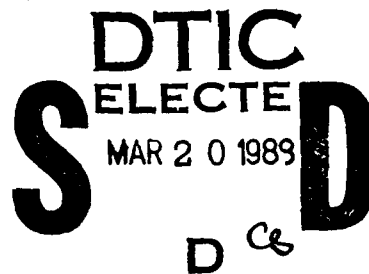


Research Report 1499

Perspectives on Reserve Attrition

Glenda Y. Nogami and David K. Horne



AD-A206 333

Personnel Utilization Technical Area
Manpower and Personnel Research Laboratory



U.S. Army
Research Institute for the Behavioral and Social Sciences

October 1988

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19. ABSTRACT (Continue on reverse if necessary and identify by block number) This paper reports and analyzes results of the ARI Survey of Army National Guard/Army Reserve. Supervisors and peers of attritees were asked to rate 36 reasons for leaving the Reserves. Their responses provide information that may be useful in understanding the high turnover rates of Reserve personnel. However, we hypothesize that the survey items may reflect a smaller number of unobserved factors that include conflicts with civilian job or school, lack of leisure time, conflict with family responsibilities, dissatisfaction with Reserve duties, low pay and lack of promotion potential, and health problems. Factor analysis is used to test the factor structure hypothesis. Peer and supervisor responses are compared to identify differences in frequencies and in the factor structure. Because peers and supervisors were asked to rate separation motives for the same attritees, differences in responses between the two groups should be a function of variations in perceptions.				
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Research Report 1499

Perspectives on Reserve Attrition

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FOREWORD

Attrition is a major personnel problem facing the U.S. Army Reserve Components (Army Reserve and Army National Guard). It has been estimated that from 60% to 70% of the non-prior-service recruits leave the Army Reserves before completion of their term. This report presents data from a survey of 53 selected Army Reserve Officers and NCOs, administered by the U.S. Army Recruiting Command, on perceptions of the determinants of attrition for three specific groups: Junior Enlisted, NCOs, and Junior Officers. The survey instrument was developed by the Army Research Institute (ARI). Additional questions were asked about the impact of extended annual training exercises on attrition and unit readiness.

The research effort on Reserve attrition was requested by the Army Assistant Deputy Chief of Staff for Personnel. The research was conducted as part of the Reserve Attrition Research Task project at ARI. The results of this research were presented to the U.S. Army Recruiting Command in February 1988.



EDGAR M. JOHNSON
Technical Director

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The authors are Psychologist (Personnel Utilization Technical Area) and Economist (Manpower and Personnel Policy Research Group) of the U.S. Army Research Institute. The views expressed in this paper are solely those of the authors and do not necessarily represent those of the U.S. Army or the Department of Defense. We wish to thank LTC Brokenburr and his staff at the U.S. Army Recruiting Command for their cooperation and assistance in administering this survey and in reviewing the results of the research.

EXECUTIVE SUMMARY

Requirement:

This research effort was conducted to obtain information from Army Reserve Officers and NCOs about the causes of attrition for Junior Enlisted, NCOs, and Junior Officers. The impact of extended annual training exercises on attrition is of particular interest because such training requires additional preparation as well as annual training time.

Procedure:

The survey instruments were developed at ARI and distributed to 53 Army Reserve Officers and NCOs at focus group conferences organized by the U.S. Army Recruiting Command. The Officers and NCOs were asked to rate 36 reasons for attrition for each of the three groups of interest: Junior Enlisted, NCOs, and Junior Officers. The respondents were also asked a number of questions about the difficulty of attending extended annual training and the effect of such training on morale, readiness, and unit retention.

Findings:

The major reasons for attrition fall into four basic categories: lack of training opportunities, conflict of civilian job with Reserve duties, dissatisfaction with the Reserves, and conflict between family and Reserve duties. The lack of training opportunities, equipment, training areas, and constructive activities during drill are important determinants of attrition for Junior Officers, NCOs, and Junior Enlisted. The Junior Enlisted, and to a smaller extent the NCOs, appear to have more pressure from families and civilian employers. These factors are less important determinants of attrition for Junior Officers.

Utilization of Findings:

The survey results suggest some of the major determinants of attrition from the Army Reserve and illustrate potential differences between Junior Enlisted, NCOs, and Junior Officers. However, these data are likely to be most valuable when viewed as one component of a multifaceted research approach. ARI has undertaken several other research efforts, including interviews

Utilization of Findings:

The survey results suggest some of the major determinants of attrition from the Army Reserve and illustrate potential differences between Junior Enlisted, NCOs, and Junior Officers. However, these data are likely to be most valuable when viewed as one component of a multifaceted research approach. ARI has undertaken several other research efforts, including interviews of Junior Enlisted, NCOs, and Junior Officers in units that have attended extended annual training exercises. A larger survey effort directed toward the supervisors and peers of soldiers who have left the U.S. Army Reserves and Army Reserve National Guard will provide additional information on the determinants of attrition and the role of extended annual training exercises on the attrition decision. Previous research at ARI (Nogami and Grissmer) has focused on attrition from units that attended the National Training Center. The information accumulated from this research should assist in formulating personnel policies to reduce attrition in the Army Reserves.

PERSPECTIVES ON RESERVE ATTRITION

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PERSPECTIVES ON RESERVE ATTRITION

INTRODUCTION

There has been some concern that additional requirements on the Army Reserves and the Army National Guard, such as extended annual training, might result in higher attrition among Reserve and National Guard personnel. In fact, over the last several years, the Reserve and National Guard have experienced a significant increase in average annual training days. A recent OASD report documented up to 50% increase in compensated training time for National Guard Officers from 1980 to 1985. Some of the additional training time can be attributed to extended annual training like the National Training Center (NTC), Blazing Trails, Team Spirit, and REFORGER exercises.

Earlier research by Grissmer and Nogami (1988) demonstrated higher training requirements and higher attrition in units attending NTC than in comparable units not attending NTC. In a comparison of the first seven National Guard round-out battalions attending NTC and 12 comparable non-NTC battalions, attrition from the unit was 20% higher in NTC than non-NTC battalions. Factors affecting higher attrition included civilian job and Reserve obligation conflicts, family and Reserve conflicts, and compensation issues.

Information about the impact of one other extended annual training exercise (EATEX) on attrition and retention is available in the 1986 OASD report. This report included survey and interview information from Reserve (and National Guard) units that attended REFORGER 86. In contrast to the advertised "one weekend a month, two weeks in the summer" 38-day annual service obligation, Officers and NCO's attending REFORGER reported spending over 100 days in the thirteen-month period prior to and including REFORGER. Again, employer and family difficulties were cited as major problems. Although OASD did not investigate attrition rates, they did survey Reservists about the difficulty of attending yearly 3-week annual training (extended training). Sixty-six per cent of the National Guard personnel and 72% of the Reserve personnel surveyed reported they would have "some difficulty" to "inability to attend" annual 3-week training. If this three week training were to be scheduled every three to four years, over 50% of the Guard and 60% of the Reservists would experience difficulty in attending.

In the summer of 1987, the Assistant Deputy Chief of Staff for Personnel requested that the Army Research Institute (ARI) pursue research on the impact of extended annual training exercises on attrition in the Army Reserves and

training exercises on attrition in the Army Reserves and National Guard. The results of the survey reported here, represent one of the efforts initiated by the ARI Reserve Attrition Task Force.

The purpose of the survey was two-fold: (1) to collect information on the Officers' and NCO's perception of the causes of attrition for Junior Officers, NCO's, and Junior enlisted personnel, and (2) to obtain information on the Officers' and NCO's experiences with extended annual training exercises. This paper summarizes the results of the survey. Frequency distributions for each of the questions are provided in the Appendix.

METHODOLOGY

Participants

Fifty-three Army Reserve Officers and NCO's attended focus-group interviews conducted by the US Army Recruiting Command (USAREC) in September 1988. These individuals represented units that exhibited either relatively high or low attrition rates. An additional criteria for participation was that the units were located within 50 miles of major metropolitan centers. The units chosen were located in the following areas: Boston, Atlanta, Chicago, San Francisco, and San Antonio. These centers are representative of the five recruiting districts in the United States.

The attrition surveys were administered to the Reservists following the advertising interviews conducted by USAREC and their advertising personnel. All but 2 of the Reservists were "part-time", non-AGR personnel, and were paid for their participation.

Survey Instrument and Analysis

The survey consisted of two separate sections. The first section consisted of 36 reasons for attrition. The Officers and NCO's were asked to rate the importance of each of these attrition reasons separately for Junior enlisted, NCO, and Junior Officers. The importance ratings were completed on a 4-point scale. A 1 corresponded to extremely important, 2 = very important, 3 = important, and 4 = not important. A copy of the survey is included in the appendix.

The second section of the survey was composed of questions about the NCO's and Officers experiences with extended annual training exercises (EATEX) and, if they had attended an EATEX, what their perceptions of the exercise had been.

The analyses reported here are descriptive in nature. Due to the small sample (n = 53), frequency distributions (counts and percentages) for the entire sample are reported.

RESULTS AND DISCUSSION

Reasons for Attrition

For the purposes of this report, only the most important reasons for attrition are discussed here. Moreover, the most important reasons are defined (in a purely arbitrary manner) as those for which the cumulative frequencies for extremely important and very important exceeded 50%. The results will be presented separately for Officers, NCO's, and Junior enlisted personnel.

Overall, it appeared that there were more reasons cited for junior enlisted attrition than for NCO attrition, and fewest reasons were cited for Junior Officer attrition. Seventeen different reasons for cited for Junior Enlisted attrition, 11 for NCO, and 5 for Junior Officers (See Table 1). What is interesting is that the reasons for Junior Officer attrition are encompassed in the reasons for NCO attrition, which are further encompassed in Junior Enlisted attrition.

Junior Officers. The most important reasons given for the attrition of Junior Officers can be classified into two categories: conflict between their civilian job and Reserve duties, and lack of training opportunities. The conflict of Reserve duties with civilian job is cited as an extremely important or very important reason by 57% of the respondents.

Lack of Reserve training opportunities were also important in explaining Junior Officer attrition. The lack of constructive activities during drills (67%), lack of equipment (65%), lack of training areas (67%), and not enough interesting training opportunity (55%) were reported to be extremely important or very important reasons for leaving the Reserves.

NCO's. Reasons for NCO attrition can be classified into four categories: conflict between their civilian job and Reserve duties, lack of training opportunities, dissatisfaction with Reserves, and conflict between the family and Reserve duties. As a broad category, conflicts with civilian job were cited by 55% of the respondents. More specific information about this conflict were reflected in the following items: fear of loss of civilian job (58%), fear of not being promoted in civilian job (52%), and loss of income from civilian job due to

TABLE 1. Reserve Attrition: Why they leave*

JUNIOR REASONS	JUNIOR		
	<u>ENLISTED</u>	<u>NCO</u>	<u>Officer</u>
Loss of income from civilian job	X	X	
Loss of vacation days	X		
Fear of loss of civilian job	X	X	
Fear of not being promoted in civilian job	X	X	
Loss of time with family	X		
Pressure from spouse	X		
School responsibilities	X		
Conflict of Reserve duties with job	X	X	X
Conflict of Reserve with family	X	X	
Lack of constructive activities during drill	X	X	X
Lack of equipment	X	X	X
Lack of training areas	X	X	X
Lack of fair treatment	X		
Didn't like Reserve duties	X		
Not enough interesting training	X	X	X
Reserve pay is too low	X		
Limited promotions in Reserve		X	
Not enough skill training			
Too much unpaid Reserve time		X	

 *Based on 53 NCO's and Officers from USAREC Focus Groups, with over 50% responding "extremely important" or "very important". The question read: "How important are each of the following factors as reasons for Junior Officers (O1 - O4) [NCO's (E5-E9)] [Junior Enlisted (E1-E4)] to separate from your unit? Extremely important, Very important, Important, or Not important."

Reserve service (60%).

Lack of training opportunities were important for NCO's. As for Junior Officers, the lack of constructive activities during drills (61%), lack of equipment (61%), lack of training areas (59%) and lack of interesting training opportunity in the Reserves (51%), were important items. Related to these issues is the dissatisfaction with specific aspects of the Reserves, namely too much unpaid Reserve time (51%) and limited promotion opportunity in the Reserves (51%).

Finally, conflict of Reserve duties with family life was cited as an extremely or very important reason for NCO attrition by 53% of the respondents.

Junior Enlisted. As with NCO attrition, reasons for Junior Enlisted attrition can be classified into the same four broad categories: conflict between their civilian job and Reserve duties, lack of training opportunities, dissatisfaction with Reserves, and conflict between the family and Reserve duties. However, there are more reasons within each of these categories. Conflict of civilian job with Reserve duties was identified by 76% of the respondents. More specific issues include: loss of income from civilian job (80%), fear of loss of civilian job (80%), fear of not being promoted in civilian job (67%), loss of vacation days from civilian job (65%), and school responsibilities (67%).

The lack of training opportunities also represents a significant reason for attrition. Lack of constructive activities during drills (78%), lack of equipment (71%), lack of training areas (67%), not enough interesting training opportunity (69%), and not enough skill training (63%) were identified as causes for attrition.

Dissatisfaction with the Reserves was demonstrated in the following items: lack of fair treatment (51%), did not like Reserve duties (63%), and Reserve pay is too low (67%).

There were more family related issues to Junior Enlisted attrition than for any other group of soldiers. Conflict of Reserve duties with family life (57%), loss of time with family (58%), and pressure from spouse (53%) were all seen as major reasons for Junior Enlisted attrition.

Extended Annual Training Exercises (EATEX)

The Reserve Officers and NCO's were asked about their experiences with extended annual training exercises (EATEX). Approximately 69% responded that they would have some difficulty to "could not attend" if EATEX were conducted every year, while 43% state they would have some difficulty to

"could not attend" if held every 3 or 4 years. Over half of those responding had not participated in any EATEX such as NTC, REFORGER, Blazing Trails, etc.

Twenty-five (of our sample of 53) had participated in one or more EATEX. The small sample size and the distribution of responses make it difficult to generalize to the population for most questions about the exercises. However, one item stands out from all the exercise questions. Eighty-eight percent (88%) of the respondents who had participated in one or more EATEX strongly agreed or agreed that "participation in this exercise improved my unit's ability to perform its wartime mission".

CONCLUSIONS

The conclusions derived from these data must be considered to be tentative. The total sample size is small (53 persons), and some items represent even fewer numbers due to missing data. Moreover, the sample consists solely of Officers and NCO's. The data represent the perceptions of Officers and NCO's as to the importance of numerous reasons for attrition for the Junior Officers, NCO's, and Junior Enlisted. Having acknowledged these caveats, the survey data provide interesting information about the importance of a variety of determinants of attrition, and of differences in the determinants across Junior Officers, NCO's, and Junior Enlisted personnel. These data should have additional credibility if they are consistent with attrition data obtained from other sources.

The major reasons for attrition may be grouped into four basic categories: lack of training opportunities, conflict of civilian job with Reserve duties, dissatisfaction with the Reserves, and conflict between the family and Reserve duties. The lack of training opportunities, lack of equipment, lack of training areas, lack of constructive activities during drill are important determinants of attrition for Junior Officers, NCO's, and Junior Enlisted.

Reserve duty conflicted with the civilian job for all Reservists. However, this conflict appeared to be a more important factor for the Junior Enlisted than for the NCO's and less important for the Junior Officers. In this category of job conflict, dissatisfaction with the Reserves were mainly compensation issues including loss of income from civilian job, low Reserve pay, and unpaid Reserve time, primarily for the Junior Enlisted and NCO's. Finally, conflicts between the Reserves and families were important for NCO's and Junior Enlisted.

The perception that there are more factors that influence attrition for the Junior Enlisted personnel appears to be consistent with several phenomena. Attrition is highest in this group. Moreover, this group is on average relatively young, with more family responsibilities and lower civilian wages. Thus this group is relatively more affected by family and civilian job pressures. On the other hand, those individuals who have advanced to the NCO and Junior Officer ranks are more concerned with the nature of Reserve duties and the quality of training. Although the respondents suggest that the extended training exercises do improve the readiness of the troops, there appears to be a demand for increasing the quality, rather than the quantity of training.

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Grissmer, D. W., & Kirby, S. N. (1985). Attrition of Nonprior-Service Reservists in the Army National Guard and Army Reserve. Washington, DC: Rand/R-3267-RA.

Office of the Assistant Secretary of Defense (Reserve Affairs). (1986). Report of study: Longer Training Programs for the Reserve Component. Washington, DC.

APPENDIX A

SURVEY INSTRUMENT

Approval Authority: U.S. Army Soldier Support Center
Survey Control Number: ATNC-AO-87-44
RCS: MILPC-3

Aug/Sept 1987

SURVEY OF RESERVISTS

The US Army Research Institute for the Behavioral and Social Sciences (ARI) is conducting a survey in conjunction with the US Army Recruiting Command's (USAREC) focus group interviews. The purpose of this survey is to identify reasons that Junior Officers, NCO's, and Junior Enlisted may be leaving your units.

Please take the time to answer all questions. Let me assure you that your replies will be completely confidential. Your responses will be combined with those of other reservists, and only results for the group as a whole will be reported.

Thank you for your participation.



PRIVACY ACT STATEMENT

Public Law 93-573, called the Privacy Act of 1974, requires that you be informed of the purpose and uses to be made of the information that is collected.

The Department of the Army may collect the information in this survey under the authority of 10 United States Code 137.

Providing information in this questionnaire is voluntary. Failure to respond to any particular question will not result in any penalty for the respondent.

This information collected in this survey and from Army files will be used for research and analysis purposes only. The Army Research Institute, under guidance of the Office of the Deputy Chief of Staff for Personnel, has primary research and analysis responsibility.

The following set of questions are to identify how differentially important each of the following reasons for separation are for Junior Officers, NCOs, and Junior Enlisted. Please rate the importance of each of the following reasons for each of the groups.

A How important are each of the following factors as reasons for Junior Officers (01-04) to separate from your unit?

extremely important	very important	important	not important
1	2	3	4
_____			1. Loss of income from civilian job because of Guard/Reserve service
_____			2. Loss of vacation days from civilian job
_____			3. Fear of loss of civilian job
_____			4. Fear of not being promoted in civilian job
_____			5. Loss of time with family
_____			6. Pressure from spouse
_____			7. School responsibilities
_____			8. Conflict of Guard/Reserve duties with civilian job
_____			9. Conflict of Guard/Reserve duties with family life
_____			10. Difficulty with child visitation/custody because of Guard/Reserve service
_____			11. Moved out of area
_____			12. Interference with weekend plans or other leisure time
_____			13. Injury or health problems
_____			14. Poor physical conditioning
_____			15. Overweight problems
_____			16. Retirement
_____			17. Poor performance in unit/TPU
_____			18. Conflicts with other Guard/Reserve fellow members
_____			19. Lack of constructive activities during drills
_____			20. Lack of equipment
_____			21. Lack of training areas
_____			22. Lack of fair treatment
_____			23. Conflicts with Guard/Reserve leadership
_____			24. Did not like Guard/Reserve duties
_____			25. Not enough interesting training opportunity
_____			26. Guard/Reserve pay is too low
_____			27. Limited promotion opportunity in the Guard/Reserve
_____			28. Not enough skill training
_____			29. Could not attend regularly scheduled drills (MUTA-4)
_____			30. Could not attend additional drills (additional UTAs)
_____			31. Could not attend scheduled regular two-week annual training
_____			32. Could not attend extended annual training (more than 2 weeks)
_____			33. Long travel time to drills
_____			34. Too much additional time preparing for annual training
_____			35. Too much unpaid Guard/Reserve time
_____			36. Pregnancy

B How important are each of the following factors as reasons for NCO's (E5-E9) to separate from your unit?

extremely
important

very
important

important

not
important

1

2

3

4

- _____ 1. Loss of income from civilian job because of Guard/Reserve service
- _____ 2. Loss of vacation days from civilian job
- _____ 3. Fear of loss of civilian job
- _____ 4. Fear of not being promoted in civilian job
- _____ 5. Loss of time with family
- _____ 6. Pressure from spouse
- _____ 7. School responsibilities
- _____ 8. Conflict of Guard/Reserve duties with civilian job
- _____ 9. Conflict of Guard/Reserve duties with family life
- _____ 10. Difficulty with child visitation/custody because of Guard/Reserve service
- _____ 11. Moved out of area
- _____ 12. Interference with weekend plans or other leisure time
- _____ 13. Injury or health problems
- _____ 14. Poor physical conditioning
- _____ 15. Overweight problems
- _____ 16. Retirement
- _____ 17. Poor performance in unit/TPU
- _____ 18. Conflicts with other Guard/Reserve fellow members
- _____ 19. Lack of constructive activities during drills
- _____ 20. Lack of equipment
- _____ 21. Lack of training areas
- _____ 22. Lack of fair treatment
- _____ 23. Conflicts with Guard/Reserve leadership
- _____ 24. Did not like Guard/Reserve duties
- _____ 25. Not enough interesting training opportunity
- _____ 26. Guard/Reserve pay is too low
- _____ 27. Limited promotion opportunity in the Guard/Reserve
- _____ 28. Not enough skill training
- _____ 29. Could not attend regularly scheduled drills (MUTA-4)
- _____ 30. Could not attend additional drills (additional UTAs)
- _____ 31. Could not attend scheduled regular two-week annual training
- _____ 32. Could not attend extended annual training (more than 2 weeks)
- _____ 33. Long travel time to drills
- _____ 34. Too much additional time preparing for annual training
- _____ 35. Too much unpaid Guard/Reserve time
- _____ 36. Pregnancy

C How important are each of the following factors as reasons for Junior Enlisted (E1-E4) to separate from your unit?

extremely important	very important	important	not important
1	2	3	4

1. Loss of income from civilian job because of Guard/Reserve service
2. Loss of vacation days from civilian job
3. Fear of loss of civilian job
4. Fear of not being promoted in civilian job
5. Loss of time with family
6. Pressure from spouse
7. School responsibilities
8. Conflict of Guard/Reserve duties with civilian job
9. Conflict of Guard/Reserve duties with family life
10. Difficulty with child visitation/custody because of Guard/Reserve service
11. Moved out of area
12. Interference with weekend plans or other leisure time
13. Injury or health problems
14. Poor physical conditioning
15. Overweight problems
16. Retirement
17. Poor performance in unit/TPU
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19. Lack of constructive activities during drills
20. Lack of equipment
21. Lack of training areas
22. Lack of fair treatment
23. Conflicts with Guard/Reserve leadership
24. Did not like Guard/Reserve duties
25. Not enough interesting training opportunity
26. Guard/Reserve pay is too low
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30. Could not attend additional drills (additional UTAs)
31. Could not attend scheduled regular two-week annual training
32. Could not attend extended annual training (more than 2 weeks)
33. Long travel time to drills
34. Too much additional time preparing for annual training
35. Too much unpaid Guard/Reserve time
36. Pregnancy

What is the level of the morale in your unit today?

- a. Very high
- b. High
- c. Neither high nor low
- d. Low
- e. Very low

THE FOLLOWING QUESTIONS ARE ABOUT YOU:

Your pay grade:

- | | | | |
|--------|--------|--------|--------|
| a. E-1 | f. E-6 | j. O-1 | n. O-5 |
| b. E-2 | g. E-7 | k. O-2 | o. O-6 |
| c. E-3 | h. E-8 | l. O-3 | p. O-7 |
| d. E-4 | i. E-9 | m. O-4 | |
| e. E-5 | | | |

Sex: a. Male
b. Female

The following questions are about the following extended training exercises:
National Training Center (NTC), REFORGER, and Blazing Trails.

Please circle the letter that best applies.

If your unit conducted one of the above listed extended annual training exercise every year, how difficult would it be to participate?

- a. No difficulty
- b. Some difficulty
- c. Moderate difficulty
- d. Severe difficulty
- e. Could not participate

If your unit conducted one of the above extended annual training exercises every 3 or 4 years, how difficult would it be to participate?

- a. No difficulty
- b. Some difficulty
- c. Moderate difficulty
- d. Severe difficulty
- e. Could not participate

Did YOUR UNIT participate in any of the following annual training exercises?

- a. NTC
- b. REFORGER
- c. Blazing Trails
- d. Other extended training exercises
- e. Two or more of these exercises
- f. None of the above

Did YOU participate in the preparation for any of the following annual training exercises?

- a. NTC
- b. REFORGER
- c. Blazing Trails
- d. Other extended annual training
- e. Two or more of these exercises
- f. None of the above

Did YOU participate in the annual training exercises for any of the following?

- a. NTC
- b. REFORGER
- c. Blazing Trails
- d. Other extended annual training
- e. Two or more of these exercises
- f. None of the above

IF YOUR UNIT HAS PARTICIPATED IN NTC, REFORGER, OR BLAZING TRAILS, OR OTHER EXTENDED TRAINING EXERCISES, PLEASE CONTINUE.

The following questions are about the following extended training exercises: National Training Center (NTC), REFORGER, Blazing Trails, or other extended training exercises.

What was the level of the moral in your unit just before going on the exercise?

- a. Very high
- b. High
- c. Neither high nor low
- d. Low
- e. Very low

What was the level of the morale in your unit just coming back from the exercise?

- a. Very high
- b. High
- c. Neither high nor low
- d. Low
- e. Very low

Train-up and participation on the exercise caused people to leave my unit.

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree

All in all, the exercise was worth more than any personnel loss.

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree

The exercise increased the morale in my unit.

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree

Participation in this exercise improved my unit's ability to perform its wartime mission.

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree

Participation in this exercise increased unit retention and reenlistment.

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree

THANK YOU FOR PARTICIPATING!

APPENDIX B

FREQUENCIES FOR SURVEY INSTRUMENT

A1. Loss of income from civilian job because of Guard/Reserve service

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	26.5	4	26.5
VERY IMPORTANT	13	22.4	17	49.0
IMPORTANT	11	32.7	28	81.6
NOT IMPORTANT	16	18.4	44	100.0

A2. Loss of vacation days from civilian job

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	6.1	4	6.1
VERY IMPORTANT	3	18.4	7	24.5
IMPORTANT	9	57.1	16	81.6
NOT IMPORTANT	28	18.4	44	100.0

A3. Fear of loss of civilian job

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	26.5	4	26.5
VERY IMPORTANT	13	18.4	17	44.9
IMPORTANT	9	30.6	26	75.5
NOT IMPORTANT	15	24.5	41	100.0

A4. Fear of not being promoted in civilian job

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	8.2	4	8.2
VERY IMPORTANT	16	32.7	20	40.8
IMPORTANT	14	28.6	34	69.4
NOT IMPORTANT	15	30.6	49	100.0

A5. Loss of time with family

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	10.2	5	10.2
VERY IMPORTANT	14	28.6	19	38.8
IMPORTANT	23	46.9	42	85.7
NOT IMPORTANT	7	14.3	49	100.0

A6. Pressure from spouse

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	20.4	10	20.4
VERY IMPORTANT	13	26.5	23	46.9
IMPORTANT	18	36.7	41	83.7
NOT IMPORTANT	8	16.3	49	100.0

A7. School responsibilities

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	12.2	6	12.2
VERY IMPORTANT	14	28.6	20	40.8
IMPORTANT	17	34.7	37	75.5
NOT IMPORTANT	12	24.5	49	100.0

A8. Conflict of Guard/Reserve duties with civilian job

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	16.3	8	16.3
VERY IMPORTANT	20	40.8	28	57.1
IMPORTANT	15	30.6	43	87.8
NOT IMPORTANT	6	12.2	49	100.0

A9. Conflict of Guard/Reserve duties with family life

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	8.2	4	8.2
VERY IMPORTANT	19	38.8	23	46.9
IMPORTANT	21	42.9	44	89.8
NOT IMPORTANT	5	10.2	49	100.0

A10. Difficulty with child visitation/custody because of Guard/Reserve service

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	4.1	4	4.1
VERY IMPORTANT	2	16.3	6	20.4
IMPORTANT	8	30.6	14	51.0
NOT IMPORTANT	15	49.0	29	100.0

A11. Moved out of area

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	22.4	4	22.4
VERY IMPORTANT	11	22.4	15	44.9
IMPORTANT	11	18.4	26	63.3
NOT IMPORTANT	9	36.7	35	100.0

A12. Interference with weekend plans or other leisure time

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	2.0	4	2.0
VERY IMPORTANT	1	12.2	5	14.3
IMPORTANT	6	38.8	11	53.1
NOT IMPORTANT	19	46.9	30	100.0

A13. Injury or health problems

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	6.1	4	6.1
VERY IMPORTANT	3	16.3	7	22.4
IMPORTANT	8	36.7	15	59.2
NOT IMPORTANT	18	40.8	33	100.0

A14. Poor physical conditioning

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	12.2	4	12.2
VERY IMPORTANT	6	16.3	10	28.6
IMPORTANT	8	34.7	18	63.3
NOT IMPORTANT	17	36.7	35	100.0

A15. Overweight problems

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	18.4	4	18.4
VERY IMPORTANT	9	22.4	13	40.8
IMPORTANT	11	26.5	24	67.3
NOT IMPORTANT	13	32.7	37	100.0

A16. Retirement

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	5	16.7	5	16.7
VERY IMPORTANT	8	14.6	13	31.2
IMPORTANT	11	22.9	24	54.2
NOT IMPORTANT	22	45.8	46	100.0

A17. Poor performance in unit/TPU

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	18.4	4	18.4
VERY IMPORTANT	9	30.6	13	49.0
IMPORTANT	17	34.7	30	83.7
NOT IMPORTANT	8	16.3	38	100.0

A18. Conflicts with other Guard/Reserve fellow members

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	6.1	4	6.1
VERY IMPORTANT	3	16.3	7	22.4
IMPORTANT	8	30.6	15	53.1
NOT IMPORTANT	15	46.9	30	100.0

A19. Lack of constructive activities during drills

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	36.7	4	36.7
VERY IMPORTANT	18	30.6	18	67.3
IMPORTANT	15	28.6	33	95.9
NOT IMPORTANT	14	4.1	47	100.0
	2		49	

A20. Lack of equipment

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	24.5	4	24.5
VERY IMPORTANT	12	40.8	12	65.3
IMPORTANT	20	28.6	32	93.9
NOT IMPORTANT	14	6.1	46	100.0
	3		49	

A21. Lack of training areas

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	28.6	4	28.6
VERY IMPORTANT	14	38.8	14	67.3
IMPORTANT	19	24.5	33	91.8
NOT IMPORTANT	12	8.2	45	100.0
	4		49	

A22. Lack of fair treatment

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	8.2	4	8.2
VERY IMPORTANT	16	32.7	20	40.8
IMPORTANT	17	34.7	37	75.5
NOT IMPORTANT	12	24.5	49	100.0

A23. Conflicts with Guard/Reserve leadership

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	18.4	4	18.4
VERY IMPORTANT	14	28.6	18	46.9
IMPORTANT	20	40.8	38	87.8
NOT IMPORTANT	6	12.2	44	100.0

A24. Did not like Guard/Reserve duties

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	14.3	4	14.3
VERY IMPORTANT	16	32.7	20	46.9
IMPORTANT	20	40.8	40	87.8
NOT IMPORTANT	6	12.2	46	100.0

A25. Not enough interesting training opportunity

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	18.4	9	18.4
VERY IMPORTANT	18	36.7	27	55.1
IMPORTANT	21	42.9	48	98.0
NOT IMPORTANT	1	2.0	49	100.0

A26. Guard/Reserve pay is too low

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	14.3	7	14.3
VERY IMPORTANT	6	12.2	13	26.5
IMPORTANT	22	44.9	35	71.4
NOT IMPORTANT	14	28.6	49	100.0

A27. Limited promotion opportunity in the Guard/Reserve

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	18.4	9	18.4
VERY IMPORTANT	11	22.4	20	40.8
IMPORTANT	21	42.9	41	83.7
NOT IMPORTANT	8	16.3	49	100.0

A28. Not enough skill training

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	14.3	4	14.3
VERY IMPORTANT	15	30.6	19	44.9
IMPORTANT	18	36.7	37	81.6
NOT IMPORTANT	9	18.4	46	100.0

A29. Could not attend regularly scheduled drills (MUTA-4)

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	16.3	4	16.3
VERY IMPORTANT	13	26.5	17	42.9
IMPORTANT	15	30.6	32	73.5
NOT IMPORTANT	13	26.5	45	100.0

A30. Could not attend additional drills (additional UTAs)

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	6.1	4	6.1
VERY IMPORTANT	9	18.4	13	24.5
IMPORTANT	20	40.8	33	65.3
NOT IMPORTANT	17	34.7	50	100.0

A31. Could not attend scheduled regular two-week annual training

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	8.2	4	8.2
VERY IMPORTANT	18	36.7	22	44.9
IMPORTANT	15	30.6	37	75.5
NOT IMPORTANT	12	24.5	49	100.0

A32. Could not attend extended annual training (more than 2 weeks)

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	12.2	6	12.2
VERY IMPORTANT	8	16.3	14	28.6
IMPORTANT	23	46.9	37	75.5
NOT IMPORTANT	12	24.5	49	100.0

A33. Long travel time to drills

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	10.2	5	10.2
VERY IMPORTANT	10	20.4	15	30.6
IMPORTANT	26	53.1	41	83.7
NOT IMPORTANT	8	16.3	49	100.0

A34. Too much additional time preparing for annual training

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	8.2	4	8.2
VERY IMPORTANT	9	18.4	13	26.5
IMPORTANT	26	53.1	39	79.6
NOT IMPORTANT	10	20.4	49	100.0

A35. Too much unpaid Guard/Reserve time

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	18.4	9	18.4
VERY IMPORTANT	15	30.6	24	49.0
IMPORTANT	18	36.7	42	85.7
NOT IMPORTANT	7	14.3	49	100.0

A36. Pregnancy

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	5	2.1	1	2.1
VERY IMPORTANT	1	8.3	5	10.4
IMPORTANT	4	29.2	19	39.6
NOT IMPORTANT	14	60.4	48	100.0

B1. Loss of income from civilian job because of Guard/Reserve service

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	3	30.0	3	30.0
VERY IMPORTANT	15	30.0	15	60.0
IMPORTANT	15	30.0	30	90.0
NOT IMPORTANT	5	10.0	45	100.0

B2. Loss of vacation days from civilian job

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	3	16.0	3	16.0
VERY IMPORTANT	8	24.0	8	40.0
IMPORTANT	12	50.0	20	90.0
NOT IMPORTANT	25	10.0	45	100.0

B3. Fear of loss of civilian job

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	3	34.0	3	34.0
VERY IMPORTANT	17	24.0	17	58.0
IMPORTANT	12	26.0	29	84.0
NOT IMPORTANT	13	16.0	42	100.0

B4. Fear of not being promoted in civilian job

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	3	22.0	3	22.0
VERY IMPORTANT	11	30.0	14	52.0
IMPORTANT	15	24.0	29	76.0
NOT IMPORTANT	12	24.0	41	100.0

B5. Loss of time with family

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	3	10.0	3	10.0
VERY IMPORTANT	5	32.0	8	42.0
IMPORTANT	16	52.0	24	94.0
NOT IMPORTANT	26	6.0	50	100.0

B6. Pressure from spouse

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	22.4	4	22.4
VERY IMPORTANT	11	24.5	15	46.9
IMPORTANT	12	42.9	27	89.8
NOT IMPORTANT	21	10.2	48	100.0

B7. School responsibilities

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	4.1	4	4.1
VERY IMPORTANT	2	30.6	2	34.7
IMPORTANT	15	40.8	17	75.5
NOT IMPORTANT	20	24.5	37	100.0

B8. Conflict of Guard/Reserve duties with civilian job

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	16.3	4	16.3
VERY IMPORTANT	8	38.8	8	55.1
IMPORTANT	19	34.7	27	89.8
NOT IMPORTANT	17	10.2	44	100.0

B9. Conflict of Guard/Reserve duties with family life

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	6.1	4	6.1
VERY IMPORTANT	3	46.9	3	53.1
IMPORTANT	23	34.7	26	87.8
NOT IMPORTANT	17	12.2	43	100.0

B10. Difficulty with child visitation/custody because of Guard/Reserve service

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	8.2	4	8.2
VERY IMPORTANT	8	16.3	12	24.5
IMPORTANT	16	32.7	28	57.1
NOT IMPORTANT	21	42.9	49	100.0

B11. Moved out of area

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	22.4	4	22.4
VERY IMPORTANT	11	14.3	15	36.7
IMPORTANT	17	34.7	32	71.4
NOT IMPORTANT	14	28.6	46	100.0

B12. Interference with weekend plans or other leisure time

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	4.1	4	4.1
VERY IMPORTANT	2	14.3	6	18.4
IMPORTANT	7	44.9	13	63.3
NOT IMPORTANT	22	36.7	35	100.0

B13. Injury or health problems

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	2.0	1	2.0
VERY IMPORTANT	9	18.4	10	20.4
IMPORTANT	21	42.9	31	63.3
NOT IMPORTANT	18	36.7	49	100.0

B14. Poor physical conditioning

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	10.2	5	10.2
VERY IMPORTANT	14	28.6	19	38.8
IMPORTANT	16	32.7	35	71.4
NOT IMPORTANT	14	28.6	49	100.0

B15. Overweight problems

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	12.2	6	12.2
VERY IMPORTANT	15	30.6	21	42.9
IMPORTANT	21	42.9	42	85.7
NOT IMPORTANT	7	14.3	49	100.0

B16. Retirement

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	14.3	4	14.3
VERY IMPORTANT	7	20.4	11	34.7
IMPORTANT	10	40.8	21	75.5
NOT IMPORTANT	20	24.5	41	100.0

B17. Poor performance in unit/TPU

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	14.3	4	14.3
VERY IMPORTANT	7	26.5	11	40.8
IMPORTANT	13	42.9	24	83.7
NOT IMPORTANT	21	16.3	45	100.0

B18. Conflicts with other Guard/Reserve fellow members

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	10.2	4	10.2
VERY IMPORTANT	5	24.5	9	34.7
IMPORTANT	12	36.7	21	71.4
NOT IMPORTANT	18	28.6	39	100.0

B19. Lack of constructive activities during drills

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	38.8	19	38.8
VERY IMPORTANT	11	22.4	30	61.2
IMPORTANT	15	30.6	45	91.8
NOT IMPORTANT	4	8.2	49	100.0

B20. Lack of equipment

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	28.6	14	28.6
VERY IMPORTANT	14	32.7	30	61.2
IMPORTANT	16	32.7	46	93.9
NOT IMPORTANT	3	6.1	49	100.0

B21. Lack of training areas

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	30.6	15	30.6
VERY IMPORTANT	15	28.6	29	59.2
IMPORTANT	14	34.7	46	93.9
NOT IMPORTANT	17	6.1	49	100.0

B22. Lack of fair treatment

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	10.2	4	10.2
VERY IMPORTANT	15	30.6	19	40.8
IMPORTANT	22	44.9	41	85.7
NOT IMPORTANT	7	14.3	48	100.0

B23. Conflicts with Guard/Reserve leadership

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	22.4	4	22.4
VERY IMPORTANT	11	26.5	15	49.0
IMPORTANT	21	42.9	36	91.8
NOT IMPORTANT	4	8.2	40	100.0

B24. Did not like Guard/Reserve duties

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	20.4	4	20.4
VERY IMPORTANT	10	20.4	14	40.8
IMPORTANT	19	38.8	33	79.6
NOT IMPORTANT	10	20.4	43	100.0

B25. Not enough interesting training opportunity

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	16.3	4	16.3
VERY IMPORTANT	8	38.8	12	55.1
IMPORTANT	19	34.7	31	89.8
NOT IMPORTANT	17	10.2	48	100.0

B26. Guard/Reserve pay is too low

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	24.5	4	24.5
VERY IMPORTANT	12	14.3	16	38.8
IMPORTANT	7	36.7	23	75.5
NOT IMPORTANT	18	24.5	41	100.0

B27. Limited promotion opportunity in the Guard/Reserve

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	28.6	4	28.6
VERY IMPORTANT	14	22.4	18	51.0
IMPORTANT	11	28.6	29	79.6
NOT IMPORTANT	14	20.4	43	100.0

B28. Not enough skill training

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	20.4	4	20.4
VERY IMPORTANT	10	26.5	14	46.9
IMPORTANT	13	36.7	27	83.7
NOT IMPORTANT	18	16.3	45	100.0

B29. Could not attend regularly scheduled drills (MUTA-4)

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	6.1	4	6.1
VERY IMPORTANT	3	26.5	7	32.7
IMPORTANT	13	40.8	20	73.5
NOT IMPORTANT	20	26.5	40	100.0

B30. Could not attend additional drills (additional UTAs)

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	4.1	4	4.1
VERY IMPORTANT	2	22.4	6	26.5
IMPORTANT	11	34.7	17	61.2
NOT IMPORTANT	17	38.8	34	100.0

B31. Could not attend scheduled regular two-week annual training

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	10.2	5	10.2
VERY IMPORTANT	14	28.6	19	38.8
IMPORTANT	17	34.7	36	73.5
NOT IMPORTANT	13	26.5	49	100.0

B32. Could not attend extended annual training (more than 2 weeks)

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	14.3	7	14.3
VERY IMPORTANT	9	18.4	16	32.7
IMPORTANT	18	36.7	34	69.4
NOT IMPORTANT	15	30.6	49	100.0

B33. Long travel time to drills

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	6.1	3	6.1
VERY IMPORTANT	13	26.5	16	32.7
IMPORTANT	24	49.0	40	81.6
NOT IMPORTANT	9	18.4	49	100.0

B34. Too much additional time preparing for annual training

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	6.1	4	6.1
VERY IMPORTANT	3	24.5	7	30.6
IMPORTANT	12	44.9	19	75.5
NOT IMPORTANT	22	24.5	41	100.0

B35. Too much unpaid Guard/Reserve time

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	22.4	4	22.4
VERY IMPORTANT	11	28.6	15	51.0
IMPORTANT	14	38.8	29	89.8
NOT IMPORTANT	19	10.2	48	100.0

B36. Pregnancy

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	5	6.3	5	6.3
VERY IMPORTANT	3	10.4	8	16.7
IMPORTANT	5	29.2	13	45.8
NOT IMPORTANT	14	54.2	27	100.0

C1. Loss of income from civilian job because of Guard/Reserve service

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	61.2	4	61.2
VERY IMPORTANT	30	18.4	30	79.6
IMPORTANT	9	16.3	39	95.9
NOT IMPORTANT	8	4.1	47	100.0
	2		49	

C2. Loss of vacation days from civilian job

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	46.9	4	46.9
VERY IMPORTANT	23	18.4	23	65.3
IMPORTANT	9	24.5	32	89.8
NOT IMPORTANT	12	10.2	44	100.0
	5		49	

C3. Fear of loss of civilian job

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	49.0	4	49.0
VERY IMPORTANT	24	30.6	24	79.6
IMPORTANT	15	12.2	39	91.8
NOT IMPORTANT	6	8.2	45	100.0
	4		49	

C4. Fear of not being promoted in civilian job

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	38.8	19	38.8
VERY IMPORTANT	14	28.6	33	67.3
IMPORTANT	14	28.6	47	95.9
NOT IMPORTANT	2	4.1	49	100.0

C5. Loss of time with family

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	5	14.6	7	14.6
VERY IMPORTANT	21	43.8	28	58.3
IMPORTANT	14	29.2	42	87.5
NOT IMPORTANT	6	12.5	48	100.0

C6. Pressure from spouse

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	24.5	12	24.5
VERY IMPORTANT	14	28.6	26	53.1
IMPORTANT	19	38.8	45	91.8
NOT IMPORTANT	4	8.2	49	100.0

C7. School responsibilities

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	22.4	4	22.4
VERY IMPORTANT	11	44.9	15	67.3
IMPORTANT	22	26.5	37	93.9
NOT IMPORTANT	13	6.1	50	100.0

C8. Conflict of Guard/Reserve duties with civilian job

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	26.5	4	26.5
VERY IMPORTANT	13	49.0	17	75.5
IMPORTANT	24	22.4	41	98.0
NOT IMPORTANT	11	2.0	52	100.0

C9. Conflict of Guard/Reserve duties with family life

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	14.3	4	14.3
VERY IMPORTANT	7	42.9	11	57.1
IMPORTANT	21	34.7	32	91.8
NOT IMPORTANT	17	8.2	49	100.0

C10. Difficulty with child visitation/custody because of Guard/Reserve service

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	10.2	5	10.2
VERY IMPORTANT	7	14.3	12	24.5
IMPORTANT	18	36.7	30	61.2
NOT IMPORTANT	19	38.8	49	100.0

C11. Moved out of area

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	32.7	16	32.7
VERY IMPORTANT	8	16.3	24	49.0
IMPORTANT	13	26.5	37	75.5
NOT IMPORTANT	12	24.5	49	100.0

C12. Interference with weekend plans or other leisure time

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	18.4	9	18.4
VERY IMPORTANT	14	28.6	23	46.9
IMPORTANT	20	40.8	43	87.8
NOT IMPORTANT	6	12.2	49	100.0

C13. Injury or health problems

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	4.1	4	4.1
VERY IMPORTANT	2	14.3	6	18.4
IMPORTANT	7	44.9	13	63.3
NOT IMPORTANT	22	36.7	35	100.0

C14. Poor physical conditioning

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	4.1	4	4.1
VERY IMPORTANT	2	12.2	6	16.3
IMPORTANT	6	38.8	12	55.1
NOT IMPORTANT	19	44.9	31	100.0

C15. Overweight problems

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	12.2	4	12.2
VERY IMPORTANT	6	14.3	10	26.5
IMPORTANT	7	38.8	17	65.3
NOT IMPORTANT	19	34.7	36	100.0

C16. Retirement

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	5	2.1	5	2.1
VERY IMPORTANT	3	6.3	8	8.3
IMPORTANT	13	27.1	21	35.4
NOT IMPORTANT	31	64.6	52	100.0

C17. Poor performance in unit/TPU

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	14.3	4	14.3
VERY IMPORTANT	13	26.5	17	40.8
IMPORTANT	17	34.7	34	75.5
NOT IMPORTANT	12	24.5	46	100.0

C18. Conflicts with other Guard/Reserve fellow members

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	12.2	4	12.2
VERY IMPORTANT	11	22.4	15	34.7
IMPORTANT	19	38.8	34	73.5
NOT IMPORTANT	13	26.5	47	100.0

C19. Lack of constructive activities during drills

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	.	19	38.8
VERY IMPORTANT	19	38.8	38	77.6
IMPORTANT	7	14.3	45	91.8
NOT IMPORTANT	4	8.2	49	100.0

C20. Lack of equipment

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	.	17	34.7
VERY IMPORTANT	17	34.7	35	71.4
IMPORTANT	18	36.7	46	93.9
NOT IMPORTANT	11	22.4	49	100.0

C21. Lack of training areas

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	.	16	32.7
VERY IMPORTANT	16	32.7	33	67.3
IMPORTANT	17	34.7	45	91.8
NOT IMPORTANT	12	24.5	49	100.0

C22. Lack of fair treatment

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	26.5	4	26.5
VERY IMPORTANT	13	24.5	17	51.0
IMPORTANT	12	28.6	29	79.6
NOT IMPORTANT	14	20.4	43	100.0

C23. Conflicts with Guard/Reserve leadership

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	20.4	4	20.4
VERY IMPORTANT	10	26.5	14	46.9
IMPORTANT	13	36.7	27	83.7
NOT IMPORTANT	18	16.3	45	100.0

C24. Did not like Guard/Reserve duties

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	26.5	4	26.5
VERY IMPORTANT	13	36.7	17	63.3
IMPORTANT	18	32.7	35	95.9
NOT IMPORTANT	16	4.1	51	100.0

C25. Not enough interesting training opportunity

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	5	29.2	5	29.2
VERY IMPORTANT	14	39.6	19	68.7
IMPORTANT	13	27.1	32	95.8
NOT IMPORTANT	2	4.2	34	100.0

C26. Guard/Reserve pay is too low

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	36.7	4	36.7
VERY IMPORTANT	18	30.6	22	67.3
IMPORTANT	15	26.5	37	93.9
NOT IMPORTANT	3	6.1	40	100.0

C27. Limited promotion opportunity in the Guard/Reserve

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	26.5	4	26.5
VERY IMPORTANT	13	20.4	17	46.9
IMPORTANT	10	42.9	27	89.8
NOT IMPORTANT	21	10.2	48	100.0

C28. Not enough skill training

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	28.6	4	28.6
VERY IMPORTANT	14	34.7	18	63.3
IMPORTANT	17	32.7	35	95.9
NOT IMPORTANT	2	4.1	37	100.0

C29. Could not attend regularly scheduled drills (MUTA-4)

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	14.3	4	14.3
VERY IMPORTANT	7	30.6	11	44.9
IMPORTANT	15	40.8	26	85.7
NOT IMPORTANT	20	14.3	46	100.0

C30. Could not attend additional drills (additional UTAs)

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	8.2	4	8.2
VERY IMPORTANT	4	28.6	8	36.7
IMPORTANT	14	34.7	22	71.4
NOT IMPORTANT	17	28.6	39	100.0

C31. Could not attend scheduled regular two-week annual training

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	14.3	7	14.3
VERY IMPORTANT	16	32.7	23	46.9
IMPORTANT	16	32.7	39	79.6
NOT IMPORTANT	10	20.4	49	100.0

C32. Could not attend extended annual training (more than 2 weeks)

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	12.2	6	12.2
VERY IMPORTANT	9	18.4	15	30.6
IMPORTANT	21	42.9	36	73.5
NOT IMPORTANT	13	26.5	49	100.0

C33. Long travel time to drills

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	16.3	8	16.3
VERY IMPORTANT	15	30.6	23	46.9
IMPORTANT	15	30.6	38	77.6
NOT IMPORTANT	11	22.4	49	100.0

C34. Too much additional time preparing for annual training

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	6.1	4	6.1
VERY IMPORTANT	3	16.3	7	22.4
IMPORTANT	8	36.7	15	59.2
NOT IMPORTANT	18	40.8	33	100.0

C35. Too much unpaid Guard/Reserve time

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	4	14.3	4	14.3
VERY IMPORTANT	7	20.4	11	34.7
IMPORTANT	10	22.4	21	57.1
NOT IMPORTANT	11	42.9	32	100.0

C36. Pregnancy

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
EXTREMELY IMPORTANT	5	12.5	5	12.5
VERY IMPORTANT	6	27.1	11	39.6
IMPORTANT	13	27.1	24	66.7
NOT IMPORTANT	16	33.3	40	100.0

X1. What is the level of the morale in your unit today?

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
VERY HIGH	3	10.0	3	10.0
HIGH	5	50.0	8	60.0
NEITHER HIGH NOR LOW	25	30.0	33	90.0
LOW	15	10.0	48	100.0

X2. Your pay grade

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
E-5	2	15.7	2	15.7
E-6	8	9.8	10	25.5
E-7	5	15.7	15	41.2
E-8	8	13.7	23	54.9
E-9	7	3.9	30	58.8
O-1	2	2.0	32	60.8
O-2	1	7.8	33	68.6
O-3	4	19.6	37	88.2
O-4	10	7.8	47	96.1
O-6	4	3.9	51	100.0

X3. Sex

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
MALE	3	88.0	3	88.0
FEMALE	44	12.0	47	100.0

Extended Training: National Training Center (NTC), REFORGER, and Blazing Trails.

X4. If your unit conducted one of the above listed extended annual training exercise every year, how difficult would it be to participate?

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
NO DIFFICULTY	2	31.4	2	31.4
SOME DIFFICULTY	16	33.3	18	64.7
MODERATE DIFFICULTY	17	25.5	35	90.2
SEVERE DIFFICULTY	13	7.8	48	98.0
COULD NOT PARTICIPATE	4	2.0	52	100.0

X5. If your unit conducted one of the above extended annual training exercises every 3 or 4 years, how difficult would it be to participate

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
NO DIFFICULTY	2	56.9	2	56.9
SOME DIFFICULTY	29	31.4	31	88.2
MODERATE DIFFICULTY	16	7.8	47	96.1
SEVERE DIFFICULTY	4	3.9	51	100.0

X6. Did YOUR UNIT participate in any of the following annual training exercises?

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
BLAZING TRAILS	2	13.7	2	13.7
OTHER EXTENDED EXERCISE	7	17.6	9	31.4
TWO OR MORE OF THE ABOVE	9	9.8	18	41.2
NONE OF THE ABOVE	5	58.8	23	100.0

X7. Did YOU participate in the preparation for any of the following annual training exercises?

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
REFORGER	2	2.0	1	2.0
BLAZING TRAILS	6	11.8	7	13.7
OTHER EXTENDED EXERCISE	10	19.6	17	33.3
TWO OR MORE OF THE ABOVE	6	11.8	23	45.1
NONE OF THE ABOVE	28	54.9	51	100.0

X8. Did YOU participate in the annual training exercises for any of the following?

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
REFORGER	2	3.9	2	3.9
BLAZING TRAILS	5	9.8	7	13.7
OTHER EXTENDED EXERCISE	12	23.5	19	37.3
TWO OR MORE OF THE ABOVE	2	3.9	21	41.2
NONE OF THE ABOVE	30	58.8	51	100.0

X9. What was the level of morale in your unit just before going on the exercise?

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
STRONGLY AGREE	28	24.0	6	24.0
AGREE	6	56.0	20	80.0
NEUTRAL	14	12.0	23	92.0
DISAGREE	3	8.0	25	100.0

X10. What was the level of the morale in your unit just coming back from the exercise?

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
STRONGLY AGREE	28	20.0	5	20.0
AGREE	10	40.0	15	60.0
NEUTRAL	5	20.0	20	80.0
DISAGREE	4	16.0	24	96.0
STRONGLY DISAGREE	1	4.0	25	100.0

X11. Train-up and participation on the exercise caused people to leave my unit.

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
STRONGLY AGREE	28	12.0	3	12.0
AGREE	3	12.0	6	24.0
NEUTRAL	8	32.0	14	56.0
DISAGREE	6	24.0	20	80.0
STRONGLY DISAGREE	5	20.0	25	100.0

X12. All in all, the exercise was worth more than any personnel loss.

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
STRONGLY AGREE	28	28.0	7	28.0
AGREE	7	28.0	14	56.0
NEUTRAL	5	20.0	19	76.0
DISAGREE	2	8.0	21	84.0
STRONGLY DISAGREE	4	16.0	25	100.0

X13. The exercise increased the morale in my unit.

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
STRONGLY AGREE	28	16.0	4	16.0
AGREE	4	48.0	16	64.0
NEUTRAL	12	24.0	22	88.0
DISAGREE	6	4.0	23	92.0
STRONGLY DISAGREE	1	8.0	25	100.0

X14. Participation in this exercise improved my unit's ability to perform its wartime mission.

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
STRONGLY AGREE	28	36.0	9	36.0
AGREE	9	52.0	22	88.0
NEUTRAL	13	4.0	23	92.0
DISAGREE	1	8.0	25	100.0

X15. Participation in this exercise increased unit retention and reenlistment.

	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
STRONGLY AGREE	28	20.0	5	20.0
AGREE	5	36.0	14	56.0
NEUTRAL	9	24.0	20	80.0
DISAGREE	6	16.0	24	96.0
STRONGLY DISAGREE	4	4.0	25	100.0