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LEADERSHIP AND THE ARMY MEDICAL SPECIALIST CORPS OFFICER

AN INDIVIDUAL STUDY PROJECT

by

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Studies of the Army Officer Corps following the Vietnam conflict indicated that the Army had serious leadership problems. As a result, the Army placed a major emphasis on leadership study and training. The Army, as well as numerous civilian leadership experts, have begun to realize that a leader performs a very complex role that can not be condensed into a simple theory or management course. This realization includes recognition that the human to human tasks a leader performs equate to leadership, and leadership is the foundation on which a successful leader is built.

The Army's interest in leadership spread to the Army Medical Department and many began to see improved leadership as a key to the future and a solution for many Medical Department problems. One problem for which good leadership is seen as a partial solution, is retention of skilled medical personnel.

This study defines major leadership characteristics and behaviors that subordinates expect from their leaders. It presents results of a leadership survey of Army (continued)

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Medical Specialist Corps (AMSC) Officers which ascertained to what degree they see their leaders as having the identified leadership attributes. It also determined what impact their first AMSC leader had on their decision to remain on active duty. Consistent strengths and weaknesses were observed with a strong correlation between leadership quality and an officer's decision to remain on active duty following completion of the initial obligation. Recommendations are made for future AMSC leadership training.

ABSTRACT

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CHAPTER I

INTRODUCTION

PURPOSE

This study has five purposes: 1) to identify the basic leadership attributes contained in Army leadership doctrine that are applicable to Army Medical Specialist Corps Officers (AMSC); 2) to determine to what extent AMSC officers perceive their leaders as possessing these characteristics and behaviors; 3) to determine to what extent AMSC officers perceived their first AMSC leader as possessing these attributes; 4) to determine if there is a relationship between the officers' perception that the first supervisor possessed these characteristics and the officers' decision to remain on active duty; and 5) if necessary, to recommend changes in AMSC officer leadership training.

BACKGROUND

Throughout history the strength of an army's leadership has been considered the key to its success or failure. By design, the officer corps is the leadership element of all modern armies and the ability of officers to lead is an area of constant study and evaluation.[1]

Following the Vietnam Conflict the United States Army began a renewed evaluation of the leadership abilities of its Officer Corps. Numerous studies were done, papers written, and speeches given by members of the Officer Corps and groups and individuals outside the Corps. The majority from both within and without were critical of the "state" of the Corps and its ability to provide leadership. The same concerns spread to the Non-Commissioned Officer Corps.[2]

In the civilian community a similar review of leadership began. Problems in business, a disillusionment with political leaders, and the development of leadership theories based on research that began in the 1960's resulted in a growth in interest in the study of leadership and leadership training. With this interest came media attention and the growth of the "leadership industry", a proliferation of "how to" books, seminars, and training programs. Effective leadership was, and continues to be, seen as a way to improve profits and productivity.[3] Many of the civilian techniques and theories such as Situational Leadership and Management by Objectives (MBO) began to appear in Army literature and training programs in the early 1970's.

In 1985, the Chief of Staff of the Army, General John C. Wickham, published a White Paper which designated "Leadership" as that year's Army theme. To the combat arms branches this was a familiar topic, but to the speciality branches such as the Army Medical Department it was a topic that had previously received little attention. Emphasis had been on professional

proficiency. The Army's focus on leadership resulted in a parallel increase in interest in leader development and training within the Army Medical Department (AMEDD). The AMEDD began to realize that improved leadership might be a solution to some chronic problems such as officer retention, a poor public image, and quality assurance problems and could be a key to the future.[4]

The topic of leadership is a complex issue in the civilian community, the Army, and the Army Medical Department (AMEDD). For almost any theory of leadership there are conflicting theories and research that supports or disproves the theory. Additionally many management skills and techniques are often confused with leadership skills. Basic Army leadership doctrine is described in Army Regulation 600-100, Field Manual 22-100, Field Manual 22-103, and Department of the Army Pamphlet 600-80, but interpretation, acceptance, and implementation of this doctrine is not universal. This is probably due, at least in part, to the exposure to contradictory leadership theories and management techniques that officers and noncommissioned officers receive from nonmilitary training programs, and the press (both popular and educational). The AMEDD officer is particularly susceptible to this influence because of the significant amount of civilian training received as part of professional development.

A basic premise of this study is that Army leadership doctrine is basically sound and is applicable to all Army leaders. Given an identified requirement for good leadership

in the AMEDD and the AMSC in the future, a need was seen to determine to what extent AMSC officers exhibit or practice applicable leadership qualities identified by Army doctrine, and what, if any, changes or improvements need to be made in AMSC leader development and training. Using this doctrine and similar civilian theory, basic leadership characteristics and behaviors were identified. A survey of Army Medical Specialists Corps officers was conducted to determine how AMSC officers perceive the leadership attributes of their first and current leaders and the effect the first leader had on the officer's decision to remain on active duty. This paper presents the results of the survey and, based on the results, makes recommendations for future AMSC officer leader development and leadership training.

ASSUMPTIONS

The following assumptions were made in this study.

1. US Army leadership doctrine is basically sound.

2. Certain characteristics and behaviors can be identified with strong leadership.

3. The importance of good leadership will continue to receive strong emphasis within the Army Medical Department and the AMSC.

4. Leadership can be learned. Thus training can improve leadership within the AMSC.

5. The leadership segment of a leader is the foundation on which all leader functions and roles rest. A leader can not effectively perform his/her other tasks without practicing leadership.

LIMITATIONS

This study is limited to research on US Army AMSC officers currently on active duty. Background and support information is derived from previous studies, reports, regulations, and experience of the researcher.

ORGANIZATION OF THE PAPER

Chapter II identifies and describes leadership qualities contained in current Army doctrine that are applicable to AMSC officers. It discusses leadership, identifies desirable leadership characteristics and behaviors, and differentiates leadership from the other tasks that a leader performs. Civilian theory and research that provides support for Army doctrine is included in the discussion.

Chapter III discusses the results of the survey of AMSC officers.

Chapter IV draws conclusions from the survey results and makes recommendations for future leadership training and related policy for the Army Medical Specialist Corps.

CHAPTER II

LEADERSHIP, LEADERSHIP CHARACTERISTICS AND BEHAVIORS

LEADERSHIP

Today's approach to the practice and study of military leadership is a relativity recent phenomenon, but military leadership has been a subject of interest and study for thousands of years. Robert Taylor wrote "It is hardly surprising that military people have traditionally been concerned with the practice and study of leadership, there is no more serious crisis than war (or the threat of war); the need for leadership is profound in military organizations".[5] Leadership in the past was studied as an art. Leaders were thought to be born, not made. Although there is most certainly art involved in leadership, current military and civilian thought contends that leadership is a science and can be taught.[6]

The field of leadership study is presently in a state of ferment and confusion. "Stogdill concluded in 1984 after reviewing 3000 leadership studies that 'Four decades of research on leadership have produced a bewildering mass of findings...the endless accumulation of empirical data has not produced an integrated understanding of leadership'".[7]

This confusion is due in part to the fact that leadership and management skills are often intermingled both in theory and practice. The result is that many leaders fail to differentiate between leadership and management and the appropriate use for each. Further aggravating this problem is the fact that managerial and technical skills tend to be more concrete in nature than leadership skills and easier to implement. They also tend to promise more immediate and measurable results and potential rewards.

To alleviate some of this confusion and establish the foundation for this paper the following definitions are offered.

> Leadership-The process of transmitting to the subordinate the values, attitudes, and beliefs of the leader in such a way that the subordinate identifies with the leader and subsequently internalizes the leader's standards of performance and goals of mission accomplishment.[8]
>
> Management-A set of analytical activities performed in order to direct, control, integrate, or allocate resources such as people, time, material, information or money.[9]

Since this paper is concerned with officers who spend a great deal of their time providing a professional service it is appropriate to also include a definition of professional practice.

Professional Practice-the use of special techniques to provide a benefit for a recipient, such as correction of a physical problem by a doctor.

The Army and the other military services have understood for years what basic leadership skills and behaviors are. In 1918 Lieutenant Colonel (LTC) Lincoln C. Andrews published a manual on leadership and military training for use at Officer and Noncommissioned Officer schools.[10] In 1926 Dr. William C. Rucker published Leadership, A Manual on Conduct and Administration for Public Health Service officers.[11] These are only two of hundreds of publications that have been written that outline the same general skills and behaviors constituting leadership. Authors used different terms or descriptions, but their meanings were generally the same. In the 1980's, Kouzes and Posner, in conjunction with Santa Clara University and the Tom Peters Group/Learning Systems defined 225 values, characteristics, and attitudes considered to be crucial to leadership. These were refined into 15 categories and then validated in surveys of 5,200 leaders in all levels of society and numerous different types of organizations. The four most frequently mentioned were; honesty, competence, forward-looking, and inspiring.[12]

When the results of Kouzes' and Posner's research are compared with both traditional and current military literature, strong support for the military approach is evident. However, current military literature, in particular FM 22-100, Military

Leadership, also includes a number of non-leadership subjects, such as: popular management theories and anecdotal war stories which tend to draw the reader's attention away from the basic leadership doctrine. Lieutenant General Walter F. Ulmer, Jr. (USA Ret.) also voices concern about the style in which FM 22-103, Leadership and Command at Senior Levels, and DA Pamphlet 600-80, Executive Leadership, are written in his article "The Army's New Senior Leadership Doctrine".[13]

Good leadership seems to be associated with a number of specific leader behaviors and characteristics, which are outlined in FM 22-100, "Military Leadership" and by Kouzes and Posner in "What Leaders Expect From Their Followers". Kouzes' and Posner's research indicates that subordinates generally identify these behaviors and characteristics as applicable to all leaders, regardless of their field or profession, although their relative importance to subordinates varies from group to group. Thus, all these leadership attributes appear applicable to AMEDD and AMSC leaders. The following is a list of leadership behaviors and characteristics that has been derived from FM 22-100 and Kouzes and Posner.[14]

CRUCIAL LEADER CHARACTERISTICS

1. Honesty
2. Competence
   - -Professional
   - -Managerial
3. Visionary-Forward looking
4. Inspiring
5. Considerate-cares about subordinates
6. A role model

CRUCIAL LEADER BEHAVIORS

1. Clarifies roles
2. Solves problems
3. Provides appropriate criticism and discipline
4. Emphasizes performance-Challenges
5. Teaches
6. Counsels
7. Coaches
8. Protects
9. Sponsors

What specifically do these characteristics and behaviors mean? Objective definitions are difficult since their importance is in how they are perceived by a leader's followers, not in how the leader or organization defines them. It would be hoped that some of them, such as honesty and consideration, are basic values and are exhibited consistently by all leaders. Others may be, at least to some extent, situational. It is important to understand that the significance of individual characteristics and behaviors may vary. Leaders should take care not to spend an excessive amount of time on behaviors that are not relevant to the situation. Unfortunately, it is often difficult to see and make these distinctions at the appropriate time. Given this reality, the "ideal leader" should not be defined as one who is strong in all characteristics and behaviors all the time, but rather as one that recognizes what is needed at the appropriate time and meets the need. Keeping these thoughts in mind the following is a discussion of the basic leadership characteristics and behaviors crucial to good AMEDD and AMSC leadership.

LEADERSHIP CHARACTERISTICS

Honesty

Honesty is generally recognized as one of the most necessary characteristics of a leader. Studies consistently show that people rate honesty as the most important characteristic they expect in a leader. In Kouzes and Posner's study 87% of the respondents rated honesty as a crucial leader characteristic.[15]

One of the basic values of the Officer Corps is honesty. At the US Military Academy, one of the first things a cadet is introduced to is the honor code. FM 100-1, The Army, which provides the fundamentals of the military profession for the Army discusses honesty and integrity in detail.[16] In fact, honesty and integrity are often taken for granted by the Officer Corps.

Most people would initially say that honesty means not stealing, not cheating, and telling the truth. In leadership honesty means much more. Honesty means truth, ethical behavior, integrity, and trust. Honesty means matching words to behavior.

Keeping agreements, displaying trust in others, not allowing cover-ups, standing up for beliefs, and telling the truth are things associated with a good leader. Appearances and perceptions are most important.

As Massey points out, the way one perceives is based on background. One of the key factors, Massey feels, is the generation to which an individual belongs. Each generation has certain values and perceptions founded in their environment and these values and perceptions determine how they see things throughout their life.[17] Thus, it is important that a leader understands both his idea of honesty and that of the people whom he leads. If he fails to recognize these differences in perception he may inadvertently do something that may be perceived as dishonest and loose credibility with subordinates.

Competence

Numerous studies have shown that both technical and managerial-leadership competence is crucial to effective leadership.[18,19,20] For a follower to accept a leader's ideas as his own he must believe the leader knows what he is doing.

Leaders who are also medical professionals are generally professionally competent, but often lack competency in leadership and managerial skills. This may be attributable to professional education programs where technical knowledge receives greater emphasis and little attention is paid to leadership and management training. Initially, this does not pose a problem because entry level professional practice usually requires little leadership and management expertise. However, as professionals move up in their field, leadership

and management responsibilities increase. Many times advancing medical practitioners fail to acquire requisite leadership and management skills. Therefore, medical professionals need to pay particular attention to leadership and management competencies.

Visionary

Leadership implies movement towards an objective or goal. It implies that there is purpose to the direction the leader is providing. Dr. William C. Rucker, the Surgeon General of the US Public Health Service wrote:

> In order that an organization may be successfully led the leader must know what destination he desires to reach, otherwise his policy will be that of opportunism and if he arrives anywhere, it will be the result of good luck rather than that of good planning.[21]

People like to know where they are being led, where they are going, but more importantly they expect their leaders to be forward-looking, to have a direction. It is difficult to follow a leader who does not know which direction to go or can not articulate the direction.

Different levels of leadership require different ranges of vision. At the lower levels objectives are near term. At higher levels they are strategic.

Regardless of the means, effective leadership requires a leader to look forward and communicate to his followers what he

sees and the direction he is taking. Kouzes and Posner write: "Forward-looking does not mean possessing the magical power of a visionary. The reality is far more down-to-earth: It is the ability to set or select a desirable destination for the organization."[22]

Inspiring

Most would agree that leaders like Sir Winston Churchill, Lee Iacocca, General George Patton, and Martin Luther King were inspiring, at least to those they led. Many people feel that inspiration requires eloquence, an ability to speak dynamically, and an ability to "act". Numerous studies, however, indicate clearly that inspirational leadership is not a personality characteristic, but a deliberate behavior.[23] Cronin describes the inspirational portion of leadership:

> Leaders have those indispensable qualities of contagious self-confidence, unwarranted optimism, and incurable idealism that allows them to attract others to undertake demanding tasks they never dreamed they could undertake. In short, leaders empower and help liberate others. They enhance the possibilities for freedom, both for people and for organizations.[24]

Translated to the every day environment, inspiration means a leader being positive, being enthusiastic, knowing where his organization is going, believing in its direction and purpose and communicating this to his followers. "If a leader doesn't seem to care, why should others?"[25]

Considerate-Cares For Subordinates

It is an Army tradition in the field for a commander to eat only after all of his troops have been fed. This tradition illustrates the institutionalization of the consideration leadership characteristic. True leaders subordinate their personal needs to those of the people they lead. They realize that good leaders care for the people they lead. They listen to them. They look out for their welfare. They are considerate of their feelings and respect and ensure that the rights and feelings of their subordinates are considered and protected. FM 22-100, Military Leadership states: "Leaders must show genuine concern and compassion for the soldiers they lead....respect is a two-way street: a leader will be accorded the same level of respect that he or she shows for others".[26] General John M. Schofield is quoted as saying:

> The one mode or the other of dealing with subordinates springs from a corresponding spirit in the breast of the commander. He who feels the respect which is due to others cannot fail to inspire in them regard for himself, while he who feels, and hence manifests, disrespect toward others, especially his inferiors, cannot fail to inspire hatred against himself.[27]

A Role Model

The military officer has long been expected to be a role model. LTC Lincoln Andrews wrote in 1918:

> "Actions speak louder than words." A military officer does not preach. Generally it will be by brief expressions, by holding a standard of performance, by your own invariable conduct and your example, that you will attain the desired results....The leader is held responsible for the appearance, conduct, and performance of duty of his men. He accomplishes this first by being an example: in neatness of dress, care of arms and equipment; punctuality at formations, cheerfulness in performance of all duties, unvarying observance of regulations, military courtesy, etc.[28]

The actions of the leader give credibility to what he is and what he stands for, but role modeling is a lot more complex than LTC Andrews describes. Subordinates take their cues from their leaders' behaviors. These behaviors are not only limited to dress and appearance, but include ethics, attitudes, professional behaviors, and morals. A leader's behavior is important both on and off duty. The leader must take care, however, that he is sincere in his actions. Insincerity has a habit of shining through and, if it does, it quickly destroys credibility. The leader must also be careful not to confuse his role with those of his subordinates. Being a role model does not mean doing the work of subordinates. A good role model exemplifies the common standards and beliefs held by the organization. As Kouzes and Posner write: "Leaders are role models. We look to them for clues on how we should behave. We believe their actions over their words everytime....Leadership is not a spectator sport. Leaders don't sit in the stands and watch....They show others how to behave, on and off the field."[29]

Honesty, competence, vision, inspiration and consideration are personal characteristics a good leader must possess. The next group of attributes are leadership behaviors which are more situational in nature than the characteristics. Depending on the members and the purpose of a group (or organization) the leader must practice these behaviors in varying degrees and ways. One of the important concepts of leadership is to be able to recognize the needs of the group and the organization and to respond appropriately. A leaders response to these needs is usually classified as leadership behaviors.

LEADERSHIP BEHAVIORS

Clarifies Roles

Closely related to the visionary and forward-looking characteristic previously discussed is role clarification or initiating structure within an organization. Strong support for the importance of role clarification has been identified by numerous researchers.[30] Role clarification begins with defining relationships within an organization. Military structure facilitates role clarification because of its standardization from unit to unit and its overt display of rank and position title. On the other hand the frequent rotation of military personnel can cause a great deal of anxiety because informal roles (informal group positions) must constantly be reestablished.

Leaders further clarify roles by setting standards, explaining policies, setting deadlines, setting priorities, giving instructions. When doing this, however, leaders need to be cognizant of the type and degree of guidance that specific individuals require.

An important aspect of role clarification is goal setting. In fact, logically, it would be difficult for followers to internalize the leader's standards of performance and goals of mission accomplishment if they were unaware of what the leader's standards and goals are. Locke and Latham write:

> Setting specific, challenging, but realistic goals is an important component of clarifying behavior, and there is ample evidence in the motivational literature from field experiments that a "tell and sell" approach to goal setting by the manager results in better subordinate performance that no goals or "do your best" instructions.[31]

Provides Appropriate Rewards, Recognition, Criticism and Discipline (Rewards and Punishment)

People like to know how well they are performing their job. They like to be recognized and rewarded when they do well, while on the other hand they do not resent fair and appropriate criticism. The effects of reward and criticism are one of the most comprehensively studied phenomenon in the field of leadership and management.[32]

The Army has tried, with some degree of success, to institutionalize reward and criticism (appropriate and constructive) in the military personnel management system through programs such as the Military and Civilian Awards

programs and the counseling requirements of the Officer and Enlisted Evaluation systems.

Formalized systems, such as the Army systems previously mentioned, however, be substituted, however, for personal communication between a leader and led as some tend to do.[33]

Solves Problems

The ability to solve problems and competency, both professional and managerial, are closely related. In fact, problem solving can be seen as a component or subset of competency. It is addressed separately because people frequently identify it separately as an important behavior they expect of their leaders. The importance of problem solving probably has more to do with the need to maintain momentum in an organization than with the actual need to solve a specific problem.

Also implied in problem solving is the ability to make decisions and take action. Subordinates expect leaders either to either find a solution to a problem or select a solution and then take action.

Military leadership literature pays particular attention to this behavior. In combat, problems are many and decisive action essential to success. FM 22-103 and FM 22-100 devote a great deal of attention to this behavior.[34,35]

Yukl found in a series of his studies that, "When an immediate crisis or problem occurred, prompt, decisive, innovative problem solving by the leader helped to ensure the survival and continued functioning of the group."[36]

Challenges-Emphasizes Performance

A common belief in the Army is that soldiers remember and respect the leader who sets standards, sets quotas, and emphasizes performance; the leader who demands their best and accepts nothing less. Often, for the young soldier, this is the Drill Sergeant in basic training. It is the leader who helps the followers achieve things they did not think they could.

People like to be challenged. Studies have consistently found that people are most satisfied when they are working hard and achieving their goals and objectives.[37] General Wickham's White Paper gives the following guidance to the Army officer: "Set tough, but achievable, standards and demand that they be met."[38]

Subordinates must be challenged to achieve, but goals and objectives must be achievable.[39] Kouzes and Posner quote Donald Kennedy, President of Stanford University, as saying:

> The essence of leadership is to energetically reflect back to the institution how it best thinks of itself. People need to know how they are at their best, not at their worst. The leader has a responsibility to help followers develop a positive image of themselves. A negative image depresses performance.[40]

Teaches, Counsels, Coaches, Sponsors, Protects

Teaching, counseling, coaching, sponsoring and protecting are components of the concept the Army has labeled "mentoring". According to COL Gail Wood, the concept of mentoring used currently by the Army is a "vaguely perceived topic" and has little to do with a true mentorship. Furthermore, she feels that "the vast majority of Army officers will not qualify for, nor will they benefit from, mentorship." Her study shows that a true mentorship is a long term relationship that is voluntary in nature and meets the needs and desires of the mentor and the protege.[41]

The previous discussion on mentoring is in no way intended to minimize the importance of the part teaching, counseling, and protecting play in effective leadership. Followers look forward to advancement and expect to be given the opportunity to do so. To prepare them they should be taught not only technical aspects of the job, but the managerial and leadership aspects. The leader teaches not only facts and skills, but values and ethics. He teaches not only from success but from mistakes and adversity.

The leader should coach and encourage subordinates. Coaching means assistance in meeting goals and objectives, but it does not mean doing the job for the subordinate. Lawrie found that poor leaders "think of themselves as expert doers" and often do subordinates work for them.[42]

Protecting is particularly important in today's Army. Competition for promotion, schools, assignments, and retention on active duty is keen. Decisions are based on evaluation reports and any negative information in a report can be damaging to career opportunities. Unfortunately, making mistakes is part of the learning process. Thus, it becomes obvious that the Army leader must protect subordinates from career damaging reports and unjust criticism for honest mistakes. The leader must take responsibility. He must create an environment that encourages subordinates to take a chance, to grow and to learn, without fear of unjust damage to his or her career. A leader should advise subordinates on appropriate career moves, which is often called grooming.

Finally, the leader should counsel subordinates, not in the negative sense that the word sometimes carries, but in a positive sense. Certainly mistakes must be addressed, but counseling means far more. It means providing guidance on career moves, school selection, and other personnel actions necessary to compete. Counseling is not criticism, counseling is guiding, directing, and developing future leaders. General Wickham summed up the importance of counseling, protecting, and coaching when he wrote:

> The opportunity is now for developing leaders at every level in the Army. The quality of young soldiers and civilians that we have recruited creates a rich source of future leaders. They will lead the Army of the 1990's as its senior officers, noncommissioned officers, and civilian managers. They, in the event of mobilization, will be the ones to make the difference. To miss the opportunity to develop the leadership capacity of these young people would be an indictment of our own leadership.[43] [emphasis added]

Leadership and the job of a leader is complex and includes many variables, the most significant probably being human feelings, emotions and perceptions. The leadership characteristics and behaviors previously discussed should be viewed as a starting point for leaders to understand the phenomena of leadership and for educators to provide leadership training. Important to remember is that the follower's perception of the leader is crucial to effective leadership. These thoughts and concepts are the basis of a survey of Army Medical Specialist Corps officers that is discussed in the following chapters.

CHAPTER III

THE SURVEY

PURPOSE OF THE SURVEY

A survey of Army Medical Specialist Corps (AMSC) officers on active duty was conducted in January 1991. The survey had three purposes: 1) to ascertain the influence the first supervisor has on the AMSC officer's decision to remain on active duty following completion of the initial obligation; 2) to determine if there is a relationship between the officer's perception of his first supervisor possessing specific leadership characteristics and behaviors and the officer's decision to remain on active duty; and 3) to determine to what extent AMSC officers feel that their current leaders exhibit commonly accepted leadership behaviors and characteristics. The terms supervisor and leader are used interchangeably in this Chapter and Chapter IV.

KNOWN SHORTCOMINGS

This study was limited to the influence the first supervisor had on the respondent's initial career decision, even though it was recognized that exposure to someone other than the first supervisor might have had a significant impact on his decision. A simple survey was designed that would

measure only the influence of the first supervisor/leader.

An additional caveat is that officers who did not remain on active duty were not surveyed since it is extremely difficult to locate them. Thus, a perspective may be obtained only from those officers who remained on active duty. They may represent only those officers who had "good" AMSC leaders. Conversely, those officers who had "poor" leaders may no longer be on active duty.

Another shortcoming is that respondents' opinions and memories of first supervisors may have changed over time, both as the result of the tendency to forget unpleasant memories and as their perspectives change. Thus, opinions offered by more senior officers may not be an accurate representation of what they actually were at the time.

Another limitation is that similar studies of healthcare professionals could not be found for comparison. Studies were found that measured similar leadership characteristics and behaviors of combat arms military officers and business leaders, but they were not considered relevant because of the differences between the heathcare environment and the environment in which those leaders operate.

Finally, recognition should be given to the fact that opinions and perceptions are influenced by many factors such as personal values and beliefs and may tend to distort reality. Some might consider this a limitation of this study, suggesting that a quantifiable method such as testing, subordinate and superior surveys, etc. might be a more appropriate means to

determine the absence or presence of leadership characteristics and behaviors. These approaches are certainly valid, but in reality, regardless of why a follower perceives a leader as he or she does, the perception held is the only primary factor that counts to the subordinate.

THE POPULATION

The Army Medical Specialist Corps (AMSC) is one of the six Corps composing the Army Medical Department. The Corps was formed in 1947 as part of the legislation that established the Department of Defense. As of March 1991, the Corps is composed of Occupational Therapists (SC 65A), Physical Therapists (SC 65B), and Dietitians (SC 65C). All members of the AMSC are commissioned officers in the grade of second lieutenant through colonel. All members of the AMSC must meet entry level professional requirements in one of the three previously identified professions prior to entry into the Corps. All members of the Corps are fully qualified in their respective profession, as defined in the civilian area of practice, with the exception of those who are receiving their entry level professional training (i.e. Internship) on active duty. All Corps members are required to maintain the same credentials (license, certification, etc.) generally required for equivalent civilian practice in the United States.

Career progression is somewhat similar for all three specialities, but varies somewhat between individual officers.

The majority of officers receive entry level professional training on active duty, although it is possible to come on active duty in a fully qualified status after receiving entry level training in a civilian program. After completion of entry level training, officers normally begin practice with few responsibilities other then pure professional duties and they usually work for AMSC officers of the same speciality. As they rise in rank, professional responsibilities begin to diminish and managerial and leadership responsibilities expand. As rank increases direct supervision of the AMSC officer generally shifts from AMSC officers to Non-AMSC officers, usually Medical Corps (MC) or Medical Service Corps (MSC) officers. Dietitians tend to move away from the pure professional aspects of practice (direct patient care) more quickly than occupational therapists and physical therapists.

METHODOLOGY

Sample

The criteria for inclusion in the survey were:

1. AMSC officers on active duty
2. Performing as (or has performed as) a fully qualified occupational therapist (OT), physical therapist (PT), or dietitian on active duty.

The requirement to be serving on active duty in a fully

qualified professional status eliminated AMSC officers in the Officer Basic Course and students in the entry level professional training programs. In addition, officers in long term training programs (civilian graduate and advanced military programs) were asked not to complete questions on their current supervisor because graduate students generally do not develop a leader/follower relationship with any single person.

The names and home and duty addresses of all AMSC officers on active duty on 1 December 1990 were provided by the Army Medical Specialist Corps Branch (AMSC Branch), Officer Personnel Management Directorate (OPMD), US Total Army Personnel Command. The data came from the MILPERCEN Data Base and data bases maintained by the AMSC Branch. Officers in the Officer Basic Course and entry level professional training programs on this list were identified by class rosters and deleted. Four-hundred and eight (408) officers were identified that fit the criteria. A breakdown of these officers by rank and speciality is in Figure 1.

AMSC Officers Meeting Study Criteria

	2LT	1LT	CPT	MAJ	LTC	COL	Total	% Of Total
OT	8	11	28	21	7	4	79	19%
PT	9	23	66	37	24	8	167	41%
DIET	13	26	58	30	28	7	162	40%
TOTAL	30	60	152	88	59	19	408	100%

Figure 1

Procedure

In December, 1990, one survey packet was sent to each of the 408 officers. They were sent to residential addresses, unless the officer was stationed overseas or the residential address appeared inaccurate (i.e. incomplete or located a significant distance from the duty address). The survey packet included a letter from the Chief of the Army Medical Specialist Corps, a survey booklet, an optical scan form for recording answers, and a postage-paid return envelope.

One month after the first mailing, a reminder postcard was sent to those who had not responded. The postcard requested those that had not responded to do so as soon as possible. It also gave a number to call to request a survey packet if the original survey packet had not been received, had been misplaced or lost. The reminder notices were sent to the duty address which had been verified with the AMSC Branch, OPMD. Both the surveys and the reminder notices were sent first-class mail. Responses received by 1 March 1991, were included in the analysis. Even though not requested, some respondents provided written comments. These were not included as part of the analysis, but they are mentioned in the discussion of the data if they were relevant to the survey results.

The Survey Instrument

The survey was designed to answer the three questions posed by this study. The first question was to determine the impact the first supervisor had on the AMSC officer's decision to remain on active duty following completion of the initial obligation. The second question was to determine if there is a correlation between an officer's perception that the first supervisor possessed the basic leadership behaviors and characteristics defined by Army doctrine and the officer's decision to remain on active duty. The third question was to identify to what extent AMSC officers perceive their current leaders as possessing these leadership characteristics and behaviors. The survey was also designed to collect secondary information that would enable: a comparison between AMSC leadership and Non-AMSC leadership; a comparison of past AMSC leadership and current; and the attitude of AMSC officers toward leadership education and training.

The survey instrument was divided into three basic parts; demographic data, perceptions of the first active duty supervisor following completion of entry level professional training, and perceptions of the current supervisor. A copy of the survey Leadership Characteristics of Army Medical Specialist Corps Officers and the letter from the Chief of the Army Medical Specialist Corps is at Appendix A.

Analysis

The optically scanned data was analyzed using the SPSSX-PC+ program of statistical analysis. Descriptive and comparative analyses were done. Descriptive analyses (i.e. frequency distributions) included all possible responses to each question. This gives the reader an unbiased perspective of the total responses to each question (Appendix B). Comparative analyses excluded "I don't know", and "Not applicable" responses. Comparisons were conducted only for the responses that were meaningful. Multiple regression analyses was used to compare demographic data (rank, speciality, branch, etc.) and respondents perceptions of leaders leadership characteristics and behaviors (Appendix C). Significant relationships are discussed. All relationships discussed in Chapter III and Chapter IV of this paper have a probability of at least $<.05$.

RESULTS AND DISCUSSION

Response Rate and Response Demographics

By 1 March 1991, 352 completed surveys were returned, an 84% response rate. When compared with an average of 60% return for mailed-out surveys this is an excellent response rate.[44] About 2% of the survey packets were returned because of incorrect addresses (after initial mailing address corrections had been made). This corresponds to the data base error estimate provided by the AMSC Branch, OPMD.

A less than 100% response rate may also be attributed to a number of officers being involved in Operation Desert Shield/Desert Storm. Survey packets were not sent directly to officers assigned in the Persian Gulf because of Central Command restrictions, but some responses were received from officers serving in Desert Shield/Desert Storm. Those in the Persian Gulf who responded probably received their survey packets through postal forwarding. The following figures describe the response received by rank and profession.

Respondents By Rank

Rank	Number of Respondents		Response Rate*
2LT	22		73%
1LT	56		93%
CPT	124		82%
MAJ	77		88%
LTC	55		93%
COL	18		95%
TOTAL	352	AVERAGE	84%

Figure 2

*The relatively low response rate for 2LTs is probably due to promotions to 1LT. The average for 2LTs and 1LTs combined is 87%

Respondents by Professional Speciality

Speciality	Number of Respondents	Response Rate	Percent of Total Response	Actual % of AMSC
OT (65A)	63	80%	18%	18%
PT (65B)	148	89%	42%	41%
DIET (65C)	138	85%	40%	40%
TOTAL	349*			

Figure 3

*Three respondents did not indicate their speciality on their response.

Response from all ranks and specialities was excellent. Based on these results it was assumed that all ranks and specialities within the AMSC were adequately represented.

In the following analysis of the survey results, possible explanations for observations are occasionally offered. These explanations have been derived from written and verbal comments and opinions received from AMEDD officers, both prior to and during the research period, and personal observations of the researcher during previous assignments. These explanations should be viewed as opinions and observations. They should not necessarily be interpreted as the opinion of the researcher.

Leadership Characteristics and Behaviors

The primary objective of this study was to determine to what extent AMSC officers possess desired leadership characteristics and behaviors. To do this, the survey instrument asked twenty-one questions about the respondents' first supervisor and the same twenty-one questions about their current supervisor. Definitions of the behaviors and characteristics being surveyed were generally not provided. The intention was for the respondent to provide his/her own interpretation.

Respondents were asked to state to what degree he/she felt the supervisor possessed or exhibited the characteristic or behavior. A five point rating scale was used (with 1=Always or

Strongly agree to 5=Never or Strongly disagree). All questions had an "I don't know" option and four had a "Not applicable" option. When the data were analyzed responses were grouped into three categories. The categories are:

1. Positive-The supervisor most likely possesses or exhibits the characteristic or behavior. Responses of Strongly Agree/Agree or Always/Often were counted in this group.
2. Negative-The supervisor most likely does not possess or exhibit the characteristic or behavior. Responses of Strongly Disagree/Disagree or Never/Seldom were counted in this group
3. Unknown-It can not be determined from the response if the supervisor does or does not possess or exhibit the behavior or characteristic. Responses of Sometimes/Neither Agree nor Disagree and I don't know were counted in this group.

Positive and negative responses to all questions were more than sufficient to obtain a picture of how AMSC officers perceive their leaders. Figure 4 summarizes the results.

Leadership Traits of People Who Supervise AMSC Officers

Leadership Characteristic or Behavior	% Current AMSC Leaders Who Exhibit (N=197)	% of First AMSC Leaders Who Exhibit* (N=340)	%Current Non AMSC Leaders Who Exhibit (N=155)	Survey Ques #
Honesty	83%	83%	74%	(25/50)
Competence				
-Professional	80%	82%	N/A	(26/51)
-Mangerial	68%	65%	49%	(27/52)
-Considered by others	69%	75%	75%	(28/53)
Visionary	72%	60%	38%	(29/54)
Inspiring	57%	63%	43%	(30/55)
Challenging	76%	84%	84%	(31/56)
Considerate	76%	71%	60%	(32/57)
Clarifies Roles	52%	53%	23%	(33/58)
Solves Problems	59%	60%	46%	(34/59)
Counsels /Criticizes	40%	54%	36%	(35/60)
Counsels Others	46%	49%	38%	(36/61)
Teaches	51%	65%	35%	(37/62)
Protects	68%	67%	53%	(38/63)
Role Model				
-Military	62%	57%	45%	(39/64)
-Professional	71%	65%	N/A	(40/65)
Coaches(Cares)	61%	64%	49%	(41/66)
Encourages	57%	59%	38%	(42/67)
Sponsors	59%	63%	47%	(43/68)
Protects	59%	59%	37%	(44/69)
Encourages	66%	66%	51%	(45/70)

*96% of the respondents reported that their first supervisor was an AMSC officer

Figure 4

This figure provides a comprehensive picture of the perceptions AMSC officers have of the leadership behaviors and characteristics of their current (AMSC and Non-AMSC) and past AMSC leaders. The following discussion of this data were limited to responses that, in the researcher's opinion, have bearing on the questions posed by this study or might be of particular interest to senior AMSC leaders.

The Current Supervisor

AMSC officers generally think that AMSC officers are stronger in leadership characteristics and behaviors than Non-AMSC officers. The data were analyzed to determine if the disparity was related to any specific Non-AMSC officer group (i.e. Medical Corps [MC] or Medical Service Corps [MSC] officers). No specific Non-AMSC officer group could be identified as being associated with this observation. A possible explanation for this is that AMSC officers who are supervised by Non-AMSC officers are usually supervised by an officer who is responsible for a number of officers of different medical and administrative specialities. Thus, personal relationships are less likely to develop with Non-AMSC officers than between AMSC officers who work together closely.

AMSC officers appear to be strong in two important areas, honesty and professional competence. These are two leadership traits long stressed by the AMEDD. In other areas, especially two that the Army defines as part of "mentoring" (teaching and counseling), AMSC officers do not fare as well.

Also notable are the differences between AMSC leaders and Non-AMSC leaders. Of note, however, is that AMSC officers who work for Non-AMSC officers find their job somewhat more challenging. This may be related to the Non-AMSC leader, but is probably a function of the nature of the job itself. There are a number of possible explanations why respondents rated Non-AMSC supervisors lower in leadership behaviors and

characteristics. A possible explanation is that AMSC officers, particularly junior officers who are first time clinic or division chiefs, have unrealistic expectations of their supervisors or they fail to understand how they fit into the system.

A further analysis of these data shows that the specialities (OT, PT, Diet) look at their leaders somewhat differently, as Figure 5 illustrates.

Percent of Current AMSC Leaders Perceived by Subordinates To Exhibit the Surveyed Leadership Characteristics and Behaviors

Behavior or Characteristic	OT (N=63)	PT (N=148)	DIET (N=138)
Honesty	75%	83%	86%
Competence			
-Professional	95%	88%	65%
-Mangerial	50%	72%	71%
-Considered by others	50%	78%	67%
Visionary	60%	81%	67%
Inspiring	50%	66%	49%
Challenging	80%	69%	82%
Cares/Considerate	70%	79%	73%
Clarifies Roles	45%	53%	53%
Solves Problems	50%	62%	59%
Counsels/Criticizes	40%	52%	48%
Counsels Others	40%	38%	59%
Teaches	45%	59%	45%
Protects	65%	71%	65%
Role Model-Military	40%	71%	61%
Role Model-Professional	80%	74%	63%
Coaches (Cares)	55%	66%	59%
Encourages	60%	59%	55%
Sponsors	55%	64%	56%
Protects	50%	64%	58%
Encourages	55%	72%	62%

Figure 5

Of interest to AMSC leaders may be an indication that occupational therapists do not see their leaders (other occupational therapists) as being strong in managerial/administrative areas. This is evidenced by the response to questions on managerial competence and role model as an officer. Dietitians tend, on the other hand, to see their dietitian supervisors as being weaker in the professional area as indicated by responses to questions on professional competency and professional role models. Possible explanations for this were provided by respondents written comments. One senior Occupational Therapist indicated she had received no managerial or leadership training until she reached the LTC/COL level. Dietitians commented that their supervisors (i.e. Nutrition Care Chiefs) did not engage in clinical practice, therefore it was hard to evaluate them in the professional realm. This raises the question of whether a dietitian (or any other professional for that matter) performing in an administrative position is performing as a "professional" with administrative duties or as a leader/manager of professionals.

The data on current supervisors were analyzed to determine if the rank of the respondent and the length of time the respondent had worked for the supervisor were related to how the respondent viewed the supervisor. As respondents increased in rank they tended to report that: their supervisors were less managerially competent [Q52]; that their supervisors did not explain what is to be done [Q58]; that their supervisors were less likely to provide appropriate criticism [Q60]; and

that they were learning less from their supervisors [Q62].

On the other hand, as respondents increased in rank the trend was to report that their leaders were more professionally competent [Q51], and their jobs more challenging [Q56]. An exception to this trend is that colonels reported being less challenged than the other grades.

The length of time an individual works for a supervisor and how he perceives that supervisor's leadership appear to be related. As the length of time supervised increased, respondents tended to report that their supervisors were more professionally competent [Q51], and that they were learning from the leader [Q62].

As the length of time increased, however, there was also a tendency to report that their supervisors were: less managerially competent [Q52]; less likely to provide fair and appropriate criticism of the respondent [Q60] and fair and appropriate criticism of others [Q61]; less likely to be a good role model-officer [Q64]; less likely to provide protection [Q68], and less likely to take responsibility when things went wrong [Q69]. This may be an indication that, over time, people, have more respect for others' professional knowledge, but begin to gain confidence and to feel that they might be a better leader.

The First Supervisor

Since officer retention is becoming a problem in the AMSC it was decided that a facet of this study should look at the relationship between the perceived quality of the first supervisor and the decision to remain on active duty following completion of the initial service obligation. The hypothesis is that: AMSC officers who initially work for AMSC leaders who possess or exhibit good leadership behaviors and characteristics are more likely to remain on active duty than those who do not.

When reviewing the data, it is important to note that 96% of the respondents indicated that their first supervisor on active duty following completion of their initial professional training was an AMSC officer. Review of the responses received (Figure 4) indicated little difference in the way AMSC officers view their current AMSC supervisor and their first supervisor. There seems to be little difference by rank or speciality on first supervisor perceptions except that colonels tended to rate them dramatically lower in all areas except honesty, professionalism, and challenge. If this is an accurate picture, then it may be an indication that very senior officers may have had a different leadership experience during their initial assignment than did officers who came on active duty later.

The length of time supervised by the first leader and positive perceptions of the supervisor's leadership attributes are related. This was particularly true when the length of time supervised exceeded 24 months. The behaviors and characteristics that were positively related to time were: Inspiring/feeling good about profession [Q30]; teaching/learned a lot [Q37]; caring [Q32]; role model-officer [Q39]; providing encouragement [Q42]; and protecting/taking responsibility [Q44].

Time tends to strengthen perceptions of the first leader, but has the opposite effect on current leaders of officers who have completed their initial obligation. The implication may be that people see their first professional job experience as a learning experience, but as they gain confidence and experience they begin to feel they can do a better job then their immediate supervisor.

Influence Of First Supervisor On Decision To Stay On Active Duty

A total of 54% of the respondents indicated that their first supervisor had an influence (41% positive and 13% negative) on their decision to remain on active duty following completion of their initial obligation. This may be an indication that a second or later supervisor may have had a positive influence. It might also mean that factors such as financial needs or family considerations may have been a more important influence on the decision than the initial

supervisor. An analysis of the data indicated that leaders who had a positive influence on the decision exhibited a large number of the traits indicated. Figure 6 summarizes these responses.

Positive Leadership Characteristics of AMSC Leaders
Who Influence First Term AMSC Officers
To Remain On Active Duty

Characteristic/Behavior	Question #
Competency-Managerial	27
Forward Looking	29
Inspiring	30
Challenging	31
Caring	32
Clarifying Roles	33
Problem Solving	34
Criticizing Others	36
Teaching	37
Protecting	38
Role Model-Officer	39
Encouraging	42
Protecting	43
Protecting/responsibility	44
Encouraging/recognition	45

Figure 6

Unanswered by this survey is what influenced the 45% who reported that their first supervisor had neither a positive or negative effect on their decision to remain on active duty. It appears that either factors other than the first supervisor were important or a supervisor after the first supervisor was the one who influenced the decision. One senior AMSC officer said "my relationship with my first supervisor was a disaster, but the second was great and things went well from then on."

Decision To Stay On Active Duty

Question 47 on the survey instrument (Appendix A) asked officers serving their first assignment on active duty if they planned to remain on active duty following completion of their initial obligation. An assumption made by the researcher that officers serving an initial obligation would have only one assignment before completing the initial obligation appears to have been erroneous. Thus, only 46 of the 57 officers who reported they were serving in an Obligated Volunteer (OBV) status responded to the question. The intention was to determine if officers completing their OBV planned to stay on active duty.

Of the 46 officers who responded to the question, 72% indicated they probably or definitely planned to stay on active duty. If these officers do remain on active duty the retention rate will be quite good. Interesting to note however, is that a higher percentage of dietitians plan to stay than occupational therapists or physical therapists. (Figure 7)

AMSC Officers Planning To Stay On Active Duty Following Completion of Initial Obligation

Speciality	Will/Probably Stay	Will Not/Probably Will Not Stay
OT	62%	38%
PT	68%	32%
Diet	81%	19%

Figure 7

Logically the decision to stay on active duty and a positive influence of the first supervisor on this decision should be related. In fact, this was the case. There was a correlation between the first supervisor having a positive influence on the decision to remain on active duty following the completion of the initial obligation [Q46] and an indication by officers serving in an OBV status [Q47] that they plan to remain on active duty at the completion of the their obligation. Interestingly, respondents indicated that challenge [Q31], opinion of staff of the supervisor [Q28], assistance [Q41], and recognition [Q45] during the first assignment were important to the actual decision to remain on active duty. Viewed from a futuristic perspective, respondents may be indicating that they are looking for; challenge, acceptance by non AMSC practitioners, reward and recognition, and assistance when they need it, in future assignments.

Leadership Training

Four questions asked what respondents felt about leadership training. The results were somewhat contradictory. When asked if they felt leaders could be trained, 33% agreed, 32% disagreed, 31% were ambivalent and 4% didn't know. When asked if they felt they had received adequate leadership training on active duty, positive and negative responses were split (40% each), but 20% indicated they didn't know.

It appears, however, that AMSC officers see themselves as leaders as well as professionals and that leadership training may be of some benefit. Ninety-three percent felt that leadership training was as important as professional training. In addition 90% felt that AMSC officers should receive leadership training prior to the first Clinic/Division Chief assignment, which is typically the first independent leadership assignment for most AMSC officers.

CHAPTER IV

IMPLICATIONS, CONCLUSIONS AND RECOMMENDATIONS

IMPLICATIONS AND CONCLUSIONS

Honesty and professional competency seem to be a particularly strong leadership suit of Army Medical Specialist Corps officers. There is, however, an indication that the AMSC needs to take action to develop leadership skills in a number of areas, particularly the "mentorship skills" teaching and counseling, and role clarification. There is also an indication that occupational therapists are weak in administrative skills, skills that can easily be improved by additional training.

AMSC officers, almost across the board, feel that Non-AMSC leaders are not as strong in the leadership characteristics and behaviors studied as AMSC leaders. This may indicate that AMSC officers do not adapt their perceptions of leadership to reality as they move up in rank. They may still be expecting the same close personal relationships in a large organization that they experienced as a young practitioner. This may explain why such an overwhelming majority of AMSC officers felt that leadership training prior to their first independent leadership assignment is important.

Perceptions of the initial supervisor become more positive as the length of time supervised by that person increases. The effect is particularly pronounced when the length of time

supervised exceeds 24 months which leads to the conclusion that initial assignments following professional training should be stabilized for at least 24 months.

As officers increase in rank they tend to view their leaders less favorably. This is especially true of senior officers. Colonels seem to be less challenged by their jobs than other officers. This may be an indication that some of the positions that senior AMSC officers fill do not provide sufficient challenge for the officers that fill them.

The relationship between the leadership qualities of the first supervisor and that supervisor's influence on the officer's decision to remain on active duty at the completion of the initial obligation appears to be significant. The influence of a leader on the decision to remain on active duty may be even more significant if a second or third supervisor were included in the equation. In summary, it appears that leaders, strong in the identified leadership behaviors and characteristics, have a significant impact on the decision of their subordinates to remain on active duty.

Although influenced by the initial supervisor to remain on active duty the AMSC officer looks to the future when making the decision to remain on active duty. The expectation or promise of challenge, recognition and reward, and availability of assistance if needed is the key to the decision to stay.

Finally AMSC officers do not seem to be quite sure if leaders can be trained, but they do not want to take any chances. They feel that leadership training is important and

it should be received before their first independent leader assignment.

It seems evident that if the AMSC is going to retain quality officers in the future:

1. Good leadership must be stressed and sufficient quality leadership training be provided beginning with an officer's initial entry on active duty and continuing throughout his/her career.

2. Efforts need to be made to ensure that AMSC officers are assigned to challenging positions; receive assistance when they need it; and receive appropriate recognition for their contributions.

RECOMMENDATIONS

Based on the results of this study the following recommendations are offered.

1. The Army Medical Specialist Corps should develop and implement a comprehensive integrated leadership program using the Army leadership doctrine as its basis. The program should encompass an officer's career beginning with initial entry on active duty. The program should be integrated with professional and managerial training, but should be a clearly distinguishable part. As this program is developed, strong consideration should be given to the continued participation of AMSC officers in AMEDD/Army Officer Professional Development Courses (Officer Advanced Course, Combat Casualty Care Course

[C4], CAS^3, and CGSC). The leadership segments of these courses have their foundation in accepted Army leadership doctrine.

2. All Army Medical Specialist Corps officers should attend a course on leadership and management prior to assignment as a Clinic or Division Chief.

3. Consideration should be given to establishing a two year "residency or mentorship" following an officer's completion of initial professional training. Entry level officers should be assigned to (and matched with) a clinic or division chief who is strong in leadership skills for the two year period. The program should require specific instruction, counseling, and evaluation.

4. Consideration for further research should include:

a. A study to determine if a specific supervisor (as opposed to the first) has an influence on the decision to remain on active duty. It would also be useful to determine the influence the early supervisor has on professional practice, professional attitudes, and attitudes toward the military and officership.

b. A study to determine the other factors that influence an AMSC officer to remain on active duty.

c. A study to determine if assignment of some senior AMSC officers to challenging non-traditional assignments would increase their retention of highly trained AMSC officers on active duty past 20 years and if their retention would be of benefit to the AMEDD.

d. A study to determine if the initial supervisor has the same influence on the decision to remain on active duty in other Corps within the AMEDD. If results of the study are similar to this study the information could be used to increase AMEDD officer satisfaction and retention.

APPENDIX A

THE SURVEY INSTRUMENT

DEPARTMENT OF THE ARMY
CHIEF, ARMY MEDICAL SPECIALIST CORPS
5111 LEESBURG PIKE
FALLS CHURCH, VA 22041-3258

REPLY TO ATTENTION OF

DASG-DB

S: 15 January 1991

18 December 1990

MEMORANDUM FOR ARMY MEDICAL SPECIALIST CORPS OFFICERS

SUBJECT: Leadership Survey

1. From my vantage point as Chief of the Army Medical Specialist Corps, it is increasingly obvious to me that the potential for a strong future for our Corps lies not here in Washington, but with the youth of the Corps. The necessity to mentor and develop leadership skills, interests, and attitudes falls equally upon junior and senior officers.

2. I am sure you are all aware of the major changes which are being contemplated for the AMEDD, the Army, and the Department of Defense. In order for the AMSC to play a viable role in this revamped Health Care System, however, we must retain our outstanding junior officers. Affording leader development opportunities to those seeking them is one very positive way I think we can improve retention.

3. In order to make appropriate modifications to our training and leader development programs, we must first identify our strengths and weaknesses. The enclosed survey is designed to identify leadership characteristics of AMSC officers. The results will be used to develop future programs. Your responses are confidential. Responses will not be linked to any individual.

4. Your input is important to improve the AMSC and to improve the educational processes that will facilitate a successful career for you.

5. Please answer the enclosed questionnaire on the SCANTRON answer sheet provided and return only the answer sheet in the envelope provided to: LTC Dexter V. Hancock, Box 141, USAWC, Carlisle, PA 17013, not later that 15 January 1991.

Encl
as

ROY A. SWIFT
COL, AMSC
Chief, Army Medical
Specialist Corps

LEADERSHIP CHARACTERISTICS
OF ARMY MEDICAL SPECIALIST CORPS OFFICERS

This questionnaire is designed to gather voluntary information and opinions on leadership characteristics and behaviors of Army Medical Specialist Corps (AMSC) officers who supervise junior AMSC Officers. Your participation is voluntary. All responses will be confidential. No responses will be matched with individuals. A SCANTRON answer sheet has been provided. Please record your answers to this questionnaire on the SCANTRON and return ONLY the SCANTRON answer sheet to LTC Hancock, Box 141, USAWC, Carlisle, Pa. 17013, NTL 15 January 1991.

1. What is your current rank?
   1. 2LT
   2. 1LT
   3. CPT
   4. MAJ
   5. LTC
   6. COL

2. How many years of active military service to you have?
   1. Less than one year
   2. 1-3 years
   3. 4-6 years
   4. 7-10 years
   5. 11-16 years
   6. 17-21 years
   7. 22 or more years

3. What is the highest level of civilian education you have completed?
   1. Bachelor's degree
   2. Bachelor's degree and initial professional training
   3. Master's degree
   4. Doctorate degree

4. What is the highest level of military education you have completed?
   1. AMEDD Officer Basic Course
   2. AMEDD Officer Advanced Course
   3. Combined Arms and Services Staff School (CAS^3)
   4. US Army Command and General Staff College or other MEL-4 Education
   5. US Army War College or other MEL-1 Education

5. What is your military status?

1. Obligated Volunteer (OBV)
2. Conditional Voluntary Indefinite (CVI)
3. Voluntary Indefinite (VI)
4. Regular Army (RA)
5. Reservist on active duty
6. Other

6. What is your Speciality?

1. Occupational Therapist (65A)
2. Physical Therapist (65B)
3. Dietitian (65C)

7. Did you complete your professional entry level training in the Army? (Occupational Therapy Internship, Dietetic Internship, Army-Baylor University Physical Therapy Program)

1. Yes
2. No

8. How old were you when you first entered active duty as an AMSC Officer?

1. Less than 20
2. 20-22
3. 23-25
4. 26-28
5. 29 or older

9. What was your rank when you first entered active duty as an AMSC Officer?

1. 2LT
2. 1LT
3. CPT
4. MAJ

10. How did you enter active duty as an AMSC Officer?

1. ROTC
2. Direct appointment, from an enlisted status
3. Direct appointment, from a civilian status (this includes officers who entered through the Vietnam era student programs)
4. Transferred as a commissioned officer from another Corps/branch
5. From a reserve status as an AMSC officer
6. None of the above.

11. Have you ever received an Officer Evaluation Report (OER) that you think will negatively affect your chances for CVI, VI, promotion to the next higher rank or retention on active duty?

1. Yes, and it WAS NOT justified
2. Yes, but it WAS justified
3. No
4. Not sure

12. Are you male or female?

1. Male
2. Female

13. What was your age on your last birthday?

1. Less than 23
2. 23-25
3. 26-28
4. 29-31
5. 32-34
6. 35-37
7. 38-40
8. 41 or older

14. What is your current duty assignment?

1. OT, PT clinic, Nutrition Care Division, or other clinical practice.
2. EFMP program
3. Administration, consulting, or teaching <u>in other than</u> a health care facility
4. Full-time Military or civilian education program
5. Other

15. How many supervisors have you had as an <u>AMSC Officer</u> on active duty <u>following</u> completion of entry level training (Internship or PT Training)?

1. 1
2. 2
3. 3-5
4. 6-10
5. more than 10

16. Is your current rater your direct (actual) supervisor?

1. Yes
2. No
3. Yes, but I have <u>more than one</u> direct supervisor.
4. I am not sure who my direct supervisor and/or current rater is.

17. In what CORPS is your direct supervisor? (If you have more than one direct supervisor pick the ONE who you feel has the most impact on you and your career).

1. AMSC
2. MC
3. MSC
4. ANC
5. VC
6. DC
7. Civilian
8. Other
9. I am not sure who my direct supervisor is.

18. At the present time do you plan on making the Army a career (20 years or longer)?

1. Yes
2. No
3. Not sure

Questions 19-22 are intended to solicit your opinion on leadership training. There are no right or wrong answers.

19. I believe leaders are taught, not trained.

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree
6. I don't know.

20. I feel the leadership training I have received to this point in the Army has been adequate.

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree
6. I don't know.

21. I feel that a leadership training course should be provided for AMSC Officers prior to their first assignment as a clinic or division chief.

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree
6. I don't know.

22. I feel that leadership training is as important as professional training for those who are, or will be, assigned to leadership positions.

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree
6. I don't know.

The following questions pertain to your FIRST supervisor following the completion of your professional entry level training (dietetic internship, occupational therapy internship, physical therapy training). ---When answering these questions pick ONE person who YOU felt was your supervisor even though this person may have been different than your formally designated supervisor or rater. ---DO NOT select a person for whom you worked less than THREE MONTHS (If your are currently working for your first supervisor assume that the following questions are worded in the present tense).

23. My first supervisor was an

1. AMSC Dietitian.
2. AMSC Physical Therapist.
3. AMSC Occupational Therapist.
4. MSC Officer.
5. MC Officer.
6. Civilian.
7. Other.

24. I worked for my first supervisor for

1. Less than three months
2. 3-5 months.
3. 6-11 months.
4. 12-18 months.
5. 19-24 months.
6. more than 24 months.

25. I felt my first supervisor was honest.

1. Always
2. Often
3. Sometimes
4. Seldom
5. Never
6. I don't know.

26. I felt my first supervisor was a professionally competent physical therapist, occupational therapist, or dietitian.

1. Not applicable, my first supervisor was not a physical therapist, occupational therapist, or dietitian.
2. Strongly agree
3. Agree
4. Neither agree nor disagree
5. Disagree
6. Strongly disagree
7. I don't know.

27. I felt my first supervisor was a competent supervisor (manager/administrator).

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree
6. I don't know.

28. My first supervisor was considered competent by the medical and administrative staff that our section worked with and for.

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree
6. I don't know how my first supervisor was perceived outside of my section.

29. I felt my first supervisor was forward looking. She/he had an idea of the future of our section (division, clinic, branch, etc.), the AMSC, and profession.

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree
6. I don't know.

30. My first supervisor made me feel good about my profession and my job.

1. Always
2. Often
3. Sometimes
4. Seldom
5. Never
6. I don't know.

31. I felt challenged during my first assignment.

1. Always
2. Often
3. Sometimes
4. Seldom
5. Never
6. I don't know.

32. I felt my first supervisor cared about me.

1. Always
2. Often
3. Sometimes
4. Seldom
5. Never
6. I don't know.

33. I felt my first supervisor explained to me what I was supposed to do.

1. Always
2. Often
3. Sometimes
4. Seldom
5. Never
6. I don't know.

34. I felt my first supervisor was able to help me solve problems when I needed help.

1. Always
2. Often
3. Sometimes
4. Seldom
5. Never
6. I don't know.

35. I felt my first supervisor provided fair and appropriate criticism of my work.

1. Always
2. Often
3. Sometimes
4. Seldom
5. Never
6. I don't know.

36. I felt my first supervisor provided fair and appropriate criticism of others with whom I worked.

1. Always
2. Often
3. Sometimes
4. Seldom
5. Never
6. I don't know.
7. I did not work with anyone else.

37. I felt I learned a lot from my first supervisor.

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree
6. I don't know.

38. I felt my first supervisor looked out for me.

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree
6. I don't know.

39. My first supervisor fit the image of what I thought a good officer should be.

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree
6. I don't know.
7. Not applicable, my first supervisor was not an officer.

40. My first supervisor fit the image of what I thought a good practitioner (dietitian, physical therapist, occupational therapist) should be.

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree
6. I don't know.
7. Not applicable, my first supervisor was not a dietitian/OT/or PT.

41. I felt my first supervisor helped me when I needed help

1. Always
2. Often
3. Sometimes
4. Seldom
5. Never
6. I don't know.

42. I felt my first supervisor provided encouragement

1. Always
2. Often
3. Sometimes
4. Seldom
5. Never
6. I don't know.

43. I felt my first supervisor stood up for me.

1. Always
2. Often
3. Sometimes
4. Seldom
5. Never
6. I don't know.

44. I felt my first supervisor took responsibility when things went wrong.

1. Always
2. Often
3. Sometimes
4. Seldom
5. Never
6. I don't know.

45. I felt my first supervisor gave credit when credit was due.

1. Always
2. Often
3. Sometimes
4. Seldom
5. Never
6. I don't know.

46. What influence did your first supervisor have on your decision to stay on active duty past your initial obligation?

1. A strongly positive influence
2. A positive influence
3. Neither a positive or negative influence
4. A negative influence
5. A strongly negative influence
6. I don't know.

If you are serving your first assignment following completion of your entry level professional training or your first assignment on active duty, please answer the following question.

47. I plan to stay on active duty following completion of my current obligation.

1. Yes, I will definitely stay on active duty.
2. Yes, I will probably stay on active duty.
3. No, I will probably not stay on active duty.
4. No, I will definitely not stay on active duty.

The following questions pertain to your current supervisor. If your current supervisor is your FIRST supervisor or you are currently ENROLLED in a fulltime civilian or military education program do not answer questions 48-70.

48. My current supervisor is an

1. AMSC Dietitian.
2. AMSC Physical Therapist.
3. AMSC Occupational Therapist.
4. MSC Officer.
5. MC Officer.
6. Civilian.
7. Other.

49. I have worked for my current supervisor for

1. Less than 3 months
2. 3-5 months.
3. 6-8 months.
4. 9-11 months.
5. 12-18 months.
6. 19-24 months.
7. more than 24 months.

50. My current supervisor is honest.

1. Always
2. Often
3. Sometimes
4. Seldom
5. Never
6. I don't know.

51. My current supervisor is a professionally competent physical therapist, occupational therapist or dietitian.

1. Not applicable, my supervisor is not a physical therapist, occupational therapist, or dietitian.
2. Strongly agree
3. Agree
4. Neither agree nor disagree
5. Disagree
6. Strongly disagree
7. I don't know.

52. My current supervisor is a competent supervisor (manager/administrator).

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree
6. I don't know.

53. My current supervisor is considered competent by the medical/administrative staff that our section works with or for.

1. Strongly agree.
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree
6. I don't know how my supervisor is perceived outside of our section.

54. My current supervisor is forward looking. He/she has an idea of the future of our section (division, section, branch, etc.), the AMSC, and profession.

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree
6. I don't know.

55. My supervisor makes me feel good about my profession and my job.

1. Always
2. Often
3. Sometimes
4. Seldom
5. Never
6. I don't know.
7. My supervisor has little or no impact on how I feel about my profession and my job.

56. My current job is challenging.

1. Always
2. Often
3. Sometimes
4. Seldom
5. Never
6. I don't know.

57. My current supervisor cares about me.

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree
6. I don't know.

58. My current supervisor explains to me what I am supposed to do.

1. Always
2. Often
3. Sometimes
4. Seldom
5. Never
6. I don't know.

59. My current supervisor helps me solve problems when I need help.

1. Always
2. Often
3. Sometimes
4. Seldom
5. Never
6. I don't know.

60. My current supervisor provides fair and appropriate criticism of my work.

1. Always
2. Often
3. Sometimes
4. Seldom
5. Never
6. I don't know.
7. My supervisor does not criticize my work.

61. My current supervisor provides fair and appropriate criticism of others with whom I work.

1. Always
2. Often
3. Sometimes
4. Seldom
5. Never
6. I don't know.
7. I do not work with anyone else.
8. My supervisor does not provide criticism of other peoples' work.

62. I am learning a lot from my current supervisor.

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree
6. I don't know.

63. I feel that my supervisor looks out for me.

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree
6. I don't know.

64. My current supervisor fits the image of what I think a good officer should be.

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree
6. I don't know.
7. Not applicable, my supervisor is not an officer.

65. My current supervisor fits the image of what I think a good practitioner (dietitian, physical therapist, occupational therapist) should be.

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree
6. I don't know.
7. Not applicable, my supervisor is not a dietitian/OT/or PT.

66. My current supervisor helps me when I need help.

1. Always
2. Often
3. Sometimes
4. Seldom
5. Never
6. I don't know.

67. My current supervisor provides encouragement.

1. Always
2. Often
3. Sometimes
4. Seldom
5. Never
6. I don't know.

68. My current supervisor stands up for me.

1. Always
2. Often
3. Sometimes
4. Seldom
5. Never
6. I don't know.

69. My current supervisor takes responsibility when things go wrong.

1. Always
2. Often
3. Sometimes
4. Seldom
5. Never
6. I don't know.

70. My current supervisor gives credit when credit is due.

1. Always
2. Often
3. Sometimes
4. Seldom
5. Never
6. I don't know.

APPENDIX B

RESPONSES TO THE SURVEY-FREQUENCY RESPONSES

Q01 CURRENT RANK

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
2LT	1	22	6.3	6.3	6.3
1LT	2	56	15.9	15.9	22.2
CPT	3	124	35.2	35.2	57.4
MAJ	4	77	21.9	21.9	79.3
LTC	5	55	15.6	15.6	94.9
COL	6	18	5.1	5.1	100.0
	TOTAL	352	100.0	100.0	

Valid Cases 352 Missing Cases 0

- -

Q02 YEARS OF ACTIVE MILITARY SERVICE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
LT 1 YR	1	5	1.4	1.4	1.4
1-3 YRS	2	73	20.7	20.8	22.2
4-6 YRS	3	60	17.0	17.1	39.3
7-10 YRS	4	57	16.2	16.2	55.6
11-16 YRS	5	83	23.6	23.6	79.2
17-21 YRS	6	48	13.6	13.7	92.9
22 OR MORE YRS	7	25	7.1	7.1	100.0
	.	1	.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 351 Missing Cases 1

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Q03 HIGHEST LEVEL OF CIV EDUCATION

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
BACHELOR'S DEG	1	23	6.5	6.5	6.5
BACH DEG & PROF TRNG	2	71	20.2	20.2	26.7
MASTER'S DEG	3	241	68.5	68.5	95.2
DOCTORATE DEG	4	16	4.5	4.5	99.7
	6	1	.3	.3	100.0
	TOTAL	352	100.0	100.0	

Valid Cases 352 Missing Cases 0

Q04 HIGHEST LEVEL OF MIL EDUCATION

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	0	1	.3	.3	.3
AMEDD OFF BASIC CRS	1	135	38.4	38.5	38.7
AMEDD OFF ADV CRS	2	51	14.5	14.5	53.3
CAS3	3	47	13.4	13.4	66.7
CGSC	4	112	31.8	31.9	98.6
USAWC OR OTH MEL-1	5	5	1.4	1.4	100.0
	.	1	.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 351 Missing Cases 1

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Q05 MILITARY STATUS

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
OBV	1	57	16.2	16.2	16.2
CVI	2	65	18.5	18.5	34.8
VI	3	70	19.9	19.9	54.7
RA	4	138	39.2	39.3	94.0
RESERVES ON ACT DUT	5	16	4.5	4.6	98.6
OTHER	6	5	1.4	1.4	100.0
	.	1	.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 351 Missing Cases 1

Q06 SPECIALITY

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	0	1	.3	.3	.3
OCCUPAT THERAPIST	1	63	17.9	17.9	18.2
PHYSICAL THERAPIST	2	148	42.0	42.2	60.4
DIETITIAN	3	138	39.2	39.3	99.7
	4	1	.3	.3	100.0
	.	1	.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 351 Missing Cases 1

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Q07 COMPLETE PROF ENTRY LVL TRNG IN ARMY

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	0	1	.3	.3	.3
YES	1	263	74.7	74.9	75.2
NO	2	86	24.4	24.5	99.7
	3	1	.3	.3	100.0
	.	1	.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 351 Missing Cases 1

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Q08 AGE WHEN ENTERED ACTIVE DUTY AS AMSC OFF

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
LT 20	1	1	.3	.3	.3
20-22	2	134	38.1	38.1	38.4
23-25	3	128	36.4	36.4	74.7
26-28	4	52	14.8	14.8	89.5
29 OR OLDER	5	36	10.2	10.2	99.7
	8	1	.3	.3	100.0
	TOTAL	352	100.0	100.0	

Valid Cases 352 Missing Cases 0

Q09 RANK WHEN ENTERED ACTIVE DUTY AS AMSC OF

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
2LT	1	303	86.1	86.3	86.3
1LT	2	31	8.8	8.8	95.2
CPT	3	15	4.3	4.3	99.4
MAJ	4	2	.6	.6	100.0
	.	1	.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 351 Missing Cases 1

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Q10 HOW ENTERED ACTIVE DUTY AS AMSC OFF

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ROTC	1	41	11.6	11.6	11.6
APPT FOR ENLISTED	2	29	8.2	8.2	19.9
APPT FROM CIV	3	253	71.9	71.9	91.8
TRANSFERRED	4	16	4.5	4.5	96.3
FROM RESERVE	5	11	3.1	3.1	99.4
NONE OF ABOVE	6	2	.6	.6	100.0
	TOTAL	352	100.0	100.0	

Valid Cases 352 Missing Cases 0

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Q11 NEGATIVE OER

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES, NOT JUSTIFIED	1	70	19.9	19.9	19.9
YES, JUSTIFIED	2	4	1.1	1.1	21.1
NO	3	249	70.7	70.9	92.0
NOT SURE	4	28	8.0	8.0	100.0
	.	1	.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 351 Missing Cases 1

Q12 GENDER

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
MALE	1	128	36.4	36.5	36.5
FEMALE	2	223	63.4	63.5	100.0
	.	1	.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 351 Missing Cases 1

- -

Q13 AGE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
LT 23	1	1	.3	.3	.3
23-25	2	39	11.1	11.1	11.4
26-28	3	63	17.9	17.9	29.3
29-31	4	45	12.8	12.8	42.0
32-34	5	45	12.8	12.8	54.8
35-37	6	47	13.4	13.4	68.2
38-40	7	40	11.4	11.4	79.5
41 OR OLDER	8	72	20.5	20.5	100.0
	TOTAL	352	100.0	100.0	

Valid Cases 352 Missing Cases 0

- -

Q14 CURRENT DUTY ASSIGNMENT

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
CLINICAL PRACT	1	271	77.0	77.0	77.0
EFMP PROG	2	7	2.0	2.0	79.0
OTHER THAN HEALTH CA	3	31	8.8	8.8	87.8
FULL-TIME EDUCATION	4	25	7.1	7.1	94.9
OTHER	5	18	5.1	5.1	100.0
	TOTAL	352	100.0	100.0	

Valid Cases 352 Missing Cases 0

Q15 NUM SUPERVISORS AS AMSC OFF

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
1	1	51	14.5	14.5	14.5
2	2	61	17.3	17.4	31.9
3-5	3	101	28.7	28.8	60.7
6-10	4	86	24.4	24.5	85.2
MT 10	5	52	14.8	14.8	100.0
	.	1	.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 351 Missing Cases 1

- -

Q16 CUR RATER YOUR DIRECT SUPERVISOR

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES	1	233	66.2	66.8	66.8
NO	2	81	23.0	23.2	90.0
YES, BUT MT 1	3	23	6.5	6.6	96.6
NOT SURE	4	12	3.4	3.4	100.0
	.	3	.9	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 349 Missing Cases 3

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Q17 CORPS OF DIRECT SUPERVISOR

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
AMSC	1	172	48.9	49.3	49.3
MC	2	84	23.9	24.1	73.4
MSC	3	60	17.0	17.2	90.5
ANC	4	1	.3	3	90.8
CIVILIAN	7	17	4.8	4.9	95.7
OTHER	8	4	1.1	1.1	96.8
NOT SURE	9	11	3.1	3.2	100.0
	.	3	.9	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 349 Missing Cases 3

Q18 PLAN ON MAKING THE ARMY A CAREER

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES	1	210	59.7	59.8	59.8
NO	2	50	14.2	14.2	74.1
NOT SURE	3	91	25.9	25.9	100.0
	.	1	.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 351 Missing Cases 1

- -

Q19 LEADERS ARE TAUGHT, NOT TRAINED

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY AGREE	1	23	6.5	6.6	6.6
AGREE	2	93	26.4	26.6	33.2
NEITHER AGREE OR DIS	3	108	30.7	30.9	64.2
DISAGREE	4	91	25.9	26.1	90.3
STRONGLY DISAGREE	5	21	6.0	6.0	96.3
I DON'T KNOW	6	13	3.7	3.7	100.0
	.	3	.9	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 349 Missing Cases 3

- -

Q20 LDRSHIP TRNG RECEIVED HAS BEEN ADEQUATE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY AGREE	1	24	6.8	6.8	6.8
AGREE	2	135	38.4	38.4	45.2
NEITHER AGREE OR DIS	3	44	12.5	12.5	57.7
DISAGREE	4	116	33.0	33.0	90.6
STRONGLY DISAGREE	5	28	8.0	8.0	98.6
I DON'T KNOW	6	5	1.4	1.4	100.0
	TOTAL	352	100.0	100.0	

Valid Cases 352 Missing Cases 0

Q21 ATTND LDRSP TRNG PRIOR TO ASSGN AS CHIEF

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY AGREE	1	201	57.1	57.3	57.3
AGREE	2	114	32.4	32.5	89.7
NEITHER AGREE OR DIS	3	14	4.0	4.0	93.7
DISAGREE	4	19	5.4	5.4	99.1
STRONGLY DISAGREE	5	3	.9	.9	100.0
	.	1	.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 351 Missing Cases 1

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Q22 LRDSHP TRNG IS AS IMPORTANT AS PROF TRNG

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY AGREE	1	199	56.5	56.7	56.7
AGREE	2	128	36.4	36.5	93.2
NEITHER AGREE OR DIS	3	8	2.3	2.3	95.4
DISAGREE	4	14	4.0	4.0	99.4
STRONGLY DISAGREE	5	2	.6	.6	100.0
	.	1	.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 351 Missing Cases 1

- -

Q23 FIRST SUPERVISOR WAS

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
AMSC DIETITIAN	1	133	37.8	37.8	37.8
AMSC P THERAPIST	2	147	41.8	41.8	79.5
AMSC OCCUPAT THERAPI	3	60	17.0	17.0	96.6
MSC OFFICER	4	6	1.7	1.7	98.3
MC OFFICER	5	3	.9	.9	99.1
CIVILIAN	6	1	.3	.3	99.4
OTHER	7	2	.6	.6	100.0
	TOTAL	352	100.0	100.0	

Valid Cases 352 Missing Cases 0

Q24 TIME WORKED FOR FIRST SUPERVISOR

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
LT 3 MONTHS	1	4	1.1	1.1	1.1
3-5 MONTHS	2	25	7.1	7.1	8.2
6-11 MONTHS	3	94	26.7	26.7	34.9
12-18 MONTHS	4	108	30.7	30.7	65.6
19-24 MONTHS	5	64	18.2	18.2	83.8
MT 24 MONTHS	6	57	16.2	16.2	100.0
	TOTAL	352	100.0	100.0	

Valid Cases 352 Missing Cases 0

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Q25 SUPERVISOR WAS HONEST

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ALWAYS	1	209	59.4	59.5	59.5
OFTEN	2	84	23.9	23.9	83.5
SOMETIMES	3	40	11.4	11.4	94.9
SELDOM	4	11	3.1	3.1	98.0
NEVER	5	2	.6	.6	98.6
DON'T KNOW	6	5	1.4	1.4	100.0
	.	1	.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 351 Missing Cases 1

Q26 WAS PROFESSIONALLY COMPETENT

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NOT APPLICABLE	1	13	3.7	3.7	3.7
STRONGLY AGREE	2	190	54.0	54.0	57.7
AGREE	3	99	28.1	28.1	85.8
NEITHER AGREE OR DIS	4	18	5.1	5.1	90.9
DISAGREE	5	24	6.8	6.8	97.7
STRONGLY DISAGREE	6	7	2.0	2.0	99.7
DON'T KNOW	7	1	.3	.3	100.0
	TOTAL	352	100.0	100.0	

Valid Cases 352 Missing Cases 0

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Q27 WAS A COMPETENT SUPERVISOR

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY AGREE	1	106	30.1	30.2	30.2
AGREE	2	124	35.2	35.3	65.5
NEITHER AGREE OR DIS	3	42	11.9	12.0	77.5
DISAGREE	4	49	13.9	14.0	91.5
STRONGLY DISAGREE	5	28	8.0	8.0	99.4
DON'T KNOW	6	2	.6	.6	100.0
	.	1	.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 351 Missing Cases 1

Q28 CONSID COMPETENT BY MED & ADM STAFF

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY AGREE	1	132	37.5	37.6	37.6
AGREE	2	132	37.5	37.6	75.2
NEITHER AGREE OR DIS	3	21	6.0	6.0	81.2
DISAGREE	4	23	6.5	6.6	87.7
STRONGLY DISAGREE	5	9	2.6	2.6	90.3
DON'T KNOW	6	34	9.7	9.7	100.0
	.	1	.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 351 Missing Cases 1

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Q29 WAS FORWARD LOOKING

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY AGREE	1	90	25.6	25.7	25.7
AGREE	2	118	33.5	33.7	59.4
NEITHER AGREE OR DIS	3	59	16.8	16.9	76.3
DISAGREE	4	48	13.6	13.7	90.0
STRONGLY DISAGREE	5	25	7.1	7.1	97.1
DON'T KNOW	6	10	2.8	2.9	100.0
	.	2	.6	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 350 Missing Cases 2

Q30 MADE ME FEEL GOOD ABOUT MY PROFES/JOB

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ALWAYS	1	119	33.8	33.9	33.9
OFTEN	2	102	29.0	29.1	63.0
SOMETIMES	3	76	21.6	21.7	84.6
SELDOM	4	36	10.2	10.3	94.9
NEVER	5	16	4.5	4.6	99.4
DON'T KNOW	6	2	.6	.6	100.0
	.	1	.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 351 Missing Cases 1

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Q31 FELT CHALLENGED DURING 1ST ASSIGNMENT

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	0	1	.3	.3	.3
ALWAYS	1	147	41.8	41.9	42.2
OFTEN	2	148	42.0	42.2	84.3
SOMETIMES	3	39	11.1	11.1	95.4
SELDOM	4	12	3.4	3.4	98.9
NEVER	5	3	.9	.9	99.7
DON'T KNOW	6	1	.3	.3	100.0
	.	1	.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 351 Missing Cases 1

Q32 FELT SUPERVISOR CARED

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ALWAYS	1	146	41.5	41.6	41.6
OFTEN	2	105	29.8	29.9	71.5
SOMETIMES	3	64	18.2	18.2	89.7
SELDOM	4	22	6.3	6.3	96.0
NEVER	5	12	3.4	3.4	99.4
DON'T KNOW	6	2	.6	.6	100.0
	.	1	.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 351 Missing Cases 1

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Q33 EXPLAINED WHAT I WAS SUPPOSED TO DO

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ALWAYS	1	60	17.0	17.1	17.1
OFTEN	2	127	36.1	36.2	53.3
SOMETIMES	3	99	28.1	28.2	81.5
SELDOM	4	48	13.6	13.7	95.2
NEVER	5	17	4.8	4.8	100.0
	.	1	.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 351 Missing Cases 1

Q34 HELPED ME SOLVE PROBLEMS

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ALWAYS	1	98	27.8	27.9	27.9
OFTEN	2	113	32.1	32.2	60.1
SOMETIMES	3	90	25.6	25.6	85.8
SELDOM	4	33	9.4	9.4	95.2
NEVER	5	11	3.1	3.1	98.3
DON'T KNOW	6	6	1.7	1.7	100.0
	.	1	.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 351 Missing Cases 1

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Q35 PROVIDED FAIR APPROP CRITICISM

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ALWAYS	1	89	25.3	25.4	25.4
OFTEN	2	102	29.0	29.1	54.4
SOMETIMES	3	92	26.1	26.2	80.6
SELDOM	4	47	13.4	13.4	94.0
NEVER	5	15	4.3	4.3	98.3
DON'T KNOW	6	6	1.7	1.7	100.0
	.	1	.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 351 Missing Cases 1

Q36 PROVIDED FAIR APPROP CRIT OF OTHERS

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ALWAYS	1	65	18.5	18.5	18.5
OFTEN	2	107	30.4	30.5	49.0
SOMETIMES	3	96	27.3	27.4	76.4
SELDOM	4	43	12.2	12.3	88.6
NEVER	5	9	2.6	2.6	91.2
DON'T KNOW	6	29	8.2	8.3	99.4
	7	2	.6	.6	100.0
	.	1	.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 351 Missing Cases 1

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Q37 LEARNED LOT FROM 1ST SUPERVISOR

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY AGREE	1	127	36.1	36.2	36.2
AGREE	2	101	28.7	28.8	65.0
NEITHER AGREE/DISAGR	3	46	13.1	13.1	78.1
DISAGREE	4	52	14.8	14.8	92.9
STRONGLY DISAGREE	5	24	6.8	6.8	99.7
DON'T KNOW	6	1	.3	.3	100.0
	.	1	.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 351 Missing Cases 1

Q38 LOOKED OUT FOR ME

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY AGREE	1	114	32.4	32.5	32.5
AGREE	2	120	34.1	34.2	66.7
NEITHER AGREE/DISAGR	3	57	16.2	16.2	82.9
DISAGREE	4	33	9.4	9.4	92.3
STRONGLY DISAGREE	5	23	6.5	6.6	98.9
DON'T KNOW	6	4	1.1	1.1	100.0
	.	1	.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 351 Missing Cases 1

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Q39 FIT MY IMAGE OF GOOD OFFICER

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY AGREE	1	88	25.0	25.1	25.1
AGREE	2	113	32.1	32.2	57.3
NEITHER AGREE/DISAGR	3	54	15.3	15.4	72.6
DISAGREE	4	54	15.3	15.4	88.0
STRONGLY DISAGREE	5	39	11.1	11.1	99.1
DON'T KNOW	6	2	.6	.6	99.7
NOT APPLICABLE	7	1	.3	.3	100.0
	.	1	.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 351 Missing Cases 1

Q40 FIT MY IMAGE OF GOOD PRACTITIONER

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY AGREE	1	117	33.2	33.3	33.3
AGREE	2	112	31.8	31.9	65.2
NEITHER AGREE/DISAGR	3	48	13.6	13.7	78.9
DISAGREE	4	39	11.1	11.1	90.0
STRONGLY DISAGREE	5	23	6.5	6.6	96.6
DON'T KNOW	6	2	.6	.6	97.2
NOT APPLICABLE	7	10	2.8	2.8	100.0
	.	1	.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 351 Missing Cases 1

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Q41 HELPED ME WHEN I NEEDED HELP

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ALWAYS	1	124	35.2	35.3	35.3
OFTEN	2	102	29.0	29.1	64.4
SOMETIMES	3	80	22.7	22.8	87.2
SELDOM	4	36	10.2	10.3	97.4
NEVER	5	7	2.0	2.0	99.4
DON'T KNOW	6	2	.6	.6	100.0
	.	1	.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 351 Missing Cases 1

Q42 PROVIDED ENCOURAGEMENT

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ALWAYS	1	83	23.6	23.6	23.6
OFTEN	2	125	35.5	35.6	59.3
SOMETIMES	3	86	24.4	24.5	83.8
SELDOM	4	41	11.6	11.7	95.4
NEVER	5	14	4.0	4.0	99.4
DON'T KNOW	6	2	.6	.6	100.0
	.	1	.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 351 Missing Cases 1

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Q43 STOOD UP FOR ME

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ALWAYS	1	118	33.5	33.6	33.6
OFTEN	2	102	29.0	29.1	62.7
SOMETIMES	3	66	18.8	18.8	81.5
SELDOM	4	33	9.4	9.4	90.9
NEVER	5	17	4.8	4.8	95.7
DON'T KNOW	6	15	4.3	4.3	100.0
	.	1	.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 351 Missing Cases 1

Q44 TOOK RESPONS WHEN THINGS WENT WRONG

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ALWAYS	1	105	29.8	29.9	29.9
OFTEN	2	103	29.3	29.3	59.3
SOMETIMES	3	70	19.9	19.9	79.2
SELDOM	4	35	9.9	10.0	89.2
NEVER	5	12	3.4	3.4	92.6
DON'T KNOW	6	26	7.4	7.4	100.0
	.	1	.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 351 Missing Cases 1

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Q45 GAVE CREDIT WHEN CREDIT WAS DUE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ALWAYS	1	123	34.9	35.0	35.0
OFTEN	2	110	31.3	31.3	66.4
SOMETIMES	3	74	21.0	21.1	87.5
SELDOM	4	30	8.5	8.5	96.0
NEVER	5	7	2.0	2.0	98.0
DON'T KNOW	6	7	2.0	2.0	100.0
	.	1	.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 351 Missing Cases 1

Q46 INFLUENCE ON DECISION TO STAY ON ACT DUT

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONG POS	1	68	19.3	19.4	19.4
POSITIVE	2	76	21.6	21.7	41.1
NEITHER POS OR NEG	3	153	43.5	43.7	84.9
NEGATIVE	4	29	8.2	8.3	93.1
STRONG NEG	5	16	4.5	4.6	97.7
DON'T KNOW	6	7	2.0	2.0	99.7
	7	1	.3	.3	100.0
	.	2	.6	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 350 Missing Cases 2

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Q47 PLAN TO STAY ON ACT DUTY AFTER CUR ASSIG

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES, DEF STAY	1	10	2.8	21.7	21.7
YES, PROB STAY	2	23	6.5	50.0	71.7
NO, PROB NOT STAY	3	10	2.8	21.7	93.5
NO, DEF NOT STAY	4	3	.9	6.5	100.0
	.	306	86.9	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 46 Missing Cases 306

Q48 CURRENT SUPERVISOR IS:

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
AMSC DIETITIAN	1	49	13.9	17.3	17.3
AMSC P THERAPIST	2	58	16.5	20.5	37.8
AMSC OCCUPAT THERAPI	3	21	6.0	7.4	45.2
MSC OFFICER	4	57	16.2	20.1	65.4
MC OFFICER	5	84	23.9	29.7	95.1
CIVILIAN	6	7	2.0	2.5	97.5
OTHER	7	7	2.0	2.5	100.0
	.	69	19.6	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 283 Missing Cases 69

Q49 WORKED FOR CURRENT SUPERVISOR FOR:

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
LT 3 MONTHS	1	36	10.2	12.6	12.6
3-5 MONTHS	2	72	20.5	25.3	37.9
6-8 MONTHS	3	68	19.3	23.9	61.8
9-11 MONTHS	4	20	5.7	7.0	68.8
12-18 MONTHS	5	61	17.3	21.4	90.2
19-24 MONTHS	6	11	3.1	3.9	94.0
MT 24 MONTHS	7	17	4.8	6.0	100.0
	.	67	19.0	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 285 Missing Cases 67

Q50 IS HONEST

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ALWAYS	1	159	45.2	56.0	56.0
OFTEN	2	62	17.6	21.8	77.8
SOMETIMES	3	32	9.1	11.3	89.1
SELDOM	4	2	.6	.7	89.8
NEVER	5	1	.3	.4	90.1
DON'T KNOW	6	28	8.0	9.9	100.0
	.	68	19.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 284 Missing Cases 68

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Q51 PROFESSIONALLY COMPETENT

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	0	1	.3	.4	.4
NOT APPLICABLE	1	157	44.6	55.3	55.6
STRONGLY AGREE	2	75	21.3	26.4	82.0
AGREE	3	31	8.8	10.9	93.0
NEITHER AGREE OR DIS	4	8	2.3	2.8	95.8
DISAGREE	5	5	1.4	1.8	97.5
STRONGLY DISAGREE	6	2	.6	.7	98.2
DON'T KNOW	7	5	1.4	1.8	100.0
	.	68	19.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 284 Missing Cases 68

Q52 COMPETENT SUPERVISOR MGR/ADMINISTRATOR

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY AGREE	1	87	24.7	30.7	30.7
AGREE	2	78	22.2	27.6	58.3
NEITHER AGREE OR DIS	3	44	12.5	15.5	73.9
DISAGREE	4	39	11.1	13.8	87.6
STRONGLY DISAGREE	5	14	4.0	4.9	92.6
DON'T KNOW	6	21	6.0	7.4	100.0
	.	69	19.6	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 283 Missing Cases 69

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Q53 CONSIDERED COMPETENT BY MED/ADMIN STAFF

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY AGREE	1	97	27.6	34.5	34.5
AGREE	2	107	30.4	38.1	72.6
NEITHER AGREE OR DIS	3	24	6.8	8.5	81.1
DISAGREE	4	17	4.8	6.0	87.2
STRONGLY DISAGREE	5	8	2.3	2.8	90.0
DON'T KNOW	6	28	8.0	10.0	100.0
	.	71	20.2	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 281 Missing Cases 71

Q54 FORWARD LOOKING

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY AGREE	1	78	22.2	27.7	27.7
AGREE	2	74	21.0	26.2	53.9
NEITHER AGREE OR DIS	3	53	15.1	18.8	72.7
DISAGREE	4	34	9.7	12.1	84.8
STRONGLY DISAGREE	5	15	4.3	5.3	90.1
DON'T KNOW	6	27	7.7	9.6	99.6
	7	1	.3	.4	100.0
	.	70	19.9	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 282 Missing Cases 70

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Q55 MAKES ME FEEL GOOD ABOUT MY PROFESSION

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ALWAYS	1	66	18.8	23.3	23.3
OFTEN	2	73	20.7	25.8	49.1
SOMETIMES	3	61	17.3	21.6	70.7
SELDOM	4	26	7.4	9.2	79.9
NEVER	5	11	3.1	3.9	83.7
DON'T KNOW	6	14	4.0	4.9	88.7
LITTLE/NO IMPACT	7	32	9.1	11.3	100.0
	.	69	19.6	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 283 Missing Cases 69

Q56 MY CURRENT JOB IS CHALLENGING

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ALWAYS	1	134	38.1	47.3	47.3
OFTEN	2	94	26.7	33.2	80.6
SOMETIMES	3	41	11.6	14.5	95.1
SELDOM	4	6	1.7	2.1	97.2
NEVER	5	2	.6	.7	97.9
DON'T KNOW	6	6	1.7	2.1	100.0
	.	69	19.6	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 283 Missing Cases 69

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Q57 CARES ABOUT ME

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY AGREE	1	96	27.3	33.9	33.9
AGREE	2	95	27.0	33.6	67.5
NEITHER AGREE OR DIS	3	40	11.4	14.1	81.6
DISAGREE	4	14	4.0	4.9	86.6
STRONGLY DISAGREE	5	7	2.0	2.5	89.0
DON'T KNOW	6	31	8.8	11.0	100.0
	.	69	19.6	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 283 Missing Cases 69

Q58 EXPLAINS WHAT I AM SUPPOSED TO DO

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ALWAYS	1	37	10.5	13.1	13.1
OFTEN	2	66	18.8	23.3	36.4
SOMETIMES	3	75	21.3	26.5	62.9
SELDOM	4	56	15.9	19.8	82.7
NEVER	5	40	11.4	14.1	96.8
DON'T KNOW	6	9	2.6	3.2	100.0
	.	69	19.6	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 283 Missing Cases 69

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Q59 HELPS ME SOLVE PROBLEMS

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ALWAYS	1	83	23.6	29.3	29.3
OFTEN	2	64	18.2	22.6	51.9
SOMETIMES	3	74	21.0	26.1	78.1
SELDOM	4	29	8.2	10.2	88.3
NEVER	5	14	4.0	4.9	93.3
DON'T KNOW	6	19	5.4	6.7	100.0
	.	69	19.6	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 283 Missing Cases 69

Q60 PROVIDES FAIR APPROP CRITICISM OF WORK

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ALWAYS	1	62	17.6	21.9	21.9
OFTEN	2	48	13.6	17.0	38.9
SOMETIMES	3	60	17.0	21.2	60.1
SELDOM	4	35	9.9	12.4	72.4
NEVER	5	13	3.7	4.6	77.0
DON'T KNOW	6	20	5.7	7.1	84.1
DOESN'T CRIT WORK	7	45	12.8	15.9	100.0
	.	69	19.6	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 283 Missing Cases 69

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Q61 PROVIDES FAIR APPROP CRITICISM OF OTHERS

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ALWAYS	1	49	13.9	17.3	17.3
OFTEN	2	45	12.8	15.9	33.2
SOMETIMES	3	73	20.7	25.8	59.0
SELDOM	4	32	9.1	11.3	70.3
NEVER	5	5	1.4	1.8	72.1
DON'T KNOW	6	56	15.9	19.8	91.9
DON'T WORK WITH ANYO	7	4	1.1	1.4	93.3
DOESN'T CRIT OTHERS	8	19	5.4	6.7	100.0
	.	69	19.6	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 283 Missing Cases 69

Q62 LEARNING A LOT FROM CUR SUPERVISOR

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY AGREE	1	51	14.5	18.1	18.1
AGREE	2	68	19.3	24.1	42.2
NEITHER AGREE OR DIS	3	72	20.5	25.5	67.7
DISAGREE	4	49	13.9	17.4	85.1
STRONGLY DISAGREE	5	30	8.5	10.6	95.7
DON'T KNOW	6	12	3.4	4.3	100.0
	.	70	19.9	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 282 Missing Cases 70

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Q63 SUP LOOKS OUT FOR ME

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY AGREE	1	85	24.1	30.0	30.0
AGREE	2	84	23.9	29.7	59.7
NEITHER AGREE OR DIS	3	53	15.1	18.7	78.4
DISAGREE	4	26	7.4	9.2	87.6
STRONGLY DISAGREE	5	14	4.0	4.9	92.6
DON'T KNOW	6	21	6.0	7.4	100.0
	.	69	19.6	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 283 Missing Cases 69

Q64 FITS IMAGE OF GOOD OFFICER

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY AGREE	1	67	19.0	23.7	23.7
AGREE	2	83	23.6	29.3	53.0
NEITHER AGREE OR DIS	3	56	15.9	19.8	72.8
DISAGREE	4	32	9.1	11.3	84.1
STRONGLY DISAGREE	5	24	6.8	8.5	92.6
DON'T KNOW	6	13	3.7	4.6	97.2
NOT APPLICABLE	7	8	2.3	2.8	100.0
	.	69	19.6	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 283 Missing Cases 69

- -

Q65 FITS IMAGE OF GOOD PRACTITIONER

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY AGREE	1	48	13.6	17.0	17.0
AGREE	2	51	14.5	18.0	35.0
NEITHER AGREE OR DIS	3	20	5.7	7.1	42.0
DISAGREE	4	11	3.1	3.9	45.9
STRONGLY DISAGREE	5	9	2.6	3.2	49.1
DON'T KNOW	6	8	2.3	2.8	51.9
NOT APPLICABLE	7	136	38.6	48.1	100.0
	.	69	19.6	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 283 Missing Cases 69

Q66 HELPS ME WHEN I NEED HELP

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ALWAYS	1	99	28.1	35.1	35.1
OFTEN	2	56	15.9	19.9	55.0
SOMETIMES	3	69	19.6	24.5	79.4
SELDOM	4	29	8.2	10.3	89.7
NEVER	5	8	2.3	2.8	92.6
DON'T KNOW	6	21	6.0	7.4	100.0
	.	70	19.9	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 282 Missing Cases 70

- -

Q67 PROVIDES ENCOURAGEMENT

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ALWAYS	1	74	21.0	26.1	26.1
OFTEN	2	59	16.8	20.8	47.0
SOMETIMES	3	74	21.0	26.1	73.1
SELDOM	4	43	12.2	15.2	88.3
NEVER	5	18	5.1	6.4	94.7
DON'T KNOW	6	15	4.3	5.3	100.0
	.	69	19.6	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 283 Missing Cases 69

Q68 STANDS UP FOR ME

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ALWAYS	1	85	24.1	30.2	30.2
OFTEN	2	62	17.6	22.1	52.3
SOMETIMES	3	44	12.5	15.7	68.0
SELDOM	4	25	7.1	8.9	76.9
NEVER	5	7	2.0	2.5	79.4
DON'T KNOW	6	57	16.2	20.3	99.6
	7	1	.3	.4	100.0
	.	71	20.2	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 281 Missing Cases 71

- -

Q69 TAKES RESPONSIBILITY WHEN THINGS GO WRON

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ALWAYS	1	86	24.4	30.6	30.6
OFTEN	2	47	13.4	16.7	47.3
SOMETIMES	3	43	12.2	15.3	62.6
SELDOM	4	23	6.5	8.2	70.8
NEVER	5	10	2.8	3.6	74.4
DON'T KNOW	6	71	20.2	25.3	99.6
	7	1	.3	.4	100.0
	.	71	20.2	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 281 Missing Cases 71

Q70 GIVES CREDIT WHEN CREDIT IS DUE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ALWAYS	1	95	27.0	34.3	34.3
OFTEN	2	63	17.9	22.7	57.0
SOMETIMES	3	51	14.5	18.4	75.5
SELDOM	4	22	6.3	7.9	83.4
NEVER	5	6	1.7	2.2	85.6
DON'T KNOW	6	39	11.1	14.1	99.6
	7	1	.3	.4	100.0
	.	75	21.3	MISSING	
	TOTAL	352	100.0	100.0	

Valid Cases 277 Missing Cases 75

APPENDIX C

RESPONSES TO THE SURVEY-MULTIPLE REGRESSION ANALYSES

General Questions:

*** * * * M U L T I P L E R E G R E S S I O N * * * ***

Mean Substituted for Missing Data

	Mean	Std Dev	Cases	Label
Q25	4.408	.850	346	SUPERVISOR WAS HONEST
Q26	4.423	.940	345	WAS PROFESSIONALLY COMPETENT
Q27	3.662	1.259	349	WAS A COMPETENT SUPERVISOR
Q28	4.120	.957	317	CONSID COMPETENT BY MED & ADM STAFF
Q29	3.588	1.203	340	WAS FORWARD LOOKING
Q30	3.779	1.152	349	MADE ME FEEL GOOD ABOUT MY PROFES/JOB
Q24	4.063	1.218	352	TIME WORKED FOR FIRST SUPERVISOR

N of Cases encountered = 352

Minimum Pairwise N of Cases = 310

Correlation:

	Q25	Q26	Q27	Q28	Q29	Q30	Q24
Q25	1.000	.483	.616	.466	.443	.591	.037
Q26	.483	1.000	.530	.536	.432	.492	.057
Q27	.616	.530	1.000	.635	.642	.660	.061
Q28	.466	.536	.635	1.000	.502	.552	.133
Q29	.443	.432	.642	.502	1.000	.635	.132
Q30	.591	.492	.660	.552	.635	1.000	.174
Q24	.037	.057	.061	.133	.132	.174	1.000

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q24 TIME WORKED FOR FIRST SUPERVI

Beginning Block Number 1. Method: Enter Q25 Q26 Q27

Variable(s) Entered on Step Number
1.. Q27 WAS A COMPETENT SUPERVISOR
2.. Q26 WAS PROFESSIONALLY COMPETENT
3.. Q25 SUPERVISOR WAS HONEST

Multiple R	.06804
R Square	.00463
Adjusted R Square	-.00395
Standard Error	1.22030

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	3	2.41011	.80337
Residual	348	518.21489	1.48912

F = .53949 Signif F = .6555

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q27	.04613	.06980	.04768	.661	.5091
Q26	.04761	.08402	.03675	.567	.5714
Q25	-.01451	.10009	-.01013	-.145	.8848
(Constant)	3.74694	.39011		9.605	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q28	.16280	.11994	.45209	2.250	.0250
Q29	.15666	.11907	.42611	2.234	.0261
Q30	.26256	.18539	.45816	3.514	.0005

End Block Number 1 All requested variables entered.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q24 TIME WORKED FOR FIRST SUPERVI

Beginning Block Number 2. Method: Enter Q28 Q29 Q30

Variable(s) Entered on Step Number
4.. Q29 WAS FORWARD LOOKING
5.. Q28 CONSID COMPETENT BY MED & ADM STAFF
6.. Q30 MADE ME FEEL GOOD ABOUT MY PROFES/JOB

Multiple R	.22302
R Square	.04974
Adjusted R Square	.03321
Standard Error	1.19750

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	6	25.89513	4.31585
Residual	345	494.72987	1.43400

F = 3.00966 Signif F = .0070

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q27	-.13451	.08397	-.13902	-1.602	.1101
Q26	-.04379	.08670	-.03380	-.505	.6138
Q25	-.10916	.10226	-.07618	-1.067	.2865
Q29	.07425	.07488	.07337	.992	.3220
Q28	.15255	.09234	.11987	1.652	.0994
Q30	.22679	.08471	.21456	2.677	.0078
(Constant)	3.47784	.40533		8.580	.0000

End Block Number 2 All requested variables entered.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q24 TIME WORKED FOR FIRST SUPERVI

Beginning Block Number 3. Method: Stepwise

Variable(s) Removed on Step Number
7.. Q26 WAS PROFESSIONALLY COMPETENT

Multiple R	.22144
R Square	.04904
Adjusted R Square	.03529
Standard Error	1.19621

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	5	25.52930	5.10586
Residual	346	495.09570	1.43091

F = 3.56825 Signif F = .0037

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q27	-.13889	.08343	-.14355	-1.665	.0969
Q25	-.11800	.10064	-.08234	-1.172	.2418
Q29	.07222	.07469	.07137	.967	.3342
Q28	.14056	.08915	.11045	1.577	.1158
Q30	.22307	.08430	.21105	2.646	.0085
(Constant)	3.40984	.38191		8.928	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q26	-.03380	-.02718	.36571	-.505	.6138

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q24 TIME WORKED FOR FIRST SUPERVI

Variable(s) Removed on Step Number
8.. Q29 WAS FORWARD LOOKING

Multiple R	.21556
R Square	.04647
Adjusted R Square	.03547
Standard Error	1.19610

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	4	24.19124	6.04781
Residual	347	496.43376	1.43064

F = 4.22733 Signif F = .0024

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q27	-.11311	.07905	-.11691	-1.431	.1534
Q25	-.12235	.10053	-.08538	-1.217	.2244
Q28	.14793	.08881	.11624	1.666	.0967
Q30	.25088	.07924	.23736	3.166	.0017
(Constant)	3.45833	.37857		9.135	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q26	-.03024	-.02432	.40509	-.452	.6512
Q29	.07137	.05192	.36966	.967	.3342

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q24 TIME WORKED FOR FIRST SUPERVI

Variable(s) Removed on Step Number
9.. Q25 SUPERVISOR WAS HONEST

Multiple R	.20590
R Square	.04240
Adjusted R Square	.03414
Standard Error	1.19692

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	3	22.07239	7.35746
Residual	348	498.55261	1.43262

F = 5.13566 Signif F = .0017

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q27	-.14403	.07491	-.14886	-1.923	.0553
Q28	.14185	.08873	.11146	1.599	.1108
Q30	.22263	.07582	.21063	2.936	.0035
(Constant)	3.16410	.29151		10.854	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q25	-.08538	-.06519	.41169	-1.217	.2244
Q26	-.04289	-.03492	.44309	-.651	.5156
Q29	.07523	.05467	.41139	1.020	.3085

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q24 TIME WORKED FOR FIRST SUPERVI

Variable(s) Removed on Step Number
10.. Q28 CONSID COMPETENT BY MED & ADM STAFF

Multiple R	.18805
R Square	.03536
Adjusted R Square	.02984
Standard Error	1.19959

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	2	18.41091	9.20546
Residual	349	502.21409	1.43901

F = 6.39708 Signif F = .0019

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q27	-.09233	.06772	-.09543	-1.363	.1736
Q30	.25034	.07398	.23684	3.384	.0008
(Constant)	3.45449	.22851		15.117	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q25	-.07880	-.06005	.48557	-1.122	.2626
Q26	-.01274	-.01072	.50857	-.200	.8416
Q28	.11146	.08539	.45910	1.599	.1108
Q29	.08448	.06137	.48102	1.147	.2522

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q24 TIME WORKED FOR FIRST SUPERVI

Variable(s) Removed on Step Number
11.. Q27 WAS A COMPETENT SUPERVISOR

Multiple R	.17385
R Square	.03022
Adjusted R Square	.02745
Standard Error	1.20106

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	1	15.73577	15.73577
Residual	350	504.88923	1.44254

F = 10.90838 Signif F = .0011

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q30	.18376	.05564	.17385	3.303	.0011
(Constant)	3.36801	.21980		15.323	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q25	-.10100	-.08274	.65083	-1.551	.1218
Q26	-.03734	-.03302	.75842	-.617	.5375
Q27	-.09543	-.07279	.56427	-1.363	.1736
Q28	.05359	.04539	.69574	.849	.3966
Q29	.03639	.02856	.59724	.534	.5939

End Block Number 3 PIN = .050 Limits reached.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Mean Substituted for Missing Data

	Mean	Std Dev	Cases	Label
Q31	4.215	.835	349	FELT CHALLENGED DURING 1ST ASSIGNMENT
Q32	4.006	1.075	349	FELT SUPERVISOR CARED
Q33	3.470	1.075	351	EXPLAINED WHAT I WAS SUPPOSED TO DO
Q34	3.736	1.061	345	HELPED ME SOLVE PROBLEMS
Q35	3.588	1.127	345	PROVIDED FAIR APPROP CRITICISM
Q36	3.550	.997	320	PROVIDED FAIR APPROP CRIT OF OTHERS
Q24	4.063	1.218	352	TIME WORKED FOR FIRST SUPERVISOR

N of Cases encountered = 352

Minimum Pairwise N of Cases = 316

Correlation:

	Q31	Q32	Q33	Q34	Q35	Q36	Q24
Q31	1.000	.332	.379	.368	.383	.329	.062
Q32	.332	1.000	.651	.716	.677	.616	.154
Q33	.379	.651	1.000	.696	.672	.587	.070
Q34	.368	.716	.696	1.000	.689	.646	.134
Q35	.383	.677	.672	.689	1.000	.814	.111
Q36	.329	.616	.587	.646	.814	1.000	.078
Q24	.062	.154	.070	.134	.111	.078	1.000

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q24 TIME WORKED FOR FIRST SUPERV

Beginning Block Number 1. Method: Enter Q31 Q32 Q33

Variable(s) Entered on Step Number
1.. Q33 EXPLAINED WHAT I WAS SUPPOSED TO DO
2.. Q31 FELT CHALLENGED DURING 1ST ASSIGNMENT
3.. Q32 FELT SUPERVISOR CARED

Multiple R	.16076
R Square	.02584
Adjusted R Square	.01745
Standard Error	1.20722

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	3	13.45541	4.48514
Residual	348	507.16959	1.45738

F = 3.07753 Signif F = .0277

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q33	-.06729	.08109	-.05939	-.830	.4072
Q31	.03413	.08398	.02341	.406	.6846
Q32	.20958	.07951	.18507	2.636	.0088
(Constant)	3.31263	.35993		9.204	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q34	.08640	.05471	.39053	1.021	.3082
Q35	.03722	.02499	.43908	.466	.6418
Q36	-.01669	-.01259	.49008	-.235	.8147

End Block Number 1 All requested variables entered.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q24 TIME WORKED FOR FIRST SUPERVI

Beginning Block Number 2. Method: Enter Q34 Q35 Q36

Variable(s) Entered on Step Number
4.. Q36 PROVIDED FAIR APPROP CRIT OF OTHERS
5.. Q34 HELPED ME SOLVE PROBLEMS
6.. Q35 PROVIDED FAIR APPROP CRITICISM

Multiple R	.17561
R Square	.03084
Adjusted R Square	.01398
Standard Error	1.20935

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	6	16.05537	2.67590
Residual	345	504.56963	1.46252

F = 1.82965 Signif F = .0925

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q33	-.11012	.09242	-.09718	-1.192	.2342
Q31	.02216	.08534	.01520	.260	.7952
Q32	.16562	.09434	.14625	1.756	.0801
Q36	-.09512	.11413	-.07790	-.833	.4052
Q34	.10593	.10175	.09227	1.041	.2986
Q35	.07672	.11307	.07098	.679	.4979
(Constant)	3.35437	.37039		9.056	.0000

End Block Number 2 All requested variables entered.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q24 TIME WORKED FOR FIRST SUPERVI

Beginning Block Number 3. Method: Stepwise

Variable(s) Removed on Step Number
7.. Q31 FELT CHALLENGED DURING 1ST ASSIGNMENT

Multiple R	.17507
R Square	.03065
Adjusted R Square	.01664
Standard Error	1.20772

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	5	15.95674	3.19135
Residual	346	504.66826	1.45858

F = 2.18798 Signif F = .0551

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q33	-.10727	.09164	-.09466	-1.171	.2426
Q32	.16601	.09420	.14660	1.762	.0789
Q36	-.09511	.11397	-.07790	-.835	.4046
Q34	.10791	.10132	.09399	1.065	.2876
Q35	.07964	.11235	.07367	.709	.4789
(Constant)	3.41844	.27590		12.390	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q31	.01520	.01398	.25677	.260	.7952

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q24 TIME WORKED FOR FIRST SUPERVI

Variable(s) Removed on Step Number
8.. Q35 PROVIDED FAIR APPROP CRITICISM

Multiple R	.17100
R Square	.02924
Adjusted R Square	.01805
Standard Error	1.20685

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	4	15.22389	3.80597
Residual	347	505.40111	1.45649

F = 2.61312 Signif F = .0353

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q33	-.09199	.08900	-.08118	-1.034	.3020
Q32	.17807	.09259	.15725	1.923	.0553
Q36	-.04541	.08979	-.03719	-.506	.6133
Q34	.11650	.10052	.10147	1.159	.2473
(Constant)	3.39438	.27361		12.406	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q31	.01915	.01768	.36214	.329	.7424
Q35	.07367	.03808	.25933	.709	.4789

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q24 TIME WORKED FOR FIRST SUPERV

Variable(s) Removed on Step Number
9.. Q36 PROVIDED FAIR APPROP CRIT OF OTHERS

Multiple R	.16890
R Square	.02853
Adjusted R Square	.02015
Standard Error	1.20556

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	3	14.85130	4.95043
Residual	348	505.77370	1.45337

F = 3.40617 Signif F = .0179

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q33	-.10001	.08749	-.08826	-1.143	.2538
Q32	.16733	.09002	.14777	1.859	.0639
Q34	.10235	.09645	.08915	1.061	.2893
(Constant)	3.35684	.26306		12.761	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q31	.01676	.01552	.39053	.289	.7726
Q35	.02031	.01331	.36733	.248	.8043
Q36	-.03719	-.02714	.36491	-.506	.6133

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q24 TIME WORKED FOR FIRST SUPERVI

Variable(s) Removed on Step Number
10.. Q34 HELPED ME SOLVE PROBLEMS

Multiple R	.15932
R Square	.02538
Adjusted R Square	.01980
Standard Error	1.20578

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	2	13.21463	6.60731
Residual	349	507.41037	1.45390

F = 4.54455 Signif F = .0113

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q33	-.05981	.07887	-.05278	-.758	.4488
Q32	.21351	.07882	.18855	2.709	.0071
(Constant)	3.41477	.25738		13.267	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q31	.02341	.02178	.54671	.406	.6846
Q34	.08915	.05679	.39553	1.061	.2893
Q35	.04120	.02797	.44924	.522	.6020
Q36	-.01348	-.01023	.49275	-.191	.8488

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q24 TIME WORKED FOR FIRST SUPERVI

Variable(s) Removed on Step Number
11.. Q33 EXPLAINED WHAT I WAS SUPPOSED TO DO

Multiple R	.15420
R Square	.02378
Adjusted R Square	.02099
Standard Error	1.20504

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	1	12.37855	12.37855
Residual	350	508.24645	1.45213

F = 8.52439 Signif F = .0037

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q32	.17461	.05981	.15420	2.920	.0037
(Constant)	3.36304	.24803		13.559	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q31	.01256	.01199	.88973	.224	.8229
Q33	-.05278	-.04056	.57642	-.758	.4488
Q34	.04757	.03359	.48679	.628	.5305
Q35	.01162	.00866	.54207	.162	.8716
Q36	-.02797	-.02230	.62052	-.417	.6771

End Block Number 3 PIN = .050 Limits reached.

* * * * M U L T I P L E R E G R E S S I O N * * * *

Mean Substituted for Missing Data

	Mean	Std Dev	Cases	Label
Q37	3.729	1.276	350	LEARNED LOT FROM 1ST SUPERVISOR
Q38	3.775	1.184	347	LOOKED OUT FOR ME
Q39	3.451	1.312	348	FIT MY IMAGE OF GOOD OFFICER
Q40	3.770	1.205	339	FIT MY IMAGE OF GOOD PRACTITIONER
Q41	3.860	1.073	349	HELPED ME WHEN I NEEDED HELP
Q42	3.636	1.084	349	PROVIDED ENCOURAGEMENT
Q24	4.063	1.218	352	TIME WORKED FOR FIRST SUPERVISOR

N of Cases encountered = 352

Minimum Pairwise N of Cases = 336

Correlation:

	Q37	Q38	Q39	Q40	Q41	Q42	Q24
Q37	1.000	.671	.742	.670	.707	.652	.175
Q38	.671	1.000	.752	.639	.782	.770	.120
Q39	.742	.752	1.000	.780	.748	.713	.071
Q40	.670	.639	.780	1.000	.669	.628	.065
Q41	.707	.782	.748	.669	1.000	.788	.125
Q42	.652	.770	.713	.628	.788	1.000	.160
Q24	.175	.120	.071	.065	.125	.160	1.000

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q24 TIME WORKED FOR FIRST SUPERVI

Beginning Block Number 1. Method: Enter Q37 Q38 Q39

Variable(s) Entered on Step Number
1.. Q39 FIT MY IMAGE OF GOOD OFFICER
2.. Q37 LEARNED LOT FROM 1ST SUPERVISOR
3.. Q38 LOOKED OUT FOR ME

Multiple R	.20393
R Square	.04159
Adjusted R Square	.03332
Standard Error	1.19743

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	3	21.65043	7.21681
Residual	348	498.97457	1.43383

F = 5.03322 Signif F = .0020

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q39	-.16871	.08460	-.18175	-1.994	.0469
Q37	.23912	.07726	.25047	3.095	.0021
Q38	.09100	.08470	.08850	1.074	.2834
(Constant)	3.40963	.22425		15.204	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q40	-.04809	-.02993	.25321	-.558	.5774
Q41	.04786	.02717	.30877	.506	.6130
Q42	.16332	.09970	.31626	1.866	.0628

End Block Number 1 All requested variables entered.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q24 TIME WORKED FOR FIRST SUPERVI

Beginning Block Number 2. Method: Enter Q40 Q41 Q42

Variable(s) Entered on Step Number
4.. Q40 FIT MY IMAGE OF GOOD PRACTITIONER
5.. Q42 PROVIDED ENCOURAGEMENT
6.. Q41 HELPED ME WHEN I NEEDED HELP

Multiple R	.22938
R Square	.05262
Adjusted R Square	.03614
Standard Error	1.19568

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	6	27.39334	4.56556
Residual	345	493.23166	1.42966

F = 3.19346 Signif F = .0046

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q39	-.16841	.09835	-.18142	-1.712	.0877
Q37	.22810	.08095	.23893	2.818	.0051
Q38	.01234	.10002	.01200	.123	.9019
Q40	-.06261	.08770	-.06197	-.714	.4758
Q42	.19467	.10612	.17334	1.835	.0674
Q41	-.01429	.11579	-.01259	-.123	.9019
(Constant)	3.32995	.25905		12.854	.0000

End Block Number 2 All requested variables entered.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q24 TIME WORKED FOR FIRST SUPERVI

Beginning Block Number 3. Method: Stepwise

Variable(s) Removed on Step Number
7.. Q41 HELPED ME WHEN I NEEDED HELP

Multiple R	.22929
R Square	.05257
Adjusted R Square	.03888
Standard Error	1.19398

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	5	27.37158	5.47432
Residual	346	493.25342	1.42559

F = 3.84004 Signif F = .0021

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q39	-.16978	.09757	-.18290	-1.740	.0827
Q37	.22617	.07932	.23691	2.852	.0046
Q38	8.808970E-03	.09570	8.5674E-03	.092	.9267
Q40	-.06369	.08714	-.06304	-.731	.4654
Q42	.18992	.09874	.16911	1.923	.0552
(Constant)	3.32141	.24928		13.324	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q41	-.01259	-.00664	.24466	-.123	.9019

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q24 TIME WORKED FOR FIRST SUPERVI

Variable(s) Removed on Step Number
8.. Q38 LOOKED OUT FOR ME

Multiple R	.22924
R Square	.05255
Adjusted R Square	.04163
Standard Error	1.19227

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	4	27.35950	6.83987
Residual	347	493.26550	1.42151

F = 4.81168 Signif F = .0009

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q39	-.16717	.09320	-.18008	-1.794	.0738
Q37	.22720	.07842	.23798	2.897	.0040
Q40	-.06350	.08699	-.06285	-.730	.4659
Q42	.19415	.08726	.17288	2.225	.0267
(Constant)	3.32572	.24450		13.602	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q38	8.5674E-03	.00495	.24784	.092	.9267
Q41	-8.983E-03	-.00495	.26030	-.092	.9267

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q24 TIME WORKED FOR FIRST SUPERVI

Variable(s) Removed on Step Number
9.. Q40 FIT MY IMAGE OF GOOD PRACTITIONER

Multiple R	.22605
R Square	.05110
Adjusted R Square	.04292
Standard Error	1.19147

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	3	26.60216	8.86739
Residual	348	494.02284	1.41961

F = 6.24637 Signif F = .0004

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q39	-.20080	.08096	-.21631	-2.480	.0136
Q37	.21668	.07704	.22696	2.813	.0052
Q42	.18688	.08663	.16640	2.157	.0317
(Constant)	3.26807	.23123		14.133	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q38	6.9672E-03	.00402	.31626	.075	.9403
Q40	-.06285	-.03915	.27085	-.730	.4659
Q41	-.01611	-.00891	.29046	-.166	.8682

End Block Number 3 PIN = .050 Limits reached.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Mean Substituted for Missing Data

	Mean	Std Dev	Cases	Label
Q43	3.807	1.140	336	STOOD UP FOR ME
Q44	3.782	1.077	325	TOOK RESPONS WHEN THINGS WENT WRONG
Q45	3.907	1.036	344	GAVE CREDIT WHEN CREDIT WAS DUE
Q24	4.063	1.218	352	TIME WORKED FOR FIRST SUPERVISOR

N of Cases encountered = 352

Minimum Pairwise N of Cases = 315

Correlation:

	Q43	Q44	Q45	Q24
Q43	1.000	.735	.730	.072
Q44	.735	1.000	.708	.165
Q45	.730	.708	1.000	.113
Q24	.072	.165	.113	1.000

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q24 TIME WORKED FOR FIRST SUPERVI

Beginning Block Number 1. Method: Enter Q43 Q44 Q45

Variable(s) Entered on Step Number
1.. Q45 GAVE CREDIT WHEN CREDIT WAS DUE
2.. Q44 TOOK RESPONS WHEN THINGS WENT WRONG
3.. Q43 STOOD UP FOR ME

Multiple R	.18213
R Square	.03317
Adjusted R Square	.02484
Standard Error	1.20267

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	3	17.26990	5.75663
Residual	348	503.35510	1.44642

F = 3.97991 Signif F = .0083

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q45	.05503	.09756	.04683	.564	.5731
Q44	.25465	.09452	.22529	2.694	.0074
Q43	-.13658	.09230	-.12788	-1.480	.1398
(Constant)	3.40441	.26276		12.956	.0000

End Block Number 1 All requested variables entered.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q24 TIME WORKED FOR FIRST SUPERVI

Beginning Block Number 2. Method: Stepwise

Variable(s) Removed on Step Number
4.. Q45 GAVE CREDIT WHEN CREDIT WAS DUE

Multiple R	.17969
R Square	.03229
Adjusted R Square	.02674
Standard Error	1.20150

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	2	16.80970	8.40485
Residual	349	503.81530	1.44360

F = 5.82216 Signif F = .0033

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q44	.27439	.08772	.24275	3.128	.0019
Q43	-.11376	.08288	-.10652	-1.373	.1707
(Constant)	3.45793	.24479		14.126	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q45	.04683	.03022	.37202	.564	.5731

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q24 TIME WORKED FOR FIRST SUPERVI

Variable(s) Removed on Step Number
5.. Q43 STOOD UP FOR ME

Multiple R	.16451
R Square	.02706
Adjusted R Square	.02428
Standard Error	1.20301

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	1	14.08980	14.08980
Residual	350	506.53520	1.44724

F = 9.73561 Signif F = .0020

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q44	.18595	.05960	.16451	3.120	.0020
(Constant)	3.35933	.23431		14.337	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q43	-.10652	-.07328	.46045	-1.373	.1707
Q45	-7.010E-03	-.00502	.49886	-.094	.9253

End Block Number 2 PIN = .050 Limits reached.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Mean Substituted for Missing Data

	Mean	Std Dev	Cases	Label
Q25	4.408	.850	346	SUPERVISOR WAS HONEST
Q26	4.423	.940	345	WAS PROFESSIONALLY COMPETENT
Q27	3.662	1.259	349	WAS A COMPETENT SUPERVISOR
Q28	4.120	.957	317	CONSID COMPETENT BY MED & ADM STAFF
Q29	3.588	1.203	340	WAS FORWARD LOOKING
Q30	3.779	1.152	349	MADE ME FEEL GOOD ABOUT MY PROFES/JOB
Q46	3.442	1.033	342	INFLUENCE ON DECISION TO STAY ON ACT DUT

N of Cases encountered = 352

Minimum Pairwise N of Cases = 309

Correlation:

	Q25	Q26	Q27	Q28	Q29	Q30	Q46
Q25	1.000	.483	.616	.466	.443	.591	.541
Q26	.483	1.000	.530	.536	.432	.492	.469
Q27	.616	.530	1.000	.635	.642	.660	.646
Q28	.466	.536	.635	1.000	.502	.552	.479
Q29	.443	.432	.642	.502	1.000	.635	.570
Q30	.591	.492	.660	.552	.635	1.000	.681
Q46	.541	.469	.646	.479	.570	.681	1.000

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q46 INFLUENCE ON DECISION TO STAY

Beginning Block Number 1. Method: Enter Q25 Q26 Q27

Variable(s) Entered on Step Number
1.. Q27 WAS A COMPETENT SUPERVISOR
2.. Q26 WAS PROFESSIONALLY COMPETENT
3.. Q25 SUPERVISOR WAS HONEST

Multiple R	.67995
R Square	.46234
Adjusted R Square	.45770
Standard Error	.76049

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	3	173.06691	57.68897
Residual	348	201.26350	.57834

F = 99.74865 Signif F = 0.0

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q27	.37251	.04350	.45403	8.564	.0000
Q26	.14568	.05236	.13262	2.782	.0057
Q25	.23993	.06238	.19746	3.846	.0001
(Constant)	.37558	.24311		1.545	.1233

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q28	.05118	.05130	.45209	.957	.3393
Q29	.23330	.24126	.42611	4.631	.0000
Q30	.40242	.38661	.45816	7.809	.0000

End Block Number 1 All requested variables entered.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q46 INFLUENCE ON DECISION TO STAY

Beginning Block Number 2. Method: Enter Q28 Q29 Q30

Variable(s) Entered on Step Number
4.. Q29 WAS FORWARD LOOKING
5.. Q28 CONSID COMPETENT BY MED & ADM STAFF
6.. Q30 MADE ME FEEL GOOD ABOUT MY PROFES/JOB

Multiple R	.74156
R Square	.54991
Adjusted R Square	.54209
Standard Error	.69882

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	6	205.84928	34.30821
Residual	345	168.48113	.48835

F = 70.25317 Signif F = 0.0

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q27	.20061	.04900	.24451	4.094	.0001
Q26	.08064	.05060	.07341	1.594	.1119
Q25	.11962	.05968	.09844	2.004	.0458
Q29	.10214	.04370	.11903	2.338	.0200
Q28	-.02221	.05389	-.02058	-.412	.6805
Q30	.32393	.04944	.36143	6.552	.0000
(Constant)	.32374	.23654		1.369	.1720

End Block Number 2 All requested variables entered.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q46 INFLUENCE ON DECISION TO STA

Beginning Block Number 3. Method: Stepwise

Variable(s) Removed on Step Number
7.. Q28 CONSID COMPETENT BY MED & ADM STAFF

Multiple R	.74141
R Square	.54969
Adjusted R Square	.54318
Standard Error	.69798

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	5	205.76635	41.15327
Residual	346	168.56406	.48718

F = 84.47252 Signif F = 0.0

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q27	.19453	.04667	.23710	4.168	.0000
Q26	.07528	.04884	.06853	1.541	.1241
Q25	.11930	.05960	.09818	2.002	.0461
Q29	.10090	.04354	.11759	2.317	.0211
Q30	.32125	.04895	.35844	6.563	.0000
(Constant)	.29419	.22514		1.307	.1922

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q28	-.02058	-.02218	.36571	-.412	.6805

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q46 INFLUENCE ON DECISION TO STAY

Variable(s) Removed on Step Number
8.. Q26 WAS PROFESSIONALLY COMPETENT

Multiple R	.73932
R Square	.54660
Adjusted R Square	.54137
Standard Error	.69937

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	4	204.60871	51.15218
Residual	347	169.72170	.48911

F = 104.58183 Signif F = 0.0

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q27	.20864	.04586	.25430	4.550	.0000
Q25	.13588	.05874	.11183	2.313	.0213
Q29	.10587	.04351	.12337	2.433	.0155
Q30	.33074	.04866	.36903	6.798	.0000
(Constant)	.44871	.20200		2.221	.0270

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q26	.06853	.08259	.40219	1.541	.1241
Q28	-1.255E-04	-.00014	.36966	-.003	.9979

End Block Number 3 PIN = .050 Limits reached.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Mean Substituted for Missing Data

	Mean	Std Dev	Cases	Label
Q31	4.215	.835	349	FELT CHALLENGED DURING 1ST ASSIGNMENT
Q32	4.006	1.075	349	FELT SUPERVISOR CARED
Q33	3.470	1.075	351	EXPLAINED WHAT I WAS SUPPOSED TO DO
Q34	3.736	1.061	345	HELPED ME SOLVE PROBLEMS
Q35	3.588	1.127	345	PROVIDED FAIR APPROP CRITICISM
Q36	3.550	.997	320	PROVIDED FAIR APPROP CRIT OF OTHERS
Q46	3.442	1.033	342	INFLUENCE ON DECISION TO STAY ON ACT DUT

N of Cases encountered = 352

Minimum Pairwise N of Cases = 314

Correlation:

	Q31	Q32	Q33	Q34	Q35	Q36	Q46
Q31	1.000	.332	.379	.368	.383	.329	.366
Q32	.332	1.000	.651	.716	.677	.616	.642
Q33	.379	.651	1.000	.696	.672	.587	.559
Q34	.368	.716	.696	1.000	.689	.646	.676
Q35	.383	.677	.672	.689	1.000	.814	.600
Q36	.329	.616	.587	.646	.814	1.000	.571
Q46	.366	.642	.559	.676	.600	.571	1.000

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q46 INFLUENCE ON DECISION TO STAY

Beginning Block Number 1. Method: Enter Q31 Q32 Q33

Variable(s) Entered on Step Number
1.. Q33 EXPLAINED WHAT I WAS SUPPOSED TO DO
2.. Q31 FELT CHALLENGED DURING 1ST ASSIGNMENT
3.. Q32 FELT SUPERVISOR CARED

Multiple R	.67971
R Square	.46200
Adjusted R Square	.45736
Standard Error	.76073

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	3	172.94078	57.64693
Residual	348	201.38963	.57871

F = 99.61353 Signif F = 0.0

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q33	.19786	.05110	.20592	3.872	.0001
Q31	.16514	.05292	.13357	3.121	.0020
Q32	.44562	.05010	.46408	8.894	.0000
(Constant)	.27384	.22681		1.207	.2281

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q34	.38659	.32937	.39053	6.498	.0000
Q35	.21909	.19793	.43908	3.761	.0002
Q36	.21762	.22094	.49008	4.220	.0000

End Block Number 1 All requested variables entered.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q46 INFLUENCE ON DECISION TO STA

Beginning Block Number 2. Method: Enter Q34 Q35 Q36

Variable(s) Entered on Step Number
4.. Q36 PROVIDED FAIR APPROP CRIT OF OTHERS
5.. Q34 HELPED ME SOLVE PROBLEMS
6.. Q35 PROVIDED FAIR APPROP CRITICISM

Multiple R	.72903
R Square	.53149
Adjusted R Square	.52334
Standard Error	.71298

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	6	198.95225	33.15871
Residual	345	175.37816	.50834

F = 65.22907 Signif F = 0.0

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q33	.02397	.05448	.02495	.440	.6602
Q31	.11351	.05031	.09181	2.256	.0247
Q32	.23784	.05562	.24769	4.276	.0000
Q36	.11010	.06728	.10634	1.636	.1027
Q34	.32674	.05998	.33564	5.447	.0000
Q35	.05700	.06666	.06218	.855	.3931
(Constant)	.11104	.21837		.508	.6114

End Block Number 2 All requested variables entered.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q46 INFLUENCE ON DECISION TO STAY

Beginning Block Number 3. Method: Stepwise

Variable(s) Removed on Step Number
7.. Q33 EXPLAINED WHAT I WAS SUPPOSED TO DO

Multiple R	.72885
R Square	.53123
Adjusted R Square	.52445
Standard Error	.71215

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	5	198.85384	39.77077
Residual	346	175.47657	.50716

F = 78.41893 Signif F = 0.0

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q31	.11614	.04990	.09393	2.327	.0205
Q32	.24258	.05450	.25263	4.451	.0000
Q36	.10986	.06720	.10611	1.635	.1030
Q34	.33484	.05702	.34396	5.872	.0000
Q35	.06347	.06494	.06924	.977	.3291
(Constant)	.11153	.21811		.511	.6094

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q33	.02495	.02368	.25677	.440	.6602

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q46 INFLUENCE ON DECISION TO STAY

Variable(s) Removed on Step Number
8.. Q35 PROVIDED FAIR APPROP CRITICISM

Multiple R	.72796
R Square	.52993
Adjusted R Square	.52451
Standard Error	.71210

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	4	198.36946	49.59237
Residual	347	175.96095	.50709

F = 97.79756 Signif F = 0.0

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q31	.12246	.04947	.09905	2.475	.0138
Q32	.25487	.05303	.26543	4.806	.0000
Q36	.15096	.05242	.14580	2.880	.0042
Q34	.34558	.05595	.35499	6.176	.0000
(Constant)	.07736	.21527		.359	.7196

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q33	.03564	.03464	.36214	.645	.5195
Q35	.06924	.05247	.26990	.977	.3291

End Block Number 3 PIN = .050 Limits reached.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Mean Substituted for Missing Data

	Mean	Std Dev	Cases	Label
Q37	3.729	1.276	350	LEARNED LOT FROM 1ST SUPERVISOR
Q38	3.775	1.184	347	LOOKED OUT FOR ME
Q39	3.451	1.312	348	FIT MY IMAGE OF GOOD OFFICER
Q40	3.770	1.205	339	FIT MY IMAGE OF GOOD PRACTITIONER
Q41	3.860	1.073	349	HELPED ME WHEN I NEEDED HELP
Q42	3.636	1.084	349	PROVIDED ENCOURAGEMENT
Q46	3.442	1.033	342	INFLUENCE ON DECISION TO STAY ON ACT DUT

N of Cases encountered = 352

Minimum Pairwise N of Cases = 330

Correlation:

	Q37	Q38	Q39	Q40	Q41	Q42	Q46
Q37	1.000	.671	.742	.670	.707	.652	.661
Q38	.671	1.000	.752	.639	.782	.770	.673
Q39	.742	.752	1.000	.780	.748	.713	.721
Q40	.670	.639	.780	1.000	.669	.628	.576
Q41	.707	.782	.748	.669	1.000	.788	656
Q42	.652	.770	.713	.628	.788	1.000	.651
Q46	.661	.673	.721	.576	.656	.651	1.000

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q46 INFLUENCE ON DECISION TO STAY

Beginning Block Number 1. Method: Enter Q37 Q38 Q39

Variable(s) Entered on Step Number
1.. Q39 FIT MY IMAGE OF GOOD OFFICER
2.. Q37 LEARNED LOT FROM 1ST SUPERVISOR
3.. Q38 LOOKED OUT FOR ME

Multiple R	.76116
R Square	.57936
Adjusted R Square	.57573
Standard Error	.67266

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	3	216.87227	72.29076
Residual	348	157.45814	.45247

F = 159.77062 Signif F = 0.0

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q39	.29372	.04752	.37316	6.181	.0000
Q37	.17884	.04340	.22092	4.121	.0000
Q38	.21283	.04758	.24412	4.473	.0000
(Constant)	.95752	.12597		7.601	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q40	-.05011	-.04707	.25321	-.878	.3807
Q41	.09626	.08247	.30877	1.542	.1241
Q42	.14908	.13737	.31626	2.583	.0102

End Block Number 1 All requested variables entered.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q46 INFLUENCE ON DECISION TO STAY

Beginning Block Number 2. Method: Enter Q40 Q41 Q42

Variable(s) Entered on Step Number
4.. Q40 FIT MY IMAGE OF GOOD PRACTITIONER
5.. Q42 PROVIDED ENCOURAGEMENT
6.. Q41 HELPED ME WHEN I NEEDED HELP

Multiple R	.76777
R Square	.58948
Adjusted R Square	.58234
Standard Error	.66740

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	6	220.65886	36.77648
Residual	345	153.67154	.44542

F = 82.56496 Signif F = 0.0

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q39	.29100	.05489	.36969	5.301	.0000
Q37	.16310	.04518	.20148	3.610	.0004
Q38	.13727	.05583	.15745	2.459	.0144
Q40	-.05834	.04895	-.06810	-1.192	.2342
Q42	.13129	.05923	.13787	2.217	.0273
Q41	.04886	.06463	.05077	.756	.4501
(Constant)	.86485	.14460		5.981	.0000

End Block Number 2 All requested variables entered.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q46 INFLUENCE ON DECISION TO STA

Beginning Block Number 3. Method: Stepwise

Variable(s) Removed on Step Number
7.. Q41 HELPED ME WHEN I NEEDED HELP

Multiple R	.76733
R Square	.58880
Adjusted R Square	.58285
Standard Error	.66699

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	5	220.40427	44.08085
Residual	346	153.92614	.44487

F = 99.08633 Signif F = 0.0

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q39	.29570	.05451	.37566	5.425	.0000
Q37	.16969	.04431	.20962	3.830	.0002
Q38	.14936	.05346	.17131	2.794	.0055
Q40	-.05466	.04868	-.06381	-1.123	.2623
Q42	.14754	.05516	.15494	2.675	.0078
(Constant)	.89405	.13926		6.420	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q41	.05077	.04067	.24466	.756	.4501

General Questions:

*** * * * M U L T I P L E R E G R E S S I O N * * * ***

Equation Number 1 Dependent Variable.. Q46 INFLUENCE ON DECISION TO STAY

Variable(s) Removed on Step Number
8.. Q40 FIT MY IMAGE OF GOOD PRACTITIONER

Multiple R	.76635
R Square	.58730
Adjusted R Square	.58254
Standard Error	.66724

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	4	219.84338	54.96084
Residual	347	154.48703	.44521

F = 123.44993 Signif F = 0.0

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q39	.26718	.04825	.33943	5.538	.0000
Q37	.16081	.04361	.19864	3.687	.0003
Q38	.14795	.05347	.16969	2.767	.0060
Q42	.14196	.05495	.14908	2.583	.0102
(Constant)	.84513	.13232		6.387	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q40	-.06381	-.06026	.24784	-1.123	.2623
Q41	.04281	.03440	.26651	.640	.5224

End Block Number 3 PIN = .050 Limits reached.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Mean Substituted for Missing Data

	Mean	Std Dev	Cases	Label
Q43	3.807	1.140	336	STOOD UP FOR ME
Q44	3.782	1.077	325	TOOK RESPONS WHEN THINGS WENT WRONG
Q45	3.907	1.036	344	GAVE CREDIT WHEN CREDIT WAS DUE
Q46	3.442	1.033	342	INFLUENCE ON DECISION TO STAY ON ACT DUT

N of Cases encountered = 352

Minimum Pairwise N of Cases = 315

Correlation:

	Q43	Q44	Q45	Q46
Q43	1.000	.735	.730	.647
Q44	.735	1.000	.708	.607
Q45	.730	.708	1.000	.635
Q46	.647	.607	.635	1.000

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q46 INFLUENCE ON DECISION TO STAY

Beginning Block Number 1. Method: Enter Q43 Q44 Q45

Variable(s) Entered on Step Number
1.. Q45 GAVE CREDIT WHEN CREDIT WAS DUE
2.. Q44 TOOK RESPONS WHEN THINGS WENT WRONG
3.. Q43 STOOD UP FOR ME

Multiple R	.69855
R Square	.48797
Adjusted R Square	.48356
Standard Error	.74214

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	3	182.66220	60.88740
Residual	348	191.66821	.55077

F = 110.54945 Signif F = 0.0

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q45	.28064	.06020	.28165	4.662	.0000
Q44	.17278	.05832	.18027	2.962	.0033
Q43	.27975	.05695	.30891	4.912	.0000
(Constant)	.62681	.16214		3.866	.0001

End Block Number 1 All requested variables entered.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Mean Substituted for Missing Data

	Mean	Std Dev	Cases	Label
Q25	4.408	.850	346	SUPERVISOR WAS HONEST
Q26	4.423	.940	345	WAS PROFESSIONALLY COMPETENT
Q27	3.662	1.259	349	WAS A COMPETENT SUPERVISOR
Q28	4.120	.957	317	CONSID COMPETENT BY MED & ADM STAFF
Q29	3.588	1.203	340	WAS FORWARD LOOKING
Q30	3.779	1.152	349	MADE ME FEEL GOOD ABOUT MY PROFES/JOB
Q47	2.870	.298	46	PLAN TO STAY ON ACT DUTY AFTER CUR ASSIG

N of Cases encountered = 352

Minimum Pairwise N of Cases = 44

Correlation:

	Q25	Q26	Q27	Q28	Q29	Q30	Q47
Q25	1.000	.483	.616	.466	.443	.591	.045
Q26	.483	1.000	.530	.536	.432	.492	.070
Q27	.616	.530	1.000	.635	.642	.660	.113
Q28	.466	.536	.635	1.000	.502	.552	.132
Q29	.443	.432	.642	.502	1.000	.635	.080
Q30	.591	.492	.660	.552	.635	1.000	.120
Q47	.045	.070	.113	.132	.080	.120	1.000

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q47 PLAN TO STAY ON ACT DUTY AFTE

Beginning Block Number 1. Method: Enter Q25 Q26 Q27

Variable(s) Entered on Step Number
1.. Q27 WAS A COMPETENT SUPERVISOR
2.. Q26 WAS PROFESSIONALLY COMPETENT
3.. Q25 SUPERVISOR WAS HONEST

Multiple R	.11847
R Square	.01403
Adjusted R Square	.00553
Standard Error	.29740

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	3	.43812	.14604
Residual	348	30.77927	.08845

F = 1.65117 Signif F = .1773

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q27	.03022	.01701	.12754	1.776	.0765
Q26	7.815319E-03	.02048	.02464	.382	.7030
Q25	-.01598	.02439	-.04554	-.655	.5129
(Constant)	2.79477	.09507		29.396	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q28	.10925	.08087	.45209	1.511	.1316
Q29	.01287	.00983	.42611	.183	.8548
Q30	.10279	.07293	.45816	1.362	.1741

End Block Number 1 All requested variables entered.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q47 PLAN TO STAY ON ACT DUTY AFTI

Beginning Block Number 2. Method: Enter Q28 Q29 Q30

Variable(s) Entered on Step Number
4.. Q29 WAS FORWARD LOOKING
5.. Q28 CONSID COMPETENT BY MED & ADM STAFF
6.. Q30 MADE ME FEEL GOOD ABOUT MY PROFES/JOB

Multiple R	.15664
R Square	.02454
Adjusted R Square	.00757
Standard Error	.29709

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	6	.76597	.12766
Residual	345	30.45142	.08826

F = 1.44635 Signif F = .1961

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q27	.01369	.02083	.05777	.657	.5116
Q26	-3.62689E-03	.02151	-.01143	-.169	.8662
Q25	-.02626	.02537	-.07484	-1.035	.3014
Q29	-7.41989E-03	.01858	-.02994	-.399	.6898
Q28	.03043	.02291	.09765	1.328	.1849
Q30	.02517	.02102	.09724	1.198	.2319
(Constant)	2.75735	.10056		27.420	.0000

End Block Number 2 All requested variables entered.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q47 PLAN TO STAY ON ACT DUTY AFTE

Beginning Block Number 3. Method: Stepwise

Variable(s) Removed on Step Number
7.. Q26 WAS PROFESSIONALLY COMPETENT

Multiple R	.15639
R Square	.02446
Adjusted R Square	.01036
Standard Error	.29668

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	5	.76346	.15269
Residual	346	30.45393	.08802

F = 1.73481 Signif F = .1259

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q27	.01332	.02069	.05624	.644	.5200
Q25	-.02699	.02496	-.07692	-1.081	.2803
Q29	-7.58808E-03	.01852	-.03062	-.410	.6823
Q28	.02944	.02211	.09447	1.332	.1839
Q30	.02486	.02091	.09605	1.189	.2352
(Constant)	2.75172	.09472		29.051	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q26	-.01143	-.00908	.36571	-.169	.8662

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q47 PLAN TO STAY ON ACT DUTY AFT

Variable(s) Removed on Step Number
8.. Q29 WAS FORWARD LOOKING

Multiple R	.15487
R Square	.02398
Adjusted R Square	.01273
Standard Error	.29632

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	4	.74869	.18717
Residual	347	30.46870	.08781

F = 2.13167 Signif F = .0765

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q27	.01062	.01958	.04481	.542	.5881
Q25	-.02653	.02491	-.07562	-1.065	.2874
Q28	.02867	.02200	.09198	1.303	.1935
Q30	.02194	.01963	.08477	1.118	.2645
(Constant)	2.74663	.09379		29.286	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q26	-.01289	-.01024	.40509	-.191	.8490
Q29	-.03062	-.02202	.36966	-.410	.6823

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q47 PLAN TO STAY ON ACT DUTY AFTI

Variable(s) Removed on Step Number
9.. Q27 WAS A COMPETENT SUPERVISOR

Multiple R	.15217
R Square	.02316
Adjusted R Square	.01474
Standard Error	.29602

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	3	.72289	.24096
Residual	348	30.49450	.08763

F = 2.74986 Signif F = .0427

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q25	-.02220	.02356	-.06326	-.942	.3468
Q28	.03332	.02024	.10691	1.646	.1006
Q30	.02557	.01843	.09880	1.387	.1662
(Constant)	2.73348	.09051		30.202	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q26	-8.084E-03	-.00648	.53888	-.121	.9041
Q27	.04481	.02909	.41169	.542	.5881
Q29	-.01524	-.01156	.44913	-.215	.8296

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q47 PLAN TO STAY ON ACT DUTY AFTE

Variable(s) Removed on Step Number
10.. Q25 SUPERVISOR WAS HONEST

Multiple R	.14376
R Square	.02067
Adjusted R Square	.01505
Standard Error	.29597

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	2	.64513	.32256
Residual	349	30.57227	.08760

F = 3.68224 Signif F = .0261

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q28	.02935	.01979	.09417	1.483	.1390
Q30	.01772	.01644	.06846	1.078	.2818
(Constant)	2.68170	.07189		37.302	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q25	-.06326	-.05044	.55339	-.942	.3468
Q26	-.02106	-.01726	.60338	-.322	.7477
Q27	.01651	.01130	.45910	.211	.8331
Q29	-.01940	-.01473	.52451	-.275	.7837

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q47 PLAN TO STAY ON ACT DUTY AFTI

Variable(s) Removed on Step Number
11.. Q30 MADE ME FEEL GOOD ABOUT MY PROFES/JOB

Multiple R	.13193
R Square	.01741
Adjusted R Square	.01460
Standard Error	.29604

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	1	.54335	.54335
Residual	350	30.67404	.08764

F = 6.19975 Signif F = .0132

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q28	.04111	.01651	.13193	2.490	.0132
(Constant)	2.70018	.06983		38.666	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q25	-.02112	-.01885	.78274	-.352	.7249
Q26	-6.104E-04	-.00052	.71295	-.010	.9923
Q27	.04822	.03760	.59728	.703	.4826
Q29	.01812	.01581	.74846	.295	.7679
Q30	.06846	.05760	.69574	1.078	.2818

End Block Number 3 PIN = .050 Limits reached.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Mean Substituted for Missing Data

	Mean	Std Dev	Cases	Label
Q31	4.215	.835	349	FELT CHALLENGED DURING 1ST ASSIGNMENT
Q32	4.006	1.075	349	FELT SUPERVISOR CARED
Q33	3.470	1.075	351	EXPLAINED WHAT I WAS SUPPOSED TO DO
Q34	3.736	1.061	345	HELPED ME SOLVE PROBLEMS
Q35	3.588	1.127	345	PROVIDED FAIR APPROP CRITICISM
Q36	3.550	.997	320	PROVIDED FAIR APPROP CRIT OF OTHERS
Q47	2.870	.298	46	PLAN TO STAY ON ACT DUTY AFTER CUR ASSIG

N of Cases encountered = 352

Minimum Pairwise N of Cases = 41

Correlation:

	Q31	Q32	Q33	Q34	Q35	Q36	Q47
Q31	1.000	.332	.379	.368	.383	.329	.178
Q32	.332	1.000	.651	.716	.677	.616	.112
Q33	.379	.651	1.000	.696	.672	.587	.099
Q34	.368	.716	.696	1.000	.689	.646	.097
Q35	.383	.677	.672	.689	1.000	.814	.120
Q36	.329	.616	.587	.646	.814	1.000	.120
Q47	.178	.112	.099	.097	.120	.120	1.000

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q47 PLAN TO STAY ON ACT DUTY AFTE

Beginning Block Number 1. Method: Enter Q31 Q32 Q33

Variable(s) Entered on Step Number
1.. Q33 EXPLAINED WHAT I WAS SUPPOSED TO DO
2.. Q31 FELT CHALLENGED DURING 1ST ASSIGNMENT
3.. Q32 FELT SUPERVISOR CARED

Multiple R	.18635
R Square	.03472
Adjusted R Square	.02640
Standard Error	.29426

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	3	1.08402	.36134
Residual	348	30.13337	.08659

F = 4.17300 Signif F = .0064

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q33	8.690693E-05	.01976	3.1320E-04	.004	.9965
Q31	.05624	.02047	.15753	2.748	.0063
Q32	.01660	.01938	.05987	.857	.3922
(Constant)	2.56570	.08773		29.244	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q34	-.01071	-.00682	.39053	-.127	.8990
Q35	.04268	.02878	.43908	.536	.5920
Q36	.05657	.04288	.49008	.800	.4245

End Block Number 1 All requested variables entered.

General Questions:

* * * * MULTIPLE REGRESSION * * * *

Equation Number 1 Dependent Variable.. Q47 PLAN TO STAY ON ACT DUTY AFTI

Beginning Block Number 2. Method: Enter Q34 Q35 Q36

Variable(s) Entered on Step Number
4.. Q36 PROVIDED FAIR APPROP CRIT OF OTHERS
5.. Q34 HELPED ME SOLVE PROBLEMS
6.. Q35 PROVIDED FAIR APPROP CRITICISM

Multiple R	.19201
R Square	.03687
Adjusted R Square	.02012
Standard Error	.29521

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	6	1.15087	.19181
Residual	345	30.06652	.08715

F = 2.20096 Signif F = .0425

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q33	-2.28578E-03	.02256	-8.238E-03	-.101	.9194
Q31	.05500	.02083	.15404	2.640	.0087
Q32	.01321	.02303	.04763	.574	.5667
Q36	.01777	.02786	.05942	.638	.5241
Q34	-8.96176E-03	.02484	-.03188	-.361	.7184
Q35	2.032662E-03	.02760	7.6792E-03	.074	.9413
(Constant)	2.55589	.09042		28.268	.0000

End Block Number 2 All requested variables entered.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q47 PLAN TO STAY ON ACT DUTY AFTE

Beginning Block Number 3. Method: Stepwise

Variable(s) Removed on Step Number
7.. Q35 PROVIDED FAIR APPROP CRITICISM

Multiple R	.19197
R Square	.03685
Adjusted R Square	.02293
Standard Error	.29479

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	5	1.15040	.23008
Residual	346	30.06699	.08690

F = 2.64768 Signif F = .0229

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q33	-1.91932E-03	.02197	-6.917E-03	-.087	.9304
Q31	.05515	.02070	.15447	2.664	.0081
Q32	.01351	.02263	.04872	.597	.5509
Q36	.01902	.02200	.06362	.865	.3878
Q34	-8.75839E-03	.02465	-.03115	-.355	.7225
(Constant)	2.55484	.08916		28.655	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q35	7.6792E-03	.00396	.25677	.074	.9413

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q47 PLAN TO STAY ON ACT DUTY AFT

Variable(s) Removed on Step Number
8.. Q33 EXPLAINED WHAT I WAS SUPPOSED TO DO

Multiple R	.19191
R Square	.03683
Adjusted R Square	.02573
Standard Error	.29436

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	4	1.14974	.28743
Residual	347	30.06765	.08665

F = 3.31718 Signif F = .0110

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q31	.05489	.02045	.15374	2.684	.0076
Q32	.01303	.02192	.04699	.594	.5526
Q36	.01871	.02167	.06257	.863	.3885
Q34	-9.49454E-03	.02313	-.03377	-.411	.6817
(Constant)	2.55508	.08899		28.712	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q33	-6.917E-03	-.00470	.36214	-.087	.9304
Q35	5.3488E-03	.00283	.26990	.053	.9580

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q47 PLAN TO STAY ON ACT DUTY AFTI

Variable(s) Removed on Step Number
9.. Q34 HELPED ME SOLVE PROBLEMS

Multiple R	.19069
R Square	.03636
Adjusted R Square	.02806
Standard Error	.29401

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	3	1.13514	.37838
Residual	348	30.08225	.08644

F = 4.37719 Signif F = .0048

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q31	.05366	.02021	.15028	2.656	.0083
Q32	8.424996E-03	.01881	.03038	.448	.6545
Q36	.01558	.02026	.05211	.769	.4424
(Constant)	2.55435	.08886		28.744	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q33	-.01654	-.01195	.49008	-.223	.8240
Q34	-.03377	-.02203	.41009	-.411	.6817
Q35	-2.721E-03	-.00147	.28031	-.027	.9782

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q47 PLAN TO STAY ON ACT DUTY AFT

Variable(s) Removed on Step Number
10.. Q32 FELT SUPERVISOR CARED

Multiple R	.18923
R Square	.03581
Adjusted R Square	.03028
Standard Error	.29368

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	2	1.11779	.55890
Residual	349	30.09960	.08625

F = 6.48032 Signif F = .0017

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q31	.05523	.01987	.15468	2.779	.0058
Q36	.02074	.01664	.06937	1.246	.2135
(Constant)	2.56314	.08657		29.608	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q32	.03038	.02400	.60179	.448	.6545
Q33	-5.435E-04	-.00043	.61733	-.008	.9935
Q34	-8.748E-03	-.00664	.55557	-.124	.9015
Q35	.01258	.00727	.32201	.136	.8922

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q47 PLAN TO STAY ON ACT DUTY AFTI

Variable(s) Removed on Step Number
11.. Q36 PROVIDED FAIR APPROP CRIT OF OTHERS

Multiple R	.17753
R Square	.03152
Adjusted R Square	.02875
Standard Error	.29391

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	1	.98384	.98384
Residual	350	30.23355	.08638

F = 11.38943 Signif F = .0008

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q31	.06338	.01878	.17753	3.375	.0008
(Constant)	2.60241	.08070		32.249	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q32	.06006	.05756	.88973	1.077	.2821
Q33	.03701	.03481	.85658	.651	.5157
Q34	.03651	.03450	.86494	.645	.5194
Q35	.06070	.05698	.85365	1.066	.2870
Q36	.06937	.06656	.89159	1.246	.2135

End Block Number 3 PIN = .050 Limits reached.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Mean Substituted for Missing Data

	Mean	Std Dev	Cases	Label
Q37	3.729	1.276	350	LEARNED LOT FROM 1ST SUPERVISOR
Q38	3.775	1.184	347	LOOKED OUT FOR ME
Q39	3.451	1.312	348	FIT MY IMAGE OF GOOD OFFICER
Q40	3.770	1.205	339	FIT MY IMAGE OF GOOD PRACTITIONER
Q41	3.860	1.073	349	HELPED ME WHEN I NEEDED HELP
Q42	3.636	1.084	349	PROVIDED ENCOURAGEMENT
Q47	2.870	.298	46	PLAN TO STAY ON ACT DUTY AFTER CUR ASSIG

N of Cases encountered = 352

Minimum Pairwise N of Cases = 45

Correlation:

	Q37	Q38	Q39	Q40	Q41	Q42	Q47
Q37	1.000	.671	.742	.670	.707	.652	.098
Q38	.671	1.000	.752	.639	.782	.770	.081
Q39	.742	.752	1.000	.780	.748	.713	.120
Q40	.670	.639	.780	1.000	.669	.628	.114
Q41	.707	.782	.748	.669	1.000	.788	.130
Q42	.652	.770	.713	.628	.788	1.000	.107
Q47	.098	.081	.120	.114	.130	.107	1.000

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q47 PLAN TO STAY ON ACT DUTY AFTE

Beginning Block Number 1. Method: Enter Q37 Q38 Q39

Variable(s) Entered on Step Number
1.. Q39 FIT MY IMAGE OF GOOD OFFICER
2.. Q37 LEARNED LOT FROM 1ST SUPERVISOR
3.. Q38 LOOKED OUT FOR ME

Multiple R	.12239
R Square	.01498
Adjusted R Square	.00649
Standard Error	.29726

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	3	.46759	.15586
Residual	348	30.74981	.08836

F = 1.76391 Signif F = .1538

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q39	.02757	.02100	.12129	1.313	.1901
Q37	6.368333E-03	.01918	.02724	.332	.7401
Q38	-7.09178E-03	.02103	-.02817	-.337	.7361
(Constant)	2.77745	.05567		49.892	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q40	.05108	.03135	.25321	.584	.5594
Q41	.13658	.07647	.30877	1.429	.1540
Q42	.06815	.04104	.31626	.765	.4447

End Block Number 1 All requested variables entered.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q47 PLAN TO STAY ON ACT DUTY AFTE

Beginning Block Number 2. Method: Enter Q40 Q41 Q42

Variable(s) Entered on Step Number
4.. Q40 FIT MY IMAGE OF GOOD PRACTITIONER
5.. Q42 PROVIDED ENCOURAGEMENT
6.. Q41 HELPED ME WHEN I NEEDED HELP

Multiple R	.14619
R Square	.02137
Adjusted R Square	.00435
Standard Error	.29758

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	6	.66715	.11119
Residual	345	30.55024	.08855

F = 1.25567 Signif F = .2774

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q39	.01492	.02448	.06565	.610	.5425
Q37	-2.43729E-03	.02015	-.01043	-.121	.9038
Q38	-.02439	.02489	-.09686	-.980	.3280
Q40	8.666800E-03	.02183	.03503	.397	.6916
Q42	6.247871E-03	.02641	.02272	.237	.8131
Q41	.03411	.02882	.12273	1.184	.2373
(Constant)	2.73217	.06447		42.378	.0000

End Block Number 2 All requested variables entered.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q47 PLAN TO STAY ON ACT DUTY AFTE

Beginning Block Number 3. Method: Stepwise

Variable(s) Removed on Step Number
7.. Q37 LEARNED LOT FROM 1ST SUPERVISOR

Multiple R	.14605
R Square	.02133
Adjusted R Square	.00719
Standard Error	.29715

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	5	.66585	.13317
Residual	346	30.55154	.08830

F = 1.50817 Signif F = .1865

---------- Variables in the Equation ---------- --------

Variable	B	SE B	Beta	T	Sig T
Q39	.01414	.02356	.06219	.600	.5489
Q38	-.02462	.02479	-.09777	-.993	.3213
Q40	8.257070E-03	.02153	.03338	.383	.7016
Q42	6.060287E-03	.02633	.02204	.230	.8181
Q41	.03344	.02824	.12031	1.184	.2371
(Constant)	2.73148	.06413		42.591	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q37	-.01043	-.00651	.24466	-.121	.9038

General Questions:

* * * * MULTIPLE REGRESSION * * * *

Equation Number 1 Dependent Variable.. Q47 PLAN TO STAY ON ACT DUTY AFTE

Variable(s) Removed on Step Number
8.. Q42 PROVIDED ENCOURAGEMENT

Multiple R	.14553
R Square	.02118
Adjusted R Square	.00990
Standard Error	.29675

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	4	.66117	.16529
Residual	347	30.55622	.08806

F = 1.87709 Signif F = .1140

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q39	.01475	.02338	.06490	.631	.5284
Q38	-.02280	.02347	-.09057	-.972	.3319
Q40	8.541103E-03	.02147	.03452	.398	.6910
Q41	.03592	.02606	.12925	1.379	.1689
(Constant)	2.73389	.06319		43.266	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q37	-9.229E-03	-.00577	.24683	-.107	.9145
Q42	.02204	.01237	.26324	.230	.8181

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q47 PLAN TO STAY ON ACT DUTY AFTE

Variable(s) Removed on Step Number
9.. Q40 FIT MY IMAGE OF GOOD PRACTITIONER

Multiple R	.14399
R Square	.02073
Adjusted R Square	.01229
Standard Error	.29639

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	3	.64723	.21574
Residual	348	30.57016	.08785

F = 2.45596 Signif F = .0629

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q39	.01964	.01986	.08642	.989	.3233
Q38	-.02257	.02343	-.08963	-.963	.3362
Q41	.03767	.02565	.13553	1.468	.1429
(Constant)	2.74157	.06009		45.622	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q37	-3.659E-03	-.00232	.30877	-.043	.9656
Q40	.03452	.02135	.26669	.398	.6910
Q42	.02414	.01357	.27904	.253	.8005

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q47 PLAN TO STAY ON ACT DUTY AFTE

Variable(s) Removed on Step Number
10.. Q38 LOOKED OUT FOR ME

Multiple R	.13462
R Square	.01812
Adjusted R Square	.01250
Standard Error	.29636

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	2	.56577	.28289
Residual	349	30.65162	.08783

F = 3.22095 Signif F = .0411

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q39	.01189	.01815	.05230	.655	.5129
Q41	.02528	.02219	.09097	1.139	.2554
(Constant)	2.73095	.05907		46.235	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q37	-.01193	-.00759	.35002	-.142	.8875
Q38	-.08963	-.05155	.32486	-.963	.3362
Q40	.03238	.02001	.29959	.373	.7092
Q42	-6.033E-03	-.00357	.30898	-.067	.9469

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q47 PLAN TO STAY ON ACT DUTY AFTE

Variable(s) Removed on Step Number
11.. Q39 FIT MY IMAGE OF GOOD OFFICER

Multiple R	.13006
R Square	.01692
Adjusted R Square	.01411
Standard Error	.29611

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	1	.52810	.52810
Residual	350	30.68930	.08768

F = 6.02273 Signif F = .0146

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q41	.03615	.01473	.13006	2.454	.0146
(Constant)	2.73004	.05900		46.270	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q37	.01285	.00917	.50082	.171	.8641
Q38	-.05229	-.03289	.38879	-.615	.5392
Q39	.05230	.03504	.44119	.655	.5129
Q40	.04848	.03633	.55205	.679	.4975
Q42	.01158	.00719	.37934	.134	.8932

End Block Number 3 PIN = .050 Limits reached.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Mean Substituted for Missing Data

	Mean	Std Dev	Cases	Label
Q43	3.807	1.140	336	STOOD UP FOR ME
Q44	3.782	1.077	325	TOOK RESPONS WHEN THINGS WENT WRONG
Q45	3.907	1.036	344	GAVE CREDIT WHEN CREDIT WAS DUE
Q47	2.870	.298	46	PLAN TO STAY ON ACT DUTY AFTER CUR ASSIG

N of Cases encountered = 352

Minimum Pairwise N of Cases = 43

Correlation:

	Q43	Q44	Q45	Q47
Q43	1.000	.735	.730	.086
Q44	.735	1.000	.708	.092
Q45	.730	.708	1.000	.127
Q47	.086	.092	.127	1.000

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q47 PLAN TO STAY ON ACT DUTY AFTE

Beginning Block Number 1. Method: Enter Q43 Q44 Q45

Variable(s) Entered on Step Number
1.. Q45 GAVE CREDIT WHEN CREDIT WAS DUE
2.. Q44 TOOK RESPONS WHEN THINGS WENT WRONG
3.. Q43 STOOD UP FOR ME

Multiple R	.12718
R Square	.01617
Adjusted R Square	.00769
Standard Error	.29708

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	3	.50494	.16831
Residual	348	30.71246	.08825

F = 1.90713 Signif F = .1281

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q45	.03783	.02410	.13145	1.570	.1174
Q44	3.409177E-03	.02335	.01232	.146	.8840
Q43	-4.84672E-03	.02280	-.01853	-.213	.8318
(Constant)	2.72734	.06491		42.020	.0000

End Block Number 1 All requested variables entered.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q47 PLAN TO STAY ON ACT DUTY AFT

Beginning Block Number 2. Method: Stepwise

Variable(s) Removed on Step Number
4.. Q44 TOOK RESPONS WHEN THINGS WENT WRONG

Multiple R	.12694
R Square	.01611
Adjusted R Square	.01048
Standard Error	.29666

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	2	.50305	.25153
Residual	349	30.71434	.08801

F = 2.85804 Signif F = .0587

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q45	.03913	.02236	.13598	1.750	.0810
Q43	-3.34494E-03	.02032	-.01279	-.165	.8693
(Constant)	2.72943	.06323		43.169	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q44	.01232	.00783	.37202	.146	.8840

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q47 PLAN TO STAY ON ACT DUTY AFTE

Variable(s) Removed on Step Number
5.. Q43 STOOD UP FOR ME

Multiple R	.12664
R Square	.01604
Adjusted R Square	.01323
Standard Error	.29625

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	1	.50067	.50067
Residual	350	30.71672	.08776

F = 5.70484 Signif F = .0174

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q45	.03644	.01526	.12664	2.388	.0174
(Constant)	2.72719	.06166		44.226	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q43	-.01279	-.00881	.46706	-.165	.8693
Q44	4.2278E-03	.00301	.49886	.056	.9552

End Block Number 2 PIN = .050 Limits reached.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Mean Substituted for Missing Data

	Mean	Std Dev	Cases	Label
Q50	4.469	.658	256	IS HONEST
Q51	5.249	1.030	281	PROFESSIONALLY COMPETENT
Q52	3.706	1.055	262	COMPETENT SUPERVISOR MGR/ADMINISTRATOR
Q53	4.059	.861	253	CONSIDERED COMPETENT BY MED/ADMIN STAFF
Q54	3.654	1.029	254	FORWARD LOOKING
Q55	4.059	1.326	269	MAKES ME FEEL GOOD ABOUT MY PROFESSION
Q49	3.347	1.525	285	WORKED FOR CURRENT SUPERVISOR FOR:

N of Cases encountered = 352

Minimum Pairwise N of Cases = 234

Correlation:

	Q50	Q51	Q52	Q53	Q54	Q55	Q49
Q50	1.000	.057	.574	.383	.458	.446	-.112
Q51	.057	1.000	.186	.239	-.001	.161	.151
Q52	.574	.186	1.000	.653	.596	.425	-.103
Q53	.383	.239	.653	1.000	.489	.296	-.015
Q54	.458	-.001	.596	.489	1.000	.364	-.053
Q55	.446	.161	.425	.296	.364	1.000	-.052
Q49	-.112	.151	-.103	-.015	-.053	-.052	1.000

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q49 WORKED FOR CURRENT SUPERVISOR

Beginning Block Number 1. Method: Enter Q50 Q51 Q52

Variable(s) Entered on Step Number
1.. Q52 COMPETENT SUPERVISOR MGR/ADMINISTRATOR
2.. Q51 PROFESSIONALLY COMPETENT
3.. Q50 IS HONEST

Multiple R	.20875
R Square	.04358
Adjusted R Square	.03533
Standard Error	1.49811

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	3	35.58633	11.86211
Residual	348	781.02419	2.24432

F = 5.28539 Signif F = .0014

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q52	-.14006	.09423	-.09684	-1.486	.1381
Q51	.25595	.07913	.17288	3.234	.0013
Q50	-.15461	.14875	-.06665	-1.039	.2993
(Constant)	3.21385	.67516		4.760	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q53	.05792	.04427	.44894	.826	.4096
Q54	.05725	.04585	.50333	.855	.3931
Q55	-.01229	-.01087	.61619	-.203	.8396

End Block Number 1 All requested variables entered.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q49 WORKED FOR CURRENT SUPERVISO

Beginning Block Number 2. Method: Enter Q53 Q54 Q55

Variable(s) Entered on Step Number
4.. Q55 MAKES ME FEEL GOOD ABOUT MY PROFESSION
5.. Q54 FORWARD LOOKING
6.. Q53 CONSIDERED COMPETENT BY MED/ADMIN STAFF

Multiple R	.21701
R Square	.04709
Adjusted R Square	.03052
Standard Error	1.50184

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	6	38.45700	6.40950
Residual	345	778.15352	2.25552

F = 2.84170 Signif F = .0103

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q52	-.21529	.12101	-.14885	-1.779	.0761
Q51	.25810	.08215	.17433	3.142	.0018
Q50	-.16356	.15665	-.07051	-1.044	.2972
Q55	-.02112	.07046	.01836	-.300	.7645
Q54	.07585	.10215	.05116	.743	.4583
Q53	.08483	.12688	.04788	.669	.5042
(Constant)	2.98564	.70918		4.210	.0000

End Block Number 2 All requested variables entered.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q49 WORKED FOR CURRENT SUPERVISOR

Beginning Block Number 3. Method: Stepwise

Variable(s) Removed on Step Number
7.. Q55 MAKES ME FEEL GOOD ABOUT MY PROFESSION

Multiple R	.21644
R Square	.04685
Adjusted R Square	.03307
Standard Error	1.49986

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	5	38.25428	7.65086
Residual	346	778.35625	2.24958

F = 3.40101 Signif F = .0052

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q52	-.21977	.11993	-.15195	-1.833	.0677
Q51	.25486	.08133	.17215	3.134	.0019
Q50	-.17569	.15114	-.07574	-1.162	.2459
Q54	.07194	.10118	.04852	.711	.4776
Q53	.08556	.12669	.04829	.675	.4999
(Constant)	2.99903	.70684		4.243	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q55	-.01836	-.01614	.39455	-.300	.7645

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q49 WORKED FOR CURRENT SUPERVISOR

Variable(s) Removed on Step Number
8.. Q53 CONSIDERED COMPETENT BY MED/ADMIN STAFF

Multiple R	.21352
R Square	.04559
Adjusted R Square	.03459
Standard Error	1.49869

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	4	37.22825	9.30706
Residual	347	779.38228	2.24606

F = 4.14373 Signif F = .0027

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q52	-.18320	.10692	-.12666	-1.713	.0875
Q51	.26501	.07987	.17900	3.318	.0010
Q50	-.17660	.15101	-.07613	-1.169	.2430
Q54	.08488	.09927	.05725	.855	.3931
(Constant)	3.11433	.68538		4.544	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q53	.04829	.03628	.40068	.675	.4999
Q55	-.01915	-.01682	.49498	-.313	.7545

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q49 WORKED FOR CURRENT SUPERVISOR

Variable(s) Removed on Step Number
9.. Q54 FORWARD LOOKING

Multiple R	.20875
R Square	.04358
Adjusted R Square	.03533
Standard Error	1.49811

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	3	35.58633	11.86211
Residual	348	781.02419	2.24432

F = 5.28539 Signif F = .0014

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q52	-.14006	.09423	-.09684	-1.486	.1381
Q51	.25595	.07913	.17288	3.234	.0013
Q50	-.15461	.14875	-.06665	-1.039	.2993
(Constant)	3.21385	.67516		4.760	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q53	.05792	.04427	.44894	.826	.4096
Q54	.05725	.04585	.50333	.855	.3931
Q55	-.01229	-.01087	.61619	-.203	.8396

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q49 WORKED FOR CURRENT SUPERVISOR

Variable(s) Removed on Step Number
10.. Q50 IS HONEST

Multiple R	.20152
R Square	.04061
Adjusted R Square	.03511
Standard Error	1.49828

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	2	33.16156	16.58078
Residual	349	783.44897	2.24484

F = 7.38618 Signif F = .0007

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q52	-.19627	.07717	-.13570	-2.543	.0114
Q51	.26098	.07900	.17628	3.304	.0011
(Constant)	2.70486	.46486		5.819	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q50	-.06665	-.05563	.64752	-1.039	.2993
Q53	.05615	.04287	.55917	.800	.4240
Q54	.04391	.03564	.61003	.665	.5064
Q55	-.02823	-.02597	.80499	-.485	.6282

End Block Number 3 PIN = .050 Limits reached.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Mean Substituted for Missing Data

	Mean	Std Dev	Cases	Label
Q56	4.271	.749	277	MY CURRENT JOB IS CHALLENGING
Q57	4.028	.852	252	CARES ABOUT ME
Q58	3.015	1.107	274	EXPLAINS WHAT I AM SUPPOSED TO DO
Q59	3.655	1.023	264	HELPS ME SOLVE PROBLEMS
Q60	4.267	.928	176	PROVIDES FAIR APPROP CRITICISM OF WORK
Q61	5.074	1.350	230	PROVIDES FAIR APPROP CRITICISM OF OTHERS
Q49	3.347	1.525	285	WORKED FOR CURRENT SUPERVISOR FOR:

N of Cases encountered = 352

Minimum Pairwise N of Cases = 151

Correlation:

	Q56	Q57	Q58	Q59	Q60	Q61	Q49
Q56	1.000	.190	.221	.250	.069	.064	.074
Q57	.190	1.000	.526	.642	.319	.143	.005
Q58	.221	.526	1.000	.678	.291	-.005	-.033
Q59	.250	.642	.678	1.000	.234	.023	-.005
Q60	.069	.319	.291	.234	1.000	.385	-.202
Q61	.064	.143	-.005	.023	.385	1.000	-.201
Q49	.074	.005	-.033	-.005	-.202	-.201	1.000

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q49 WORKED FOR CURRENT SUPERVISOR

Beginning Block Number 1. Method: Enter Q56 Q57 Q58

Variable(s) Entered on Step Number
1.. Q58 EXPLAINS WHAT I AM SUPPOSED TO DO
2.. Q56 MY CURRENT JOB IS CHALLENGING
3.. Q57 CARES ABOUT ME

Multiple R	.09143
R Square	.00836
Adjusted R Square	-.00019
Standard Error	1.52544

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	3	6.82577	2.27526
Residual	348	809.78476	2.32697

F = .97778 Signif F = .4033

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q58	-.08768	.08744	-.06362	-1.003	.3167
Q56	.16969	.11196	.08328	1.516	.1305
Q57	.04092	.11283	.02286	.363	.7171
(Constant)	2.72217	.56126		4.850	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q59	6.5981E-03	.00431	.42288	.080	.9361
Q60	-.22447	-.21108	.68731	-4.023	.0001
Q61	-.21675	-.21417	.69769	-4.084	.0001

End Block Number 1 All requested variables entered.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q49 WORKED FOR CURRENT SUPERVISOF

Beginning Block Number 2. Method: Enter Q59 Q60 Q61

Variable(s) Entered on Step Number
4.. Q61 PROVIDES FAIR APPROP CRITICISM OF OTHERS
5.. Q60 PROVIDES FAIR APPROP CRITICISM OF WORK
6.. Q59 HELPS ME SOLVE PROBLEMS

Multiple R	.27071
R Square	.07328
Adjusted R Square	.05717
Standard Error	1.48106

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	6	59.84374	9.97396
Residual	345	756.76678	2.19353

F = 4.54700 Signif F = .0002

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q58	-.06459	.10069	-.04687	-.641	.5216
Q56	.18526	.10965	.09092	1.690	.0920
Q57	.17490	.12588	.09770	1.389	.1656
Q61	-.17911	.06450	-.15854	-2.777	.0058
Q60	-.26467	.09853	-.16108	-2.686	.0076
Q59	-.02568	.11901	-.01723	-.216	.8293
(Constant)	4.17849	.62125		6.726	.0000

End Block Number 2 All requested variables entered.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q49 WORKED FOR CURRENT SUPERVISOI

Beginning Block Number 3. Method: Stepwise

Variable(s) Removed on Step Number
7.. Q59 HELPS ME SOLVE PROBLEMS

Multiple R	.27048
R Square	.07316
Adjusted R Square	.05976
Standard Error	1.47901

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	5	59.74161	11.94832
Residual	346	756.86892	2.18748

F = 5.46213 Signif F = .0001

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q58	-.07546	.08706	-.05475	-.867	.3867
Q56	.18254	.10878	.08959	1.678	.0942
Q57	.16267	.11224	.09087	1.449	.1482
Q61	-.17855	.06436	-.15804	-2.774	.0058
Q60	-.26410	.09835	-.16073	-2.685	.0076
(Constant)	4.17297	.61986		6.732	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q59	-.01723	-.01162	.42129	-.216	.8293

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q49 WORKED FOR CURRENT SUPERVISOI

Variable(s) Removed on Step Number
8.. Q58 EXPLAINS WHAT I AM SUPPOSED TO DO

Multiple R	.26673
R Square	.07115
Adjusted R Square	.06044
Standard Error	1.47848

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	4	58.09810	14.52452
Residual	347	758.51243	2.18591

F = 6.64460 Signif F = .0000

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q56	.16807	.10745	.08249	1.564	.1187
Q57	.11743	.09933	.06559	1.182	.2380
Q61	-.16905	.06340	-.14963	-2.667	.0080
Q60	-.28155	.09624	-.17135	-2.926	.0037
(Constant)	4.21575	.61767		6.825	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q58	-.05475	-.04655	.67129	-.867	.3867
Q59	-.04286	-.03334	.55325	-.620	.5354

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q49 WORKED FOR CURRENT SUPERVISOI

Variable(s) Removed on Step Number
9.. Q57 CARES ABOUT ME

Multiple R	.25962
R Square	.06740
Adjusted R Square	.05936
Standard Error	1.47933

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	3	55.04330	18.34777
Residual	348	761.56723	2.18841

F = 8.38406 Signif F = .0000

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q56	.19052	.10582	.09351	1.800	.0727
Q61	-.16790	.06342	-.14861	-2.647	.0085
Q60	-.24901	.09227	-.15154	-2.699	.0073
(Constant)	4.44813	.58590		7.592	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q57	.06559	.06333	.78033	1.182	.2380
Q58	-.01218	-.01167	.76551	-.217	.8280
Q59	.01198	.01166	.80087	.217	.8282

End Block Number 3 PIN = .050 Limits reached.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Mean Substituted for Missing Data

	Mean	Std Dev	Cases	Label
Q62	3.226	1.103	270	LEARNING A LOT FROM CUR SUPERVISOR
Q63	3.763	1.003	262	SUP LOOKS OUT FOR ME
Q64	3.523	1.077	262	FITS IMAGE OF GOOD OFFICER
Q65	3.849	.735	139	FITS IMAGE OF GOOD PRACTITIONER
Q66	3.801	.992	261	HELPS ME WHEN I NEED HELP
Q67	3.478	1.079	268	PROVIDES ENCOURAGEMENT
Q49	3.347	1.525	285	WORKED FOR CURRENT SUPERVISOR FOR:

N of Cases encountered = 352

Minimum Pairwise N of Cases = 130

Correlation:

	Q62	Q63	Q64	Q65	Q66	Q67	Q49
Q62	1.000	.700	.706	.530	.642	.651	.034
Q63	.700	1.000	.721	.539	.768	.747	.008
Q64	.706	.721	1.000	.592	.720	.679	-.073
Q65	.530	.539	.592	1.000	.476	.492	-.036
Q66	.642	.768	.720	.476	1.000	.746	.002
Q67	.651	.747	.679	.492	.746	1.000	-.027
Q49	.034	.008	-.073	-.036	.002	-.027	1.000

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q49 WORKED FOR CURRENT SUPERVISOR

Beginning Block Number 1. Method: Enter Q62 Q63 Q64

Variable(s) Entered on Step Number
1.. Q64 FITS IMAGE OF GOOD OFFICER
2.. Q62 LEARNING A LOT FROM CUR SUPERVISOR
3.. Q63 SUP LOOKS OUT FOR ME

Multiple R	.14763
R Square	.02180
Adjusted R Square	.01336
Standard Error	1.51507

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	3	17.79882	5.93294
Residual	348	798.81171	2.29544

F = 2.58467 Signif F = .0531

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q64	-.31745	.11861	-.22421	-2.676	.0078
Q62	.19954	.11235	.14432	1.776	.0766
Q63	.10419	.12638	.06853	.824	.4103
(Constant)	3.42992	.32082		10.691	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q65	-.02794	-.02211	.36956	-.412	.6806
Q66	.05170	.03091	.31891	.576	.5649
Q67	-.04985	-.03148	.33055	-.587	.5577

End Block Number 1 All requested variables entered.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q49 WORKED FOR CURRENT SUPERVISOR

Beginning Block Number 2. Method: Enter Q65 Q66 Q67

Variable(s) Entered on Step Number
4.. Q65 FITS IMAGE OF GOOD PRACTITIONER
5.. Q67 PROVIDES ENCOURAGEMENT
6.. Q66 HELPS ME WHEN I NEED HELP

Multiple R	.15795
R Square	.02495
Adjusted R Square	.00799
Standard Error	1.51919

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	6	20.37271	3.39545
Residual	345	796.23782	2.30794

F = 1.47121 Signif F = .1871

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q64	-.31544	.13099	-.22279	-2.408	.0166
Q62	.21237	.11527	.15361	1.842	.0663
Q63	.10606	.15011	.06977	.707	.4803
Q65	-.04990	.14115	-.02406	-.354	.7239
Q67	-.10084	.12710	-.07135	-.793	.4281
Q66	.11499	.14598	.07481	.788	.4314
(Constant)	3.48006	.45889		7.584	.0000

End Block Number 2 All requested variables entered.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q49 WORKED FOR CURRENT SUPERVISO

Beginning Block Number 3. Method: Stepwise

Variable(s) Removed on Step Number
7.. Q65 FITS IMAGE OF GOOD PRACTITIONER

Multiple R	.15683
R Square	.02459
Adjusted R Square	.01050
Standard Error	1.51727

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	5	20.08430	4.01686
Residual	346	796.52623	2.30210

F = 1.74487 Signif F = .1237

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q64	-.32779	.12609	-.23151	-2.600	.0097
Q62	.20728	.11422	.14992	1.815	.0704
Q63	.09988	.14890	.06570	.671	.5028
Q67	-.10310	.12678	-.07295	-.813	.4167
Q66	.11732	.14565	.07633	.805	.4211
(Constant)	3.37021	.33725		9.993	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q65	-.02406	-.01903	.28987	-.354	.7239

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q49 WORKED FOR CURRENT SUPERVISOR

Variable(s) Removed on Step Number
8.. Q63 SUP LOOKS OUT FOR ME

Multiple R	.15273
R Square	.02333
Adjusted R Square	.01207
Standard Error	1.51606

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	4	19.04853	4.76213
Residual	347	797.56200	2.29845

F = 2.07189 Signif F = .0841

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q64	-.31203	.12378	-.22039	-2.521	.0122
Q62	.22604	.11065	.16350	2.043	.0418
Q67	-.07926	.12160	-.05609	-.652	.5150
Q66	.14986	.13722	.09750	1.092	.2755
(Constant)	3.42348	.32750		10.453	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q63	.06570	.03604	.29386	.671	.5028
Q65	-.01845	-.01469	.33751	-.273	.7849

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q49 WORKED FOR CURRENT SUPERVISOR

Variable(s) Removed on Step Number
9.. Q67 PROVIDES ENCOURAGEMENT

Multiple R	.14876
R Square	.02213
Adjusted R Square	.01370
Standard Error	1.51481

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	3	18.07202	6.02401
Residual	348	798.53851	2.29465

F = 2.62524 Signif F = .0504

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q64	-.32683	.12159	-.23083	-2.688	.0075
Q62	.20934	.10756	.15142	1.946	.0524
Q66	.10905	.12200	.07095	.894	.3720
(Constant)	3.40895	.32647		10.442	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q63	.04338	.02477	.31891	.462	.6447
Q65	-.02207	-.01762	.34529	-.328	.7429
Q67	-.05609	-.03497	.35316	-.652	.5150

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q49 WORKED FOR CURRENT SUPERVISOI

Variable(s) Removed on Step Number
10.. Q66 HELPS ME WHEN I NEED HELP

Multiple R	.14102
R Square	.01989
Adjusted R Square	.01427
Standard Error	1.51437

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	2	16.23867	8.11934
Residual	349	800.37186	2.29333

F = 3.54041 Signif F = .0300

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q64	-.27352	.10592	-.19319	-2.582	.0102
Q62	.23561	.10343	.17042	2.278	.0233
(Constant)	3.55089	.28517		12.452	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q63	.06853	.04415	.40051	.824	.4103
Q65	-.01984	-.01583	.43559	-.295	.7679
Q66	.07095	.04786	.38104	.894	.3720
Q67	-.01321	-.00924	.41811	-.172	.8632

End Block Number 3 PIN = .050 Limits reached.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Mean Substituted for Missing Data

	Mean	Std Dev	Cases	Label
Q68	3.865	.906	223	STANDS UP FOR ME
Q69	3.842	.933	209	TAKES RESPONSIBILITY WHEN THINGS GO WRON
Q70	3.924	.904	237	GIVES CREDIT WHEN CREDIT IS DUE
Q49	3.347	1.525	285	WORKED FOR CURRENT SUPERVISOR FOR:

N of Cases encountered = 352

Minimum Pairwise N of Cases = 190

Correlation:

	Q68	Q69	Q70	Q49
Q68	1.000	.696	.707	-.006
Q69	.696	1.000	.681	-.102
Q70	.707	.681	1.000	-.059
Q49	-.006	-.102	-.059	1.000

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q49 WORKED FOR CURRENT SUPERVISOF

Beginning Block Number 1. Method: Enter Q68 Q69 Q70

Variable(s) Entered on Step Number
1.. Q70 GIVES CREDIT WHEN CREDIT IS DUE
2.. Q69 TAKES RESPONSIBILITY WHEN THINGS GO WRON
3.. Q68 STANDS UP FOR ME

Multiple R	.13970
R Square	.01952
Adjusted R Square	.01106
Standard Error	1.51683

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	3	15.93791	5.31264
Residual	348	800.67261	2.30078

F = 2.30906 Signif F = .0762

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q70	-.07351	.13651	-.04355	-.538	.5906
Q69	-.28485	.13008	-.17431	-2.190	.0292
Q68	.24582	.13892	.14597	1.769	.0777
(Constant)	3.78004	.39380		9.599	.0000

End Block Number 1 All requested variables entered.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q49 WORKED FOR CURRENT SUPERVISOR

Beginning Block Number 2. Method: Stepwise

Variable(s) Removed on Step Number
4.. Q70 GIVES CREDIT WHEN CREDIT IS DUE

Multiple R	.13675
R Square	.01870
Adjusted R Square	.01308
Standard Error	1.51529

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	2	15.27079	7.63540
Residual	349	801.33973	2.29610

F = 3.32537 Signif F = .0371

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q69	-.31086	.12066	-.19022	-2.576	.0104
Q68	.21259	.12434	.12624	1.710	.0882
(Constant)	3.71996	.37728		9.860	.0000

---------- Variables not in the Equation ----------

Variable	Beta In	Partial	Min Toler	T	Sig T
Q70	-.04355	-.02885	.41400	-.538	.5906

End Block Number 2 PIN = .050 Limits reached.

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Listwise Deletion of Missing Data

	Mean	Std Dev	Label
Q46	3.375	1.079	INFLUENCE ON DECISION TO STAY ON ACT DUT
Q47	2.925	.859	PLAN TO STAY ON ACT DUTY AFTER CUR ASSIG

N of Cases = 40

Correlation:

	Q46	Q47
Q46	1.000	.446
Q47	.446	1.000

General Questions:

* * * * M U L T I P L E R E G R E S S I O N * * * *

Equation Number 1 Dependent Variable.. Q47 PLAN TO STAY ON ACT DUTY AFTE

Beginning Block Number 1. Method: Enter

Variable(s) Entered on Step Number
1.. Q46 INFLUENCE ON DECISION TO STAY ON ACT DUT

Multiple R	.44626
R Square	.19914
Adjusted R Square	.17807
Standard Error	.77874

Analysis of Variance

	DF	Sum of Squares	Mean Square
Regression	1	5.73037	5.73037
Residual	38	23.04463	.60644

F = 9.44924 Signif F = .0039

---------- Variables in the Equation ----------

Variable	B	SE B	Beta	T	Sig T
Q46	.35537	.11561	.44626	3.074	.0039
(Constant)	1.72562	.40914		4.218	.0001

End Block Number 1 All requested variables entered.

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6. James L. Stokesbury, "Leadership As An Art", in Military Leadership, Vol. 10, ed. by James H. Buck and Lawrence J. Korb, pp. 23-40.

7. Yukl, p. 253.

8. Mitchell M. Zais, Generalship and the Art of Senior Command: Historical and Scientific Perspective, p. 20.

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10. Lincoln C. Andrews, Leadership and Military Training.

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