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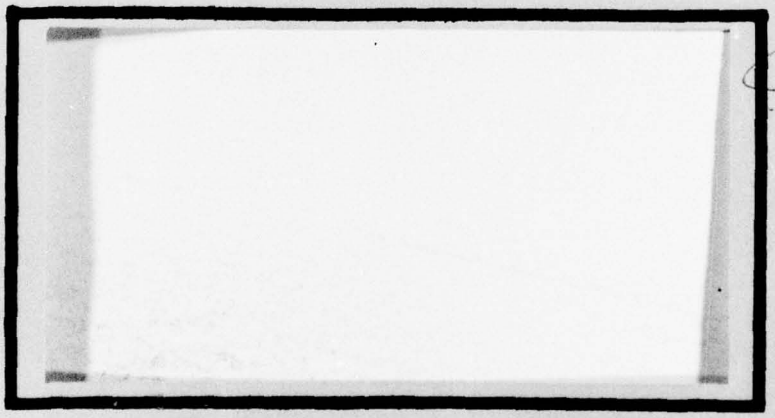
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QUALITY OF AIR FORCE LIFE: A REPORT ON THE ATTITUDES AND PERCEPTIONS OF AIR FORCE COMMANDERS

AFIT Technical Report 77-2

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AFIT Technical Report 77-2

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by

(10) J. Roger Manley
Charles W. McNichols
Michael J. Stahl

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Department of Systems Management
School of Engineering
Air Force Institute of Technology (AU)
Wright-Patterson Air Force Base, Ohio 45433

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Preface

This report constitutes the fifth in a series of Quality of Air Force Life surveys that two of the authors have analyzed. Our involvement in these efforts stems from membership in the Air Force Management Improvement Group (AFMIG).

AFMIG was a study group established by the Chief of Staff of the Air Force, General David C. Jones, to conduct a forward-looking examination of Air Force personnel policies and practices, and ensure that they were compatible with today's Air Force and personnel. General Jones appointed Major General (now Lt Gen) Kenneth L. Tallman as Director of the study group. General Tallman drew upon the talents of Air Force personnel, both military and civilian, from virtually all walks-of-life within the Air Force. As faculty members at the Air Force Institute of Technology we were called upon to function as part of a small research and analysis section within the group.

Our functions as members of AFMIG included development of a theoretical model, the Quality of Air Force Life (QOAFL) model, which was designed to provide a framework with which we could meet General Jones' charge, "...to make a good service better." Based upon this model we constructed and administered four separate surveys to active duty military, base commanders, civilian Air Force employees, and military spouses. The data from these surveys have been analyzed and reported on to Headquarters USAF as staff reports. Reporting was accomplished in this manner because of the press of time, and because

large, formal reports would have been inconsistent with the action-oriented character of AFMIG.

Subsequent to the dissolution of AFMIG, however, we have received numerous requests for additional analyses of the 40,000 record data base, as well as for copies of the staff reports we authored. There have also been a number of requests for greater explanation of our theoretical approach, assumptions, analytical techniques, etc. by other researchers involved in Quality of Life research.

Since the aims of AFMIG were institutionalized under the Human Resource Development Division of Personnel Plans, and we have maintained a close working relationship with the Director, Major General Bennie Davis and his staff, we were again called upon to help in the development of the commanders survey and perform the analysis of the data. On this occasion we have resisted the temptation to rush the data analysis and write a quick-look staff report. Instead, we have attempted to do a thorough analysis and present our findings in a format which will be equally useful to staff officers and to other researchers. This was accomplished in a period of about two and one-half months, during which time we attempted to balance the normal demands of our jobs with our consuming interest in analyzing these data and writing this report. This effort would not have been possible without the support and encouragement of our Department Head, Colonel Ronald A. Luhks, and our Commandant, Major General Frank J. Simokaitis.

Mr. Bob Stephens and Captain Bob Gregory of the Human Resources Development Division (AF/DPXMMH) had a very active role in this effort. Bob Gregory was a colleague in the AFMIG, and coauthored the previous reports with us. Working with Bob Stephens, he also played a major role in the design of this questionnaire and the second Quality of Air Force Life instrument, which is currently being administered to an Air Force-wide sample of active duty military personnel. Bob Stephens spent a week with us in February 1977 and helped with the analysis and the writing of the report. We would also like to express our appreciation to General Davis for his support, and for maintaining his patience while "those academic flakes did their thing."

Lastly, we would like to express our profound appreciation to our Department Secretary, Mrs. Mary Maloney. This is the third QOAFL report Mary has typed. Essentially the reports represent additional work for her, yet she continues to work through lunch hours, edit our drafts, and catch the many instances where we fail to have a column of percentages add to one hundred, or something even close to one hundred. Her contribution to this report cannot be overstated.

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1. Introduction and Overview

In the Fall of 1976, members of the Human Resources Development Directorate (AF/DPXMMH) and the authors collaborated on the construction of a questionnaire to be distributed to all U.S. Air Force commanders through the grade of colonel.

The survey was developed for the purpose of providing Air Force commanders with the opportunity to communicate their concerns and perceptions, on a voluntary and anonymous basis, to the Chief of Staff of the Air Force and the highest levels of Air Force leadership.

Approximately 3400 copies of the questionnaire were mailed during the early part of December 1976. A total of 2695 completed questionnaires were returned by the end of January 1977, which was when the analysis for this report was started.

A summary of the findings, grouped according to the Chapter in which they are presented, is provided below.

The Sample (Chap. 2)

The total of 2695 completed questionnaires represents approximately 80 percent of USAF officers possessing both a commander's Air Force Specialty Code (AFSC) or the A-prefix (indicating the individual is currently in a commander's position) to other AFSC's.

The four largest operational Major Air Commands (MAJCOM's) and the Air Training Command (ATC) account for almost 70 percent of the respondents. Over half the respondents are in the grades of colonel (06)

and lieutenant colonel (O5), making this a relatively senior sample of Air Force officers. The largest single group is nonrated (47%), with pilots the second largest group (39%). Almost half of the respondents have been in their present commander positions for one year or less, while 83 percent have been in their current positions for two years or less. For a little more than half of the respondents, their current assignments constitute their first opportunity for command experience.

The Commander's Job (Chap. 3)

The vast majority of respondents (93%) reported that they wanted their present jobs as commanders. A somewhat smaller majority (82%) reported that their present job is challenging, that they have sufficient authority to carry out their responsibilities (77%), and that their present grade is about right for the work that they are now doing (65%).

The 40-hour work week appears to be virtually unknown to the Air Force commander, with almost one-quarter of the respondents indicating that their average work week exceeds 60 hours. Further, the higher the grade of the respondent, the more hours he/she is likely to be working. Commanders of flying organizations and security police commanders report spending the greatest numbers of hours on the job, with about half of both groups indicating that their work weeks exceed 60 hours. Commanders report spending a substantial portion of their time on staff-functional duties and participating in council/committee

activities, as opposed to "commander's duties." More than one-third of the respondents expressed the opinion that the Air Force requires them to participate in too many activities that are not related to their jobs.

Almost half of the respondents (47%) reported that their present organizations had experienced manning reductions since they assumed command. The longer a respondent had been in his/her current command position, the more likely the report of having experienced a manning reduction.

Over half (56%) of the commanders reported that they had experienced an increase in administrative procedures and reports since taking command. As with manning reductions, the longer the individual has been a commander, the more likely the response indicating that increases in administrative procedures and reports had been experienced.

Approximately three-fourths of the respondents expressed the opinion that previous assignments had prepared them for their present commander jobs. However, almost the same proportion indicated that some sort of commanders' training course should be a prerequisite for an assignment as a commander.

Job satisfaction scores, as measured by the Hoppock general job satisfaction blank, were higher than those scores obtained from the 1975 Air Force Management Improvement Group (AFMIG) Air Force-wide sample of officers. Lieutenant colonels reported the highest job satisfaction, while lieutenants had the lowest. Similarly, commanders

of flying organizations reported the highest job satisfaction, while commanders of services organizations reported the lowest.

Leadership (Chap. 4)

Commanders were more positive in their perceptions of both the overall quality of leadership in the Air Force and the leadership ability of their immediate supervisors than was a more representative 1975 sample of the Air Force-wide population of officers. A comparison of commander responses with those to the second Quality of Air Force Life (QOAFL-2) survey, which is currently being administered, will indicate whether this is a positive trend reflected throughout the officer corps, or is limited to the population of Air Force commanders.

When compared with the same 1975 data base, commanders report being given greater freedom in doing their jobs, yet they also indicate that they receive recognition less frequently for outstanding work.

Communication (Chap. 4)

While some comparisons with the 1975 AFMIG data reflect positive movement in the area of communication, other comparisons indicate negative trends. Commanders, for example, report that they receive feedback less frequently on job performance and were less likely to receive recognition from supervisors for a job well done.

Of the various ways in which the data were analyzed in the area of communications, the responses by wing commanders appeared to be the most intriguing. Wing commanders reported that: (1) they receive recognition more frequently from their supervisors; (2) with the exception of detachment commanders, they receive feedback less frequently from their supervisors on their job performance; (3) they have less interaction with their supervisors in setting personal performance objectives; (4) they are the least positive about the ability of senior NCO's to communicate with and understand the people with whom the NCO's work; (5) they receive the least feedback from military members in their organizations and also appear to place the least value on it; (6) by a wide margin, they are the most critical of the job that the Air Force does in keeping them informed of what is going on; (7) they are the most positive about the job that the Air Force does in providing its members with enough information about actions which may affect pay and benefits; and (8) they are the only group which selected regular administrative channels as the preferred mode of communicating policy (all other commanders preferred one of the two face-to-face modes of communication).

The responses of the wing commanders are particularly interesting because of the select nature of that subset of the commander population. (It seems safe to assume that a number of future general officers are contained in that group.) The overall impression received from their responses was that they are somewhat isolated from their troops. This may well reflect the nature of the job and the many demands placed upon the incumbents. Whatever the reason(s), it does seem that communication with the people in their organizations is not one of the highest

priority items for wing commanders.

Human Relations (Chap. 4)

A substantial majority (95%) of the commanders perceive that racial discrimination is either no problem or only a minor problem. Less than one-half of one percent believe that it is a major problem. A total of 46 percent of the commanders reported that they believed that race relations were improving on their bases, 52 percent believed that race relations were about the same as last year, and only two percent perceived that they had worsened.

Opinion was split on the subject of whether or not human relations education was effective, with 41 percent saying it was and 39 percent holding the opposing view. Of the various councils which exist within the Air Force, commanders viewed the Enlisted Advisory and Drug and Alcohol Abuse Councils as being the most helpful, and the Nonappropriated Funds Advisory Committees as least helpful. Fifty-three percent of the commanders saw councils as having no significant impact on their ability to do their jobs, while 32 percent stated that the councils helped them. Fifteen percent expressed the belief that councils detracted from their ability to do their jobs.

Drug and Alcohol Abuse (Chap. 4)

An overwhelming majority of commanders (98%) considered alcohol and drug abuse to be problems within the Air Force. Of the two, alcohol abuse was considered more serious. Two-thirds or greater considered that drug and alcohol abuse control education programs and the alcohol abuse rehabilitation programs were effective. A smaller

percentage (54%) considered the drug abuse rehabilitation program to be effective.

Military Pay (Chap. 4)

Commanders perceived that military pay raises are not keeping up with increases in the cost of living, and that their military pay (including benefits) is less than that paid civilians for doing similar work. In comparing commander responses to the questions dealing with pay raises and increases in the cost of living, commander responses were almost identical to those of airmen who participated in the AFIT Military Unionization survey in the Spring 1976. The pattern of commander responses was substantially more negative than those of the officers who participated in the AFIT study, perhaps indicating that the second consecutive "sacrificial" pay raise may have taken a toll among officer personnel.

Career Decision Factors (Chap. 4)

"My Air Force Job" was selected most frequently by all but lieutenants as having had the most influence on commanders' original career decisions. Lieutenants selected "Training/Education Opportunity" most frequently, with "Security of Air Force Life" and "Retirement System" as second and third respectively. The patriotic/institutional theme, "Opportunity to serve my country," was the sixth most frequently cited factor overall. It was placed in that position by all grade groups except for colonels, who had it ranked second.

Substantial differences were noted both in the relative ranking and the frequency of selection, when commander responses to original

vs. present career decision factors were compared. "My Air Force Job" was selected most frequently by all grade groups when they were asked which factor today would influence them the most to make the Air Force a career. While "Retirement System" did not change its second position in the ranking of factors, it did register the single largest increase in percent selected. Also, five percent fewer commanders selected "Opportunity to Serve My Country," dropping that factor from sixth to eighth place overall. It was rated highest (6th) by colonels, and lowest (9th out of 9) by lieutenants.

"Family Separation" was most frequently selected as the factor which would most influence commanders not to make the Air Force a career today. Almost 25 percent of the commanders selected one of two factors dealing with promotion, placing them second and third in the ranking of negative factors. "Fringe Benefits" was selected as the second ranked factor by colonel, but placed sixth by the overall sample. "Pay and Allowances" was placed last by all grades except colonels and lieutenants. Colonels ranked it eighth (out of 10) and lieutenants ranked it ninth. The data in this section seemed to support the Institution-Occupation thesis developed by Professor Moskos.

E-4 Appointment System and NCO PME. (Chap. 4)

Commanders reported very favorably on the new E-4 appointment system. Over half the commanders indicated that they considered the new Phase I and II NCO Professional Military Education courses to be meeting their objectives.

Discipline and the Quality of New Airmen (Chap. 4)

Commanders considered discipline in the Air Force to be more lax than did AFMIG officer respondents in 1975. A comparison of AFMIG base commander responses with those of base commanders today, however, indicates that there has been noticeable improvement.

Commanders are much more positive about the quality of airmen entering the Air Force than were AFMIG officer respondents in 1975. A total of 62 percent of the commanders stated that the quality of new airmen had improved, while only 12 percent perceived that it had decreased.

Slightly more than half of the commanders were of the opinion that new airmen arriving from Basic Military Training or Technical Training are motivated to comply with the requirements of Air Force Discipline and Standards. One-third of the commanders held the opposing view.

Strictness of Standards and Enforcement (Chap. 5)

Of the 23 standards presented to the commanders, some were perceived to be too strict, some too lax, and others about right. The enforcement of standards, however, is another matter. Using a methodology of measurement developed specifically for this study, only one standard, living in on-base dormitories, was identified as being too strictly enforced. The enforcement of seven other standards could reasonably be described as being "about right," while the enforcement of the remaining 15 standards was characterized as being too lax.

Enforcement of standards dealing with overall appearance, wear of the uniform, and military customs and courtesy were considered to be the most lax.

Air Force commanders do not view "standards" as a single, global entity. Rather they tend to discriminate and separate standards into distinct groupings. The same holds true for the enforcement of standards.

The perceived disparity reported by commanders between the appropriateness of standards and their enforcement suggests that commanders are experiencing dissonance. An enforcement/standards dissonance "thermometer" was developed which identified haircuts, mustaches, overall personal appearance, wear of the uniform, military customs and courtesy, and personal weight control as the standards over which the greatest dissonance is experienced.

Overall, commanders perceived discipline in the Air Force to be too lax. Their perception of Air Force discipline, however, was at best weakly associated with the appropriateness of standards. A somewhat stronger association, which might be classified as moderate, was found to exist between commanders' perceptions of discipline and the level of enforcement of some standards.

Quality of Air Force Life (QOAFL) (Chap. 6)

An underlying theoretical model of this research and that of other recent survey research efforts conducted by the staff of the Deputy Chief of Staff/Personnel is the nine factor QOAFL model. This model was developed for the Air Force Management Improvement Group effort by

the researchers who conducted this study.

Quality of Life or Quality of Work Life (QOWL) is an action research approach which encompasses taking measurements, performing analysis, taking warranted actions based upon the findings of the analysis, remeasuring after a sufficient period of time to note results of the actions, and so on. This survey was the fifth in a series of QOAFL survey research efforts conducted by the same AFIT-AF/DPX team. A sixth survey is currently being administered to a representative Air Force-wide sample of officers and enlisted personnel and will be available for analysis in late Spring or early Summer 1977. Many of the same questions which were asked of the commanders will also be asked of the officers and airmen, as they were of the respondents to the 1975 AFMIG survey. In addition to providing us with an opportunity to compare the responses of commanders with those of their personnel, we will also be able to examine trends among the overall Air Force population between 1975 and 1977.

Overall, commanders in this study reported higher satisfaction with the quality of their Air Force lives than did the AFMIG respondents in 1975. The factor FREE TIME was the only one for which AFMIG respondents expressed greater satisfaction than did the commanders. Although the rank-orderings of the nine factors by the two groups were found to be highly correlated, the factor LEADERSHIP/SUPERVISION warrants mention. AFMIG officer respondents ranked this factor eighth, whereas commanders ranked it third. WORK and HEALTH were ranked first and second respectively by the commanders.

A comparison of the QOAFL responses of the base commanders with

those of the AFMIG base commander respondents shows the relative rankings of the nine factors to be very highly correlated; strongly indicating that the relative importance of the nine factors to base commanders has not changed substantially over the past 18 months. However, today's base commanders expressed greater dissatisfaction with eight of the nine QOAFL factors. The only exception was WORK, and that was a tie insofar as dissatisfaction with it was concerned. The largest decreases in satisfaction were associated with PERSONAL STANDING, PERSONAL GROWTH, WORK, and ECONOMIC STANDARD. Three increases in satisfaction were noted for HEALTH, LEADERSHIP/SUPERVISION, and EQUITY. However, the magnitude of the increases were substantially less than those of the decreases.

Satisfaction with both PERSONAL STANDING and PERSONAL GROWTH among all commanders was found to increase with grade. In other demographic comparisons, both women and black commanders were more satisfied with their PERSONAL STANDING than were others. However, women commanders reported somewhat lower satisfaction with PERSONAL GROWTH than did men.

Job related variables -- especially supervisor recognition, being given the freedom needed to do the job well, and challenging work -- were found to be strongly associated with both PERSONAL GROWTH and WORK satisfaction.

Commanders' Comments (Chap. 7)

Commanders were asked to provide comments on any subject which they believed would be of value to Headquarters USAF personnel in their efforts to improve the quality of Air Force Life. Of the 2695 commanders who responded to the survey, 753 (28%) provided written comments. This

response rate is about double that which is normally received when such a request is made.

The subjects most frequently commented on were: the erosion of benefits; personal appearance of Air Force personnel; dormitories and BOQ's; the Officer Effectiveness Reports; and drug and alcohol abuse.

Comments appeared to be considered, sincere, and offered in the interests of the Air Force and its members. The only large number of comments not prompted by specific questions concerned the new Officer Effectiveness Report. Commanders generally observed that the new OER was having a negative impact on motivation, retention and morale; is inequitable; and appears to be fostering dysfunctional competition among peers.

2. The Sample

The survey was mailed to every USAF officer possessing either a Commander's AFSC or the A-prefix (indicating the individual is currently in a commander's position) to other AFSC's. The grades of the 3400 individuals who were mailed questionnaires ranged from O-1 to O-6. A total of 2695 completed questionnaires were returned in sufficient time to be considered in this analysis of the data. These responses represented a response rate which was slightly greater than 79 percent. This healthy response provides excellent representation of the views and perceptions of USAF commanders in the grades of second lieutenant through colonel. The data presented in this report are unweighted, and represent the actual frequencies of responses to the various questions.

The following are presented to provide the reader with an appreciation of relevant characteristics of the population responding to the survey.

MAJCOM of Assignment:

MAJCOM	Percent
SAC	17
MAC	16
TAC	14
ATC	13
USAFE	9
Other	31

Present Grade:

Grade	Percent
01-02	4
03	19
04	25
05	36
06	16

Total Active Federal Military Service:

Years	Percent
Less than 10 years	15
10-15 years	24
16-20 years	33
21-25 years	21
Over 25 years	7

Age:

Years	Percent
30 years or less	10
31-34 years	13
35-40 years	32
41-46 years	36
Over 46 years	9

Aeronautical Rating:

Rating	Percent
Pilot	39
Navigator	13
Other	1
Nonrated	47

Type of Organization:

Type	Percent
Squadron	49
Detachment	23
Base	5
Wing	2
Other	21

Mission of Organization:

Mission	Percent
Training/Education	12
Maintenance	12
Flying Operations	12
Air Base Group	8
Communications	7
Supply	5
Weather	5
Civil Engineers	5
Security Police	4
Transportation	3
Medical	3
Other	24

Time Assigned to Present Commander's Position:

Months	Percent
Less than 6 months	22
6-12 months	25
13-18 months	26
19-24 months	10
25-30 months	9
More than 30 months	8

Number of Military & Civilian Personnel Assigned to Organization:

Number	Percent
Less than 100	33
100-199	15
200-299	13
300-399	12
400-499	7
500 or more	20

Prior Command Experience:

Experience	Percent
None	55
Operational	11
Support	27
Both Ops & Support	5
Other	2

Location of Base of Assignment:

Location	Percent
CONUS	77
Overseas	23

Summarizing, some general observations can be made, based upon the statistics presented above.

(1) the four largest operational MAJCOM's and ATC account for almost 70 percent of the population;

(2) over half the respondents are in the grades of 05-06, and slightly less than one-quarter are company grade;

(3) the largest proportion (57%) have 10-20 years TAFMS, 28 percent have over 20 years service, and only 15 percent have less than 10 years service;

(4) the ages of respondents reflect their years service, with only 10 percent being 30 years of age or less, and 45 percent over 40 years;

(5) the largest single group (47%) is nonrated, with pilots (39%) the second largest group;

(6) squadron commanders predominate the sample (49%), with detachment commanders (23%) the second largest group;

(7) training/education, maintenance, and flying operations account for the missions of the largest groups of respondents (about 12% each);

(8) almost half of the respondents (47%) have been in their present commanders' positions for one year or less, 83 percent have been in their current positions for two years or less;

(9) large and small organizations predominate, with 33 percent of the respondents' commanding organizations with less than 100 personnel assigned, and 20 percent commanding organizations with 500 or more personnel;

(10) over half (55%) of the respondents had no command experience prior to their current assignment; and

(11) slightly more than three-quarters of the respondents were assigned to the CONUS, with remaining assigned overseas.

3. The Commander's Job

In this chapter we discuss responses to survey questions which were designed to gather specific information concerning the nature of the job of commander of an Air Force organization. The data were examined in light of six separate "splits": (1) by respondent grade; (2) by CONUS/ Overseas location; (3) by type of organization; (4) by the primary mission of the organization; (5) by the length of time the respondent had been in his/her present command position; and (6) by the number of personnel assigned to the organization. Responses are provided when, in the judgment of the researchers, significant differences existed among the various classifications of one or more data "splits."

General

As the data presented below reflect, the vast majority of respondents wanted their present job of commander. Smaller majorities also report that their jobs are challenging, that they have sufficient authority to carry out responsibilities, and that their present grade is about right for the work that they are now doing.

I WANTED THE JOB OF COMMANDER.

	06	05	04	03	01-02	All
DISAGREE	3%	3%	6%	7%	13%	5%
UNDECIDED	1	2	2	2	2	2
AGREE	96	95	92	91	85	93

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
DISAGREE	2%	4%	6%	3%	6%	10%	4%
UNDECIDED	1	1	2	2	1	3	3
AGREE	97	95	92	95	93	87	93

	Sqdn	Det	Base	Wing	All
DISAGREE	5%	4%	1%	0	5%
UNDECIDED	2	1	0	1	2
AGREE	93	94	99	99	93

HOW DO YOU EVALUATE YOUR PRESENT AIR FORCE JOB?

	Sqdn	Det	Base	Wing	All
NOT CHALLENGING	3%	11%	3%	6%	6%
SOMEWHAT CHALLENGING	8	15	7	3	12
CHALLENGING	89	74	90	91	82

	06	05	04	03	01-02	All
NOT CHALLENGING	7%	5%	5%	9%	11%	6%
SOMEWHAT CHALLENGING	15	9	10	17	15	12
CHALLENGING	78	86	85	74	74	82

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
NOT CHALLENGING	5%	4%	8%	4%	4%	2%	5%
SOMEWHAT CHALLENGING	8	6	11	10	10	13	15
CHALLENGING	87	90	81	86	86	85	80

(Time in present command position)

	LT 6 mos	6-12 mos	13-18 mos	19-24 mos	GT 24 mos	All
NOT CHALLENGING	4%	6%	6%	7%	8%	6%
SOMEWHAT CHALLENGING	9	12	12	12	15	12
CHALLENGING	87	82	82	81	77	82

The data clearly indicate that the great majority of the respondents wanted their present commander jobs. The higher the grade of the respondent, the more likely the response indicating the job was desired. Also, the larger the organization commanded, the more likely the respondent wanted the job. A range of 10 percent separated the most positive commanders (flying operations - 97%) and the least positive (civil engineers - 87%).

It is of interest to note that, overall, only six percent of the respondents report that their jobs are not challenging, and that 04's and 05's are apparently the most challenged by their current jobs. The impact of "newness" is also apparent in the responses, if the responses of those commanders in their present jobs for less than six

months are compared with those of individuals who have been in their current positions for greater than 24 months. This particular question is considered significant because of the strong causal relationship we have established between job satisfaction and challenging work. Our initial analysis was performed with the AFMIG active duty survey data (11,000 respondents) and the AFMIG civilian Air Force employee data (17,100 respondents), and showed that the primary determinant of job satisfaction was the perception that the respondent's work was challenging. We have performed the same analysis with this data (using AID and multiple regression), and have found that the same holds true for Air Force commanders. Commander job satisfaction is discussed later in this chapter.

I HAVE SUFFICIENT AUTHORITY TO CARRY OUT MY RESPONSIBILITIES.

	06	05	04	03	01-02	All
DISAGREE	20%	18%	18%	24%	26%	20%
UNDECIDED	2	2	3	4	5	3
AGREE	78	80	79	72	69	77

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
DISAGREE	25%	17%	14%	10%	29%	22%	26%
UNDECIDED	2	3	2	4	4	3	2
AGREE	73	80	84	86	67	75	72

	Sqdn	Det	Base	Wing	All
DISAGREE	19%	18%	20%	23%	20%
UNDECIDED	2	3	2	6	3
AGREE	79	79	78	71	77

As might be expected, the higher the grade of the respondent, the more likely the perception that the respondent had sufficient authority to carry out responsibilities. However, when responses are viewed according to the type of organization, an interesting discontinuity

appears. While detachment, squadron and base commanders are very similar in their responses, wing commanders are less positive about having sufficient authority. It is also of interest to note the spread in positive responses between commanders of communications and supply organizations, and those of security police commanders. Along with security police, commanders of flying, civil engineering, and Air Base Group organizations are lower than the overall proportion giving positive response. Security police, flying operations and civil engineering commanders are higher than the overall proportion giving negative response.

IS THE WORK THAT YOU ARE NOW DOING APPROPRIATE TO THE GRADE THAT YOU HOLD?

	06	05	04	03	01-02	All
GRADE IS TOO HIGH	20%	10%	9%	7%	4%	10%
GRADE ABOUT RIGHT	73	78	54	55	20	65
GRADE IS TOO LOW	7	12	37	38	76	25

	Sqdn	Det	Base	Wing	All
GRADE IS TOO HIGH	7%	16%	6%	3%	10%
GRADE ABOUT RIGHT	68	61	72	74	65
GRADE IS TOO LOW	25	23	22	23	25

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
GRADE IS TOO HIGH	9%	6%	13%	6%	11%	8%	9%
GRADE ABOUT RIGHT	82	65	54	61	48	60	65
GRADE IS TOO LOW	9	29	33	33	41	32	26

Perhaps related to the question of sufficient authority is the perception that the commander's rank is too low. In the responses presented above it can be noted that almost two out of three Air Force commanders believe that their present grade is appropriate for the work they are now doing. One out of four believes his/her rank is too low, and one

out of ten believes that it is too high. As the grade "split" clearly shows, the higher the respondent's rank, the greater the tendency to perceive that the individual's grade is too high. Conversely, the lower the respondent's grade, the greater the tendency to perceive that his/her grade is too low. The "split" according to primary mission of the organization clearly shows a significant difference between commanders of flying organizations and those of other organizations, with 82 percent of the officers indicating that their grade was about right. Security police commanders are again of interest, with less than half indicating their grade was about right and 41 percent reporting their belief that their present grade was too low for the work that they are doing. Since 87 percent of flying organization commanders are in the grades of 06-05, as opposed to 28 percent of security police commanders, the question "Which is driving security police responses; the mission or the junior grades of the commanders?" might logically be asked. Communications commanders are the only other respondents who have relatively small representation (22%) in the two higher grades, and along with supply commanders (46 percent in 05-06 grades) one-third report that their grade is too low for the work that they do. Therefore, it seems reasonable to conclude that both variables -- present grade and the scope of the work -- are probably driving security police commander responses.

Demands of the Job

As might be expected, the job of commander of an Air Force organization makes many demands upon the incumbent. One aspect of the demands placed upon the individual is the time a commander must spend in performing his/her duties. The following questions attempted to

provide insights into these time demands.

WHAT IS YOUR ESTIMATE OF THE AVERAGE NUMBER OF HOURS PER WEEK YOU SPEND ON THE JOB?

	Sqdn	Det	Base	Wing	All
40 HRS OR LESS	1%	9%	0%	0%	4%
41-50 HRS	24	50	11	12	34
51-60 HRS	44	32	34	31	38
OVER 60 HRS	31	9	55	57	24

	06	05	04	03	01-02	All
40 HRS OR LESS	2%	1%	3%	7%	10%	4%
41-50 HRS	28	25	34	53	52	34
51-60 HRS	39	41	41	32	28	38
OVER 60 HRS	31	33	22	8	10	24

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
40 HRS OR LESS	2%	2%	3%	2%	0%	1%	1%
41-50 HRS	13	19	37	41	17	34	30
51-60 HRS	34	44	43	40	40	45	34
OVER 60 HRS	51	35	17	17	43	20	35

As the data clearly show, the 40-hour week is virtually unknown to the Air Force commander. Almost one-quarter of all Air Force commanders put in work weeks which exceed 60 hours; a figure which includes over half the base and wing commanders. The grade "split" reflects that the higher the grade of the respondent, the more hours he/she is likely to be working; an association which probably reflects the more complex makeup of the organizations commanded by the more senior respondents. This same phenomenon probably partially explains the fact that commanders of flying organizations report that they spend the greatest number of hours on the job with 51 percent indicating that they work more than 60 hours per week. However, security police commanders are not far behind flying organization commanders, and as has already been

discussed, they constitute one of the more junior groups within the sample. We would suggest that the many hours worked by security police commanders are a reflection of the 24 hours/day, 7 days/week work schedule of the security police and of the sensitive nature of their work.

In observing the large proportion of respondents who reported working extremely long work weeks, it seems reasonable to wonder how commanders spend their time.

. WHAT PERCENT OF YOUR DUTY TIME IS SPENT ON COMMANDER'S DUTIES AS COMPARED TO STAFF FUNCTIONAL DUTIES?

	Sqdn	Det	Base	Wing	All
30% OR LESS	17%	30%	25%	18%	21%
40-50%	26	28	27	13	25
60-70%	30	22	21	14	27
80% OR MORE	27	20	27	55	27

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
30% OR LESS	18%	9%	17%	13%	27%	40%	23%
40-50%	30	22	37	28	22	31	22
60-70%	29	35	25	29	30	14	23
80% OR MORE	23	34	21	30	21	15	32

	06	05	04	03	01-02	All
30% OR LESS	27%	22%	16%	20%	21%	21%
40-50%	26	27	25	24	17	25
60-70%	23	25	30	27	29	27
80% OR MORE	24	26	29	29	33	27

WHAT PERCENT OF YOUR PERSONAL TIME IS INVOLVED IN PREPARATION AND ATTENDANCE AT COUNCILS SUCH AS ENLISTED ADVISORY, JUNIOR OFFICER, HUMAN RELATIONS, DRUG AND ALCOHOL ABUSE ADVISORY, ETC.?

	06	05	04	03	01-02	All
NONE (0%)	12%	11%	12%	16%	6%	12%
1-10%	62	71	72	69	81	70
11-20%	22	15	14	14	10	15
OVER 20%	4	3	2	1	3	3

	Sqdn	Det	Base	Wing	All
NONE (0%)	8%	25%	2%	5%	12%
1-10%	76	63	44	70	70
11-20%	14	10	41	19	15
OVER 20%	2	2	13	6	3

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
NONE	10%	7%	7%	11%	2%	7%	4%
1-10%	71	80	75	76	72	72	56
11-20%	17	12	16	11	18	18	32
OVER 20%	2	1	2	2	8	3	8

THE AIR FORCE REQUIRES ME TO PARTICIPATE IN TOO MANY ACTIVITIES THAT ARE NOT RELATED TO MY JOB.

	Sqdn	Det	Base	Wing	All
DISAGREE	49%	55%	66%	71%	54%
UNDECIDED	8	10	12	3	9
AGREE	43	35	22	26	37

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
DISAGREE	46%	53%	49%	56%	40%	40%	67%
UNDECIDED	6	11	6	11	8	10	10
AGREE	48	36	45	33	52	50	23

	06	05	04	03	01-02	All
DISAGREE	65%	53%	53%	49%	45%	54%
UNDECIDED	10	8	8	10	12	9
AGREE	25	39	39	41	43	37

The responses to the first question presented are interesting from several points of view. First, there seems to be a slight inverse relationship between the grade of the commander and the proportion of his/her duty time spent on commander's duties. This relationship is difficult to understand. When the type of organization "split" is examined, wing commanders report spending the largest proportion of their time on commander's duties, with squadron commanders reporting the second largest proportion. When organization mission is examined, commanders of maintenance organizations report spending the greatest proportion of time on commander's duties. Commanders of civil engineering organizations spend a greater proportion of their time on functional duties than any of the other commanders.

In the next chapter of this report human relations in the Air Force is examined. The second of the above questions provides some insight into both the support and cost (in terms of commanders' time) of the various councils. It is interesting to note that colonels report spending the greatest proportion of their personal time preparing for and attending meetings of the various councils. Base commanders in particular report spending the greatest proportion of their time with these councils, with 54 percent stating that they spent over 10 percent of their personal time with council-related activities. With respect to organization mission, Air Base Group commanders (40%) and security police commanders (26%) report spending the most personal time on activities associated with the councils.

The third question has been asked on previous AFMIG surveys, and will be discussed from the perspective of "trends" in a later section

of the report. For purposes of this section focusing on the Commander's job, however, it is interesting to note that over one-third of the respondents believe that they are required to participate in too many activities that are not related to their jobs. If one views the grade "split," it seems quite apparent that the more junior the respondent, the more likely he/she is to perceive this requirement for participation in too many non-job related activities. This also seems to be felt most strongly by security police (52%), civil engineering (50%) and flying organization (48%) commanders. This is also reflected in the fact that squadron commanders (43%) feel this way most strongly.

Manning Reductions and Reporting.

Much attention has been given to reductions in Air Force manning over the past several years. There have also been frequent references to increasing centralization and reporting within the military. Two questions, presented below, were included in the survey in the hope of gaining some insight on these issues and their perceived impact on Air Force commanders.

HAS YOUR PRESENT ORGANIZATION EXPERIENCED A MANNING REDUCTION SINCE YOU TOOK COMMAND?

	Time in present command position						
	LT 6 MOS	6-12 MOS	13-18 MOS	19-24 MOS	25-30 MOS	GT 30 MOS	All
NO	72%	58%	48%	42%	36%	37%	53%
YES:							
HAS CAUSED SIGNIFICANT PROBLEMS.....	11	16	17	18	22	20	16
HAS CAUSED A FEW PROBLEMS.....	15	23	31	35	34	35	27
HAS NOT CAUSED ANY PROBLEMS.....	2	3	4	5	8	8	4

	Sqdn	Det	Base	Wing	All
NO	53%	60%	35%	33%	53%
YES:					
HAS CAUSED SIGNIFICANT PROBLEMS.....	18	11	26	35	16
HAS CAUSED A FEW PROBLEMS.....	26	23	35	28	27
HAS NOT CAUSED ANY PROBLEMS.....	3	6	4	4	4

	06	05	04	03	01-02	All
NO	38%	54%	57%	57%	60%	53%
YES:						
HAS CAUSED SIGNIFICANT PROBLEMS.....	20	17	18	12	17	16
HAS CAUSED A FEW PROBLEMS.....	36	26	23	26	21	27
HAS NOT CAUSED ANY PROBLEMS.....	6	3	4	5	2	4

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
NO	56%	52%	47%	67%	79%	36%	43%
YES:							
HAS CAUSED SIGNIFICANT PROBLEMS.....	16	21	15	8	12	26	18
HAS CAUSED A FEW PROBLEMS.....	23	24	35	20	8	31	34
HAS NOT CAUSED ANY PROBLEMS.....	5	3	3	5	1	7	5

HAVE YOU EXPERIENCED AN INCREASE IN ADMINISTRATIVE PROCEDURES AND REPORTS REQUIRED OF THE COMMANDER SINCE YOU TOOK COMMAND OF YOUR PRESENT ORGANIZATION?

	LT 6 MOS	6-12 MOS	13-18 MOS	19-24 MOS	25-30 MOS	GT 30 MOS	All
NO	60%	47%	41%	30%	36%	32%	44%
YES:							
HAS CAUSED SIGNIFICANT PROBLEMS.....	15	21	22	27	23	27	21
HAS CAUSED A FEW PROBLEMS.....	22	27	33	37	35	35	30
HAS NOT CAUSED ANY PROBLEMS.....	3	5	4	6	6	6	5

	Sqdn	Det	Base	Wing	All
NO	42%	47%	55%	64%	44%
YES:					
HAS CAUSED SIGNIFICANT PROBLEMS.....	23	17	18	17	21
HAS CAUSED A FEW PROBLEMS.....	30	32	22	17	30
HAS NOT CAUSED ANY PROBLEMS.....	5	4	5	2	5

	06	05	04	03	01-02	All
NO	51%	43%	44%	42%	43%	44%
YES:						
HAS CAUSED SIGNIFICANT PROBLEMS.....	18	22	23	20	22	21
HAS CAUSED A FEW PROBLEMS.....	27	30	28	34	31	30
HAS NOT CAUSED ANY PROBLEMS.....	4	5	5	4	4	5

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
NO	40%	36%	43%	50%	40%	40%	47%
YES:							
HAS CAUSED SIGNIFICANT PROBLEMS.....	25	25	28	17	26	30	18
HAS CAUSED A FEW PROBLEMS.....	31	33	25	29	28	21	28
HAS NOT CAUSED ANY PROBLEMS.....	4	6	4	4	6	9	7

The resporses to the question addressing manning reductions clearly reflect the manning trend within the Air Force. Over half of the commanders who have been in their positions for over a year report that their organizations have experienced manning cuts. Of those commanders who report having experienced manning cuts, 35 percent (16% overall) indicate that it has caused significant problems in getting the job done, 56 percent report that it has caused some problems, and nine percent stated that it didn't cause any problems. Base and wing commanders report the largest proportion of cuts, and likewise report the heaviest impact on getting the job done. As might be expected, colonels report the greatest percentage of cuts and report the greatest impact. Civil Engineering, Air Base Group and supply commanders report the greatest proportion of cuts, and security police commanders report the least cuts. Proportionately, however, security police commanders report the greatest impact among those who have experienced cuts.

As with the responses to the manning reduction question, the longer a respondent was in his/her present command position, the more likely the report that administrative procedures and reports had increased. Similarly, the longer in the commander's position, the more likely the perception of increased administrative procedures and reports causing significant problems. Squadron commanders reported increases more frequently than did commanders of other types of organizations, and also were more apt to state that the increases had caused significant problems. Colonels saw the least increase in administrative procedures and reports, while commanders in lower grades had similar views of increases. Communications commanders perceived the least change, while maintenance commanders reported the greatest

increase. It is of interest to note that, with the exception of Communications and Air Base Group commanders, at least one out of every four commanders perceive that increased administrative procedures and reports have caused significant problems. The problem appears to be most keenly felt by Civil Engineer and Communications commanders.

First Sergeant/Senior Enlisted Advisor

Two questions were included in the survey instrument which were designed to explore commanders' perceptions of the usefulness of senior enlisted personnel. Responses to these questions are presented below.

THE POSITION OF FIRST SERGEANT SERVES A NECESSARY FUNCTION IN THE AIR FORCE.

	06	05	04	03	01-02	All
DISAGREE	2%	3%	3%	5%	6%	4%
UNDECIDED	3	3	2	4	7	3
AGREE	95	94	95	91	87	93

	Sqdn	Det	Base	Wing	All
DISAGREE	3%	5%	4%	0	4%
UNDECIDED	1	9	1	0	3
AGREE	96	86	95	100	93

DO YOUR HAVE A FULL-TIME SENIOR ENLISTED ADVISOR ON YOUR STAFF?

	06	05	04	03	01-02	All
NO, DON'T NEED ONE	50%	62%	75%	72%	56%	65%
NO, NEED ONE	17	22	15	12	19	17
YES, DON'T NEED ONE	1	0	0	2	5	1
YES, NEED ONE	32	16	10	14	20	17

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
NO, DON'T NEED ONE	59%	55%	63%	67%	54%	55%	31%
NO, NEED ONE	23	21	23	16	31	30	21
YES, DON'T NEED ONE	1	1	2	3	0	0	1
YES, NEED ONE	17	23	12	14	15	15	47

	Sqdn	Det	Base	Wing	All
NO, DON'T NEED ONE	62%	90%	17%	10%	65%
NO, NEED ONE	22	6	25	15	17
YES, DON'T NEED ONE	1	0	1	17	1
YES, NEED ONE	15	4	57	58	17

(No. personnel assigned to organization)

	Under 100	100-199	200-299	300-399	400-499	Over 500	All
NO, DON'T NEED ONE	85%	64%	61%	57%	57%	40%	65%
NO, NEED ONE	8	18	19	27	22	22	17
YES, DON'T NEED ONE	1	1	1	1	3	1	1
YES, NEED ONE	6	17	19	15	18	37	17

As can be seen from even a casual study of the above responses, Air Force commanders are quite positive in their perceptions of first sergeants, but somewhat mixed concerning full-time enlisted advisors. In examining the responses concerning enlisted advisors, several interesting trends can be observed. First, the more senior respondents (05-06) are the most favorably inclined. Second, while 66 percent of all respondents stated that they do not need a senior enlisted advisor, only six percent of those who report having one state that they do not need one. Third, over 20 percent of the respondents report that they do not have a senior enlisted advisor, but claim that they need one.

For security police and civil engineering commanders this figure reaches 30 percent, and one-quarter of base commanders make the same statement. Finally, when responses are examined in light of the size of the organizations commanded, the larger the number of personnel assigned, the greater the expressed need for an advisor.

Trideputate

One structural innovation introduced at the base level over the past couple of years has been the implementation of the trideputate system. In an attempt to see how the new system was being perceived by Air Force commanders, the following question was asked.

DO YOU LIKE THE CHANGES INTRODUCED BY THE TRIDEPUTATE REORGANIZATION PROGRAM?

	06	05	04	03	01-02	All
YES	34%	44%	36%	31%	39%	37%
UNDECIDED	31	28	32	35	29	31
NO	22	14	11	7	6	13
NEVER HEARD OF IT	13	14	21	27	26	19

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
YES	45%	60%	43%	26%	24%	26%	38%
UNDECIDED	35	20	23	36	42	31	21
NO	10	11	29	5	20	32	31
NEVER HEARD OF IT	10	9	5	33	14	11	10

	Sqdn	Det	Base	Wing	All
YES	45%	27%	36%	49%	37%
UNDECIDED	30	35	16	31	31
NO	13	6	42	17	13
NEVER HEARD OF IT	12	32	6	3	19

One of the most surprising aspects of the above responses was that almost 20 percent of the commanders reported that they had never heard of the trideputate reorganization program. Of the commanders who had heard of the program, 46 percent said that they liked the changes, 16 percent said that they didn't like them, and 38 percent were undecided. Communications commanders are apparently the least affected by the trideputate system, since one out of three stated that they had never heard of it. Commanders of maintenance organizations were most positive toward the program, and civil engineering commanders the most negative.

Preparation for the Commander's Job

Two questions were asked which sought to explore the subject of preparation for the job of commander. One question dealt with past assignments, and the other with formal training courses as prerequisites for assignment to a commander's position.

PAST ASSIGNMENTS HAVE PREPARED ME FOR MY CURRENT DUTIES.

	Sqdn	Det	Base	Wing	All
DISAGREE	18%	21%	21%	11%	20%
UNDECIDED	2	2	4	0	3
AGREE	80	77	75	89	77

	06	05	04	03	01-02	All
DISAGREE	16%	17%	20%	28%	30%	20%
UNDECIDED	2	2	3	4	10	3
AGREE	82	81	77	68	60	77

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
DISAGREE	11%	21%	23%	16%	20%	30%	28%
UNDECIDED	1	2	1	2	4	5	4
AGREE	88	77	76	82	76	65	68

FORMAL COMMANDER'S TRAINING COURSES OF INSTRUCTION SHOULD BE PREREQUISITES FOR ASSIGNMENT AS A COMMANDER.

	Sqdn	Det	Base	Wing	All
DISAGREE	19%	21%	16%	30%	19%
UNDECIDED	4	11	5	22	7
AGREE	77	68	79	48	74

	06	05	04	03	01-02	All
DISAGREE	26%	21%	15%	15%	20%	19%
UNDECIDED	9	6	5	7	8	7
AGREE	65	73	80	78	72	74

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
DISAGREE	25%	19%	17%	18%	10%	14%	17%
UNDECIDED	4	4	4	3	8	2	5
AGREE	71	77	79	79	82	84	78

As the responses indicate, better than three out of four respondents expressed the belief that past assignments had prepared them for their current duties. As one might expect, the more senior the grade of the commander, the more likely the response. Commanders of civil engineering organizations apparently benefited the least from past assignments, while the commanders of flying organizations have benefited the most.

Almost as large a percentage of respondents who reported that past assignments had prepared them for current duties also express the view that some sort of formal commanders' training course should be a prerequisite for assignment as a commander. Wing commanders, colonels, and the commanders of flying organizations are less adamant than others, but those who agree substantially outnumber those who disagree even in these categories.

Job Satisfaction

The AFMIG surveys of 1975 first introduced the use of a slightly modified form of the Hoppock job satisfaction measure in Air Force-wide surveys. This measure consists of four questions which address various global feelings about one's job. Each question has seven responses, ranging from very negative to very positive. The responses to each of the four questions are summed, yielding a global measure of job satisfaction which can range from a low of four to a high of 28. In the 1975 active duty military Quality of Air Force Life survey, the mean job satisfaction score for Air Force officers was 18.71 and the mean score for airmen was 17.48. The mean score for the commanders who responded to this survey was 20.83, which is significantly higher than the 18.71 score of all Air Force officers.

With the exception of colonels, job satisfaction appeared to be highly associated with the grade of the respondent.

	Job Sat Score
0-6	20.76
0-5	21.45
0-4	20.89
0-3	19.83
01-2	19.73

Commander job satisfaction scores, when viewed in light of the primary mission of their organization, ranged from a high of 22.27 for commanders of flying organizations to a low of 19.42 for commanders of services organizations.

Rank	Mission	Sample Size	Job Sat Score
1	Flying Operations	328	22.27
2	Research	15	21.67
3	Communications	170	21.52
4	Maintenance	328	21.01
5	Training/Education	318	20.76
6	Supply	126	20.49
7	Air Base Group	225	20.41
8	Weather	127	20.17
9	Transportation	90	20.16
10	Medical	86	19.94
11	Civil Engineering	120	19.93
12	Security Police	99	19.83
13	Services	31	19.42

Summary

Of the 2695 Air Force commanders who responded to this survey, 93 percent stated that they wanted their present commander jobs. The five percent who did not were primarily commanders of squadrons and detachments. The group which stands out as least wanting command were the commanders of civil engineering organizations. Ten percent of them indicated that they did not want command.

Three out of four respondents expressed the belief that they had sufficient authority to carry their current responsibilities. Communications commanders most frequently (86%) expressed this view, security police commanders expressed it least frequently (67%).

Approximately two out of three respondents believe that their grade is appropriate for their present position, while one-quarter believe their grade is too low and one in 10 think that it is too high. As might be expected, the more junior the grade of the respondent, the more likely the perception that their present grade was too low. Commanders of flying organizations were most likely (82%) to report that

their grade was about right, and security police commanders were most likely (41%) to report that their grades were too low.

Just less than one-quarter of the respondents reported that they work over 60 hours per week. There seemed to be an inverse relationship between hours worked and grade. Thirty-one percent of the O-6's and 33 percent of the O-5's stating that they worked in excess of 60 hours, while only 10 percent of the O-1's and O-2's made a similar claim. Commanders of flying organizations most frequently (51%) reported working more than 60 hours per week, followed in frequency (43%) by security police commanders.

Preparation for and attendance at various council meetings made a claim on the personal time of all but 12 percent of the respondents. The greatest amount of personal time devoted to council-related activities appeared to be invested by air base group and security police commanders.

Better than one out of every five respondents reported that they spent 30 percent or less of their time on commander's duties, as compared with functional duties. As with other response patterns, the more junior the grade of the respondent, the more likely the response of spending a significant proportion of time on functional duties. Commanders of maintenance organizations appeared to spend the least proportion of their time on functional duties, while civil engineers and supply commanders appeared to spend the most.

Almost three out of every eight respondents expressed the belief that the Air Force requires them to participate in too many activities

which are not related to their job. The lower the grade of the respondent, the more likely the respondent was to express this sentiment. Squadron commanders expressed it more often (43%) than did commanders of other type organizations. Security police (52%), civil engineering (50%) and flying operations (48%) commanders expressed it more frequently than did those with other primary missions.

Forty-seven percent of the respondents reported having experienced manning reductions since assuming command of their current organizations. The longer the respondent held the position, the more likely the response of having experienced a manning reduction. This can be appreciated by observing that 63 percent of the respondents who have been in their current positions for 24 months or more report having experienced manning reductions. Additionally, 16 percent of the respondents stated that the reductions they have experienced have caused significant problems in getting the job done. Reductions appear to have been experienced most frequently by those in civil engineering (64%), air base group (57%) and supply (53%). The reductions appear to have caused the most significant problems for civil engineering (26%) and maintenance (21%) commanders.

Fifty-six percent of the respondents reported experiencing an increase in administrative procedures and reports. The longer an individual is in the job, the more likely the perception that increases have occurred. Seventy percent of those commanders who have been in their current positions for 18 months or longer reported having experienced an increase. The increase appears to have been experienced more frequently by squadron and detachment commanders. Commanders in the

grades of O1-O5 are similar in their responses, while colonels proportionately (49%) were less likely to report increases. Commanders of maintenance (64%), flying operations (60%), security police (60%) and civil engineering (60%) organizations reported increases more frequently than did commanders of organizations with other primary missions. Approximately one-fifth of the commanders reported that the increase in administrative procedures and reports had caused significant problems. Civil engineering (30%), supply (28), security police (25%), flying operations (25%) and maintenance (25%) commanders more frequently reported having experienced significant problems because of the increase in administrative procedures and reports.

Senior NCO's appear to provide valued assistance to commanders, with 93 percent of the respondents reporting that the First Sergeant serves a necessary function. Eighteen percent of the commanders report that they have senior enlisted advisors, and 94 percent of that number report that they need them. Of the 82 percent who state they they do not have enlisted advisors, 22 percent say that they need one. The larger the organization, the more likely the commander is to express a need for a senior enlisted advisor. For example, 59 percent of the commanders of organizations with over 500 personnel assigned say that they need one. Only 38 percent of commanders of organizations this size presently have senior enlisted advisors, and of this number only three percent say they don't need one.

When questioned about their perception of the trideputate reorganization program, almost one-fifth of the respondents reported that they had never heard of it. Of those who had heard of the program, 46 percent

liked the changes, 16 percent did not, and 38 percent were undecided. Maintenance commanders (66%) were the most favorable, while civil engineering (29%) and security police (28%) commanders were the least positive.

Approximately three-fourths of the respondents expressed the belief that past assignments had prepared them for their present assignments, and the more senior the grade of the respondent the more frequent that view. Flying operations (88%) commanders most frequently expressed this view, and civil engineering (65%) and air base group (68%) commanders expressed it least frequently.

As with the views on past assignments, about three-fourths of the respondents stated that some sort of commanders' training course should be a prerequisite for an assignment as a commander. Majors (80%) expressed this view most frequently, and colonels (65%) expressed it less frequently. Civil engineering (84%) commanders were more apt to express the opinion that such a course should be a prerequisite, while flying operations (71%) commanders were least likely.

Job Satisfaction scores, as measured by the Hoppock general job satisfaction blank, were higher than those scores obtained from the AFMIG Air Force-wide sample of officers measured in the summer of 1975 (20.83 vs. 18.71). Lieutenant colonels had the highest job satisfaction scores (21.45), while lieutenants had the lowest scores (19.73). Commanders of flying operations had the highest scores (22.27), while services (19.42), security police (19.83), civil engineering (19.93) and medical (19.94) commanders had the lowest job satisfaction scores.

4. Leadership-Communication-Human Relations

The foci of this chapter are questions associated with the general areas of leadership, communication and human relations. This chapter is divided, therefore, into three major sections. Additionally, a fourth section is provided with subjects ranging from drug and alcohol abuse to the perceived impact of inflation.

Leadership

Several questions dealing with leadership within the Air Force which were included in the 1975 AFMIG surveys were also incorporated into the commanders' survey instrument. The most global of these questions is the following question which solicits the respondent's overall opinion of leadership in the Air Force.

WHAT IS YOUR OPINION OF THE QUALITY OF LEADERSHIP IN THE AIR FORCE?

	06	05	04	03	01-02	All	AFMIG-Officers
EXCELLENT/ABOVE AVERAGE	77%	67%	59%	54%	57%	64%	41%
AVERAGE	16	23	32	34	31	26	37
POOR/BELOW AVERAGE	7	10	9	12	12	10	21

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
EXCELLENT/ABOVE AVERAGE	66%	61%	59%	65%	56%	60%	68%
AVERAGE	21	28	29	28	40	27	24
POOR/BELOW AVERAGE	13	11	12	7	4	13	8

WHAT IS YOUR OPINION OF THE QUALITY OF LEADERSHIP IN THE AIR FORCE?

	Sqdn	Det	Base	Wing	All	AFMIG-Officers
EXCELLENT/ABOVE AVERAGE	65%	62%	77%	82%	64%	41%
AVERAGE	26	28	13	16	26	37
POOR/BELOW AVERAGE	9	10	10	2	10	21

There are several points worth mentioning about the responses to the overall leadership question. First, the more senior the respondent, the more likely the individual is to report favorably on leadership in the Air Force. This can be observed in both the grade and type of organization data "splits." Secondly, of the responses presented according to organization mission, Air Base Group commanders appear to have the most positive view of Air Force leadership, while civil engineering and supply commanders appear to be the most negative. Third, in comparing the commander responses with those of the AFMIG respondents, it is quite clear that the commanders report a more positive view. Probably two factors are primarily at work here: (1) commander respondents associate themselves more closely with Air Force leadership; and (2) the AFMIG sample reflected the overall distribution of officers in the Air Force, whereas this sample is more heavily skewed towards the more senior grades, and this group tends to be more positive in their assessment of Air Force leadership.

An interesting pattern noted in the AFMIG responses was the contrast in officer perceptions of overall Air Force leadership

and that of the impact their immediate supervisors had on their respective organizations. The wording of the AFMIG question was: WHAT KIND OF INFLUENCE DOES YOUR IMMEDIATE SUPERVISOR HAVE ON YOUR ORGANIZATION? As is shown below, respondents were much more positive about their immediate supervisors than they were about the more global notion of leadership in the Air Force. In attempting to interpret the responses to the two AFMIG questions, we puzzled over whether respondents in fact equated organizational influence with leadership and, if so, whether respondents were being critical of higher level leaders while commending immediate supervisors. In an attempt to remove possible confusion we redesigned the question to read as presented below and included it in both the Commanders' survey and the second Quality of Air Force Life survey.

WHAT IS YOUR OPINION OF THE LEADERSHIP ABILITY OF YOUR IMMEDIATE SUPERVISOR?

	06	05	04	03	01-02	All	*AFMIG Officers
EXCELLENT/ABOVE AVERAGE	68%	66%	71%	63%	73%	67%	62%
AVERAGE	20	22	19	23	17	21	23
POOR/BELOW AVERAGE	12	12	10	14	10	12	15

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
EXCELLENT/ABOVE AVERAGE	68%	65%	69%	72%	69%	65%	73%
AVERAGE	23	20	23	19	17	25	16
POOR/BELOW AVERAGE	9	15	8	9	14	10	11

	Sqdn	Det	Base	Wing	All	AFMIG-Officers
EXCELLENT/ABOVE AVERAGE	68%	62%	75%	64%	67%	62%
AVERAGE	20	26	12	22	21	23
POOR/BELOW AVERAGE	12	12	13	14	12	15

*NOTE: AFMIG question was worded differently.

Commanders clearly did not differ to the degree of AFMIG officer respondents in their respective ratings of overall Air Force leadership and the leadership ability of their immediate supervisors. At this point it is impossible to state whether this is characteristic of the commander population, or is attributable to the rewording of the question. Responses to the second Quality of Air Force Life survey should resolve this issue.

To the extent that the responses to AFMIG question can be compared with those to the above question, both groups of respondents appear to be favorable in their evaluations of the leadership ability of their immediate supervisors, with the commanders being slightly more favorable than the Air Force-wide AFMIG sample. (Note: Airmen respondents to the AFMIG survey were the least positive group, with only 22 percent stating that overall leadership in the USAF was EXCELLENT/ABOVE AVERAGE, and 47 percent reporting favorably on the leadership ability of their immediate supervisors.)

Commander respondents in the grade of O-3 were the least positive concerning immediate supervisor leadership ability, and the most junior group, O1-O2's, were the most positive. Communication and Air Base Group commanders were the most positive with respect to immediate supervisor leadership, while maintenance and civil engineering commanders were the least positive. In examining responses by the type of organization commanded, base commanders were the most positive while detachment commanders were the least positive. This result does not seem unwarranted, since detachment

commanders probably have less interaction with their immediate supervisors than do the others. The positive reports of the most junior officers is an interesting phenomenon, especially when contrasted with the less positive responses of O-3's. Possible explanations of the differences might include the enthusiasm of youth, and possible apprehension on the part of O-3's over impending selection to the grade of O-4. The lower reports of maintenance and civil engineering commanders are interesting. The civil engineering responses appear consistent with the lower job satisfaction scores of civil engineering commanders; however, maintenance commanders reported the fourth highest level of job satisfaction. One might hypothesize that the work itself is driving job satisfaction for maintenance commanders, with the leadership ability of immediate supervisors being less of a consideration for them.

Two other questions, also contained in the AFMIG survey, are discussed in this section on leadership. The first deals with being given the freedom needed to do the job well, and the second covers recognition for a job well done. Although both are considered to be related to leadership, the question dealing with job freedom was found to be the more potent of the two in our analyses of this data and of the AFMIG data bases.

ARE YOU GIVEN THE FREEDOM YOU NEED TO DO YOUR JOB WELL?

	06	05	04	03	01-02	All	AFMIG-Officers
NEVER/SELDOM	9%	10%	8%	8%	11%	9%	13%
SOMETIMES	16	18	18	17	12	17	21
OFTEN/ALWAYS	75	72	74	75	77	74	66

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
NEVER/SELDOM	11%	10%	5%	5%	13%	13%	7%
SOMETIMES	27	18	14	10	25	22	15
OFTEN/ALWAYS	62	72	81	85	62	65	78

	Sqdn	Det	Base	Wing	All	AFMIG-Officers
NEVER/SELDOM	10%	7%	10%	12%	9%	13%
SOMETIMES	19	16	14	14	17	21
OFTEN/ALWAYS	71	77	76	74	74	66

DOES YOUR IMMEDIATE SUPERVISOR GIVE YOU RECOGNITION FOR A JOB WELL DONE?

	06	05	04	03	01-02	All	AFMIG-Officers
NEVER/SELDOM	23%	24%	26%	30%	25%	26%	19%
SOMETIMES	36	34	36	37	43	35	33
ALWAYS/FREQUENTLY	41	42	38	33	32	39	48

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
NEVER/SELDOM	15%	28%	21%	25%	21%	21%	27%
SOMETIMES	42	32	37	38	34	35	33
ALWAYS/FREQUENTLY	43	40	42	37	45	44	40

	Sqdn	Det	Base	Wing	All	AFMIG-Officers
NEVER/SELDOM	21%	35%	25%	17%	26%	19%
SOMETIMES	36	36	32	26	35	33
ALWAYS/FREQUENTLY	43	29	43	57	39	48

The data indicate that about three-quarters of the respondents believed that they are given the freedom they need to do their jobs well. This is higher than the two-thirds of AFMIG officers who made similar responses. Not reflected, however, is the fact that there was substantial disparity between the more junior and senior officers in the AFMIG data base, whereas the grade of commanders seems to have little influence on commander responses.

Supply and communication commanders report being given the most freedom in their jobs, while security police and flying operations commanders report being given the least. Considering the sensitivity of the missions, the lower freedom reported by flyers and security police commanders is not surprising. One might surmise that communication and supply commanders are given greater freedom because supervisors in many cases do not have functional expertise in their areas.

Commanders appear less likely to receive recognition for outstanding performance than were the AFMIG officer respondents. It is difficult to say whether this is a valid trend throughout the Air Force, or whether it is characteristic of the commander population. The second Quality of Air Force Life survey data should provide some insight on this matter. It is possible that we may be viewing an impact of the new OER system. If that is the case, the same trend should be reflected in the QOAFL-2 data.

Overall, flying operations commanders appear to have the most positive perceptions concerning recognition for outstanding performance, and maintenance and communications commanders the least

positive. Air Base Group commanders also present a very interesting pattern of responses, in that half of them indicate that they frequently receive recognition, while 27 percent indicate that they rarely receive recognition. With more respondents selecting the SELDOM/NEVER than the ALWAYS/FREQUENTLY responses, detachment commanders appear to get the shortest shrift with regards to recognition. As with other responses, it is suspected that the physical separation between detachment commanders and their supervisors accounts for a good bit of the difference between detachment commander responses and those of commanders of other types of organizations. In contrast to detachment commanders, wing commanders were the most positive in their perceptions of receiving recognition.

Summarizing this section on leadership, commanders were more positive in their perceptions of both the overall quality of leadership in the Air Force and the leadership ability of their immediate supervisors than was a more representative 1975 sample of the Air Force-wide population of officers. A comparison of commander responses with those to the second Quality of Air Force Life (QOAFL-2) survey, which is currently being administered, will indicate whether this is a positive trend reflected throughout the officer corps, or is limited to the population of Air Force commanders. When compared to the same 1975 data base, commanders reported being given greater freedom in doing their jobs, yet they indicated that they received recognition less frequently for outstanding work.

Leadership is further discussed in the chapter dealing with

the Quality of Air Force Life (QOAFL) model.

Communication

This section deals with two aspects of communication: informal communication between supervisor and subordinate; and formal organizational channels. The first apsect, informal communication, is closely related to the leadership process and might appropriately have been included in that section.

HOW OFTEN ARE YOU GIVEN FEEDBACK FROM YOUR SUPERVISOR ABOUT YOUR JOB PERFORMANCE?

	06	05	04	03	01-02	All	AFMIG-Officers
NEVER/SELDOM	40%	37%	41%	47%	42%	40%	32%
SOMETIMES	30	27	28	26	31	28	32
FREQUENTLY/VERY FREQUENTLY	30	36	31	27	27	32	36

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
NEVER/SELDOM	28%	36%	35%	47%	31%	39%	39%
SOMETIMES	34	27	27	27	23	27	27
FREQUENTLY/VERY FREQUENTLY	38	37	38	26	46	34	34

	Sqdn	Det	Base	Wing	All	AFMIG-Officers
NEVER/SELDOM	32%	55%	36%	43%	40%	32%
SOMETIMES	30%	25	25	29	28	32
FREQUENTLY/VERY FREQUENTLY	38	20	39	28	32	36

HOW OFTEN DO YOU AND YOUR SUPERVISOR GET TOGETHER TO SET YOUR PERSONAL PERFORMANCE OBJECTIVES?

	06	05	04	03	01-02	All	AFMIG-Officers
NEVER/SELDOM	56%	51%	58%	65%	55%	56%	66%
SOMETIMES	21	21	22	19	16	21	21
FREQUENTLY/VERY FREQUENTLY	23	28	20	16	29	23	13

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
NEVER/SELDOM	42%	52%	56%	68%	47%	53%	52%
SOMETIMES	25	19	20	20	25	21	20
FREQUENTLY/VERY FREQUENTLY	33	29	24	12	28	26	28

	Sqdn	Det	Base	Wing	All	AFMIG-Officers
NEVER/SELDOM	52%	67%	45%	66%	56%	66%
SOMETIMES	21	19	19	23	21	21
FREQUENTLY/VERY FREQUENTLY	27	14	36	11	23	13

	LT 6 mos	6-12 mos	13-18 mos	19-24 mos	GT 24 mos	All
NEVER/SELDOM	51%	56%	56%	54%	64%	56%
SOMETIMES	24	18	21	24	18	21
FREQUENTLY/VERY FREQUENTLY	25	26	23	22	18	23

Commander responses to the question dealing with feedback from their supervisors on their job performance appear to be consistent with the responses to the question dealing with recognition. In both cases commanders report less frequent communication with supervisors than did the officer respondents to the AFMIG survey. Somewhat at odds with these responses is the somewhat larger (than AFMIG) proportion of commanders who report that they FREQUENTLY/VERY FREQUENTLY get together with their supervisors to discuss personal performance objectives. However, it would appear

that significant room exists for continued improvement, since over half the commander respondents selected the NEVER/SELDOM responses. While this is an improvement over the two-thirds AFMIG rate, one might still wonder what the Air Force-wide responses to the QOAFL-2 survey will be like.

Captains appear to experience the worst communication with their supervisors, with almost half stating that they NEVER/SELDOM receive feedback on their job performance and two-thirds stating that they never get together to discuss performance objectives. This same trend was also noticeable in the responses on the question dealing with recognition.

Commanders of flying organizations appear to enjoy better communication with their supervisors than do commanders of organizations with other primary missions. Communication and civil engineering commanders appear to have least communication, with supply and maintenance commanders not far ahead of them. As was observed earlier, detachment commanders -- probably due in large part to physical dislocation -- also stand out as having less communication with their supervisors.

The data "split" by length of time in present command position also reveals a pattern which, perhaps, isn't too surprising. The data indicate that the shorter the time in the job, the more frequent the interaction with supervisors in setting personal performance objectives. However, it is still worth noting that over half of the commanders who have been in their present positions

for less than six months selected the NEVER/SELDOM response to the question.

DO YOU GET ENOUGH FEEDBACK FROM THE MILITARY PEOPLE IN YOUR ORGANIZATION?

	Sqdn	Det	Base	Wing	All
NO, I'D LIKE MORE	34%	23%	31%	40%	33%
YES:					
IS OF LITTLE/NO USE	0	0	0	4	1
IS OF SOME/ GENERAL USE	27	35	36	38	29
IS OF GREAT USE	39	42	33	18	37

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
NO, I'D LIKE MORE	28%	38%	43%	41%	47%	40%	38%
YES:							
IS OF LITTLE/NO USE	1	0	0	0	0	0	0
IS OF SOME/ GENERAL USE	27	24	29	26	22	28	35
IS OF GREAT USE	45	38	28	33	31	32	27

	06	05	04	03	01-02	All
NO, I'D LIKE MORE	33%	32%	31%	36%	35%	33%
YES:						
IS OF LITTLE/NO USE	1	0	0	1	1	1
IS OF SOME/ GENERAL USE	33	29	28	30	26	29
IS OF GREAT USE	34	39	41	33	38	37

This same question with a slightly different response set was asked of base commanders by AFMIG in the summer of 1975. The difference essentially consisted of the inclusion of the IS OF GREAT USE response in this survey. The AFMIG base commanders had the option of choosing: NO; YES, BUT IT IS NOT VERY USEFUL; and YES, IT IS GENERALLY USEFUL. At that time, 40 percent of the base commanders indicated that they do not receive enough feedback, and 60 percent reported that they do receive enough and

found it generally useful. None of the base commanders indicated that the feedback they received was not very useful. In comparing base commander responses then with those of 18 months later, it appears that base commanders are receiving somewhat more feedback; although one-third still indicate that they would like more.

With the exception of a slightly higher proportion of company grade commanders indicating that they would like more feedback, there is not too much difference accounted for by the grade of the respondents. Flying operations commanders appear to be most satisfied with the amount of feedback they receive, and also value it the most highly. Security police commanders stand out as wanting more feedback. Likewise, detachment commanders appear to value it most highly. Wing commanders stand out as professing to want more feedback, and yet seem to place the lowest value on it.

MOST OF THE SENIOR NCO'S (E-7 THRU E-9) UNDERSTAND AND ARE ABLE TO COMMUNICATE WITH THE PEOPLE WHO WORK WITH THEM.

	06	05	04	03	01-02	All	AFMIG-Officers
DISAGREE	15%	15%	18%	18%	25%	17%	8%
UNDECIDED	8	11	7	10	13	9	17
AGREE	77	74	75	72	62	74	75

	Sqdn	Det	Base	Wing	All
DISAGREE	16%	14%	22%	31%	17%
UNDECIDED	8	11	10	9	9
AGREE	76	75	68	60	74

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
DISAGREE	18%	17%	19%	16%	23%	21%	25%
UNDECIDED	11	7	7	8	9	5	10
AGREE	71	76	74	76	68	74	65

MOST OF THE SENIOR NCO'S (E-7 THRU E-9) UNDERSTAND AND ARE ABLE TO COMMUNICATE WITH THE PEOPLE WHO WORK WITH THEM.

	AFMIG-01-02	Cmdrs-01-02	AFMIG-Amn LT 4 yrs	AFMIG-All	Cmdrs-All
DISAGREE	8%	25%	28%	8%	17%
UNDECIDED	25	13	24	17	9
AGREE	66	62	48	74	75

The above question was included in the 1975 AFMIG survey to look for possible evidence of the so-called generation gap, and what its impact was on communication between senior NCO's and younger Air Force personnel. As the data indicate, commanders in the grades of 03 and higher were noticeably more positive than were 01-02 commanders. Overall, three-quarters of the commanders believe that senior NCO's do understand and are able to communicate with the people who work with them. With the exception of a shift from the UNDECIDED to DISAGREE category, the AFMIG responses are similar to those of the commanders. The same pattern also holds for junior officers, with positive responses somewhat the same, and the UNDECIDED in the AFMIG sample shifting to DISAGREE in the commander responses. The responses of airmen with less than four years service are provided from the AFMIG data base to provide some indication where younger enlisted personnel were at in the summer of 1975. The QOAFL-2 survey will provide current data against which the AFMIG responses may be compared. On the surface, it would appear that some ground may have been lost.

Squadron and detachment commanders appear to be more positive

toward senior NCO's than base and wing commanders, with wing commanders being the least positive. Maintenance and communication commanders appear to be the most positive when the data are examined in light of the primary mission of the organization, while Air Base Group and security police commanders are the least positive.

A global question seeking perceptions on the overall formal communication program in the Air Force was asked of both AFMIG and commander survey respondents.

THE AIR FORCE DOES A GOOD JOB OF KEEPING ME INFORMED ABOUT WHAT IS GOING ON.

	Sqdn	Det	Base	Wing	All	AFMIG-Officers
DISAGREE	14%	21%	13%	39%	16%	36%
UNDECIDED	8	6	7	7	8	15
AGREE	78	73	80	54	76	49

	06	05	04	03	01-02	All
DISAGREE	15%	14%	16%	19%	23%	16%
UNDECIDED	8	8	6	8	7	7
AGREE	77	78	78	73	70	76

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
DISAGREE	12%	16%	19%	16%	15%	16%	15%
UNDECIDED	8	8	8	2	15	11	7
AGREE	80	76	73	82	70	73	78

There is no doubt that the commander respondents are much more favorable on the subject of being kept informed than were the AFMIG officer respondents. The differences in perception are quite substantial. Whether this is indicative of improved communication or is characteristic of the commander subset of the

overall officer population will be determined when the QOAFL-2 data are analyzed. Whatever the case, better than three-fourths of Air Force commanders believe that the Air Force is doing a good job of keeping them informed. Junior officers are slightly less positive than field grade officers, and flying operations and communication commanders are slightly more positive than commanders of organizations with other primary missions. All differences seem minor, however, when the differences between wing commanders and commanders of other types of organizations are examined. For their part almost four-out-of-ten wing commanders express the opinion that the Air Force is not doing a good job of keeping them informed.

The following question seems relevant in light of the current discussion on the erosion of benefits and military unionization, as well as the attention given to TAC's recent initiatives in communicating information on the issues.

THE AF IS PROVIDING ENOUGH INFORMATION TO ITS MEMBERS TO PERMIT THEM TO DETERMINE THE CURRENT STATUS OF ACTIONS WHICH MAY IMPACT ON THEIR FRINGE BENEFITS (COMMISSARY, RETIREMENT, MEDICAL CARE, ETC.).

	06	05	04	03	01-02	All
DISAGREE	38%	44%	45%	49%	46%	44%
UNDECIDED	9	10	8	12	12	10
AGREE	53	46	47	39	42	46

	Sqdn	Det	Base	Wing	All
DISAGREE	44%	48%	43%	23%	44%
UNDECIDED	9	11	7	11	10
AGREE	47	41	50	66	46

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
DISAGREE	48%	46%	39%	42%	54%	37%	43%
UNDECIDED	10	11	8	11	5	11	7
AGREE	42	43	53	47	41	52	50

Although these data were collected before TAC's program went into full swing, it is interesting to note that with 54 percent of TAC commanders selecting the AGREE response and 37 percent selecting the DISAGREE response, TAC commanders were more positive than those assigned to other MAJCOMs. It is also of interest to note that O-3 commanders continue to be the most negative group regarding communication. In examining responses according to type of organization commanded, detachment commanders are the least positive and wing commanders the most positive. Security police commanders were the most negative in the organization mission "split," while civil engineering and supply commanders were the most positive. Flying operations and maintenance commanders share the negative views of security police commanders, but with somewhat less frequency.

This final question in the communication area was asked to discover which of the various communication media were most favored by commanders for communicating policy.

IN WHICH OF THE FOLLOWING MEDIA DO YOU HAVE THE GREATEST CONFIDENCE FOR COMMUNICATING POLICY?

	Sqdn	Det	Base	Wing	All	AFMIG-Base Cmdrs
REGULAR ADMINISTRATIVE CHANNELS	15%	18%	25%	53%	18%	32%
COMMANDER'S CALL	34	35	25	16	34	26
BULLETIN BOARD ANNOUNCEMENTS	2	3	0	0	2	2
BASE NEWSPAPER	5	4	3	4	5	8
ORAL COMMUNICATIONS AT STAFF MEETINGS	44	40	47	27	41	32

Overall, respondents expressed the greatest confidence in oral communications at staff meetings, followed by commander's call and regular administrative channels in that order. Some interesting differences in that ordering are: wing commanders favored regular administrative channels over the two face-to-face methods preferred by other respondents; communication commanders show a strong preference for commander's call, with oral communications at staff meetings and regular administrative channels a distant second and third respectively; and in the 18 months between the AFMIG and Commanders' survey, base commanders show much greater confidence in oral communications at staff meetings.

Summarizing this section on communication, several observations seem to be worth making. First, while some comparisons with 1975 AFMIG data reflect positive movement in this area of communication, other comparisons yield negative trends. Commanders,

for example, report receiving feedback less frequently on job performance and were less likely to report receiving recognition from supervisors for a job well done. Additionally, it is well to keep in mind that the two samples are quite different. The AFMIG responses reflect some 4000 actual responses randomly drawn from the Air Force-wide population of officers, and weighted to reflect the distribution of officers by grade. The commander sample, on the other hand, is an unweighted census of about 80 percent of Air Force commanders through the grade of O-6. As such, it is biased towards the more senior grades, with O4-O6 grades more heavily represented than they actually exist within the Air Force. Also, it would seem reasonable to assume that they constitute a fairly select subset of the overall population, and to expect that their responses would be more positive than a representative Air Force-wide sample. Viewed in the light of these considerations, it seems clear that greater emphasis on more effective communication within the Air Force is needed.

In addition to preceding general observations, some summary comments appear warranted for three subsets of the sample population: O-3 commanders, detachment commanders, and wing commanders.

Respondents in the grade of captain stood apart from the rest of the commanders when responses were examined in light of the grade of the respondent. Captains perceived that: (1) they received less feedback from their supervisors on their job performance; (2) they got together less with their supervisors to set personal performance objectives; (3) they received less

feedback from military personnel in their organizations; (4) they received less information from the Air Force on the current status of actions which might affect pay and benefits; and (5) they received the least recognition for doing outstanding work. As we will see when we discuss detachment commander responses, there are some similarities between O-3 and detachment commander responses. Clearly, some of these similarities reflect the fact that 28 percent of detachment commanders are O-3's, and the physical separation which exists between a large proportion of detachment commanders and their supervisors undoubtedly impacts communication between the two groups. However, this fact does not seem to explain all of the differences. What we believe might be reflected is the fact that O-3's are at a vexing point in their careers. Typically, the individual at this point feels the full weight of the career decision. Further, after having made that decision he/she must then focus on the next promotion milestone, promotion to O-4; which is a must if one is to complete a minimum 20 year career. We believe that a substantial part of the differences in responses of O-3's can be traced to these dynamics.

In viewing the responses according to the type of organization commanded, detachment and wing commander responses appear to offer the most interesting material for reflection. Detachment commanders, probably because of the previously mentioned dislocation from the supervisors, perceive that: (1) they receive the least recognition for outstanding performance; (2) they receive the least feedback on their job performance; and (3) they have

the least interaction with their supervisors in setting personal performance objectives. Wing commanders responses, on the other hand, reflect that: (1) they receive the most recognition from their supervisors; (2) with the exception of detachment commanders, they receive less feedback from their supervisors on their job performance; (3) they differ by only one percent from detachment commanders in having less interaction with their supervisors in setting personal performance objectives; (4) they are the least positive about the ability of senior NCO's to communicate with and understand the people with whom the NCO's work; (5) they receive the least feedback from military members in their organizations, and also appear to place the least value on such feedback; (6) by a wide margin, they are most critical of the job that the Air Force does in keeping them informed of what is going on; (7) they are the most positive about the job that the Air Force does in providing its members with enough information about actions which may affect pay and benefits; and (8) they are the only group which selected regular administrative channels as the preferred mode of communicating policy (all other commanders preferred one of two face-to-face modes of communication).

The responses of the wing commanders are particularly intriguing because of the select nature of that subset of the commander population. (It seems safe to assume that a number of future general officers are contained in that group.) The overall impression we receive upon examining their responses in the area of communication is that they are somewhat isolated from their troops. It is

difficult for us to determine what is reflected in their responses. It may be the demands of their position, their perceptions that other types of endeavors are more important or are more highly rewarded, or it may be any of a list of other possibilities; we do not know. It does seem, however, that communication with people within their organization is not one of the highest priority items for wing commanders.

Human Relations

Human relations is an area to which Air Force leadership has devoted considerable attention over the past several years. In this section we examine respondent perceptions on but a few of the 15 survey questions addressing various aspects of racial and sex discrimination. (The reader interested in further information on these questions can examine commander responses to questions 127-141 in Appendix A.) Additionally, we have included commander responses to questions concerning various councils.

DO YOU BELIEVE THAT RACIAL DISCRIMINATION IS A PROBLEM ON YOUR BASE?

	06	05	04	03	01-02	All
NO	58%	62%	62%	57%	52%	60%
YES:						
MINOR	37	35	32	36	35	35
MODERATE	5	3	6	6	11	5
MAJOR	0	0	0	1	2	½

	Sqdn	Det	Base	Wing	All
NO	62%	59%	54%	49%	60%
YES:					
MINOR	34	34	42	46	35
MODERATE	4	6	4	6	5
MAJOR	0	1	0	0	½

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
NO	59%	64%	65%	60%	53%	63%	57%
YES:							
MINOR	37	30	32	37	40	33	37
MODERATE	3	6	2	2	7	4	6
MAJOR	1	0	1	1	0	0	0

It is of interest to note that the younger commanders (01-02) perceive that racial discrimination is slightly more of a problem than the more senior respondents. However, the overall picture appears somewhat encouraging, with 95 percent of the commanders perceiving racial discrimination to be no problem or only a minor problem. It is encouraging, that is, if the perceptions of the Air Force-wide QOAFL-2 survey provide the same or more favorable perceptions.

In line with the previous question, the following question was asked concerning the likelihood of a racial flare-up at their respective bases in the near future.

DO YOU THINK IT IS LIKELY THAT THERE WILL BE A RACIAL FLARE-UP ON YOUR BASE IN THE NEAR FUTURE?

	06	05	04	03	01-02	All
YES	2%	1%	1%	2%	3%	2%
DON'T KNOW	5	8	9	10	12	8
NO	93	91	90	88	85	90

	Sqdn	Det	Base	Wing	All
YES	1%	2%	1%	0%	2%
DON'T KNOW	7	11	6	9	8
NO	92	87	93	91	90

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
YES	1%	1%	2%	1%	1%	1%	2%
DON'T KNOW	8	7	8	3	13	12	5
NO	91	92	90	96	86	87	93

The two percent figure associated with the response that the respondents do consider it likely that there will be a racial flare-up on their base in the near future, does not follow when you consider that less than one-half of one percent of the respondents reported that racial discrimination was a major problem on their bases. What we may be observing here is differentiation by the commanders between actual and perceived discrimination. It may be that some of the commanders are saying that while racial discrimination is not a problem, perceived discrimination is likely to lead to a racial flare-up.

On the subject of whether or not race relations are improving, commanders provided the following opinions.

ARE RACE RELATIONS ON YOUR BASE IMPROVING, THE SAME, OR WORSE THAN LAST YEAR?

	06	05	04	03	01-02	All
IMPROVING	51%	49%	42%	42%	41%	46%
THE SAME	48	50	56	56	55	52
WORSE	1	1	3	3	4	2

	Sqdn	Det	Base	Wing	All
IMPROVING	47%	38%	60%	66%	46%
THE SAME	52	60	39	34	52
WORSE	1	2	1	0	2

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
IMPROVING	50%	48%	57%	39%	53%	48%	57%
THE SAME	49	51	37	60	43	50	42
WORSE	1	1	6	1	4	2	1

The overall picture presented by the responses to the above question appear to present a relatively healthy picture. The fact that almost half of the commanders perceive race relations to be improving, and only two percent reporting deterioration, seem to provide cause for encouragement.

Human relations education is one initiative which the Air Force has taken to combat discrimination of various kinds. Commanders were asked about its effectiveness.

HUMAN RELATIONS EDUCATION COURSES ARE EFFECTIVE IN GETTING PEOPLE TO TREAT EACH OTHER BETTER.

	06	05	04	03	01-02	All	AFMIG-Officers
DISAGREE	29%	38%	40%	45%	54%	39%	59%
UNDECIDED	19	20	20	22	16	20	20
AGREE	52	42	40	33	30	41	21

	Sqdn	Det	Base	Wing	All	AFMIG-Base Cmdrs
DISAGREE	40%	39%	25%	34%	39%	15%
UNDECIDED	19	22	20	14	20	22
AGREE	41	39	55	52	41	63

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
DISAGREE	41%	40%	34%	44%	42%	36%	31%
UNDECIDED	19	20	20	19	18	18	22
AGREE	40	40	46	37	40	46	47

The data clearly indicate that commanders are more positive about human relations education effectiveness than were the AFMIG officer respondents. The base commander responses to the AFMIG base commander survey, however, indicate that today's base commanders are not quite so positive. It is interesting to note the direct relationship between the grade of the commander respondent and the perceived effectiveness of the education program. The same relationship can be found to exist in the AFMIG officer data, with the exception that 01-02's were slightly more positive than 0-3's. It is also interesting to note that base commanders are the most positive group in evaluating human relations education effectiveness, and that more flying, communications and security police commanders believe that the courses are ineffective than effective.

Over recent years the Air Force has made increased use of various councils as a means of addressing issues which might reasonably be classified as part of overall human relations in the Air Force. Commanders were asked to rate the contribution of each of a number of such councils.

RATE THE CONTRIBUTION OF EACH OF THE FOLLOWING COUNCILS/COMMITTEES TO YOUR ORGANIZATION.

	Great/ Considerable Value	Moderate Value	Little/ No Value
ENLISTED ADVISORY COUNCIL.....	30%	36%	33%
HUMAN RELATIONS COUNCIL.....	17	34	49
JUNIOR OFFICER COUNCIL.....	12	27	61
DRUG & ALCOHOL ABUSE CONTROL COMMITTEE.....	23	35	42
NONAPPROPRIATED FUND COUNCIL.....	17	31	52
NONAPPROPRIATED FUND ADVISORY COMMITTEES....	11	28	61
EQUAL EMPLOYMENT OPPORTUNITY ADVISORY COMMITTEE	9	27	64

Using the mean score for each set of responses, the commanders appear to consider the Enlisted Advisory Council as being of greatest value, the Drug and Alcohol Abuse Control Committee as being next in value, and the Human Relations Council as the third most valuable. The Nonappropriated Fund Advisory Committees and the Equal Employment Opportunity Advisory Committee were considered to be of least value. If the reader will recall the discussion in the preceding chapter, 88 percent of the commanders reported devoting personal time to these committees and councils, with the heaviest commitments reported by base commanders.

Concern is frequently expressed about individuals using these councils to circumvent the chain of command. Two questions addressed this issue.

SOME OF THE ABOVE COUNCILS ARE USED AS A MEANS OF DEALING WITH PROBLEMS WITHOUT GOING THROUGH COMMAND CHANNELS.

	06	05	04	03	01-02	All
DISAGREE	19%	18%	16%	16%	21%	17%
UNDECIDED	9	10	10	13	17	11
AGREE	72	72	74	71	62	72

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
DISAGREE	21%	16%	20%	20%	12%	18%	14%
UNDECIDED	14	11	6	14	6	8	4
AGREE	65	73	74	66	82	74	82

	Sqdn	Det	Base	Wing	All	AFMIG-Base Cmdrs*
DISAGREE	19%	15%	14%	30%	17%	28%
UNDECIDED	9	16	4	3	11	5
AGREE	72	69	81	67	72	67

*NOTE: The AFMIG question only referenced the Enlisted Advisory and Human Relations Councils.

IF THE ABOVE COUNCILS WERE USED TO SOLVE PROBLEMS WITHOUT USING COMMAND CHANNELS, IT WOULD WEAKEN THE AF CHAIN OF COMMAND.

	Sqdn	Det	Base	Wing	All	AFMIG-Base Cmdrs
DISAGREE	35%	36%	37%	32%	35%	45%
UNDECIDED	10	16	6	3	12	4
AGREE	55	48	57	65	53	51

	06	05	04	03	01-02	All
DISAGREE	36%	36%	34%	35%	39%	35%
UNDECIDED	8	11	12	14	14	12
AGREE	56	53	54	51	47	53

A comparison between the responses of the AFMIG base commanders and the base commanders included in this survey seems to indicate that councils are being used more in dealing with problems without going through command channels. While 57 percent of the base commanders believe that this weakens the Air Force chain of command, 37 percent disagree with that notion. A similar pattern holds for the other commanders.

Commanders were also asked about how the councils affected their ability to do their jobs.

HOW DO COUNCILS SUCH AS JOC, EAC, HRC, ETC. AFFECT YOUR ABILITY TO DO YOUR JOB?

	06	05	04	03	01-02	All
ENHANCE	42%	30%	32%	26%	34%	32%
UNDECIDED	46	55	52	59	50	53
DETRACT	12	15	16	15	16	15

	Sqdn	Det	Base	Wing	All
ENHANCE	32%	23%	46%	38%	31%
UNDECIDED	52	65	37	38	53
DETRACT	16	12	17	24	15

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
ENHANCE	26%	34%	39%	34%	17%	27%	43%
UNDECIDED	61	51	50	53	59	52	41
DETRACT	13	15	11	13	24	21	16

Overall, the majority of commanders are either undecided or sense no impact by the councils on their ability to do their jobs. Of the 47 percent who do believe that the councils affect them, more than twice as many believe that the councils help them than hinder them. Base commanders are the single most positive group,

and security police commanders are the most negative. It might be recalled that base commanders devote the greatest proportion of their personal time to council-related activities, and security police commanders the second greatest portion of their personal time.

Summarizing this section on human relations, 95 percent of the commanders perceive that racial discrimination is either no problem or only a minor problem. Less than one-half of one percent believe that racial discrimination is a major problem. Somewhat at odds with this latter figure is the two percent of the commanders who believe that a racial flare-up is likely on their bases in the near future. Since the term "racial flare-up" was not defined for respondents, it is difficult to know just what it was that the commanders had in mind.

A total of 46 percent of the commanders expressed the belief that race relations were improving on their bases, 52 percent believed that they were about the same as the previous year, and two percent expressed the opinion that they had deteriorated.

Slightly more (41%) thought that human relations education was effective in getting people to treat each other better than did not (39%). Of the various councils which exist within the Air Force, the Enlisted Advisory and Drug and Alcohol Abuse Councils were seen as the most helpful by commanders, and the Nonappropriated Funds Advisory Committees and Equal Employment Opportunity Committee as the least helpful.

In their responses to the various questions in this section, wing commanders were generally the most positive and optimistic group, while O1-O2's were generally the most pessimistic.

Almost three-quarters of the commanders viewed councils as a means of dealing with problems without going through the formal chain of command, but 53 percent of them considered that this would weaken the chain of command. This latter statistic is somewhat at odds with responses to the question which asked how the various councils affected commanders' ability to their jobs. In responding to that question, 53 percent saw the councils as having no significant impact on their ability to their jobs, while 32 percent stated that the councils helped them. Fifteen percent of the commanders saw the councils as detracting from their ability to do their jobs.

Other

This section covers drug and alcohol abuse, perceptions of the new E-4 appointment to NCO status program, discipline, factors which influence career decisions, and military pay.

a. Drug and Alcohol Abuse.

As it is with the rest of our society, drug and alcohol abuse are major concerns of Air Force commanders. As such, questions were included to measure the extent of the concern.

FROM YOUR VIEWPOINT AND EXPERIENCE, IS ALCOHOL ABUSE A PROBLEM IN THE AIR FORCE?

	06	05	04	03	01-02	All
NO	2%	2%	1%	2%	0%	2%
YES:						
MINOR PROBLEM	49	46	34	27	21	39
SERIOUS PROBLEM	38	39	47	50	54	43
MAJOR PROBLEM	11	12	18	21	25	16

	Sqdn	Det	Base	Wing	All
NO	2%	2%	2%	3%	2%
YES:					
MINOR PROBLEM	40	42	52	37	39
SERIOUS PROBLEM	42	44	36	46	43
MAJOR PROBLEM	16	12	11	14	16

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
NO	2%	2%	5%	2%	2%	2%	0%
YES:							
MINOR PROBLEM	51	34	30	35	27	37	44
SERIOUS PROBLEM	34	45	50	44	49	42	43
MAJOR PROBLEM	13	19	16	19	22	19	13

FROM YOUR VIEWPOINT AND EXPERIENCE, IS DRUG ABUSE A PROBLEM IN THE AIR FORCE?

	06	05	04	03	01-02	All
NO	2%	2%	2%	1%	1%	2%
YES:						
MINOR PROBLEM	53	55	49	44	39	50
SERIOUS PROBLEM	39	36	42	43	43	40
MAJOR PROBLEM	6	7	7	12	17	8

	Sqdn	Det	Base	Wing	All
NO	2%	3%	2%	0%	2%
YES:					
MINOR PROBLEM	51	54	54	43	50
SERIOUS PROBLEM	40	36	35	46	40
MAJOR PROBLEM	8	8	10	11	8

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
NO	3%	2%	1%	4%	3%	1%	0%
YES:							
MINOR PROBLEM	56	43	46	52	35	49	47
SERIOUS PROBLEM	33	44	43	39	49	41	44
MAJOR PROBLEM	8	11	10	5	13	9	9

Alcohol and drug abuse are clearly seen as problems in the Air Force by the commanders. Of the two, commanders consider alcohol abuse to be the greater problem. The more junior the grade of the commander respondent, the more serious the problems of alcohol and drug abuse are perceived to be. Wing commanders also consider them to be more serious problems. Probably because of the nature of their work in law enforcement, security police commanders consider drug and alcohol abuse to be more serious than commanders of organizations with other types of primary missions.

The data "split" according to location of the organization was examined, with the expectation that the problems of drug and alcohol abuse would be more serious at overseas locations.

FROM YOUR VIEWPOINT AND EXPERIENCE, IS ALCOHOL/DRUG ABUSE A PROBLEM IN THE AIR FORCE?

	ALCOHOL	DRUGS
	CONUS/OVERSEAS	CONUS/OVERSEAS
NO	2%/ 1%	2%/ 2%
YES:		
MINOR PROBLEM	42 /30	51 /48
SERIOUS PROBLEM	41 /50	38 /43
MAJOR PROBLEM	15 /18	9 / 7

As the data indicate, commanders of organizations located overseas consider alcohol abuse to be somewhat more serious a problem than do commanders stationed in the CONUS. However, there was no appreciable difference between the two groups of commanders on the problem of drug abuse.

Initiatives taken by the Air Force to combat the problems of drug and alcohol abuse are drug and alcohol abuse control education

and rehabilitation programs. Commanders were asked if they thought the programs were helpful and effective.

IS ALCOHOL ABUSE CONTROL EDUCATION HELPFUL?

	06	05	04	03	01-02	All	
NEVER ATTENDED	7%	5%	4%	3%	5%	5%	
NOT EFFECTIVE	31	29	31	33	40	31	(33%)
IT IS EFFECTIVE FOR:							
NEW PERSONNEL	6	6	6	6	5	6	
ALL PERSONNEL	53	57	54	55	47	55	(67%
SUPERVISORS	3	3	5	2	3	3	

	Sqdn	Det	Base	Wing	All	
NEVER ATTENDED	3%	8%	7%	6%	5%	
NOT EFFECTIVE	30	33	34	37	31	(33%)
IT IS EFFECTIVE FOR:						
NEW PERSONNEL	6	6	4	9	6	
ALL PERSONNEL	57	51	53	48	55	(67%)
SUPERVISORS	4	2	2	0	3	

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
NEVER ATTENDED	5%	4%	3%	2%	3%	5%	5%
NOT EFFECTIVE	27	30	28	34	33	25	34
IT IS EFFECTIVE FOR:							
NEW PERSONNEL	10	6	9	2	9	3	5
ALL PERSONNEL	56	57	56	57	47	62	53
SUPERVISORS	2	3	4	4	8	4	3

IS DRUG ABUSE CONTROL EDUCATION HELPFUL?

	06	05	04	03	01-02	All	
NEVER ATTENDED	5%	2%	3%	2%	4%	3%	
NOT EFFECTIVE	26	21	28	31	33	26	(27%)
IT IS EFFECTIVE FOR:							
NEW PERSONNEL	19	17	14	15	15	16	
ALL PERSONNEL	47	56	50	48	42	51	(73%)
SUPERVISORS	3	4	5	4	6	4	

	Sqdn	Det	Base	Wing	All	
NEVER ATTENDED	2%	4%	4%	3%	3%	
NOT EFFECTIVE	25	25	29	26	26	(27%)
IT IS EFFECTIVE FOR:						
NEW PERSONNEL	16	15	20	28	16	
ALL PERSONNEL	52	52	43	43	51	(73%)
SUPERVISORS	5	4	4	0	4	

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
NEVER ATTENDED	3%	3%	3%	3%	2%	2%	2%
NOT EFFECTIVE	17	26	26	28	46	22	28
IT IS EFFECTIVE FOR:							
NEW PERSONNEL	21	16	18	13	10	14	19
ALL PERSONNEL	55	50	49	51	35	53	48
SUPERVISORS	4	5	4	5	7	9	3

IS THE ALCOHOL ABUSE REHABILITATION PROGRAM EFFECTIVE IN RETURNING PARTICIPANTS TO PRODUCTIVE SERVICE?

	06	05	04	03	01-02	All	
NO OPINION/DON'T KNOW	26%	26%	24%	23%	23%	25%	
NOT EFFECTIVE	28	26	24	23	18	25	(33%)
EFFECTIVE	46	48	52	54	59	50	(67%)

	Sqdn	Det	Base	Wing	All	
NO OPINION/DON'T KNOW	20%	46%	15%	14%	25%	
NOT EFFECTIVE	26	18	31	43	25	(33%)
EFFECTIVE	54	36	54	43	50	(67%)

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
NO OPINION/DON'T KNOW	30%	13%	11%	21%	14%	12%	15%
NOT EFFECTIVE	21	30	26	31	34	30	29
EFFECTIVE	49	57	63	48	52	58	56

IS THE DRUG ABUSE REHABILITATION PROGRAM EFFECTIVE IN RETURNING PARTICIPANTS TO PRODUCTIVE SERVICE?

	06	05	04	03	01-02	All	
NO OPINION/DON'T KNOW	30%	32%	30%	27%	24%	30%	
NOT EFFECTIVE	35	32	30	33	31	32	(46%)
EFFECTIVE	35	36	40	40	46	38	(54%)

	Sqdn	Det	Base	Wing	All	
NO OPINION/DON'T KNOW	24%	54%	22%	9%	30%	
NOT EFFECTIVE	34	22	38	51	32	(46%)
EFFECTIVE	42	24	40	40	38	(54%)

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
NO OPINION/DON'T KNOW	39%	11%	13%	26%	11%	17%	19%
NOT EFFECTIVE	25	43	33	28	63	34	36
EFFECTIVE	36	46	54	46	26	49	45

As the data indicate, 95 percent of the commanders have attended alcohol abuse control education, and 97 percent have attended drug abuse control education. Of those who have attended these education programs, two-thirds believed that the alcohol abuse education was effective, and 73 percent believed that the drug abuse education was effective. In both cases, the O1-O2's were the least positive when responses were examined according to the grade of the respondent. Respondents in the grade of O-5 were the most positive. Wing commanders were the least positive about the alcohol abuse control education, and base commanders were the least positive about drug abuse control. Air Base Group and communication commanders were the least positive about alcohol abuse control education when responses were examined according to organization mission, and security police commanders were the least positive about drug abuse control. Flying operations commanders were the most positive in both cases.

Responses to the questions about the effectiveness of the drug abuse rehabilitation and the alcohol abuse rehabilitation programs indicated that two-thirds of the respondents who knew about, or had an opinion about, the alcohol rehabilitation program considered it to be effective. A smaller percentage (54%) considered the drug abuse rehabilitation program effective. When the responses are examined by the grade of the respondent and adjusted on the basis of those expressing an opinion, a pattern emerges in which there is an inverse relationship between grade of the respondent and perceived effectiveness. In other words, the more junior the commander, the greater the perceived effectiveness of the

rehabilitation programs. Responses range from 76 percent of O1-O2's indicating that alcohol abuse rehabilitation is effective, to 62 percent of the O-6's. For drug abuse rehabilitation, responses ranged from 61 percent for O1-O2's to 50 percent for O-6's.

In examining responses according to the type of organization commanded, and again adjusting for those who expressed an opinion, squadron commanders were the most positive about both rehabilitation programs, and wing commanders were the least positive. The large percentages of detachment commanders who indicated that they had no opinion about the rehabilitation programs are of interest, and perhaps indicates that the programs are less available to detachments.

Examination of responses according to the primary mission of the organization commanded provided a finding which appears most provocative. Only 29 percent of security police commanders indicated that they considered the drug abuse rehabilitation program to be effective. The closest group to them were maintenance commanders, of which 52 percent considered the program to be effective. (Note: Recall that the percentages being discussed are based upon commanders who expressed an opinion.) The researchers are tempted to conclude that security police commander exposure to repeat drug offenders has colored their perceptions of program effectiveness. Security police commanders were also the least positive about the effectiveness of the alcohol abuse rehabilitation program, but the 60 percent who expressed the belief that the program was effective, is considerably greater than the 29 percent

who answered in the same for the drug abuse rehabilitation program. There appears to be a definite difference in the minds of security police commanders concerning the relative effectiveness of the two programs. Commanders of supply organizations were the most positive about both rehabilitation programs.

Summarizing this area of drug and alcohol abuse, 98 percent of the commanders consider both to be problems in the Air Force, with alcohol abuse considered the more serious problem of the two. The more junior the grade of the respondent, the more serious the perceptions were of the problems. Wing commanders and security police commanders considered the problems to be more serious than did commanders of other types of organizations and organizations with other primary missions. Commanders of flying organizations considered the problems to be less serious than did those with other primary missions. Two-thirds or greater of the commanders considered that the drug and alcohol abuse control education programs and the alcohol abuse rehabilitation programs were effective. A smaller percentage (54%) considered the drug abuse rehabilitation program to be effective. Security police commanders, probably because of their line-of-duty exposure to repeated-offender lawbreakers, were much more critical of the effectiveness of the drug abuse rehabilitation program than were other commanders.

b. Military Pay.

Included in this survey was a question we first used in the 1976 AFIT Military Unionization study. The question was designed to provide respondent perceptions on the impact of inflation.

MILITARY PAY RAISES OVER THE PAST FIVE YEARS HAVE ADEQUATELY OFFSET INCREASES IN THE COST OF LIVING?

	06	05	04	03	01-02	All	Mil Union Ofcr	Mil Union Amn
DISAGREE	74%	80%	81%	77%	80%	79%	68%	79%
UNDECIDED	6	4	4	6	10	5	4	6
AGREE	20	16	15	17	10	16	28	15

	Sqdn	Det	Base	Wing	All
DISAGREE	81%	77%	76%	71%	79%
UNDECIDED	4	3	8	6	5
AGREE	15	20	16	23	16

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
DISAGREE	80%	83%	80%	78%	82%	75%	75%
UNDECIDED	4	4	7	6	6	7	7
AGREE	16	13	13	16	12	18	18

	CONUS	Over-seas	All
DISAGREE	81%	72%	79%
UNDECIDED	4	6	5
AGREE	15	22	16

Since we did not ask this question in the AFMIG survey, we do not have a large representative sample of Air Force officer responses against which to compare the commander responses. However, we did have available the responses of 520 randomly selected officers and 418 randomly selected airmen who participated in our

Spring 1976 survey which studied attitudes towards military unionization. A comparison of the different sets of responses is somewhat surprising. The commanders' responses to be almost exact replications of the airmen responses to the unionization survey. One significant variable which may have affected officer perceptions on the issue of pay raises vis-a-vis inflation is the 4.8 percent pay raise, which military personnel received in October 1976. Military personnel were required to "hold the line" for the second year in a row, and the data suggests that officers viewed themselves as losing ground because of that.

Squadron commanders appear to have felt the impact of inflation more than commanders of other types of organizations, as did maintenance and security police commanders. The data suggest that an overseas assignment might be a better deal, financially, than staying within the CONUS.

When the data are examined according to the grade of the commander respondents, a somewhat mixed pattern is uncovered. For some reason, majors appear to be most sensitive to the subject of inflation. As might be expected, O-6's seemed to feel the impact of inflation less than others (although 74% indicated disagreement), but it was the O-4's rather than the lieutenants who indicated the most impact. We are presently at a loss to explain why this is so.

In addition to asking about the impact of inflation, we also asked commander respondents for their perceptions of how their

military pay compared with civilian pay for similar work.

HOW DOES YOUR MILITARY PAY (INCLUDING ALL ALLOWANCES AND FRINGE BENEFITS) COMPARE WITH CIVILIAN PAY FOR SIMILAR WORK?

	06	05	04	03	01-02	All	
IT'S HIGHER	6%	4%	4%	7%	5%	5%	(5%)
IT'S ABOUT EQUAL	13	17	13	18	15	15	(16%)
IT'S LOWER	74	70	74	66	72	71	(79%)
CAN'T COMPARE	7	9	9	9	8	9	

	Sqdn	Det	Base	Wing	All	
IT'S HIGHER	3%	7%	5%	0%	5%	(5%)
IT'S ABOUT EQUAL	14	20	11	12	15	(16%)
IT'S LOWER	74	64	76	76	71	(79%)
CAN'T COMPARE	9	8	8	12	9	

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
IT'S HIGHER	3%	2%	6%	3%	5%	8%	4%
IT'S ABOUT EQUAL	9	10	13	16	11	18	16
IT'S LOWER	79	79	69	71	73	67	70
CAN'T COMPARE	9	9	12	10	11	7	10

Of those respondents who believed that they could make the comparison, almost four out of five indicated that they considered their military pay (including benefits) to be less than the pay received by civilians for doing similar work. Of the slight differences associated with the grade of the commander respondents, O-4's more frequently reported that their military pay was lower, and O-3's reported it less frequently. Wing commanders were the most likely to report that their military salary was lower, as

were the commanders of maintenance and flying organizations. Detachment commanders and the commanders of civil engineering organizations were less likely to perceive that their military pay was lower than civilian pay for similar work.

Summarizing this brief section on military pay, the commander respondents perceive that military pay raises are not keeping up with increases in the cost of living, and that their military pay (including benefits) is less than that paid civilians for doing similar work. In comparing commander responses to the questions dealing with pay raises and increases in the cost of living, their responses were almost identical to those of airmen who participated in the AFIT Military Unionization survey in the Spring of 1976. The pattern of their responses was substantially more negative than the officers who participated in the AFIT survey, perhaps indicating that the second "sacrificial" pay raise in a row may have taken a toll on officer personnel.

c. Career Decision Factors.

Commanders were asked a battery of three questions dealing with career decision factors: (1) which factor originally influenced them the most to make the Air Force a career; (2) which factor today would influence them the most to make the Air Force a career; and (3) which factor today would influence them the most not to make the Air Force a career.

FACTOR WHICH ORIGINALLY INFLUENCED YOU THE MOST TO MAKE THE AIR FORCE A CAREER.

	06	05	04	03	01-02	All
(1) MY AF JOB	38%	32%	22%	22%	10%	28%
(2) RETIREMENT SYSTEM	9	13	19	11	11	13
(3) TRAVEL AND NEW EXPERIENCES	7	12	15	13	8	12
(4) TRAINING/EDUCATION OPPORTUNITY	10	7	9	15	32	10
(5) SECURITY OF AIR FORCE LIFE	8	9	12	10	17	10
(6) OPPORTUNITY TO SERVE MY COUNTRY	11	9	7	8	4	9
(7) PROMOTION SYSTEM & OPPORTUNITY	4	3	3	2	3	3
(8) PAY & ALLOWANCES	2	2	2	5	3	3
(9) AF LEADERSHIP AND SUPERVISION	1	2	2	4	1	2
						(89%)

Commander responses to the above question present an interesting study in contrasts. Perhaps the most interesting is that between the most senior and the most junior respondents. MY AIR FORCE JOB was the single factor most frequently (38%) selected by O-6's, with OPPORTUNITY TO SERVE MY COUNTRY the second most frequent (11%) factor. For O1-O2's, TRAINING/EDUCATION OPPORTUNITIES was selected most frequently (32%), with SECURITY OF AIR FORCE LIFE their second most frequent (17%) choice. Lieutenants were the

AD-A042 208 AIR FORCE INST OF TECH WRIGHT-PATTERSON AFB OHIO F/G 5/10
QUALITY OF AIR FORCE LIFE: A REPORT ON THE ATTITUDES AND PERCEP--ETC(U)
APR 77 T R MANLEY, C W MCNICHOLS, M J STAHL
UNCLASSIFIED AFIT-TR-77-2 NL

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only group which did not select MY AIR FORCE JOB as their first factor, although that wasn't mentioned as frequently by O-4's and below as it was for O5-O6's. It is also interesting to note how frequently RETIREMENT SYSTEM was selected for O-5's and below, and that it was the second most frequent (19%) choice of O-4's.

Another approach to examining the data is to consider the factors in light of the current environment in which the military is operating. The factors are arranged in decreasing order of importance to the overall sample, and four out of the first five factors are at least <u>perceived</u> by Air Force personnel to be under attack (even if in fact they are not).

In considering which factor <u>today</u> would influence them the most to make the Air Force a career, commanders offered the following responses.

FACTOR WHICH TODAY WOULD INFLUENCE YOU THE MOST TO MAKE THE AIR FORCE A CAREER.

	06	05	04	03	01-02	All	% change
(1) MY AF JOB	42%	36%	34%	27%	23%	34%	(+ 6%)
(2) RETIREMENT SYSTEM	18	24	28	22	20	24	(+11%)
(3) PAY & ALLOWANCES	8	5	7	8	8	7	(+ 4%)
(4) SECURITY OF AIR FORCE LIFE	4	5	7	8	5	6	(- 4%)
(5) AF LEADERSHIP AND SUPERVISION	4	5	4	4	6	5	(+ 3%)
(6) TRAINING/EDUCATION OPPORTUNITY	5	4	3	6	11	5	(- 5%)
(7) PROMOTION SYSTEM & OPPORTUNITY	4	4	3	5	6	5	(+ 2%)
(8) OPPORTUNITY TO SERVE MY COUNTRY	5	4	3	3	2	4	(- 5%)
(9) TRAVEL AND NEW EXPERIENCES	3	3	3	6	4	4	(- 8%)
						(94%)	

The above factors are also presented in decreasing order of importance to the overall sample. Additionally, a column is presented which provides the percent change in the frequency of selection of each factor for all respondents. A Spearman rank correlation was calculated for the rankings of original and current career decision factors, and was .317. This finding strongly suggests that there is little correlation between the two sets of rankings.

It can be noted that MY AIR FORCE JOB has increased in importance for every grade group of commanders, with the largest jump registered by O1-O2's. These results would appear to argue for greater use of job enrichment for officers; or at least for commanders.

It is also interesting to note the shifts in relative rank positions of some of the factors. TRAVEL AND NEW EXPERIENCES, which was third in the original rank ordering was shifted to the ninth position, PAY AND ALLOWANCES has been moved from eighth to third place, and AF LEADERSHIP AND SUPERVISION has shifted from ninth to fifth place. Percentage-wise, the biggest gainers were: RETIREMENT SYSTEM, MY AF JOB, and PAY & ALLOWANCES. The biggest losers were: TRAVEL AND NEW EXPERIENCES, TRAINING/EDUCATION OPPORTUNITY, and OPPORTUNITY TO SERVE MY COUNTRY. The hierarchical rankings, and the shifts between the two, provide intesting material for reflection -- especially in light of Moskos' Institution-Occupation model. The high placements of retirement, pay and security, when contrasted with the low placement of service to the nation, would seem to support the Moskos thesis.

The third question in this series requested negative feedback; namely, which factors today would influence them the most <u>not</u> to make the Air Force a career.

FACTOR WHICH TODAY WOULD INFLUENCE YOU THE MOST NOT TO MAKE THE AIR FORCE A CAREER.

	06	05	04	03	01-02	All
FAMILY SEPARATION	21%	21%	20%	18%	31%	21%
PROMOTION SELECTION SYSTEM	7	15	17	17	4	14
PROMOTION OPPORTUNITY	5	9	11	15	9	10
AF POLICIES AND PROCEDURES	7	8	6	9	11	8
INSECURITY OF AF LIFE	4	5	8	12	8	7
FRINGE BENEFITS	11	7	7	3	4	7
FREQUENT PCS MOVES	8	5	5	3	4	5
AF LEADERSHIP AND SUPERVISION	6	6	4	3	3	5
LITTLE "SAY" IN ASSIGNMENTS	4	5	4	6	4	5
PAY & ALLOWANCES	6	5	3	3	4	4
NOTHING UNFAVORABLE	9	7	5	3	6	6

FAMILY SEPARATION, PROMOTION SELECTION SYSTEM and PROMOTION OPPORTUNITY clearly stand out as the three most frequently mentioned negative career decision factors. While we do not have previous military figures with which to compare these responses, we do have the AFMIG military spouse data base, which contains data collected in the fall of 1975.

Comparing the responses of spouses who indicated that their military mates were career oriented with those of the commanders, we note that both groups selected FAMILY SEPARATION most frequently. However, in the case of the spouses this factor was selected by 57 percent of the respondents, as compared with the 21 percent selection rate by the commanders. PROMOTION SELECTION SYSTEM was ranked second by the spouses, as it also was by the commanders; however, commanders selected it more frequently (14% vs 8%). While PROMOTION OPPORTUNITY was ranked third by commanders, it was ranked eighth by the spouses. LITTLE "SAY" IN ASSIGNMENTS, was the third ranked negative factor by the spouses, but was ninth ranked by the commanders.

An examination of the rankings of the negative factors by grade of the respondent shows that all groups share the number one ranking of FAMILY SEPARATION, but differ somewhat in lower rankings. While the two promotion factors are ranked second and third for 03-05's, 0-6's ranked FRINGE BENEFITS and FREQUENT PCS MOVES as second and third, and 01-02's ranked AF POLICIES AND PROCEDURES and PROMOTION OPPORTUNITY as second and third.

Summarizing this section on career decision factors, MY AIR FORCE JOB was selected most frequently by all but 01-02's as having had the most influence on commanders' original career decision. Lieutenants selected TRAINING/EDUCATION OPPORTUNITY most frequently, with SECURITY OF AIR FORCE LIFE and RETIREMENT SYSTEM as second and third respectively. Captains shared the high ranking

of TRAINING/EDUCATION, citing it as the most influential factor second most frequently. The patriotic theme, OPPORTUNITY TO SERVE MY COUNTRY, was the sixth most frequently cited factor overall; being placed in that position by all grade groups except for O-6's, who had it ranked second.

Substantial differences were noted in both the relative rankings and the frequency of selection when commander responses to original vs. present career decision factors were compared. MY AIR FORCE JOB was selected most frequently by all grade groups when they were asked which factor today would influence them the most to make the Air Force a career. While RETIREMENT SYSTEM did not change its second position in the ranking of the factors, it registered the single largest increase in percent selected. Five percent fewer respondents selected OPPORTUNITY TO SERVE MY COUNTRY, dropping that factor from sixth to eighth place overall. It was rated highest (6th) by O-6's, and lowest (9th out of 9) by O1-O2's.

FAMILY SEPARATION was ranked most frequently by all respondents as being the factor which would most influence them today not to make the Air Force a career. A little more than one-out-of-five commanders selected this response. Almost one-out-of-four commanders selected one of two factors dealing with promotion (selection and opportunity), making them the second and third most frequently selected negative factors. FRINGE BENEFITS was selected as the second most frequent response by O-6's, but placed sixth by

the overall sample. PAY & ALLOWANCES was placed last by all grades except O-6's and O1-O2's. Colonels placed it eighth and O1-O2's placed it ninth out of ten.

The data suggest that the work itself and the retirement system are the two most important career decision factors to Air Force commanders today, and family separation and promotion the two most important negative factors. Further, in concert with the Institution-Occupation thesis verbalized by Moskos, shifts from what originally was the most influential career decision factor to what is most influential today, seem to support the notion of the military as an occupation rather than a calling.

d. E-4 Appointment System and NCO PME.

An outcome of the AFMIG was an E-4 appointment system, wherein enlisted personnel promoted to E-4 served as senior airmen until such time as they were determined to be qualified to join the ranks of Air Force NCO's. Commanders were asked how they liked the system.

DO YOU LIKE THE CHANGES INTRODUCED BY THE NEW E-4 APPOINTMENT TO NCO STATUS PROGRAM?

	06	05	04	03	01-02	All
YES	59%	65%	69%	67%	74%	66%
UNDECIDED	19	14	14	14	5	14
NO	21	21	17	19	21	20

	Sqdn	Det	Base	Wing	All
YES	71%	51%	67%	51%	66%
UNDECIDED	11	24	12	11	14
NO	18	24	21	37	20

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
YES	61%	81%	71%	75%	82%	72%	71%
UNDECIDED	18	6	9	11	7	10	12
NO	21	13	20	14	11	18	18

As the data indicate, while two-thirds of the commanders view the NCO appointment system favorably, the more junior officers are more favorable toward the system than the senior officers. This is reflected in the smaller percentage of wing commanders who like the system and the larger percentage of squadron commanders. It is of interest to note that maintenance and security police commanders are the most positive groups within the sample toward the appointment system.

NCO Professional Military Education (PME) was another area which received considerable attention by AFMIG and by responsible Air Force organizations after AFMIG's dissolution. Questions were asked about the effectiveness of the programs.

IS THE NEW PHASE I NCO PME MEETING ITS OBJECTIVE OF PREPARING E-4/SENIOR AIRMEN TO ASSUME ROLES AND RESPONSIBILITIES OF NCO's?

	06	05	04	03	01-02	All
YES	64%	56%	54%	48%	61%	55%
DON'T KNOW	30	34	35	41	25	35
NO	6	10	11	11	14	10

	Sqdn	Det	Base	Wing	All
YES	58%	37%	81%	77%	55%
DON'T KNOW	31	54	15	14	35
NO	11	9	4	9	10

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
YES	56%	60%	68%	49%	58%	58%	77%
DON'T KNOW	35	27	24	38	28	29	16
NO	9	13	8	13	14	13	7

IS THE NEW PHASE II USAF SUPERVISOR'S PME COURSE MEETING ITS OBJECTIVE OF PREPARING E-4/NCO'S, E-5'S AND CIVILIAN EMPLOYEES TO ASSUME THEIR SUPERVISORY POSITIONS?

	06	05	04	03	01-02	All
YES	65%	60%	55%	48%	54%	57%
DON'T KNOW	29	33	38	42	35	35
NO	6	7	7	10	11	8

	Sqdn	Det	Base	Wing	All
YES	62%	38%	81%	71%	57%
DON'T KNOW	31	53	15	20	35
NO	7	9	4	9	8

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
YES	58%	65%	65%	52%	57%	60%	77%
DON'T KNOW	35	26	28	39	33	31	16
NO	7	9	7	9	10	9	7

Commander perceptions of the new Phase I and II NCO PME were favorable, with only ten percent indicating that Phase I was not meeting its objectives and eight percent indicating that Phase II was not meeting its objectives. Base commanders were the most favorable single group among the respondents, with wing commanders only slightly less favorable. Colonels and lieutenants were the grade groups which were most favorable, with Air Base Group commanders the most favorable in the functional classification. Detachment commanders appeared to be the least familiar with Phase I and II PME.

Summarizing this section, two-thirds of the respondents reported favorably on the new E-4 appointment system, with 20 percent indicating that they did not like it. Over half of the respondents indicated that the new Phase I and II NCO PME courses were meeting their objectives of preparing NCO's and civilian personnel to assume their supervisory positions, while only ten percent or less disagreed.

e. Discipline and the Quality of New Airmen.

The subjects of discipline in the Air Force and the quality and training of new recruits have received substantial attention for the past several years. In this section we examine commanders' responses to three global questions dealing with these issues. A more in-depth consideration of the subjects of standards, their enforcement and discipline is provided in the next chapter.

WHAT IS YOUR OPINION OF DISCIPLINE IN TODAY'S AIR FORCE?

	06	05	04	03	01-02	All	AFMIG-Ofcrs
TOO STRICT	1%	1%	2%	4%	4%	2%	11%
ABOUT RIGHT	21	25	22	17	19	22	26
TOO LAX	78	74	75	79	77	76	63

	Sqdn	Det	Base	Wing	All	AFMIG-Base Cmdrs
TOO STRICT	2%	2%	1%	23%	2%	0%
ABOUT RIGHT	24	19	20	27	22	11
TOO LAX	74	79	79	50	76	89

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
TOO STRICT	1%	3%	3%	2%	2%	2%	1%
ABOUT RIGHT	23	25	23	22	14	21	20
TOO LAX	76	82	74	76	84	77	79

HOW DOES THE QUALITY OF THE AIRMEN ENTERING THE AIR FORCE TODAY COMPARE WITH THAT OF AIRMEN WHO ENTERED IN PREVIOUS YEARS?

	06	05	04	03	01-02	All	AFMIG-Ofcrs
DECREASED	10%	11%	12%	14%	19%	12%	9%
THE SAME	16	24	20	21	15	21	31
INCREASED	67	61	65	58	49	62	15
DON'T KNOW	7	4	3	7	17	5	45

	Sqdn	Det	Base	Wing	All	AFMIG-Base Cmdrs
DECREASED	11%	13%	9%	10%	12%	13%
THE SAME	20	24	16	17	21	23
INCREASED	66	53	72	57	62	58
DON'T KNOW	3	10	3	16	5	6

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
DECREASED	16%	10%	10%	9%	7%	11%	12%
THE SAME	26	16	20	22	10	22	18
INCREASED	54	70	65	66	82	64	66
DON'T KNOW	4	4	5	3	1	3	4

NEW AIRMEN ARRIVING IN MY ORGANIZATION FROM BASIC MILITARY TRAINING OR TECHNICAL TRAINING ARE MOTIVATED TO COMPLY WITH THE REQUIREMENTS OF AIR FORCE DISCIPLINE AND STANDARDS.

	06	05	04	03	01-02	All
DISAGREE	31%	34%	33%	33%	39%	33%
UNDECIDED	18	15	13	14	11	15
AGREE	51	51	54	53	50	52

	Sqdn	Det	Base	Wing	All
DISAGREE	35%	29%	34%	39%	33%
UNDECIDED	10	28	13	30	15
AGREE	55	43	53	31	52

	Fly Opns	Maint	Sup-ply	Comm	Secty Polic	Civ Engr	AB Gru
DISAGREE	39%	38%	41%	36%	25%	41%	33%
UNDECIDED	13	8	11	12	7	11	12
AGREE	48	54	48	52	68	48	55

The commander respondents clearly consider discipline in the Air Force to be more lax than did the AFMIG officers. However, when their responses are compared with those of AFMIG base commanders, it would seem that some progress has been made, with the percent selecting the ABOUT RIGHT response double that of the AFMIG base commanders. Progress is also reflected -- although not quite as great --when the responses of base commanders in this data base are compared with those from the AFMIG effort.

Wing commanders are different from the other types of commanders in their perceptions of discipline, and the difference is interesting. Wing commanders are <u>less</u> critical of discipline in the Air Force than are the others. Indeed, almost one-quarter of the wing commanders consider discipline to be too <u>strict</u>. This is an intriguing finding, and one which might warrant

further investigation.

Not surprisingly, security police commanders selected the TOO LAX response more frequently than other commanders in expressing their opinions of discipline in the Air Force. Their exposure in the line of duty with serious offenders quite likely is the major factor influencing their responses, rather than the discipline of individuals within their organizations. The responses of maintenance commanders are interesting from two points of view: (1) they are only slightly less adamant than security police commanders in their belief that discipline is TOO LAX; and (2) they are second only to wing commanders (25 vs. 27%) in declaring that discipline was ABOUT RIGHT. This also appears to be worth further investigation.

Perhaps the biggest difference between AFMIG officer and commander responses to the question dealing with the quality of airmen entering the Air Force is the ability/willingness of the commanders to express an opinion. This difference is probably attributable to both the more senior composition of the commander sample, and the fact that they are "commanders." The latter factor is also observable in the responses of AFMIG base commanders. Clearly, the commanders are substantially more positive about the quality of airmen entering the Air Force than were the AFMIG respondents of 18 months ago. Also, the longer the respondent has been in the Air Force, the more apt he was to see the quality as increasing. These responses appear to be quite a commercial for both the Recruiting Service and the All-Volunteer Force.

Base commanders are the second most positive group on the quality of new airmen, with security police commanders the most positive by a substantial margin (82 vs 72%). The general conclusion to be drawn from the responses examined according to various data "splits" is that commanders believe that new airmen are better than ever. Further, prospect for the near term future appear to be equally promising. In examining the data according to MAJCOM of assignment, ATC commanders are the most positive with almost three-quarters expressing the opinion that the quality of new airmen has increased and only seven percent stating that they thought the quality had decreased.

The third question in this section was not asked of AFMIG respondents nor of respondents to the AFIT military unionization survey. On this subject of new airmen and Air Force discipline and standards, it can be observed that respondents in the grades of O-3 and above are not quite so favorable as they were on the subject solely of quality. Approximately one-third did not believe that the new airmen had been motivated to comply with the requirements of Air Force discipline and standards; however, over half the respondents did think that they were so motivated. The question of "How much is enough?" arises in examining the overall responses. Is one-third disagreement acceptable?

Lieutenants were again the most negative when responses were viewed according to the grade of respondents, wing commanders were the most negative when type of organization responses were examined,

and supply commanders were the most negative when organizational mission was the "split" looked at. Security police commanders again were the most positive; which perhaps reflects the efforts to upgrade the quality of accessions in that career field as well as the training they receive subsequent to Basic Military Training. Next to security police, maintenance and Air Base Group commanders were the most positive. ATC commanders were again the most positive (67%) when MAJCOM responses were examined, but one might argue that their responses are somewhat akin to a self-report.

Since the subject of standards, their enforcement, and discipline are of significant concern to Air Force leadership, we have examined questions dealing with them in considerable depth. Our findings are presented in the next chapter.

5. Standards, Their Enforcement and Discipline

Our treatment of the subjects of standards, their enforcement, and discipline is based upon our analysis of commander responses to 23 questions contained in the survey instrument. We also examine their association with the previously discussed questions addressing commanders' perceptions of overall discipline in the Air Force. The standards investigated are presented in Table 1 below. An overall summary of responses can be found in Appendix A.

Table 1

23 Standards Investigated

Question Number*	Standards
58	Overall personal appearance.
59	Wear of the uniform.
60	Haircuts.
61	Mustaches.
62	Beard policy.
63	Military courtesy and customs.
64	Personnel weight control program.
65	What my immediate supervisor expects of me.
66	My commander's policies and procedures.
67	Officer/enlisted on-the-job relationships.
68	Drills and ceremonies.
69	Respect for supervisors.
70	Safety procedures.
71	Working hours.
72	Leave procedures.
73	Living in on-base family housing.
74	Living in on-base dormitories.
75	Quality of work expected on the job.
76	Quantity of work expected on the job.
77	Officer supervisor/subordinate relationships.
78	Enlisted supervisor/subordinate relationships.
79	Unit Mission accomplishment.
80	Air Force life in general

*Refers to question number on questionnaire.

In this chapter we examine commander perceptions of the strictness or laxity of standards and their enforcement, natural groupings of standards based upon commander responses, and the correlations between perceived discipline in the Air Force and responses to the standards and enforcement questions. In the final section of this chapter, we draw conclusions based upon the findings presented in the preceding sections.

Strictness of Standards and Enforcement

In responding to each of the 23 standards presented in Table 1, commanders indicated whether standards were too strict, about right, or too lax. Similarly, they indicated their perceptions of the appropriateness of the enforcement of the standards, selecting from the same set of responses.

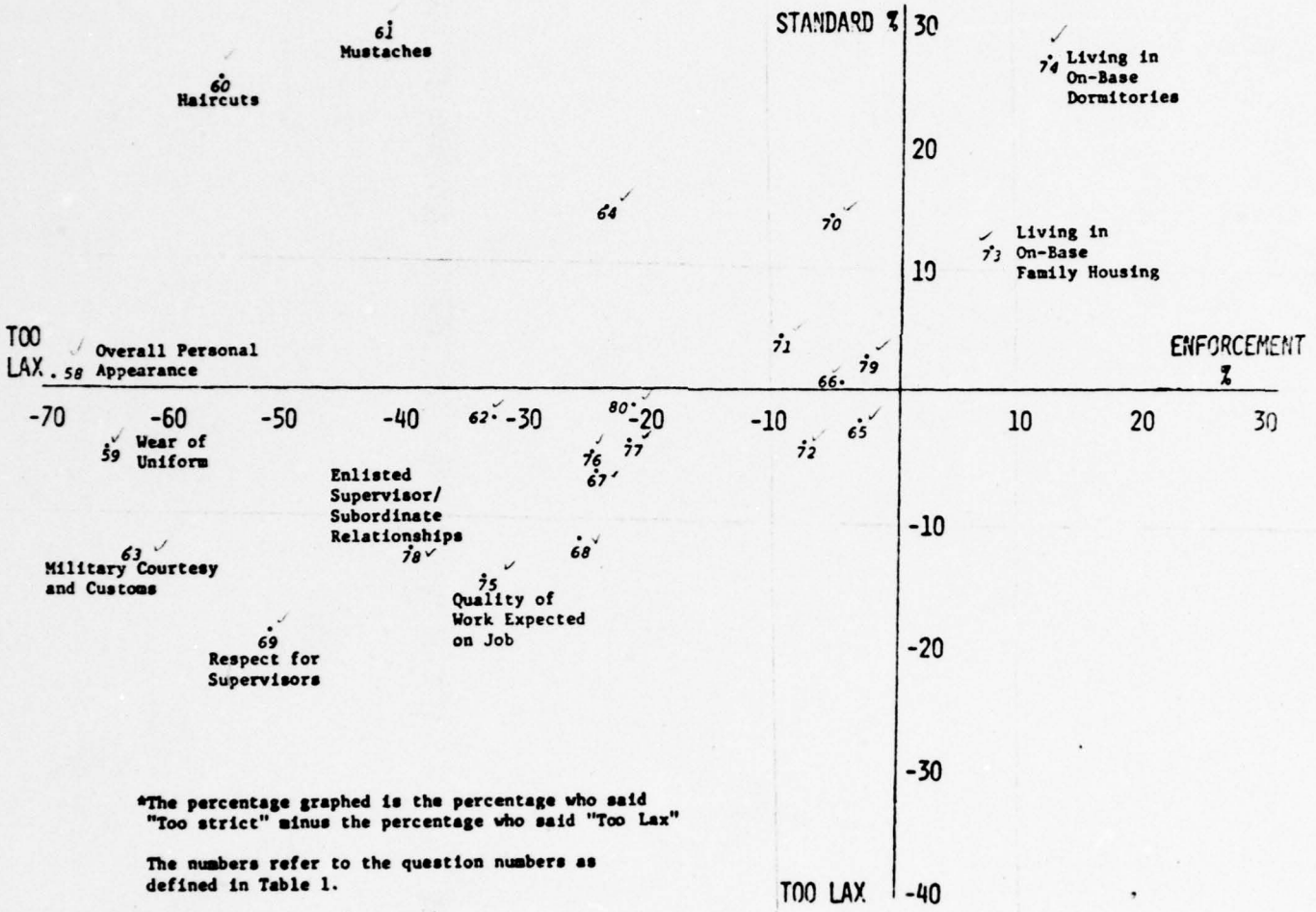
To express the perceived overall strictness for each of the 23 standards, we subtracted the overall percentage of commanders who considered a standard to be too lax from the percentage who considered the standard to be too strict. A similar measure was also calculated for the enforcement of each standard.

We have developed two separate, graphic approaches for presenting our findings in summary form. Table 2 on the following page is a 3x3 classification matrix showing into which of the nine cells each standard and its enforcement falls. Note that there is no measure of magnitude associated with Table 2, this is simply a general classification. Magnitude is introduced by Figure 1.

Table 2. Standards and Their Enforcement

STANDARD	ENFORCEMENT: Too Lax	ENFORCEMENT: About Right	ENFORCEMENT: Too Strict
Too Strict	(60) Haircuts (61) Mustaches (64) Weight Control	(70) Safety procedures (73) On-base housing	(74) On-base dorms
About Right	(58) Personal Appearance (59) Wear of uniform (62) Beard policy (67) Officer/Airman on-the-job relations (76) Quantity of work (77) Officer supervisor/subord. relations (80) AF life in general	(65) Supervisor expectations (66) My commander's policies (71) Working hours (72) Leave procedures (79) Mission	
Too Lax	(63) Military courtesy & customs (68) Drills & ceremonies (69) Respect for supervisors (75) Quality of work (78) Enlisted supervisor/subord. relations		

Figure 1. Commander's Perceptions* of Standards and their Enforcements



*The percentage graphed is the percentage who said "Too strict" minus the percentage who said "Too Lax"

The numbers refer to the question numbers as defined in Table 1.

Inspection will show that Figure 1 uses normal two axes graph convention. The vertical (y) axis is used to portray the perceived strictness (above origin) or laxness (below origin) of the standards. The horizontal (x) axis is used to portray the perceived strictness (right of origin) or laxity (left of origin) in the enforcement of standards. Italicized numbers relate to the question numbers contained in Table 1. Standards which are located substantial distances from the origin, and which deserve the greatest attention, are labeled.

Some words of caution or qualification are necessary with respect to the information presented in Table 2. These data were drawn from Figure 1. What we did was examine the distribution of data points in Figure 1, and subjectively determine that a $\pm$ 10 percent band about each axis would effectively define the "ABOUT RIGHT" regions for both the appropriateness of the standards and the perceived levels of enforcement. Therefore, standards falling within the $\pm$ 10 percent region of the horizontal axis were entered into the "ABOUT RIGHT" row in Table 1, and levels of enforcement falling within the $\pm$ 10 percent region of the vertical axis were entered into the "ABOUT RIGHT" column. The final placement of a standard in one of the nine cells in the matrix is determined by the intersection of the appropriateness of the standard and the perceived level of enforcement. We settled on this approach because we did not believe standard tests of statistical significance would provide meaningful results when applied to the three-point scales of the unvalidated standards questions.

A number of general observations can be made from these two presentations. First, about one-fourth of the standards are considered too strict. Second, enforcement is considered too strict for only one standard, living in on-base dormitories. Third, of the fifteen standards for which enforcement is considered too lax, the standards themselves are considered too strict for three and too lax for five. Fourth, in terms of perceived strictness of the standard (Figure 1), mustaches were considered the most strict, living in on-base dormitories the second most strict, and haircuts third. The two most lax standards were considered to be respect for supervisors and the quality of work expected on the job. Of those which were considered most lax in enforcement, overall personal appearance (which was considered "about right" as a standard) was identified as being the least enforced, wear of the uniform was the second most lax in enforcement, and military courtesy and customs third. Finally, several "clusters" of standards stand out in Figure 1. On-base family housing and dormitory living warrant special consideration. On-base dormitory living was the only standard considered to be both too strict and too strictly enforced, while living in on-base housing was considered too strict as a standard and "about right" in enforcement. Haircuts, mustaches and personnel weight control are of interest from the view that the standards are considered too strict and the enforcement too lax. The final grouping of interest includes military courtesy and customs, respect for supervisors, enlisted supervisor/subordinate relationships, drills and ceremonies, and the quality of work

expected on the job. These five standards are characterized by the commanders as being both too lax as standards and too lax in enforcement.

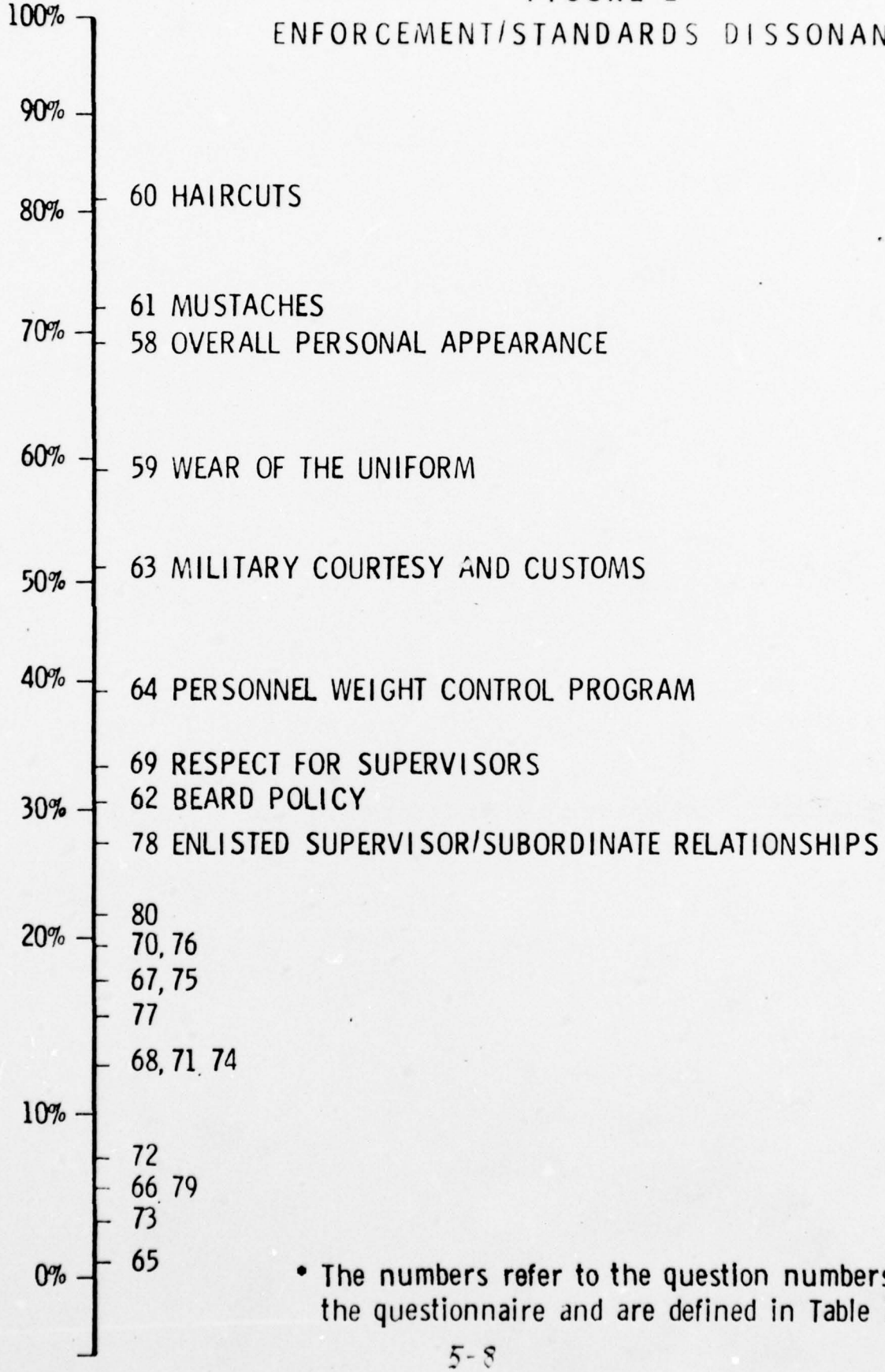
Recognizing that for a number of standards there were substantial differences between the perceived strictness of the standard and of its enforcement, we reasoned that the magnitude of the differences might productively be viewed as a measure of enforcement/standard dissonance (or heartburn). Using the enforcement and standard strictness percentage differences, we developed a "dissonance thermometer" which is presented as Figure 2.

Haircuts and mustaches received the highest dissonance ratings because the standards and their enforcement were in opposing directions (too strict-too lax). The same phenomenon also accounted for the relatively high dissonance rating registered by personnel weight control. Other standards which registered high dissonance ratings were: overall personal appearance, wear of the uniform, military courtesy and customs, respect for supervisors, beard policy, and enlisted supervisor/subordinate relationships.

Substantial disparity between enforcement and standards may well signify problems for the Air Force. If a commander considers a standard to be inappropriate, it seems unlikely that he/she will be inclined to enforce it. And this seems to be what the data indicate. The situation is further exacerbated if we consider the plight of the commander who, although considering standards to be inappropriate, attempts to enforce them. Aware of the significant differences in standards and levels of enforcement in other organizations, the commander experiences dissonance in

FIGURE 2

ENFORCEMENT/STANDARDS DISSONANCE•



• The numbers refer to the question numbers on the questionnaire and are defined in Table 1

attempts to enforce the standards. Ultimately, the dissonance is resolved by the simple expedient of either ignoring the standards or enforcing them at a very relaxed level. What also must be considered is the impact of observed differences in standards and their enforcement upon subordinates.

Standards and Enforcement Groupings

In the preceding discussion mention was made of apparent "clusters" of standards which were identifiable through visual inspection of Figure 1. In this section we discuss what we found when we applied the technique of factor analysis to commander responses on: (1) the appropriateness of standards; (2) the appropriateness of the enforcement of standards; and (3) the appropriateness of each standard and its enforcement.

Standards

Table 3 presents the dimensions or groups of standards that were derived by factor analyzing commander responses on the appropriateness of each of the 23 standards. In interpreting the findings presented in Table 3 it would be helpful to keep in mind what factor analysis actually does. Factor analysis is a generalized procedure for locating and defining a smaller number of dimensions or factors contained in a larger group of items. It is typically used to help determine the degree to which a given variable or several variables are part of a common underlying phenomenon.

TABLE 3

Dimensionality of Standards

Dimension Title	Standards in Dimension
Hair	Haircuts Mustaches Beard policy
Supervisor/ Subordinate Relationships	Officer/enlisted on the job relationships Respect for supervisors Officer supervisor/subordinate relationships Enlisted supervisor/subordinate relationships
Work	Quality of work expected on the job Quantity of work expected on the job Working hours Unit mission accomplishment
Living on Base	Living in on-base family housing Living in on-base dormitories
Overall military bearing	Overall personal appearance Wear of the uniform Military courtesy and customs
Supervisor and Commander	What my immediate supervisor expects of me My commander's policies and procedures
Leave	Leave Procedures

The most significant outcome of the factor analysis of the standards was that there was not one overall dimension which contained all 23 standards. This indicates that the commanders discriminate; that they perceive separate and distinct dimensions or groups of standards with the 23 contained in the questionnaire. For example, commanders view hair standards as separate and distinct from standards dealing with overall military bearing, and so on.

Therefore, to reference "Air Force Standards" as a global term of some behavioral significance would appear to be inaccurate -- at least as far as the perceptions of commanders are concerned.

Enforcement

In similar fashion, the commander responses to the enforcement of the 23 standards were factor analyzed. The dimensions identified through this process are presented in Table 4.

TABLE 4

Dimensionality of Enforcement

Dimension Title	Standards in Dimension
Appearance	Overall personal appearance Wear of the uniform Haircuts Mustaches Beard policy
Supervisor/ Subordinate Relationships	Officer/enlisted on-the-job relationships Respect for supervisors Officer supervisor/subordinate relationships Enlisted supervisor/subordinate relationships
Work	Quality of work expected on the job Quantity of work expected on the job
Living on base	Living in on-base family housing Living in on-base dormitories
Supervisor and Commander	What my immediate supervisor expects of me My commander's policies and procedures
Free time	Leave procedures Working hours

As with the standards dimensions, no single overall dimension contained the enforcement of all 23 standards. Further, even a casual comparison of the enforcement dimensions will show that there are striking similarities between the two sets of findings. As the commanders perceive separate and distinct patterns of enforcement, and using the same logic previously described, reference to some global "enforcement level" would be equally misleading as "Air Force Standards."

Standards and Enforcement

Factor analysis of the 46 variables (23 standards and 23 levels of enforcement) presents a mixed picture. What strikes us as significant is the diversity of the results presented in Table 5. Some dimensions contain only standards, others only enforcement, and still others contain both standards and enforcement. This indicates that levels of enforcement of some standards are viewed by the commanders as being separate from the strictness or laxness of the standards themselves. However, as can be seen from Figure 5, in a number of cases the appropriateness of the standard and the level of enforcement are viewed together. The divergence found between standards and enforcement is considered to reinforce the notion of dissonance discussed earlier.

Discipline, Standards and Enforcement

As was noted in the last section of Chapter 4, slightly more than three-fourths of the commanders indicated that they believed

TABLE 5

Dimensionality of Standards and Enforcement*

Dimension Title	Standards in Dimension
(E) Appearance	(E) Overall personal appearance (E) Wear of the uniform (E) Haircuts (E) Mustaches
(S&E) Work	(S&E) Quality of work (S&E) Quantity of work
(S) Appearance	(S) Haircuts (S) Mustaches (S&E) Beard policy
(S) Supervisor/ Subordinate Relation-ships	(S) Officer/enlisted on-the-job relationships (S) Officer supervisor/subordinate relationships (S) Enlisted supervisor/subordinate relationships
(S&E) On-Base Living	(S&E) Living in on-base housing (S&E) Living in on-base dormitories
(S&E) Supervisor & Commander	(S&E) What my immediate supervisor expects of me (S&E) My commander's policies and procedures
(S&E) Drills and Ceremonies	(S&E) Drills and Ceremonies
(S&E) Leave	(S&E) Leave procedures
(E) Respect	(E) Officer/enlisted on-the-job relationships (E) Respect for supervisors (E) Officer supervisor/subordinate relationships (E) Enlisted supervisor/subordinate relationships
(S) Military Bearing	(S) Overall personal appearance (S) Wear of the uniform (S) Military courtesy and customs
(S&E) Weight	(S&E) Personnel weight control
(S&E) Mission	(S&E) Unit mission accomplishment
(S&E) Safety	(S&E) Safety procedures
(S&E) Working Hours	(S&E) Working hours

*Note: E=Enforcement, S=Standard

discipline was too lax in today's Air Force. In our analysis, we examined the relationship between discipline and standards by examining the correlations among the strictness of the 23 standards and the perception of discipline in the Air Force. Additionally, we calculated the correlations among the strictness of enforcement of the 23 standards and the perceptions of discipline. Table 6 presents the correlations.

TABLE 6

Correlations[1] Among Discipline, Standards and Enforcement

Standard[2]	Discipline	Enforcement[2]	Discipline
58	.18	58	.36
59	.17	59	.32
60	.20	60	.30
61	.15	61	.25
62	.18	62	.23
63	.17	63	.30
64	.08	64	.11
65	.03	65	.04
66	.08	66	.06
67	.17	67	.21
68	.11	68	.12
69	.21	69	.28
70	.02	70	.02
71	.08	71	.08
72	.05	72	.06
73	.04	73	.07
74	.11	74	.15
75	.12	75	.17
76	.08	76	.13
77	.16	77	.18
78	.14	78	.21
79	.04	79	.09
80	.16	80	.29

[1]Pearson correlations.

[2]The standard and enforcement numbers refer to the question numbers as defined in Table 1.

Examination of the correlations contained in Table 6 reveals that the perception of discipline is moderately associated with the enforcement of some standards such as overall personal appearance, wear of the uniform and haircuts, but is only weakly associated with the standards themselves. Based upon the correlations it is possible to conclude that enforcement levels are more strongly related than are standards to discipline as perceived by the commanders. Also, it is interesting to note that discipline appears to be virtually unassociated with both level of enforcement and the standard for unit mission accomplishment (79), and quality (75), and quantity (76) of work expected on the job.

Conclusions

a. Commanders perceive that some standards are too strict, some too lax, and others are about right. Enforcement, however, is another matter. On only one standard was enforcement considered to be too strict, living in on-base dormitories. Enforcement of seven other standards could reasonably be described as falling in the "about right" range, while enforcement of the remaining 15 standards would have to be characterized as too lax. Enforcement of the standards of overall personal appearance, wear of the uniform, and military courtesy and customs were considered to be the most lax.

b. Air Force commanders do not view "standards" as a single global entity. Rather, they tend to discriminate and separate

standards into distinct groupings. The same holds true for the enforcement of standards.

c. The apparent disparity reported by the commanders between the appropriateness of standards and their enforcement suggests that commanders are experiencing dissonance. An enforcement/standards dissonance "thermometer" was developed which identified haircuts, mustaches, overall personal appearance, wear of the uniform, military courtesy and customs, and personnel weight control as the standards over which the greatest dissonance is experienced. Factor analysis of the 23 measures of the appropriateness of the standards and the 23 measures of the levels of their enforcement provided further support for the notion of enforcement/standards dissonance.

d. Overall, commanders perceive discipline in the Air Force to be too lax. Their perception of Air Force discipline, however, was at best weakly associated with the appropriateness of standards. A somewhat stronger association, which might be classified as moderate, was found to exist between commanders' perception of discipline and the level of enforcement of some standards.

6. Quality of Air Force Life

Background

The term "Quality of Life" was introduced to the Air Force vocabulary by the Air Force Management Improvement Group (AFMIG). The AFMIG was a special group convened by the Chief of Staff of the Air Force in the Spring 1975 to examine various aspects of Air Force life, and to develop initiatives which would "...make a good service better." As members of the research and analysis section of AFMIG, we were assigned the responsibility by the Director, Lt Gen K. L. Tallman, to function as resource persons and consultants to other team members who were working on specific tasks. In performing this function we initially experienced a good deal of dissonance in our attempts to integrate what on the surface appeared to be the random activities of 75 different group members. After considerable reflection, it finally occurred to us that what we were actually involved with was Quality of Life (QOL) action research.

Interest in QOL and Quality of Work Life (QOWL) has been growing since 1971, when President Nixon called attention to the subject of QOWL in his Labor Day address. On 29 December 1971, Elliot L. Richardson, then Secretary of Health, Education and Welfare, formed a special task force and charged them with the task of "...examining health, education, and welfare problems from the perspective of one of our fundamental social institutions -- work." The final product of that task force was the controversial report, Work in America (MIT Press, January 1973).

A formal Quality of Work program was initiated in the federal sector in 1972, when a QOWL program was started under the Federal Price Commission. In 1973, the National Commission on Productivity and Work Quality was formed as a separate entity, and in 1974 the National Quality of Work Center was formed as an affiliate of the University of Michigan Institute for Social Research with the support of the Department of Commerce and the Ford Foundation. In March 1975 the AFMIG was formed by the CSAF and began its work focusing on the Quality of Air Force Life (QOAFL), and then in November 1975, President Ford created the National Center for Productivity and the Quality of Working Life, and positioned it as part of the White House Staff.

The above presents chronological developments in the area of QOL, but it does not explain what QOL or the QOL approach is. Although no one has succeeded yet in developing a definition of QOL which has been generally accepted, all agree that QOL is a "...personal expression of one's overall sense of well-being." One author describes it as expressing "...a bundle of 'attributes' that, in the aggregate, amounts to relative satisfaction which the individual seeks to optimize." Ted Mills, the Director of the National Quality of Work Center (NQWC), describes QOWL as

> ...a term growing in general acceptance to refer to the combined "quality" of jobs, work systems, and organizations assessed together and simultaneously from the perspectives of workers, management, and society; expresses inseparable concerns for worker welfare, economic effectiveness, and social costs and benefits; places emphasis upon worker perspectives and perceptions of the work experience. ("Human Resources--Why the new Concern?" Harvard Business Review, May-April 1975).

This focus on QOWL has led to a series of action-and-measurement research experiments in a widely diverse set of work organizations. These experiments are typically undertaken as joint union-management actions, and are providing well-documented information as to what actually happens as a result of joint union-management initiatives to create organizational change. The movement has currently brought together such strange bedfellows as the General Motors Corporation and the International Labor Organization in Geneva.

In our AFMIG work we adopted those parts of the QOL approach which appeared relevant to Air Force needs as broadly defined by the CSAF. Drawing upon QOL research done by others, as well as our own work within the Air Force, we developed a nine factor QOAFL model. The nine factors included in the model were: ECONOMIC STANDARD, ECONOMIC SECURITY, FREE TIME, WORK, LEADERSHIP/SUPERVISION, EQUITY, PERSONAL GROWTH, PERSONAL STANDING, and HEALTH. The definitions of these factors are provided in Figure 3.

Through the use of separate survey instruments which were administered to active duty military, civilian Air Force employees, military spouses, and base commanders, we were able to gather baseline measures as to where Air Force people and spouses were with respect to the quality of their lives. In addition to quick look reports, written with Capt Bob Gregory (AF/DPXMMH), for the AF/DP and CSAF, the authors and their graduate students at the Air Force Institute of Technology (AFIT) conducted a program of in-depth analysis of the 40,000 responses gathered from the AFMIG survey efforts. As a result of these analyses, modifications

Figure 3

QOAFL FACTORS

ECONOMIC STANDARD: Satisfaction of basic human needs such as food, shelter, clothing; the ability to maintain an acceptable standard of living.

ECONOMIC SECURITY: Guaranteed employment; retirement benefits; insurance; protection for self and family.

FREE TIME: Amount, use, and scheduling of free time alone or in voluntary associations with others; variety of activities engaged in.

WORK: Doing work that is personally meaningful and important; pride in your work; job satisfaction; recognition for my efforts and my accomplishments on the job.

LEADERSHIP/SUPERVISION: Has my interests and that of the Air Force at heart; keeps me informed; approachable and helpful rather than critical; good knowledge of the job.

EQUITY: Equal opportunity in the Air Force; a fair chance at promotion; an even break in my job/assignment selections.

PERSONAL GROWTH: To be able to develop individual capacities; education/training; making full use of my abilities; the chance to further my potential.

PERSONAL STANDING: To be treated with respect; prestige; dignity; reputation; status.

HEALTH: Physical and mental well-being of self and dependents; having illnesses and ailments detected, diagnosed, treated and cured; quality and quantity of health care services provided.

have been made to the QOAFL model, and through a process of continuing refinements a second QOAFL instrument has now been developed. AF/DPXMMH is the OPR. We have worked closely with them in the design of the questionnaire, which is being distributed to a representative sample of officers and airmen as this report is being written (April 1977).

With the resurveying of Air Force personnel (it is tentatively planned to resurvey civilian employees and military spouses in 1978), we will be in a position to identify any changes which have occurred in the overall quality of Air Force life, and hopefully shed some light on what has caused the change. This activity is consistent with the QOL approach, in that it is a form of measurement-action-measurement, and it places emphasis upon the perspectives and perceptions of Air Force members.

In presenting each of the nine QOAFL factors to Air Force members we adopted the Porter-Lawler approach of requesting respondents to provide two ratings for each factor: they were first asked to indicate how important each of the defined factors was to them, and they were also asked to indicate the degree to which they were satisfied with that aspect of their current lives. Figure 4 shows how the factor FREE TIME was presented to respondents.

Figure 5 shows how we processed responses for purposes of analysis. Similar to the logic explained in the previous chapter dealing with the classification of standards according to the perceived strictness of a standard and its perceived level of enforcement, the nine QOAFL

Figure 4

QUESTIONNAIRE EXAMPLE: FREE TIME

SECTION III: FREE TIME

Numerous aspects of your life are centered around free time activities. Below is a definition of "free time" as we see it. We are examining the satisfaction of Air Force members with various free time aspects of their lives. Related topics are also included in this section.

FREE TIME: Amount, use, and scheduling of free time alone, or in voluntary associations with others; variety of activities engaged in.

What degree of importance do you attach to the above? (Select one of the seven points.)

A....B....C....D....E....F....G
Low Importance — Neutral — High Importance

To what degree are you satisfied with the FREE TIME aspects of your current life?

A....B....C....D....E....F....G
Highly Dissatisfied — Neutral — Highly Satisfied

Figure 5

ANALYSIS MATRIX

	High Importance	Moderate Importance	Low Importance
Highly Satisfied			
Moderately Satisfied			
Highly Dissatisfied			

(Note: Ref. Figure 4, A,B = Highly Dissatisfied, Low Importance; C,D,E = Moderate Importance, Moderately Satisfied; and F,G = Highly Satisfied, High Importance.)

Table 7

Rating of QOAFL Factors

(1977 Commanders/1975 AFMIG Officers)

	High Importance	Hi Imp-Hi Sat	Hi Imp-Mod Sat	Hi Imp-Hi Dissat
WORK	96%/94%	59%/38%	32%/40%	5%/16%
HEALTH	94 /93	45 /36	42 /43	8 /14
LEADERSHIP/SUPERVISION	89 /83	51 /29	31 /39	7 /15
EQUITY	89 /90	47 /36	33 /40	8 /14
PERSONAL GROWTH	85 /91	42 /35	37 /44	6 /12
PERSONAL STANDING	80 /86	53 /38	25 /33	2 /15
ECONOMIC SECURITY	78 /81	37 /31	33 /40	8 /10
ECONOMIC STANDARD	77 /80	38 /37	35 /39	4 / 4
FREE TIME	47 /67	13 /22	22 /34	11 /11

(Note: Percentages are rounded-off to nearest percent.)

A statistical test was performed on the respective "high importance" rankings of the QOAFL factors and yielded a Spearman rank correlation of .6667. This indicated that the rankings of the factors by commanders in 1977 and by a representative sample of officers in 1975 were highly correlated.

Although the rankings were highly correlated, some differences existed in both ranking and the percentage of responses which seem to warrant consideration. LEADERSHIP/SUPERVISION was ranked eighth by

factors were processed according to their perceived importance and the level of satisfaction/dissatisfaction with each aspect of their lives defined by the factors. Data presented in subsequent sections of this chapter will be put in a format compatible with Figure 5.

Results

Commander responses to the nine QOAFL importance/satisfaction scales can be compared, as was done in Chapter 4, with the overall officer responses to the 1975 AFMIG survey, as well as with AFMIG base commander data. In this section we will first examine overall responses, and then compare base commander responses with those of the AFMIG base commanders. In other sections we will examine commanders' responses to selected QOAFL factors according to "splits" such as rank and sex, and we will also examine factor responses according to responses to selected questions contained in the commanders' survey instrument.

Comparison with AFMIG Data.

In the following table, overall commander responses are compared with those of all AFMIG officers. The QOAFL factors are presented in decreasing order of "high importance" ratings assigned by the commanders.

the AFMIG officers, but was moved up to third by the commanders. This seems to support the earlier observation that commanders appear to associate more closely with leadership than did AFMIG respondents. A somewhat paradoxical observation can be made by examining the high importance-high dissatisfaction column. AFMIG respondents report higher dissatisfaction with six of the nine factors, similar levels of dissatisfaction with two of the remaining three, and greater dissatisfaction with only one factor -- LEADERSHIP/SUPERVISION. We find this somewhat puzzling, since commander respondents were more positive in their responses to other questions concerning leadership.

FREE TIME was the only factor for which AFMIG officers indicated a higher degree of satisfaction than commanders. Overall it was of somewhat less importance to commanders; but those who indicated that it was highly important, were more apt to express dissatisfaction with that aspect of their lives.

Table 8 presents 1977 base commander responses along with 1975 AFMIG base commander responses. These two data bases are of interest because their comparability may provide insights into Air Force-wide trends.

Table 8

Rating of QOAFL Factors by Base Commanders

(1977/1975)

	High Importance	Hi Imp-Hi Sat	Hi Imp-Mod Sat	Hi Imp-Hi Dissat
WORK	96%/97%	62%/72%	31%/21%	4%/ 4%
HEALTH	93 /89	57 /55	29 /29	7 / 5
LEADERSHIP/SUPERVISION	91 /88	55 /54	28 /29	8 / 4
EQUITY	91 /90	59 /57	25 /29	7 / 4
PERSONAL GROWTH	86 /88	45 /57	34 /27	7 / 4
PERSONAL STANDING	81 /80	52 /68	25 /10	3 / 2
ECONOMIC SECURITY	80 /75	49 /54	29 /21	2 / 0
ECONOMIC STANDARD	83 /71	44 /54	36 /17	2 / 0
FREE TIME	48 /35	7 / 4	24 /18	17 /14

Examination of the relative rankings of the QOAFL factors according to the percent respondents indicating each factor was highly important shows that the rankings are very similar. A Spearman rank correlation test yielded a rho of .9000, which indicates that the rankings are very highly correlated. This finding strongly indicates that the relative importance of the nine factors to base commanders has not changed substantially over the past 18 months.

Base commanders reported greater dissatisfaction with eight of the nine QOAFL factors. The only exception was the factor WORK, and

that was a tie. A similar pattern can be observed by examining the high satisfaction column. In that column, only HEALTH, LEADERSHIP/SUPERVISION, and EQUITY showed slightly higher percentages in 1977 than in 1975.

The largest decreases in the high importance-high satisfaction category involved the following factors: PERSONAL STANDING (down 16%); PERSONAL GROWTH (down 12%); WORK (down 10%); and ECONOMIC STANDARD (down 10%). Changes for the three factors which increased were: HEALTH (up 2%); LEADERSHIP/SUPERVISION (up 1%); and EQUITY (up 2%). Since the overall percentages of commanders' responses in the high importance-high satisfaction category are so similar to those of the base commander subset of that sample, it may not be stretching things too far to infer that there also have been substantive decreases in the satisfaction of all commanders with the nine factors contained in the QOAFL model. In comparing the high importance-high satisfaction responses of all commanders with those of 1977 base commanders, the largest differences were found to be: HEALTH (45% overall vs. 57% base commanders); EQUITY (47% vs. 59%); and ECONOMIC SECURITY (37% vs. 49%). In all three cases, base commanders reported higher satisfaction than the overall sample.

PERSONAL STANDING

Significant differences in degree of satisfaction with PERSONAL STANDING were found among various officer grades, with the more senior officers more apt to express greater satisfaction.

PERSONAL STANDING

	06	05	04	03	01-02	All
HI IMP - HI SAT	54%	57%	53%	46%	57%	53%
HI IMP - MOD SAT	26	23	23	29	37	25
HI IMP - HI DISSAT	1	2	3	3	3	2
MOD & LOW IMP	18	19	21	21	16	20

It is interesting to note that 05's, along with 01-02's, were the most highly satisfied group. This is a phenomenon which has already been noted with other measures of satisfaction with Air Force life such as the Hoppock job satisfaction measure.

A total of 79 responses were received from women commanders. Their evaluation of their PERSONAL STANDING is contrasted with that of men commanders.

PERSONAL STANDING

	Women	Men
HI IMP - HI SAT	58%	53%
HI IMP - MOD SAT	18	25
HI IMP - HI DISSAT	9	2
MOD & LOW IMP	14	20

It is interesting to note that women commanders express both greater satisfaction and greater dissatisfaction with PERSONAL STANDING than do men. This suggested polarization of women commanders on PERSONAL STANDING might well be an area of interest for researchers in the Human Relations area.

The commander data base contained responses from 74 black officers. This was the only racial minority group with a significant

representation in the data. Their responses are contrasted with those of white commanders.

PERSONAL STANDING

	Blacks	Whites
HI IMP - HI SAT	61%	53%
HI IMP - MOD SAT	27	25
HI IMP - HI DISSAT	3	2
MOD & LOW IMP	9	20

It can be noted that a higher proportion of black commanders consider PERSONAL STANDING to be more highly important than whites. Black officers also report higher satisfaction with PERSONAL STANDING and an almost identical level of dissatisfaction as whites. Black commanders do not exhibit the bi-polar characteristic displayed in women commanders' responses, and appear more satisfied with this aspect of their lives.

PERSONAL GROWTH

As with PERSONAL STANDING, the more senior the grade of the respondents, the more satisfied they generally are with PERSONAL GROWTH. Again, lieutenants are the exception to this generalization; perhaps reflecting the unusual opportunity they have received in serving as commanders so early in their careers.

PERSONAL GROWTH

	06	05	04	03	01-02	All
HI IMP - HI SAT	50%	43%	39%	38%	41%	42%
HI IMP - MOD SAT	27	36	38	44	40	37
HI IMP - HI DISSAT	5	5	7	7	8	6
MOD & LOW IMP	18	17	16	11	11	15

Again, the responses of women commanders provide an interesting contrast with those of men.

	PERSONAL GROWTH	
	Women	Men
HI IMP - HI SAT	38%	42%
HI IMP - MOD SAT	36	37
HI IMP - HI DISSAT	12	6
MOD & LOW IMP	14	15

The data indicate that while men and women commanders attach about the same importance on PERSONAL GROWTH, women commanders are more dissatisfied with this aspect of their Air Force lives.

Examination of several questions related to respondents' perceptions of their jobs suggests that satisfaction with PERSONAL GROWTH is strongly associated with satisfaction with the job. Earlier in the report we noted that we had found a bank of several questions to be powerful predictors of overall job satisfaction for a variety of both military and civilian populations. Presented below are responses to some of those questions, aligned against evaluations of PERSONAL GROWTH.

DOES YOUR IMMEDIATE SUPERVISOR GIVE YOU RECOGNITION FOR A JOB WELL DONE?

PERSONAL GROWTH	NEVER/ SELDOM	SOME- TIMES	ALWAYS/ FREQUENTLY
HI IMP - HI SAT	33%	40%	50%
HI IMP - MOD SAT	43	38	32
HI IMP - HI DISSAT	9	6	4
MOD & LOW IMP	16	16	14

ARE YOU GIVEN THE FREEDOM YOU NEED TO DO YOUR JOB WELL?

PERSONAL GROWTH	NEVER/ SELDOM	SOME- TIMES	ALWAYS/ FREQUENTLY
HI IMP - HI SAT	26%	33%	46%
HI IMP - MOD SAT	46	42	34
HI IMP - HI DISSAT	17	8	4
MOD & LOW IMP	12	17	15

HOW DO YOU EVALUATE YOUR PRESENT AIR FORCE JOB?

PERSONAL GROWTH	NOT CHAL- LENGING	SOMEWHAT CHAL'G	VERY CHAL'G
HI IMP - HI SAT	26%	28%	46%
HI IMP - MOD SAT	42	49	35
HI IMP - HI DISSAT	17	8	5
MOD & LOW IMP	14	15	15

As the responses suggest, the more frequent recognition is received, the more frequent freedom is given in doing the job, and the more challenging the perception of the job, the more likely it is that the individual will be highly satisfied with the PERSONAL GROWTH aspects of his/her life.

ECONOMIC STANDARD

As might be expected, there appears to be a definite association between the grades of respondents and their satisfaction with ECONOMIC STANDARD.

	ECONOMIC STANDARD					
	06	05	04	03	01-02	All
HI IMP - HI SAT	45%	42%	30%	37%	30%	38%
HI IMP - MOD SAT	31	34	38	37	42	35
HI IMP - HI DISSAT	4	3	4	3	4	4
MOD & LOW IMP	21	21	28	23	24	23

Somewhat surprising in the above evaluations of ECONOMIC STANDARD are the responses of 04's. For some reason their responses do not fall into the previously mentioned pattern of association between grade and satisfaction. Instead, their responses more closely resemble those of lieutenants.

Very little difference in satisfaction with ECONOMIC STANDARD was found between CONUS and overseas commanders, or between rated and nonrated commanders. To explore the hypothesis that a financial burden resulting from "semi-required" participation in various social activities might be experienced by commanders, the following were examined.

THE AIR FORCE REQUIRES ME TO PARTICIPATE IN TOO MANY ACTIVITIES THAT ARE NOT RELATED TO MY JOB.

ECONOMIC STANDARD	DISAGREE	NEUTRAL	AGREE	All
HI IMP - HI SAT	40%	35%	35%	38%
HI IMP - MOD SAT	34	36	38	35
HI IMP - HI DISSAT	3	3	4	4
MOD & LOW IMP	23	26	23	23

TYPE ORGANIZATION COMMANDED

ECONOMIC STANDARD	Sqdn	Det	Base	Wing	All
HI IMP - HI SAT	38%	36%	44%	34%	38%
HI IMP - MOD SAT	35	36	36	31	35
HI IMP - HI DISSAT	4	3	2	9	4
MOD & LOW IMP	24	26	17	26	23

Responses to the first question provide some support for the notion that required participation in outside activities might be related with decreased levels of satisfaction with ECONOMIC STANDARD.

However, when evaluations of this factor are examined according to the type of organization commanded, base commanders -- who might be expected to have the heaviest commitments -- seem to report the highest levels of satisfaction.

WORK

The WORK QOAFL factor is highly associated with the job satisfaction measure discussed in earlier chapters, and consequently will not be discussed in any detail. The factors found to be important in differentiating satisfaction levels with PERSONAL GROWTH were found to be even more powerful in predicting satisfaction with the WORK factor.

DOES YOUR IMMEDIATE SUPERVISOR GIVE YOU RECOGNITION FOR A JOB WELL DONE?

WORK	NEVER/ SELDOM	SOME- TIMES	ALWAYS/ FREQUENTLY	All
HI IMP - HI SAT	42%	55%	73%	59%
HI IMP - MOD SAT	42	37	22	32
HI IMP - HI DISSAT	12	4	2	5
MOD & LOW IMP	4	4	3	4

ARE YOU GIVEN THE FREEDOM YOU NEED TO DO YOUR JOB WELL?

WORK	NEVER/ SELDOM	SOME- TIMES	ALWAYS/ FREQUENTLY	All
HI IMP - HI SAT	28%	43%	66%	59%
HI IMP - MOD SAT	47	45	28	32
HI IMP - HI DISSAT	21	9	3	5
MOD & LOW IMP	5	4	3	4

HOW DO YOU EVALUATE YOUR PRESENT AIR FORCE JOB?

WORK	NOT CHAL-LENGING	SOMEWHAT CHAL'G	VERY CHAL'G	All
HI IMP - HI SAT	8%	32%	67%	59%
HI IMP - MOD SAT	54	54	28	32
HI IMP - HI DISSAT	34	10	2	5
MOD & LOW IMP	4	4	3	4

The association of recognition, job freedom and challenging work with reported satisfaction could not have been much clearer than it is above.

Summary

In this chapter we briefly described the Quality of Life (QOL) approach to action research within organizations. Also described was the Quality of Air Force Life (QOAFL) model which was developed in 1975 as part of the Air Force Management Improvement Group (AFMIG) effort.

Comparisons were made between commanders' valuations of each of the nine QOAFL factors and those of respondents to the AFMIG active duty military and base commander surveys. The two base commander data sets were of particular interest because they permitted analysis of trends over an 18 month period for this subset of the commander population. Our analysis suggests that certain dimensions of Air Force life are less satisfying to commanders in 1977 than they were in 1975. The largest decreases among QOAFL dimensions appeared to be associated with: PERSONAL STANDING; PERSONAL GROWTH; WORK; and ECONOMIC STANDARD.

Satisfaction with both PERSONAL STANDING and PERSONAL GROWTH was found to increase with grade. In other demographic comparisons, both women and black commanders were more highly satisfied with their PERSONAL STANDING than were others. However, women commanders reported somewhat lower satisfaction with PERSONAL GROWTH than did men.

Job related variables -- especially supervisor recognition, freedom to do the job well, and challenging work -- were found to be strongly associated with both PERSONAL GROWTH and WORK satisfaction.

Somewhat expectedly, ECONOMIC STANDARD was found to be associated with the respondent's grade. However, majors represented an unexplained phenomenon by reporting lower levels of satisfaction than might have otherwise been anticipated.

7. Commander's Comments

The last page of each questionnaire contained a blank comments sheet. Commanders were asked to provide any comments on the sheet which they felt would be of value to Headquarters USAF personnel in their efforts to improve the quality of Air Force life. Respondents were asked to indicate their grade and the type of organization they commanded, detach the comments sheet from the questionnaire, and return it with their answer sheets. No attempt was made to associate comment sheets with responses made to questions contained in the survey instrument.

Of the 2695 commanders who responded to the survey, 753 (28%) provided written comments. This response rate is approximately double that normally received on surveys of randomly selected Air Force officers.

As is usually the case with such qualitative comments, the comments of contributors generally tended to be critical of existing policies or situations. What was not typical, was the nonself-serving tenor of the comments. Even the most casual reading of the comments could not help but impress the reader that the respondents' primary concerns were their personnel, the well-being of the Air Force, and the defense of the nation. In short, the comments are considered to be the contributions of well-intentioned, responsible individuals who took the time to communicate their most important concerns with their leadership. As such, they constitute a very rich source of data.

Areas of Concern

Figure 6 provides a plot of the most frequently mentioned topics. Assignment of a comment to one of the categories contained in Figure 6 was made after careful reading of all comments by Mr. Bob Stephens (AF/DPXMMH) and the researchers.

Benefits

The greatest number of comments on any one subject were submitted on the subject of benefits; although "erosion of benefits" might be a more accurate heading. Their observations were consistent with the AFIT military unionization study, in which 95 percent of the officer respondents expressed the belief that military benefits are being eroded.

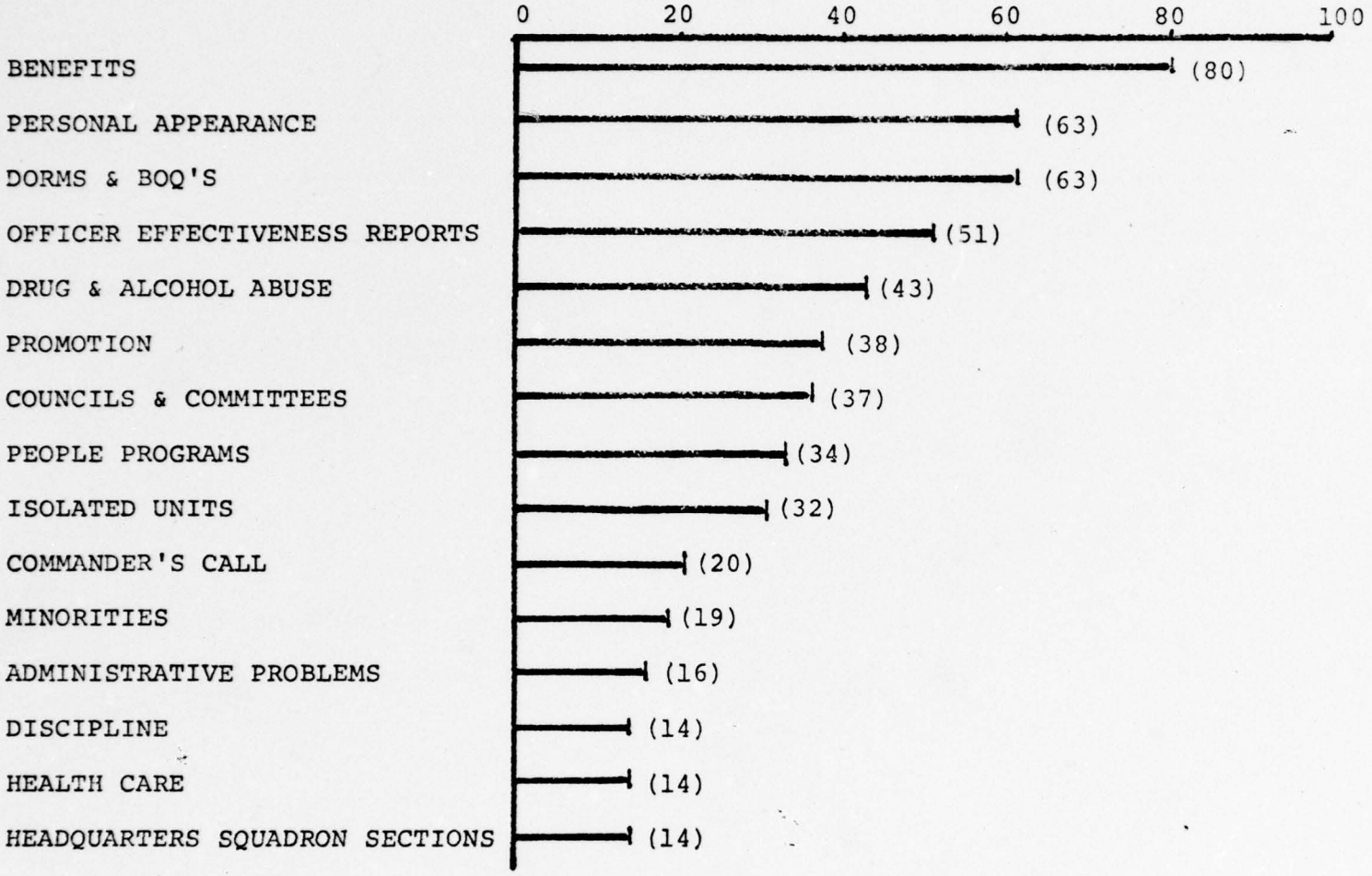
The consensus of commanders commenting on this subject was that the erosion of benefits constitutes one of the most serious problems in the Air Force today. They expressed their concern that if the trend continues, morale and motivation will be seriously impaired and the retention of high quality personnel made much more difficult. A substantial number also offered the opinion that continuation of the erosion of benefits would ultimately lead to the unionization of the military.

Personal Appearance

Many of the comments placed in this category addressed the weight control program. Most of those commenting expressed dissatisfaction with some aspect of the program. Their suggestions for improving it

Figure 6

Frequency of Concerns Discussed by Commanders



included: (1) placing emphasis on rehabilitation as is done in the drug and alcohol rehabilitation programs; (2) reducing the severity of the standards and base them on other considerations as well as height; (3) allowing local waivers based upon flight surgeon recommendations; and (4) assigning administration of the program to the base hospitals.

A substantial number of commanders (of all grades) recommended the relaxing of haircut/mustache standards, particularly for airmen. Interestingly, a number suggested that current standards should be retained for officers and NCO's. The development of adequate cold weather clothing for women military personnel was also mentioned as a need.

Dormitories and BOQ's

Commanders reported a high level of dissatisfaction among their personnel with dormitories and BOQ's. Dormitories were identified as the major source of airman dissatisfaction with the Air Force by several commanders.

Indicating that they were aware of the costs involved, most who commented on this subject nevertheless recommended that the dorms and BOQ's be upgraded, and only one person be assigned to a room. Other commanders mentioned approval of opposite-sex visitation rights as being needed, and allowing airmen to draw BAQ and BAS. A number of commanders also indicated that they believed that airmen should be given the choice of where to live (on-base/off-base) and where to eat.

Officer Effectiveness Reports

It is interesting to note that although there were no questions about OER's in the survey, this subject was fourth in frequency of mention. Some commanders, in fact, criticized us for not asking about the new OER. All but two of the comments aimed strong criticism at the new OER system. Analysis of the OER comments uncovered five major themes.

Motivation. Commanders commented on the difficulty/impossibility of the Air Force motivating its officers to outstanding performance, while it tells half of them that they are below average in potential.

Retention. A number of commanders reported their observations of officer losses directly attributable to the new OER system. Several wondered about the impact these losses have had/will have in the future on the Air Force.

Equity. Commanders expressed the opinion that OER scores were being distributed on inequitable bases, e.g., aeronautical rating, time in grade, etc.

Morale. The vast majority of commanders who commented on the new OER, observed that it was having a devastating impact on the morale of their officers.

Competition. Comments were made by a number of commanders to the effect that the new OER was impairing teamwork because of dysfunctional competition which has developed among peers.

Drug and Alcohol Abuse

Alcohol abuse was seen as a serious problem by a number of commanders. Several pointed to the easy accessibility to alcohol, and "institutional" practices such as happy hour and cocktail parties as exacerbating the situation.

Marijuana was identified as the drug most commonly used by Air Force personnel. Several commanders observed that use of marijuana is viewed by some personnel as a way of "beating the system."

Commanders commenting on this subject were mixed in their evaluations of Drug/Alcohol Abuse Education. Local Drug/Alcohol Rehabilitation Programs were not viewed as effective, but central treatment centers were. Commanders differed in their opinions regarding the severity of penalties for drug/alcohol abuse.

Promotions

Commanders were critical of the present officer promotion system, which they see as being related to the new OER system. Much criticism was leveled at the "up-or-out" system. Commanders tended to view "up-or-out" as both unfair and unrealistic. They questioned the wisdom of forcing an individual out of the Air Force who is doing good work, losing his/her services, and then incurring the significant costs of training a replacement. More effective use of "fogey" pay was recommended as a means of de-emphasizing promotions.

Commanders appeared to be more satisfied with the enlisted promotion system than with that of officers'. They were quite positive

about below-the-zone promotions to E4, and suggested that it be extended to other enlisted grades. They viewed Airman Performance Reports as hopelessly inflated, and indicated that some way of making them more realistic must be developed. A number of commanders expressed the opinion that promotions to E6-E9 should be based upon leadership ability as well as job performance. A few commanders argued for local promotion authority.

Councils and Committees

The comments made about councils and committees were quite negative, with commenters stating that they considered them to be time-consuming and ineffective. Commanders recommended a reduction in council/committee requirements, leaving participation up to the discretion of the individual commander.

People Programs

Commanders view "people programs" which are unaccompanied by resources necessary to implement them as being primarily cosmetic and interfering with their primary mission responsibilities. The human relations program was specifically identified as a program which has outlived its usefulness.

Isolated Units

A little more than 30 commanders commented on a variety of problems which detract from the quality of life of personnel assigned to isolated units. These units, frequently supported by the Army or Navy,

are viewed as being outside the mainstream of Air Force life, with assigned personnel experiencing lower job satisfaction, lower re-enlistment rates, etc. A number of commanders recommended that a special study be made of the problems associated with isolated units, and corrective actions taken.

Appendix A

AFIT Survey Analysis (SURVAN) Output:

Responses by Grade of Commander Respondents

UNITED STATES AIR FORCE QUALITY OF AIR FORCE LIFE COMMANDERS SURVEY
USAF SCNFT-11
INITIAL RUN, 24 JANUARY 1977

1. WHAT IS YOUR MAJOR COMMAND OF ASSIGNMENT?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. ALASKAN AIR COMMAND	3	3	10	6	0	0	0	20
	.7	.9	1.5	1.2	0.0	0.0	0.0	1.0
B. U.S. AIR FORCE ACADEMY	7	9	2	2	2	1	9	23
	1.6	0.0	.3	.4	2.3	3.2	75.0	.9
C. AEROSPACE DEFENSE COMMAND	15	22	52	14	2	0	0	105
	3.5	2.3	7.8	2.8	2.3	0.0	0.0	3.9
D. U.S. AIR FORCES IN EUROPE	19	97	66	53	14	0	0	249
	4.4	10.1	9.9	10.6	16.1	0.0	0.0	9.3
E. AIR FORCE ACCOUNTING AND FINANCE CENTER	0	0	0	1	0	0	0	1
	0.0	0.0	0.0	.2	0.0	0.0	0.0	.0
F. AIR FORCE LOGISTICS COMMAND	13	17	10	15	0	2	0	53
	3.0	1.8	1.5	3.0	0.0	6.5	0.0	2.0
G. AIR FORCE SYSTEMS COMMAND	32	26	17	19	3	1	0	96
	7.5	2.7	2.6	3.8	3.4	3.2	0.0	3.5
H. AIR RESERVE PERSONNEL CENTER	0	0	0	1	0	0	0	1
	0.0	0.0	0.0	.2	0.0	0.0	0.0	.0
I. AIR TRAINING COMMAND	49	90	91	90	10	4	2	344
	11.4	9.4	13.7	18.0	11.5	12.9	16.7	12.8
J. AIR UNIVERSITY	69	55	6	6	0	0	0	136
	16.1	5.7	.9	1.2	0.0	0.0	0.0	5.1
K. HEADQUARTERS AIR FORCE RESERVE	0	0	2	1	0	0	0	3
	0.0	0.0	.3	.2	0.0	0.0	0.0	.1
L. HEADQUARTERS USAF	2	1	1	1	0	0	0	5
	.5	.1	.2	.2	0.0	0.0	0.0	.2
M. AIR FORCE DATA AUTOMATION AGENCY	2	1	0	0	0	0	0	3
	.5	.1	0.0	0.0	0.0	0.0	0.0	.1
N. HEADQUARTERS COMMAND	1	1	3	1	0	0	0	6
	.2	.1	.5	.2	0.0	0.0	0.0	.2
O. MILITARY AIRLIFT COMMAND	68	154	113	73	14	1	0	423
	15.9	16.0	17.0	14.6	16.1	3.2	0.0	15.8
P. PACIFIC AIR FORCES	11	24	27	14	6	0	0	82
	2.6	2.5	4.1	2.8	6.9	0.0	0.0	3.1
Q. STRATEGIC AIR COMMAND	67	234	93	47	14	13	0	468
	15.6	24.3	14.0	9.4	16.1	41.9	0.0	17.4
R. TACTICAL AIR COMMAND	37	100	87	41	9	9	0	383
	8.6	10.7	13.1	8.2	10.3	29.0	0.0	13.9
S. USAF SECURITY SERVICE	13	11	7	16	2	0	0	49
	3.0	1.1	1.1	3.2	2.3	0.0	0.0	1.8
T. AIR FORCE MILITARY PERSONNEL CENTER	0	1	1	0	0	0	0	2
	0.0	.1	.2	0.0	0.0	0.0	0.0	.1
U. AIR FORCE INSPECTION AND SAFETY CENTER	1	0	0	0	0	0	0	1
	.2	0.0	0.0	0.0	0.0	0.0	0.0	.0
V. AIR FORCE AUDIT AGENCY	1	0	0	0	0	0	0	1
	.2	0.0	0.0	0.0	0.0	0.0	0.0	.0
W. AIR FORCE OFFICE OF SPECIAL INVESTIGATIONS	5	5	9	31	4	0	1	55
	1.2	.5	1.4	6.2	4.6	0.0	8.3	2.0
X. OTHER	14	37	67	65	7	3	0	193
	3.3	3.9	10.1	13.0	8.0	0.0	0.0	7.1
COLUMN TOTALS	429	961	664	501	87	31	12	2685

18 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

UNITED STATES AIR FORCE QUALITY OF AIR FORCE LIFE COMMANDERS SURVEY
USAF SCNFT-11
INITIAL RUN, 24 JANUARY 1977

2. WHAT IS YOUR PRESENT ACTIVE DUTY GRADE?

	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. COLONEL	429	0	0	0	0	0	0	429
	100.0	0.0	0.0	0.0	0.0	0.0	0.0	16.0
B. LIEUTENANT COLONEL	0	962	0	0	0	0	0	962
	0.0	100.0	0.0	0.0	0.0	0.0	0.0	36.0
C. MAJOR	0	0	664	0	0	0	0	664
	0.0	0.0	100.0	0.0	0.0	0.0	0.0	24.8
D. CAPTAIN	0	0	0	502	0	0	0	502
	0.0	0.0	0.0	100.0	0.0	0.0	0.0	18.8
E. FIRST LIEUTENANT	0	0	0	0	87	0	0	87
	0.0	0.0	0.0	0.0	100.0	0.0	0.0	3.3
F. SECOND LIEUTENANT	0	0	0	0	0	31	0	31
	0.0	0.0	0.0	0.0	0.0	100.0	0.0	1.2
COLUMN TOTALS	429	962	664	502	87	31	0	2675

20 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

3. WHAT IS YOUR SEX?

	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. FEMALE	2	18	13	30	9	5	1	79
	.5	1.9	2.0	6.0	10.7	20.0	20.0	3.0
B. MALE	417	938	650	467	75	24	4	2575
	99.5	98.1	98.0	94.0	89.3	80.0	80.0	97.0
COLUMN TOTALS	419	956	663	497	84	30	5	2654

41 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

UNITED STATES AIR FORCE QUALITY OF AIR FORCE LIFE COMMANDERS SURVEY
USAF SCN77-11
INITIAL RUN, 24 JANUARY 1977

4. HOW MUCH TOTAL ACTIVE FEDERAL MILITARY SERVICE HAVE YOU COMPLETED?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. LESS THAN 10 YEARS	5 1.2	5 .5	3 .5	296 59.0	55 63.2	23 74.2	7 63.6	394 14.7
B. 10 YEARS BUT LESS THAN 11	0 0.0	1 .1	3 .5	66 13.1	4 4.6	1 3.2	0 0.0	75 2.8
C. 11 YEARS BUT LESS THAN 12	0 0.0	1 .1	32 4.8	29 5.8	0 0.0	1 3.2	0 0.0	63 2.3
D. 12 YEARS BUT LESS THAN 13	0 0.0	3 .3	90 13.6	11 2.2	3 3.4	2 6.5	0 0.0	109 4.1
E. 13 YEARS BUT LESS THAN 14	0 0.0	2 .2	112 16.9	10 2.0	4 4.6	1 3.2	0 0.0	129 4.8
F. 14 YEARS BUT LESS THAN 15	1 .2	7 .7	121 18.3	12 2.4	5 5.7	2 6.5	0 0.0	148 5.5
G. 15 YEARS BUT LESS THAN 16	0 0.0	18 1.9	80 12.1	9 1.8	7 8.0	1 3.2	0 0.0	115 4.3
H. 16 YEARS BUT LESS THAN 17	2 .5	61 6.3	62 9.4	10 2.0	4 4.6	0 0.0	0 0.0	139 5.2
I. 17 YEARS BUT LESS THAN 18	2 .5	106 11.0	45 6.8	13 2.6	1 1.1	0 0.0	0 0.0	167 6.2
J. 18 YEARS BUT LESS THAN 19	5 1.2	165 17.2	41 6.2	9 1.8	2 2.3	0 0.0	1 9.1	223 8.3
K. 19 YEARS BUT LESS THAN 20	8 1.9	142 14.8	24 3.6	12 2.4	1 1.1	0 0.0	0 0.0	187 7.0
L. 20 YEARS BUT LESS THAN 21	12 2.8	147 15.3	6 .9	9 1.8	0 0.0	0 0.0	0 0.0	174 6.5
M. 21 YEARS BUT LESS THAN 22	43 10.0	86 8.9	10 1.5	6 1.2	0 0.0	0 0.0	0 0.0	145 5.4
N. 22 YEARS BUT LESS THAN 23	68 15.9	65 6.8	16 2.4	6 1.2	0 0.0	0 0.0	1 9.1	156 5.8
O. 23 YEARS BUT LESS THAN 24	50 11.7	30 3.1	3 .5	0 0.0	0 0.0	0 0.0	0 0.0	83 3.1
P. 24 YEARS BUT LESS THAN 25	55 12.9	29 3.0	5 .8	1 .2	0 0.0	0 0.0	0 0.0	90 3.4
Q. 25 YEARS BUT LESS THAN 26	61 14.3	27 2.8	8 1.2	2 .4	1 1.1	0 0.0	1 9.1	100 3.7
R. 26 YEARS BUT LESS THAN 27	36 8.4	21 2.2	0 0.0	1 .2	0 0.0	0 0.0	1 9.1	59 2.2
S. 27 YEARS BUT LESS THAN 28	23 5.4	13 1.4	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	36 1.3
T. 28 YEARS BUT LESS THAN 29	20 4.7	16 1.7	1 .2	0 0.0	0 0.0	0 0.0	0 0.0	37 1.4
U. 29 YEARS BUT LESS THAN 30	14 3.3	13 1.4	1 .2	0 0.0	0 0.0	0 0.0	0 0.0	28 1.0
V. 30 YEARS OR MORE	23 5.4	4 .4	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	27 1.0
COLUMN TOTALS	428	962	663	502	87	31	11	2684

11 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

UNITED STATES AIR FORCE [illegible]UALITY OF AIR FORCE LIFE COMMANDERS SURVEY
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5. HOW OLD WERE YOU ON YOUR LAST BIRTHDAY?

	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. LESS THAN 25 YEARS	2	0	1	2	4	9	9	27
	.5	0.0	.2	.4	4.6	29.0	75.0	1.0
B. 25-26	4	0	0	20	24	6	0	54
	.9	0.0	0.0	4.0	27.6	19.4	0.0	2.0
C. 27-28	0	0	1	61	13	5	0	80
	0.0	0.0	.2	12.2	14.9	16.1	0.0	3.0
D. 29-30	0	0	1	96	15	5	0	117
	0.0	0.0	.2	19.2	17.2	16.1	0.0	4.4
E. 31-32	0	0	4	116	8	3	0	131
	0.0	0.0	.6	23.2	9.2	9.7	0.0	4.9
F. 33-34	0	3	87	109	15	3	0	217
	0.0	.3	13.1	21.8	17.2	9.7	0.0	8.1
G. 35-36	0	11	197	42	5	0	0	255
	0.0	1.2	29.7	8.4	5.7	0.0	0.0	9.5
H. 37-38	1	65	165	27	2	0	0	260
	.2	6.8	24.8	5.4	2.3	0.0	0.0	9.7
I. 39-40	2	206	103	20	1	0	0	332
	.5	21.5	15.5	4.0	1.1	0.0	0.0	12.4
J. 41-42	35	294	56	5	0	0	1	391
	8.2	30.6	8.4	1.0	0.0	0.0	8.3	14.6
K. 43-44	101	205	27	3	0	0	0	336
	23.7	21.4	4.1	.6	0.0	0.0	0.0	12.5
L. 45-46	114	95	18	0	0	0	2	229
	26.7	9.9	2.7	0.0	0.0	0.0	16.7	8.6
M. 47-48	89	39	3	0	0	0	0	130
	20.8	4.0	.5	0.0	0.0	0.0	0.0	4.9
N. 49-50	28	15	1	0	0	0	0	44
	6.6	1.6	.2	0.0	0.0	0.0	0.0	1.6
O. 51-52	26	11	0	0	0	0	0	37
	6.1	1.2	0.0	0.0	0.0	0.0	0.0	1.4
P. 53-54	17	7	0	0	0	0	0	24
	4.0	.7	0.0	0.0	0.0	0.0	0.0	.9
Q. 55-56	7	2	0	0	0	0	0	9
	1.6	.2	0.0	0.0	0.0	0.0	0.0	.3
R. OVER 56 YEARS	1	4	0	0	0	0	0	5
	.2	.4	0.0	0.0	0.0	0.0	0.0	.2
COLUMN TOTALS	427	956	664	501	97	31	12	2678

17 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

UNITED STATES AIR FORCE QUALITY OF AIR FORCE LIFE COMMANDERS SURVEY
USAF SCN77-11
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6. WHAT IS YOUR PRIMARY AERONAUTICAL RATING?

	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. PILOT	286	503	119	136	3	0	0	1047
	67.0	52.4	18.0	27.1	3.4	0.0	0.0	39.1
B. NAVIGATOR	57	150	52	15	2	0	1	337
	13.3	15.6	12.4	3.0	2.3	0.0	14.3	12.6
C. FLIGHT SURGEON	6	7	0	2	0	0	0	15
	1.4	.7	0.0	.4	0.0	0.0	0.0	.6
D. OTHER TYPE OF AERONAUTICAL RATING	3	5	3	0	1	2	3	18
	.7	.6	.5	0.0	1.1	6.5	42.9	.7
E. NONRATED	75	264	458	348	81	29	3	1258
	17.6	27.5	69.2	69.5	93.1	93.5	42.9	47.0
COLUMN TOTALS	427	960	662	501	87	31	7	2675

20 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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7. WHAT TYPE OF ORGANIZATION DO YOU COMMAND?

	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. WING	39	1	0	3	3	1	9	56
	9.1	.1	0.0	.6	3.4	3.2	75.0	2.1
B. BASE	85	46	3	1	0	0	0	135
	19.8	4.8	.5	.2	0.0	0.0	0.0	5.0
C. STATION	4	6	17	2	0	0	0	29
	.9	.6	2.6	.4	0.0	0.0	0.0	1.1
D. SQUADRON	111	669	378	130	19	17	0	1324
	25.9	69.8	57.0	25.9	21.8	54.8	0.0	49.4
E. HQ SQ SECTION	0	26	77	171	33	10	0	317
	0.0	2.7	11.6	34.1	37.9	32.3	0.0	11.8
F. DETACHMENT	73	173	162	172	24	0	3	607
	17.0	18.1	24.4	34.3	27.6	0.0	25.0	22.6
G. GROUP	56	15	1	0	0	0	0	72
	13.1	1.6	.2	0.0	0.0	0.0	0.0	2.7
H. LABORATORY	1	0	0	0	0	0	0	1
	.2	0.0	0.0	0.0	0.0	0.0	0.0	.0
I. DEPOT	1	1	0	1	0	0	0	3
	.2	.1	0.0	.2	0.0	0.0	0.0	.1
J. SCHOOL	12	2	3	1	0	0	0	18
	2.8	.2	.5	.2	0.0	0.0	0.0	.7
K. CENTER	9	2	0	0	0	0	0	11
	2.1	.2	0.0	0.0	0.0	0.0	0.0	.4
L. SERVICE	4	1	1	1	1	0	0	8
	.9	.1	.2	.2	1.1	0.0	0.0	.3
M. REGION	8	1	0	0	0	0	0	9
	1.9	.1	0.0	0.0	0.0	0.0	0.0	.3
N. AREA	7	0	0	0	0	0	0	7
	1.6	0.0	0.0	0.0	0.0	0.0	0.0	.3
O. ACADEMY	1	3	0	1	0	0	0	5
	.2	.3	0.0	.2	0.0	0.0	0.0	.2
P. BAND	0	1	3	4	2	0	0	10
	0.0	.1	.5	.8	2.3	0.0	0.0	.4
Q. OTHER	18	11	18	14	5	3	0	69
	4.2	1.1	2.7	2.8	5.7	9.7	0.0	2.6
COLUMN TOTALS	429	958	663	501	87	31	12	2681

14 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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8. WHAT IS THE MISSION OF YOUR ORGANIZATION?

	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. FLYING OPERATION	39	230	27	12	2	0	0	310
	9.2	24.1	4.1	2.4	2.3	0.0	0.0	11.6
B. MAINTENANCE	6	167	106	35	13	1	0	328
	1.4	17.5	16.1	7.0	15.1	3.2	0.0	12.3
C. SUPPLY	18	41	33	28	7	0	1	128
	4.2	4.3	5.0	5.6	8.1	0.0	9.1	4.8
D. COMMUNICATIONS	10	30	64	61	10	0	1	176
	2.4	3.1	9.7	12.3	11.6	0.0	9.1	6.6
E. TRAINING/EDUCATION	87	97	61	75	5	1	7	333
	20.5	10.2	9.2	15.1	5.8	3.2	63.6	12.5
F. TRANSPORTATION	9	37	35	9	0	0	0	90
	2.1	3.9	5.3	1.8	0.0	0.0	0.0	3.4
G. WEATHER	16	34	50	16	1	0	0	127
	3.8	3.6	9.1	3.2	1.2	0.0	0.0	4.8
H. SECURITY POLICE	5	23	58	11	2	0	0	99
	1.2	2.4	8.8	2.2	2.3	0.0	0.0	3.7
I. CIVIL ENGINEERS	33	46	12	23	5	2	0	121
	7.8	4.8	1.8	4.6	5.8	6.5	0.0	4.5
J. SERVICES	6	9	11	3	2	0	0	31
	1.4	.9	1.7	.6	2.3	0.0	0.0	1.2
K. RESEARCH	5	5	2	3	1	0	0	16
	1.2	.5	.3	.6	1.2	0.0	0.0	.6
L. MEDICAL	7	8	10	23	14	25	0	87
	1.7	.8	1.5	4.6	16.3	80.6	0.0	3.3
M. AIR BASE GROUP	90	60	25	44	5	1	0	225
	21.2	6.3	3.8	8.9	5.8	3.2	0.0	8.4
N. OTHER	93	157	156	154	19	1	2	592
	21.9	17.6	23.6	31.0	22.1	3.2	18.2	22.2
COLUMN TOTALS	424	954	660	497	86	31	11	2663

32 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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9. HOW LONG HAVE YOU BEEN COMMANDER OF YOUR PRESENT ORGANIZATION?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. LESS THAN 6 MONTHS	90	280	155	189	19	11	7	591
	21.1	28.9	23.4	21.8	22.1	35.5	58.3	22.1
B. 6 - 12 MONTHS	80	265	160	119	28	12	4	658
	18.7	27.7	24.2	23.8	32.6	38.7	33.3	25.0
C. 13 - 18 MONTHS	132	246	160	123	18	5	1	685
	30.9	25.7	24.2	24.6	20.9	16.1	8.3	25.6
D. 19 - 24 MONTHS	38	100	72	49	6	3	0	268
	8.9	10.4	10.9	9.8	7.0	9.7	0.0	10.0
E. 25 - 30 MONTHS	55	75	61	51	7	0	0	249
	12.9	7.8	9.2	10.2	8.1	0.0	0.0	9.3
F. 31 - 36 MONTHS	13	30	26	20	4	0	0	93
	3.0	3.1	3.9	4.0	4.7	0.0	0.0	3.5
G. 37 - 42 MONTHS	10	27	17	15	2	0	0	71
	2.3	2.8	2.6	3.0	2.3	0.0	0.0	2.7
H. 43 - 48 MONTHS	5	6	4	6	2	0	0	23
	1.2	.6	.6	1.2	2.3	0.0	0.0	.9
I. OVER 48 MONTHS	4	8	7	9	0	0	0	28
	.9	.8	1.1	1.8	0.0	0.0	0.0	1.0
COLUMN TOTALS	427	957	662	501	96	31	12	2676

19 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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10. HOW MANY MILITARY AND CIVILIAN PERSONNEL ARE ASSIGNED TO YOUR ORGANIZATION?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. LESS THAN 100	89	344	216	204	29	1	7	890
	20.7	35.9	32.5	40.6	33.7	3.2	58.3	33.2
B. 100 - 199	38	169	117	51	11	12	0	398
	8.9	17.6	17.6	10.2	12.8	38.7	0.0	14.8
C. 200 - 299	27	145	116	43	12	8	0	351
	6.3	15.1	17.5	8.6	14.0	25.8	0.0	13.1
D. 300 - 399	31	110	84	72	10	7	5	319
	7.2	11.5	12.7	14.3	11.6	22.6	41.7	11.9
E. 400 - 499	28	64	51	45	7	3	0	198
	6.5	6.7	7.7	9.0	8.1	9.7	0.0	7.4
F. 500 - 749	44	69	46	63	12	0	0	234
	10.3	7.2	6.9	12.5	14.0	0.0	0.0	8.7
G. 750 - 1000	34	24	24	13	4	0	0	99
	7.9	2.5	3.6	2.6	4.7	0.0	0.0	3.7
H. OVER 1000	138	34	10	11	1	0	0	194
	32.2	3.5	1.5	2.2	1.2	0.0	0.0	7.2
COLUMN TOTALS	429	959	664	502	86	31	12	2683

12 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

11. HAVE YOU PREVIOUSLY HELD A COMMAND POSITION PRIOR TO YOUR CURRENT ASSIGNMENT?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. NO	108	534	415	309	70	29	3	1468
	25.2	55.6	62.5	61.7	80.5	93.5	25.0	54.7
B. YES, AN OPERATIONAL COMMANDER	130	109	33	21	5	1	7	306
	30.4	11.3	5.0	4.2	5.7	3.2	58.3	11.4
C. YES, A SUPPORT AREA	107	253	187	153	12	0	1	713
	25.0	26.3	28.2	30.5	13.8	0.0	8.3	26.6
D. YES, IN BOTH OPERATIONS AND SUPPORT AREA	75	39	12	6	0	0	0	132
	17.5	4.1	1.8	1.2	0.0	0.0	0.0	4.9
E. OTHER	8	26	17	12	0	1	1	65
	1.9	2.7	2.6	2.4	0.0	3.2	8.3	2.4
COLUMN TOTALS	428	961	664	501	87	31	12	2684

11 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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12. THE LOCATION OF MY BASE IS	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. CONUS	357 83.6	757 78.8	492 74.2	352 70.5	59 69.4	30 100.0	3 100.0	2050 76.8
B. OVERSEAS	70 16.4	204 21.2	171 25.8	147 29.5	26 30.6	0 0.0	0 0.0	618 23.2
COLUMN TOTALS	427	961	663	499	85	30	3	2668

27 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

13. WHICH ONE OF THE FOLLOWING DO YOU CONSIDER YOURSELF?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. BLACK AMERICAN	5 1.2	14 1.5	20 3.0	20 4.0	10 11.5	2 6.5	3 25.0	74 2.8
B. SPANISH OR MEXICAN AMERICAN	7 1.6	5 .5	5 .8	7 1.4	0 0.0	0 0.0	3 25.0	27 1.0
C. AMERICAN INDIAN	0 0.0	4 .4	0 0.0	2 .4	0 0.0	2 6.5	3 25.0	11 .4
D. ORIENTAL AMERICAN	2 .5	8 .8	4 .6	6 1.2	0 0.0	0 0.0	0 0.0	20 .7
E. WHITE AMERICAN (OTHER THAN SPANISH OR MEXICAN AMERICAN)	413 96.3	919 95.8	625 94.3	452 90.8	74 85.1	27 87.1	3 25.0	2513 93.7
F. OTHER	2 .5	9 .9	9 1.4	15 3.0	3 3.4	0 0.0	0 0.0	38 1.4
COLUMN TOTALS	429	959	663	502	87	31	12	2683

19 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

14. HAS YOUR PRESENT ORGANIZATION EXPERIENCED A MANNING REDUCTION SINCE YOU TOOK COMMAND?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. NO	164 38.2	523 54.5	381 57.5	284 56.9	58 57.4	12 38.7	2 16.7	1424 53.1
B. YES, AND IT HAS CAUSED SIGNIFICANT PROBLEMS IN GETTING MY JOB DONE	87 20.3	158 16.5	105 15.8	59 11.8	9 10.5	11 35.5	8 66.7	437 16.3
C. YES, BUT IT HAS CAUSED FEW PROBLEMS IN GETTING MY JOB DONE	155 36.1	247 25.7	151 22.8	129 25.9	17 19.8	8 25.8	2 16.7	709 26.5
D. YES, AND IT HAS HAD A POSITIVE IMPACT ON GETTING MY JOB DONE	23 5.4	32 3.3	26 3.9	27 5.4	2 2.3	0 0.0	0 0.0	110 4.1
COLUMN TOTALS	429	960	663	499	86	31	12	2680

15 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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15. HAVE YOU EXPERIENCED AN INCREASE IN ADMINISTRATIVE PROCEDURES AND REPORTS REQD OF THE COMMANDER SINCE YOU TOOK COMMAND?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. NO, THEY HAVE BEEN DECREASING	18	15	18	15	0	0	1	67
	4.2	1.6	2.7	3.0	0.0	0.0	8.3	2.5
B. NO, THEY ARE ABOUT THE SAME AS BEFORE	200	393	274	193	39	11	6	1122
	46.7	41.6	41.5	38.5	45.3	35.5	50.0	41.9
C. YES, AND IT HAS CAUSED SIGNIFICANT PROBLEMS IN GETTING MY JOB DONE	78	205	154	100	20	6	3	566
	18.2	21.4	23.3	20.1	23.3	19.4	25.0	21.2
D. YES, BUT IT HAS CAUSED FEW PROBLEMS IN GETTING MY JOB DONE	116	290	184	167	24	12	2	795
	27.1	30.2	27.8	33.5	27.9	38.7	16.7	29.7
E. YES, AND IT HAS HAD A POSITIVE IMPACT ON GETTING MY JOB DONE	16	51	31	23	3	2	0	126
	3.7	5.3	4.7	4.6	3.5	6.5	0.0	4.7
COLUMN TOTALS	428	960	661	498	86	31	12	2676

19 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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16. WHAT PERCENT OF YOUR DUTY TIME IS SPENT ON COMMANDER'S DUTIES AS COMPARED TO STAFF FUNCTIONAL DUTIES?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. 100%	24	33	28	24	3	1	4	117
	5.6	7.4	4.2	4.8	3.5	3.3	33.3	4.4
B. 90%	32	87	65	53	10	6	1	254
	7.5	9.1	9.8	10.6	11.6	20.0	8.3	9.5
C. 80%	47	126	96	65	13	5	3	355
	11.0	13.2	14.5	13.0	15.1	16.7	25.0	13.3
D. 70%	58	130	112	81	18	4	0	403
	13.6	13.6	17.0	16.2	20.9	13.3	0.0	15.1
E. 60%	41	110	87	54	7	5	0	304
	9.6	11.5	13.2	10.8	8.1	16.7	0.0	11.4
F. 50%	72	172	99	83	13	1	3	443
	16.8	18.0	15.0	16.6	15.1	3.3	25.0	16.6
G. 40%	40	86	64	39	5	1	0	235
	9.3	9.0	9.7	7.8	5.8	3.3	0.0	8.8
H. 30%	47	111	54	39	6	4	0	261
	11.0	11.6	8.2	7.8	7.0	13.3	0.0	9.8
I. 20%	43	57	32	34	5	1	0	172
	10.0	5.0	4.8	6.8	5.8	3.3	0.0	6.4
J. 10%	17	33	16	21	4	1	0	92
	4.0	3.4	2.4	4.2	4.7	3.3	0.0	3.4
K. 5%	3	5	5	6	1	0	1	21
	.7	.5	.8	1.2	1.2	0.0	8.3	.8
L. LESS THAN 5%	4	7	2	2	1	1	0	17
	.9	.7	.3	.4	1.2	3.3	0.0	.6
COLUMN TOTALS	428	957	660	501	86	30	12	2674

21 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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17. FORMAL COMMANDER'S TRAINING COURSES OF INSTRUCTION SHOULD BE PREREQUISITES FOR ASSIGNMENT AS COMMANDER	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STRONGLY DISAGREE	25	47	28	38	4	2	0	136
	5.8	4.9	4.2	6.0	4.7	6.5	0.0	5.1
B. DISAGREE	84	158	71	43	15	2	3	376
	19.6	16.5	10.7	8.6	17.4	6.5	25.0	14.0
C. UNDECIDED	40	54	35	35	8	1	4	177
	9.3	5.6	5.3	7.0	9.3	3.2	33.3	6.6
D. AGREE	183	449	291	222	36	12	2	1195
	42.7	46.8	43.8	44.4	41.9	38.7	16.7	44.6
E. STRONGLY AGREE	97	252	239	170	23	14	3	798
	22.6	26.3	36.0	34.0	26.7	45.2	25.0	29.8
COLUMN TOTALS	429	960	664	508	86	31	12	2682

13 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

18. THE HEADQUARTERS SQUADRON SECTION COMMANDER HAS SUFFICIENT AUTHORITY TO CARRY OUT HIS/HER RESPONSIBILITIES	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STRONGLY AGREE	33	18	26	37	7	0	0	121
	7.8	1.9	3.9	7.4	8.2	0.0	0.0	4.5
B. AGREE	198	339	184	171	23	12	6	933
	46.6	35.3	27.8	34.2	27.1	40.0	75.0	34.9
C. NO OPINION	115	408	316	164	23	10	1	1037
	27.1	42.5	47.7	32.8	27.1	33.3	12.5	38.8
D. DISAGREE	67	158	105	90	23	3	1	450
	15.8	16.4	15.8	18.0	27.1	10.0	12.5	16.8
E. STRONGLY DISAGREE	12	38	32	38	9	2	0	131
	2.8	4.0	4.8	7.6	10.6	6.7	0.0	4.9
COLUMN TOTALS	425	961	663	500	85	30	8	2672

23 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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19. UNDER CURRENT PROCEDURES, THE HEADQUARTERS SQUADRON SECTION IS RESPONSIVE TO NEEDS OF INDIV. IN THE ORG.	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STRONGLY AGREE	22	24	34	60	15	2	1	158
	5.2	2.5	5.1	12.0	17.2	6.5	8.3	5.9
B. AGREE	206	308	179	190	36	14	6	939
	48.2	32.0	27.0	38.0	41.4	45.2	50.0	35.0
C. NO OPINION	119	415	323	178	23	11	2	1071
	27.9	43.2	48.8	35.6	26.4	35.5	16.7	40.0
D. DISAGREE	59	193	112	62	10	3	3	452
	16.2	20.1	16.9	12.4	11.5	9.7	25.0	16.9
E. STRONGLY DISAGREE	11	21	14	10	3	1	0	60
	2.6	2.2	2.1	2.0	3.4	3.2	0.0	2.2
COLUMN TOTALS	427	961	662	500	87	31	12	2680

15 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

20. WHAT DO YOU BELIEVE IS THE MAXIMUM EFFECTIVE/ MANAGEABLE SIZE OF A SQUADRON?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. LESS THAN 250	120	414	225	181	42	16	1	999
	28.3	43.3	34.2	36.3	48.3	51.6	8.3	37.5
B. 251 - 350	148	284	251	173	25	7	6	894
	34.9	29.7	38.1	34.7	28.7	22.6	50.0	33.5
C. 351 - 450	78	151	108	85	12	6	3	443
	18.4	15.8	16.4	17.1	13.8	19.4	25.0	16.6
D. 451 - 550	51	71	52	47	6	2	2	230
	12.0	7.3	7.9	9.4	6.9	6.5	16.7	8.6
E. MORE THAN 550	27	37	22	12	2	0	0	100
	6.4	3.9	3.3	2.4	2.3	0.0	0.0	3.8
COLUMN TOTALS	424	955	658	498	87	31	12	2656

29 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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21. DO YOU HAVE A FULL-TIME SENIOR ENLISTED ADVISOR ON YOUR STAFF?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. NO, I DON'T NEED ONE	213	590	494	356	50	16	3	1722
	49.7	61.9	74.6	71.6	58.1	51.6	30.0	64.4
B. NO, BUT I NEED ONE	74	207	97	58	13	9	4	462
	17.2	21.6	14.7	11.7	15.1	29.0	40.0	17.3
C. YES, BUT I DON'T NEED ONE	4	5	2	11	4	2	3	31
	.9	.5	.3	2.2	4.7	6.5	30.0	1.2
D. YES, AND I NEED ONE	138	157	69	72	19	4	0	459
	32.2	16.4	10.4	14.5	22.1	12.9	0.0	17.2
COLUMN TOTALS	429	959	662	497	86	31	10	2674

21 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

22. RECENT CHANGES IN AF PERSONNEL PROGRAMS HAVE BEEN AIMED AT ENHANCING NCO PRESTIGE. WILL THESE EFFORTS SUCCEED?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. DEFINITELY YES	43	79	56	49	8	3	3	241
	10.1	8.2	8.4	9.8	9.3	9.7	37.5	9.0
B. PROBABLY YES	200	422	290	211	38	12	1	1174
	47.1	43.9	43.7	42.1	44.2	38.7	12.5	43.9
C. UNDECIDED	83	189	121	87	12	6	1	499
	19.5	19.7	18.2	17.4	14.0	19.4	12.5	18.6
D. PROBABLY NO	87	229	169	131	23	7	2	648
	20.5	23.9	25.5	26.1	26.7	22.6	25.0	24.2
E. DEFINITELY NO	12	42	28	23	5	3	1	114
	2.8	4.4	4.2	4.6	5.8	9.7	12.5	4.3
COLUMN TOTALS	425	961	664	501	86	31	8	2676

19 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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23. COMMISSIONED OFFICER PRESTIGE HAS DECLINED OVER THE PAST SEVERAL YEARS	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STRONGLY DISAGREE	7	25	34	23	3	1	3	96
	1.6	2.6	5.1	4.6	3.4	3.2	27.3	3.6
B. DISAGREE	107	264	168	127	21	6	2	695
	24.9	27.5	25.3	25.3	24.1	19.4	18.2	25.9
C. UNDECIDED	11	40	26	30	5	7	1	120
	2.6	4.2	3.9	6.0	5.7	22.6	9.1	4.5
D. AGREE	214	464	327	245	44	15	4	1313
	49.9	48.3	49.2	48.8	50.6	45.4	36.4	48.9
E. STRONGLY AGREE	90	168	109	77	14	2	1	461
	21.0	17.5	16.4	15.3	16.1	6.5	9.1	17.2
COLUMN TOTALS	429	961	664	502	87	31	11	2685

18 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

24. HOW DOES THE QUALITY OF AIRMEN ENTERING THE AF TODAY COMPARE WITH THAT OF THE AIRMEN WHO ENTERED IN PREVIOUS YEARS?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. DECREASED	42	105	77	69	15	7	3	318
	9.8	10.9	11.6	13.9	17.4	22.6	33.3	11.9
B. REMAINED ABOUT THE SAME	68	231	132	105	13	4	1	554
	15.9	24.0	19.9	21.1	15.1	12.9	11.1	20.7
C. INCREASED	288	585	436	287	46	11	2	1655
	67.3	60.9	65.7	57.6	53.5	35.5	22.2	61.8
D. DON'T KNOW	30	40	19	37	12	9	3	150
	7.0	4.2	2.9	7.4	14.0	29.0	33.3	5.6
COLUMN TOTALS	428	961	664	498	86	31	9	2677

18 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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25. ARE YOU SATISFIED WITH THE WEIGHTED AIRMAN PROMOTION PROGRAM WHICH PROMOTES AIRMEN TO GRADES E-5,E-6,AND E-7?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. VERY SATISFIED	115	285	235	167	23	10	10	850
	26.9	29.7	35.4	33.3	32.2	32.3	90.9	31.7
B. SOMEWHAT SATISFIED	208	470	302	240	34	13	0	1267
	48.6	48.9	45.5	47.9	39.1	41.9	0.0	47.2
C. UNDECIDED	25	45	19	20	7	5	1	122
	5.8	4.7	2.9	4.0	8.0	16.1	9.1	4.5
D. SOMEWHAT DISSATISFIED	70	137	92	62	13	2	0	376
	16.4	14.3	13.9	12.4	14.9	6.5	0.0	14.0
E. VERY DISSATISFIED	10	24	16	13	5	1	0	69
	2.3	2.5	2.4	2.6	5.7	3.2	0.0	2.6
COLUMN TOTALS	428	961	664	502	87	31	11	2684

11 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

26. DO CURRENT AF PROMO. POLICIES PROVIDE YOU LATITUDE NEEDED TO CARRY OUT YOUR QUALITY CONTROL RESP. IN AIRMAN PROMO. PROGS?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. ALL OF THEM DO	27	75	69	55	6	3	3	238
	6.4	7.8	10.4	11.0	6.9	10.0	25.0	8.9
B. MOST OF THEM DO	266	585	425	325	57	20	5	1684
	62.7	61.2	64.0	65.1	65.5	66.7	41.7	63.0
C. SOME OF THEM DO	91	197	133	88	18	5	3	535
	21.5	20.6	20.0	17.6	20.7	16.7	25.0	20.0
D. FEW OF THEM DO	35	84	35	27	5	2	1	199
	8.3	8.8	5.3	5.4	5.7	6.7	8.3	7.4
E. NONE OF THEM DO	5	6	2	4	1	0	0	18
	1.2	.6	.3	.8	1.1	0.0	0.0	.7
COLUMN TOTALS	424	958	664	499	87	30	12	2674

21 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

UNITED STATES AIR FORCE QUALITY OF AIR FORCE LIFE COMMANDERS SURVEY
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27. HOW DO YOU RATE THE SYSTEM WHICH ALLOWS AIRMEN TO COMPETE FOR EARLY PROMOTION TO E-4?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. VERY FAVORABLY	181	435	325	218	37	12	1	1209
	42.6	45.3	49.0	43.5	42.5	38.7	8.3	45.1
B. FAVORABLY	172	373	235	188	31	14	4	1017
	40.5	38.9	35.4	37.5	35.6	45.2	33.3	38.0
C. UNDECIDED	44	67	35	51	7	2	5	211
	10.4	7.0	5.3	10.2	8.0	6.5	41.7	7.9
D. UNFAVORABLY	19	57	56	27	7	3	0	169
	4.5	5.9	8.4	5.4	8.0	9.7	0.0	6.3
E. VERY UNFAVORABLY	3	23	9	11	5	0	2	53
	.7	2.4	1.4	2.2	5.7	0.0	16.7	2.0
F. NEVER HEARD OF IT	6	5	3	6	0	0	0	20
	1.4	.5	.5	1.2	0.0	0.0	0.0	.7
COLUMN TOTALS	425	960	663	501	87	31	12	2679

16 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

28. LEADERSHIP/SUPERVISION: WHAT DEGREE OF IMPORTANCE DO YOU ATTACH TO THE ABOVE?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. LOW IMPORTANCE	4	3	2	5	2	0	5	21
	.9	.3	.3	1.0	2.3	0.0	41.7	.8
B.	2	2	3	0	0	1	2	10
	.5	.2	.5	0.0	0.0	3.2	16.7	.4
C.	7	7	6	6	3	0	1	32
	1.6	.7	1.2	1.2	3.4	0.0	8.3	1.2
D. MEDIUM IMPORTANCE	13	32	17	14	2	0	1	79
	3.0	3.3	2.6	2.8	2.3	0.0	8.3	2.9
E.	28	46	35	23	5	3	1	141
	6.5	4.8	5.3	4.6	5.7	9.7	8.3	5.3
F.	84	197	134	97	20	3	0	535
	19.6	20.5	20.2	19.4	23.0	9.7	0.0	19.9
G. HIGH IMPORTANCE	298	672	465	356	55	24	2	1864
	57.8	70.1	70.0	71.1	63.2	77.4	16.7	69.5
COLUMN TOTALS	428	959	664	501	87	31	12	2682

13 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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29. LEADERSHIP/SUPERVISION: TO WHAT DEGREE ARE YOU SATISFIED WITH THE ABOVE?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. HIGHLY DISSATISFIED	9	23	17	16	5	0	3	73
	2.1	2.4	2.6	3.2	5.7	0.0	25.0	2.7
B.	15	65	36	38	2	2	3	161
	3.5	6.8	5.4	7.6	2.3	6.7	25.0	6.0
C.	24	59	46	42	9	2	3	185
	5.6	6.2	6.9	8.4	10.3	6.7	25.0	6.9
D. NEUTRAL	41	61	46	35	7	3	0	193
	9.6	6.4	6.9	7.0	8.0	10.0	0.0	7.2
E.	101	204	146	127	27	8	0	613
	23.6	21.3	22.0	25.3	31.0	26.7	0.0	22.9
F.	136	333	235	146	21	6	2	879
	31.8	34.7	35.4	29.1	24.1	20.0	16.7	32.8
G. HIGHLY SATISFIED	102	214	137	97	16	9	1	576
	23.8	22.3	20.7	19.4	18.4	30.0	8.3	21.5
COLUMN TOTALS	428	959	663	501	87	30	12	2680

15 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

30. WHAT IS YOUR OPINION OF THE QUALITY OF LEADERSHIP IN THE AIR FORCE?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. EXCELLENT	82	106	65	26	10	2	9	300
	19.1	11.1	9.8	5.2	11.5	6.5	75.0	11.2
B. ABOVE AVERAGE	248	540	325	247	39	16	2	1417
	57.8	55.3	48.9	49.2	44.8	51.6	16.7	52.8
C. AVERAGE	69	216	213	168	27	10	0	703
	16.1	22.5	32.1	33.5	31.0	32.3	0.0	26.2
D. BELOW AVERAGE	26	73	49	48	9	3	1	214
	6.1	9.2	7.4	9.6	9.2	9.7	8.3	8.0
E. POOR	4	19	12	13	3	0	0	51
	.9	2.0	1.8	2.6	3.4	0.0	0.0	1.9
COLUMN TOTALS	429	350	664	502	87	31	12	2685

10 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

UNITED STATES AIR FORCE QUALITY OF AIR FORCE LIFE COMMANDERS SURVEY
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31. WHAT IS YOUR OPINION OF THE LEADERSHIP ABILITY OF YOUR IMMEDIATE SUPERVISOR?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. EXCELLENT	168	293	246	167	33	11	5	923
	39.2	30.5	37.0	33.4	37.9	35.5	+1.7	34.4
B. ABOVE AVERAGE	121	344	222	148	27	15	2	879
	28.2	35.8	33.4	29.6	31.0	48.4	16.7	32.8
C. AVERAGE	87	207	128	116	17	3	3	561
	20.3	21.6	19.3	23.2	19.5	9.7	25.0	20.9
D. BELOW AVERAGE	39	80	45	54	8	2	2	230
	9.1	8.3	6.8	10.7	9.2	6.5	16.7	8.6
E. POOR	14	36	23	15	2	0	0	90
	3.3	3.8	3.5	3.0	2.3	0.0	0.0	3.4
COLUMN TOTALS	429	960	664	500	87	31	12	2683

12 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

32. HOW OFTEN DO YOU AND YOUR SUPERVISOR GET TOGETHER TO SET YOUR PERSONAL PERFORMANCE OBJECTIVES?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. NEVER	96	204	145	127	18	4	3	597
	22.4	21.2	21.9	25.3	20.7	12.9	25.0	22.3
B. SELDOM	146	286	236	197	34	9	3	911
	34.0	29.8	35.6	39.3	39.1	29.0	25.0	34.0
C. SOMETIMES	89	202	149	94	15	4	4	557
	20.7	21.0	22.5	18.8	17.2	12.9	33.3	20.8
D. FREQUENTLY	73	219	116	70	15	10	2	505
	17.0	22.8	17.5	14.0	17.2	32.3	16.7	18.8
E. VERY FREQUENTLY	25	50	16	13	5	4	0	113
	5.8	5.2	2.4	2.6	5.7	12.9	0.0	4.2
COLUMN TOTALS	429	961	662	501	87	31	12	2683

12 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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33. HOW OFTEN ARE YOU GIVEN FEEDBACK FROM YOUR SUPERVISOR ABOUT YOUR JOB PERFORMANCE?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. NEVER	41	77	61	44	6	2	3	234
	9.6	8.0	9.2	8.8	6.9	6.5	25.0	8.7
B. SELDOM	132	274	208	194	31	11	2	852
	30.8	28.5	31.4	38.6	35.6	35.5	16.7	31.7
C. SOMETIMES	128	263	187	130	28	8	4	748
	29.8	27.4	28.2	25.9	32.2	25.8	33.3	27.9
D. FREQUENTLY	105	294	167	113	17	7	2	705
	24.5	30.6	25.2	22.5	19.5	22.6	16.7	26.3
E. VERY FREQUENTLY	23	53	40	21	5	3	1	146
	5.4	5.5	6.0	4.2	5.7	9.7	8.3	5.4
COLUMN TOTALS	429	961	663	502	87	31	12	2695

10 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

34. THE AIR FORCE DOES A GOOD JOB OF KEEPING ME INFORMED ABOUT WHAT IS GOING ON	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STRONGLY DISAGREE	7	19	18	24	5	0	2	75
	1.6	2.0	2.7	4.8	5.7	0.0	16.7	2.8
B. DISAGREE	57	118	88	74	17	5	7	366
	13.3	12.3	13.3	14.8	19.5	16.1	58.3	13.6
C. UNDECIDED	33	51	40	41	3	5	0	203
	7.7	5.4	6.0	8.2	3.4	16.1	0.0	7.6
D. AGREE	298	575	466	337	55	19	2	1854
	69.5	79.2	70.5	67.3	63.2	61.3	16.7	69.1
E. STRONGLY AGREE	34	68	50	25	7	2	1	187
	7.9	7.1	7.5	5.0	8.0	6.5	8.3	7.0
COLUMN TOTALS	429	961	664	501	87	31	12	2685

10 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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35. COMMANDER'S CALL IS AN EFFECTIVE WAY FOR THE COMMANDER TO COMMUNICATE WITH HIS PEOPLE	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STRONGLY DISAGREE	28	37	41	29	10	2	1	140
	4.7	3.9	6.2	5.8	11.5	6.5	8.3	5.2
B. DISAGREE	46	112	94	77	11	9	8	357
	10.7	11.7	14.2	15.4	12.6	29.0	66.7	13.3
C. UNDECIDED	29	41	33	33	4	3	0	143
	6.8	4.3	5.0	6.6	4.6	9.7	0.0	5.3
D. AGREE	245	531	346	254	37	14	0	1427
	57.2	55.3	52.1	50.7	42.5	45.2	0.0	53.2
E. STRONGLY AGREE	88	239	150	108	25	3	3	616
	20.6	24.9	22.6	21.6	28.7	9.7	25.0	23.0
COLUMN TOTALS	428	960	664	501	87	31	12	2683

12 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

36. THE REQUIREMENT TO HOLD COMMANDER'S CALL SHOULD BE CHANGED FROM MANDATORY TO OPTIONAL	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STRONGLY DISAGREE	125	289	186	146	24	9	3	781
	29.3	30.1	28.0	29.1	27.6	25.8	25.0	29.1
B. DISAGREE	165	340	226	161	26	6	3	927
	38.6	35.4	34.0	32.1	29.9	19.4	25.0	34.5
C. UNDECIDED	14	50	29	22	8	3	2	128
	3.3	5.2	4.4	4.4	9.2	9.7	16.7	4.8
D. AGREE	93	172	134	119	19	8	4	549
	21.8	17.9	20.2	23.7	21.8	25.8	33.3	20.5
E. STRONGLY AGREE	30	110	89	54	10	6	0	299
	7.0	11.4	13.4	10.8	11.5	19.4	0.0	11.1
COLUMN TOTALS	427	961	664	502	87	31	12	2684

11 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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37. ATTENDANCE AT COMMANDER'S CALL SHOULD BE OPTIONAL

	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STRONGLY DISAGREE	216	527	343	241	47	12	5	1391
	50.3	54.9	51.7	48.2	54.7	38.7	45.5	51.9
B. DISAGREE	174	365	245	207	26	11	0	1028
	40.6	38.0	36.9	41.4	30.2	35.5	0.0	38.3
C. UNDECIDED	13	19	9	12	3	3	0	59
	3.0	2.0	1.4	2.4	3.5	9.7	0.0	2.2
D. AGREE	17	38	51	30	5	3	2	146
	4.0	4.0	7.7	6.0	5.8	9.7	18.2	5.4
E. STRONGLY AGREE	9	11	16	10	5	2	4	57
	2.1	1.1	2.4	2.0	5.8	6.5	36.4	2.1
COLUMN TOTALS	429	960	664	500	86	31	11	2681

14 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

38. HOW OFTEN SHOULD COMMANDER'S CALLS BE CONDUCTED?

	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. MONTHLY	241	512	328	246	40	11	9	1387
	56.3	53.3	49.5	49.1	46.5	35.5	75.0	51.7
B. EVERY OTHER MONTH	29	67	49	29	6	3	1	184
	6.8	7.0	7.4	5.8	7.0	9.7	8.3	6.9
C. QUARTERLY	9	39	23	20	7	2	0	100
	2.1	4.1	3.5	4.0	8.1	6.5	0.0	3.7
D. AS DETERMINED BY EACH COMMANDER	149	343	253	206	33	15	2	1011
	34.8	35.7	39.7	41.1	38.4	48.4	16.7	37.7
COLUMN TOTALS	428	961	663	501	86	31	12	2682

13 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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39. WHICH OF THE FOLLOWING DO YOU CONSIDER TO BE THE MOST EFFECTIVE MEANS OF RECEIVEING FEEDBACK FROM YOUR MILITARY PERSONNEL?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. BASE NEWSPAPER ACTION LINE COLUMNS	12	6	2	8	3	2	9	42
	2.8	.6	.3	1.6	3.4	6.5	75.0	1.6
B. BASE COUNCILS	20	12	11	5	1	2	0	51
	4.7	1.3	1.7	1.0	1.1	6.5	0.0	1.9
C. IG COMPLAINT SYSTEM	0	3	1	2	0	0	0	6
	0.0	.3	.2	.4	0.0	0.0	0.0	.2
D. PERSONAL CONTACTS WITH MILITARY MEMBERS OTHER THAN MY STAFF	297	695	523	402	71	19	3	2011
	69.7	72.9	78.8	80.1	81.6	61.3	25.0	75.1
E. MY STAFF	97	238	127	85	12	8	0	567
	22.8	24.9	19.1	16.9	13.8	25.8	0.0	21.2
COLUMN TOTALS	426	955	664	502	87	31	12	2677

18 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

40. DO YOU GET ENOUGH FEEDBACK FROM THE MILITARY PEOPLE IN YOUR ORGANIZATION?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. NO, NOT AS MUCH AS I WOULD LIKE	142	305	208	130	32	8	3	878
	33.3	31.9	31.3	36.1	37.2	25.8	25.0	32.8
B. YES, AND IT IS OF NO USE	0	1	0	1	0	0	0	2
	0.0	.1	0.0	.2	0.0	0.0	0.0	.1
C. YES, AND IT IS OF LITTLE USE	2	0	2	2	1	0	0	7
	.5	0.0	.3	.4	1.2	0.0	0.0	.3
D. YES, AND IT IS OF SOME USE	30	48	25	38	7	4	6	158
	7.0	5.0	3.8	7.6	8.1	12.9	50.0	5.9
E. YES, AND IT IS OF GENERAL USE	109	229	157	114	17	3	0	629
	25.5	24.0	23.6	22.9	19.8	9.7	0.0	23.5
G. YES, AND IT IS OF GREAT USE	144	373	272	153	29	16	3	1000
	33.7	39.0	41.0	32.7	33.7	51.6	25.0	37.4
COLUMN TOTALS	427	955	664	498	86	31	12	2674

21 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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41. IN WHICH OF THE FOLLOWING POLICY COMMUNICATION MEDIA DO YOU HAVE THE GREATEST CONFIDENCE?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. REGULAR ADMINISTRATIVE CHANNELS	85	139	137	101	16	6	9	493
	19.9	14.5	20.7	20.2	18.8	19.4	75.0	18.4
B. COMMANDER'S CALL	124	334	235	181	28	8	1	911
	29.0	34.9	35.6	35.2	32.9	25.8	8.3	34.1
C. BULLETIN BOARD ANNOUNCEMENTS	3	16	16	13	1	1	0	50
	.7	1.7	2.4	2.6	1.2	3.2	0.0	1.9
D. BASE NEWSPAPER	19	41	27	29	4	3	0	123
	4.4	4.3	4.1	5.8	4.7	9.7	0.0	4.6
E. ORAL COMMUNICATION AT STAFF MEETINGS	196	427	246	176	36	13	2	1096
	45.9	44.6	37.2	35.2	42.4	41.9	16.7	41.0
COLUMN TOTALS	427	957	661	500	85	31	12	2673

22 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

42. IN WHICH OF THE FOLLOWING DO YOU HAVE THE LEAST CONFIDENCE?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. REGULAR ADMINISTRATIVE CHANNELS	61	165	123	74	15	9	8	456
	14.2	17.2	18.6	14.9	18.4	29.0	66.7	17.0
B. COMMANDER'S CALL	7	15	14	8	2	1	1	49
	1.6	1.7	2.1	1.5	2.3	3.2	8.3	1.8
C. BULLETIN BOARD ANNOUNCEMENTS	261	471	324	274	48	12	0	1390
	60.8	49.1	48.9	55.0	55.2	38.7	0.0	51.9
D. BASE NEWSPAPER	82	246	154	98	16	7	3	606
	19.1	25.6	23.2	19.7	18.4	22.6	25.0	22.6
E. ORAL COMMUNICATION AT STAFF MEETINGS	18	62	48	44	5	2	0	179
	4.2	6.5	7.2	8.8	5.7	6.5	0.0	6.7
COLUMN TOTALS	429	960	663	498	87	31	12	2630

15 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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43. WHAT IS YOUR OPINION OF DISCIPLINE IN TODAY'S AIR FORCE?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. TOO STRICT	3	0	4	2	1	0	1	11
	.7	0.0	.6	.4	1.1	0.0	8.3	.4
B. SOMEWHAT STRICT	3	13	11	16	4	0	2	49
	.7	1.4	1.7	3.2	4.6	0.0	16.7	1.8
C. ABOUT RIGHT	90	238	146	93	11	12	3	583
	21.0	24.8	22.0	16.6	12.6	38.7	25.0	21.7
D. SOMEWHAT LAX	199	420	319	216	39	11	2	1206
	46.4	43.6	48.1	43.2	44.8	35.5	16.7	45.0
E. TOO LAX	134	288	180	180	32	8	4	826
	31.2	30.0	27.1	36.0	36.8	25.8	33.3	30.8
F. NO OPINION	0	1	3	3	0	0	0	7
	0.0	.1	.5	.6	0.0	0.0	0.0	.3
COLUMN TOTALS	429	960	663	500	87	31	12	2682

13 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

44. NEW AIRMEN ARRIVING IN MY ORG. FROM BMT OR TECH. TNG. ARE MOTIVATED TO COMPLY WITH REQ'TS OF AF DISCIPLINE, STANDARDS	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STRONGLY DISAGREE	26	67	44	28	10	1	1	177
	6.2	7.0	6.6	5.6	11.5	3.2	10.0	6.6
B. DISAGREE	102	256	172	135	24	11	2	702
	24.3	26.8	25.9	27.0	27.6	35.5	20.0	26.3
C. UNDECIDED	77	144	88	71	8	5	6	399
	18.3	15.1	13.3	14.2	9.2	16.1	60.0	15.0
D. AGREE	192	441	317	235	39	12	1	1238
	45.7	46.2	47.8	47.2	44.8	38.7	10.0	46.5
E. STRONGLY AGREE	23	46	42	30	6	2	0	149
	5.5	4.8	6.3	6.0	6.9	6.5	0.0	5.6
COLUMN TOTALS	420	954	663	500	87	31	10	2665

30 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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45. RATE THE CONTRIBUTION OF THE FOLLOWING TO YOUR ORGANIZATION: ENLISTED ADVISORY COUNCIL	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. OF GREAT VALUE	43	72	51	34	5	2	2	209
	10.4	7.6	7.7	6.9	5.8	6.7	16.7	7.9
B. OF CONSIDERABLE VALUE	114	203	153	104	19	8	1	602
	27.6	21.5	23.2	21.1	22.1	26.7	8.3	22.8
C. OF MODERATE VALUE	148	355	228	177	30	11	3	952
	35.8	37.6	34.5	35.8	34.9	36.7	25.0	36.1
D. OF LITTLE VALUE	80	235	156	121	24	7	3	626
	19.4	24.9	23.6	24.5	27.9	23.3	25.0	23.7
E. OF NO VALUE	28	80	72	58	8	2	3	251
	6.8	8.5	10.9	11.7	9.3	6.7	25.0	9.5
COLUMN TOTALS	413	945	660	494	86	30	12	2640

55 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

46. RATE THE CONTRIBUTION OF THE FOLLOWING TO YOUR ORGANIZATION: HUMAN RELATIONS COUNCIL	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. OF GREAT VALUE	20	28	22	19	5	2	9	106
	4.8	3.0	3.4	3.8	7.1	6.5	75.0	4.0
B. OF CONSIDERABLE VALUE	60	123	89	53	8	4	0	337
	14.4	13.0	13.6	10.7	9.4	12.9	0.0	12.8
C. OF MODERATE VALUE	149	322	222	172	29	14	2	910
	35.9	34.1	33.8	34.8	34.1	45.2	16.7	34.5
D. OF LITTLE VALUE	132	336	230	162	32	8	0	900
	31.7	35.6	35.1	32.8	37.6	25.8	0.0	34.1
E. OF NO VALUE	55	135	93	88	10	3	1	385
	13.2	14.3	14.2	17.8	11.8	9.7	8.3	14.6
COLUMN TOTALS	416	944	656	494	85	31	12	2638

57 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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47. RATE THE CONTRIBUTION OF THE FOLLOWING TO YOUR ORGANIZATION: JUNIOR OFFICER COUNCIL	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. OF GREAT VALUE	26	19	10	5	5	2	5	72
	6.3	2.0	1.5	1.0	5.8	6.5	45.5	2.7
B. OF CONSIDERABLE VALUE	66	98	44	23	4	5	2	242
	15.9	10.4	6.7	4.6	4.7	16.1	18.2	9.2
C. OF MODERATE VALUE	143	271	163	106	23	6	3	715
	34.5	28.8	24.9	21.4	26.7	19.4	27.3	27.1
D. OF LITTLE VALUE	121	329	229	179	23	10	0	891
	29.2	34.9	35.0	36.1	26.7	32.3	0.0	33.8
E. OF NO VALUE	59	225	209	183	31	8	1	716
	14.2	23.9	31.9	35.9	36.0	25.8	9.1	27.2
COLUMN TOTALS	415	942	655	496	86	31	11	2636

59 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

48. RATE THE CONTRIBUTION OF THE FOLLOWING TO YOUR ORGANIZATION: DRUG AND ALCOHOL ABUSE CONTROL COMMITTEE	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. OF GREAT VALUE	15	28	29	26	6	0	0	104
	3.6	3.0	4.4	5.3	7.0	0.0	0.0	3.9
B. OF CONSIDERABLE VALUE	70	155	133	128	16	6	6	506
	16.9	16.5	20.2	24.2	18.6	19.4	50.0	19.2
C. OF MODERATE VALUE	145	363	219	147	34	16	3	927
	34.9	38.5	33.3	29.7	39.5	51.6	25.0	35.1
D. OF LITTLE VALUE	132	261	179	122	20	7	2	723
	31.8	27.7	27.2	24.6	23.3	22.6	16.7	27.4
E. OF NO VALUE	53	135	98	80	10	2	1	379
	12.8	14.3	14.9	16.2	11.6	6.5	8.3	14.4
COLUMN TOTALS	415	942	658	495	86	31	12	2639

56 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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49. RATE THE CONTRIBUTION OF THE FOLLOWING TO YOUR ORGANIZATION: NONAPPROPRIATED FUND COUNCIL	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. OF GREAT VALUE	31	25	15	11	5	0	0	87
	7.4	2.7	2.3	2.2	5.9	0.0	0.0	3.3
B. OF CONSIDERABLE VALUE	109	107	80	57	9	5	0	367
	26.1	11.3	12.2	11.6	10.6	16.7	0.0	14.0
C. OF MODERATE VALUE	144	310	185	137	25	5	1	807
	34.5	32.9	28.2	27.9	29.4	16.7	33.3	30.8
D. OF LITTLE VALUE	83	278	187	150	31	12	0	741
	19.9	29.5	28.5	30.5	36.5	40.0	0.0	28.2
E. OF NO VALUE	50	223	188	136	15	8	2	622
	12.0	23.6	28.7	27.7	17.6	26.7	66.7	23.7
COLUMN TOTALS	417	943	655	491	85	30	3	2624

71 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

50. RATE THE CONTRIBUTION OF THE FOLLOWING TO YOUR ORGANIZATION: NONAPPROPRIATED FUND ADVISORY COMMITTEES	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. OF GREAT VALUE	10	7	10	7	1	0	0	35
	2.4	.7	1.5	1.4	1.2	0.0	0.0	1.3
B. OF CONSIDERABLE VALUE	69	81	52	38	9	4	1	254
	16.7	8.7	8.0	7.7	10.6	13.3	33.3	9.7
C. OF MODERATE VALUE	146	264	170	133	21	7	0	741
	35.4	28.2	26.0	27.1	24.7	23.3	0.0	28.4
D. OF LITTLE VALUE	110	320	205	161	36	11	0	843
	26.7	34.2	31.4	32.8	42.4	36.7	0.0	32.3
E. OF NO VALUE	77	263	216	152	18	8	2	736
	18.7	28.1	33.1	31.0	21.2	26.7	66.7	28.2
COLUMN TOTALS	412	935	653	491	85	30	3	2609

86 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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51. RATE THE CONTRIBUTION OF THE FOLLOWING TO YOUR ORGANIZATION: EQUAL EMPLOYMENT OPPORTUNITY ADVISORY COMMITTEE	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. OF GREAT VALUE	15	9	9	8	0	0	0	41
	3.6	1.0	1.4	1.6	0.0	0.0	0.0	1.6
B. OF CONSIDERABLE VALUE	34	63	50	40	8	3	0	198
	8.3	6.8	7.6	8.1	9.5	10.3	0.0	7.6
C. OF MODERATE VALUE	131	241	166	142	25	9	0	714
	31.8	25.9	25.4	28.9	29.8	31.0	0.0	27.4
D. OF LITTLE VALUE	152	343	221	140	29	12	1	898
	36.9	36.9	33.8	28.5	34.5	41.4	33.3	34.5
E. OF NO VALUE	80	274	208	161	22	5	2	752
	19.4	29.5	31.8	32.8	26.2	17.2	66.7	28.9
COLUMN TOTALS	412	930	654	491	84	29	3	2603

92 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

52. WHAT PERCENT OF YOUR PERSONAL TIME IS INVOLVED IN PREPARATION AND ATTENDANCE AT THESE COUNCILS, ETC.?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. NONE	52	107	76	80	5	2	1	323
	12.4	11.2	11.5	16.1	5.9	6.7	33.3	12.2
B. LESS THAN 5%	156	445	317	213	42	10	1	1184
	37.1	46.7	47.9	42.9	49.4	33.3	33.3	44.7
C. 5% - 10%	106	233	160	128	27	14	0	668
	25.2	24.5	24.2	25.8	31.8	46.7	0.0	25.2
D. 11% - 15%	61	88	61	50	3	4	0	267
	14.5	9.2	9.2	10.1	3.5	13.3	0.0	10.1
E. 16% - 20%	29	52	33	18	4	0	1	137
	6.9	5.5	5.0	3.6	4.7	0.0	33.3	5.2
F. MORE THAN 20%	16	27	15	8	4	0	0	70
	3.8	2.8	2.3	1.6	4.7	0.0	0.0	2.6
COLUMN TOTALS	420	952	662	497	85	30	3	2649

46 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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53. SOME OF THE ABOVE COUNCILS ARE USED AS A MEANS OF DEALING WITH PROBLEMS WITHOUT GOING THROUGH COMMAND CHANNELS	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STRONGLY DISAGREE	13	30	21	6	5	1	0	76
	3.1	3.1	3.2	1.2	5.9	3.3	0.0	2.9
B. DISAGREE	65	142	87	72	14	4	0	384
	15.6	14.9	13.1	14.5	16.5	13.3	0.0	14.5
C. UNDECIDED	38	97	62	65	14	5	0	281
	9.1	10.2	9.4	13.1	16.5	16.7	0.0	10.6
D. AGREE	241	579	406	295	45	15	2	1583
	57.7	60.7	61.3	59.4	52.9	50.0	66.7	59.8
E. STRONGLY AGREE	61	106	86	59	7	5	1	325
	14.6	11.1	13.0	11.9	8.2	16.7	33.3	12.3
COLUMN TOTALS	418	954	662	497	85	30	3	2649

46 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

54. I FEEL THAT IF THE ABOVE COUNCILS WERE USED TO SOLVE PROBLEMS WITHOUT COMMAND CHANNELS, IT WOULD WEAKEN THE AF CHAIN OF COMMD	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STRONGLY DISAGREE	17	35	32	16	7	3	0	111
	4.0	3.8	4.8	3.2	8.3	10.0	0.0	4.2
B. DISAGREE	134	306	192	155	24	11	0	822
	31.8	32.1	28.9	31.3	28.6	36.7	0.0	31.0
C. UNDECIDED	35	107	80	70	13	3	0	308
	8.3	11.2	12.0	14.1	15.5	10.0	0.0	11.6
D. AGREE	172	342	244	174	25	9	3	969
	40.9	35.9	36.7	35.1	29.8	30.0	100.0	36.6
E. STRONGLY AGREE	63	162	116	81	15	4	0	441
	15.0	17.0	17.5	16.3	17.9	13.3	0.0	16.6
COLUMN TOTALS	421	953	664	496	84	30	3	2651

44 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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55. IN YOUR OPINION, DO COUNCILS SUCH AS JOC,EAC,HRC,ETC.,AFFECT YOUR ABILITY TO DO YOUR JOB?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STRONGLY ENHANCE	9	5	9	8	2	0	0	34
	2.1	.6	1.4	1.6	2.4	0.0	0.0	1.3
B. ENHANCE	166	282	200	121	28	9	0	806
	39.5	29.6	30.2	24.4	32.9	30.0	0.0	30.4
C. NEUTRAL	194	519	346	293	41	17	0	1410
	46.2	54.5	52.3	59.2	48.2	56.7	0.0	53.2
D. DETRACT	47	140	102	64	13	3	3	372
	11.2	14.7	15.4	12.9	15.3	10.0	100.0	14.0
E. STRONGLY DETRACT	4	6	5	9	1	1	0	26
	1.0	.6	.8	1.8	1.2	3.3	0.0	1.0
COLUMN TOTALS	420	953	662	495	85	30	3	2648

47 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

56. PERSONAL STANDING: WHAT DEGREE OF IMPORTANCE DO YOU ATTACH TO THE ABOVE?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. LOW IMPORTANCE	4	2	3	0	0	0	0	9
	.9	.2	.5	0.0	0.0	0.0	0.0	.3
B.	4	3	2	0	0	0	1	10
	.9	.3	.3	0.0	0.0	0.0	25.0	.4
C.	5	13	9	7	0	0	0	34
	1.2	1.4	1.4	1.4	0.0	0.0	0.0	1.3
D. MEDIUM IMPORTANCE	17	51	40	42	5	3	0	158
	4.0	5.4	6.0	8.5	5.8	10.0	0.0	6.3
E.	46	99	88	57	9	2	1	301
	10.8	10.3	13.3	11.5	9.5	6.7	25.0	11.3
F.	100	223	157	114	15	11	0	620
	23.6	23.3	23.6	23.0	17.3	36.7	0.0	23.3
G. HIGH IMPORTANCE	248	559	365	276	56	14	2	1519
	58.5	59.2	55.0	55.6	66.7	46.7	50.8	57.1
COLUMN TOTALS	424	359	664	496	84	30	4	2651

34 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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57. PERSONAL STANDING: TO WHAT DEGREE ARE YOU SATISFIED WITH THE ABOVE?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. HIGHLY DISSATISFIED	3	4	7	7	2	0	0	23
	.7	.4	1.1	1.4	2.4	0.0	0.0	.9
B.	4	17	14	14	3	0	0	52
	.9	1.8	2.1	2.8	3.5	0.0	0.0	2.0
C.	20	46	31	36	1	3	0	137
	4.7	4.8	4.7	7.2	1.2	10.0	0.0	5.1
D. NEUTRAL	25	35	33	19	6	2	0	120
	5.9	3.7	5.0	3.8	7.1	6.7	0.0	4.5
E.	102	214	158	154	29	11	0	668
	24.1	22.3	23.8	30.9	34.1	36.7	0.0	25.1
F.	155	383	266	181	28	8	0	1027
	36.6	40.5	40.1	35.3	32.9	26.7	0.0	38.6
G. HIGHLY SATISFIED	115	253	154	87	16	6	3	634
	27.1	26.4	23.2	17.5	18.8	20.0	100.0	23.8
COLUMN TOTALS	424	958	663	498	85	30	3	2661

34 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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58. RATING OF FACTORS OR POLICIES AFFECTING AF PERSONNEL: OVERALL PERSONAL APPEARANCE	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STANDARD TOO STRICT, ENFORCEMENT TOO STRICT	2	3	6	12	3	0	0	26
	.5	.3	.9	2.4	3.6	0.0	0.0	1.0
B. STANDARD TOO STRICT, ENFORCEMENT ABOUT RIGHT	8	17	15	18	2	1	0	61
	1.9	1.8	2.3	3.6	2.4	3.3	0.0	2.3
C. STANDARD TOO STRICT, ENFORCEMENT TOO LAX	10	27	28	26	2	3	0	96
	2.4	2.8	4.2	5.2	2.4	10.0	0.0	3.6
D. STANDARD ABOUT RIGHT, ENFORCEMENT TOO STRICT	4	18	9	8	1	2	0	42
	1.0	1.9	1.4	1.6	1.2	6.7	0.0	1.6
E. STANDARD ABOUT RIGHT, ENFORCEMENT ABOUT RIGHT	77	273	141	86	13	6	0	596
	18.3	28.6	21.3	17.3	15.7	20.0	0.0	22.5
F. STANDARD ABOUT RIGHT, ENFORCEMENT TOO LAX	286	556	426	324	55	16	2	1666
	67.9	58.2	64.4	65.3	67.5	53.3	66.7	62.9
G. STANDARD TOO LAX, ENFORCEMENT TOO STRICT	1	1	1	0	0	0	0	3
	.2	.1	.2	0.0	0.0	0.0	0.0	.1
H. STANDARD TOO LAX, ENFORCEMENT ABOUT RIGHT	3	13	4	1	0	0	0	21
	.7	1.4	.6	.2	0.0	0.0	0.0	.8
I. STANDARD TOO LAX, ENFORCEMENT TOO LAX	30	47	31	21	6	2	1	138
	7.1	4.9	4.7	4.2	7.2	6.7	33.3	5.2
COLUMN TOTALS	421	955	661	496	83	30	3	2649

46 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

UNITED STATES AIR FORCE QUALITY OF AIR FORCE LIFE COMMANDERS SURVEY
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59. RATING OF FACTORS OR POLICIES AFFECTING AF PERSONNEL: WEAR OF THE UNIFORM	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STANDARD TOO STRICT, ENFORCEMENT TOO STRICT	0	1	3	5	1	0	0	10
	0.0	.1	.5	1.0	1.2	0.0	0.0	.4
B. STANDARD TOO STRICT, ENFORCEMENT ABOUT RIGHT	2	2	3	5	1	0	0	13
	.5	.2	.5	1.0	1.2	0.0	0.0	.5
C. STANDARD TOO STRICT, ENFORCEMENT TOO LAX	2	9	8	7	0	1	0	27
	.5	.9	1.2	1.4	0.0	3.3	0.0	1.0
D. STANDARD ABOUT RIGHT, ENFORCEMENT TOO STRICT	5	8	5	4	0	0	0	22
	1.2	.8	.8	.8	0.0	0.0	0.0	.8
E. STANDARD ABOUT RIGHT, ENFORCEMENT ABOUT RIGHT	122	342	202	150	26	11	0	853
	28.8	35.6	30.5	30.1	30.6	36.7	0.0	32.0
F. STANDARD ABOUT RIGHT, ENFORCEMENT TOO LAX	259	533	398	302	52	16	2	1562
	61.1	55.5	60.1	60.5	61.2	53.3	66.7	58.6
G. STANDARD TOO LAX, ENFORCEMENT TOO STRICT	0	1	1	1	0	0	0	3
	0.0	.1	.2	.2	0.0	0.0	0.0	.1
H. STANDARD TOO LAX, ENFORCEMENT ABOUT RIGHT	7	9	5	2	0	1	0	24
	1.7	.9	.8	.4	0.0	3.3	0.0	.9
I. STANDARD TOO LAX, ENFORCEMENT TOO LAX	27	56	37	23	5	1	1	150
	6.4	5.8	5.6	4.6	5.9	3.3	33.3	5.6
COLUMN TOTALS	424	961	662	499	85	30	3	2664

31 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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60. RATING OF FACTORS OR POLICIES AFFECTING AF PERSONNEL: HAIRCUTS

	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STANDARD TOO STRICT, ENFORCEMENT TOO STRICT	16	77	61	50	12	1	0	217
	3.8	8.0	9.2	10.0	14.3	3.3	0.0	8.2
B. STANDARD TOO STRICT, ENFORCEMENT ABOUT RIGHT	18	79	56	49	3	3	0	208
	4.2	8.2	8.4	9.8	3.6	10.0	0.0	7.8
C. STANDARD TOO STRICT, ENFORCEMENT TOO LAX	44	128	122	105	14	6	0	419
	10.4	13.3	18.4	21.1	16.7	20.0	0.0	15.7
D. STANDARD ABOUT RIGHT, ENFORCEMENT TOO STRICT	4	26	11	4	2	0	0	47
	.9	2.7	1.7	.8	2.4	0.0	0.0	1.8
E. STANDARD ABOUT RIGHT, ENFORCEMENT ABOUT RIGHT	75	174	103	61	10	7	0	430
	17.7	18.1	15.5	12.2	11.9	23.3	0.0	16.2
F. STANDARD ABOUT RIGHT, ENFORCEMENT TOO LAX	230	408	275	210	40	12	2	1177
	54.2	42.5	41.5	42.2	47.6	40.0	66.7	44.2
G. STANDARD TOO LAX, ENFORCEMENT TOO STRICT	2	0	4	1	1	0	0	8
	.5	0.0	.6	.2	1.2	0.0	0.0	.3
H. STANDARD TOO LAX, ENFORCEMENT ABOUT RIGHT	1	3	2	0	0	0	0	6
	.2	.3	.3	0.0	0.0	0.0	0.0	.2
I. STANDARD TOO LAX, ENFORCEMENT TOO LAX	34	65	29	18	2	1	1	150
	8.0	6.8	4.4	3.6	2.4	3.3	33.3	5.6
COLUMN TOTALS	424	960	663	498	84	30	3	2662

33 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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61. RATING OF FACTORS OR POLICIES AFFECTING AF PERSONNEL: MUSTACHES

	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STANDARD TOO STRICT, ENFORCEMENT TOO STRICT	19	75	66	73	14	4	0	251
	4.5	7.8	10.0	14.7	16.7	13.3	0.0	9.4
B. STANDARD TOO STRICT, ENFORCEMENT ABOUT RIGHT	28	107	78	66	11	2	0	292
	6.6	11.2	11.8	13.3	13.1	6.7	0.0	11.0
C. STANDARD TOO STRICT, ENFORCEMENT TOO LAX	39	107	132	104	18	4	0	404
	9.2	11.2	19.9	20.9	21.4	13.3	0.0	15.2
D. STANDARD ABOUT RIGHT, ENFORCEMENT TOO STRICT	2	15	6	5	0	0	0	28
	.5	1.6	.9	1.0	0.0	0.0	0.0	1.1
E. STANDARD ABOUT RIGHT, ENFORCEMENT ABOUT RIGHT	130	284	138	91	16	8	0	667
	30.7	29.6	20.8	18.3	19.0	26.7	0.0	25.1
F. STANDARD ABOUT RIGHT, ENFORCEMENT TOO LAX	167	298	214	141	21	12	3	856
	39.4	31.1	32.3	28.4	25.0	40.0	100.0	32.2
G. STANDARD TOO LAX, ENFORCEMENT TOO STRICT	1	2	3	1	0	0	0	7
	.2	.2	.5	.2	0.0	0.0	0.0	.3
H. STANDARD TOO LAX, ENFORCEMENT ABOUT RIGHT	4	12	4	0	0	0	0	20
	.9	1.3	.6	0.0	0.0	0.0	0.0	.8
I. STANDARD TOO LAX, ENFORCEMENT TOO LAX	34	58	21	16	4	0	0	133
	8.0	6.1	3.2	3.2	4.8	0.0	0.0	5.0
COLUMN TOTALS	424	959	662	497	84	30	3	2658

37 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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62. RATING OF FACTORS OR POLICIES AFFECTING AF PERSONNEL: REARD POLICY

	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STANDARD TOO STRICT, ENFORCEMENT TOO STRICT	7	27	32	42	7	3	0	118
	1.7	2.8	4.8	8.5	8.3	10.0	0.0	4.4
B. STANDARD TOO STRICT, ENFORCEMENT ABOUT RIGHT	15	41	44	37	5	3	0	145
	3.6	4.3	6.6	7.5	6.0	10.0	0.0	5.5
C. STANDARD TOO STRICT, ENFORCEMENT TOO LAX	4	26	28	25	3	1	0	87
	1.0	2.7	4.2	5.1	3.6	3.3	0.0	3.3
D. STANDARD ABOUT RIGHT, ENFORCEMENT TOO STRICT	1	3	8	2	1	2	0	17
	.2	.3	1.2	.4	1.2	6.7	0.0	.6
E. STANDARD ABOUT RIGHT, ENFORCEMENT ABOUT RIGHT	202	526	341	230	43	16	2	1360
	48.0	54.9	51.5	46.5	51.2	53.3	66.7	51.3
F. STANDARD ABOUT RIGHT, ENFORCEMENT TOO LAX	99	200	137	106	12	3	1	558
	23.5	20.9	20.7	21.4	14.3	10.0	33.3	21.0
G. STANDARD TOO LAX, ENFORCEMENT TOO STRICT	1	2	5	0	1	0	0	9
	.2	.2	.8	0.0	1.2	0.0	0.0	.3
H. STANDARD TOO LAX, ENFORCEMENT ABOUT RIGHT	7	19	8	7	2	0	0	43
	1.7	2.0	1.2	1.4	2.4	0.0	0.0	1.6
I. STANDARD TOO LAX, ENFORCEMENT TOO LAX	85	114	59	46	10	2	0	316
	20.2	11.9	8.9	9.3	11.9	6.7	0.0	11.9
COLUMN TOTALS	421	958	652	495	84	30	3	2653

42 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

AD-A042 208 AIR FORCE INST OF TECH WRIGHT-PATTERSON AFB OHIO F/G 5/10
QUALITY OF AIR FORCE LIFE: A REPORT ON THE ATTITUDES AND PERCEP--ETC(U)
APR 77 T R MANLEY, C W MCNICHOLS, M J STAHL
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UNITED STATES AIR FORCE QUALITY OF AIR FORCE LIFE COMMANDERS SURVEY
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63. RATING OF FACTORS OR POLICIES AFFECTING AF PERSONNEL: MILITARY COURTESY AND CUSTOMS	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STANDARD TOO STRICT, ENFORCEMENT TOO STRICT	0	1	2	7	1	0	0	11
	0.0	.1	.3	1.4	1.2	0.0	0.0	.4
B. STANDARD TOO STRICT, ENFORCEMENT ABOUT RIGHT	1	5	4	16	2	0	0	28
	.2	.5	.6	3.2	2.4	0.0	0.0	1.1
C. STANDARD TOO STRICT, ENFORCEMENT TOO LAX	1	5	6	12	1	0	0	25
	.2	.5	.9	2.4	1.2	0.0	0.0	.9
D. STANDARD ABOUT RIGHT, ENFORCEMENT TOO STRICT	1	5	1	3	0	1	0	11
	.2	.5	.2	.6	0.0	3.3	0.0	.4
E. STANDARD ABOUT RIGHT, ENFORCEMENT ABOUT RIGHT	136	315	223	152	29	11	0	866
	32.1	32.9	33.6	30.6	34.9	36.7	0.0	32.6
F. STANDARD ABOUT RIGHT, ENFORCEMENT TOO LAX	205	461	345	249	43	15	3	1321
	48.3	48.2	52.0	50.1	51.8	50.0	100.0	49.7
G. STANDARD TOO LAX, ENFORCEMENT TOO STRICT	1	1	1	0	0	1	0	4
	.2	.1	.2	0.0	0.0	3.3	0.0	.2
H. STANDARD TOO LAX, ENFORCEMENT ABOUT RIGHT	9	17	6	6	2	0	0	40
	2.1	1.8	.9	1.2	2.4	0.0	0.0	1.5
I. STANDARD TOO LAX, ENFORCEMENT TOO LAX	70	146	75	52	5	2	0	350
	16.5	15.3	11.3	10.5	6.0	6.7	0.0	13.2
COLUMN TOTALS	424	956	663	497	83	30	3	2656

39 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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64. RATING OF FACTORS OR POLICIES AFFECTING AF PERSONNEL: PERSONNEL WEIGHT CONTROL PROGRAM	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STANDARD TOO STRICT, ENFORCEMENT TOO STRICT	27	88	83	63	11	4	1	277
	6.4	9.2	12.5	12.7	13.3	13.3	33.3	10.4
B. STANDARD TOO STRICT, ENFORCEMENT ABOUT RIGHT	19	69	52	21	9	3	0	173
	4.5	7.2	7.9	4.2	10.8	10.0	0.0	6.5
C. STANDARD TOO STRICT, ENFORCEMENT TOO LAX	21	54	60	28	4	5	0	172
	5.0	5.6	9.1	5.7	4.8	16.7	0.0	6.5
D. STANDARD ABOUT RIGHT, ENFORCEMENT TOO STRICT	17	70	34	25	5	1	0	152
	4.0	7.3	5.1	5.1	6.0	3.3	0.0	5.7
E. STANDARD ABOUT RIGHT, ENFORCEMENT ABOUT RIGHT	156	360	219	162	22	10	1	930
	36.8	37.6	33.1	32.7	26.5	33.3	33.3	35.0
F. STANDARD ABOUT RIGHT, ENFORCEMENT TOO LAX	144	251	158	143	24	6	1	727
	34.0	26.2	23.9	28.9	28.9	20.0	33.3	27.4
G. STANDARD TOO LAX, ENFORCEMENT TOO STRICT	0	6	2	4	0	1	0	13
	0.0	.6	.3	.8	0.0	3.3	0.0	.5
H. STANDARD TOO LAX, ENFORCEMENT ABOUT RIGHT	2	12	9	5	0	0	0	28
	.5	1.3	1.4	1.0	0.0	0.0	0.0	1.1
I. STANDARD TOO LAX, ENFORCEMENT TOO LAX	38	47	45	44	8	0	0	182
	9.0	4.9	6.8	8.9	9.6	0.0	0.0	6.9
COLUMN TOTALS	424	957	662	495	83	30	3	2654

41 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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65. RATING OF FACTORS OR POLICIES AFFECTING AF PERSONNEL: WHAT MY IMMEDIATE SUPERVISOR EXPECTS OF ME	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STANDARD TOO STRICT, ENFORCEMENT TOO STRICT	4	15	12	7	4	0	0	43
	1.0	1.7	1.8	1.4	4.8	0.0	0.0	1.6
B. STANDARD TOO STRICT, ENFORCEMENT ABOUT RIGHT	3	12	10	10	1	0	0	36
	.7	1.3	1.5	2.0	1.2	0.0	0.0	1.4
C. STANDARD TOO STRICT, ENFORCEMENT TOO LAX	2	9	7	6	3	0	0	27
	.5	.9	1.1	1.2	3.6	0.0	0.0	1.0
D. STANDARD ABOUT RIGHT, ENFORCEMENT TOO STRICT	13	27	19	11	0	0	0	70
	3.1	2.8	2.9	2.2	0.0	0.0	0.0	2.6
E. STANDARD ABOUT RIGHT, ENFORCEMENT ABOUT RIGHT	359	807	539	392	64	26	3	2190
	85.3	84.2	81.8	79.5	76.2	89.7	100.0	82.7
F. STANDARD ABOUT RIGHT, ENFORCEMENT TOO LAX	19	38	26	25	3	1	0	112
	4.5	4.0	3.9	5.1	3.6	3.4	0.0	4.2
G. STANDARD TOO LAX, ENFORCEMENT TOO STRICT	3	10	6	9	0	1	0	29
	.7	1.0	.9	1.8	0.0	3.4	0.0	1.1
H. STANDARD TOO LAX, ENFORCEMENT ABOUT RIGHT	4	13	13	6	3	0	0	39
	1.0	1.4	2.0	1.2	3.6	0.0	0.0	1.5
I. STANDARD TOO LAX, ENFORCEMENT TOO LAX	14	27	27	27	6	1	0	102
	3.3	2.8	4.1	5.5	7.1	3.4	0.0	3.9
COLUMN TOTALS	421	958	659	493	84	29	3	2648

47 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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66. RATING OF FACTORS OR POLICIES AFFECTING AF PERSONNEL BY COMMANDER'S POLICIES AND PROCEDURES	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STANDARD TOO STRICT, ENFORCEMENT TOO STRICT	8	31	21	8	4	0	0	72
	1.9	3.2	3.2	1.6	4.8	0.0	0.0	2.7
B. STANDARD TOO STRICT, ENFORCEMENT ABOUT RIGHT	5	15	16	14	1	0	0	51
	1.2	1.6	2.4	2.8	1.2	0.0	0.0	1.9
C. STANDARD TOO STRICT, ENFORCEMENT TOO LAX	7	15	7	11	1	2	0	43
	1.7	1.6	1.1	2.2	1.2	6.7	0.0	1.6
D. STANDARD ABOUT RIGHT, ENFORCEMENT TOO STRICT	13	40	19	13	2	1	0	88
	3.1	4.2	2.9	2.6	2.4	3.3	0.0	3.3
E. STANDARD ABOUT RIGHT, ENFORCEMENT ABOUT RIGHT	342	763	520	366	52	21	3	2077
	81.2	79.8	78.9	73.9	73.8	70.0	100.0	78.4
F. STANDARD ABOUT RIGHT, ENFORCEMENT TOO LAX	29	46	41	33	7	1	0	157
	6.9	4.8	6.2	6.7	8.3	3.3	0.0	5.9
G. STANDARD TOO LAX, ENFORCEMENT TOO STRICT	1	10	7	8	0	0	0	26
	.2	1.0	1.1	1.6	0.0	0.0	0.0	1.0
H. STANDARD TOO LAX, ENFORCEMENT ABOUT RIGHT	5	7	12	11	2	0	0	37
	1.2	.7	1.8	2.2	2.4	0.0	0.0	1.4
I. STANDARD TOO LAX, ENFORCEMENT TOO LAX	11	29	16	31	5	5	0	97
	2.6	3.0	2.4	6.3	6.0	16.7	0.0	3.7
COLUMN TOTALS	421	956	659	495	84	30	3	2648

47 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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67. RATING OF FACTORS OR POLICIES AFFECTING AF PERSONNEL: OFFICER/ENLISTED ON-THE-JOB RELATIONSHIPS	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STANDARD TOO STRICT, ENFORCEMENT TOO STRICT	0	2	8	8	0	3	0	21
	0.0	.2	1.2	1.6	0.0	10.0	0.0	.8
B. STANDARD TOO STRICT, ENFORCEMENT ABOUT RIGHT	2	8	5	16	5	2	0	38
	.5	.8	.8	3.2	5.0	6.7	0.0	1.4
C. STANDARD TOO STRICT, ENFORCEMENT TOO LAX	0	4	6	5	1	0	0	17
	0.0	.4	.9	1.2	1.2	0.0	0.0	.6
D. STANDARD ABOUT RIGHT, ENFORCEMENT TOO STRICT	1	8	4	5	2	0	0	21
	.2	.8	.6	1.2	2.4	0.0	0.0	.8
E. STANDARD ABOUT RIGHT, ENFORCEMENT ABOUT RIGHT	300	661	461	330	54	13	2	1821
	70.9	68.8	69.5	66.4	54.3	43.3	66.7	68.4
F. STANDARD ABOUT RIGHT, ENFORCEMENT TOO LAX	82	183	119	96	12	8	1	491
	19.4	19.0	17.9	19.3	14.3	26.7	33.3	18.5
G. STANDARD TOO LAX, ENFORCEMENT TOO STRICT	0	2	0	3	0	0	0	5
	0.0	.2	0.0	.6	0.0	0.0	0.0	.2
H. STANDARD TOO LAX, ENFORCEMENT ABOUT RIGHT	10	19	12	3	1	1	0	46
	2.4	2.0	1.8	.6	1.2	3.3	0.0	1.7
I. STANDARD TOO LAX, ENFORCEMENT TOO LAX	28	74	48	39	9	3	0	201
	6.6	7.7	7.2	7.8	10.7	10.0	0.0	7.6
COLUMN TOTALS	423	961	663	497	84	30	3	2661

76 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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68. RATING OF FACTORS OR POLICIES AFFECTING AF PERSONNEL: DRILLS AND CEREMONIES	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STANDARD TOO STRICT, ENFORCEMENT TOO STRICT	9	36	30	30	4	0	0	109
	2.1	3.8	4.6	6.1	4.8	0.0	0.0	4.1
B. STANDARD TOO STRICT, ENFORCEMENT ABOUT RIGHT	7	23	26	23	3	1	0	83
	1.7	2.4	4.0	4.7	3.6	3.3	0.0	3.1
C. STANDARD TOO STRICT, ENFORCEMENT TOO LAX	3	11	6	12	3	2	0	37
	.7	1.2	.9	2.4	3.6	6.7	0.0	1.4
D. STANDARD ABOUT RIGHT, ENFORCEMENT TOO STRICT	2	10	5	6	3	0	0	26
	.5	1.0	.8	1.2	3.6	0.0	0.0	1.0
E. STANDARD ABOUT RIGHT, ENFORCEMENT ABOUT RIGHT	247	573	371	269	40	17	3	1520
	58.5	60.1	56.6	54.7	48.2	56.7	100.0	57.6
F. STANDARD ABOUT RIGHT, ENFORCEMENT TOO LAX	54	100	89	69	18	4	0	334
	12.8	10.5	13.6	14.0	21.7	13.3	0.0	12.7
G. STANDARD TOO LAX, ENFORCEMENT TOO STRICT	2	5	0	1	0	0	0	8
	.5	.5	0.0	.2	0.0	0.0	0.0	.3
H. STANDARD TOO LAX, ENFORCEMENT ABOUT RIGHT	17	23	20	5	0	2	0	67
	4.0	2.4	3.0	1.0	0.0	6.7	0.0	2.5
I. STANDARD TOO LAX, ENFORCEMENT TOO LAX	81	173	109	77	12	4	0	456
	19.2	18.1	16.6	15.7	14.5	13.3	0.0	17.3
COLUMN TOTALS	422	954	656	492	83	30	3	2640

55 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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69. RATING OF FACTORS OR POLICIES AFFECTING AF PERSONNEL: RESPECT FOR SUPERVISORS	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STANDARD TOO STRICT, ENFORCEMENT TOO STRICT	0	1	1	2	1	0	0	5
	0.0	.1	.2	.4	1.2	0.0	0.0	.2
B. STANDARD TOO STRICT, ENFORCEMENT ABOUT RIGHT	0	2	0	1	0	0	0	3
	0.0	.2	0.0	.2	0.0	0.0	0.0	.1
C. STANDARD TOO STRICT, ENFORCEMENT TOO LAX	0	1	3	3	1	0	0	8
	0.0	.1	.5	.6	1.2	0.0	0.0	.3
D. STANDARD ABOUT RIGHT, ENFORCEMENT TOO STRICT	2	1	1	3	0	0	0	7
	.5	.1	.2	.6	0.0	0.0	0.0	.3
E. STANDARD ABOUT RIGHT, ENFORCEMENT ABOUT RIGHT	210	467	285	187	26	12	2	1185
	49.6	48.7	43.1	37.9	31.3	40.0	66.7	44.7
F. STANDARD ABOUT RIGHT, ENFORCEMENT TOO LAX	142	308	237	193	35	12	1	928
	33.6	32.2	35.9	39.1	42.2	40.0	33.3	35.0
G. STANDARD TOO LAX, ENFORCEMENT TOO STRICT	1	0	3	2	0	0	0	6
	.2	0.0	.5	.4	0.0	0.0	0.0	.2
H. STANDARD TOO LAX, ENFORCEMENT ABOUT RIGHT	16	25	18	7	3	0	0	69
	3.8	2.6	2.7	1.4	3.6	0.0	0.0	2.6
I. STANDARD TOO LAX, ENFORCEMENT TOO LAX	52	157	113	96	17	6	0	441
	12.3	16.4	17.1	19.4	20.5	20.0	0.0	16.6
COLUMN TOTALS	423	958	661	494	83	30	3	2652

43 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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78. RATING OF FACTORS OR POLICIES AFFECTING AF PERSONNEL: SAFETY PROCEDURES	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STANDARD TOO STRICT, ENFORCEMENT TOO STRICT	21	86	74	43	3	1	0	228
	5.0	9.0	11.1	8.6	3.6	3.3	0.0	8.6
B. STANDARD TOO STRICT, ENFORCEMENT ABOUT RIGHT	23	60	43	20	3	0	0	149
	5.4	6.3	6.5	4.0	3.6	0.0	0.0	5.6
C. STANDARD TOO STRICT, ENFORCEMENT TOO LAX	11	29	19	15	5	3	0	82
	2.6	3.0	2.9	3.0	6.0	10.0	0.0	3.1
D. STANDARD ABOUT RIGHT, ENFORCEMENT TOO STRICT	17	53	35	25	5	3	0	139
	4.0	5.5	5.3	5.2	6.0	10.0	0.0	5.2
E. STANDARD ABOUT RIGHT, ENFORCEMENT ABOUT RIGHT	264	599	386	297	45	15	2	1608
	62.3	62.4	58.1	59.6	54.2	50.0	66.7	60.4
F. STANDARD ABOUT RIGHT, ENFORCEMENT TOO LAX	71	108	86	87	19	6	0	377
	16.7	11.3	13.0	17.5	22.9	20.0	0.0	14.2
G. STANDARD TOO LAX, ENFORCEMENT TOO STRICT	1	1	3	1	1	0	0	7
	.2	.1	.5	.2	1.2	0.0	0.0	.3
H. STANDARD TOO LAX, ENFORCEMENT ABOUT RIGHT	4	6	3	2	0	1	1	17
	.9	.6	.5	.4	0.0	3.3	33.3	.6
I. STANDARD TOO LAX, ENFORCEMENT TOO LAX	12	18	15	7	2	1	0	55
	2.8	1.9	2.3	1.4	2.4	3.3	0.0	2.1
COLUMN TOTALS	424	960	664	498	83	30	3	2662

33 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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71. RATING OF FACTORS OR POLICIES AFFECTING AF PERSONNEL'S WORKING HOURS	COL.	LT COL	MAJ	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STANDARD TOO STRICT, ENFORCEMENT TOO STRICT	7	41	30	13	3	0	0	94
	1.7	4.3	4.5	2.6	3.6	0.0	0.0	3.5
B. STANDARD TOO STRICT, ENFORCEMENT ABOUT RIGHT	11	37	27	11	2	0	0	88
	2.6	3.9	4.1	2.2	2.4	0.0	0.0	3.3
C. STANDARD TOO STRICT, ENFORCEMENT TOO LAX	2	13	11	9	3	2	0	40
	.5	1.4	1.7	1.8	3.6	5.7	0.0	1.5
D. STANDARD ABOUT RIGHT, ENFORCEMENT TOO STRICT	5	14	14	9	1	1	0	44
	1.2	1.5	2.1	1.8	1.2	3.3	0.0	1.7
E. STANDARD ABOUT RIGHT, ENFORCEMENT ABOUT RIGHT	330	717	482	371	67	23	3	1993
	78.0	74.9	72.6	74.8	79.8	76.7	100.0	75.0
F. STANDARD ABOUT RIGHT, ENFORCEMENT TOO LAX	49	98	74	69	7	3	0	300
	11.6	10.2	11.1	13.9	8.3	10.0	0.0	11.3
G. STANDARD TOO LAX, ENFORCEMENT TOO STRICT	4	3	0	2	0	0	0	9
	.9	.3	0.0	.4	0.0	0.0	0.0	.3
H. STANDARD TOO LAX, ENFORCEMENT ABOUT RIGHT	6	10	6	3	0	0	0	25
	1.4	1.0	.9	.6	0.0	0.0	0.0	.9
I. STANDARD TOO LAX, ENFORCEMENT TOO LAX	9	24	20	9	1	1	0	64
	2.1	2.5	3.0	1.8	1.2	3.3	0.0	2.4
COLUMN TOTALS	423	957	664	496	84	30	3	2657

38 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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72. RATING OF FACTORS OR POLICIES AFFECTING AF PERSONNEL: LEAVE PROCEDURES

	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STANDARD TOO STRICT, ENFORCEMENT TOO STRICT	6	10	12	8	1	0	0	37
	1.4	1.0	1.8	1.6	1.2	0.0	0.0	1.4
B. STANDARD TOO STRICT, ENFORCEMENT ABOUT RIGHT	7	5	11	16	2	0	0	41
	1.7	.5	1.7	3.2	2.4	0.0	0.0	1.5
C. STANDARD TOO STRICT, ENFORCEMENT TOO LAX	1	3	4	7	3	1	0	19
	.2	.3	.6	1.4	3.6	3.3	0.0	.7
D. STANDARD ABOUT RIGHT, ENFORCEMENT TOO STRICT	4	17	1	4	1	1	1	29
	.9	1.9	.2	.8	1.2	3.3	33.3	1.1
E. STANDARD ABOUT RIGHT, ENFORCEMENT ABOUT RIGHT	359	818	555	376	66	22	2	2198
	84.7	85.3	83.7	75.8	78.6	73.3	66.7	82.7
F. STANDARD ABOUT RIGHT, ENFORCEMENT TOO LAX	27	55	43	42	5	2	0	175
	6.4	5.8	6.5	8.5	6.0	6.7	0.0	6.6
G. STANDARD TOO LAX, ENFORCEMENT TOO STRICT	2	4	3	0	1	0	0	10
	.5	.4	.5	0.0	1.2	0.0	0.0	.4
H. STANDARD TOO LAX, ENFORCEMENT ABOUT RIGHT	5	19	13	13	0	1	0	51
	1.2	2.0	2.0	2.6	0.0	3.3	0.0	1.9
I. STANDARD TOO LAX, ENFORCEMENT TOO LAX	13	27	21	30	5	1	0	99
	3.1	2.8	3.2	6.0	6.0	10.0	0.0	3.7
COLUMN TOTALS	424	959	663	496	84	30	3	2659

36 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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73. RATING OF FACTORS OR POLICIES AFFECTING AF PERSONNEL LIVING IN ON-BASE HOUSING	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STANDARD TOO STRICT, ENFORCEMENT TOO STRICT	23	81	94	67	12	7	2	286
	5.5	8.5	14.2	13.6	14.3	23.3	66.7	10.8
B. STANDARD TOO STRICT, ENFORCEMENT ABOUT RIGHT	10	38	21	24	4	1	0	98
	2.4	4.0	3.2	4.9	4.8	3.3	0.0	3.7
C. STANDARD TOO STRICT, ENFORCEMENT TOO LAX	1	13	11	15	0	1	0	41
	.2	1.4	1.7	3.0	0.0	3.3	0.0	1.6
D. STANDARD ABOUT RIGHT, ENFORCEMENT TOO STRICT	20	51	44	28	6	3	0	150
	4.8	5.4	6.7	5.7	7.1	10.0	0.0	5.7
E. STANDARD ABOUT RIGHT, ENFORCEMENT ABOUT RIGHT	307	664	438	305	56	16	1	1787
	73.1	70.0	66.3	61.9	66.7	53.3	33.3	67.7
F. STANDARD ABOUT RIGHT, ENFORCEMENT TOO LAX	35	56	27	32	5	0	0	155
	8.3	5.9	4.1	6.5	6.0	0.0	0.0	5.9
G. STANDARD TOO LAX, ENFORCEMENT TOO STRICT	0	9	5	6	0	0	0	20
	0.0	.9	.8	1.2	0.0	0.0	0.0	.8
H. STANDARD TOO LAX, ENFORCEMENT ABOUT RIGHT	11	14	9	7	0	1	0	42
	2.6	1.5	1.4	1.4	0.0	3.3	0.0	1.6
I. STANDARD TOO LAX, ENFORCEMENT TOO LAX	13	23	12	11	1	1	0	61
	3.1	2.4	1.8	2.2	1.2	3.3	0.0	2.3
COLUMN TOTALS	420	949	661	493	84	30	3	2640

56 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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74. RATING OF FACTORS OR POLICIES AFFECTING AF PERSONNEL LIVING IN ON-BASE DORMITORIES	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STANDARD TOO STRICT, ENFORCEMENT TOO STRICT	47	159	169	121	22	11	1	540
	11.2	17.7	25.5	24.4	26.2	36.7	33.3	20.4
B. STANDARD TOO STRICT, ENFORCEMENT ABOUT RIGHT	30	83	68	57	13	2	0	263
	7.1	9.2	10.3	11.5	15.5	6.7	0.0	9.9
C. STANDARD TOO STRICT, ENFORCEMENT TOO LAX	6	25	19	23	3	1	0	77
	1.4	2.8	2.9	4.6	3.6	3.3	0.0	2.9
D. STANDARD ABOUT RIGHT, ENFORCEMENT TOO STRICT	20	74	45	32	3	1	0	175
	4.8	7.8	6.8	6.5	3.6	3.3	0.0	6.6
E. STANDARD ABOUT RIGHT, ENFORCEMENT ABOUT RIGHT	214	445	280	184	32	11	0	1166
	51.0	46.7	42.3	37.1	38.1	36.7	0.0	44.0
F. STANDARD ABOUT RIGHT, ENFORCEMENT TOO LAX	62	75	49	49	6	3	0	244
	14.8	7.9	7.4	9.9	7.1	10.0	0.0	9.2
G. STANDARD TOO LAX, ENFORCEMENT TOO STRICT	0	15	9	3	0	0	0	28
	0.0	1.7	1.4	.6	0.0	0.0	0.0	1.1
H. STANDARD TOO LAX, ENFORCEMENT ABOUT RIGHT	10	16	7	5	1	1	1	42
	2.4	1.7	1.1	1.2	1.2	3.3	33.3	1.6
I. STANDARD TOO LAX, ENFORCEMENT TOO LAX	31	40	15	21	4	0	1	113
	7.4	4.2	2.4	4.2	4.8	0.0	33.3	4.3
COLUMN TOTALS	420	953	662	496	84	30	3	2648

47 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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75. RATING OF FACTORS OR POLICIES AFFECTING AF PERSONNEL: QUALITY OF WORK EXPECTED ON THE JOB	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STANDARD TOO STRICT, ENFORCEMENT TOO STRICT	0	12	10	6	0	0	0	28
	0.0	1.3	1.5	1.2	0.0	0.0	0.0	1.1
B. STANDARD TOO STRICT, ENFORCEMENT ABOUT RIGHT	0	7	3	2	0	0	0	12
	0.0	.7	.5	.4	0.0	0.0	0.0	.5
C. STANDARD TOO STRICT, ENFORCEMENT TOO LAX	0	7	7	1	2	0	0	13
	0.0	.7	1.1	.2	2.4	0.0	0.0	.5
D. STANDARD ABOUT RIGHT, ENFORCEMENT TOO STRICT	2	18	12	3	5	0	0	40
	.5	1.9	1.8	.6	6.0	0.0	0.0	1.5
E. STANDARD ABOUT RIGHT, ENFORCEMENT ABOUT RIGHT	240	563	380	256	36	17	2	1494
	56.6	58.8	57.3	51.6	42.9	56.7	66.7	56.2
F. STANDARD ABOUT RIGHT, ENFORCEMENT TOO LAX	100	204	151	128	19	7	1	610
	23.6	21.3	22.8	25.8	22.6	23.3	33.3	22.9
G. STANDARD TOO LAX, ENFORCEMENT TOO STRICT	0	4	4	4	0	0	0	12
	0.0	.4	.6	.8	0.0	0.0	0.0	.5
H. STANDARD TOO LAX, ENFORCEMENT ABOUT RIGHT	7	33	23	24	6	1	0	94
	1.7	3.4	3.5	4.8	7.1	3.3	0.0	3.5
I. STANDARD TOO LAX, ENFORCEMENT TOO LAX	75	114	73	72	15	5	0	355
	17.7	11.9	11.0	14.5	19.0	16.7	0.0	13.4
COLUMN TOTALS	424	959	663	496	84	30	3	2658

37 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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76. RATING OF FACTORS OR POLICIES AFFECTING AF PERSONNEL: QUANTITY OF WORK EXPECTED ON THE JOB	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STANDARD TOO STRICT, ENFORCEMENT TOO STRICT	12	53	32	23	4	2	0	126
	2.8	5.5	4.8	4.6	4.8	6.7	0.0	4.7
B. STANDARD TOO STRICT, ENFORCEMENT ABOUT RIGHT	17	45	39	25	5	2	1	134
	4.0	4.7	5.9	5.1	6.0	6.7	33.3	5.0
C. STANDARD TOO STRICT, ENFORCEMENT TOO LAX	0	12	13	2	1	1	0	29
	0.0	1.3	2.0	.4	1.2	3.3	0.0	1.1
D. STANDARD ABOUT RIGHT, ENFORCEMENT TOO STRICT	5	12	12	8	2	1	0	40
	1.2	1.3	1.8	1.6	2.4	3.3	0.0	1.5
E. STANDARD ABOUT RIGHT, ENFORCEMENT ABOUT RIGHT	233	540	342	246	37	11	1	1410
	55.0	56.4	51.7	49.7	44.0	36.7	33.3	53.1
F. STANDARD ABOUT RIGHT, ENFORCEMENT TOO LAX	85	157	123	93	18	10	1	487
	20.0	16.4	18.6	18.8	21.4	33.3	33.3	18.3
G. STANDARD TOO LAX, ENFORCEMENT TOO STRICT	0	2	6	1	0	0	0	9
	0.0	.2	.9	.2	0.0	0.0	0.0	.3
H. STANDARD TOO LAX, ENFORCEMENT ABOUT RIGHT	12	35	24	23	4	1	0	99
	2.8	3.7	3.6	4.6	4.8	3.3	0.0	3.7
I. STANDARD TOO LAX, ENFORCEMENT TOO LAX	60	102	71	74	13	2	0	322
	14.2	10.6	10.7	14.9	15.5	6.7	0.0	12.1
COLUMN TOTALS	424	958	662	495	84	30	3	2656

33 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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77. RATING OF FACTORS OR POLICIES AFFECTING AF PERSONNEL: OFFICER SUPERVISOR/SUBORDINATE RELATIONSHIPS	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STANDARD TOO STRICT, ENFORCEMENT TOO STRICT	9	4	5	6	0	0	0	15
	0.0	.4	.8	1.2	0.0	0.0	0.0	.6
B. STANDARD TOO STRICT, ENFORCEMENT ABOUT RIGHT	2	9	6	13	0	2	0	32
	.5	.9	.9	2.6	0.0	6.7	0.0	1.2
C. STANDARD TOO STRICT, ENFORCEMENT TOO LAX	0	4	1	4	1	0	0	10
	0.0	.4	.2	.8	1.2	0.0	0.0	.4
D. STANDARD ABOUT RIGHT, ENFORCEMENT TOO STRICT	3	10	4	3	2	1	0	23
	.7	1.0	.6	.6	2.4	3.3	0.0	.9
E. STANDARD ABOUT RIGHT, ENFORCEMENT ABOUT RIGHT	303	704	470	356	57	18	2	1910
	71.5	73.4	71.0	71.8	58.7	60.0	66.7	71.9
F. STANDARD ABOUT RIGHT, ENFORCEMENT TOO LAX	95	165	127	80	20	8	1	496
	22.4	17.2	19.2	16.1	24.1	26.7	33.3	18.7
G. STANDARD TOO LAX, ENFORCEMENT TOO STRICT	0	2	1	4	0	1	0	8
	0.0	.2	.2	.8	0.0	3.3	0.0	.3
H. STANDARD TOO LAX, ENFORCEMENT ABOUT RIGHT	4	14	14	6	0	0	0	38
	.9	1.5	2.1	1.2	0.0	0.0	0.0	1.4
I. STANDARD TOO LAX, ENFORCEMENT TOO LAX	17	47	34	24	3	0	0	125
	4.0	4.9	5.1	4.9	3.6	0.0	0.0	4.7
COLUMN TOTALS	424	959	662	496	83	30	3	2657

39 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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78. RATING OF FACTORS OR POLICIES AFFECTING AF PERSONNEL: ENLISTED SUPERVISOR/SUBORDINATE RELATIONSHIPS	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STANDARD TOO STRICT, ENFORCEMENT TOO STRICT	1 .2	1 .1	7 1.1	3 .6	0 0.0	0 0.0	0 0.0	12 .5
B. STANDARD TOO STRICT, ENFORCEMENT ABOUT RIGHT	0 0.0	5 .5	4 .6	4 .8	0 0.0	1 3.3	0 0.0	14 .5
C. STANDARD TOO STRICT, ENFORCEMENT TOO LAX	0 0.0	3 .3	3 .5	6 1.0	2 2.4	0 0.0	0 0.0	13 .5
D. STANDARD ABOUT RIGHT, ENFORCEMENT TOO STRICT	5 1.2	10 1.0	5 .8	2 .4	0 0.0	0 0.0	0 0.0	22 .8
E. STANDARD ABOUT RIGHT, ENFORCEMENT ABOUT RIGHT	227 53.7	527 55.0	338 51.1	270 54.3	44 53.0	18 60.0	2 66.7	1426 53.7
F. STANDARD ABOUT RIGHT, ENFORCEMENT TOO LAX	145 34.3	273 28.5	199 30.1	139 28.0	26 31.3	9 30.0	1 33.3	792 29.8
G. STANDARD TOO LAX, ENFORCEMENT TOO STRICT	0 0.0	5 .5	3 .5	2 .4	0 0.0	0 0.0	0 0.0	10 .4
H. STANDARD TOO LAX, ENFORCEMENT ABOUT RIGHT	9 2.1	31 3.2	24 3.6	12 2.4	1 1.2	1 3.3	0 0.0	78 2.9
I. STANDARD TOO LAX, ENFORCEMENT TOO LAX	36 8.5	104 10.8	79 11.9	60 12.1	10 12.0	1 3.3	0 0.0	290 10.9
COLUMN TOTALS	423	959	662	497	83	30	3	2657

39 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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79. RATING OF FACTORS OR POLICIES AFFECTING AF PERSONNEL: UNIT MISSION ACCOMPLISHMENT	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STANDARD TOO STRICT, ENFORCEMENT TOO STRICT	8	43	37	15	4	0	0	107
	1.9	4.5	5.6	3.0	4.8	0.0	0.0	4.0
B. STANDARD TOO STRICT, ENFORCEMENT ABOUT RIGHT	10	24	18	15	3	1	0	71
	2.4	2.5	2.7	3.0	3.6	3.3	0.0	2.7
C. STANDARD TOO STRICT, ENFORCEMENT TOO LAX	0	9	4	5	0	0	0	18
	0.0	.9	.6	1.0	0.0	0.0	0.0	.7
D. STANDARD ABOUT RIGHT, ENFORCEMENT TOO STRICT	16	43	28	21	4	2	0	114
	3.8	4.5	4.2	4.2	4.8	6.7	0.0	4.3
E. STANDARD ABOUT RIGHT, ENFORCEMENT ABOUT RIGHT	333	739	492	377	54	20	3	2018
	78.5	77.1	74.3	75.2	65.1	66.7	100.0	76.0
F. STANDARD ABOUT RIGHT, ENFORCEMENT TOO LAX	42	51	55	35	12	6	0	201
	9.9	5.3	8.3	7.1	14.5	20.0	0.0	7.6
G. STANDARD TOO LAX, ENFORCEMENT TOO STRICT	0	7	4	5	0	0	0	16
	0.0	.7	.6	1.0	0.0	0.0	0.0	.6
H. STANDARD TOO LAX, ENFORCEMENT ABOUT RIGHT	6	15	6	4	3	1	0	35
	1.4	1.6	.9	.8	3.6	3.3	0.0	1.3
I. STANDARD TOO LAX, ENFORCEMENT TOO LAX	9	28	18	18	3	0	0	76
	2.1	2.9	2.7	3.6	3.6	0.0	0.0	2.9
COLUMN TOTALS	424	959	662	495	83	30	3	2656

39 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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A9. RATING OF FACTORS OR POLICIES AFFECTING AF PERSONNEL: AIR FORCE LIFE IN GENERAL	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STANDARD TOO STRICT, ENFORCEMENT TOO STRICT	2	13	17	15	2	0	0	49
	.5	1.4	2.6	3.0	2.4	0.0	0.0	1.8
B. STANDARD TOO STRICT, ENFORCEMENT ABOUT RIGHT	3	11	13	12	1	0	0	40
	.7	1.1	2.0	2.4	1.2	0.0	0.0	1.5
C. STANDARD TOO STRICT, ENFORCEMENT TOO LAX	0	15	10	15	1	0	0	41
	0.0	1.6	1.5	3.0	1.2	0.0	0.0	1.5
D. STANDARD ABOUT RIGHT, ENFORCEMENT TOO STRICT	4	22	17	20	1	3	0	67
	.9	2.3	2.6	4.0	1.2	10.0	0.0	2.5
E. STANDARD ABOUT RIGHT, ENFORCEMENT ABOUT RIGHT	288	563	428	294	48	17	3	1741
	67.9	58.3	64.5	59.3	57.8	56.7	100.0	65.5
F. STANDARD ABOUT RIGHT, ENFORCEMENT TOO LAX	96	165	141	122	22	8	0	554
	22.6	17.2	21.2	24.6	26.5	26.7	0.0	20.9
G. STANDARD TOO LAX, ENFORCEMENT TOO STRICT	2	7	6	0	1	0	0	16
	.5	.7	.9	0.0	1.2	0.0	0.0	.6
H. STANDARD TOO LAX, ENFORCEMENT ABOUT RIGHT	9	13	8	0	1	1	0	32
	2.1	1.4	1.2	0.0	1.2	3.3	0.0	1.2
I. STANDARD TOO LAX, ENFORCEMENT TOO LAX	20	48	24	18	6	1	0	117
	4.7	5.0	3.6	3.6	7.2	3.3	0.0	4.4
COLUMN TOTALS	424	957	664	496	83	30	3	2657

39 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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81. WORK:
WHAT DEGREE OF IMPORTANCE DO YOU ATTACH TO THE ABOVE?

	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. LOW IMPORTANCE	0	0	1	1	0	0	0	2
	0.0	0.0	.2	.2	0.0	0.0	0.0	.1
B.	0	0	0	0	1	0	0	1
	0.0	0.0	0.0	0.0	1.2	0.0	0.0	.0
C.	1	0	0	0	0	1	0	2
	.2	0.0	0.0	0.0	0.0	3.3	0.0	.1
D. MEDIUM IMPORTANCE	6	9	8	3	1	0	0	27
	1.4	.9	1.2	.6	1.2	0.0	0.0	1.0
E.	17	23	10	12	2	1	0	65
	4.0	2.4	1.5	2.4	2.4	3.3	0.0	2.5
F.	64	151	120	82	7	3	1	428
	15.1	15.8	18.1	16.5	8.4	10.0	33.3	16.1
G. HIGH IMPORTANCE	335	770	523	399	72	25	2	2126
	79.2	80.8	79.0	80.3	86.7	83.3	66.7	80.2
COLUMN TOTALS	423	953	662	497	83	30	3	2651

44 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

82. WORK:
TO WHAT DEGREE ARE YOU SATISFIED WITH THE ABOVE?

	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. HIGHLY DISSATISFIED	7	10	23	14	4	1	0	59
	1.7	1.0	3.5	2.8	4.8	3.3	0.0	2.2
B.	10	30	20	28	2	1	0	91
	2.4	3.1	3.0	5.6	2.4	3.3	0.0	3.4
C.	31	38	51	46	9	3	0	178
	7.3	4.0	7.7	9.2	10.8	10.0	0.0	6.7
D. NEUTRAL	20	43	22	41	4	3	0	133
	4.7	4.5	3.3	8.2	4.8	10.0	0.0	5.0
E.	97	198	152	126	23	9	0	605
	22.9	20.7	22.9	25.3	27.7	30.0	0.0	22.8
F.	139	339	237	145	25	6	1	892
	32.8	35.5	35.7	29.1	30.1	20.0	33.3	33.6
G. HIGHLY SATISFIED	120	298	158	98	16	7	2	699
	28.3	31.2	23.8	19.7	19.3	23.3	66.7	26.3
COLUMN TOTALS	424	956	663	498	83	30	3	2657

38 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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83. PAST ASSIGNMENTS HAVE PREPARED ME FOR MY CURRENT DUTIES	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STRONGLY DISAGREE	19	45	49	53	8	3	1	178
	4.5	4.7	7.4	10.6	9.5	10.0	25.0	6.7
B. DISAGREE	47	117	82	84	15	8	0	353
	11.2	12.3	12.4	16.9	17.9	26.7	0.0	13.3
C. UNDECIDED	8	15	18	21	4	7	1	74
	1.9	1.6	2.7	4.2	4.8	23.3	25.0	2.8
D. AGREE	227	475	313	221	38	8	1	1283
	53.9	49.7	47.4	44.4	45.2	26.7	25.0	48.4
E. STRONGLY AGREE	120	303	199	119	19	4	1	765
	28.5	31.7	30.1	23.9	22.6	13.3	25.0	28.8
COLUMN TOTALS	421	955	661	498	84	30	4	2653

42 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

84. THE AIR FORCE REQUIRES ME TO PARTICIPATE IN TOO MANY ACTIVITIES THAT ARE NOT RELATED TO MY JOB	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STRONGLY DISAGREE	42	58	52	26	6	1	0	185
	9.9	6.0	7.9	5.2	7.1	3.3	0.0	7.0
B. DISAGREE	233	454	299	228	30	14	2	1252
	55.1	47.3	45.2	44.3	35.7	46.7	66.7	47.1
C. UNDECIDED	41	73	52	49	9	5	0	229
	9.7	7.6	7.9	9.9	10.7	16.7	0.0	8.6
D. AGREE	94	270	191	131	26	8	1	721
	22.2	28.1	28.9	26.4	31.0	26.7	33.3	27.1
E. STRONGLY AGREE	13	105	68	71	13	2	0	272
	3.1	10.9	10.3	14.3	15.5	6.7	0.0	10.2
COLUMN TOTALS	423	960	662	497	84	30	3	2659

36 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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85. DOES YOUR IMMEDIATE SUPERVISOR GIVE YOU RECOGNITION FOR A JOB WELL DONE?

	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. NEVER	18	39	40	24	4	3	0	128
	4.3	4.1	6.0	4.8	4.8	10.0	0.0	4.8
B. SELDOM	77	195	132	127	17	4	0	552
	18.2	20.4	19.9	25.6	20.2	13.3	0.0	20.8
C. SOMETIMES	153	324	235	182	39	10	2	949
	36.3	33.8	36.0	36.7	46.4	33.3	66.7	35.7
D. FREQUENTLY	129	304	176	118	18	10	0	755
	30.6	31.7	26.5	23.8	21.4	33.3	0.0	28.4
E. ALWAYS	45	95	77	45	6	3	1	273
	10.7	10.0	11.6	9.1	7.1	10.0	33.3	10.3
COLUMN TOTALS	422	958	664	496	84	30	3	2657

38 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

86. ARE YOU GIVEN THE FREEDOM YOU NEED TO DO YOUR JOB WELL?

	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. NEVER	3	6	4	4	1	0	0	18
	.7	.6	.6	.8	1.2	0.0	0.0	.7
B. SELDOM	33	86	51	35	7	4	0	216
	7.8	9.0	7.7	7.0	8.3	13.3	0.0	9.1
C. SOMETIMES	68	177	118	84	11	3	1	462
	16.1	18.5	17.8	16.9	13.1	10.0	25.0	17.4
D. OFTEN	186	414	259	211	37	16	0	1123
	44.0	43.3	39.1	42.4	44.0	53.3	0.0	42.2
E. ALWAYS	133	274	231	164	28	7	3	840
	31.4	28.6	34.8	32.9	33.3	23.3	75.0	31.6
COLUMN TOTALS	423	957	663	498	84	30	4	2659

35 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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87. WHAT IS YOUR ESTIMATE OF THE AVERAGE NUMBER OF HOURS PER WEEK YOU SPEND ON THE JOB?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. LESS THAN 30 HOURS	1	2	2	8	2	0	0	15
	.2	.2	.3	1.6	2.4	0.0	0.0	.6
B. 31 - 35	1	3	0	6	2	0	0	12
	.2	.3	0.0	1.2	2.4	0.0	0.0	.5
C. 36 - 40	9	10	18	28	8	1	1	67
	2.1	1.0	2.7	4.8	9.5	3.3	33.3	2.5
D. 41 - 45	37	72	63	98	16	9	2	239
	8.7	7.5	9.5	18.1	19.0	30.0	66.7	10.9
E. 46 - 50	82	164	162	175	23	11	0	617
	19.3	17.1	24.4	35.2	27.4	36.7	0.0	23.2
F. 51 - 55	89	189	152	106	16	5	0	557
	21.0	19.7	22.9	21.3	19.0	16.7	0.0	20.9
G. 56 - 60	75	285	123	53	9	1	0	466
	17.7	21.3	18.5	10.7	10.7	3.3	0.0	17.5
H. MORE THAN 60	130	316	144	39	8	3	0	640
	30.7	32.9	21.7	7.8	9.5	10.0	0.0	24.0
COLUMN TOTALS	424	961	664	497	84	30	3	2663

32 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

88. HOW DO YOU EVALUATE YOUR PRESENT AIR FORCE JOB?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. NOT AT ALL CHALLENGING	3	11	7	11	4	0	0	36
	.7	1.1	1.1	2.2	4.8	0.0	0.0	1.4
B. NOT VERY CHALLENGING	26	30	24	36	7	1	0	124
	6.2	3.1	3.6	7.2	8.3	3.3	0.0	4.7
C. SOMEWHAT CHALLENGING	65	90	58	83	10	7	1	324
	15.4	9.4	10.3	16.7	11.9	23.3	25.0	12.2
D. CHALLENGING	154	329	227	172	31	12	0	925
	36.5	34.3	34.3	34.6	36.9	40.0	0.0	34.8
E. VERY CHALLENGING	174	498	336	195	32	10	3	1248
	41.2	52.0	50.9	39.2	38.1	33.3	75.0	47.0
COLUMN TOTALS	422	958	662	497	84	30	4	2657

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89. WHICH ONE OF THE FOLLOWING SHOWS HOW MUCH OF THE TIME YOU FEEL SATISFIED WITH YOUR JOB?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. ALL THE TIME	25	74	40	20	2	0	1	162
	5.9	7.7	6.0	4.0	2.4	0.0	25.0	6.1
B. MOST OF THE TIME	212	495	314	196	39	12	1	1269
	50.0	51.6	47.3	39.4	46.4	40.0	25.0	47.6
C. A GOOD DEAL OF THE TIME	93	228	155	109	18	7	2	612
	21.9	23.8	23.3	21.9	21.4	23.3	50.0	23.0
D. ABOUT HALF OF THE TIME	60	94	85	85	10	8	0	342
	14.2	9.8	12.8	17.1	11.9	26.7	0.0	12.8
E. OCCASIONALLY	27	54	51	71	9	2	0	214
	6.4	5.6	7.7	14.3	10.7	6.7	0.0	8.0
F. SELDOM	6	14	14	16	5	1	0	56
	1.4	1.5	2.1	3.2	6.0	3.3	0.0	2.1
G. NEVER	1	1	5	1	1	0	0	9
	.2	.1	.8	.2	1.2	0.0	0.0	.3
COLUMN TOTALS	424	960	664	498	84	30	4	2664

71 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

90. CHOOSE THE ONE OF THE FOLLOWING STATEMENTS WHICH BEST TELLS HOW WELL YOU LIKE YOUR JOB	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. I HATE IT	2	2	6	2	2	0	0	14
	.5	.2	.9	.4	2.4	0.0	0.0	.5
B. I DISLIKE IT	7	11	19	18	4	2	0	61
	1.7	1.1	2.9	3.6	4.8	6.7	0.0	2.3
C. I DON'T LIKE IT	18	29	25	34	4	1	0	110
	4.2	2.9	3.8	6.8	4.8	3.3	0.0	4.1
D. I AM INDIFFERENT TO IT	19	24	15	21	6	0	0	85
	4.5	2.5	2.3	4.2	7.1	0.0	0.0	3.2
E. I LIKE IT	143	260	193	163	22	12	1	794
	33.7	27.1	29.1	32.8	26.2	40.0	33.3	29.8
F. I AM ENTHUSIASTIC ABOUT IT	171	422	288	187	37	9	1	1115
	40.3	44.0	43.4	37.6	44.0	30.0	33.3	41.9
G. I LOVE IT	64	212	118	72	9	6	1	482
	15.1	22.1	17.8	14.5	10.7	20.0	33.3	18.1
COLUMN TOTALS	424	959	664	497	84	30	3	2661

34 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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91. WHICH ONE OF THE FOLLOWING SHOWS HOW YOU THINK YOU COMPARE WITH OTHER PEOPLE?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. NO ONE LIKES HIS JOB BETTER THAN I LIKE MINE	29	86	44	27	4	1	1	192
	6.8	9.0	6.6	5.4	4.8	3.3	33.3	7.2
B. I LIKE MY JOB MUCH BETTER THAN MOST PEOPLE LIKE THEIRS	139	361	226	135	27	6	2	896
	32.8	37.7	34.1	27.1	32.1	20.0	66.7	33.7
C. I LIKE MY JOB BETTER THAN MOST PEOPLE LIKE THEIRS	153	328	229	184	29	13	0	936
	36.1	34.2	34.6	36.9	34.5	43.3	0.0	35.2
D. I LIKE MY JOB ABOUT AS WELL AS MOST PEOPLE LIKE THEIRS	82	144	124	108	14	7	0	479
	19.3	15.0	18.7	21.7	16.7	23.3	0.0	18.0
E. I DISLIKE MY JOB MORE THAN MOST PEOPLE DISLIKE THEIRS	17	32	29	36	9	3	0	126
	4.0	3.3	4.4	7.2	10.7	10.0	0.0	4.7
F. I DISLIKE MY JOB MUCH MORE THAN MOST PEOPLE DISLIKE THEIRS	2	7	8	6	1	0	0	24
	.5	.7	1.2	1.2	1.2	0.0	0.0	.9
G. NO ONE DISLIKES HIS JOB MORE THAN I DISLIKE MINE	2	0	2	2	0	0	0	6
	.5	0.0	.3	.4	0.0	0.0	0.0	.2
COLUMN TOTALS	424	958	662	498	84	30	3	2659

36 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

92. WHICH ONE OF THE FOLLOWING BEST TELLS HOW YOU FEEL ABOUT CHANGING JOBS?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. I WOULD QUIT THIS JOB AT ONCE IF I COULD	4	10	9	8	3	0	0	34
	.9	1.0	1.4	1.6	3.6	0.0	0.0	1.3
B. I WOULD TAKE ANOTHER JOB IN WHICH I COULD EARN AS MUCH AS NOW	16	24	14	36	3	5	0	94
	3.8	2.5	2.4	6.8	3.6	16.7	0.0	3.5
C. I WOULD LIKE TO CHANGE BOTH MY JOB AND MY OCCUPATION	17	24	26	34	6	0	0	107
	4.0	2.5	3.9	6.8	7.1	0.0	0.0	4.0
D. I WOULD LIKE TO EXCHANGE MY PRESENT JOB FOR ANOTHER ONE	72	98	94	85	15	8	0	372
	17.0	10.2	14.2	17.1	17.9	26.7	0.0	14.0
E. I AM NOT EAGER TO CHANGE MY JOB, BUT WOULD FOR A BETTER ONE	257	642	372	281	45	15	1	1613
	60.6	66.9	56.3	56.4	53.6	50.0	33.3	60.6
F. I CANNOT THINK OF ANY JOBS FOR WHICH I WOULD EXCHANGE	42	108	96	47	8	1	0	294
	9.9	10.4	14.5	9.4	9.5	3.3	0.0	11.1
G. I WOULD NOT EXCHANGE MY JOB FOR ANOTHER	16	62	48	13	4	1	2	146
	3.8	5.5	7.3	2.6	4.8	3.3	66.7	5.5
COLUMN TOTALS	424	960	661	498	84	30	3	2660

35 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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93. I HAVE SUFFICIENT AUTHORITY TO CARRY OUT MY RESPONSIBILITIES	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STRONGLY DISAGREE	22	35	21	28	5	1	0	112
	5.2	3.6	3.2	5.6	6.0	3.3	0.0	4.2
B. DISAGREE	61	141	102	94	18	6	1	423
	14.4	14.7	15.4	18.9	21.4	20.0	33.3	15.9
C. UNDECIDED	8	21	18	19	5	1	0	72
	1.9	2.2	2.7	3.8	6.0	3.3	0.0	2.7
D. AGREE	252	565	370	269	45	18	1	1520
	59.4	58.9	55.7	54.0	53.6	60.0	33.3	57.1
E. STRONGLY AGREE	81	197	153	98	11	4	1	535
	19.1	20.5	23.0	17.7	13.1	13.3	33.3	20.1
COLUMN TOTALS	424	959	664	498	84	30	3	2662

33 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

94. FOR YOUR NEXT ASSIGNMENT, DO YOU WANT A JOB WHICH HAS GREATER RESPONSIBILITY THAN YOUR CURRENT JOB?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. DEFINITELY NO	5	10	9	6	0	0	0	30
	1.2	1.0	1.4	1.2	0.0	0.0	0.0	1.1
B. PROBABLY NO	11	46	43	28	1	1	1	131
	2.6	4.8	6.5	5.6	1.2	3.3	33.3	4.9
C. NOT SURE	19	37	46	22	6	1	0	131
	4.5	3.9	6.9	4.4	7.1	3.3	0.0	4.9
D. PROBABLY YES	89	213	188	135	33	13	1	672
	21.0	22.2	28.4	27.1	39.3	43.3	33.3	25.3
E. DEFINITELY YES	299	654	377	307	44	15	1	1697
	70.7	68.1	56.9	61.6	52.4	50.0	33.3	63.8
COLUMN TOTALS	423	960	663	498	84	30	3	2661

34 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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95. SELECT THE ONE FACTOR WHICH ORIGINALLY INFLUENCED YOU THE MOST TO MAKE THE AIR FORCE A CAREER	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. OPPORTUNITY FOR TRAINING AND EDUCATION IN THE AIR FORCE	40	69	57	75	23	13	0	277
	9.5	7.2	8.6	15.2	27.4	43.3	0.0	10.4
B. MY AF JOB (CHALLENGING, PROVIDES SENSE OF ACCOMPLISHMENT, ETC.)	159	309	147	111	9	2	1	738
	37.7	32.2	22.2	22.4	10.7	6.7	33.3	27.8
C. PAY AND ALLOWANCES	8	23	14	23	3	0	0	71
	1.9	2.4	2.1	4.6	3.6	0.0	0.0	2.7
D. HOUSING	0	0	0	0	1	0	0	1
	0.0	0.0	0.0	0.0	1.2	0.0	0.0	.0
E. PROMOTION SYSTEM AND OPPORTUNITY	17	31	19	9	2	1	0	79
	4.0	3.2	2.9	1.8	2.4	3.3	0.0	3.0
F. FRINGE BENEFITS (MEDICAL AND DENTAL CARE, PX, COMMISSARY, ETC.)	2	3	7	4	0	1	0	17
	.5	.3	1.1	.8	0.0	3.3	0.0	.6
G. LEADERSHIP AND SUPERVISION IN THE AIR FORCE	6	18	14	18	1	0	0	57
	1.4	1.9	2.1	3.6	1.2	0.0	0.0	2.1
H. TRAVEL AND NEW EXPERIENCES	30	117	99	63	5	4	0	318
	7.1	12.2	14.9	12.7	6.0	13.3	0.0	12.0
I. HAVE "SAY" IN FUTURE ASSIGNMENTS	0	1	0	1	0	0	0	2
	0.0	.1	0.0	.2	0.0	0.0	0.0	.1
J. SECURITY OF AIR FORCE LIFE	34	83	79	47	17	2	0	262
	8.1	8.6	11.9	9.5	20.2	6.7	0.0	9.9
K. AIR FORCE POLICIES AND PROCEDURES	0	0	5	0	0	0	0	5
	0.0	0.0	.8	0.0	0.0	0.0	0.0	.2
L. THE RETIREMENT SYSTEM	38	123	128	52	8	4	1	354
	9.0	12.8	19.3	10.5	9.5	13.3	33.3	13.3
M. OPPORTUNITY TO SERVE MY COUNTRY	46	85	45	40	4	1	1	225
	10.9	8.9	7.2	8.1	4.8	3.3	33.3	8.5
N. SOME OTHER FACTOR	41	96	44	43	9	0	0	233
	9.7	10.0	6.6	8.7	10.7	0.0	0.0	8.8
O. I DO NOT INTEND TO MAKE THE AIR FORCE A CAREER	1	2	2	9	2	2	0	18
	.2	.2	.3	1.8	2.4	6.7	0.0	.7
COLUMN TOTALS	422	960	663	495	84	30	3	2657

** MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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96. SELECT THE ONE FACTOR WHICH TODAY WOULD INFLUENCE YOU THE MOST TO MAKE THE AIR FORCE A CAREER	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. OPPORTUNITY FOR TRAINING AND EDUCATION IN THE AIR FORCE	21	38	18	30	7	6	0	120
	5.0	4.0	2.7	6.0	8.3	20.0	0.0	4.5
B. MY AF JOB (CHALLENGING, PROVIDES SENSE OF ACCOMPLISHMENT, ETC.)	176	343	222	133	20	6	0	900
	41.6	35.8	33.5	26.8	23.8	20.0	0.0	33.9
C. PAY AND ALLOWANCES	32	51	43	39	5	4	0	174
	7.6	5.3	6.5	7.9	6.0	13.3	0.0	6.6
D. HOUSING	0	0	0	0	0	0	0	0
	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
E. PROMOTION SYSTEM AND OPPORTUNITY	15	34	21	25	5	2	0	102
	3.5	3.6	3.2	5.0	6.0	6.7	0.0	3.8
F. FRINGE BENEFITS (MEDICAL AND DENTAL CARE, BX, COMMISSARY, ETC.)	1	7	7	4	2	0	0	21
	.2	.7	1.1	.8	2.4	0.0	0.0	.8
G. LEADERSHIP AND SUPERVISION IN THE AIR FORCE	15	51	27	22	5	2	0	122
	3.5	5.3	4.1	4.4	6.0	6.7	0.0	4.6
H. TRAVEL AND NEW EXPERIENCES	11	29	22	28	4	1	0	95
	2.6	3.0	3.3	5.6	4.8	3.3	0.0	3.6
I. HAVE "SAY" IN FUTURE ASSIGNMENTS	5	19	10	12	2	0	0	48
	1.2	2.0	1.5	2.4	2.4	0.0	0.0	1.8
J. SECURITY OF AIR FORCE LIFE	15	48	45	41	4	2	2	157
	3.5	5.0	6.8	8.3	4.8	5.7	66.7	5.9
K. AIR FORCE POLICIES AND PROCEDURES	2	5	3	0	0	0	0	11
	.5	.5	.5	0.0	0.0	0.0	0.0	.4
L. THE RETIREMENT SYSTEM	74	230	185	110	20	3	1	623
	17.5	24.0	27.9	22.2	23.8	10.0	33.3	23.5
M. OPPORTUNITY TO SERVE MY COUNTRY	21	42	21	17	2	0	0	103
	5.0	4.4	3.2	3.4	2.4	0.0	0.0	3.9
N. SOME OTHER FACTOR	22	41	29	25	3	2	0	122
	5.2	4.3	4.4	5.0	3.6	6.7	0.0	4.6
O. I DO NOT INTEND TO MAKE THE AIR FORCE A CAREER	13	18	10	10	5	2	0	58
	3.1	1.9	1.5	2.0	6.0	6.7	0.0	2.2
COLUMN TOTALS	423	957	653	496	84	30	3	2656

39 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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97. SELECT THE ONE FACTOR WHICH TODAY WOULD INFLUENCE YOU THE MOST NOT TO MAKE THE AIR FORCE A CAREER	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. FAMILY SEPARATION	86	203	132	90	26	9	0	546
	20.5	21.3	20.0	18.1	31.0	30.0	0.0	20.6
B. MY AIR FORCE JOB (LITTLE CHALLENGE,LITTLE SENSE OF ACCOMP.,ETC.),	18	27	37	14	7	2	0	101
	4.3	2.4	5.6	2.8	8.3	6.7	0.0	3.8
C. PAY AND ALLOWANCES	24	43	22	16	5	0	0	110
	5.7	4.5	3.3	3.2	6.0	0.0	0.0	4.2
D. HOUSING	0	7	5	1	1	0	0	14
	0.0	.7	.8	.2	1.2	0.0	0.0	.5
E. PROMOTION SELECTION SYSTEM	29	143	109	84	2	3	0	370
	6.9	15.0	16.5	16.9	2.4	10.0	0.0	14.0
F. PROMOTION OPPORTUNITY	21	85	70	73	8	2	0	259
	5.0	8.9	10.6	14.7	9.5	6.7	0.0	9.8
G. FRINGE BENEFITS (MEDICAL,DENTAL,BX,COMMISSARY,ETC.)	47	63	46	17	2	2	2	179
	11.2	6.6	7.0	3.4	2.4	6.7	66.7	6.8
H. LEADERSHIP AND SUPERVISION IN THE AIR FORCE	27	55	25	17	2	1	0	127
	6.4	5.8	3.8	3.4	2.4	3.3	0.0	4.8
I. FREQUENT PCS MOVES	33	46	30	14	5	0	0	128
	7.9	4.8	4.5	2.8	6.0	0.0	0.0	4.8
J. LITTLE "SAY" IN FUTURE ASSIGNMENTS	16	48	25	28	2	2	0	121
	3.8	5.0	3.8	5.6	2.4	6.7	0.0	4.6
K. INSECURITY OF AIR FORCE LIFE	18	50	53	60	7	2	0	190
	4.3	5.3	8.0	12.1	8.3	6.7	0.0	7.2
L. THE PEOPLE	0	1	1	2	2	0	0	6
	0.0	.1	.2	.4	2.4	0.0	0.0	.2
M. AIR FORCE POLICIES AND PROCEDURES	31	73	39	44	8	4	1	200
	7.4	7.7	5.9	8.9	9.5	13.3	33.3	7.6
N. SOME OTHER FACTOR	30	43	32	22	1	2	0	130
	7.2	4.5	4.8	4.4	1.2	6.7	0.0	4.9
O. NOTHING UNFAVORABLE	39	59	35	14	6	1	0	164
	9.3	7.2	5.3	2.8	7.1	3.3	0.0	6.2
COLUMN TOTALS	419	352	661	496	84	30	3	2645

59 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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98. ECONOMIC STANDARD:
WHAT DEGREE OF IMPORTANCE DO YOU ATTACH TO THE ABOVE?

	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. LOW IMPORTANCE	3	4	4	5	0	0	0	16
	.7	.4	.6	1.0	0.0	0.0	0.0	.6
B.	2	7	3	5	0	0	0	17
	.5	.7	.5	1.0	0.0	0.0	0.0	.6
C.	4	10	8	9	3	2	0	36
	.9	1.0	1.2	1.8	3.7	6.7	0.0	1.4
D. MEDIUM IMPORTANCE	33	67	53	42	7	4	0	216
	7.8	7.0	9.5	8.5	8.5	13.3	0.0	8.2
E.	46	117	105	53	9	2	0	332
	10.9	12.2	15.9	10.7	11.0	6.7	0.0	12.5
F.	95	231	126	107	15	6	0	590
	22.5	24.2	19.1	21.6	18.3	20.0	0.0	21.9
G. HIGH IMPORTANCE	239	520	352	274	48	16	3	1452
	56.6	54.4	53.3	55.4	58.5	53.3	100.0	54.8
COLUMN TOTALS	422	956	661	495	82	30	3	2649

46 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

99. ECONOMIC STANDARD:
TO WHAT DEGREE ARE YOU SATISFIED WITH THE ABOVE?

	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. HIGHLY DISSATISFIED	4	10	9	4	2	0	0	29
	.9	1.0	1.4	.8	2.4	0.0	0.0	1.1
B.	13	29	23	12	2	2	0	81
	3.1	3.0	3.5	2.4	2.4	6.7	0.0	3.0
C.	35	62	76	38	4	5	0	220
	8.3	6.5	11.5	7.6	4.9	16.7	0.0	8.3
D. NEUTRAL	27	71	32	40	12	3	0	185
	6.4	7.4	4.8	8.0	14.3	10.0	0.0	7.0
E.	117	292	261	168	30	11	2	881
	27.6	30.5	39.5	33.8	35.7	36.7	66.7	33.2
F.	135	318	176	144	23	5	0	793
	31.9	32.4	26.6	29.0	27.4	16.7	0.0	29.9
G. HIGHLY SATISFIED	93	184	84	91	11	4	1	468
	21.9	19.2	12.7	18.3	13.1	13.3	33.3	17.6
COLUMN TOTALS	424	956	661	497	84	30	3	2657

39 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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100. ECONOMIC SECURITY: WHAT DEGREE OF IMPORTANCE DO YOU ATTACH TO THE ABOVE?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. LOW IMPORTANCE	0	2	0	3	1	0	0	6
	0.0	.2	0.0	.6	1.2	0.0	0.0	.2
B.	2	2	1	2	1	0	0	8
	.5	.2	.2	.4	1.2	0.0	0.0	.3
C.	3	10	5	7	0	0	0	25
	.7	1.0	.8	1.4	0.0	0.0	0.0	.9
D. MEDIUM IMPORTANCE	28	56	48	36	5	3	0	176
	6.6	5.8	7.2	7.2	6.0	10.0	0.0	6.6
E.	59	149	86	60	3	6	0	363
	13.9	15.5	13.0	12.1	3.6	20.0	0.0	13.7
F.	109	232	175	120	21	4	0	661
	25.8	24.2	26.4	24.1	25.0	13.3	0.0	24.9
G. HIGH IMPORTANCE	222	508	348	269	53	17	3	1420
	52.5	53.0	52.5	54.1	63.1	56.7	100.0	53.4
COLUMN TOTALS	423	959	663	497	84	30	3	2659

36 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

101. ECONOMIC SECURITY: TO WHAT DEGREE ARE YOU SATISFIED WITH THE ABOVE?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. HIGHLY DISSATISFIED	3	13	26	34	8	0	0	84
	.7	1.4	3.9	6.8	9.5	0.0	0.0	3.2
B.	14	31	37	48	5	2	0	137
	3.3	3.2	5.6	9.6	6.0	6.7	0.0	5.2
C.	24	64	51	87	10	5	0	251
	5.7	6.7	9.2	17.5	11.9	16.7	0.0	9.4
D. NEUTRAL	17	72	57	48	11	1	1	207
	4.0	7.5	8.6	9.6	13.1	3.3	33.3	7.8
E.	114	275	223	135	20	11	1	779
	27.0	28.7	33.6	27.1	23.8	36.7	33.3	29.3
F.	145	293	174	98	22	8	0	740
	34.3	30.6	26.2	19.7	26.2	26.7	0.0	27.8
G. HIGHLY SATISFIED	106	209	85	48	8	3	1	460
	25.1	21.8	12.8	9.6	9.5	10.0	33.3	17.3
COLUMN TOTALS	423	957	663	498	84	30	3	2658

37 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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102. AF IS PROVIDING ENOUGH INFO TO MEMBERS TO PERMIT THEM TO DETERMINE CURRENT STATUS OF ACTIONS IMPACTING THEIR FRINGE BENEFITS	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STRONGLY DISAGREE	38	81	83	53	13	0	0	268
	9.0	8.4	12.5	10.7	15.5	0.0	0.0	10.1
B. DISAGREE	123	346	213	193	30	9	2	916
	29.1	36.1	32.2	38.8	35.7	30.0	66.7	34.5
C. UNDECIDED	39	93	56	58	9	5	1	251
	9.2	9.7	8.5	11.7	10.7	16.7	33.3	9.8
D. AGREE	209	401	289	176	30	15	0	1120
	49.5	41.8	43.7	35.4	35.7	50.0	0.0	42.2
E. STRONGLY AGREE	13	38	21	17	2	1	0	92
	3.1	4.0	3.2	3.4	2.4	3.3	0.0	3.5
COLUMN TOTALS	422	959	662	497	84	30	3	2657

38 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

103. MILITARY PAY RAISES OVER THE PAST FIVE YEARS HAVE ADEQUATELY OFFSET INCREASES IN THE COST OF LIVING	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STRONGLY DISAGREE	148	375	278	215	39	11	2	1068
	34.9	39.1	42.0	43.3	46.4	36.7	66.7	40.2
B. DISAGREE	164	390	260	169	29	12	1	1025
	38.7	40.6	39.3	34.0	34.5	40.0	33.3	38.5
C. UNDECIDED	27	37	29	28	5	6	0	132
	6.4	3.9	4.4	5.6	6.0	20.0	0.0	5.0
D. AGREE	76	141	89	76	9	0	0	391
	17.9	14.7	13.4	15.3	10.7	0.0	0.0	14.7
E. STRONGLY AGREE	9	17	6	9	2	1	0	44
	2.1	1.8	.9	1.8	2.4	3.3	0.0	1.7
COLUMN TOTALS	424	960	662	497	84	30	3	2660

38 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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184. HOW DO YOU THINK YOUR MILITARY PAY (INCL. ALL ALLOWANCES & FRINGES) COMPARES WITH PAY IN CIVILIAN EMPLOYMENT FOR SIMILAR WORK?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. MILITARY PAY IS FAR HIGHER THAN CIVILIAN	3	3	2	7	0	0	0	15
	.7	.3	.3	1.4	0.0	0.0	0.0	.6
B. MILITARY PAY IS SOMEWHAT HIGHER THAN CIVILIAN	21	34	23	27	5	1	0	111
	5.0	3.5	3.5	5.4	6.0	3.3	0.0	4.2
C. BOTH ABOUT EQUAL	57	151	88	88	14	3	0	411
	13.5	15.8	13.3	17.7	16.7	10.0	0.0	15.5
D. MILITARY PAY IS SOMEWHAT LESS THAN CIVILIAN	176	397	310	227	39	23	2	1174
	41.6	41.4	46.8	45.7	46.4	76.7	66.7	44.2
E. MILITARY PAY IS FAR LESS THAN CIVILIAN	137	275	180	101	18	2	1	715
	32.4	28.8	27.2	20.3	21.4	6.7	33.3	26.9
F. THERE IS NO VALID COMPARISON BETWEEN MILITARY AND CIVILIAN PAY	29	87	59	47	8	1	0	231
	6.9	9.1	8.9	9.5	9.5	3.3	0.0	8.7
COLUMN TOTALS	423	958	662	497	84	30	3	2657

39 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

185. FREE TIME: WHAT DEGREE OF IMPORTANCE DO YOU ATTACH TO THE ABOVE?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. LOW IMPORTANCE	7	9	5	2	0	0	0	23
	1.7	.9	.8	.4	0.0	0.0	0.0	.9
B.	13	24	8	5	0	0	0	50
	3.1	2.5	1.2	1.0	0.0	0.0	0.0	1.9
C.	21	43	27	15	1	0	0	107
	5.0	4.5	4.1	3.0	1.2	0.0	0.0	4.0
D. MEDIUM IMPORTANCE	116	226	158	116	19	4	3	642
	27.4	23.6	23.8	23.3	22.6	13.3	100.0	24.2
E.	98	220	146	107	13	8	0	592
	23.2	23.0	22.0	21.5	15.5	26.7	0.0	22.3
F.	98	219	149	122	23	12	0	605
	18.9	22.9	22.5	24.5	27.4	40.0	0.0	22.8
G. HIGH IMPORTANCE	88	215	170	131	28	6	0	638
	20.8	22.5	25.6	26.3	33.3	20.0	0.0	24.0
COLUMN TOTALS	423	956	663	498	94	30	3	2657

39 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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186. FREE TIME: TO WHAT DEGREE ARE YOU SATISFIED WITH THE ABOVE?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. HIGHLY DISSATISFIED	20	86	50	16	5	2	0	179
	4.7	9.0	7.5	3.2	6.0	6.7	0.0	6.7
B.	42	110	69	40	6	0	0	267
	9.9	11.5	10.4	8.0	7.1	0.0	0.0	10.0
C.	73	189	125	78	10	8	0	483
	17.2	19.7	18.9	15.7	11.9	26.7	0.0	18.2
D. NEUTRAL	64	177	95	69	11	5	0	421
	15.1	18.5	14.3	13.9	13.1	16.7	0.0	15.8
E.	97	213	175	121	23	6	0	635
	22.9	22.2	26.4	24.3	27.4	20.0	0.0	23.9
F.	79	116	93	115	24	4	2	433
	18.6	12.1	14.0	23.1	28.6	13.3	66.7	16.3
G. HIGHLY SATISFIED	49	68	56	59	5	5	1	243
	11.6	7.1	8.4	11.8	6.0	16.7	33.3	9.1
COLUMN TOTALS	424	959	663	498	84	30	3	2661

34 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

187. PERSONAL GROWTH: WHAT DEGREE OF IMPORTANCE DO YOU ATTACH TO THE ABOVE?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. LOW IMPORTANCE	0	0	0	1	0	0	0	1
	0.0	0.0	0.0	.2	0.0	0.0	0.0	.0
B.	1	0	0	0	0	0	0	1
	.2	0.0	0.0	0.0	0.0	0.0	0.0	.0
C.	0	2	2	1	0	1	0	6
	0.0	.2	.3	.2	0.0	3.3	0.0	.2
D. MEDIUM IMPORTANCE	18	42	28	15	2	0	1	106
	4.2	4.4	4.2	3.0	2.4	0.0	33.3	4.0
E.	55	115	76	36	8	1	0	292
	13.0	12.1	11.5	7.3	9.5	3.3	0.0	11.0
F.	128	311	211	131	15	6	0	802
	30.2	32.5	31.8	26.4	17.9	20.0	0.0	30.2
G. HIGH IMPORTANCE	222	487	346	312	59	22	2	1450
	52.4	50.8	52.2	62.9	70.2	73.3	66.7	54.6
COLUMN TOTALS	424	959	663	495	84	30	3	2658

37 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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108. PERSONAL GROWTH: TO WHAT DEGREE ARE YOU SATISFIED WITH THE ABOVE?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. HIGHLY DISSATISFIED	6	13	14	14	4	0	0	51
	1.4	1.4	2.1	2.8	4.8	0.0	0.0	1.9
B.	17	33	35	29	3	3	0	120
	4.0	3.4	5.3	5.8	3.6	10.0	0.0	4.5
C.	27	80	72	46	10	1	0	236
	6.4	8.4	10.9	9.2	11.9	3.3	0.0	8.9
D. NEUTRAL	33	92	44	47	8	3	0	217
	7.8	9.6	6.6	9.4	9.5	10.0	0.0	8.2
E.	103	299	220	162	23	9	0	816
	24.3	31.2	33.2	32.5	27.4	30.0	0.0	30.7
F.	162	319	192	147	24	9	2	854
	38.2	33.2	29.0	29.5	28.6	30.0	66.7	32.1
G. HIGHLY SATISFIED	76	133	86	53	12	5	1	366
	17.9	13.9	13.0	10.6	14.3	16.7	33.3	13.8
COLUMN TOTALS	424	958	663	498	84	30	3	2660

35 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

109. I WANTED THE JOB OF COMMANDER	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STRONGLY DISAGREE	7	14	17	13	2	0	0	53
	1.7	1.5	2.6	2.6	2.4	0.0	0.0	2.0
B. DISAGREE	5	15	22	21	8	5	1	77
	1.2	1.6	3.3	4.2	9.5	16.7	33.3	2.9
C. UNDECIDED	4	15	14	11	1	1	0	47
	1.0	1.7	2.1	2.2	1.2	3.3	0.0	1.8
D. AGREE	70	137	138	123	15	13	1	498
	16.6	14.3	20.9	24.8	19.0	43.3	33.3	18.8
E. STRONGLY AGREE	335	777	469	328	57	11	1	1978
	79.6	81.0	71.1	66.1	67.9	36.7	33.3	74.6
COLUMN TOTALS	421	959	660	496	84	30	3	2653

42 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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110. TO WHAT EXTENT IS DEALING WITH PEOPLE A PART OF YOUR JOB?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. VERY LITTLE	0	0	0	0	2	0	0	2
	0.0	0.0	0.0	0.0	2.4	0.0	0.0	.1
B. LITTLE	0	0	1	1	0	1	0	3
	0.0	0.0	.2	.2	0.0	3.3	0.0	.1
C. SOME MODERATE AMOUNT	2	4	7	7	1	1	0	22
	.5	.4	1.1	1.4	1.2	3.3	0.0	.8
D. MUCH	39	75	56	58	7	2	0	237
	9.2	7.8	8.5	11.6	8.3	6.7	0.0	8.9
E. VERY MUCH	382	881	598	432	74	26	3	2396
	90.3	91.9	90.3	86.7	88.1	86.7	100.0	90.1
COLUMN TOTALS	423	960	662	498	84	30	3	2660

35 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

111. DO YOU FEEL THAT THE WORK YOU ARE NOW DOING IS APPROPRIATE TO THE GRADE YOU HOLD?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. MY GRADE IS MUCH TOO HIGH FOR THE WORK I AM DOING	14	17	15	11	1	0	0	58
	3.3	1.8	2.3	2.2	1.2	0.0	0.0	2.2
B. MY GRADE IS SOMEWHAT TOO HIGH FOR THE WORK I AM DOING	72	76	41	22	3	0	0	214
	17.0	7.9	6.2	4.4	3.6	0.0	0.0	8.0
C. MY GRADE IS ABOUT RIGHT FOR THE WORK I AM DOING	308	745	361	276	18	5	1	1714
	72.6	77.7	54.5	55.5	21.4	16.7	33.3	64.5
D. MY GRADE IS SOMEWHAT TOO LOW FOR THE WORK I AM DOING	29	113	222	165	48	16	0	593
	6.8	11.8	33.5	33.2	57.1	53.3	0.0	22.3
E. MY GRADE IS MUCH TOO LOW FOR THE WORK I AM DOING	1	8	23	23	14	9	2	80
	.2	.8	3.5	4.6	16.7	30.0	66.7	3.0
COLUMN TOTALS	424	959	662	497	84	30	3	2659

36 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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112. DO YOU THINK YOUR PRESENT JOB IS PREPARING YOU TO ASSUME FUTURE POSITIONS OF GREATER RESPONSIBILITY?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. DEFINITELY NO	25	28	23	6	1	0	0	83
	5.9	2.9	3.5	1.2	1.2	0.0	0.0	3.1
B. PROBABLY NO	66	61	23	31	6	0	0	197
	15.6	6.4	3.5	6.2	7.1	0.0	0.0	7.0
C. UNDECIDED	23	19	20	18	1	0	0	81
	5.4	2.0	3.0	3.6	1.2	0.0	0.0	3.0
D. PROBABLY YES	149	271	210	140	23	10	1	804
	35.1	28.3	31.7	28.1	27.4	33.3	33.3	30.2
E. DEFINITELY YES	161	580	387	303	53	20	2	1506
	38.0	60.5	58.4	60.8	63.1	66.7	66.7	56.6
COLUMN TOTALS	424	959	663	498	84	30	3	2661

34 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

113. THE POSITION OF FIRST SERGEANT SERVES A NECESSARY FUNCTION IN THE AIR FORCE	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STRONGLY AGREE	321	725	517	366	54	21	1	2005
	75.7	75.8	78.2	73.6	64.3	70.0	33.3	75.5
B. AGREE	81	173	110	86	17	7	1	475
	19.1	18.1	16.6	17.3	20.2	23.3	33.3	17.9
C. UNDECIDED	14	29	12	18	7	1	1	81
	3.3	3.0	1.8	3.6	8.3	3.3	0.0	3.0
D. DISAGREE	3	11	12	13	2	0	1	42
	.7	1.1	1.8	2.6	2.4	0.0	33.3	1.6
E. STRONGLY DISAGREE	5	19	10	14	4	1	0	53
	1.2	2.0	1.5	2.8	4.8	3.3	0.0	2.0
COLUMN TOTALS	424	957	661	497	84	30	3	2656

39 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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114. WHAT DO YOU CONSIDER THE MOST IMPORTANT FUNCTION OF THE FIRST SERGEANT?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. DORMITORY MANAGER	7	16	8	9	2	2	0	44
	1.7	1.7	1.2	1.8	2.4	6.7	0.0	1.7
B. ENLISTED/DEPENDENT COUNSELOR	77	157	102	87	20	8	0	451
	18.3	16.4	15.4	17.6	23.8	26.7	0.0	17.0
C. COMMANDER'S ASSISTANT	214	545	400	290	44	17	1	1511
	50.8	56.8	60.4	58.7	52.4	56.7	33.3	57.0
D. INTERORGANIZATION COMMUNICATIONS/LIAISON	90	168	115	65	13	2	1	454
	21.4	17.5	17.4	13.2	15.5	6.7	33.3	17.1
E. ADMINISTRATIVE MANAGER	19	39	18	26	2	1	0	105
	4.5	4.1	2.7	5.3	2.4	3.3	0.0	4.0
F. OTHER	14	34	19	17	3	0	1	88
	3.3	3.5	2.9	3.4	3.6	0.0	33.3	3.3
COLUMN TOTALS	421	959	662	494	84	30	3	2653

42 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

115. DO 1ST SGTS IN YOUR INSTALLATION ATTEND MONTHLY MEETINGS TO EXCHANGE IDEAS & UPDATE EACH OTHER ON AF & LOCAL POLICIES & PROBLEMS?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. ALL OF THEM DO	187	411	295	235	39	13	2	1182
	46.4	44.5	45.2	48.8	49.8	43.3	66.7	46.0
B. MOST OF THEM DO	141	349	237	173	29	13	0	942
	35.0	37.9	36.3	35.9	36.3	43.3	0.0	36.6
C. SOME OF THEM DO	38	97	50	30	7	3	0	225
	9.4	10.5	7.7	6.2	8.8	10.0	0.0	8.8
D. FEW OF THEM DO	15	21	13	13	3	0	1	66
	3.7	2.3	2.0	2.7	3.8	0.0	33.3	2.6
E. NONE OF THEM DO	22	43	57	31	2	1	0	156
	5.5	4.7	8.7	6.4	2.5	3.3	0.0	6.1
COLUMN TOTALS	403	921	652	482	80	30	3	2571

126 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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116. MOST OF THE SENIOR NCOS (E-7 THROUGH E-9) UNDERSTAND AND ARE ABLE TO COMMUNICATE WITH THE PEOPLE WHO WORK WITH THEM	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STRONGLY DISAGREE	8	21	11	7	4	0	0	51
	1.9	2.2	1.7	1.4	4.8	0.0	0.0	1.9
B. DISAGREE	55	126	109	83	19	5	0	397
	13.0	13.2	16.5	16.7	22.6	15.7	0.0	15.0
C. UNDECIDED	36	99	45	47	10	5	0	242
	8.5	10.4	6.8	9.5	11.9	16.7	0.0	9.1
D. AGREE	288	624	445	315	43	17	2	1734
	68.2	65.3	67.3	63.5	51.2	56.7	66.7	65.4
E. STRONGLY AGREE	35	86	51	44	8	3	1	228
	8.3	9.0	7.7	8.9	9.5	10.0	33.3	8.6
COLUMN TOTALS	422	956	661	496	84	30	3	2652

47 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

117. DO YOU LIKE THE CHANGES INTRODUCED BY THE IRIDEPUTATE REORGANIZATION PROGRAM?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. DEFINITELY YES	60	151	104	69	10	4	1	409
	14.2	16.9	15.7	14.0	11.9	13.3	33.3	15.4
B. PROBABLY YES	84	253	131	84	27	4	0	583
	19.9	26.5	19.8	17.0	32.1	13.3	0.0	22.0
C. UNDECIDED	129	268	214	174	20	13	0	818
	30.6	28.1	32.4	35.2	23.8	43.3	0.0	30.9
D. PROBABLY NO	26	43	27	14	2	1	0	119
	6.2	5.1	4.1	2.8	2.4	3.3	0.0	4.5
E. DEFINITELY NO	68	87	45	21	3	1	1	226
	16.1	9.1	6.8	4.3	3.6	3.3	33.3	8.5
F. NEVER HEARD OF IT	55	136	140	132	22	7	1	493
	13.0	14.3	21.2	26.7	26.2	23.3	33.3	18.6
COLUMN TOTALS	422	954	661	494	84	30	3	2648

47 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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118. DO YOU LIKE THE CHANGES INTRODUCED BY THE NEW E-4 APPOINTMENT TO NCO STATUS PROGRAM (AFR 39-17, SENIOR AIRMAN/NCO)?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. DEFINITELY YES	130 30.7	323 33.8	260 39.3	171 34.3	40 47.6	6 20.0	1 33.3	931 35.0
B. PROBABLY YES	118 27.9	299 31.2	193 29.2	165 33.1	20 23.8	18 60.0	1 33.3	814 30.6
C. UNDECIDED	80 18.9	134 14.0	92 13.9	67 13.5	4 4.8	2 6.7	0 0.0	379 14.3
D. PROBABLY NO	45 10.6	89 9.3	40 6.0	28 5.6	9 10.7	2 6.7	0 0.0	213 8.0
E. DEFINITELY NO	45 10.6	111 11.6	75 11.3	65 13.1	11 13.1	2 6.7	1 33.3	310 11.7
F. NEVER HEARD OF IT	5 1.2	1 .1	2 .3	2 .4	0 0.0	0 0.0	0 0.0	10 .4
COLUMN TOTALS	423	957	662	498	84	30	3	2657

39 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

119. IS THE NEW PHASE I NCO PME MEETING ITS OBJECTIVE OF PREPARING E-4/SENIOR AIRMEN TO ASSUME ROLES & RESPONSIBILITIES OF NCOS?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. DEFINITELY YES	57 13.5	87 9.1	58 8.7	34 6.8	8 9.5	3 10.0	1 33.3	248 9.3
B. PROBABLY YES	212 50.1	452 47.2	298 44.9	204 41.0	40 47.6	19 63.3	1 33.3	1226 46.1
C. NO OPINION/DON'T KNOW	128 30.3	329 34.3	235 35.4	202 40.6	23 27.4	5 16.7	1 33.3	923 34.7
D. PROBABLY NO	23 5.4	75 7.8	59 8.9	48 9.7	10 11.9	2 6.7	0 0.0	217 8.2
E. DEFINITELY NO	3 .7	15 1.6	13 2.0	9 1.8	3 3.6	1 3.3	0 0.0	44 1.7
COLUMN TOTALS	423	958	663	497	84	30	3	2658

37 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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120. IS THE NEW PHASE II NCO PME MEETING ITS OBJECTIVE OF PREPARING E-4 NCO'S,E-5'S AND CIV. EMPLOYEES FOR THEIR FIRST SUPERVISORY POSITION?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. DEFINITELY YES	47	48	50	22	10	3	0	180
	11.1	5.0	7.5	4.4	11.9	10.0	0.0	6.8
B. PROBABLY YES	229	524	312	214	33	16	2	1330
	54.3	54.8	47.1	43.1	39.3	53.3	66.7	50.1
C. NO OPINION/DON'T KNOW	122	315	253	211	33	7	1	943
	28.9	33.0	38.2	42.5	39.3	23.3	33.3	35.5
D. PROBABLY NO	22	61	46	47	8	3	0	187
	5.2	6.4	6.9	9.5	9.5	10.0	0.0	7.0
E. DEFINITELY NO	2	8	2	3	0	1	0	16
	.5	.8	.3	.6	0.0	3.3	0.0	.6
COLUMN TOTALS	422	957	663	497	84	30	3	2656

39 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

121. DO YOU LIKE THE CHANGES INTRODUCED BY THE NEW ENLISTED FORCE ORGANIZATION ("THREE-TIER," AFR 39-6)?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. DEFINITELY YES	104	197	157	107	24	7	1	537
	24.7	20.6	23.7	21.5	28.9	23.3	33.3	22.5
B. PROBABLY YES	143	376	262	206	35	14	0	1036
	34.0	39.3	39.5	41.4	42.2	46.7	0.0	39.1
C. UNDECIDED	114	252	155	116	16	7	0	660
	27.1	26.4	23.4	23.3	19.3	23.3	0.0	24.9
D. PROBABLY NO	20	55	36	23	4	1	1	140
	4.8	5.8	5.4	4.6	4.8	3.3	33.3	5.3
E. DEFINITELY NO	19	35	18	22	1	1	1	97
	4.5	3.7	2.7	4.4	1.2	3.3	33.3	3.7
F. NEVER HEARD OF IT	21	41	35	23	3	0	0	123
	5.0	4.3	5.3	4.6	3.6	0.0	0.0	4.6
COLUMN TOTALS	421	956	663	497	83	30	3	2653

42 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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122. DO YOU LIKE THE CHANGES INTRODUCED BY THE NEW INDIVIDUALIZED NEWCOMERS TREATMENT ORIENTATION (INTRO) PROGRAM?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. DEFINITELY YES	158	277	193	168	24	13	0	825
	35.5	29.0	29.1	33.8	28.6	43.3	0.0	31.1
B. PROBABLY YES	128	388	233	163	39	11	0	962
	30.3	40.6	35.1	32.8	46.4	36.7	0.0	36.2
C. UNDECIDED	74	155	120	85	11	3	0	448
	17.5	16.2	18.1	17.1	13.1	10.0	0.0	16.9
D. PROBABLY NO	14	51	40	33	2	2	0	142
	3.3	5.3	6.0	6.6	2.4	6.7	0.0	5.4
E. DEFINITELY NO	4	34	46	26	4	0	2	116
	.9	3.6	6.9	5.2	4.9	0.0	66.7	4.4
F. NEVER HEARD OF IT	52	50	31	22	4	1	1	161
	12.3	5.2	4.7	4.4	4.8	3.3	33.3	6.1
COLUMN TOTALS	422	955	663	497	84	30	3	2654

41 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

123. HAVE YOU BEEN PROVIDED SUFFICIENT INFORMATION AND INSTRUCTIONS TO PROPERLY PERFORM YOUR DUTIES UNDER THE SELECTIVE REENLISTMENT PROGRAM	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. NO	75	193	109	86	18	8	0	489
	18.2	20.3	16.5	17.4	21.4	26.7	0.0	18.6
B. YES, AND I GOT MOST OF MY INFO FROM AFR 35-16	36	95	78	91	15	5	0	321
	8.7	10.1	11.8	18.4	17.9	16.7	0.0	12.2
C. YES, AND I GOT MOST OF MY INFO FROM THE CAREER ADVISORY NEWS	6	14	11	7	0	0	0	38
	1.5	1.5	1.7	1.4	0.0	0.0	0.0	1.4
D. YES, AND I GOT MOST OF MY INFO FROM THE BASE CAREER ADVISOR	27	59	56	39	4	2	1	187
	6.5	6.1	8.5	7.9	4.8	6.7	33.3	7.1
E. YES, AND I GOT MOST OF MY INFO FROM MY UNIT CAREER ADVISOR	108	343	275	170	28	11	0	935
	26.2	35.9	41.7	34.4	33.3	36.7	0.0	35.5
F. YES, AND I GOT MOST OF MY INFO FROM THE CBPO	161	248	130	101	19	4	2	665
	39.0	25.1	19.7	20.4	22.6	13.3	66.7	25.2
COLUMN TOTALS	413	952	659	494	84	30	3	2635

68 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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124. DO YOU BELIEVE THAT YOU AS A COMMANDER HAVE SUFFICIENT INFORMATION AVAILABLE ABOUT EACH AIRMAN TO MAKE A GOOD REENLISTMENT SEL. DECISION	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. NO	44	72	50	43	7	1	0	227
	10.6	7.6	9.1	8.7	8.3	3.6	0.0	8.6
B. YES, AND I OBTAIN MOST OF MY INFO FROM THE AIRMAN'S SUPERVISOR	100	211	159	107	15	8	0	600
	24.0	22.2	24.2	21.7	17.9	28.6	0.0	22.8
C. YES, AND I OBTAIN MOST OF MY INFO FROM THE RECORDS IN THE OBPO	70	65	44	30	7	6	0	222
	16.8	6.8	6.7	6.1	8.3	21.4	0.0	8.4
D. YES, AND I OBTAIN MOST OF MY INFO FROM THE RECORDS IN MY UNIT	32	91	50	60	9	4	0	246
	7.7	9.6	7.6	12.2	10.7	14.3	0.0	9.4
E. YES, AND I OBTAIN MOST OF MY INFO FROM THE FIRST SERGEANT	45	71	34	18	2	1	0	171
	10.8	7.5	5.2	3.7	2.4	3.6	0.0	6.5
F. YES, AND I OBTAIN MOST OF MY INFO FROM PERSONAL KNOWLEDGE OF AIRMEN	125	439	311	235	44	9	3	1165
	30.0	46.3	47.3	47.7	52.4	28.6	100.0	44.3
COLUMN TOTALS	416	949	658	493	84	28	3	2631

64 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

125. EQUITY: WHAT DEGREE OF IMPORTANCE DO YOU ATTACH TO THE ABOVE?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. LOW IMPORTANCE	2	2	0	3	0	0	0	7
	.5	.2	0.0	.6	0.0	0.0	0.0	.3
B.	1	3	1	0	0	0	0	5
	.2	.3	.2	0.0	0.0	0.0	0.0	.2
C.	1	2	3	0	0	0	0	6
	.2	.2	.5	0.0	0.0	0.0	0.0	.2
D. MEDIUM IMPORTANCE	14	34	20	15	1	0	0	84
	3.3	3.6	3.0	3.0	1.2	0.0	0.0	3.2
E.	29	75	50	25	9	2	0	201
	6.8	7.9	9.1	5.0	10.7	5.7	0.0	7.6
F.	91	219	139	105	13	8	0	574
	21.5	22.9	21.0	21.1	15.5	25.7	0.0	21.6
G. HIGH IMPORTANCE	286	622	438	350	61	20	3	1780
	67.5	65.0	66.3	70.3	72.6	66.7	100.0	67.0
COLUMN TOTALS	424	957	661	498	94	30	3	2657

38 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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126. EQUITY: TO WHAT DEGREE ARE YOU SATISFIED WITH THE ABOVE?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. HIGHLY DISSATISFIED	7	23	29	31	5	0	0	95
	1.7	2.4	4.4	6.2	6.9	0.0	0.0	3.6
B.	10	37	44	27	8	2	0	128
	2.4	3.9	6.6	5.4	9.5	6.7	0.0	4.8
C.	19	84	69	55	10	3	0	240
	4.5	8.8	10.4	11.0	11.9	10.0	0.0	9.0
D. NEUTRAL	35	75	52	65	6	2	0	245
	8.3	7.8	9.4	13.1	7.1	6.7	0.0	9.2
E.	80	219	167	118	17	7	0	608
	18.9	22.8	25.2	23.7	20.2	23.3	0.0	22.9
F.	142	298	170	118	22	11	2	763
	33.5	31.1	25.7	23.7	26.2	36.7	66.7	28.7
G. HIGHLY SATISFIED	131	223	121	84	16	5	1	581
	30.9	23.3	18.3	16.9	19.0	16.7	33.3	21.8
COLUMN TOTALS	424	959	652	498	84	30	3	2660

35 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

127. DO YOU BELIEVE THAT RACIAL DISCRIMINATION IS A PROBLEM ON YOUR BASE?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. NO	243	591	409	283	43	17	2	1588
	57.7	61.8	61.9	57.1	51.2	56.7	66.7	59.9
B. YES, A MINOR PROBLEM	158	331	214	191	31	9	1	925
	37.5	34.6	32.4	38.5	36.9	30.0	33.3	34.9
C. YES, A MODERATE PROBLEM	19	32	37	28	8	4	0	128
	4.5	3.3	5.6	5.6	9.5	13.3	0.0	4.8
D. YES, A BIG PROBLEM	1	3	1	4	2	0	0	11
	.2	.3	.2	.8	2.4	0.0	0.0	.4
COLUMN TOTALS	421	957	661	496	84	30	3	2652

43 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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128. ARE RACE RELATIONS ON YOUR BASE IMPROVING, THE SAME, OR WORSE THAN LAST YEAR?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. GREATLY IMPROVING	35 8.3	62 6.5	42 6.4	36 7.3	5 6.0	3 10.7	0 0.0	183 7.0
B. SOMEWHAT IMPROVING	198 42.9	407 42.8	233 35.5	169 34.4	27 32.5	11 39.3	0 0.0	1027 39.0
C. THE SAME	200 47.6	473 49.7	368 56.1	276 56.2	47 56.6	14 50.0	3 100.0	1391 52.5
D. SOMEWHAT WORSE	4 1.0	8 .8	12 1.8	8 1.6	3 3.6	0 0.0	0 0.0	35 1.3
E. MUCH WORSE	1 .2	1 .1	1 .2	2 .4	1 1.2	0 0.0	0 0.0	6 .2
COLUMN TOTALS	420	951	656	491	83	28	3	2632

67 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

129. DO YOU THINK IT IS LIKELY THAT THERE WILL BE A RACIAL FLARE-UP ON YOUR BASE IN THE NEAR FUTURE?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. YES, DEFINITELY	0 0.0	0 0.0	0 0.0	2 .4	0 0.0	0 0.0	0 0.0	2 .1
B. YES, PROBABLY	9 2.1	10 1.0	7 1.1	7 1.4	3 3.6	0 0.0	0 0.0	36 1.4
C. I DON'T KNOW	22 5.2	73 7.5	57 8.6	51 10.3	10 12.0	4 13.3	0 0.0	219 8.3
D. NO, PROBABLY NOT	264 62.7	605 63.2	420 63.5	304 61.3	50 60.2	23 76.7	1 33.3	1667 62.9
E. NO, DEFINITELY NOT	126 29.9	269 28.0	177 26.8	132 26.6	20 24.1	3 10.0	2 66.7	728 27.5
COLUMN TOTALS	421	959	661	496	83	30	3	2652

43 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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130. DO YOU THINK YOUR RACE IS NOW A FACTOR IN YOUR PROMOTION OPPORTUNITY?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. VERY HELPFUL	3	5	3	5	1	0	0	17
	.7	.5	.5	1.0	1.2	0.0	0.0	.6
B. SOMEWHAT HELPFUL	24	42	26	16	3	0	0	111
	5.7	4.4	3.9	3.2	3.6	0.0	0.0	4.2
C. MAKES NO DIFFERENCE	294	679	451	312	51	23	3	1813
	69.7	71.0	68.1	62.7	60.7	76.7	100.0	68.3
D. SOMEWHAT HARMFUL	70	150	97	95	16	4	0	432
	16.6	15.7	14.7	19.1	19.0	13.3	0.0	16.3
E. VERY HARMFUL	3	7	9	7	3	0	0	29
	.7	.7	1.4	1.4	3.6	0.0	0.0	1.1
F. NO OPINION/DON'T KNOW	28	74	76	63	10	3	0	254
	6.6	7.7	11.5	12.7	11.9	10.0	0.0	9.6
COLUMN TOTALS	422	957	662	498	84	30	3	2656

39 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

131. DO YOU THINK MINORITY GROUP PERS. RECEIVE THE SAME PUNISHMENT FOR THE SAME OFFENSE AS OTHER PERSONNEL IN DISCIPLINARY ACTION UNDER UCMJ?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. MINORITY GROUPS RECEIVE MUCH MORE SEVERE PUNISHMENT	0	1	6	3	0	0	0	10
	0.0	.1	.9	.6	0.0	0.0	0.0	.4
B. MINORITY GROUPS RECEIVE SOMEWHAT MORE SEVERE PUNISHMENT	29	55	49	43	9	2	0	188
	6.9	5.8	7.4	9.6	10.7	6.7	0.0	7.1
C. NO DIFFERENCE IN PUNISHMENT	302	693	480	352	58	24	0	1909
	71.4	72.3	72.4	70.7	69.0	80.0	0.0	71.8
D. MINORITY GROUPS RECEIVE SOMEWHAT LESS SEVERE PUNISHMENT	70	150	80	65	11	3	1	380
	16.5	15.7	12.1	13.1	13.1	10.0	33.3	14.3
E. MINORITY GROUPS RECEIVE MUCH LESS SEVERE PUNISHMENT	4	11	7	7	3	0	1	33
	.9	1.1	1.1	1.4	3.6	0.0	33.3	1.2
F. NO OPINION/DON'T KNOW	18	47	41	28	3	1	1	139
	4.3	4.9	6.2	5.6	3.6	3.3	33.3	5.2
COLUMN TOTALS	423	959	663	498	94	30	3	2659

36 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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132. HUMAN RELATIONS EDUCATION COURSES ARE EFFECTIVE IN GETTING PEOPLE TO TREAT EACH OTHER BETTER	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STRONGLY DISAGREE	32	89	68	59	15	8	3	274
	7.5	9.3	10.3	11.8	17.9	26.7	100.0	10.3
B. DISAGREE	90	273	196	167	29	10	0	765
	21.2	28.5	29.6	33.5	34.5	33.3	0.0	28.7
C. UNDECIDED	81	193	136	110	13	5	0	538
	19.1	20.1	20.5	22.1	15.5	16.7	0.0	20.2
D. AGREE	205	383	242	144	23	6	0	1003
	48.3	39.9	36.5	28.9	27.4	20.0	0.0	37.7
E. STRONGLY AGREE	16	21	21	18	4	1	0	81
	3.8	2.2	3.2	3.6	4.8	3.3	0.0	3.0
COLUMN TOTALS	424	959	663	498	94	30	3	2661

34 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

133. CURRENT AIR FORCE TRAINING PROGRAMS SHOULD HELP PREPARE PEOPLE TO GET ALONG WITH OTHER PEOPLE	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. STRONGLY DISAGREE	13	39	18	14	3	4	2	93
	3.1	4.1	2.7	2.8	3.5	13.3	66.7	3.5
B. DISAGREE	29	118	83	52	7	5	1	295
	6.9	12.3	12.5	10.4	8.3	16.7	33.3	11.1
C. UNDECIDED	52	121	71	66	12	4	0	326
	12.3	12.6	10.7	13.3	14.3	13.3	0.0	12.3
D. AGREE	275	593	396	286	45	16	0	1612
	65.0	61.8	59.7	57.4	54.8	53.3	0.0	60.6
E. STRONGLY AGREE	54	89	95	80	16	1	0	335
	12.9	9.3	14.3	16.1	19.0	3.3	0.0	12.6
COLUMN TOTALS	423	960	663	498	84	39	3	2661

34 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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134. ON THE SAME JOBS AS AF MEN, DO AF WOMEN TEND TO BE ABSENT FROM THE JOB FOR ALL REASONS MORE, LESS, OR ABOUT THE SAME?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. MUCH MORE	11	33	25	13	2	1	1	86
	2.6	3.5	3.8	2.7	2.4	3.3	33.3	3.3
B. MORE	121	239	161	94	21	4	1	641
	29.0	25.1	24.4	19.2	25.3	13.3	33.3	24.3
C. ABOUT THE SAME	274	534	434	353	52	25	1	1773
	65.7	66.7	65.7	72.0	62.7	83.3	33.3	67.3
D. LESS	10	42	41	30	7	0	0	130
	2.4	4.4	6.2	6.1	8.4	0.0	0.0	4.9
E. MUCH LESS	1	3	0	0	1	0	0	5
	.2	.3	0.0	0.0	1.2	0.0	0.0	.2
COLUMN TOTALS	417	951	661	490	93	30	3	2635

68 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

135. ON THE SAME JOBS AS MEN, DO AF WOMEN TEND TO DO MORE, LESS, OR ABOUT THE SAME AMOUNT OF WORK?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. MUCH MORE	1	2	2	4	0	0	0	9
	.2	.2	.3	.8	0.0	0.0	0.0	.3
B. MORE	32	56	56	39	11	2	0	196
	7.7	5.9	8.5	8.0	13.3	6.7	0.0	7.4
C. ABOUT THE SAME	317	715	494	368	56	26	2	1978
	76.0	75.2	74.8	75.1	67.5	86.7	66.7	75.1
D. LESS	61	166	102	70	16	2	1	418
	14.6	17.5	15.5	14.3	19.3	6.7	33.3	15.9
E. MUCH LESS	6	12	6	9	0	0	0	33
	1.4	1.3	.9	1.8	0.0	0.0	0.0	1.3
COLUMN TOTALS	417	951	660	490	93	30	3	2634

61 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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136. WHO DO YOU BELIEVE SHOULD ADDRESS MATTERS REGARDING RACIAL/SEX DISCRIMINATION?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. INSTALLATION IG	15	44	31	24	3	2	0	119
	3.6	4.5	4.7	4.8	3.6	6.7	0.0	4.5
B. EQUAL OPPORTUNITY OFFICE	36	70	65	88	21	9	0	289
	8.6	7.3	9.8	17.7	25.0	30.0	0.0	10.9
C. UNIT COMMANDER	276	644	400	266	48	10	2	1646
	65.6	67.4	60.5	53.6	57.1	33.3	66.7	62.1
D. SUPERVISOR	92	186	156	113	9	9	1	566
	21.9	19.5	23.6	22.8	10.7	30.0	33.3	21.4
E. OTHER	2	12	9	5	3	0	0	31
	.5	1.3	1.4	1.0	3.6	0.0	0.0	1.2
COLUMN TOTALS	421	956	661	496	84	30	3	2651

44 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

137. HOW WOULD YOU RATE YOUR UNDERSTANDING OF THE EQUAL OPPORTUNITY AFFIRMATIVE ACTIONS PLAN?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. EXCELLENT	118	183	126	93	11	4	0	535
	27.9	19.1	19.0	18.7	13.3	13.3	0.0	20.1
B. GOOD	195	482	307	207	42	16	2	1251
	46.1	50.3	46.4	41.6	50.6	53.3	66.7	47.1
C. FAIR	88	224	173	140	19	7	0	651
	20.8	23.4	26.1	28.2	22.9	23.3	0.0	24.5
D. POOR	15	59	49	45	10	2	0	179
	3.5	5.1	7.4	9.1	12.0	6.7	0.0	6.7
E. NOT AWARE OF THE PLAN	7	11	7	12	1	1	1	40
	1.7	1.1	1.1	2.4	1.2	3.3	33.3	1.5
COLUMN TOTALS	423	958	662	497	83	30	3	2656

39 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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138. TO WHAT EXTENT ARE YOU PERSONALLY INVOLVED IN THE DEVELOPMENT OF THE EEO PLAN OF ACTION OF YOUR ORGANIZATION?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. VERY LITTLE	66	209	142	169	23	12	1	622
	15.6	21.9	21.5	34.1	27.7	40.0	33.3	23.5
B. MODERATELY	103	210	127	98	17	5	1	561
	24.3	22.0	19.2	19.8	20.5	16.7	33.3	21.2
C. CONSIDERABLY	166	264	176	95	22	9	0	732
	39.2	27.7	26.6	19.2	26.5	30.0	0.0	27.6
D. TOTALLY	56	115	79	48	9	2	1	302
	13.2	12.1	11.9	8.1	10.8	6.7	33.3	11.4
E. WE HAVE NO EEO PLAN	32	156	138	94	12	2	0	434
	7.6	16.4	20.8	19.0	14.5	6.7	0.0	16.4
COLUMN TOTALS	423	954	662	496	83	30	3	2651

44 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

139. HOW DO YOU RATE THE EFFECTIVENESS OF THE EEO COMPLAINTS PROCESS?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. EXCELLENT	51	75	47	29	3	2	1	208
	12.2	7.9	7.2	5.9	3.6	6.7	33.3	7.9
B. GOOD	201	397	288	209	35	12	0	1142
	48.1	41.6	43.9	42.7	42.2	40.0	0.0	43.3
C. FAIR	105	295	194	156	30	11	2	793
	25.1	30.9	29.6	31.8	36.1	36.7	66.7	30.1
D. POOR	38	97	56	38	7	3	0	239
	9.1	10.2	8.5	7.8	8.4	10.0	0.0	9.1
E. NOT AWARE OF THE PROCESS	23	91	71	58	8	2	0	253
	5.5	9.5	10.8	11.8	9.6	6.7	0.0	9.6
COLUMN TOTALS	418	955	656	490	83	30	3	2635

68 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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140. HOW WOULD YOU RATE YOUR UNDERSTANDING OF THE EEO PLAN OF ACTION?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. EXCELLENT	80	123	78	50	8	4	0	335
	19.0	12.9	10.6	10.1	9.6	13.3	0.0	12.7
B. GOOD	216	407	284	179	30	14	1	1131
	51.3	42.7	43.0	36.3	36.1	46.7	33.3	42.8
C. FAIR	90	289	206	164	29	11	1	790
	21.4	30.3	31.2	33.3	34.9	36.7	33.3	29.9
D. POOR	19	59	46	47	10	0	1	192
	4.5	7.2	7.0	9.5	12.0	0.0	33.3	7.3
E. NOT AWARE OF THE PLAN	16	56	54	53	6	1	0	196
	3.8	6.9	8.2	10.8	7.2	3.3	0.0	7.4
COLUMN TOTALS	421	954	660	493	93	30	3	2644

51 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

141. I BELIEVE I AM CAPABLE OF HANDLING DISCRIMINATION COMPLAINTS INVOLVING MEMBERS OF MY ORGANIZATION	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. ALL OF THEM	181	320	204	107	14	3	2	831
	42.9	33.4	31.0	21.7	16.7	10.0	66.7	31.4
B. MOST OF THEM	221	589	424	341	64	19	1	1658
	52.4	61.4	64.3	69.3	76.2	63.3	33.3	62.6
C. SOME OF THEM	19	46	27	41	5	6	0	144
	4.5	4.8	4.1	8.3	6.0	20.0	0.0	5.4
D. FEW OF THEM	1	3	4	3	1	2	0	14
	.2	.3	.6	.5	1.2	6.7	0.0	.5
E. NONE OF THEM	0	0	0	0	0	0	0	0
	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
COLUMN TOTALS	422	957	659	492	84	30	3	2647

49 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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142. HEALTH!
WHAT DEGREE OF IMPORTANCE DO YOU ATTACH TO THE ABOVE?

	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. LOW IMPORTANCE	1	0	0	0	0	0	0	1
	.2	0.0	0.0	0.0	0.0	0.0	0.0	.0
B.	0	3	0	4	0	0	0	7
	0.0	.3	0.0	.8	0.0	0.0	0.0	.3
C.	3	0	1	1	0	0	0	5
	.7	0.0	.2	.2	0.0	0.0	0.0	.2
D. MEDIUM IMPORTANCE	6	9	6	6	1	0	0	28
	1.4	.9	.9	1.2	1.2	0.0	0.0	1.1
E.	19	28	31	26	5	0	0	109
	4.5	2.9	4.7	5.2	6.0	0.0	0.0	4.1
F.	58	154	115	77	10	8	0	422
	13.7	16.1	17.4	15.5	11.9	26.7	0.0	15.9
G. HIGH IMPORTANCE	337	763	508	382	68	22	4	2084
	79.5	79.7	76.9	77.0	81.0	73.3	100.0	78.5
COLUMN TOTALS	424	957	661	496	84	30	4	2656

39 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

143. HEALTH!
TO WHAT DEGREE ARE YOU SATISFIED WITH THE ABOVE?

	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. HIGHLY DISSATISFIED	7	28	24	18	1	0	0	78
	1.7	2.9	3.6	3.6	1.2	0.0	0.0	2.9
B.	19	48	37	29	2	0	0	135
	4.5	5.0	5.6	5.8	2.4	0.0	0.0	5.1
C.	30	94	86	59	9	1	0	269
	7.1	9.8	13.0	11.8	10.7	3.3	0.0	10.1
D. NEUTRAL	30	93	54	50	8	0	0	235
	7.1	9.7	8.2	10.0	9.5	0.0	0.0	8.8
E.	119	244	190	123	22	4	1	703
	28.1	25.5	28.7	24.7	26.2	13.3	25.0	26.5
F.	120	296	172	128	23	16	1	755
	28.3	30.9	26.0	25.7	27.4	53.3	25.0	28.4
G. HIGHLY SATISFIED	99	164	98	91	19	9	2	482
	23.3	17.2	14.8	18.3	22.6	30.0	50.0	18.1
COLUMN TOTALS	424	956	661	498	84	30	4	2657

39 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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144. FROM YOUR VIEWPOINT AND EXPERIENCE, DO YOU THINK DRUG ABUSE IS A PROBLEM IN THE AIR FORCE?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. IT IS NOT A PROBLEM	9 2.1	22 2.3	13 2.0	6 1.2	1 1.2	0 0.0	0 0.0	51 1.9
B. IT IS A MINOR PROBLEM	222 52.5	528 55.1	322 48.9	218 44.0	32 38.6	12 40.0	1 33.3	1335 50.3
C. IT IS A SERIOUS PROBLEM	165 39.0	341 35.6	276 41.9	214 43.1	33 39.8	16 53.3	2 66.7	1047 39.5
D. IT IS A MAJOR PROBLEM	27 6.4	67 7.0	48 7.3	58 11.7	17 20.5	2 6.7	0 0.0	219 8.3
COLUMN TOTALS	423	958	659	496	83	30	3	2652

47 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

145. DO YOU THINK THAT DRUG ABUSE CONTROL EDUCATION IS HELPFUL?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. I HAVE NEVER ATTENDED	21 5.0	18 1.9	19 2.9	9 1.8	3 3.6	1 3.3	0 0.0	71 2.7
B. IT IS NOT EFFECTIVE	112 26.5	202 21.2	183 27.9	155 31.1	24 28.6	14 46.7	1 33.3	691 26.1
C. IT IS EFFECTIVE FOR NEW PERSONNEL ENTERING THE AIR FORCE	79 18.7	162 17.0	91 13.9	73 14.7	10 11.9	7 23.3	1 33.3	423 16.0
D. IT IS EFFECTIVE FOR ALL PERSONNEL	198 46.9	528 55.5	328 50.1	239 48.0	40 47.6	8 26.7	1 33.3	1342 50.8
E. IT IS EFFECTIVE FOR SUPERVISORS ONLY	12 2.8	42 4.4	34 5.2	22 4.4	7 8.3	0 0.0	0 0.0	117 4.4
COLUMN TOTALS	422	952	655	498	84	30	3	2644

51 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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146. IS THE DRUG ABUSE REHABILITATION PROGRAM EFFECTIVE FOR HELPING PERSONNEL WITH THIS PROBLEM RETURN TO PRODUCTIVE SERVICE PERFORMANCE?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. DO NOT KNOW ABOUT REHABILITATION PROGRAM	2	11	11	0	2	0	0	26
	.5	1.2	1.7	0.0	2.4	0.0	0.0	1.0
B. HAVE NO OPINION ABOUT REHABILITATION PROGRAM	128	289	183	131	16	8	0	755
	30.2	30.4	27.9	26.4	19.3	26.7	0.0	28.5
C. REHABILITATION PROGRAMS ARE NOT EFFECTIVE	147	305	196	165	24	11	2	850
	34.7	32.0	29.9	33.2	28.9	36.7	66.7	32.1
D. REHABILITATION PROGRAMS ARE EFFECTIVE	147	347	266	201	41	11	1	1814
	34.7	35.4	40.5	40.4	49.4	36.7	33.3	38.3
COLUMN TOTALS	424	952	656	497	83	30	3	2645

50 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

147. FROM OUR VIEWPOINT AND EXPERIENCE, DO YOU THINK ALCOHOL ABUSE IS A PROBLEM IN THE AIR FORCE?	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. IT IS NOT A PROBLEM	8	18	7	8	0	0	0	41
	1.9	1.9	1.1	1.6	0.0	0.0	0.0	1.5
B. IT IS A MINOR PROBLEM	209	444	225	135	13	11	1	1038
	49.3	46.6	34.0	27.2	15.5	36.7	33.3	39.1
C. IT IS A SERIOUS PROBLEM	160	375	308	250	49	13	2	1157
	37.7	39.2	46.6	50.3	58.3	43.3	66.7	43.6
D. IT IS A MAJOR PROBLEM	47	119	121	104	22	6	0	419
	11.1	12.4	18.3	20.9	26.2	20.0	0.0	15.8
COLUMN TOTALS	424	956	661	497	84	30	3	2655

40 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

UNITED STATES AIR FORCE QUALITY OF AIR FORCE LIFE COMMANDERS SURVEY
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150. LEADERSHIP/SUPERVISION: COMBINED QUALITY OF AIR FORCE LIFE SCORE	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. HIGH IMPORTANCE -- HIGHLY SATISFIED	224 52.5	517 54.0	348 52.5	231 46.2	35 40.2	15 50.0	2 16.7	1372 51.3
B. HIGH IMPORTANCE -- MODERATE SATISFACTION	129 30.2	271 28.3	201 30.3	176 35.2	37 42.5	9 30.0	0 0.0	823 30.7
C. HIGH IMPORTANCE -- HIGHLY DISSATISFIED	20 4.7	80 8.4	49 7.4	45 9.0	3 3.4	2 6.7	0 0.0	199 7.4
D. MEDIUM IMPORTANCE -- HIGHLY SATISFIED	14 3.3	28 2.9	23 3.5	18 3.6	2 2.3	0 0.0	1 8.3	76 2.9
E. MEDIUM IMPORTANCE -- MODERATE SATISFACTION	32 7.5	52 5.4	36 5.4	27 5.4	6 6.9	3 10.0	0 0.0	156 5.8
F. MEDIUM IMPORTANCE -- HIGHLY DISSATISFIED	2 .5	5 .5	1 .2	6 1.2	2 2.3	0 0.0	2 16.7	18 .7
G. LOW IMPORTANCE -- HIGHLY SATISFIED	0 0.0	2 .2	1 .2	2 .4	0 0.0	0 0.0	0 0.0	5 .2
H. LOW IMPORTANCE -- MODERATE SATISFACTION	4 .9	1 .1	1 .2	0 0.0	0 0.0	1 3.3	3 25.0	10 .4
I. LOW IMPORTANCE -- HIGHLY DISSATISFIED	2 .5	2 .2	3 .5	3 .6	2 2.3	0 0.0	4 33.3	16 .6
COLUMN TOTALS	427	958	663	500	87	30	12	2677

18 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

UNITED STATES AIR FORCE QUALITY OF AIR FORCE LIFE COMMANDERS SURVEY
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151. PERSONAL STANDING:
COMBINED QUALITY OF AIR FORCE LIFE SCORE

	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. HIGH IMPORTANCE -- HIGHLY SATISFIED	230 54.2	545 56.9	354 53.3	228 46.0	39 46.4	12 40.0	2 50.0	1418 53.0
B. HIGH IMPORTANCE -- MODERATE SATISFACTION	112 26.4	216 22.5	151 22.7	145 29.2	29 34.5	13 43.3	0 0.0	666 25.0
C. HIGH IMPORTANCE -- HIGHLY DISSATISFIED	6 1.4	19 2.0	18 2.7	17 3.4	3 3.6	0 0.0	0 0.0	63 2.4
D. MEDIUM IMPORTANCE -- HIGHLY SATISFIED	36 8.5	93 9.7	63 9.5	40 8.1	5 6.0	2 6.7	1 25.0	240 9.0
E. MEDIUM IMPORTANCE -- MODERATE SATISFACTION	31 7.3	78 8.1	70 10.5	63 12.7	7 8.3	3 10.0	0 0.0	252 9.5
F. MEDIUM IMPORTANCE -- HIGHLY DISSATISFIED	1 .2	2 .2	3 .5	3 .6	1 1.2	0 0.0	1 25.0	11 .4
G. LOW IMPORTANCE -- HIGHLY SATISFIED	4 .9	4 .4	3 .5	0 0.0	0 0.0	0 0.0	0 0.0	11 .4
H. LOW IMPORTANCE -- MODERATE SATISFACTION	4 .9	1 .1	1 .2	0 0.0	0 0.0	0 0.0	0 0.0	6 .2
I. LOW IMPORTANCE -- HIGHLY DISSATISFIED	0 0.0	0 0.0	1 .2	0 0.0	0 0.0	0 0.0	0 0.0	1 .0
COLUMN TOTALS	424	958	664	496	94	30	4	2660

35 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

UNITED STATES AIR FORCE QUALITY OF AIR FORCE LIFE COMMANDERS SURVEY
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152. WORK:
COMBINED QUALITY OF AIR FORCE LIFE SCORE

	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. HIGH IMPORTANCE -- HIGHLY SATISFIED	254 60.0	617 64.8	390 59.0	238 47.9	40 40.8	13 43.3	3 100.0	1555 58.7
B. HIGH IMPORTANCE -- MODERATE SATISFACTION	129 30.5	265 27.8	213 32.2	203 40.8	32 39.0	14 46.7	0 0.0	856 32.3
C. HIGH IMPORTANCE -- HIGHLY DISSATISFIED	16 3.8	38 4.0	39 5.9	40 8.0	6 7.3	1 3.3	0 0.0	140 5.3
D. MEDIUM IMPORTANCE -- HIGHLY SATISFIED	5 1.2	17 1.8	4 .6	5 1.0	1 1.2	0 0.0	0 0.0	32 1.2
E. MEDIUM IMPORTANCE -- MODERATE SATISFACTION	18 4.3	14 1.5	12 1.8	9 1.8	2 2.4	1 3.3	0 0.0	56 2.1
F. MEDIUM IMPORTANCE -- HIGHLY DISSATISFIED	1 .2	1 .1	2 .3	1 .2	0 0.0	1 3.3	0 0.0	6 .2
G. LOW IMPORTANCE -- HIGHLY SATISFIED	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0
H. LOW IMPORTANCE -- MODERATE SATISFACTION	0 0.0	0 0.0	0 0.0	0 0.0	1 1.2	0 0.0	0 0.0	1 .0
I. LOW IMPORTANCE -- HIGHLY DISSATISFIED	0 0.0	0 0.0	1 .2	1 .2	0 0.0	0 0.0	0 0.0	2 .1
COLUMN TOTALS	423	952	661	497	82	30	3	2648

47 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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153. ECONOMIC STANDING:
COMBINED QUALITY OF AIR FORCE LIFE SCORE

	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. HIGH IMPORTANCE -- HIGHLY SATISFIED	188	397	196	184	27	7	1	1000
	44.5	41.5	29.7	37.2	32.9	23.3	33.3	37.8
B. HIGH IMPORTANCE -- MODERATE SATISFACTION	130	323	253	183	33	14	2	938
	30.8	33.9	38.4	37.0	40.2	46.7	66.7	35.4
C. HIGH IMPORTANCE -- HIGHLY DISSATISFIED	16	30	28	14	3	1	0	92
	3.8	3.1	4.2	2.8	3.7	3.3	0.0	3.5
D. MEDIUM IMPORTANCE -- HIGHLY SATISFIED	36	90	60	46	6	2	0	240
	8.5	9.4	9.1	9.3	7.3	6.7	0.0	9.1
E. MEDIUM IMPORTANCE -- MODERATE SATISFACTION	46	96	112	56	12	5	0	327
	10.9	10.1	17.0	11.3	14.6	16.7	0.0	12.4
F. MEDIUM IMPORTANCE -- HIGHLY DISSATISFIED	1	8	3	3	1	1	0	17
	.2	.8	.5	.6	1.2	3.3	0.0	.6
G. LOW IMPORTANCE -- HIGHLY SATISFIED	2	5	3	3	0	0	0	13
	.5	.5	.5	.6	0.0	0.0	0.0	.5
H. LOW IMPORTANCE -- MODERATE SATISFACTION	3	5	4	6	0	0	0	18
	.7	.5	.6	1.2	0.0	0.0	0.0	.7
I. LOW IMPORTANCE -- HIGHLY DISSATISFIED	0	1	0	0	0	0	0	1
	0.0	.1	0.0	0.0	0.0	0.0	0.0	.0
COLUMN TOTALS	422	955	659	495	82	30	3	2646

43 MISSING OR OUT OF RANGE RESPONSES TO QUESTION 49DVE

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154. ECONOMIC SECURITY: COMBINED QUALITY OF AIR FORCE LIFE SCORE	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	POW TOTAL
A. HIGH IMPORTANCE -- HIGHLY SATISFIED	211	413	221	114	26	9	1	995
	49.9	43.1	33.3	22.9	31.0	30.0	33.3	37.4
B. HIGH IMPORTANCE -- MODERATE SATISFACTION	106	291	245	196	37	11	2	888
	25.1	30.3	37.0	39.4	44.0	36.7	66.7	33.4
C. HIGH IMPORTANCE -- HIGHLY DISSATISFIED	14	38	57	79	11	1	0	200
	3.3	4.0	8.6	15.9	13.1	3.3	0.0	7.5
D. MEDIUM IMPORTANCE -- HIGHLY SATISFIED	38	89	38	31	4	2	0	202
	9.0	9.3	5.7	6.2	4.8	6.7	0.0	7.6
E. MEDIUM IMPORTANCE -- MODERATE SATISFACTION	49	115	95	70	4	6	0	340
	11.6	12.1	14.3	14.1	4.8	20.0	0.0	12.8
F. MEDIUM IMPORTANCE -- HIGHLY DISSATISFIED	3	8	6	2	0	1	0	20
	.7	.8	.9	.4	0.0	3.3	0.0	.8
G. LOW IMPORTANCE -- HIGHLY SATISFIED	2	0	0	1	0	0	0	3
	.5	0.0	0.0	.2	0.0	0.0	0.0	.1
H. LOW IMPORTANCE -- MODERATE SATISFACTION	0	4	1	4	0	0	0	9
	0.0	.4	.2	.8	0.0	0.0	0.0	.3
I. LOW IMPORTANCE -- HIGHLY DISSATISFIED	0	0	0	0	2	0	0	2
	0.0	0.0	0.0	0.0	2.4	0.0	0.0	.1
COLUMN TOTALS	423	959	663	497	84	30	3	2659

35 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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155. FREE TIME:
COMBINED QUALITY OF AIR FORCE LIFE SCORE

	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. HIGH IMPORTANCE -- HIGHLY SATISFIED	54	97	86	94	16	5	0	352
	12.8	10.1	13.0	18.9	19.0	16.7	0.0	13.2
B. HIGH IMPORTANCE -- MODERATE SATISFACTION	76	204	151	119	26	12	0	588
	18.0	21.3	22.8	23.9	31.0	40.0	0.0	22.1
C. HIGH IMPORTANCE -- HIGHLY DISSATISFIED	38	133	82	40	9	1	0	303
	9.0	13.9	12.4	8.0	10.7	3.3	0.0	11.4
D. MEDIUM IMPORTANCE -- HIGHLY SATISFIED	61	75	56	77	13	4	3	289
	14.4	7.8	8.4	15.5	15.5	13.3	100.0	10.9
E. MEDIUM IMPORTANCE -- MODERATE SATISFACTION	152	357	240	146	18	7	0	920
	35.9	37.3	36.2	29.3	21.4	23.3	0.0	34.6
F. MEDIUM IMPORTANCE -- HIGHLY DISSATISFIED	22	57	35	15	2	1	0	132
	5.2	6.0	5.3	3.0	2.4	3.3	0.0	5.0
G. LOW IMPORTANCE -- HIGHLY SATISFIED	12	11	7	3	0	0	0	33
	2.8	1.2	1.1	.6	0.0	0.0	0.0	1.2
H. LOW IMPORTANCE -- MODERATE SATISFACTION	6	16	4	3	0	0	0	29
	1.4	1.7	.6	.6	0.0	0.0	0.0	1.1
I. LOW IMPORTANCE -- HIGHLY DISSATISFIED	2	5	2	1	0	0	0	11
	.5	.6	.3	.2	0.0	0.0	0.0	.4
COLUMN TOTALS	423	956	663	498	94	38	3	2657

39 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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156. PERSONAL GROWTH:
COMBINED QUALITY OF AIR FORCE LIFE SCORE

	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. HIGH IMPORTANCE -- HIGHLY SATISFIED	211 49.8	412 43.1	260 39.2	189 38.1	33 39.3	14 46.7	2 66.7	1121 42.2
B. HIGH IMPORTANCE -- MODERATE SATISFACTION	116 27.4	342 35.7	254 38.3	219 44.2	35 41.7	11 36.7	0 0.0	977 36.8
C. HIGH IMPORTANCE -- HIGHLY DISSATISFIED	23 5.4	43 4.5	43 6.5	35 7.1	6 7.1	3 10.0	0 0.0	153 5.8
D. MEDIUM IMPORTANCE -- HIGHLY SATISFIED	27 6.4	39 4.1	18 2.7	11 2.2	3 3.6	0 0.0	1 33.3	99 3.7
E. MEDIUM IMPORTANCE -- MODERATE SATISFACTION	46 10.8	118 12.3	82 12.4	34 6.9	6 7.1	2 6.7	0 0.0	288 10.8
F. MEDIUM IMPORTANCE -- HIGHLY DISSATISFIED	0 0.0	3 .3	6 .9	7 1.4	1 1.2	0 0.0	0 0.0	17 .6
G. LOW IMPORTANCE -- HIGHLY SATISFIED	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0
H. LOW IMPORTANCE -- MODERATE SATISFACTION	1 .2	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	1 .0
I. LOW IMPORTANCE -- HIGHLY DISSATISFIED	0 0.0	0 0.0	0 0.0	1 .2	0 0.0	0 0.0	0 0.0	1 .0
COLUMN TOTALS	424	957	663	496	94	30	3	2657

34 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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157. EQUITY:
COMBINED QUALITY OF AIR FORCE LIFE SCORE

	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. HIGH IMPORTANCE -- HIGHLY SATISFIED	257	477	272	196	36	16	3	1257
	60.6	49.8	41.1	39.4	42.9	53.3	100.0	47.3
B. HIGH IMPORTANCE -- MODERATE SATISFACTION	105	307	235	203	25	10	0	885
	24.8	32.1	35.6	40.8	29.8	33.3	0.0	33.3
C. HIGH IMPORTANCE -- HIGHLY DISSATISFIED	15	56	70	56	13	2	0	212
	3.5	5.9	10.6	11.2	15.5	6.7	0.0	8.0
D. MEDIUM IMPORTANCE -- HIGHLY SATISFIED	15	40	18	6	2	0	0	81
	3.5	4.2	2.7	1.2	2.4	0.0	0.0	3.0
E. MEDIUM IMPORTANCE -- MODERATE SATISFACTION	28	69	63	34	8	2	0	204
	6.6	7.2	9.5	6.8	9.5	6.7	0.0	7.7
F. MEDIUM IMPORTANCE -- HIGHLY DISSATISFIED	1	3	2	0	0	0	0	6
	.2	.3	.3	0.0	0.0	0.0	0.0	.2
G. LOW IMPORTANCE -- HIGHLY SATISFIED	1	2	0	0	0	0	0	3
	.2	.2	0.0	0.0	0.0	0.0	0.0	.1
H. LOW IMPORTANCE -- MODERATE SATISFACTION	1	2	0	1	0	0	0	4
	.2	.2	0.0	.2	0.0	0.0	0.0	.2
I. LOW IMPORTANCE -- HIGHLY DISSATISFIED	1	1	1	2	0	0	0	5
	.2	.1	.2	.4	0.0	0.0	0.0	.2
COLUMN TOTALS	424	957	661	498	34	30	3	2657

** MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

UNITED STATES AIR FORCE QUALITY OF AIR FORCE LIFE COMMANDERS SURVEY
USAF SCN7T-11
INITIAL RUN, 24 JANUARY 1977

158. WEALTH:
COMBINED QUALITY OF AIR FORCE LIFE SCORE

	COL.	LT. COL.	MAJOR	CAPT.	1ST. LT.	2ND. LT.	OTHER	ROW TOTAL
A. HIGH IMPORTANCE -- HIGHLY SATISFIED	208	444	260	211	40	25	3	1191
	49.1	46.4	39.4	42.5	47.6	83.3	75.0	44.9
B. HIGH IMPORTANCE -- MODERATE SATISFACTION	161	396	302	206	35	5	1	1106
	38.0	41.4	45.8	41.5	41.7	16.7	25.0	41.7
C. HIGH IMPORTANCE -- HIGHLY DISSATISFIED	26	76	58	42	3	0	0	207
	6.1	7.9	9.1	8.5	3.6	0.0	0.0	7.8
D. MEDIUM IMPORTANCE -- HIGHLY SATISFIED	10	15	9	6	2	0	0	42
	2.4	1.5	1.4	1.2	2.4	0.0	0.0	1.6
E. MEDIUM IMPORTANCE -- MODERATE SATISFACTION	18	22	28	24	4	0	0	96
	4.2	2.3	4.2	4.8	4.8	0.0	0.0	3.6
F. MEDIUM IMPORTANCE -- HIGHLY DISSATISFIED	0	1	1	3	0	0	0	5
	0.0	.1	.2	.6	0.0	0.0	0.0	.2
G. LOW IMPORTANCE -- HIGHLY SATISFIED	1	0	0	1	0	0	0	2
	.2	0.0	0.0	.2	0.0	0.0	0.0	.1
H. LOW IMPORTANCE -- MODERATE SATISFACTION	0	2	0	1	0	0	0	3
	0.0	.2	0.0	.2	0.0	0.0	0.0	.1
I. LOW IMPORTANCE -- HIGHLY DISSATISFIED	0	0	0	2	0	0	0	2
	0.0	0.0	0.0	.4	0.0	0.0	0.0	.1
COLUMN TOTALS	424	956	650	496	94	30	4	2654

44 MISSING OR OUT OF RANGE RESPONSES TO QUESTION ABOVE

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JERRAL F. GUESS, Captain, USAF
Director of Information

18. SUPPLEMENTARY NOTES

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commanders, quality of life, attitudes, perceptions, survey, job satisfaction, motivation, leadership, communication, human relations, all-volunteer force, discipline, standards, enforcement of standards, AFMIG, drug abuse control, alcohol abuse control, race relations, military unionization

20. ABSTRACT (Continue on reverse side if necessary and identify by block number)

The purpose of this study was to survey the attitudes and perceptions of all USAF commanders in the grades of O1-O6, and to report findings to Headquarters USAF so that Air Force leaders might be apprised of the views of commanders. This was the ~~fifth~~ in a series of Quality of Air Force Life ~~(QOAFL)~~ surveys conducted by the authors, with the support of, and in collaboration with the Director of Personnel Plans (AF/DPX) and members of his staff.

(cont on p 1473B)

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(cont fr p 1473A)

A questionnaire containing 149 attitudinal and demographic questions was distributed to the entire population (about 3400) of USAF officers possessing either the Commander's Air Force Specialty Code (AFSC) or the A-prefix to other functional AFSC's. A total of 2695 questionnaires were completed and returned in sufficient time to be included in the analysis which forms the basis of this report. This constituted about a 79% return rate. Qualitative comments were also provided by 753 respondents, and were analyzed for this report.

A large majority of the respondents reported that they wanted their present commanders' jobs, that their jobs are challenging, and that they have sufficient authority to carry out their responsibilities. Their job satisfaction, as measured by the Hoppock general job satisfaction blank, was substantially higher than that of a 1975 Air Force-wide sample of officers. Almost half of the respondents reported that their current organizations had experienced manning reductions since they assumed command. A larger percentage reported experiencing an increase in administrative procedures and reporting.

Respondents were more positive in both their perceptions of the overall quality of leadership in the Air Force and the leadership ability of their immediate supervisors, than were the 1975 respondents. Commander responses to various questions dealing with communication presented a mixed picture when compared with the 1975 officer responses.

A large majority of the commanders perceive that racial discrimination is either no problem or only a minor problem in the Air Force. A large majority also indicated that they considered alcohol and drug abuse to be problems within the Air Force, with alcohol abuse considered the more serious of the two.

"My Air Force Job" was cited most frequently as being the factor which originally had the most influence on respondents in their decisions to make the Air Force a career. It was also selected most frequently as the factor which influences them today. "Family Separation" was viewed as the factor which would influence them the most not to remain in the Air Force.

Commanders viewed discipline in the Air Force to be more lax than did the 1975 officer respondents. However, they were more positive about the quality of new airmen than were the respondents in 1975. Of the 23 standards presented, some were considered to be too strict, some too lax, and some were thought to be "about right". Enforcement of the standards was considered about right for seven, too lax for 15, and too strict for one. The standard dealing with living in on-base dormitories was the only one for which both the standard and the level of enforcement was considered too strict.