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Army European Tour Extension: An Interdisciplinary Approach

Hyder Lakhani, Shelley A. Thomas, Jeffrey W. Anderson,
Curtis Gilroy, and Cavan P. Capps

Manpower and Personnel Policy Research Group
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**Hyder Lakhani, Shelley A. Thomas, Jeffrey W. Anderson,
Curtis Gilroy, and Cavan P. Capps**

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**Office, Deputy Chief of Staff for Personnel
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FOREWORD

The Manpower and Personnel Policy Research Group of the Army Research Institute (ARI) performs research in the economics of manpower, personnel and training issues of particular significance to the U.S. Army. Questions have recently arisen regarding the ability of the Army to increase extension rates of the U.S. Army in Europe in a cost-effective manner. This report was prepared as part of ARI's continual support for the Office of the Deputy Chief of Staff for Personnel.

The research presented in this report quantifies several of the economic and noneconomic factors thought to affect European tour extension and contributes to the ongoing theoretical and empirical discussion of military manpower modelling.



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The authors are Economists and Psychologists in the Manpower and Personnel Policy Research Group and Personnel Utilization Technical Area, respectively of the U.S. Army Research Institute for the Behavioral and Social Sciences. The authors are grateful to Dr. Robert Holz and his staff at the USAREUR Field Unit of ARI who were responsible for data collection. We are also grateful to David Horne, Mary Weltin and Edward Schmitz for comments on an earlier draft. The views expressed are solely those of the authors and not necessarily those of any of the aforementioned individuals, the U.S. Army Research Institute, or the Department of Defense.

ARMY EUROPEAN TOUR EXTENSION - AN INTERDISCIPLINARY APPROACH

EXECUTIVE SUMMARY

Requirement:

The US Army Research Institute conducts research on manpower, personnel, and training issues of particular significance and interest to the US Army. Questions have been raised about the Army's ability to increase extension rates of the U.S. Army in Europe in a cost-effective way. The Army faces low rates of extensions because of dissatisfaction with job or family life and increased costs of living in Europe. The authors have examined some economic and noneconomic variables that affect extension decisions which have a significant impact on the long-term readiness of an experienced Army.

Procedure:

The authors use Pearson's correlation matrix, an exploratory factor analysis, and a nonlinear logistic model to explain extensions in terms of economic and noneconomic variables. These multivariate procedures represent a significant improvement over the earlier research which employed bivariate techniques and were unable to incorporate all of the variables in a simultaneous framework.

Findings:

The results reveal that voluntary tour extension probabilities can be increased significantly by improving job satisfaction and satisfaction with family life as well as the payment of extension bonuses. Smaller lump sum bonuses appear preferable by the servicemen compared to higher amounts of monthly installment bonuses.

Utilization of Findings:

This research shows that voluntary extensions of servicemen in Europe can be increased by increasing satisfaction with job and family life in general, and by initiating a policy of lump sum extension bonuses in particular. It is cost-effective for the Army to increase extension bonuses instead of incurring permanent change of station (PCS) costs.

ARMY EUROPEAN TOUR EXTENSION: AN INTERDISCIPLINARY APPROACH

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I. INTRODUCTION

The decision of Army soldiers to extend their European tour of duty is a voluntary one and, hence, can be influenced by economic and noneconomic factors — the former consisting of direct monetary payments in the form of an extension bonus, the latter including factors such as community life, perceptions of family well-being and happiness, housing conditions, recreational facilities and travel opportunities. The amounts spent on these economic and noneconomic incentives can help reduce the costs of replacing servicemen in Europe and provide for a more stable, experienced, and ready force.

In order to measure the importance of both economic and noneconomic factors, a survey of Army families was undertaken by the Army Research Institute. Over 1,000 families stationed in 7 communities in Europe were surveyed in 1983. Questionnaires were administered separately to a representative sample of servicemen and their spouses (see Appendix A).

The studies by McCubbin and Patterson (1983) and Ozkaptan, Sanders, and Holz (1984) used these data to provide a wealth of information on the quality of family life of servicemen in Europe. These descriptive studies, however, are limiting because of their bivariate nature. This research analyzes the simultaneous effect of variables in a multivariate framework. Section II employs factor analysis to develop variables for use in a multivariate logistic model. The conceptual framework of the model is developed in Section III to analyze the effect of these variables on the probability to extend. In Section IV, the results from the logistic regression equations are summarized, while conclusions and policy recommendations are presented in Section V.

II. FACTOR ANALYSIS

The 1983 Family survey included 475 behavioral variables for officers, enlisted personnel, and their spouses. After adjusting the sample for missing values, however,

only about 100 observations for officers and 300 for enlisted servicemen remained. As a result, factor analysis could not be performed directly because the number of variables exceeded the number of observations (Bumb, 1982). In order to reduce the number of variables, a Pearson product-moment correlation matrix (475 X 475) was computed between the values of all variables. From this matrix, we selected all the variables with a correlation coefficient of .13 ($P \leq .0001$) and above that were correlated with decisions to extend the tour. There were 43 variables which, in turn, were used to perform factor analyses separately for officers and enlisted personnel. Ten factors were specified for extraction using the principal factors method with eigen values of one and above. Factors were rotated to an orthogonal structure by the Varimax procedure. Five factors composed of selected variable loadings ($r \geq .3$) were identified for each of the sets of officer and the enlisted samples.

Results and Discussion

Officers. A description of the factors and the significant variables is shown in Table 1. The first factor, JOB SATISFACTION, represents officers' assessments of the quality of the military jobs they perform. In addition, it is defined by their expectations of promotional prospects, and concern with leadership issues generally associated with the military work role. Organizational studies on productivity have shown a consistent relationship between satisfaction (generally measured as the sum of the influences of the nature of the job itself, pay, promotional issues, and the nature of supervision) and job turnover (Metzner and Mann, 1953; Lawler and Porter, 1967; Mirvis and Lawler, 1977). Proctor, Lassiter and Soyars (1976) found that young naval officers who are satisfied with the organization have a greater probability of making the career decision to remain with their organization at an early decision point than do those who are not.

This factor is also defined by the spouses' overall satisfaction with the job situation

TABLE 1
FACTOR STRUCTURE OF OFFICERS

	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
	Job Satisfaction	General Wellbeing	Satisfaction with Family Environment	Travel	Facilities
Job satisfaction	.81	.11	-.01	.14	-.06
Quality of leadership	.74	.14	.14	-.11	.01
Satisfaction with Army life	.73	.34	.19	.14	.01
Quality of unit morale	.67	.20	.25	.00	.15
Expectations of job satisfaction	.66	.25	.04	.23	-.08
Chances of promotion	.62	.04	.00	.09	.17
Spouse's perception of military member's job satisfaction	.56	.04	.12	.07	-.03
Spouse's happiness	.47	.17	.41	.21	.26
How angry	.08	.77	.14	.00	.15
How sad	.01	.76	.03	.08	.13
How depressed	.30	.74	.14	.12	.05
How relaxed	.16	.74	.08	.09	.03
How much energy, pep, vitality	.41	.62	.16	.00	-.01
Spousal satisfaction with family life	.11	.11	.60	.18	.35
Spousal perception: "Community gives me secure feeling"	.03	.07	.53	.03	.03

TABLE 1 (Continued)
FACTOR STRUCTURE OF OFFICERS

	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
	Job Satisfaction	General Wellbeing	Satisfaction with Family Environment	Travel	Facilities
Satisfaction with Army life (job, mission, rules)	.34	-.00	.52	-.04	.18
Quality of marital relationship	.12	.21	.48	.24	.29
Satisfaction with family life	.28	.38	.46	.34	.08
Army not good for family	.15	.28	.44	.02	.07
Spouse perception of happiness	.36	.03	.42	.15	.02
Recreation programs	-.04	-.12	.37	.04	.26
Ability to travel	-.00	-.06	.04	.67	.15
Expectations of chance to travel	.20	.25	.15	.67	.10
Chance to eat out	.04	.10	.15	.56	.18
Commissary privilege	.11	.06	.08	-.09	.66
PX privilege	.01	.14	.03	.06	.66
Military unit	-.02	.05	.07	.35	.46
Spouse perception of commissary privilege	-.01	-.00	.27	.15	.38
Variance Explained by Each Factor	4.71	3.82	3.18	2.80	2.60

in USAREUR. Dansky and Hightower (1984), investigating the relationship between family variables, job-related satisfaction, and retention in the Air Force, found that spousal identification with the military job is an important contribution to job-related satisfaction of the military member. Szoc (1982) suggests that negative family attitudes toward the military member's career have a negative impact on the member's career intentions.

The second factor, GENERAL WELLBEING, is a measure of officers' state of psychological and physical health as indicated by how relaxed they are -- how angry, sad, or depressed they have been. Similar indicators have been used in studies on stress and coping to examine the causal link between interpersonal changes in people's lives and their vulnerability to physical and emotional illnesses (Depuy, 1978; Fullerton, 1984; and Carney, 1984). Exposure to changes such as (a) permanent change-of-station, (b) difficulties associated with living in a foreign country, and (c) the chronic strains related to ongoing roles such as unit leader or spouse, may lead to symptoms of distress such as anxiety and depression.

The third factor, SATISFACTION WITH FAMILY LIFE in U.S. Army, Europe, (USAREUR), reflects both the officers' and spouses' satisfaction with their family life. Family satisfaction appears to be defined primarily by spousal perceptions and feelings. The spouses' feelings of satisfaction are explained by their sense of coherence -- the extent to which they see family life as compatible with the Army mission. It has been noted that a wife's attitude toward the military greatly influences the military member. Schneider and Dachler (1978) and Dansby and Hightower (1983) show that these attitudes appear to influence military members' job satisfaction and performance, while Lund (1978), Derr (1979), Orthner (1980), and Szoc (1982) note their effects on the decision of the military member to remain in the service. Wives and families, as suggested in civilian studies on stress and coping, also provide support which can condition or buffer

family members' responses to stress and subsequent health problems. Medalie and Goldbourn (1976) found that men who experienced high levels of anxiety and who perceived their wives as unloving and unsupportive were about twice as likely to develop chest pain as men who experienced anxiety but who reported that their wives were loving and supportive. Mortimer (1979) found that a wife's support can increase job involvement and reduce stress among professionals. Burk and Weir (1977) found a positive relationship between marital satisfaction and alleviation of job-related stress.

The FAMILY SATISFACTION factor is also defined by how confident the officer feels that the way of life he has chosen for his family is a satisfactory lifestyle for them. If an officer feels that the Army has provided his family with a positive community and that the Army actually cares about his family, he may be more satisfied with the familial aspects of his life in USAREUR.

The fourth factor, TRAVEL, reflects the desire to enjoy the social advantages of a tour in USAREUR. This factor is defined primarily by the officer's desire to travel in Europe.

The fifth factor, FACILITIES, represents a concern with the commissary and PX facilities in USAREUR. These are extremely important institutions to families living overseas for two reasons. First, they provide Army families with an economical means of obtaining food and clothing. Second, they provide American made products which help families maintain a sense of continuity with their American way of life.

Enlisted Personnel. Factors and their significant variables for enlisted personnel are shown in Table 2. The first factor, JOB-FAMILY LIFE SATISFACTION, is similar to the JOB SATISFACTION factor for officers. Enlisted personnel are also concerned with advancement, the quality of leadership and other issues that define job-related satisfaction. Research on soldier retention in the U.S. Army has found a consistent

TABLE 2
FACTOR STRUCTURE OF ENLISTED PERSONNEL

	Factor 1 Job-Family Fit	Factor 2 Enlisted Perception Community Support	Factor 3 Spousal Perception Community Support	Factor 4 Wellbeing	Factor 5 Facilities
Satisfaction with Army life	.67	.18	.20	.34	.15
Expectations of job satisfaction	.65	.17	.28	.24	.17
Quality of leadership	.63	.03	.05	.17	.09
Job I like	.62	.08	.22	.18	-.00
Quality of unit morale	.55	.21	.20	.14	.14
Chances of promotion	.49	.23	.17	.07	.08
Community gives me secure feeling	.39	.37	.21	-.01	.10
Army takes care of family	.34	.17	.05	.13	.19
Enjoy foreign country	.16	.60	.06	.34	.14
Expectations of chance to travel	.12	.60	.03	.22	.16
Spouse's happiness	.30	.57	.25	.15	.17
Ability to travel	.09	.55	.21	.23	.09
Eat out	.13	.55	.23	.08	.14
Number of friends	.08	.50	.17	.00	.11
Satisfaction with family	.37	.43	.29	.34	.13
Community not good for children	.29	.41	.17	.09	.21

TABLE 2 (Continued)
FACTOR STRUCTURE OF ENLISTED PERSONNEL

	Factor 1 Job-Family Fit	Factor 2 Enlisted Perception Community Support	Factor 3 Spousal Perception of Family Satisfaction	Factor 4 Wellbeing	Factor 5 Facilities
Attend Religious Service	.17	.33	.22	-.06	.05
Quality of marital relationship	.26	.31	.19	.18	.10
Spousal satisfaction with family	.24	.16	.64	.18	.10
Spousal satisfaction with Army life	.32	.23	.64	.11	.10
Spousal perception of happiness	.22	.27	.60	.01	.08
Spousal perception of job satisfaction	.36	.10	.54	.14	.05
Spousal opportunity to eat out	.10	.25	.47	.02	.14
Spousal perception of recreation program	.05	.11	.46	.09	.44
Spousal ability to travel new places	.01	.24	.44	.15	.16
Spousal perception: "Community gives me secure feeling"	.10	.26	.42	.04	.06
How angry	.16	.17	.05	.60	.19
How depressed	.29	.14	.05	.59	.11
How sad	.16	.24	.07	.58	.01

TABLE 2 (Continued)
FACTOR STRUCTURE OF ENLISTED PERSONNEL

	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
	Job-Family Fit	Enlisted Perception Community Support	Spousal Perception of Family Satisfaction	Wellbeing	Facilities
How relaxed	.23	.22	.07	.51	.13
How much energy, pep, vitality	.29	.14	-.01	.46	.11
Commissary privilege	.22	.18	.07	.11	.81
PX privilege	.14	.22	.00	.14	.81
Spousal perception of commissary privilege	.12	.10	.36	.04	.53
Recreation programs	.37	.24	.22	.04	.41
Variance Explained by Each Factor (%)	4.11	3.74	3.46	2.84	2.66

relationship between reenlistment and job-related satisfaction variables. Holz and Schreiber (1977), looking at first-term enlistees, found that the military experience variables of satisfaction with leadership and with the military work role were highly correlated to reenlistment intent. Bonnette and Worstine (1979), reporting on variables related to reenlistment intent for soldiers in noncombat occupations, found that satisfaction with work, pay, and allowances were significantly related to the intent to reenlist. Motowidlo, Dunnette, and Rosse (1980) found that soldiers in Infantry MOSs see less variety, less meaning, and fewer prospects for satisfaction in their work than do soldiers in administration and supply MOS. The researchers report that these differences in job-related attitudes/perceptions may explain the lower rates of intention to reenlist among Infantry soldiers. However, this factor is also defined by the enlisted person's perceptions of the family-Army fit. This suggests that individuals' satisfaction with their job and the Army is influenced in some part by the perceptions of whether the family is an integral part of Army life.

The second and third factors for enlisted personnel are COMMUNITY OPPORTUNITIES/SUPPORT and SPOUSAL PERCEPTIONS OF FAMILY SATISFACTION, respectively. The former factor reflects the enlisted person's concern with the social community in USAREUR and is defined primarily by perceptions of opportunities to enjoy Europe through travelling or dining out. This factor is also defined, in part, by concerns for informal, emotional support that are provided by members of the community such as friends and positive environment for children. Research on stress, coping and support networks have found that families without effective networks have greater incidence of child abuse (Garbarino and Crouter, 1978; Garbarino and Sherman, 1981) and family violence (Straus, Gelles, and Steinmetz, 1980). These findings are particularly important in light of the fact that civilian and military families experience a sense of loss, depression, and loneliness after relocation (Ammons, Nelson, Wodarski, 1982; Bower,

1967; McKain, 1973, 1976).

The third factor, SPOUSAL FAMILY SATISFACTION, is defined primarily by enlisted spouses' satisfaction with family and Army life in USAREUR. Family and Army life satisfaction are strongly related to the spouse's perception of the military member's happiness and social opportunities such as travelling in Europe and eating out, in addition to being a part of a community that offers recreational programs. As mentioned earlier, spousal attitudes are very important because they impact greatly on the military member's job satisfaction and retention decisions.

Factor IV, WELL BEING, like their officer counterparts, represents the enlisted person's physical-psychological state as indicated by how tense they are, or how depressed, angry or sad they are. Unlike the GENERAL WELL BEING factor for officers, this factor for the enlisted force also includes whether the individual can drive in USAREUR. Having a personal means of transportation may be essential for everyday functioning among enlisted personnel as nearly 60 percent of this group live off post (24 percent in off-post military housing and 34 percent in economy housing). This is in sharp contrast to only 23 percent of officers living off post (McCubbin and Peterson, 1983).

Factor V, FACILITIES, is identical to Factor II for the officer sample, with one exception. Enlisted members are also concerned about recreational programs in USAREUR. This may suggest that enlisted personnel may not have adequate formalized programs for recreational activities. Institutional recreational facilities may be more important to enlisted personnel because they may not be able to take part in recreational activities in Germany as readily as officers due to financial constraints.

In sum, the results of our exploratory factor analysis reveal that five factors come out distinctly for both the groups of soldiers. Three of these factors — job satisfaction, family satisfaction and general wellbeing — are common to both the groups. Travel is a significant factor for the officers but not for the enlisted personnel. Perceptions of

community support is an important factor for the enlisted servicemen but not for the officers. It is important to examine whether these factors significantly explain the extension decisions when they are combined with the others in a multiple regression equation. The aforementioned factors, as well as other variables not included in the factors, are used as predictor variables in a logistic model specified below. We could not separate the predictor variables on the bonuses from the criterion variables on the decisions to extend because both of them were embedded in the same equations by the manner in which the data were collected.

III. THE LOGISTIC MODEL

The responses of servicemen to questions on their decisions to extend their tour if they were paid extension bonuses are binary -- **will** extend or **will not** extend. Maddala (1983) notes that an appropriate multivariate methodology to explain such a limited predicted variable is the logistic distribution. Logistic (or logit) function is a cumulative probability distribution that can be specified as:

$$(1) \quad E(Y_i = 1) = \frac{1}{1 + e^{-(\alpha + RX)}}$$

where

E = the probability to extend ($Y_i = 1$) or not extend ($Y_i = 0$)

e = the base of natural logarithm

α = intercept parameter

X_i = vector of characteristics of the individual

R = coefficients for the X_i

Equation (1) can be represented by an S-shaped logistic distribution shown in Figure 1 where the cumulative probability to extend and the values of the characteristics X_i are shown on the vertical and horizontal axes, respectively. The intercept of this equation indicates the probability to extend, in the case where the values of the characteristics are zero. The slope of this cumulative distribution is the change in the probability to extend with respect to the values of the characteristics X_i . This slope is gradual in the initial phase, accelerates in the intermediate phase, and is gradual again in the final phase. Lakhani (1979) has shown that the slope is the maximum at the inflexion point where the probability to extend is .5. An implication of this mathematical property is that a small change in the values of the characteristics can bring about a substantial increase in the extension probability of the servicemen who are around this range. In contrast to these indecisive servicemen are the soldiers located at both the top and the bottom of the curve who have almost decided to extend or not to extend and return to the U.S., respectively. Hence, a substantial change in the value of the characteristics will result in only small changes in their tour extension decisions.

The questionnaire asked the servicemen's "plans" to extend if they were given the alternative amounts of the proposed bonuses. While these plans indicate merely the intentions of the servicemen to extend, there is significant correlation (0.61) between intentions and actual reenlistments (Motowidlo and Lawton, 1984).

The values of positive responses to the alternative questions, "would definitely" extend or "very likely" to extend were used as a dummy predicted variable equal to one, and their alternatives — "definitely not" or "might consider it" — were assigned a value of zero. The characteristics included the ten factors (five each for officers and enlisted personnel) developed in Section II as well as four other predictor variables that were not part of any one of the factors in the final rotated matrix. The first two of these variables were for enlisted personnel, the third variable was for both enlisted and

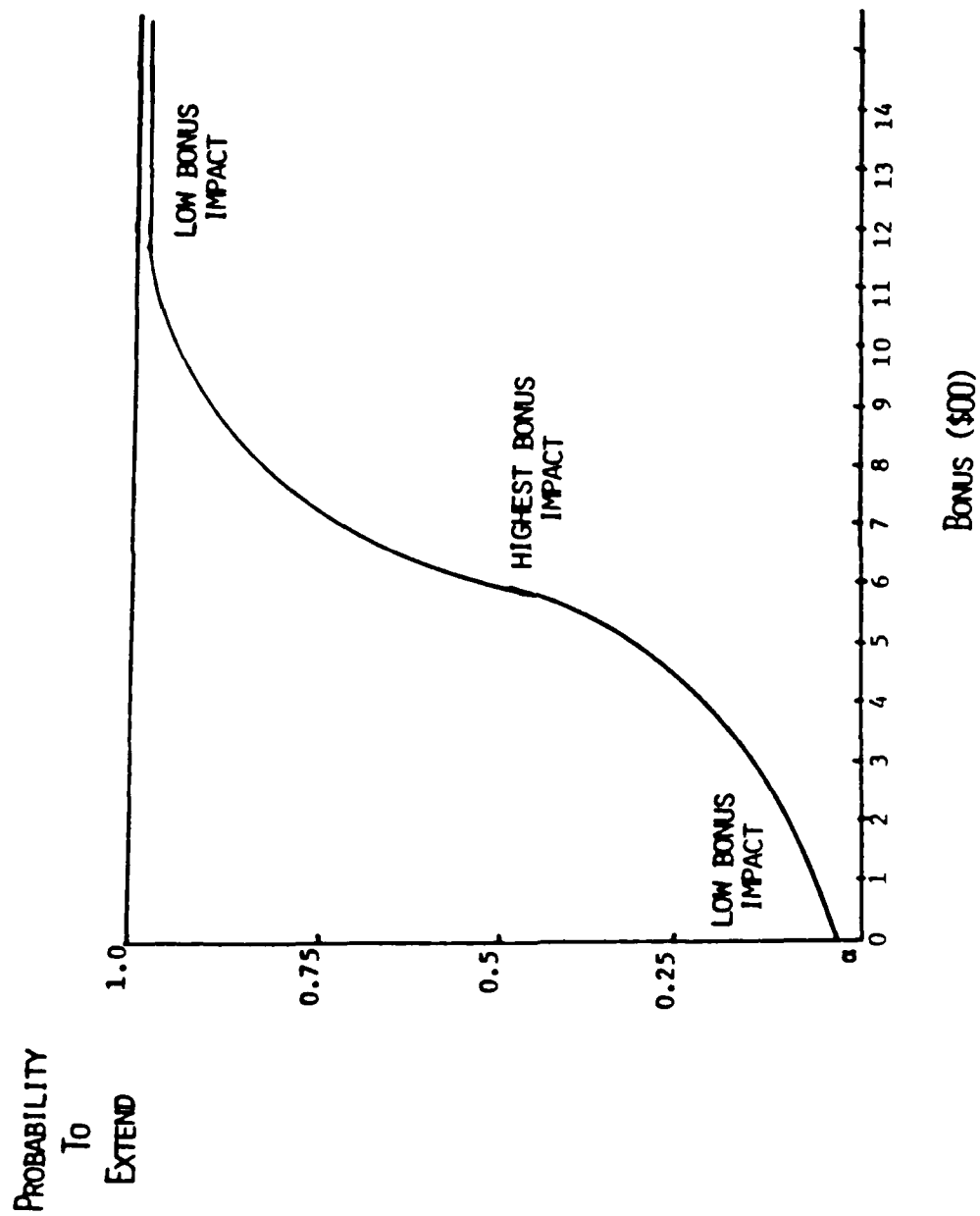


Figure 1. Logit function for impact of bonus on extension probabilities.

officers, while the fourth variable was for officers only. These variables as well as the factors are shown in Table 3. The first variable was VOL, a dummy variable = 1 if a serviceman volunteered to go to Europe, and = 0, otherwise. This variable was expected to increase the probability to extend because it reflected a taste or preference for serving in Europe. The second variable, SKL, was set = 1 if the spouse had the skill to use the German postal (telegraph) system, and = 0, otherwise. This variable was expected to increase the probability to extend because it indicated an adjustment to a foreign (European) culture through enhanced communication. These two variables were included in the enlisted equations only.

The third variable, UNIT, was assigned a value = 1 if the serviceman (officer or enlisted) was assigned to a **combat unit** (combat arms and combat support), and = 0 if the assignment was in a non-combat unit (combat service support or MACOM -- major command staff). This variable was expected to decrease the probability to extend because of the perception of greater risk to life in a combat unit.

The fourth variable was AGE of the military member. This variable was grouped into six classes -- 17-20, 21-25, 26-30, 31-40, 41-50 and over 50 years -- in ascending order. This variable was also expected to decrease the probability to extend because of the increasing family responsibilities that come with age.

The responses to the variables included in the factors were registered on a Likert scale which varied across questions. For example, the responses to the question on "general wellbeing" varied from 1 to 10; for the sub-question, "How concerned or worried about your HEALTH have you been?," the responses varied from 1 (not concerned at all) to 10 (very concerned). For some other questions, the scale varied from 1 to 7. In order to bring about comparability of these responses, we standardized the scale by converting the response integers into "z" scores (by subtracting the mean of a scale from the integer and dividing the result by its standard deviation). The average "z" score value of the sum

TABLE 3
LIST OF PREDICTOR VARIABLES
 (Relationships with Probability to Extend are in Parentheses)

I. Factors Used as Predictors

- . ENFAC1 - Enlisted Job-Family Life Satisfaction (+)
- . ENFAC2 - Community Opportunities/Support (+)
- . ENFAC3 - Spousal Perception of Family Satisfaction (+)
- . ENFAC4 - Enlisted Wellbeing 4 (+)
- . ENFAC5 - Enlisted Facilities (+)
- . OFFAC1 - Officer Job Satisfaction (+)
- . OFFAC2 - Officer General Wellbeing (+)
- . OFFAC3 - Officer Family Life Satisfaction (+)
- . OFFAC4 - Officer Travel Opportunities (+)
- . OFFAC5 - Officer Facilities (+)

II. Other Predictors

- . VOL - Enlisted Volunteered to go to Europe (+)
 - . SKL - Enlisted Spouse's Ability to use German or Italian Post Office (+)
 - . AGE - Enlisted or Officer's Age (-)
 - . UNIT - Officer Assignment to Combat Unit (-)
-

of responses to the variables of a factor for an individual soldier was used as a predictor variable in the logit equation.

Equation (1) was estimated separately for the two groups of respondents -- enlisted personnel and officers. The observations for the equations were the responses of the individuals regarding their decision to extend their current tours by twelve months, if they were paid alternative amounts in extension bonuses. Six levels of extension bonuses were specified. These included the existing bonus of \$50 per month for twelve months payable in the Space-Imbalanced (shortage) Military Occupational Specialties (SIMOS) (Army Times, Jan. 30, 1984) plus five alternatives -- \$100 and \$200 per month each for a period of 12 months (payable from the first month of the year of extension), and lump sum payments of either \$1000, \$2000, or \$3000 (payable at the end of the year of extension). It is interesting to note that the proposed payment of the lump sum bonus at the end of the tour eliminates the problem of recoupment of bonus payments from those who fail to complete their obligations. The proposed incentives also included a "space-required" ticket to and from the continental U.S. or home of record with 30-days non-chargeable leave. The existing plan includes either (a) 30 days of non-chargeable leave or (b) 15 days leave and "space-required" travel to and from the U.S. on a Military Aircraft Command aircraft. Unfortunately, it was not possible to include the bonus as a predictor variable. The questionnaire forced us to incorporate it within the extension decision as a separate equation. The six bonus options and the two groups of respondents (enlisted and officers) resulted in a set of 12 equations, which are discussed below.

IV. EMPIRICAL RESULTS

Officers. The results of the three logistic equations for the officers' responses to the three lump sum bonus alternatives are presented in Table 4. The probability to extend increases from .27 to .64 as the proposed lump sum bonus amounts are increased

TABLE 4
LOGISTIC REGRESSIONS FOR OFFICERS: LUMP SUM BONUSES
 (Chi-Square Statistics are in Parentheses)
 (N = 108)

Statistic	Equation 1 Bonus = \$1,000	Equation 2 Bonus = \$2,000	Equation 3 Bonus = \$3,000
Probability to Extend	.27	.47	.64
R ²	.38	.23	.19
Coefficients			
Intercept	-26.56* (11.54)	-11.15* (4.94)	-5.09 (1.16)
OFFAC1	.32* (12.46)	.14* (6.38)	.12* (5.08)
OFFAC2	.08 (1.38)	.07 (1.65)	.08 (1.86)
OFFAC3	.04 (.25)	.05 (.74)	-.02 (.11)
OFFAC4	-.10 (1.22)	-.09 (1.34)	-.04 (.25)
OFFAC5	.05 (.22)	-.01 (.00)	-.00 (.00)
UNIT	-.81 (1.13)	-1.03 (2.65)	-1.57* (5.86)
AGE	-.61 (1.86)	-.66** (3.30)	-.99* (6.57)

*Significant at the .01 level.

**Significant at the .05 level.

from \$1,000 to \$3,000. The present values of the nominal amounts of these bonuses to the Army would be only \$909, \$1,818 and \$2,727, respectively, at a 10 percent interest rate. This is because these amounts are scheduled for payment at the end of the extension period of 12 months, in contrast to the monthly instalment bonuses which have to be paid from the first month of extension. Compared to the estimated Permanent Change of Station (PCS) costs of \$22,686 for the family of each officer (President's Private Sector Survey on Cost Control, 1984), these results suggest that all of these amounts are cost effective.

All three equations have a good statistical fit; the R^2 values are in the range from .19 to .38 and their F ratios are statistically significant at the .01 or .05 level. The intercept terms for all the three equations are negative, with two of them significant. Officers' satisfaction with their jobs (OFFAC1) is positive and statistically significant in all equations indicating that an increase in variables denoting JOB SATISFACTION will tend to increase extension. Although GENERAL WELLBEING and FAMILY LIFE SATISFACTION are positive in accord with a *priori* expectation, their effects are statistically insignificant. UNIT is negative, as expected, in all three equations and significant in equation 3. AGE is also negative in all equations and significant in equations 2 and 3. Officers who have been assigned to combat units and those who are relatively older would need to be paid higher bonus amounts in order to reduce the disincentive for extending their European tours.

The results of the three logistic regressions for the officers' responses to the monthly installment bonus are reported in Table 5. The probability to extend increases from .16 to .55 as the monthly bonus amounts increase from \$50 to \$200. These probabilities are considerably smaller than those for the lump sum bonus reported in Table 4. Officers, then, appear to prefer the lump sum bonus to a monthly installment. All three equations have a good fit as their R^2 values lie between .27 and .30.

TABLE 5
LOGISTIC REGRESSIONS FOR OFFICERS: MONTHLY INSTALLMENT BONUSES
(Chi-Square Statistics are in Parentheses)
(N = 108)

Statistic	Equation 4 Bonus = \$50	Equation 5 Bonus = \$100	Equation 6 Bonus = \$200
Probability to Extend	.16	.23	.55
R ²	.27	.28	.30
Coefficients			
Intercept	-29.75* (9.63)	-19.46* (7.51)	-4.64 (.92)
OFFAC1	.24* (5.64)	.22* (7.66)	.12* (4.93)
OFFAC2	.09 (1.23)	.08 (1.28)	.13* (4.35)
OFFAC3	.13 (1.53)	.03 (.19)	-.02 (.10)
OFFAC4	-.05 (.26)	-.08 (.80)	-.02 (.06)
OFFAC5	.03 (.04)	.07 (.25)	-.11 (.94)
UNIT	-1.16 (1.42)	-1.23 (2.40)	-1.88* (7.37)
AGE	-.56 (1.27)	-.95* (4.44)	-1.34* (10.41)

*Significant at the .01 level.

**Significant at the .05 level.

OFFAC1 is positive, as expected, and again significant in all equations. Hence, JOB SATISFACTION continues to be a crucial determinant of an officer's decision to extend his European tour. The only other factor analysis variable that is positive and significant is OFFAC2 in equation 6; an increase in GENERAL WELLBEING (physical and mental health of the officer) tends to increase the probability of tour extension. UNIT and AGE continue to be negative in all (and significant in some) equations. These results imply that relatively higher bonus are required to induce both older officers and those in combat units to extend their European tours.

Enlisted Personnel. The results for enlisted personnel follow the same general pattern as that for officers. The probability to extend the European tour increases from .23 to .66 as the lump sum bonus is raised from \$1,000 to \$3,000 (Table 6). As in the case of officers, the present values of these lump sum bonuses to the Army would be smaller relative to the payment of equivalent amounts in *monthly instalment amounts*. The R^2 statistics indicate that all equations have a good fit. Their intercept terms are negative and significant.

These results for enlisted personnel show -- as they did for officers -- that bonuses are a cost-effective component of manning a ready force in Europe. The estimated PCS cost of an enlisted **single** soldier is \$3,866 (President's Private Sector Survey on Cost Control, 1984), still considerably larger than the maximum bonus of \$3,000 discussed here. Needless to add, the PCS cost for an enlisted family, for which we could not locate any data, would be at least twice that of a single soldier so that such an amount at \$7,732 would be considerably higher than the highest amount of proposed bonus of \$3,000.

An enlisted person's satisfaction with job and family life contributes positively to his/her decision to extend. ENFAC1 is positive, as expected, and significant in all three equations. The remaining four factors are positive in nearly all equations (as expected)

TABLE 6
LOGISTIC REGRESSIONS FOR ENLISTED: LUMP SUM BONUSES
(Chi-Square Statistics are in Parentheses)
(N = 282)

Statistic	Equation 7 Bonus = \$1,000	Equation 8 Bonus = \$2,000	Equation 9 Bonus = \$3,000
Probability to Extend	.23	.47	.66
R ²	.29	.27	.19
Coefficients			
Intercept	-15.71* (23.77)	-13.88* (28.82)	-9.94* (14.90)
ENFAC1	.08* (7.58)	.05* (4.76)	.06* (5.92)
ENFAC2	.02 (.30)	-.003 (.01)	-.00 (.00)
ENFAC3	.05 (1.14)	.07* (4.25)	.03 (.98)
ENFAC4	-.03 (1.47)	.01 (.22)	.03 (1.69)
ENFAC5	.06 (1.79)	.05 (1.77)	.00 (.01)
AGE	-.22 (1.72)	-.31* (4.51)	-.31* (4.42)
VOL	.02 (.00)	.22 (.58)	.19 (.40)
SKL	.81* (6.28)	.34 (1.62)	.31 (1.34)

*Significant at the .01 level.

**Significant at the .05 level.

but only one (ENFAC3 -- SPOUSE'S PERCEPTION OF FAMILY SATISFACTION) is significant (equation 8).

As with officers, AGE is negative and generally significant, indicating that the payment of a relatively higher bonus to the older, more experienced, servicemen could induce them to extend their tours. SKL is positive, as expected, and significant in equation 7, demonstrating the importance of communication to a spouse's adaptability to a new environment. VOL is positive, as expected, but not statistically significant.

The statistical properties of the instalment bonus equations are also good and are reported in Table 7. The extension probability increases to .09, .21, and .46 are the results of proposed bonus increases of \$50, \$100, and \$200 per month, respectively. These probabilities are, however, considerably smaller than those for lump sum bonuses shown in Table 6. Enlisted personnel, like their officer counterparts, prefer a lump sum to a monthly installment bonus. JOB AND FAMILY LIFE SATISFACTION (ENFAC1) is again positive and significant in all three equations. All other variables have the expected signs. ENFAC2 and ENFAC3 -- enlisted PERCEPTIONS OF COMMUNITY OPPORTUNITIES/SUPPORT and SPOUSES PERCEPTION OF FAMILY SATISFACTION -- are significant in equation 10 and equations 11 and 12, respectively. ENFAC5 is significant in equation 12.

The relationships of VOL and SKL to the probability to extend are positive, as expected, the latter statistically significant in equation 11. AGE is unexpectedly positive, but is not significant.

It is interesting to add that the Army has recommended that the monthly installment bonus for SIMOS be increased from \$50 to \$80 (Army Times, 14 January, 1985). While this is an appropriate policy, this research suggests that a lump sum bonus would result in even larger increases in extensions in Europe.

TABLE 7
LOGISTIC REGRESSIONS FOR ENLISTED: MONTHLY INSTALLMENT BONUSES
(Chi-Square Statistics are in Parentheses)
(N = 282)

Statistic	Equation 10 Bonus = \$50	Equation 11 Bonus = \$100	Equation 12 Bonus = \$200
Probability to Extend	.09	.21	.46
R ²	.37	.32	.27
Coefficients			
Intercept	-27.61* (19.09)	-17.99* (25.83)	-14.55* (31.08)
ENFAC1	.06** (2.63)	.09* (8.14)	.05* (4.64)
ENFAC2	.15* (2.96)	.01 (0.12)	.02 (.6)
ENFAC3	.03 (.17)	.09* (3.72)	.05** (2.44)
ENFAC4	.01 (.02)	-.03 (1.33)	-.00 (.11)
ENFAC5	.04 (.32)	.03 (.5)	.06** (2.67)
AGE	.06 (.05)	-.25 (1.82)	-.21 (2.22)
VOL	.57 (2.02)	.21 (.35)	.12 (.17)
SKL	.13 (.28)	.54** (2.59)	.26 (.92)

*Significant at the .01 level.

**Significant at the .05 level.

V. CONCLUSIONS AND POLICY IMPLICATIONS

The factor analysis of the 43 correlated variables as well as results of the multivariate logistic equations revealed that job satisfaction and satisfaction with family life were the most important determinants in the decision of officers and enlisted personnel to extend their European tours. SPOUSAL PERCEPTIONS OF FAMILY SATISFACTION were particularly important for enlisted personnel, and to a lesser extent, their own perceptions of COMMUNITY OPPORTUNITIES AND SUPPORT. The use of these factors and other significantly correlated variables in a logistic model resulted in the following conclusions and policy implications:

- Programs that improve SATISFACTION with JOB and FAMILY LIFE could increase extension probabilities.
- Both instalment and lump sum bonuses are cost-effective relative to PCS costs.
- Lump sum bonuses are cost effective relative to monthly instalment bonuses.
- Initiate a policy of lump sum bonuses of \$2,000 for enlisted servicemen if their required extension probability is .47 and increase it to \$3,000 if the required probability is .66.
- Initiate a policy of lump sum bonuses of \$2,000 for officers if the required probability of extension is .47 and of \$3,000 if the required probability is .64.
- Adopt a policy of relatively higher amounts of bonuses to servicemen who are older or are assigned to combat units.
- Expand the orientation program to educate spouses of enlisted personnel using the German postal (telephone) system to enhance communication.

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APPENDIX A

THE ARMY FAMILIES IN EUROPE SURVEY, 1983

1.0 DESCRIPTION OF THE SURVEY

The Army Families in Europe Survey, 1983, was administered to a sample military personnel in Germany who were accompanied by their families. Only eight responses were obtained from families whose military member was female. The responses from these eight families were not included in the final data set, and all analyses deal only with responses from male military members and their spouses.

The questionnaires were administered in seven German communities -- Amberg, Bad Hersfeld, Eschborn, Heilbron, Heidelberg-Scwetzingen, Schweinfurt, and Stuttgart. These locations were selected by military experts on the basis of the size of the military community involved (small, medium, and large) and the type of military unit (combat, combat support, and combat service support). The surveys were administered to military members in grade/rank E1-E9, W1-W3, and O1-O6.

Participation in the study was strictly voluntary. Questionnaires were completed anonymously. Responses of the military members and their spouses were later matched using a precoded but random questionnaire identification number printed on both answer forms. The military members and their spouses were asked to complete the survey independently without consulting each other. The instructions on the first page of the survey noted in six different languages that anyone who could not read English should notify the survey team who would then obtain translation assistance for the respondent. The completed survey was to be returned within 24 hours.

The surveys contained items regarding demographic and background information and several scales of indices containing from three to 32 individual items. The Military

Member and Spouse surveys contained both common and unique demographic and background items as well as scales. Questions on intentions to extend the tours, based on the proposed bonus amounts, were included in a section on the present and future plans. The same set of questions was administered to both the servicemen and their spouses, except for the fact that the spouses were asked specific additional questions on their social and economic lifestyles. The number of expected unique responses on each of the surveys were 475. The two questionnaire sets are included in Appendix B.

A total of 1,227 questionnaires were distributed. Of those, 1,052 (86%) were returned to the survey team. Only 16 (1.5%) of the surveys returned were unusable for various reasons. An additional 24 families (2%) did not provide the rank information needed to perform the separate analyses required for rank subsamples.

2.0 STATISTICAL REPRESENTATIVENESS

The total number of surveyed families was 1,227, of which 1,002 returned usable questionnaires containing rank information. Table A1 presents the distributions of the survey sample, all married and accompanied soldiers in Europe, and all married soldiers in the U.S. Army as a whole.

The distribution of enlisted grades for the survey sample was not significantly different from the total USAREUR married and accompanied distribution, but it was significantly different from the total U.S. Army married distribution. The significant difference between the sample distribution and the total Army distribution is easily understandable since most enlisted personnel in the grades E1 and E2 are in training in Continental United States. Additionally, E3 personnel are not generally command-sponsored in USAREUR and are therefore less likely to be accompanied by their families.

For officers, the results of the significance tests were reversed. The distribution of the survey sample of officers differed significantly from the USAREUR married and

accompanied officer distribution, but it did not differ significantly from the total Army married officer distribution.

Since the number of warrant officers in the survey sample was very small (17 or 1.7 percent), we left them out of the significance tests for representativeness of the sample but included them with the sample of officers for the multivariate analysis.

The overall percentages of enlisted men (82.5) and officers (15.8) in the survey sample were not significantly different from either the USAREUR married and accompanied distribution or the total Army married distribution.

Four of the six tests for sample difference produced non significant ($p > .05$) values of chi-square. It should be noted that the samples being tested are extremely large (Enlisted married and accompanied USAREUR = 50,234; Officer married and accompanied USAREUR = 8,350; Enlisted married, total Army = 313,663; Officer married, total Army = 59,654). Large samples such as these tend to produce statistically significant differences even when apparent differences are quite small. In light of both these considerations we conclude that the survey sample of 1,002 can be considered representative of both the USAREUR (married and accompanied) and the total Army (married) populations.

APPENDIX TABLE 1
COMPARISON OF THE SAMPLE OF SURVEYED FAMILIES WITH THE U.S. ARMY
IN EUROPE AND THE U.S. ARMY PROFILE

		<u>Sample Married Accompanied</u>		<u>USAEUR Married Accompanied</u>		<u>Total U.S. Army Married</u>	
Rank		Number	% Total	Number	% Total	Number	% Total
Enlisted:	E1	1	.1	86	.1	9,196	2.3
	E2	.3	.3	212	.3	9,707	2.5
	E3	35	3.5	1,553	2.5	20,807	5.4
	E4	173	17.3	10,286	16.9	66,702	17.3
Non-Commissioned Officers:							
	E5	230	23.1	14,944	24.5	83,659	21.7
	E6	204	20.4	12,752	20.9	66,742	17.3
	E7	125	12.5	7,491	12.3	41,295	10.7
	E8	44	4.4	2,336	3.8	12,010	3.1
	E9	12	1.2	574	.9	3,545	.9
SUB-TOTAL		(827)	(82.5)	(50,234)	(82.3)	(313,663)	(81.5)
Warrant Officers:							
	W1	3	.3	329	.5	1,956	.5
	W2	9	.9	1,140	1.9	4,606	1.2
	W3	5	.5	762	1.2	3,507	.9
	W4	0	.0	228	.4	1,305	.3
SUB-TOTAL		(17)	(1.7)	(2,459)	(4.0)	(11,374)	(2.8)
Officers:							
	O1	5	.5	333	.5	4,239	1.1
	O2	13	1.3	1,297	2.1	6,496	1.7
	O3	54	5.4	3,245	5.3	19,916	5.2
	O4	45	4.5	1,878	3.1	14,539	3.8
	O5	30	3.0	1,139	1.9	10,141	2.6
	O6	11	1.1	458	.8	4,323	1.1
SUB-TOTAL		(158)	(15.8)	(8,350)	(13.7)	(59,654)	(15.5)
TOTAL		1,002	100	61,043	100	384,664	100

Source: H. I. McCublin and J. M. Patterson (1983). One Thousand Army Families: Strengths, Coping and Support, report prepared by University of Minnesota for the Deputy Chief of Staff, U.S. Army Europe, October, Table 2, p. 46.

ARMY FAMILY PROFILE STRENGTHS AND COPING®

Families in Europe Survey

Family for this survey means: A married couple living together in USAREUR/SETAF, with or without children.

CONFIDENTIALITY This survey is confidential. NO name or social security number is needed. This questionnaire is designed to gather personal information about Army family strengths and coping in USAREUR/SETAF. Participation in this survey is strictly voluntary. No names or personal identification codes will be used. No individual or family will ever be identified. Your responses will be grouped with those of other families and only group data will be identified. You are encouraged to provide complete and accurate information in the interest of this project which is designed to support families. Honesty is very important. There will be no effect on family members for not providing all or any part of the information. The University of Minnesota has been asked to conduct this study and to prepare the report.

Do you read English? If, not, please let "US" know immediately!

Lesen Sie Englisch? Wenn nicht bitte informieren Sie uns sofort.

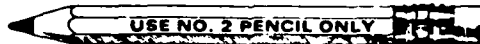
Se leggere l'inglese? Se no, perfavore, ce lo comunicchi immediatamente.

영어를 읽으실줄 아십니까? 영어를 못읽으시면 우리에게 즉시 알려주십시오

Xin hỏi ông (bà) biết tiếng Mỹ không? Nếu không biết, xin cho chúng tôi biết ngay.

¿Ud. lee el español? Si no, favor de informarnos inmediatamente.

MARKING INSTRUCTIONS



- MAKE HEAVY BLACK MARKS THAT COMPLETELY FILL IN RESPONSE CIRCLES.
INCORRECT MARKS CORRECT MARKS
 
- ERASE ALL CHANGES CLEANLY AND COMPLETELY.
- MAKE NO STRAY MARK ANYWHERE ON THIS FORM.
- MARK ONLY ONE ANSWER PER QUESTION UNLESS OTHERWISE INSTRUCTED TO DO SO.
- DO NOT staple, fold, or tape any part of this booklet.

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003941

SPOUSE PROFILE

Are you an Active Duty Service Member now:

If yes, please STOP. This is the wrong booklet. Tell us right away. ☐ Yes ☐ No

1. Your **SEX**: ☐ Male ☐ Female

2. Your **AGE**: ☐ 17-20 years ☐ 31-40 years
☐ 21-25 years ☐ 41-50 years
☐ 26-30 years ☐ 51+

3. Your highest level of formal **EDUCATION**: (mark one)

- ☐ Grade school
- ☐ Some high school
- ☐ High school graduate
- ☐ High school equivalency (GED)
- ☐ Some college
- ☐ College graduate
- ☐ Trade or vocational school
- ☐ Some graduate school
- ☐ Graduate degree

3. What **RACIAL** or **ETHNIC GROUP** do you consider yourself a member of?

- ☐ Black, Afro-American
- ☐ Spanish or Latin American, Chicano, Puerto Rican, Cuban, Hispanic
- ☐ Oriental, Asian American
- ☐ Native American, Indian, Alaskan, Hawaiian
- ☐ White, Caucasian
- ☐ Other

5. What **COUNTRY** were you born in?

- ☐ United States
- ☐ Korea
- ☐ Vietnam
- ☐ Germany
- ☐ Italy
- ☐ Other European country
- ☐ Philippines
- ☐ Central/South America
- ☐ Japan
- ☐ Other

6. Your **RELIGIOUS** preference:

- ☐ Protestant
- ☐ Catholic
- ☐ Jewish
- ☐ Moslem
- ☐ Latter Day Saints
- ☐ Other
- ☐ None

7. How often do you **ATTEND** church/synagogue services?

- ☐ Several times a week
- ☐ Every week
- ☐ Several times a month
- ☐ Several times a year
- ☐ Infrequently or never

8. **LENGTH** of present marriage:

- ☐ Less than 1 year
- ☐ 1-3 years
- ☐ 4-6 years
- ☐ 7-10 years
- ☐ 11-14 years
- ☐ 15-18 years
- ☐ 19+ years

9. **NUMBER** of times married:

- ☐ 1, first marriage
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5

10. Were you ever a member of the American Armed Forces?

- ☐ Yes
- ☐ No

11. Were you a "military brat"?

- ☐ Yes
- ☐ No

12. Are you enrolled in an educational program NOW?

- ☐ No, not enrolled
- ☐ Yes, high school equivalency (GED)
- ☐ Yes, college classes in USAREUR/SETAF
- ☐ Yes, trade or vocational classes in USAREUR/SETAF
- ☐ Yes, trade or vocational correspondence courses
- ☐ Yes, other

PRESENT EMPLOYMENT

13. Are you employed for pay NOW?

- ☐ Yes, part time
- ☐ Yes, full time
- ☐ No

14. If you ARE EMPLOYED NOW, what type of work are you doing?

- ☐ Not employed now
- ☐ Teacher
- ☐ Physician or nurse
- ☐ Other professional
- ☐ Clerical
- ☐ Skilled trade
- ☐ Sales
- ☐ Managerial
- ☐ Technical
- ☐ Other

15. If you ARE EMPLOYED NOW, what is the most important reason you are working? (Mark one.)

- ☐ Not employed
- ☐ To help pay the bills
- ☐ To help my career
- ☐ For personal satisfaction
- ☐ To keep busy
- ☐ To get out of the house
- ☐ For my self esteem

16. If you are NOT EMPLOYED NOW, what would you say is the most important reason? (Mark one.)

- ☐ I am employed now
- ☐ Am looking, but cannot find a job
- ☐ Children need my full time care
- ☐ No available child care
- ☐ Child care is too expensive
- ☐ Transportation difficulties
- ☐ My spouse doesn't want me to work
- ☐ Need further education/training to get a job
- ☐ Other

SPOUSE PROFILE



INCORRECT MARKS



CORRECT MARKS



MARK ONLY ONE ANSWER PER QUESTION

MAKE NO STRAY MARKS

ERASE ALL CHANGES CLEANLY AND COMPLETELY

PAST EMPLOYMENT

17. Were you employed JUST BEFORE you came to USAREUR/SETAF? ☐ Yes ☐ No

18. If you WERE EMPLOYED BEFORE COMING HERE, what type of work did you do?

- | | |
|--|-------------------------------------|
| ☐ Was not employed | ☐ Skilled trade |
| ☐ Teacher | ☐ Sales |
| ☐ Physician or nurse | ☐ Managerial |
| ☐ Other professional | ☐ Technical |
| ☐ Clerical | ☐ Other |

PRESENT VOLUNTEER WORK

19. Are you currently working as a volunteer (e.g., Scout leader, DYA, etc.) here in USAREUR/SETAF?

- | | |
|--|--|
| ☐ No | ☐ Yes, 11-15 hours per week |
| ☐ Yes, 1-5 hours per week | ☐ Yes, 16-20 hours per week |
| ☐ Yes, 6-10 hours per week | ☐ Yes, 21 hours or more per week |

20. Please mark ALL the volunteer organizations you have worked with or are working with here in USAREUR/SETAF?

- | | |
|---|---|
| ☐ No volunteer work | ☐ PTA or school related |
| ☐ Army Community Service (ACS) | ☐ Dependent Youth Activities (DYA) |
| ☐ Thrift Shop | ☐ German-American Club |
| ☐ Red Cross/Gray Lady | ☐ Kontakt |
| ☐ Wives Club | ☐ Teaching religious or Bible classes |
| ☐ Unit Activities | ☐ Choir |
| ☐ Boy Scouts/Cubs | ☐ Altar Guild, Liturgist, Usher at church |
| ☐ Girl Scouts/Brownies/Campfire | ☐ Other |

21. Before coming to USAREUR/SETAF, were you working in a Volunteer capacity (e.g., Scout Leader, Army Community Services)?

- ☐ No
- ☐ Yes, 1-5 hours per week
- ☐ Yes, 1-10 hours per week
- ☐ Yes, 11-15 hours per week
- ☐ Yes, 16-20 hours per week
- ☐ Yes, 21 hours or more per week

22. How long have you been in USAREUR/SETAF? (this tour only)

- | | |
|---------------------------------------|---------------------------------------|
| ☐ 0-6 months | ☐ 3-4 years |
| ☐ 6 months-1 year | ☐ 4-5 years |
| ☐ 1-2 years | ☐ 5-6 years |
| ☐ 2-3 years | ☐ 6 years or more |

23. How many tours of duty to USAREUR/SETAF have you accompanied your spouse on (include this tour)?

- ☐ 1, this is first tour ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 or more

24. After your military spouse left for USAREUR/SETAF, did you (and your family) wait in the U.S. BEFORE coming to USAREUR/SETAF?

- ☐ Family didn't wait in the U.S.; we came same time as military member
- ☐ Less than 1 month
- ☐ 1-3 months
- ☐ 3-6 months
- ☐ 6-9 months
- ☐ over 9 months

25. How long did you (and your family) have to wait in USAREUR/SETAF for permanent housing?

- ☐ Did not have to wait ☐ 3-4 months
- ☐ Less than 1 month ☐ 4-5 months
- ☐ 1-2 months ☐ 5-6 months
- ☐ 2-3 months ☐ over 6 months

26. Do you have a USAREUR/SETAF driver's license?

- ☐ Yes ☐ No

27. Do you or your spouse have a car in USAREUR/SETAF?

- ☐ Yes ☐ No

28. Do you have a valid Power of Attorney in USAREUR/SETAF?

- ☐ Yes ☐ No

	IMPOSSIBLE	VERY DIFFICULT	DIFFICULT	EASY
1 = Impossible				
2 = Very difficulty				
3 = Difficult				
4 = Easy				
MARK ONE ANSWER PER QUESTION				
How EASY is it for you to get to:				
29. PX and Commissary	☐	☐	☐	☐
30. American Medical/Dental services	☐	☐	☐	☐
31. German or Italian stores	☐	☐	☐	☐
32. German or Italian Medical/Dental services	☐	☐	☐	☐

33. Do you think NEO will protect your family in case of "conflict"?

- ☐ Yes
- ☐ No
- ☐ Never heard of NEO

RC FAMILY INDEX OF COHERENCE®

USE NO. 2 PENCIL ONLY

INCORRECT MARKS

✓✓✓

CORRECT MARKS

• • • •

MARK ONLY ONE ANSWER PER QUESTION

SD - STRONGLY DISAGREE

D - DISAGREE

A - AGREE

SA - STRONGLY AGREE

STRONGLY
DISAGREE

DISAGREE

AGREE

STRONGLY

Please rate the following statements as they apply to your family.

- 1 If there is a conflict between our family's needs and the Army's needs, there is no question that
the Army comes first.....
- 2 I believe that the woman's place is basically in the home.....
- 3 The Army seems to dictate to spouses of military members what they should and should not do.....
- 4 Our family can pretty well plan in advance for military assignments in the Army.....
- 5 The husband should have the final word in most of the important decisions in our family.....
- 6 If we have problems or special needs in our family, we feel confident we can get the help we
need.....
- 7 Our family feels we have some say about future military assignments (when, where).....
- 8 If both of us are working, the husband should do the same amount of household chores as the
wife.....
- 9 My family and I are unsure whether we will stay in or leave the Army.....
- 10 Army life makes planning for family members' education and work almost impossible.....
- 11 The wife should trust and accept the husband's judgements on important decisions.....
- 12 The military member's career will be hurt if our family voices any special needs or frustrations.....
- 13 In our family, the wife should not work outside the home unless it is an absolute financial
necessity.....
- 14 Our family is unsure when our Active Duty member will be home or be gone.....
- 15 Our work and family schedules are always up in the air because of frequent TDYs, long work
hours, etc.....
- 16 The Army treats its members and their families justly and fairly.....
- 17 In our marriage, the wife should be more willing to go along with the husband's wishes.....
- 18 When our family faces problems we do not like to take any help from friends, relatives and the
community.....
- 19 Our family shares a commitment to the lifestyle and mission of the Army.....
- 20 Even if the wife works outside the home, she should still be responsible for running the
household.....
- 21 When we face problems in our family, we have the ability to look on the brighter side of things.....
- 22 We expect members of our family to solve their own problems and not turn to each other for
help.....
- 23 For us, the husband's occupation is always regarded as more important than the wife's.....
- 24 The Army really does take care of its families and wants us to be all that we can be.....
- 25 Our family members have a deep commitment to each other and feel that family life is very
important.....
- 26 In our marriage, the husband is the leader of our family.....
- 27 Even though being in the Army creates hardships for us, the Army makes every effort to help
us understand why.....
- 28 Within our family, we have fair and just rules that keep things running smoothly.....
- 29 If there are (were) young children, the wife should not work outside the home.....
- 30 There is no way that being in the Army can ever be good for our family.....

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SOCIAL SUPPORT INDEX ©

USE NO. 2 PENCIL ONLY

INCORRECT MARKS



CORRECT MARKS



MARK ONLY ONE ANSWER PER QUESTION

SD - STRONGLY DISAGREE

D - DISAGREE

NS - NOT SURE

A - AGREE

SA - STRONGLY AGREE

MAKE NO STRAY MARKS

ERASE ALL CHANGES CLEANLY AND COMPLETELY

	STRONGLY DISAGREE	DISAGREE	NOT SURE	AGREE	STRONGLY AGREE
Please indicate how much you <u>agree</u> with each of the following statements about your community and family.					
1. If our family has any faults, we are not aware of them.....	(X)	(X)	(X)	(X)	(X)
2. If I had an emergency, even people I do not know in this community would be willing to help.....	(X)	(X)	(X)	(X)	(X)
3. I feel good about myself when I sacrifice and give time and energy to members of my family.....	(X)	(X)	(X)	(X)	(X)
4. The things I do for members of my family and they do for me make me feel part of this very important group.....	(X)	(X)	(X)	(X)	(X)
5. People here know they can get help from the community if they are in trouble ...	(X)	(X)	(X)	(X)	(X)
6. I have friends who let me know they value who I am and what I can do	(X)	(X)	(X)	(X)	(X)
7. No one could be happier than our family when we are together.....	(X)	(X)	(X)	(X)	(X)
8. People can depend on each other in this community	(X)	(X)	(X)	(X)	(X)
9. Members of my family seldom listen to my problems or concerns; I usually feel criticized.....	(X)	(X)	(X)	(X)	(X)
10. My friends in this community are a part of my everyday activities.....	(X)	(X)	(X)	(X)	(X)
11. There are times when family members do things that make other members unhappy.....	(X)	(X)	(X)	(X)	(X)
12. I need to be very careful how much I do for my friends because they take advantage of me	(X)	(X)	(X)	(X)	(X)
13. Living in this community gives me a secure feeling.....	(X)	(X)	(X)	(X)	(X)
14. The members of my family make an effort to show their love and affection for me	(X)	(X)	(X)	(X)	(X)
15. There is a feeling in this community that people should not get too friendly with each other	(X)	(X)	(X)	(X)	(X)
16. We feel our family is a perfect success	(X)	(X)	(X)	(X)	(X)
17. This is not a very good community to bring children up in.....	(X)	(X)	(X)	(X)	(X)
18. I feel secure that I am as important to my friends as they are to me.....	(X)	(X)	(X)	(X)	(X)
19. Family members always understand each other completely	(X)	(X)	(X)	(X)	(X)
20. My role in this community is to be active and involved.....	(X)	(X)	(X)	(X)	(X)
21. I have some very close friends outside the family who I know really care for me and love me	(X)	(X)	(X)	(X)	(X)
22. Member(s) of my family do not seem to understand me; I feel taken for granted ..	(X)	(X)	(X)	(X)	(X)
23. I feel useful in this community	(X)	(X)	(X)	(X)	(X)
24. I don't feel my friends are very honest with me when I ask for their comments about the things I've done	(X)	(X)	(X)	(X)	(X)
25. We always feel a great deal of love and affection for each other.....	(X)	(X)	(X)	(X)	(X)

FAMILY CHANGES

1 - NO 2 - YES, SMALL PROBLEM 3 - YES, BIG PROBLEM NC - NO CHILDREN	NO	YES, SMALL PROBLEM	YES, BIG PROBLEM	NO CHILDREN
During the 12 MONTH PERIOD BEFORE coming to USAREUR/SETAF did any of the following happen in your family?				
1. Family member appeared to have emotional problems	☐	☐	☐	☐
2. Family member appeared to depend on alcohol or drugs	☐	☐	☐	☐
3. Remarried and/or added a child to the family	☐	☐	☐	☐
4. Child member became pregnant	☐	☐	☐	☐
5. Incurred financial debts due to use of credit cards/loans/more expenses	☐	☐	☐	☐
6. Purchased or built a home	☐	☐	☐	☐
7. Spouse became seriously ill or injured	☐	☐	☐	☐
8. Child became seriously ill or injured	☐	☐	☐	☐
9. Close relative or friend became seriously ill	☐	☐	☐	☐
10. Child died	☐	☐	☐	☐
11. Death of husband's or wife's parents or close relative	☐	☐	☐	☐
12. Close friend of family died	☐	☐	☐	☐
13. Incidents of extreme anger and/or physical abuse in the family	☐	☐	☐	☐
14. Family member was arrested by police	☐	☐	☐	☐
15. Family conflict over whether to stay in or leave the Army	☐	☐	☐	☐

ARRIVAL IN EUROPE

MARK ONLY ONE ANSWER PER QUESTION	1 - NO PROBLEM 2 - SMALL PROBLEM 3 - BIG PROBLEM 4 - A VERY MAJOR PROBLEM NC - NO CHILDREN	NO PROBLEM	SMALL PROBLEM	BIG PROBLEM	A VERY MAJOR PROBLEM	NO CHILDREN
During the FIRST 3 MONTHS after you arrived in USAREUR/SETAF, how much of a problem did each of the following create?						
1. Long delay in arrival of or damage to hold baggage or household goods	☐	☐	☐	☐	☐	☐
2. Costs of moving and getting settled were greater than expected	☐	☐	☐	☐	☐	☐
3. Did not get paid on time	☐	☐	☐	☐	☐	☐
4. Couldn't get or had long delay in getting a driver's license	☐	☐	☐	☐	☐	☐
5. Had difficulty with obtaining auto (picking up at port, passing inspection, registering, etc.)	☐	☐	☐	☐	☐	☐
6. Long delay in getting assigned to or finding permanent housing	☐	☐	☐	☐	☐	☐
7. Had to buy new household goods/equipment because of differences in Europe	☐	☐	☐	☐	☐	☐
8. Military member had long and/or frequent separations from family due to field duty, TDY, etc.	☐	☐	☐	☐	☐	☐
9. Learning the language and social customs of Germany or Italy	☐	☐	☐	☐	☐	☐
10. Learning the telephone and transportation systems here	☐	☐	☐	☐	☐	☐
11. Learning the traffic laws and regulations here	☐	☐	☐	☐	☐	☐
12. More than one move before getting permanent housing	☐	☐	☐	☐	☐	☐

SKILLS

	0 - NOT AT ALL 1 - POORLY 2 - WELL 3 - VERY WELL	NOT AT ALL	POORLY	WELL	VERY WELL
Since coming to USAREUR/SETAF, to what degree are you now able to do the following things?					
1. Speak the German or Italian language	☐	☐	☐	☐	☐
2. Drive a car in USAREUR/SETAF	☐	☐	☐	☐	☐
3. Use public transportation in Germany (or Italy)	☐	☐	☐	☐	☐
4. Use the German or Italian telephone system	☐	☐	☐	☐	☐
5. Order food from a local restaurant in Europe	☐	☐	☐	☐	☐
6. Understand German or Italian customs and laws	☐	☐	☐	☐	☐
7. Use the German or Italian postal system	☐	☐	☐	☐	☐
8. Use the train system in Europe	☐	☐	☐	☐	☐
9. Shop on the economy	☐	☐	☐	☐	☐

COMMUNITY LIFE

USE NO. 2 PENCIL ONLY

INCORRECT MARKS



CORRECT MARKS



MARK ONLY ONE ANSWER PER QUESTION

MAKE NO STRAY MARKS

ERASE ALL CHANGES CLEANLY AND COMPLETELY

1 = MUCH WORSE than last assignment

2 = JUST AS BAD as last assignment

3 = JUST AS GOOD as last assignment

4 = MUCH BETTER than last assignment

NA = NOT APPLICABLE

Compared to life in your last assignment before coming to Europe, how is LIFE NOW in USAREUR/SETAF?	COMPARED TO LAST ASSIGNMENT				
	MUCH WORSE THAN	JUST AS BAD AS	JUST AS GOOD AS	MUCH BETTER THAN	NOT APPLICABLE
1. Your present housing.....	0	0	0	0	0
2. Your present neighborhood.....	0	0	0	0	0
3. PX.....	0	0	0	0	0
4. Commissary.....	0	0	0	0	0
5. Child care services.....	0	0	0	0	0
6. Medical/dental services.....	0	0	0	0	0
7. Cost of living.....	0	0	0	0	0
8. Being able to travel around and see new places.....	0	0	0	0	0
9. Opportunity to eat out with the family and friends.....	0	0	0	0	0
10. Quality of Army Community Service program.....	0	0	0	0	0
11. Quality of recreation programs (theatres, gyms, crafts, etc.).....	0	0	0	0	0
12. Chances for spouse to find a job.....	0	0	0	0	0
13. Quality of children's education.....	0	0	0	0	0
14. Children's happiness.....	0	0	0	0	0
15. Spouse's happiness.....	0	0	0	0	0
16. Military member's satisfaction with his/her job.....	0	0	0	0	0
17. Amount of time parents have with their children.....	0	0	0	0	0
18. Fear of military member going to war.....	0	0	0	0	0
19. Youth activities.....	0	0	0	0	0
20. Fear that family members will be "caught" in a war.....	0	0	0	0	0
21. Use of NCO/Officers' Club.....	0	0	0	0	0
22. Quality and number of friendships.....	0	0	0	0	0
23. Number of financial problems.....	0	0	0	0	0
24. Amount of crime.....	0	0	0	0	0
25. Quality of marital relationship.....	0	0	0	0	0
26. Quality of Chaplains' programs.....	0	0	0	0	0
27. Quality of church/synagogue services and activities.....	0	0	0	0	0

SATISFACTION

1 = VERY DISSATISFIED

2 = DISSATISFIED

3 = SATISFIED

4 = VERY SATISFIED

VERY DISSATISFIED

DISSATISFIED

SATISFIED

VERY SATISFIED

How satisfied are you with each of the following:

1. Your family life in USAREUR/SETAF.....

2. Army life (job, mission, rules, etc.) in USAREUR/SETAF.....

3. Your housing in USAREUR/SETAF.....

0

0

0

0

0

0

0

0

0

0

0

0

FACES II FAMILY ADAPTABILITY AND COHESION EVALUATION SCALE

USE NO. 2 PENCIL ONLY

INCORRECT MARKS



CORRECT MARKS



MARK ONLY ONE ANSWER PER QUESTION

MAKE NO STRAY MARKS

ERASE ALL CHANGES CLEANLY AND COMPLETELY

- 1 - ALMOST NEVER
- 2 - ONCE IN AWHILE
- 3 - SOMETIMES
- 4 - FREQUENTLY
- 5 - ALMOST ALWAYS

	ALMOST NEVER	ONCE IN AWHILE	SOMETIMES	FREQUENTLY	ALMOST ALWAYS
Indicate the response that best describes your present family situation.					
1. Family members feel very close to each other.....	☐	☐	☐	☐	☐
2. In solving problems, the children's suggestions are followed.....	☐	☐	☐	☐	☐
3. Discipline is fair in our family.....	☐	☐	☐	☐	☐
4. Family members go along with what the family decides to do.....	☐	☐	☐	☐	☐
5. It is hard to know what the rules are in our family.....	☐	☐	☐	☐	☐
6. Family members avoid each other at home.....	☐	☐	☐	☐	☐
7. Family members are afraid to say what is on their minds.....	☐	☐	☐	☐	☐
8. Children have a say in their discipline.....	☐	☐	☐	☐	☐
9. We approve of each other's friends.....	☐	☐	☐	☐	☐
10. When problems arise we compromise.....	☐	☐	☐	☐	☐
11. Our family does things together.....	☐	☐	☐	☐	☐
12. Family members say what they want.....	☐	☐	☐	☐	☐
13. In our family, everyone shares responsibilities.....	☐	☐	☐	☐	☐
14. Family members know each other's close friends.....	☐	☐	☐	☐	☐
15. It is difficult to get a rule changed in our family.....	☐	☐	☐	☐	☐
16. Our family gathers together in the same room.....	☐	☐	☐	☐	☐
17. Family members share interests and hobbies together.....	☐	☐	☐	☐	☐
18. Family members like to spend their free time with each other.....	☐	☐	☐	☐	☐
19. In our family, it is easy for everyone to express his/her opinion.....	☐	☐	☐	☐	☐
20. Family members are supportive of each other during difficult times.....	☐	☐	☐	☐	☐
21. Our family tries new ways of dealing with problems.....	☐	☐	☐	☐	☐
22. Family members feel closer to people outside the family than to other family members.....	☐	☐	☐	☐	☐
23. Family members pair up rather than do things as a family.....	☐	☐	☐	☐	☐
24. Each family member has input in major family decisions.....	☐	☐	☐	☐	☐
25. It is easier to discuss problems with people outside the family than with other family members.....	☐	☐	☐	☐	☐
26. We have difficulty thinking of things to do as a family.....	☐	☐	☐	☐	☐
27. Family members consult other family members on their decisions.....	☐	☐	☐	☐	☐
28. In our family, everyone goes their own way.....	☐	☐	☐	☐	☐
29. We shift household responsibilities from person to person.....	☐	☐	☐	☐	☐
30. Family members discuss problems and feel good about the solutions.....	☐	☐	☐	☐	☐

SHORT-TERM FAMILY SEPARATIONS

USE NO. 2 PENCIL ONLY

INCORRECT MARKS

④ ③ ② ①

CORRECT MARKS

● ● ● ●

MARK ONLY ONE ANSWER PER QUESTION

MAKE NO STRAY MARKS

ERASE ALL CHANGES CLEANLY AND COMPLETELY

- 1 - CAN'T DO IT
2 - HAVE PROBLEMS
3 - OKAY
4 - VERY WELL
5 - NO CHILDREN

	CAN'T DO IT	HAVE PROBLEMS	OKAY	VERY WELL	NO CHILDREN
When your military spouse is away from you (field assignment, TDY, deferred travel, etc.) how well are YOU able to:					
1. Handle/discipline the child(ren)	①	②	③	④	⑤
2. Get jobs done at home (cook the meals, do laundry, do maintenance work, etc.) ..	①	②	③	④	⑤
3. Get to and use Army and civilian stores and services	①	②	③	④	⑤
4. Offer support and encouragement to your child(ren)	①	②	③	④	⑤
5. Handle family finances	①	②	③	④	⑤
6. Keep busy and do things you value and are interested in	①	②	③	④	⑤
7. Make decisions for the family	①	②	③	④	⑤
8. Maintain a "positive" attitude toward your spouse being away	①	②	③	④	⑤
9. Handle emergencies (medical, major breakdown in household equipment, theft, etc.)	①	②	③	④	⑤

EXPECTATIONS

- 1 - WORSE THAN EXPECTED
2 - ABOUT WHAT WE EXPECTED
3 - BETTER THAN EXPECTED

WORSE THAN EXPECTED ABOUT WHAT WE EXPECTED BETTER THAN EXPECTED

	WORSE THAN EXPECTED	ABOUT WHAT WE EXPECTED	BETTER THAN EXPECTED
Please COMPARE what you "EXPECTED" to happen to you and your family in USAREUR/SETAF (before you left CONUS) with what you have actually EXPERIENCED since you arrived.			
1. Quality housing for family	①	②	③
2. Quality schools for kids	①	②	③
3. Time for family togetherness	①	②	③
4. A job I really liked	①	②	③
5. Increased chances of advancement and promotion for military member	①	②	③
6. Chance to travel in Europe	①	②	③
7. Chance for family to enjoy and appreciate living in a foreign country	①	②	③
8. Quality medical/dental services for family	①	②	③
9. Financial security and stability	①	②	③

COMPENSATING FACTORS

MARK ONLY ONE ANSWER PER QUESTION
ERASE ALL CHANGES CLEANLY AND COMPLETELY
MAKE NO STRAY MARKS

- 1 - NOT HELPFUL
2 - HELPFUL
3 - VERY HELPFUL
4 - NOT APPLICABLE

NOT HELPFUL HELPFUL VERY HELPFUL NOT APPLICABLE

	NOT HELPFUL	HELPFUL	VERY HELPFUL	NOT APPLICABLE
How much did each of the following help you adjust to your arrival experience in USAREUR/SETAF?				
1. Pre-orientation information	①	②	③	④
2. Our sponsor	①	②	③	④
3. Co-workers and job	①	②	③	④
4. Neighbors	①	②	③	④
5. Personal attitude	①	②	③	④
6. Church group	①	②	③	④
7. Support of spouse and family	①	②	③	④
8. Previous experience	①	②	③	④
9. Opportunity to travel	①	②	③	④
10. Opportunity to live in European culture	①	②	③	④

GENERAL WELL-BEING

For each of the five scales below, note that the words at each end of the 0 to 10 scale describe opposite feelings. Fill in response by circling any number along the bar which seems closest to how you have generally felt DURING THE PAST MONTH.

EXAMPLE: NOT CONCERNED 0 1 2 3 4 5 6 7 8 9 10 VERY CONCERNED

MARK ONE ANSWER PER QUESTION.

1. How concerned or worried about your HEALTH have you been? (DURING THE PAST MONTH)

NOT concerned at all 0 1 2 3 4 5 6 7 8 9 10 VERY Concerned

2. How RELAXED or TENSE have you been? (DURING THE PAST MONTH)

Very RELAXED 0 1 2 3 4 5 6 7 8 9 10 Very TENSE

3. How much ENERGY, PEP, VITALITY have you felt? (DURING THE PAST MONTH)

No energy at all LISTLESS 0 1 2 3 4 5 6 7 8 9 10 Very ENERGETIC dynamic

4. How DEPRESSED or CHEERFUL have you been? (DURING THE PAST MONTH)

Very DEPRESSED 0 1 2 3 4 5 6 7 8 9 10 Very CHEERFUL

5. How afraid have you been? (DURING THE PAST MONTH)

NOT AFRAID at all 0 1 2 3 4 5 6 7 8 9 10 VERY AFRAID

6. How angry have you been? (DURING THE PAST MONTH)

NOT ANGRY at all 0 1 2 3 4 5 6 7 8 9 10 ALWAYS ANGRY

7. How sad have you been? (DURING THE PAST MONTH)

NEVER SAD at all 0 1 2 3 4 5 6 7 8 9 10 ALWAYS SAD

8. How CONCERNED or WORRIED have you been about the HEALTH OF ANOTHER FAMILY MEMBER? (DURING THE PAST MONTH)

NOT concerned at all 0 1 2 3 4 5 6 7 8 9 10 VERY concerned

PRESENT AND FUTURE PLANS

1. Where do you live now (closest community)?

- ☐ Fulda ☐ Karlsruhe ☐ Mainz ☐ Other
☐ Amberg ☐ Schwaebischgmund ☐ Heidelberg-Schwetzingen
☐ Schweinfurt ☐ Bad Hersfeld ☐ Vicenza
☐ Stuttgart ☐ Bamberg ☐ New Ulm

WRITE INSIDE BOXED IN AREA

2. Does your military spouse plan to extend (not reenlist) on his/her present tour here in USAREUR/SETAF?

☐ Yes ☐ Not sure ☐ No

3. Would your family be very supportive of your military spouse extending his/her present tour here in USAREUR/SETAF if he/she were given the chance?

☐ Yes ☐ Not sure ☐ No

4. Would your family encourage your military spouse to extend on his/her present tour here in USAREUR/SETAF if the Army gave your military spouse enough money?

☐ Yes ☐ Not sure ☐ No

For each of the following options, how likely is it that your family would encourage your military spouse to extend his/her present tour here in USAREUR/SETAF for 12 months?

	DEFINITELY NOT	MIGHT CONSIDER IT	VERY LIKELY	WOULD DEFINITELY EXTEND
5. The Army would pay your military spouse \$50.00 per month for 12 months	0	1	2	3
6. The Army would pay your military spouse \$100.00 per month for 12 months	0	1	2	3
7. The Army would pay your military spouse \$200.00 per month for 12 months	0	1	2	3
8. A one-time bonus of \$1000.00 at the end of your 12-month extension	0	1	2	3
9. A one-time bonus of \$2000.00 at the end of your 12-month extension	0	1	2	3
10. A one-time bonus of \$3000.00 at the end of your 12-month extension	0	1	2	3
11. The Army would provide the military member and all family members who are with him/her SPACE REQUIRED airline tickets to a point of embarkation in the United States and 30 days non-charged leave	0	1	2	3
12. The Army would provide the military member and all family members who are here with him/her SPACE REQUIRED airline tickets back to your home of record in the United States and 30 days non-charged leave	0	1	2	3
13. Your military spouse were given the option of extending for 12 months in a job different from the one he/she has now	0	1	2	3

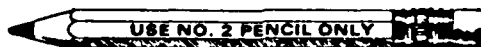
14. Regardless of your military member's plans for extension or reenlisting, do you see his/her assignment here in USAREUR/SETAF as good for his/her Army career?

- ☐ Yes ☐ No
☐ Not sure ☐ We don't care, he/she is getting out

15. Please check one thing that would stop your family from encouraging your spouse to extend his/her present tour.

- ☐ Family reasons ☐ Job (yours) reasons ☐ We don't like Europe
☐ Personal reasons ☐ Money reasons ☐ He/she is getting out

**THANK YOU FOR
COMPLETING THE
QUESTIONNAIRE.
PLEASE GO BACK
TO BE ABSOLUTELY
SURE THAT YOU
HAVE ANSWERED EACH
AND EVERY QUESTION
PROPERLY.**



INCORRECT MARKS
○ ● ○ ●

CORRECT MARKS
● ● ● ●