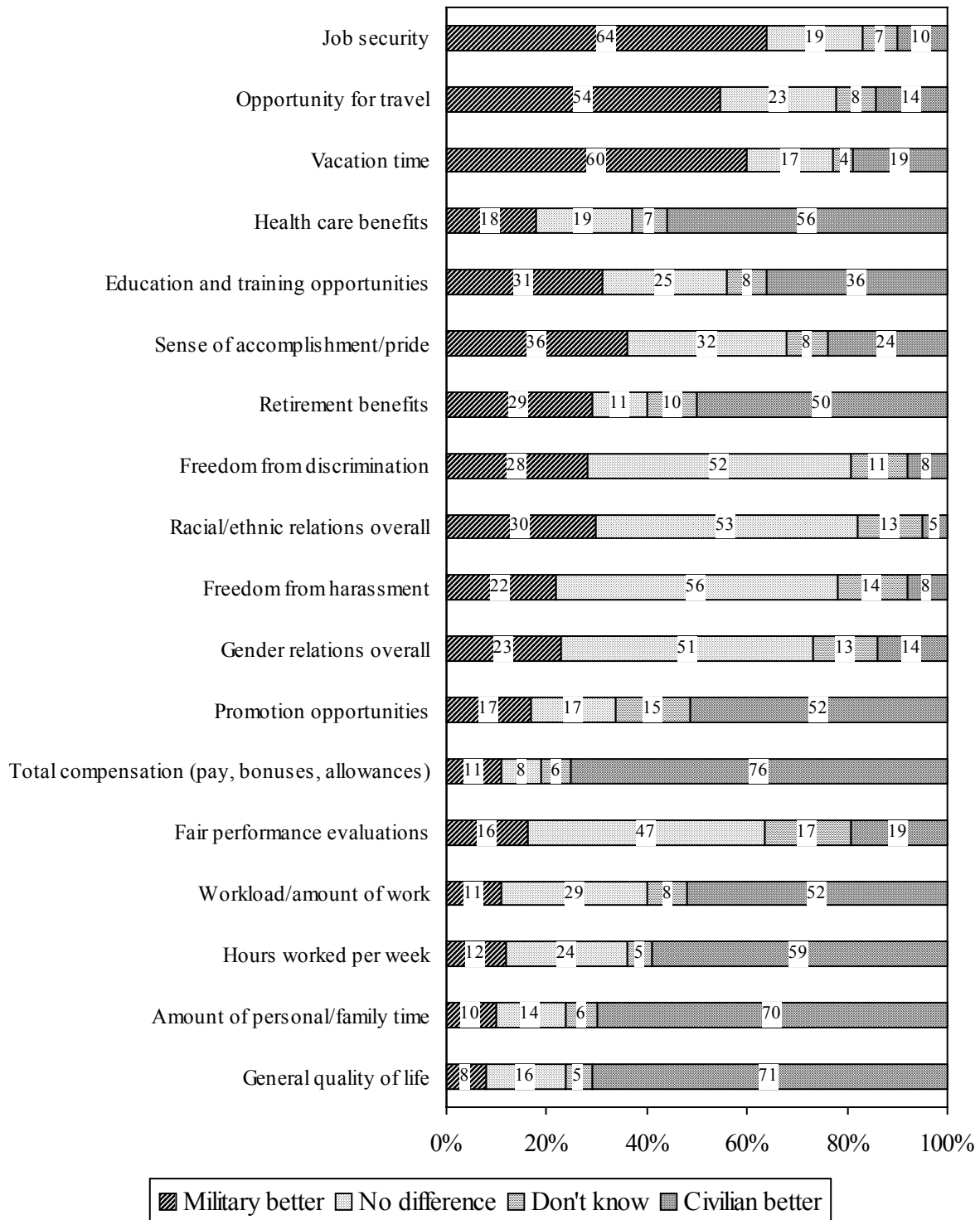**Figure B4f. Comparison of Military and Civilian Opportunities for Marine Corps.**

Category	Military better	No difference	Don't know	Civilian better
Job security	57	18	9	16
Opportunity for travel	55	17	12	16
Vacation time	52	17	8	24
Health care benefits	29	18	11	42
Education and training opportunities	19	20	9	52
Sense of accomplishment/pride	32	28	10	31
Retirement benefits	18	17	17	47
Freedom from discrimination	18	45	15	22
Racial/ethnic relations overall	20	47	16	17
Freedom from harassment	13	48	15	24
Gender relations overall	11	42	16	31
Promotion opportunities	15	18	17	49
Total compensation (pay, bonuses, allowances)	10	11	11	69
Fair performance evaluations	12	38	16	34
Workload/amount of work	8	24	11	56
Hours worked per week	7	20	7	66
Amount of personal/family time	5	11	8	75
General quality of life	5	12	8	75

Legend: Military better, No difference, Don't know, Civilian better

Source: 2000 MES Q62.
Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 3.

126

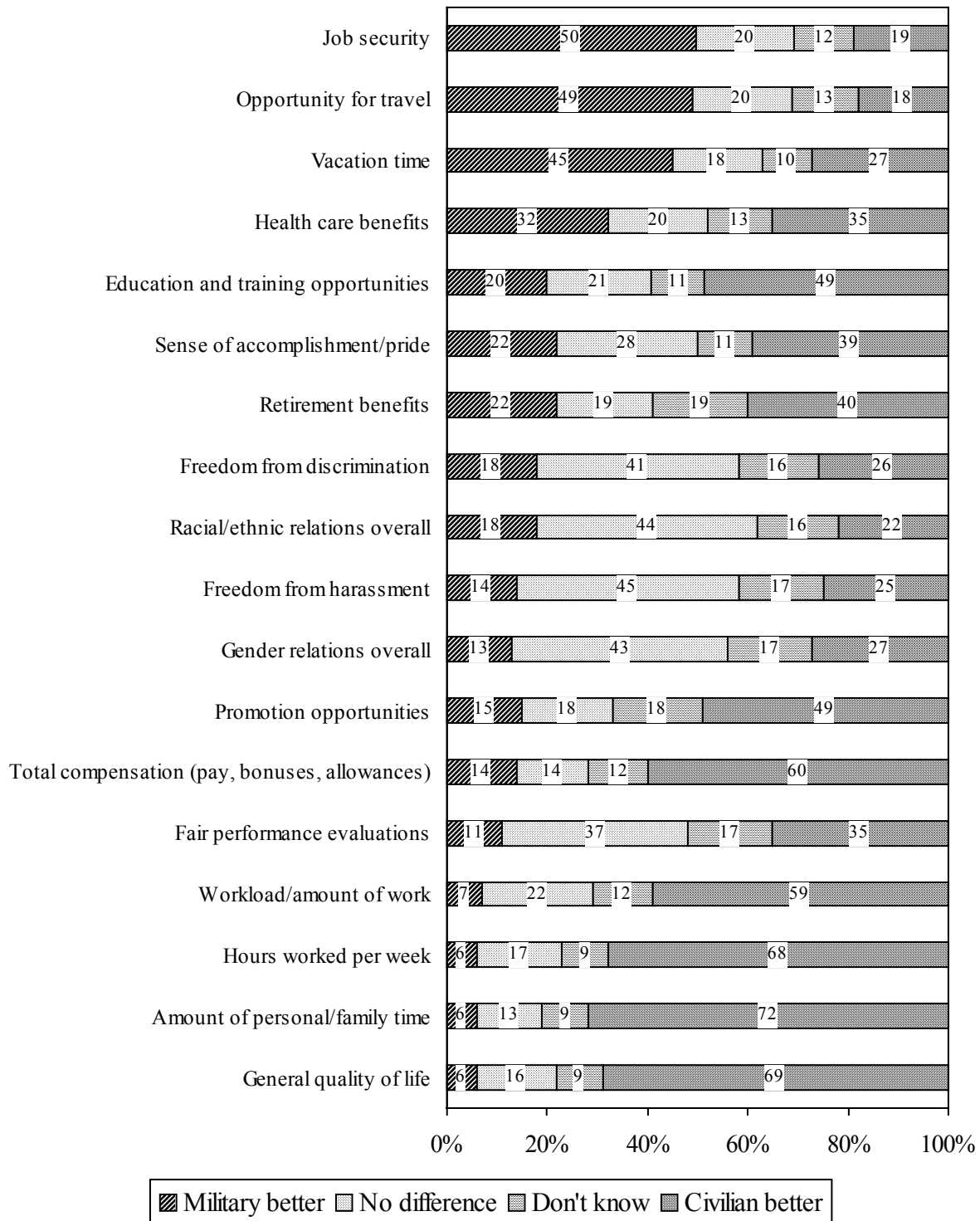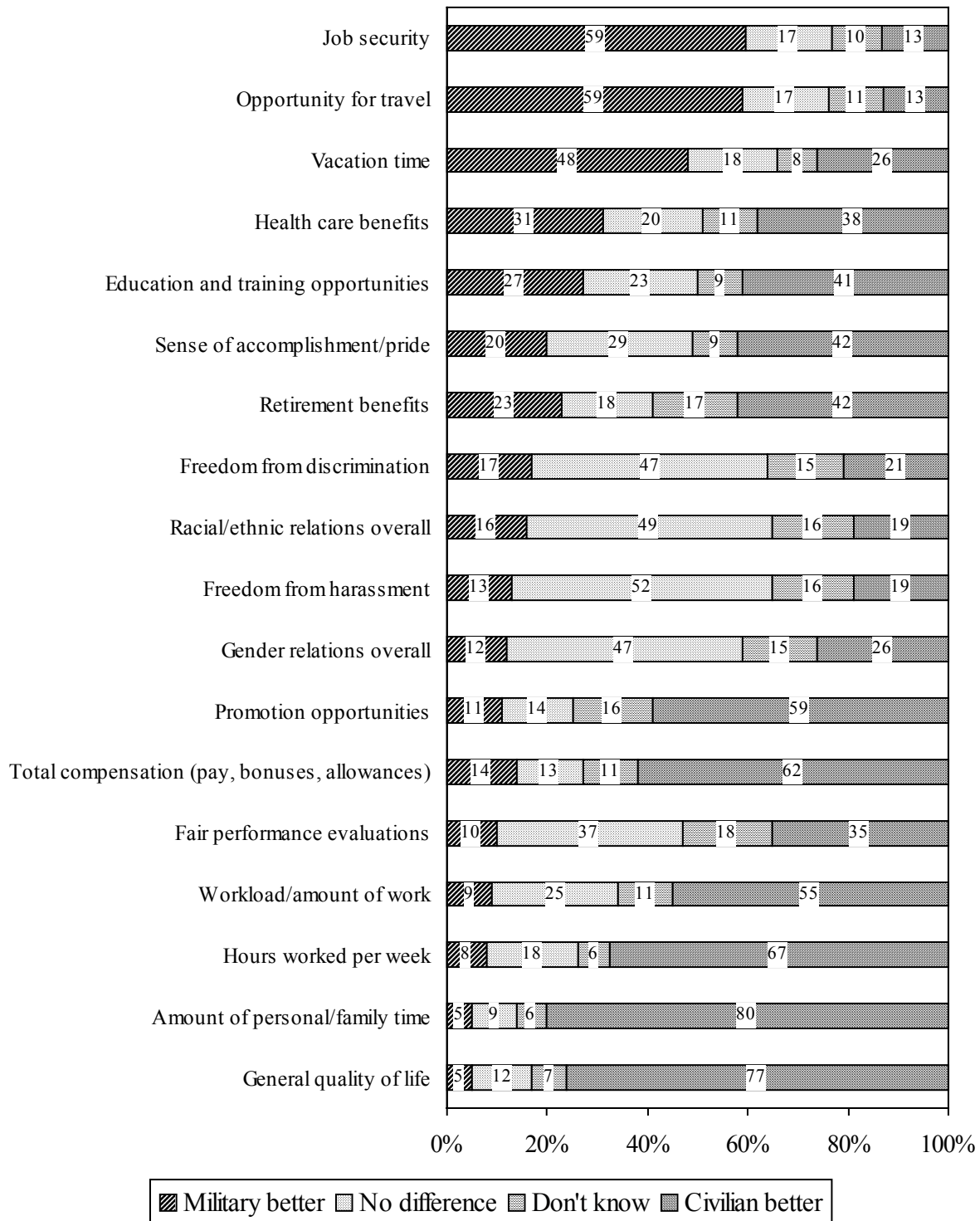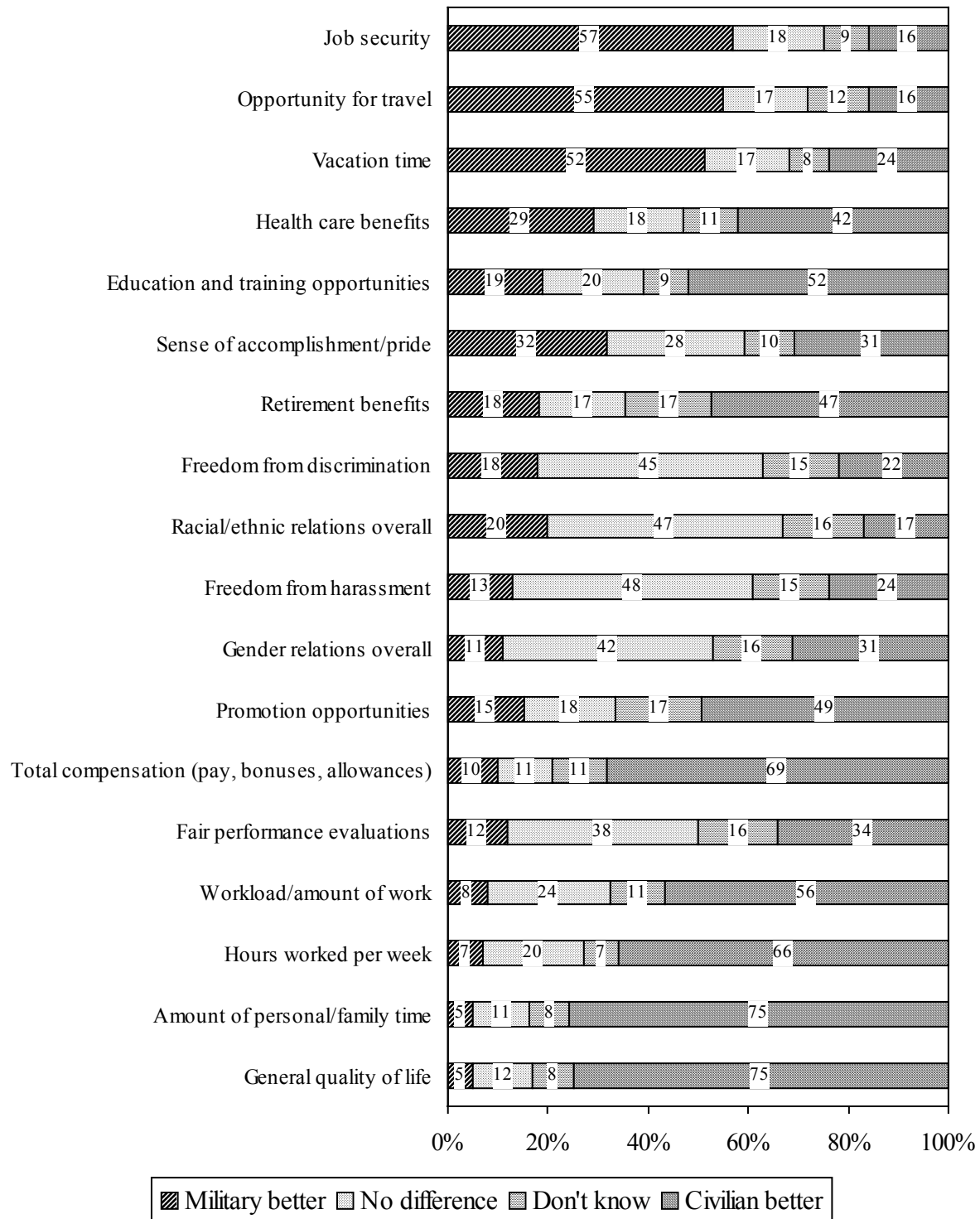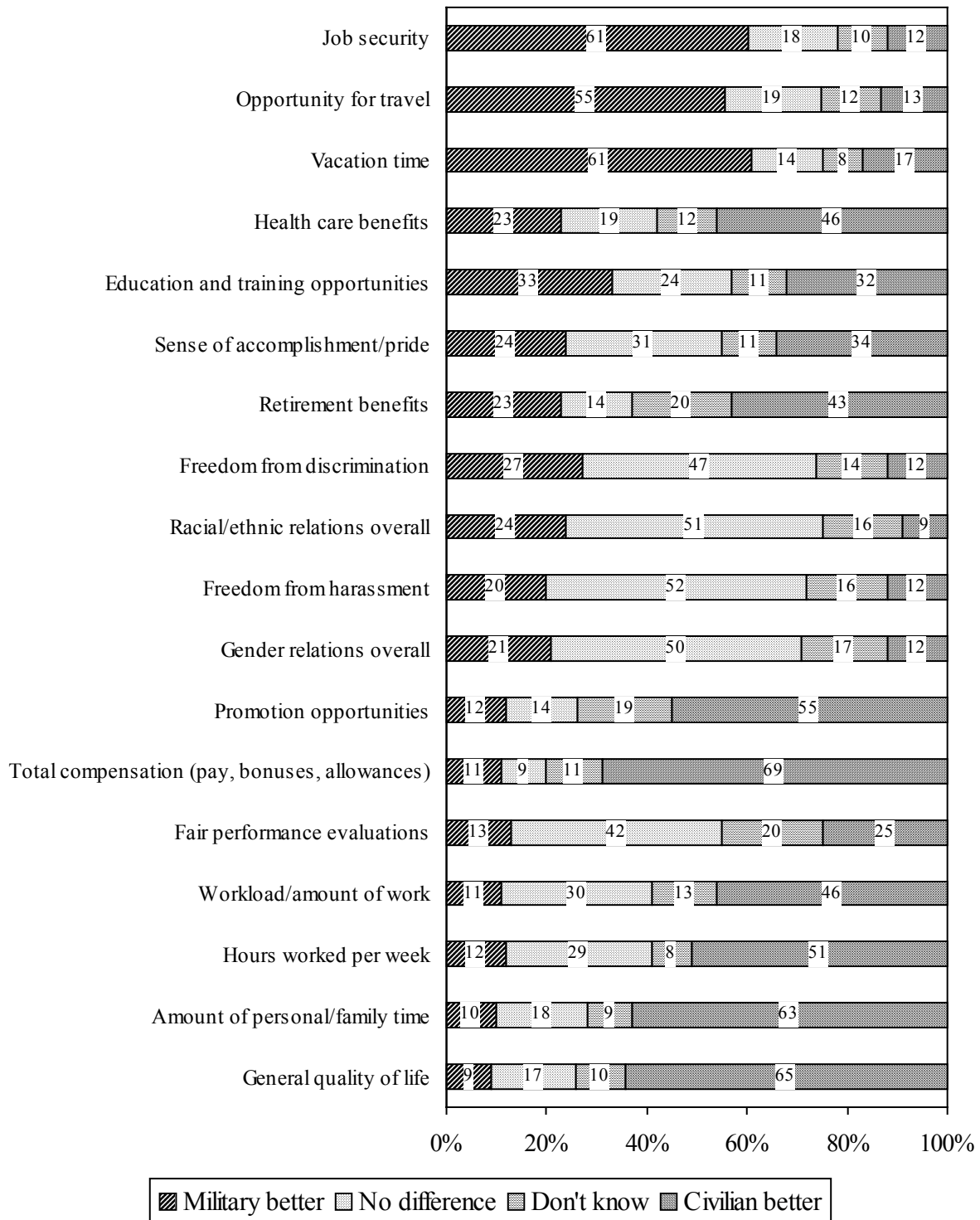**Figure B4g. Comparison of Military and Civilian Opportunities for Air Force.**

Category	Military better	No difference	Don't know	Civilian better
Job security	61	18	10	12
Opportunity for travel	55	19	12	13
Vacation time	61	14	8	17
Health care benefits	23	19	12	46
Education and training opportunities	33	24	11	32
Sense of accomplishment/pride	24	31	11	34
Retirement benefits	23	14	20	43
Freedom from discrimination	27	47	14	12
Racial/ethnic relations overall	24	51	16	9
Freedom from harassment	20	52	16	12
Gender relations overall	21	50	17	12
Promotion opportunities	12	14	19	55
Total compensation (pay, bonuses, allowances)	11	9	11	69
Fair performance evaluations	13	42	20	25
Workload/amount of work	11	30	13	46
Hours worked per week	12	29	8	51
Amount of personal/family time	10	18	9	63
General quality of life	9	17	10	65

Legend: ▨ Military better ▢ No difference ▨ Don't know ▨ Civilian better

Source: 2000 MES Q62.

Note. Percent totals may not equal 100 due to rounding. Margins of error do not exceed ± 3.

REPORT DOCUMENTATION PAGE

Form Approved
OMB No. 0704-0188

The public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing the burden, to Department of Defense, Washington Headquarters Services, Directorate for Information Operations and Reports (0704-0188), 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.

PLEASE DO NOT RETURN YOUR FORM TO THE ABOVE ADDRESS.

1. REPORT DATE *(DD-MM-YYYY)*	2. REPORT TYPE	3. DATES COVERED *(From - To)*
032001	Final Report	April 2000 - March 2001

4. TITLE AND SUBTITLE

Overview of the 2000 Military Exit Survey

5a. CONTRACT NUMBER

5b. GRANT NUMBER

5c. PROGRAM ELEMENT NUMBER

6. AUTHOR(S)

Hoover, E. C., Randolph, J. S., Elig, T. W., & Klein, P. M.

5d. PROJECT NUMBER

5e. TASK NUMBER

5f. WORK UNIT NUMBER

7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)
Defense Manpower Data Center
1600 Wilson Boulevard, Suite 400
Arlington, VA 22209-2593

8. PERFORMING ORGANIZATION REPORT NUMBER
2001-001

9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)

10. SPONSOR/MONITOR'S ACRONYM(S)

11. SPONSOR/MONITOR'S REPORT NUMBER(S)

12. DISTRIBUTION/AVAILABILITY STATEMENT
Approved for public release; distribution is unlimited

13. SUPPLEMENTARY NOTES

14. ABSTRACT

The 2000 Military Exit Survey gathered information on DoD Service and Coast Guard members voluntarily separating or retiring from active duty with honorable discharges between April and September 2000. Information includes personal and military background, reasons for leaving, plans after separation, plans for affiliation with a Reserve component, perceptions of civilian opportunities, and attitudes toward command climate, leadership, pay and benefits, job satisfaction, and other aspects of military experience. The information derived from the survey will be used to assess military personnel issues influencing separatees' decisions to leave active duty. This report provides an overview of results obtained from the exit survey. Chapters of the report focus upon the different survey topics and present results by Service and paygrade categories. Background information, survey administration, and analytic procedures are also briefly discussed in chapters of this report.

15. SUBJECT TERMS

Exit survey, personnel, retention

16. SECURITY CLASSIFICATION OF:

a. REPORT	b. ABSTRACT	c. THIS PAGE
U	U	U

17. LIMITATION OF ABSTRACT

SAR

18. NUMBER OF PAGES

140

19a. NAME OF RESPONSIBLE PERSON
Elizabeth C. Hoover

19b. TELEPHONE NUMBER *(Include area code)*
703-696-0651

Standard Form 298 (Rev. 8/98)
Prescribed by ANSI Std. Z39.18

INSTRUCTIONS FOR COMPLETING SF 298

1. REPORT DATE. Full publication date, including day, month, if available. Must cite at least the year and be Year 2000 compliant, e.g. 30-06-1998; xx-06-1998; xx-xx-1998.

2. REPORT TYPE. State the type of report, such as final, technical, interim, memorandum, master's thesis, progress, quarterly, research, special, group study, etc.

3. DATES COVERED. Indicate the time during which the work was performed and the report was written, e.g., Jun 1997 - Jun 1998; 1-10 Jun 1996; May - Nov 1998; Nov 1998.

4. TITLE. Enter title and subtitle with volume number and part number, if applicable. On classified documents, enter the title classification in parentheses.

5a. CONTRACT NUMBER. Enter all contract numbers as they appear in the report, e.g. F33615-86-C-5169.

5b. GRANT NUMBER. Enter all grant numbers as they appear in the report, e.g. AFOSR-82-1234.

5c. PROGRAM ELEMENT NUMBER. Enter all program element numbers as they appear in the report, e.g. 61101A.

5d. PROJECT NUMBER. Enter all project numbers as they appear in the report, e.g. 1F665702D1257; ILIR.

5e. TASK NUMBER. Enter all task numbers as they appear in the report, e.g. 05; RF0330201; T4112.

5f. WORK UNIT NUMBER. Enter all work unit numbers as they appear in the report, e.g. 001; AFAPL30480105.

6. AUTHOR(S). Enter name(s) of person(s) responsible for writing the report, performing the research, or credited with the content of the report. The form of entry is the last name, first name, middle initial, and additional qualifiers separated by commas, e.g. Smith, Richard, J, Jr.

7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES). Self-explanatory.

8. PERFORMING ORGANIZATION REPORT NUMBER. Enter all unique alphanumeric report numbers assigned by the performing organization, e.g. BRL-1234; AFWL-TR-85-4017-Vol-21-PT-2.

9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES). Enter the name and address of the organization(s) financially responsible for and monitoring the work.

10. SPONSOR/MONITOR'S ACRONYM(S). Enter, if available, e.g. BRL, ARDEC, NADC.

11. SPONSOR/MONITOR'S REPORT NUMBER(S). Enter report number as assigned by the sponsoring/ monitoring agency, if available, e.g. BRL-TR-829; -215.

12. DISTRIBUTION/AVAILABILITY STATEMENT. Use agency-mandated availability statements to indicate the public availability or distribution limitations of the report. If additional limitations/ restrictions or special markings are indicated, follow agency authorization procedures, e.g. RD/FRD, PROPIN, ITAR, etc. Include copyright information.

13. SUPPLEMENTARY NOTES. Enter information not included elsewhere such as: prepared in cooperation with; translation of; report supersedes; old edition number, etc.

14. ABSTRACT. A brief (approximately 200 words) factual summary of the most significant information.

15. SUBJECT TERMS. Key words or phrases identifying major concepts in the report.

16. SECURITY CLASSIFICATION. Enter security classification in accordance with security classification regulations, e.g. U, C, S, etc. If this form contains classified information, stamp classification level on the top and bottom of this page.

17. LIMITATION OF ABSTRACT. This block must be completed to assign a distribution limitation to the abstract. Enter UU (Unclassified Unlimited) or SAR (Same as Report). An entry in this block is necessary if the abstract is to be limited.