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Anticipated Effects of Restructuring on Army Career Decisions: An Analysis of Comments From the 1990 Army Career Satisfaction Survey

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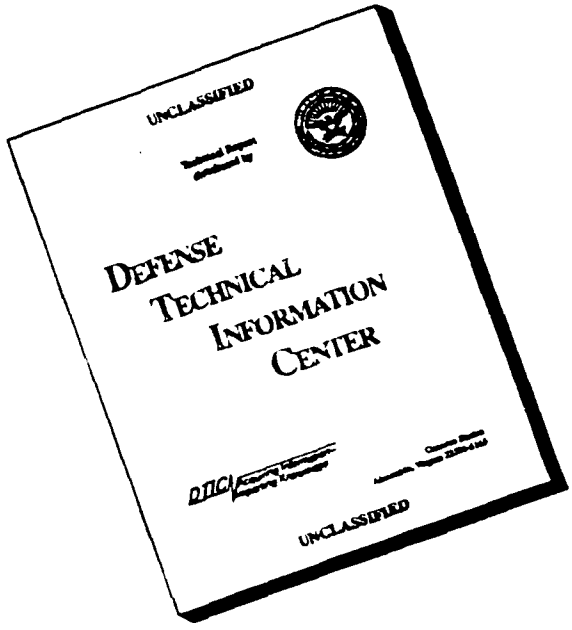
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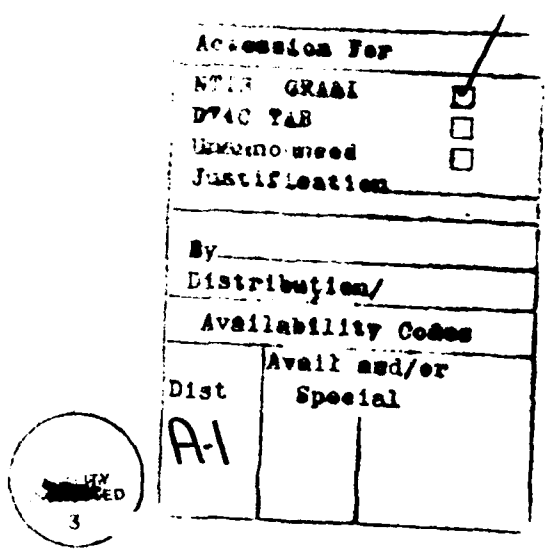
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This report presents a content analysis of the 1990 Army Career Satisfaction Survey, which was sent to 28,071 Army personnel. Nearly 60% of the enlisted, warrant, and commissioned officers in the sample responded to the survey, with over 30% writing comments to an open-ended final question. All comments were submitted on magnetic tape to the U.S. Army Research Institute for the Behavioral and Social Sciences. The printed comments are included in a 575-page appendix to this report. The report highlights representative examples of the comments from all categories of respondents. Major themes of the comments are categorized as (1) job security, force reduction, and transition; (2) career opportunities and promotions; (3) quality of life issues (benefits, pay, medical care, etc.); (4) job satisfaction; and (5) need to retain quality personnel.

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ANTICIPATED EFFECTS OF RESTRUCTURING ON ARMY CAREER DECISIONS: AN ANALYSIS OF COMMENTS FROM THE 1990 ARMY CAREER SATISFACTION SURVEY

COMMENTS

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ANTICIPATED EFFECTS OF RESTRUCTURING ON ARMY CAREER DECISIONS: AN ANALYSIS OF COMMENTS FROM THE 1990 ARMY CAREER SATISFACTION SURVEY

Introduction

Based upon the projected downsizing of the Army in 1990, senior officials wanted an immediate survey of soldiers conducted. This survey would enable them to accurately gauge soldiers' opinions on a variety of topics in order to understand the key issues involved and to develop realistic Army policies. The Army decided to develop an Army Career Satisfaction Survey (ACSS.) Three questionnaires were designed - one each for officers, warrant officers, and enlisted personnel (Elig. in preparation.) More than one hundred questions were asked of each category of personnel.

The results were analyzed and will continue to be analyzed to obtain insights into the Army in these unusual times. Many senior Army officials have been briefed and continue to be briefed on the results of this survey. They were mailed in June 1990. In July and August preliminary results were received. In all, 17,326 surveys were returned out of a sample of 30,000. Over 6,000 respondents, or nearly 35 percent, elected to make written statements on an optional open-ended question.

Although the individual categories of comments were wide-ranging, three major themes emerged for a majority of the respondents. The major themes were

1) *Concern over troop reductions*--with its material effect on their lives, e.g., relocating, moving, getting a new job, etc.

2) *Concern over the philosophy of "The Army Takes Care of Its Own"*--fear that it may become subordinate to congressionally mandated troop reductions. That is, a perception that the Army is just a job, not a career, and that quality personnel may be sacrificed for monetary or budget considerations.

3) *Concern with Army life and environment*--issues such as family environment, promotions, benefits, health care, education, and job satisfaction.

Troop reductions were the major topic of concern in the summer of 1990. The impending "Peace Dividend" from reductions in the threat from Warsaw Pact nations was going to cause unprecedented Defense budget cuts. It appeared that the Army would be cut by 20 to 25 percent and soldiers' discomfort about how the reductions would affect them was evident

in their comments. They expressed serious loss of confidence in their tenure and in the way the Army would choose to downsize.

The adage that "The Army Takes Care of Its Own" has been legend in the Army. Comments clearly indicated that soldiers had begun to question the caring attitude of the Army. NCO's particularly expressed concerns that their expectation of a lifetime career may not be met by the Army. The faith that the Army would take care of its own was seriously tested in 1990, according to a majority of the respondents to the Army Career Satisfaction Survey.

Army Life and Environment issues included job satisfaction, working hours, medical care, benefits, housing, child care and the sense that the Army is a life, not just a job. Comments on the 1990 ACSS questionnaires showed that soldiers are concerned that erosion of benefits could become a landslide, that their day-to-day life, working hours, job responsibilities and family satisfaction will change more than they want as the Army reduces its structure. They are unsettled about the changes which may take place and want more information on how their lives will be affected.

In August 1990, after this survey was complete, Iraq invaded Kuwait and President Bush ordered American military personnel into Saudi Arabia. It may well be that this event will surface new themes. So, any procedures used in troop reductions will be critical to the theme of "The Army takes care of its own", especially after a conflict in which lives have been lost.

Summary of Comments

A chart describing the comment review process is shown at Table 1. A review of the sample size, respondents and number of soldiers commenting on the survey is enclosed as Table 2. Representative comments from commissioned officers, warrant officers and enlisted personnel are at Appendices A through C, respectively. A list of all topics mentioned is at Appendix D. The complete text of all comments is at Appendix E.

COMMENT REVIEW PROCESS

- *READ ALL COMMENTS*
- *CLASSIFY CONTENTS INTO TOPICS / THEMES*
- *SORT BY CATEGORY OF COMMENTER e.g. OFFICER,WARRANT, ENLISTED*
- *SEARCH FOR INTERLINKS WITH QUESTIONS*
- *SHOW SIMILARITIES / DIFFERENCES BY SOURCE OF COMMENT*

Table 1. Comment Review Process

REVIEW OF 1990 ACSS SAMPLE SIZE, RESPONDENTS AND COMMENTS

GRADE	POPULATION	SAMPLE	RESPONDENTS	PERCENT RESPONDED	NUMBER COMMENTED	PERCENT COMMENTED
OFFICERS	83,410	9,200	6,451	70%	1,988	31%
WARRANT OFFICERS	14,692	5,000	3,594	72%	1,090	30%
ENLISTED	549,280	13,871	6,294	45%	2,501	40%
TOTAL	647,382	28,071	16,339	58%	5,579	34%

Table 2. Review of 1990 ACSS Sample Size, Respondents and Comments

Commissioned Officers

There were 39 specific categories of topics identified from the initial commissioned officer comments. They ranged from the highest level of concern, involuntary separation, expressed by over 11 percent of the officers commenting, to fewer than one percent of the officers commenting about child care. The specific categories of topics identified from the warrant officer comments were included in the enclosed overall listing of topics raised by all soldiers.

An example of the comments expressing impatience within the officer corps about involuntary separation is this comment from one officer who wrote, "...make cuts quickly and decisively. Anything less is not keeping faith. ... Pick the bottom 10 percent and transition them now. That's compassion: stringing them along is not." Another officer expressed his or her concerns about family issues, "Happy families = happy soldiers. Spousal commitment to military service is key. ... if I feel that my family's benefits are not adequately protected, I can do better on the outside." Representative comments are at Appendix A.

Warrant Officers

The specific categories of topics identified from the warrant officer comments were included in the overall listing of topics raised by all soldiers. Warrant Officer comments ranged from the highest number about job satisfaction, commented on by over 11 percent of the warrant officers commenting, to fewer than one percent of the warrant officers commenting about "ticket punching" and opportunity for command.

Warrant officers also wrote of their concerns for their pay and for informing the troops. One warrant officer wrote, "The dissemination of the most current issues surrounding restructuring has been less than adequate. What happens to the aviation field?" Another said, "Many warrant officers are not happy with the pay situation." Other representative comments are at Appendix B.

Enlisted Personnel

The specific categories of topics identified from the enlisted comments were included in the overall listing of topics raised by all soldiers. They ranged from the highest level of concern, ideas for initial troop cuts, expressed by the highest number of the enlisted soldiers commenting, to fewer than one percent of the soldiers commenting about spousal concerns and the world situation.

Soldiers expressed comments about some of the issues which were policy decisions and news topics while the survey was being conducted. While Jim Tice wrote in The Army Times, (August 6, 1990) that "More enlisted than expected take early outs," one soldier wrote, "I believe that

an initial cut of troops could be accomplished by letting all soldiers out that don't want to be in." Another wrote, "I would like to know how does the Army pick who gets involuntary separation and when it will take effect?"

Other soldiers seemed to look to a bleak future if involuntary separations affected them. Although The Army Times (Tice, July 9, 1990) said that "Enlisted won't feel many tremors in 1990," one soldier said, "If I were forced to leave the Army it would be very, very hard - even impossible to support my family in the current economy..." Another said, "If a soldier is forced out of the military he should be given severance pay and have some kind of job placement service." Representative enlisted comments are at Appendix C.

Summary of Results, Conclusions, and Recommendations

Since the decision to survey soldiers regarding their career concerns was made prior to Operation Desert Shield and prior to final budget decisions affecting the next five years, the data from this survey may require updating before force reductions take effect. Soldiers views are dependent on the national economy, their confidence that they will be able to care for themselves and their families and their confidence that the Army is going to inform and assist them in meeting their life goals.

In a volunteer Army, the strength is the ability of the Army to recruit top quality soldiers and officers and train them to protect the interests of the United States in peace and war. These top quality soldiers and their leaders need to keep open all channels of communication. Comments from surveys such as ACSS will continue to ensure that these channels are open at all levels.

The analyst team recommends that a follow-up survey be drafted which could be sent to soldiers in 1991. The planning for this should begin now so that it can be implemented after Operation Desert Storm is concluded and while troop reduction methods are being considered.

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Appendix A

Representative Officer Comments

"...make cuts quickly and decisively. Anything less is not keeping faith. ...Pick bottom 10% and transition them now. That's compassion: stringing them along is not."

"...look for lessons learned. ...poor personnel policy decisions made after Vietnam, result was a top-heavy corps,... ...extended promotion times adversely effect morale. Maintain a force structure that allows the quality soldier to advance. The initial decision may be a bitter one, however the future Army will be better for it."

"Forget the go slow method. Make the cuts / RIFs in one year and get it over with. ...using promotion boards in lieu of RIFs is having a terrible effect on morale."

"...priority of placement in government jobs should go to those involuntarily separated from the Armed Forces."

"My "fun meter" has pegged on buzzwords, themes, and UNRESOURCED REQUIREMENTS. If you're going to cut, for God's sake, bite the bullet and get it over with."

"There are too many rumors flying around the Army right now. There needs to be some definitive word through command channels. If you don't know what's going to happen, just tell the troops....don't guess, don't predict, and don't sugar coat. Do it straight."

"...soldiers now on active duty will have contracts broken. Think of the effect on our children. How likely is it that they will want to seek government service after seeing their parents discarded?

"Happy families = happy soldiers. Spousal commitment to military service is key. ...if I feel my family's benefits are not adequately protected, I can do better on the outside."

"How ironic that the very soldiers who brought about this peace dividend are the ones who have to suffer."

"...Survey pretty well covers it. I'm more concerned about losing the top-notch young officers and NCO's than myself. I have had two of the very, very best young officers I have EVER known resign in the last year. ...Uncertainty and frustration regarding promotion are the primary problems."

"...past six years in the 101st Airborne Division. My concerns are that the Army loses its quality junior NCO's and officers who see shrinking career

opportunities. ...will inevitably degrade the readiness of our units, difficult to quantify, but quite real anyway."

"...Undefinable criteria for promotion and retention has eliminated ability to assess career potential. ...getting harder to GAMBLE the future of one's family on a military career."

"...I trust that someone has "the plan" and can implement it- and that decisions will be more prudent than political. Good Luck."

" Separation pay could be a very effective means for getting volunteers to leave the army while giving them fair compensation for their time in service"

"I believe soldiers with 15-20 years of service have the most to be concerned about....All the soldiers I've talked to who fall in this category (myself included) seemed to be frustrated and angry that the army has not taken a firm stand that they should be protected from involuntary separation."

"...Push hard for the elimination of the three year in grade requirement. Right now we just don't need it"

"...One last thing, the Public does not care what happens to men / women in uniform. We are and always will be an expendable asset."

"...for those staying, get with real quality-of-life and pay improvements."

"Please keep us informed! Do not keep us in suspense."

"Cuts are needed, however, a better time phased reduction plan is also needed..."

"The Army is infantry and tank battalions and those other TOE units that support. If we have one captain or major serving at TRADOC, HQDA or anywhere else and still have vacancies at the S3 and XO positions in TOE units we have failed to downsize correctly."

"I'm a battalion commander and I am fighting hard to keep my officers and NCO's and soldiers in the Army. We have done a pitiful job in forecasting the future, identifying And articulating the threat of the future, and building strategy and doctrine and force to satisfy national / strategic objectives. And yet we wonder why we are being dismantled."

"Does this make sense? I am a captain [P]. I have done a good job for the Army, but I can no longer juggle my family with an Army career, so I'm leaving. I have to use my savings to support myself while I'm job hunting. If I'd had the foresight to sit on my can for eight years , and do nothing and

take two pass-overs, I could walk out the door with $25,000. What a unique reward system this is!"

"As the active force shrinks, how will the Army or Congress attempt to compensate those soldiers who will have to do more with less support?"

"As the force decreases, I feel the level of responsibility will significantly grow and pay should increase accordingly. Additionally, I feel promotions should move at a much faster rate to retain those good officers who we will probably lose to better paying & rewarding civilian jobs."

"Morale among O1-O2-O3's is very poor. They do not trust the "system". It is very difficult to sell a product as a senior commander when the buyer has only heard negative input from external sources. We are going to lose many talented, bright and good officers in the next few years because of confusion and uncertainty. When job security is taken from the CONUS officer corps there is no benefit or reason to remain."

"Demand an answer from Congress! You are toying with millions of lives. The stress of not knowing is not fair to people who give so much. DO YOUR JOB! Get us an answer to the RIF."

"Senior leadership needs an attitude adjustment. Job search and planning for departure from the ARMY is NOT treason."

"The Army force will be reduced but there are no indications that the workload will follow. If RIF'd at current severance pay rates and considering current location and job market I would declare bankruptcy in 90-180 days."

"RIF the incompetents fast before the good people start getting cut involuntarily."

"Reduce by attrition and less reenlistment."

"As an Army physician, I feel my job opportunities are excellent on the outside."

"Cut functions and organizations to avoid overloading residual force with work, especially cut staffs."

"A real morale blow to the Army is to have Congress make huge force reductions, but vote themselves a 50% pay raise!"

"My greatest concern is how the future (RIF's, reduced promotions and insecurity due to reductions) will affect my career status (if I have any!). I'm a Major with 14 1/2 years of service. Can I retire at 42? I sure planned to do so .....in 1975 when I joined up I was made fun of, ridiculed and called a

killer! I stuck with it only to be forced out five years short of retirement. What's fair or right about that?"

"...something is screwed up. You are losing good people - something needs to be done!"

"LTC's passed over twice and COL's with 5 years time-in-grade should be retired. Instead of SER boards they should have to apply for retention. Cutting 2LT accessions is sending a message to college age students that the Army is not the place to go if you are looking for a career."

"Let the "Modern Volunteer Army" soldiers "Volunteer" to leave or stay. Soldiers are smart. Let the soldiers decide. Let soldiers vote with their feet ie: stay in and compete or get out. Being RIF'd and getting money as a goodbye is no consolation prize. Pride is the real cornerstone of all REAL soldiers. A soldier should have confidence, self esteem and a positive attitude when looking for other employment. The modern volunteer Army has worked too well. TRUST THE SOLDIERS OF THE ARMY TO MAKE THE RIGHT DECISION FOR THEM WHETHER THEY STAY OR GO BUT PAY THEM. Find the funds to support this. The Army will win this battle by paying soldiers to leave. The committed soldiers will stay and the Army will be happy."

"I believe that I can make significant contributions to the Army as a Colonel O6. I also believe my manner of performance is competitive for promotion to Colonel. However this promotion is inextricably linked to successful battalion command. Company command opportunities in my branch (MI) were virtually non-existent when I was a Captain. As a Major I did hard jobs well where the Army wanted me to be. I had no opportunity to serve as an BN S3 / XO = no promotion to Colonel. Does the fact that I didn't command a battalion make me a bum? I think not but there are others who will make Colonel."

"I am concerned about the career opportunities available for female officers in a smaller force. The perception among fellow women officers, supported by comments in The Army Times, and by DACOWITS, is that opportunities will dry up. I am very concerned that I will devote 14 or 15 years to an Army career and do well only to find out that I am shut out of command opportunities. Do I cut my losses now while I am ahead or wait a few years and be frustrated in my attempts to achieve top assignments?"

"Base promotions strictly on job performances for officers; use only the top two blocks for accelerated promotions and middle as normal zone and eliminate the rest!"

"Army management policies have continued to be unsound when compared with the other services. My oldest son had the choice this year of attending West Point or the Air Force Academy. I strongly advised him to go Air

Force because of the personnel policies of the Army over the last 20 years."

"I am a military physician and work an average of 65-70 hours per week. We have poor supporting personnel and services. We often see the worst physician clinicians being promoted and made heads of departments based solely on date of rank. These persons work 40 a week and rarely pull night call claiming privilege of rank. Most of my fellow young physicians are very discouraged and plan to leave the service for this reason. (Pay has little to do with it!!)"

"The fact that I would be sent to 2 years of graduate education at Army expense and the be released only proves that the current system of promotion / retention is both inefficient and wasteful of taxpayers' money. I am a captain USMA 1983 grad, Airborne, Ranger, Air Assault, EIB, command qualified, infantry officer who served both heavy (4th Infantry) and light (10th Mountain) units. I was the top Army grad of MIOAC and EOBC (Branch transferred at the 5 year mark) who received "1" block OER's every time. My ETS date is 11 July 1990. Why am I leaving? The seniority-based rather than performance-based promotion system is the #1 reason."

"VIEWPOINT- If command is mandatory for promotion, then make command opportunity mandatory for every Captain. Why should some branches require command and others not? VIEWPOINT- Promote in the current fiscal year. The system is broke! Why do we have to wait for 3 years for pin-ons? Do civilians wait this long? No! We control all items of the promotion system. Why say "promote now" on OER's when in reality it's 2-4 years for promotions?"

"You should examine the Army's "up-or-out" policy. After this reduction in troop strength, the Army should consider the promotion policy of staying at the rank you wish, and if you wish to be promoted you apply. A selection board would be held every year for promotion applicants."

"One cannot gain competency by having 14 PCS moves in 20 years. (And the Army can't save money either.) The promotion system is unforgiving. Failure to make a promotion under the present system is NO indication of a person's ability to do the job. We have so institutionalized "up-or-out" that failure to be promoted is failure as a soldier. Command credit is given too much weight. Not every one can command. First there are not enough slots; second, not everyone has the aptitude; third, command in today's Army is less an exercise in leadership than in survival."

"The most important issues affecting my decisions whether to get out or not are 1) separation pay for voluntary resignation and 2) current benefits. The current health and dental care system in the army is broken. There are not enough doctors and other health care professionals to provide the

necessary care and treatment for the soldiers and their dependents. CHAMPUS is still poorly managed and many supposed health care providers in CHAMPUS want the soldiers to pay and then get reimbursed."

"I am retiring for 2 reasons: 1) Army health care failed me twice. The Army medical system is a joke. I wish I had civilian health insurance. 2) The personnel system led me down the pike. I should never have listened to them. Wanted to stay with troops and in the mainstream but "drifted" away."

"As the total force decreases keep the health care force at the present strength. Innovative personnel management policies such as the commissioning of PA's. Create more alternatives and you will retain more quality personnel."

"I like the Army. It IS a great way to live and serve my country. What I do not like is "putting out" 100% and receiving the same pay and benefits as others who "put out" 75%!"

"My greatest concern (and what may ultimately cause me to leave the Army) is a fictitious benefit plan that is substandard to those offered by private industries. Congress and the public might cite a health plan, but they don't realize how inaccessible it is to dependents. Most private insurances are vastly superior to what our dependents put up with. I enjoy my job but get frustrated when these "benefits" are inaccessible or degraded. I believe that proper management and command emphasis on these programs would improve morale and the perception that our standard of living is comparable to our civilian counterparts."

"Out of the blue I was notified that I am now in the AAC and I have no say about it. I am disgusted with the career management I have received. I always thought that if I worried about doing a good job, career management would take care of itself - obviously not! All I want to do is to stay in the Field Artillery and work with troops - let somebody who doesn't work well with troops sit behind a desk!"

"The unwieldy size of the Army is made worse by the false premise of OPMS that every officer is potentially Chief of Staff of the Army. By insisting that every officer become a "generalist" and not a "specialist", OPMS runs us through as many jobs as it can. Result: none of us even KNOWS his job thoroughly; nor does the guy who rates us. So all of us must rely on flash and pizazz to APPEAR to do a good job. Inefficient and destructive."

"Pay, benefits retention, and advancement / professional development opportunities are all very important issues. The most important one to a professional soldier is however, "Will Congress give the Army the resources it needs to accomplish its assigned and implied missions over the next 10 years, given the cuts in equipment and troop strength being

mandated." In other words will tasking decrease commensurate with resources?"

"Let's cut the FAT on Army staff. Stop the bureaucratic paperwork requirements. Let us train for war. Help our soldiers instead of reacting to every DA piece of paper that somebody THINKS is important. TRAIN TO WIN!"

"I owe $20,000 in student loans from law school. These loans were deferred for my initial 3 year obligation and then I began paying on them 2 years ago. I cannot afford to continue these payments on my salary as a CPT. The JAGC PP & TO has put out information on a loan forgiveness program that has been proposed as an incentive to draw new attorneys. Since the loans are already deferred upon application, it makes more sense to offer the loan forgiveness option to JAGS with over 3 years as an incentive to stay longer. I know that I would definitely would and so would many of my colleagues."

"Force will be reduced, but there are no indications <u>workload</u> reduction will follow."

Appendix B

Representative Warrant Officer Comments

"Many Warrant Officers are not happy with the pay situation..."

"The dissemination of the most current issues surrounding restructuring has been less than adequate. What happens to the aviation field?"

"A major concern with a potential RIF is the amount of time served. Most would prefer to voluntarily leave the Army or be subjected to a RIF before reaching an age that decreases civilian employment opportunities."

"Yearly cost of living increases need to be paid end of October..."

"Our main source of information for issues on RIF, closure of bases, etc is the mass media..."

"I feel the military needs to take a better look at reducing the civilian work force before the military work force..."

"My greatest concern is what the Congress is going to require the Army to do to reduce the budget."

"My troops are very uneasy due to slowing of promotions..."

"Most of us feel that if the cutbacks mean a better organized, trained, and equipped army then we will stay in. If the cutbacks affect readiness, support, etc., then most of us will get out."

"My considerations for leaving the Army are family oriented..."

"We need more information on what's available in the job market."

"I love my job and would preform it even better if I felt secure about job longevity."

"Speculation about Force reductions has already begun to effect the way people do their jobs."

"Army reduction should not be accomplished at the expense of the soldier, i.e. medical and dental care, MWR, dependent care."

"I feel the Army needs to be more concerned about retaining quality trained troops."

"...I also think that congress is pushing much too fast for troop cuts and that it definitely affects readiness."

"Army pay along with benefits need to be highlighted for future concern when the force gets smaller."

"I don't feel secure that the U.S. Army will be able to effectively reduce without soldiers and families worthy of staying being told they have to leave before 20 years."

"I recommend allowing any soldier (enlisted or officer) be permitted to leave service immediately upon their request with no penalty or breach of contract. It is not worth the expense of having a soldier who does not want to be one."

"My personal feelings on this matter is that I am a career soldier who loves his job and his work. Of all the problems facing the Army right now the one thing that bothers me the most is the sense of job insecurity."

"Armed Forces are an insurance policy paid by the people to ensure freedom. If you cancel the policy it leaves us ill prepared to handle a major conflict."

"Equal pay for warrant officers as compared to officers."

"I think that with troop reductions, people that want to leave the Army before their service obligation should be allowed to."

"...I only hope the quality, security, and opportunity are not lost."

"My main concerns are the erosion of benefits especially concerning dependents and retirees."

"Dependent care is my most important concern."

"A pay raise targeted for Warrant Officers is a must to keep quality Warrants on active duty."

"Allowing voluntary separations to reduce force strength is probably a better way than RIF's 'involuntary' for all concerned."

"The loss of jobs is bad enough on morale but the prolonged absence of a definite plan is hurting all soldiers."

"My biggest difficulty as a professional soldier is the indecisive manner in which a reduction in force will be accomplished."

"Why not cut back on new entries and force retirement at 20 years?"

"...The best qualified are not those who approve on paper. Those who get the job done by doing it are most likely to be RIFed under present system."

"Specific information concerning cuts from official sources has been minimal. Release of definitive information on precisely who need be concerned with cuts would make the transition much less stressful for soldiers and families."

"I feel that a RIF similar to the last one would damage the Army in both readiness and morale. A selective RIF would maintain the Army's readiness and morale while allowing for reductions of numbers, but retaining quality personnel."

"Reductions should not be made in jobs that would severely effect combat readiness...."

"I consider myself an above average Warrant Officer yet I don't feel my career is secure."

"What are the intentions concerning those of us in retirement status now?"

"Vocational training would be important."

"I am concerned about future retirement benefits that may be reduced. I came in the Army with the goal to retire. I feel it would be unfair to give me less than what I was offered when I signed my initial contract."

"There is a real concern about the quality and experience level of the personnel being retained on active duty in the aviation field."

"Facts are that I could increase my salary by $10,000 per year if I resigned from the Army now. So what keeps me in? Job satisfaction. What could make me want out? Job DIS-satisfaction. ....just let us do our jobs and end the uncertainties concerning prospects for career continuation up to retirement. If I can't be confident of achieving retirement, I'll get out with no further delay."

"I am deeply concerned with the loss of health care and dental benefits for myself and my family."

"Indecision is severely hampering our men and women."

"A major concern to soldiers in the field is that RIF procedures will be conducted the same way the promotion system is. Quotas and not by the best qualified."

"I am in the military because generally I like what we do in the military. There is an overall purpose and a need for a strong military. Duty, Honor, Country."

"I hope to make the Army a career. I wouldn't be happy anywhere else."

"I would like to see pay parity between commissioned/warrant such as the warrant would be like a limited duty officer in the Navy. I think this is important especially in the aviation field...."

"The military must change if it even hopes to compete for people in high skill (pilot) positions."

"It is my hope that the leaders and planners of future reductions (RIF's, benefits) might understand the negative impacts on soldiers and field units. Morale is rapidly declining, it seems along with faith and trust in an employer..."

"I think what bothers me the most about impending force cuts is the uncertainty involved.....most of my plans for the future involve staying in the Army for 20 or more years, retiring, and starting a second career."

Appendix C

Representative Enlisted Comments

"More consideration and concern should be given to those soldiers that have served for over 15 years. They have given the Army some of their best years and now being faced with the fear of being forced out. Out here in the field there is a lot of fear, because they just don't know what the future holds for them..."

"I think families of soldiers should have more information about their spouses careers and pay raises, early outs, pay cuts etc. I also think the army should consider how important family life is today in the United States."

"As we look for reasons to cut down the force, we must not forget the soldiers who work really hard. And sometimes it's not their fault they must work outside their own MOS..."

"I believe that an initial cut of troops could be accomplished by letting all soldiers out that don't want to be in..."

"I feel that people who don't even know or really care about the real world are making decisions based on paperwork."

"I feel that the military is moving kind of fast and who knows what the future holds..."

"Basically, I think a soldier needs to know where he stands in the army and has a right to know the army's plans. We took a chance to sacrifice our lives for this country and deserve the most our leaders can give to help us."

"Help keep good soldiers in the Army please."

"Retirement benefits-health care."

"Get Gramm-Rudman out of Army business and let the President and JCS run the military."

"First priority should be removing substandard soldiers who have been passed over at least three times."

"Most soldiers I've talked with are unhappy about eroding benefits."

"Strongly recommend separation pay for individuals receiving involuntary early outs. To compensate for the time needed to seek other employment. If not for the individual do it for their families."

"... I am also fed up with the way the Army preaches about how they take care of the Army family, then medical facilities turn them away..."

"The cuts in the Army are very important to me. I support my mother so my financial stability is important..."

"I would like to know how does the Army pick who gets involuntary separation and when will it take effect?..."

"I feel that the Army has hurt morale by coming out and saying the Army must decrease, way before it is time..."

"If a soldier is forced out of the military he should be given severance pay and have some kind of job placement program."

"A forced reduction is needed, my only request is that the Army act fairly and rapidly."

"If I were forced to leave the Army it would be very, very hard even impossible to support my family in the current economy..."

"...Soldiers who love the ways of military life snould be allowed to continue their service..."

"Soldiers in my situation (over 16 years) are still concerned about possible early separations. The news being received at the soldier level is contradictory and only serves to fuel the rumor mills."

"More considerations should be given to the effect on families not to job position, promotions etc. Force reduction has a stressful effect on wives and children."

"I think that if the Army concentrated on simple things like physical fitness and overweight soldiers & NCO's & Officers we could get all the troop reductions needed in those areas alone."

"It's very disappointing when long term goals are eliminated and there is nothing in your power that can be done to change the outcome of a future."

"As a member of the Armed Forces I have taken an oath to defend this country with my life. I appreciate what this country has given me and my family.....But at times I do feel betrayed..."

"I feel the evaluation system may be good but...then there are sub-standard soldiers in 'the good ole boy' network that are evaluated as being able to walk on water when in fact they don't know or even work in their jobs."

"Many soldiers like overseas assignments; I think, even with the European cutbacks, that soldiers should not be declined overseas options. We still need an Army in Europe."

"I would like to have a clearer understanding of where and when troop cuts will take place. A lot of soldiers are speculating creating a dangerous low morale problem which can affect the retention of the best NCO's."

"To get the most out of your research you should talk one on one with the soldiers."

"My main problem with the Army....is the constant frustration of not working in my MOS."

"I trust that the leadership of our Army, if need be, will continue to retain the highest quality soldiers and support our goals as we have supported our Army for so many years."

"...the leaders in the military and of this country (congress-senate-president) must make decisions about severance pay for the enlisted soldier. When an enlisted career person is separated you are not only hurting a soldier but the welfare of his family also. The scales are too unbalanced between officer and enlisted where pay and severance is concerned."

"Send more of these (surveys) out, all of my fellow soldiers want one."

"how can soldiers maintain savings accounts if inflation increases 4% annually (approx.) and cost of living pay raises increase only 3% annually (average)?"

"I know a lot of soldiers that would stay if they didn't have to go overseas or would reenlist if they could get a certain MOS, but want to stay at current duty station for personal reasons like having to build up a stable home/family."

"..many of us feel we are fighting a losing battle. We are being passed over for favorable opportunities which are then given to someone else simply because they are close friends with command."

"I would like to see the military provide some type of connection between outgoing soldiers and prospective employers. I am sure there are many U.S. corporations who would be willing to work with the military on establishing a network in which the military provides names and the company provides job openings. All that's left is to match them up."

"With the upcoming troop reductions facing us, many good soldiers are concerned that they will be cut no matter how well they preform. They see other soldiers who fail their APFT, SQT, weapons qualification, or are

continuously on the overweight program, being retained while they should be processed out of the Army. This seriously hurts morale and is very frustrating. "

"To some, the Army is just a job or a way to get college money, which is fine, but to others it is a way of life, 24 hours a day, 7 days a week. These are the soldiers the Army needs to retain if it wishes to have a smaller force without losing any efficiency."

"I think the Army should figure its needs by MOS and pay grade. They should then do as they have by separating the personnel with bars etc. An option should be offered after all the undesirables have been eliminated that personnel who want out be able to get out with severance pay (with a min. 5 years)."

"I honestly believe that the process that the Army uses in their retention and/or separation of troops is rather confusing at times. I see more GOOD soldiers forced out and more BAD soldiers allowed to stay with bad records."

"As soldiers we must be able to cope with present issues such as low pay, high cut-off scores, force reductions, frozen promotions, family separations, etc., etc. but with all the negative comments concerning the public opinion about the military, our civilian counterparts must remember one thing...freedom isn't free."

"It makes me feel good to be able to answer a survey like this because I like to express my feelings about things hoping someone would listen and take it into consideration."

"It appears the Army assigns personnel to places where they are not needed. I am currently in a maintenance unit even though my MOS is fixing intelligence equipment. I will never see the equipment I was trained on while at this unit...I joined the Army to do my job, not to be re-trained on another piece of equipment. Why spend all that money to train us if we are not going to work on it."

"To me, one of the most important issues concerning soldiers is their families. To me, the soldiers family and matters concerning his or her family play a major role, and is a big deciding factor on whether or not a soldier wants to make the Army a career or not. Mainly because if a soldier has family problems, his or her mind is going to be directed towards that problem until it is resolved."

"I firmly believe the promotion system is in shambles."

"I personally think the easiest way to reduce the strength and size of the Army is to make it easy for those who want out to get out."

"Many of the soldiers who want out and can't lower morale and make it hard to work in an environment where half the people don't care about the Army"

"Overall satisfaction in the Army could probably be increased by having honest recruiters, i.e. recruiters who promise everything and deliver nothing."

"I believe the Army not only serves to defend our nation, but also educates and strengthens Americans as much as any institution in the U.S. Any reductions in force will hurt America and Americans."

"I shudder to think what a mass or major RIF would cause to individuals who have served with honor and distinction."

53"In downsizing the Army the quality of life for the soldiers and his family must be of primary concern."

"With forced reduction the military is not fulfilling it's promise of an enlightening, long-term career."

"I hope the Army carefully picks for quality soldiers to stay in and also let the soldiers who are released get a chance to establish something before being put out."

"I think the reduction should be done very slowly. If it happens to fast there will be a lot of stress put on everybody."

"The current Army program is pushing out good soldiers and retaining moderate ones."

"I am very concerned about the force reduction and how it will effect not only myself but all enlisted personnel."

"The uncertainty of the military is very frustrating and unnerving for the soldier today."

Appendix D

LISTING OF ALL TOPICS COMMENTED ON BY ALL SOLDIERS
(OFFICER, WARRANT OFFICER AND ENLISTED)

1 "ARMY TAKES CARE OF ITS OWN" - LIP SERVICE
2 ALTERNATIVE GOVERNMENT JOBS (NGB, DEA, ETC)
3 ARMY DOWNSIZING WRONG
4 ASSIGNMENT OFFICERS
5 ASSIGNMENT SUPPORT
6 ASSIGNMENTS
7 AVIATION FEMALES
8 BELOW THE ZONE PROMOTIONS
9 BEST LEAVING
10 BRANCH
11 BRANCH TRANSFER
12 BROKEN PROMISES
13 BUDGET CUTBACKS NOT GOOD
14 BUDGET CUTS
15 BUDGET CUTS
16 BUREAUCRACY
17 CHANGE IN FLIGHT PAY STATUS
18 CHILD CARE
19 CHILD RAISING
20 COLLEGE/GI BILL/EDUCATION
21 COMMAND (LACK OF OPPORTUNITY)
22 COMMENTS ON SURVEY
23 COURT MARTIALS
24 CURRENT BOARDS NOT FAIR
25 CUT-OFF SCORES
26 DISCRIMINATION / GENDER
27 DUAL MARRIAGE
28 EARLY OUT
29 EARLY OUT PROGRAM
30 EARLY RETIREMENT OPPORTUNITY
31 EDUCATIONAL DISCRIMINATION
32 EDUCATIONAL OPPORTUNITY - UTILIZATION
33 EROSION OF BENEFITS
34 FAMILY (AWARENESS / SATISFACTION)
35 FAMILY DISRUPTION
36 FEEDBACK
37 FEMALES
38 FEMALES IN FIELD ARTILLERY
39 FORCE OUT OF 10+ YR PERSONNEL
40 FUTURE OF SERVICE UNCERTAIN
41 GETTING PASSED OVER
42 GUARANTEED COST OF LIVING RAISES
43 HEALTH CARE

LISTING OF ALL TOPICS COMMENTED ON BY ALL SOLDIERS
(OFFICER, WARRANT OFFICER AND ENLISTED)
CONTINUED

44	HEALTH CARE
45	HELICOPTER CONTRACTORS
46	HOURS/SCHEDULE
47	HOUSING
48	HQDA POLICIES
49	IDEAS FOR INITIAL TROOP CUTS
50	INTEGRITY
51	INVOLUNTARY SEPARATION
52	JOB FAIRS/EMPLOYMENT OPPORTUNITY
53	JOB INTERVIEW SKILLS - TRANSITION
54	JOB PLACEMENT / PREPARATION
55	JOB PLACEMENT VS. CIVILIAN COMPANY
56	JOB SATISFACTION-BAD
57	JOB SATISFACTION-GOOD
58	JOB SECURITY
59	JOINT DOMICILE
60	KEEP CIVILIANS OUT OF CHAIN OF COMMAND
61	KEEP SOLDIERS INFORMED RE: RIF
62	LACK OF & STAFF SPT FOR HEALTH CARE
63	LACK OF INFORMATION
64	LACK OF OFFICIAL HQDA INFO
65	LIKES SURVEY
66	LONG HOURS
67	MAKE OER SAME AS NCO ER
68	MATERNITY LEAVE
69	MISMANAGEMENT (PERSONNEL)
70	MORALE
71	MORE MATURE LEADERS
72	MOS QUALIFICATIONS (SCORES)
73	MOVES- TOO MUCH TOO MANY
74	NCO REDUCTIONS
75	NO "CARING" ATTITUDE ABOUT SOLDIERS
76	NO "REAL" OPPORTUNITIES SOLELY FOR WO
77	NURSING
78	O C S
79	OER
80	OER- RATER
81	OER-SENIOR RATER
82	OFFICER FUNCTIONAL AREAS
83	OVERSEAS TOURS
84	PAY TOO LOW
85	PAY/COMPENSATION (SEVERANCE PAY)
86	PERSONAL STRESS
87	PERSONNEL MISMANAGEMENT
88	POLITICIANS CONTROL RIF - NEGATIVE
89	POOR ROLE MODELS (LDRSHIP)
90	PREP FOR SEPARATION STARTS YRS EARLY

LISTING OF ALL TOPICS COMMENTED ON BY ALL SOLDIERS
(OFFICER, WARRANT OFFICER AND ENLISTED)
CONTINUED

91	PROMOTION CRITERIA
92	PROMOTION LOCK-IN RULES
93	PROMOTION OPP.
94	PROMOTION SLOW DOWN
95	PROMOTION SYSTEM
96	PROMOTION TIG TOO LONG
97	PROMOTION TO MAJOR
98	PROTECT PAY & TRAINING $
99	PT/WEIGHT CONTROL
100	QUALITY OF SOLDIERS
101	RACIAL/ETHNIC DISCRIMINATION
102	RACISM
103	REDUCE FORCE:REDUCE MISSION
104	REDUCE TIG FOR RETIREMENT
105	RETAIN QUALITY SOLDIERS
106	RETENTION/RECRUITING NCO QUOTAS
107	RETIREMENT BENEFITS
108	RIF FROM TOP DOWN
109	RIF QUICKLY
110	RIF REDUCTION
111	ROTATION IS NECESSARY
112	SELECTION CRITERIA
113	SEPARATION PAY
114	SEPARATION PAY
115	SEPARATIONS
116	SEXUAL HARASSMENT/DISCRIMINATION
117	SHOULD BE EARLY RETIREMENT PLAN
118	SINGLE PARENTS
119	SINGLE SOLDIERS NEGLECTED
120	SLOW PROMOTIONS
121	SOCIAL OBLIGATIONS
122	SPOUSE
123	SPOUSE
124	SR ARMY LEADERS
125	STABILIZED TOURS
126	SUPPORT GROUP COUNSELING
127	SURVEY MAKES ME NERVOUS
128	SURVEY TOO PERSONAL
129	TICKET PUNCHING
130	TIME REQ FOR DRILL SGT APPLICATIONS
131	TRANSFERS TO OTHER FED JOBS
132	UNCERTAINTY = LOW MORALE/READINESS
133	UP OR OUT POLICY
134	VOLUNTARY SEPARATION
135	WEAPONS VS PEOPLE
136	WEIGHT CONTROL/PT
137	WEST POINT FAVORITISM
138	WORK OUTSIDE MOS
139	WORKLOAD NOT REDUCED
140	WORLD SITUATION

Appendix E

All Comments on 1990 ACSS Survey

0010006 90. Translation of acquired military skills to the civilian work force. 90. Instruction on how to interview for a job?

0010008 Q90: Job experiences.

0010011 In reference to question #69 P-12. One very strong reason that I have some uncertainty in regards to a career Army focus is the alarming amount of upper echelon leaders who lack strong character and moral principals. The Army as a whole is losing some outstanding people because of its lack of proper personnel management. The personnel management department of the Army (PERSCOM) needs to pay more attention to individual qualifications and needs. It seems there is too much emphasis solely being placed on statistical needs of the Army budget system. Numbers will not promote a total quality force. This is why a more individual soldier concern system needs to develop. This type of program will promote more unity among officer ranks and hopefully less self-centeredness. Thank you for this opportunity.

0010012 I like the Army, but I would like to see a smaller more professional and dedicated Army. Even though I seek a career in the Army I do not like the "careerism" which is not to the Army's benefit that has developed.

0010013 The rapid reduction in force strengths has completely changed the definition of "highly qualified". There is a strong chance that I will not have an opportunity to become the XO or S3 and hence will not become "Branch Qualified". Without the opportunity, I will not be promoted. Promotion boards must change the definition of "highly qualified" for promotion purposes. Selection for Bn Cmd. is really going to become arcane.

0010014 I am very concerned (like many other soldiers and DA civilians) about approval, funding, adequacy and timeliness of "Home Owner" assistance for those of us who reside where the local economy is greatly dependent upon a nearby Government/Military Installation and is/may be significantly impacted by installation closings and troop reductions/unit deactivations. The morale and confidence of many of my peers and soldiers in general (not to mention that of DOD civilians of many agencies) are waning due to the uncertainty of the situation (DOD-wide) and impending cuts. I feel that I do not know enough of all this; that most of what I hear (from a variety of sources) is rumor or guesswork. I trust that someone has "the plan" and can implement it - and that decisions will be more prudent than political. Good luck.

0010015 Voluntary early releases should be used to the fullest extent to help reduce the force.

0010016 To attract and retain quality people in the service, more incentives should be given at certain time periods. The starting salary of new 2nd lieutenants should be very competitive with industry. No large raises should be given through the seventh year of service. A large "bonus" & salary increase should be given at the eighth year. The same sequence should occur at the 14th year of service.

0010018 As an Army physician, I feel my job opportunities are excellent on the outside. As a USUHS graduate & a ROTC scholarship student however, I still have 5 more years of obligation. The Army would be stupid to allow me to leave voluntarily, but if the offer comes, I will leave. If promotion, pay and job opportunities are good in 1995 I will stay; if not I will NOT stay 6 more years just for the "retirement" benefits.

0010019 Many questions did not have a valid response for guys like me with 28+ years of active duty.

0010022 #14 Whole person concept. Include mil. & civ. schooling. #110 CONUS tours only.

0010023 I skipped section II (2 questions) because I really don't have a unit until July (I'm in school).

0010024 There were no questions asked that identified people as part of the Army married couples!! ie; Talk spouse but don't ask if military spouse. With reductions a dual income military family could become greatly distraught if released from AD.

0010026 The overall mood of my peers, is what we did as learning experiences are now discriminators for retention, branch officers, promotable peers portray - we've got our jobs! Passed over officers are 2ND class officers - regardless of the reasons. Officers are to lead and take care of their soldiers, not worry about who they are to please. We've missed the boat and become a cut-throat service. Or - a pat on the back and a boot in the ??xx.

0010029 Separation pay could be a very effective means for getting volunteers to leave the Army while giving them fair compensation for their time in service.

0010030 I have learned many things in the Army and made some great friends. However, many times I feel very frustrated. Officer turnover is far too high. In three years I've led 2 platoons, been an XO and a Squadron S-2. It seems that I'm constantly learning new jobs instead of doing fewer things very well. It's difficult to accomplish anything because there is usually little overlap between old & new officers and the new guy needs some time to learn the job.

0010035 Ques 90. How to interview. Ques 110. Cost savings, yes, but maybe not so great for experience.

0010039 I'm trying to get to Germany & if I don't get PCS'd within approximately 1 yr or so I'll probably get out. In my MOS (65 B) they need to give "pro pay" benefits to keep qualified health care providers in the Army. The civ jobs pay much better.

0010042 Transition management or some type of management or program to coordinate programs/information needs to be in place. There appears to be no centralized direction. No questions were asked about career interruption for those with 20 years service (retirement eligible) but HAD planned a longer or 30 year career. There also appears no consideration for any new or added benefits for this category of soldier.

0010043 #746,75,76 - Personal info which should have no bearing on all or ANY decisions regarding any service member. #90 - Paid travel from O/S area for job search/interviews in US.

0010045 1. Involuntary separation is a breach of trust by the Army! 2. Pin on points have been lengthening for years now, wake up! 3. Personnel policies are inconsistent and unstable. One year ago, I was denied a request to waive a 7-month obligation. That action cost me a year of my life. Now, soldiers that owe 5 are going to be allowed out at 3. Where's the justice? Is that taking care of soldiers?

0010052 Programs assisting spouses in finding work after moves would impact on my decision to stay in the Army. At a given point in my wife's career, she is a biochemist, she decided that further moves would disrupt her career progression. The OER should be revised. If the document is to be used as a basis for comparing officers, restructure it similar to the new EER. Positive or negative comments should be specifically addressed with backup documentation available to the promotion board. In conjunction with this, lengthen the time each board member has to review a record. Lives are affected by promotion boards. Such decisions should not be made in the space of seconds.

0010054 I believe soldiers with 15-20 years service have the most to be concerned about. They appear to be the prime target (by saving money immediately & in the short term future, i.e. less retirement costs to the government) for a RIF. All the soldiers I've talked with who fall in this category (myself included) seem to be frustrated & angry that the Army has not taken a firm stand that they should be protected from involuntary separation.

0010057 The issues the Army are facing are tough! Good luck and God be with you.

0010059 Question on spouse income & job - a spouse's ability to get a job is a personal matter. It should not be a consideration in Army decisions. Question on RIF's, cutbacks etc. I have not received definite information on any of these, only speculation or talk of what actions are being considered.

0010060 Individual's decisions to pursue a particular career pattern in the military are more often than not decided for them by inexperienced and incompetent assignment officers. Two years ago I was moved here to Fort Monroe against my wishes because when I leave here I will have 6 years in ROTC, certainly not career enhancing assignment policy. Now, after only 27 months here, I am being assigned overseas to Hawaii, in spite of the fact that I told my assignment officer I wanted to retire next summer when I meet the time in grade requirement. I have been telling him this since January. My initial decision not to fight this assignment was based on a letter sent out last October by my branch, which I found out a week ago I misinterpreted. Actually, according to my branch, I was newer on the list. I'm sending a copy of the letter so you can decide what you would have thought. For the past 5 months I have tried to get someone at Perscom to listen, to no avail, when I tell them I am an O-5, with no chance for promotion, who wants to retire next summer. Now - I answered your questions, you answer mine! 1. The purpose of this survey is; to find out if the military will get smaller?; to find out if the Army THINKS the military will get smaller?; spend additional critical time on research so as to continue the Army's policy of "paralysis through analysis"? 2. The army should act quickly on the following issues - ; Somebody send a message to PERSCOM telling them that the Army will be getting smaller over the next 5 years. Do away with the POLICY to retain retirement paperwork until an individual is 12 months out. We should plan as far ahead as possible. Push harder for elimination of the three year in grade policy for retirement. Right now we just don't need it.

0010064 I have 18 1/2 years active service now. Due to enlisted time, my LTC board for primary consideration is now in session. If I hadn't already reached "lock-in", I would be (profanity) bowie knives right now. My wife has taken a job in Orlando, Fl, (63 mile commute one way) with Southern Bell and my son graduates from high school in 2 years. I am planning on retiring rather than justifying my presence at that time, even if I am selected to LTC. Do what you can...we will probably be in a build up in 10 years because we blew a routine mission with our "light" force.

0010070 The Army should do something to help families in selling their houses when they PCS.

0010073 How we approach force structure changes will be crucial; if Army moves toward cadre divisions and transfers more of it's mission to the RC, believe many will turn away from an Army career. The "hollow" Army effect will undoubtedly impact retention as well.

0010074 To give you an idea as to extent of my concern on recent events in DOD and the "Army's" ability to deliver on promises of the past I say the following: I have 17 yrs and 10 months of service time and I don't feel that I have a guarantee of 20 yrs. I believe the services are more interested in protecting their hardware than their people. This is clearly evident in the case of B-2 Stealth Bomber. Do we really need a 500-800 million dollar plane that cannot avoid radar as proven by the Australians. One last thing - the public doesn't care what happens to men/women in uniform. We are and always will be an expendable asset.

0010079 90. Assistance of a PROFESSIONAL placement service, not SOME half-baked "program" staffed by government employees. Put out duds, allow voluntary separation w/reasonable separation pay, involuntary retirements - these should solve the problem without really screwing anyone. For those staying, get with REAL quality of life & pay improvements.

0010081 As prior enlisted, I am within 6 months of completing 20 years active service, and will probably retire soon regardless of the results of the pending LTC board. I am somewhat disappointed that I elected to remain in the Army, as I have given my best years to service of country only to face diminished opportunities to rise to the levels to which I have aspired all these years. At least I can retire, but my heart goes out to those less fortunate.

0010097 It must be considered that I am obligated until 2002 due to ROTC and USUHS commitment. I am also in the medical corp. which biases my answers (or lack of answers) to many questions i.e. 18-21, 82, 88 etc.

0010098 Please keep us informed. Don't keep us in suspense!

0010100 Too much administrative paperwork for physicians! Too little resources for auxiliary support (technologists, receptionists, secretaries, nurses)! Pay too low to compete. Too difficult to hire qualified people and to discipline/remove poor performers in the civil service!

0010101 90. Job interview training.

0010102 Cuts are needed, however, a better time phased reduction plan is also needed. It appears we are knee jerking in our reaction to current world events when we are not sure where events will lead. Question 69 continued: Good soldiers, both officer & NCO, may leave the service early as civilian job opportunities present themselves. This WILL affect the profession of arms in the area of morale and quality of personnel in the long run. We need to look further than a 5 year window on the effects of MASS force reductions both in the military and civilian community. Question 90 - Include professional organizations. I will PCS within the week. Therefore, most of the questions on obligation are in conflict with my answers. I currently have no obligation; however, within the week I will have a 1 year obligation. Question #110 - Five years in a location/assignment will result in a lack of opportunity for a competitive career to personnel assigned job in the 3R's (Reserves, ROTC & Recruiting). We have to protect good soldiers doing the not wanted jobs as well. Question #111 - Not fair to answer this - I fall into this category.

0010103 The problems associated with future service in the Army stems from the lack of financial support the American public is willing to provide to sustain us. This decrease in funds will decrease the size and scope of the Army and will eliminate many of the opportunities most of us joined the service to pursue. Thank you for sending me this survey. During these tough times it is clear to me that the Army's leadership is determined to take care of its own.

0010106 I am a physician who is at 19 years service. I have met all my career goals and will retire at 20 for the sake of my family. The Army has given me excellent physician training, broad experience, and every job I ever wanted. I have declined promotion to O-7 or Command. I have been basically paying the Army thousands of dollars a year to stay in. Because of my professional status and near end of career most of the questions do not concern me. Thank you.

0010110 I am disappointed in the post I got assigned to. I listed 10 posts where I would like to be stationed and I ended up with the 10th place on my list. A majority of my choices were either overseas or on the East Coast, but I got sent to the Midwest. I have been here a year and I have to stay another before I can leave or be considered for change of station. I do not believe that I was conferred with adequately on the choice of places I could go.

0010111 69) I have had the opportunity to work for several different types of personalities in my career, and have found that personality conflicts had a direct effect on OER's. The OER rating system is not an accurate means of determining potential or proficiency in an officer. Perhaps a system using a neutral third party (who is not an acquaintance of the rater) would prove more effective. "90 Informing soldiers in a timely manner about being cut and criteria to remain on active duty.

0010114 Question 29 - I'd recommend the military. Not just enlisted and not just the Army. Question 54 - Even with reductions, I'll (I should be able to) be able to stay 20 yrs but I doubt I'll get promoted. However, I want to stay as eligible as possible. Questions concerning units are different for me, as I'm working at FORSCOM HQ's. We get the info first hand and we don't have "readiness/training" issues

0010115 69. The desire of Army senior leadership to retain a disproportionate amount of combat forces and not fix the shortfall in combat support and combat service support.

0010117 The reason I wish to leave the military is that: I'm a PHYSICIAN, but I'm not allowed to practice medicine in the Army because of: "Army - administrative paperwork". If I could practice my specialty only & be given enough auxiliary help to give TOP QUALITY PATIENT CARE AT ALL TIMES. Then I would definitely stay in the Army for at least 20 yrs!!

0010119 I personally feel that the Army would best serve our present nation at between 300,000 - 375,000 members. The United States and it's political concerns have changed over the past five years and will continue in this path. Having a very large active force is unnecessary because of the way the Soviets and it's allies have realigned themselves with the democratic society. Having a smaller force is the only rational thing for the United States to do. Furthermore, by having a smaller active force, it will promote a superior quality force. The Army will be able to keep top quality personnel with this reduction. By paying these quality personnel top wages (compared to top executive civilian), the active duty force by reality will be a better qualified, more professional, and better trained to defend the United States.

0010125 I do not see Dept of Army nor DOD being effective in fending-off the Congress for quick/big cuts. Soldiers and families will be hurt and you cannot do anything about it. To portray differently is a lie.

0010126 In regards to RIF vs. slower promotions, I prefer an early, one-time RIF so that fears of future small RIF's are removed. I understand that RIF's are necessary; however, I feel it is unfair to constantly subject an officer to multiple RIF's in his career. I like the Army and I like being in the Army, but several negative events are clouding the future. Since my commissioning in 1987, my retirement pay was reduced to 40%, my time in grade as 2LT was increased from 1 1/2 to 2 years, and my promotion board to captain turned into a retention board. It's been very disappointing.

0010129 #90 Interview techniques.

0010138 Until recently, I have been very satisfied with my Army career. I have always put the needs of the Army above my own preferences for duty positions and locations with the assurance that if I did this for the Army the Army would take care of me. I have had to endure egotistically motivated superiors who have threatened my career if I didn't "make them look good". I have been assigned duties completely outside my branch or functional area with the explanation of "it wouldn't hurt my career", but, I never have figured out how those assignments helped my career, or made me competitive with my peers. I have not worked in my branch/operational specialty at all in my last five years of service and my current assignment offers me an opportunity to gain experience in my functional area before I'm required or expected to perform. I don't feel comfortable with upcoming promotion boards because the selection criteria seems, at my level of perception, to change much more rapidly than any previous boards and given my varied career, I don't know how competitive I am with my peers. I don't think my branch has properly managed my career by providing guidance and opportunities to work in my operational specialty. I have not been given proper information on many occasions, about vacancies that could have given me the opportunity to work in the specialty and enhance my career. I'm not criticizing all my branch managers, some have really tried to bring my career back on line but, because of turn-over inability to get me a job or position they had promised, or their careers took precedence, just couldn't really help me. I have seen "office politics" take their toll on many soldiers. I don't think this is fair or the way the Army really wants to operate. But, I have seen and been involved in situations where if a person was in the wrong clique, that person's career was at stake and he or she would be counselled on being seen with the "wrong people". I didn't know the Army had "right people" and "wrong people". I still take pride in serving my country and overall I'm satisfied with most of the Army's programs and policies. But I sense a change in the professionalism, commitment and attitude of the Army that doesn't bode well.

0010139 Finish pending QMP separations for substandard NCO's before cutting deep into NCO ranks during force reductions. Some NCO's under scrutiny for QMP do not deserve separation pay. (Once NCO separation pay is approved.) Seems that the greatest opportunities and greatest threats face Army special operations forces, in spite of impending conventional force cuts.

0010141 No one really seems to know what is going on yet. Everything is just a conjecture. Once Congress, DOD, and branch establish policy & pass on solid information on what they are planning to do, then people will know where their real concerns are. Right now, there is too much uncertainty to give valid responses to many of the questions; but I realize, information from sources such as this questionnaire can be helpful in setting policy and I'm thankful that the bureaucracy has enough interest to invite input from the workers before they determine it.

0010142 #90 Priority on MAC flights/reduced fares/no fare for job search.

0010145 I have believed for a long time that we promote most officers too soon and lose too many good experienced officers making room for the inexperienced. Lengthening promotion pin-on-points would actually benefit the force.

0010153 1. Questions 96 thru 102 should have inquired as to those soldiers that already have over 20 yrs total time (active & res). 2. R A officers regardless of source of commission must be treated equally. This was not done during the RIF's at the end of Vietnam.

0010154 The Army is behind the power curve in retaining it's best officers. There is very little incentive to excel because mediocre officers are paid the same as outstanding officers. For officers whose jobs are more demanding & critical in a peace environment, the civilian-sector is more inviting in terms of compensation & quality of life. I average over 60 hrs per week due to shortages in the number of trial attorneys in the office, yet I am paid the same as an officer who puts in much less time.

0010166 I am currently a JAG officer. I have been active duty enlisted, IRR enlisted, and a dependent wife. I have been voluntarily associated with the Army for over 15 years. The uncertainty now is causing the worst morale I have ever seen. Make cuts now - quickly & finally. Let people know, so they can plan their lives. I would LOVE to KNOW what my job security is!

0010168 19. Networks/friends.

0010172 My responses are basically "if I hadn't already decided, I would..." types. I retire in just a few months. I am not retiring because of reductions in the Army, but rather with a general dissatisfaction with the Army and it's leadership. If I were on the fence, the impending "doom" would certainly lead me to retire.

0010174 Ques 90: Procedures to transfer to other federal agencies, e.g. DEA, INS, CIA, State, Customs, Border Patrol, Agriculture.

0010179 Quit making the rules as we go. Make a decision. It is extremely difficult to counsel young officers when in each new edition of Army times they see another board they have to go through with no particular end in sight. I.E. retention - CVI - promotion. If it's going to take 5 years to make captain - let's say it up front.

0010181 #69 In consistent leadership decisions with no regard for the soldier or the family. I volunteered for military service with no obligation and was thinking of potentially making a career out of the Army. After being treated unfairly, lied to, & unnecessarily separated from my spouse I am eagerly awaiting my ETS date. I have multiple job offers at 2 to 4 times my current pay.

0010192 Soldiers today are more concerned and not fully job oriented. I think if they (Congress) are going to cut the force, let them allow Department of the Army do it over sever years (5). This will certainly help keep the best in uniform and we will have a very dedicated armed force.

0010193 Question 69. My primary source of uncertainty is with force reduction opportunity for BN Command will decrease and promotions for officers even when selected on time is slowing by 1-2 years because of uncertainty with Army's future size.

0010194 If history is used as a measuring stick, concerning reductions in force. Since World War I; the Army leadership has habitually excelled in overreacting and over reducing the force; to a point of jeopardizing national security, while protecting their own job security. This is evident by a total lack of senior field grade and general officer reductions. Again you have another chance to excel!

0010195 A lot of the questions involved "if this happens" criteria which I am just not sure about. We don't know what is going to happen, so we don't know how likely it is that we will do certain things.

0010197 Some of this survey does not apply since I am in the Chaplain Branch. (I.E. Branch transfers, reverting to warrant officer, etc.)

0010203 I am a physician, and therefore am probably fairly different from most career officers as far as job security and ease of transition into civilian life.

0010204 Reference question 90 - interview skills.

0010207 Many of our junior NCO's (E5/E6) & middle grade officers (O3/O4) entered the Army with full intentions of serving at least twenty years or more and doing their jobs to the best of their ability. Now most that I've talked to are concerned about their future as well as the welfare of their families. With a RIF you can't avoid asking good soldiers to leave simply because a quota will be necessary. Is it fair, maybe not, but we owe every soldier an explanation on why he is to be "separated"; no matter how much it hurts. It seems always easier to cut soldiers from the force rather than expensive weapon systems. We must not forget, however, that when all is said and done that a soldier is needed to make the final assault on the objective and he requires combat support and combat service support troops to help put him there. Our soldiers have been willing to put their lives on the line daily, should they be called

to do so. We owe them some type of severance pay should they be separated to assist in the adjustment back to civilian life. I know that I'll be able to survive should I be separated but like my fellow soldiers I'm unsure about the transition to civilian life and would appreciate assistance. I truly believe, as well as all soldiers, that we served our country well and deserve to be treated with respect and not as just another statistic. The issue of a RIF is an emotional issue and will always remain as such so don't pull any punches with us, continue to keep all soldiers informed. This survey is a step in the right direction.

0010208 Order of priority for military career. Job satisfaction. Security (pay). Family support (medical, dental & dependant schools). Stabilized tours (less moves, build social bond and save cost of moves for both military and soldier).

0010209 I am in a Special Forces Unit. I am on the promotion list to major. (Year group 80) I propose extending the time as captain prior to being boarded for major. The job opportunities in SF are greater for captains. As soon as you're on the LIST, they try to move you. You then, become a management problem for someone else, or stop emphasizing the use of captains on the promotion list in major positions.

0010211 As a medical corps officer in a desirable specialty, the uncertainty each year of pay (i.e. congressional approval on CONSTANTLY changing DOD proposals) is disconcerting. It is impossible to budget. Also, lack of committment to CME and residency training is making me strongly consider leaving at end of obligation.

0010212 The soldiers need regular reliable information about force reduction - like monthly. If everything is rumour or conjecture, then state so on a monthly basis. All soldiers serving past their basic committment should be provided the following. A. Separation pay if involuntarily separated. B. Separation pay offered if there is a need to reduce their MOS in an attempt to get volunteers for separation.

0010214 I have been selected for early retirement. This survey is inappropriate or not applicable in most instances.

0010216 If the Army must endure the pain of a forced manpower reduction — do it once and get the "pain" and uncertainty out of the way. Morale will obviously slip but it will recover quickly once the "new" force stabilizes. To conduct manpower reductions over prolonged periods—although seemingly more kind, is actually MORE detrimental to the combat readiness of the force. To NOT leave soldiers on promotion lists for extended periods. Even in today's Army I have heard soldiers at every rank complain that it isn't fair to give them the responsibility of higher rank without proportionate compensation. Manpower reduction projections should be REALISTIC. I personally believe that the final peacetime Army will be WELL below 500,000 troops. If you don't accurately anticipate the mood of Congress and the American people on the size Army which they are willing to financially support the credibility of the Army's senior leadership will be damaged and future force reduction pronouncements will fall on "deaf" (highly sceptical ears). If the future Army is 450,000, or 350,000 or some other figure let's tell it straight; "bite the bullet"; and move on.

0010221 A five year tour stabilization would work only if exceptions were granted for career reasons. For example I'm an aviator serving in a non-flying position. If I cannot leave this post at the 24 month mark I have for all practical purposes been eliminated from the Aviation Branch and the Army. Expected time in a position should also be lengthened.

0010224 Questions 19-21 NA; I am a single track officer. 93-94 Unknown; State I would move to would depend on where I secured employment. 93. NA; I am a female officer. 74. We are a married Army couple.

0010226 On-going problem of non-combat person/MOS required to compete physically against the combat troops (i.e. P.T. standards). Have lost many valuable "players"! The AF standards are more appropriate. Info. on non-active duty beneficiary INSURANCE coverage should be more accessable as the benefits become less available due to decreased budgets.

0010229 Ref. question #90 - Securing business loans; Starting your own business.

0010230 One item of interest for my family is spouse employment opportunities. Those spouses with college degrees and job experience cannot work in the government positions available in USAREUR because all the positions at a level high enough to be appropriate given the spouse's schooling and experience are filled and recruited in the states by DA civilians.

0010231 The questions in this survey are not concisely worded. In many instances, several conclusions can be drawn from the same response. If the intent of this survey is to get an accurate feel for the morale problems being created from the force reduction talks, this is an inadequate means of obtaining the information.

0010234 Re: Question 110 5 year stabilization, although providing cost savings may not necessarily be in the best interest of soldiers (e.g. soldiers being able to switch jobs during 5 year tours).

0010235 #69 The OER system - one average rating can significantly affect a 30 year career goal.

0010244 Information on personnel issues is not getting out. Few officers and soldiers have any concept on what's going on with proposed/actual reduction. In terms of the selection criteria, use of the senior rates profile to select personnel for involuntary separation is ludicrous. This is strictly a check block for personality likes and dislikes. Rater and senior rater comments on potential should be the key.

0010249 Be honest. The Army was not upfront and honest with people in the early 70's RIF. Offer options early so people can plan.

0010250 #40 - For my last rating, it was the first rating ever given by my senior rater - so no profile existed. #69 - My uncertainty rests in the fact that I am in the primary zone for major for the first time this year. Since the board has been moved or possibly cancelled, that is one more year of waiting to find out the unknown. 74/94 - Please note, my husband is also in the military. He will reach retirement, so my choice of where to move would be based on his assignment.

0010253 #90 employment office.

0010254 Ref question 58-60: I trust the Army leadership, I am not confident congress will support reasonable DOD plans/DA plans and endorse best options that are in the best interests of the nation. Ref questions 43-45: Overall world situation is much more unstable, posible LIC or contingency ops involvement increase, declining US economic and military strength is unsettling.

0010257 My biggest concern is with the "narrowign" of the field, competition will undoubtedly increase for promotions and assignments. To this point, I have worekd extremly hard and ahve given a lot of time and, unfortunately, personal sacrifices in order to accomplish the mission and take care of the soldiers. Based on my OER's and reputation, I'm extremely competitive - but, I'm tired of the politicians adn ticket punches in it for their own good, and the idiots that the Army allows to feed off of them. I'm not so sure a RIF would eliminate the worst and keep the qualified.

0010258 Question 18/19: Bad responses, all seem negative. #27 - bad responses for RA.

0010259 Between congress and the political atmosphere for re-election thru money savings by military cuts and the armed forces desire to continue purchases of big ticket items (B-2 for example), soldiers are NOT secure in their futures. In transition: departing FRG 24Jul90. Home 6Aug-20Aug. Assignment Ft. Irwin, Ca. - #ers unknown.

0010260 Opportunity to command at all levels is still important to many officers - would hope all options to protect command billets (especially company, battalion & brigade) be studied, to include forming units from currently existing organizations and recognizing them under the current centralized selection process.

0010262 Soldiers in the Army have made a commitment and have sacrificed and endured hardships while knowing that the reward for these sacrifices would be job security, advancements (IAW DOPMA) and retirement beginning at 20 yrs. service. Changing these policies/laws at this point is a betrayal of soldiers and their families by our senior leadership. Promotions while important, are not as critical as security for those individuals that have made a commitment to stay for a career. The Army should allow those people to somehow retire.

0010263 Ref Q#69: Degradation of family care; pay and incentive reduction (ie. not keeping track with my civilian counter parts).

0010270 You need to look at the German system of officer promotion. Some of us do not want to be generals, nor would we be good ones.

0010272 Q90 Support group counseling.

0010274 Continueing education opportunities are the greatest incentive to stay (in my particular MOS).

0010276 I am confident the Army leadership can determine the best way to reduce the size of the force; however, I do not believe the political leadership of the country will allow them. Politics will force hasty and imprudent actions, and the best the Army leadership will be able to do is mitigate the damage. My primary concern is the reduction in the number of troop units. At this point in my career, I both want and need to serve as a battalion S-3 or XO. Board results dearly demonstrate the importance of good peroformance in these jobs. There are already many Marjors that do not get an opportunity to perform these jobs, and as the troop units are reduced, it will be even tougher. I doubt future boards will recognize this. The time spent on promotion lists waiting for promotion is a farce. Why continue to hold promotion boards, and then have people sit on the list for 2+ years? Either slow down the boards, or allow frocking. As a CPT(P) (P stands for permanent?) I can no longer do the really fun CPT jobs like co cmd, and can not yet do the good MAJ jobs like S-3, XO.

0010285 My wife and I are both in the service and would gladly talk ref these issues anytime.

0010289 You have to be able to offer a decent career progression pattern, or you will loose only the BEST people. I favor severe, one-time corrections to the current over-strength problem, but with it a more hopeful future for those who remain on active duty.

0010290 Management courses important.

0010294 Promotion opportunities/career aspirations are my most pressing concern. Having had a somewhat less than traditional creer (as an MI officer) with a large portion of my career as a joint duty officer, I perceive little opportunity to advance beyond LTC (presently I am a MAJ (P)). I believe the traditional career pattern with troops is given primary by promotion boards. I further believe this does not necessarily best serve the needs of the Army for MI. I am strongly in favor of FLOORS not ceilings being set for promotion boards by SPECIALTY (not branch) in accordance with the Armys needs.

0010298 Our primary adversary is uncertainty. Cutbacks in force structure is inevitable. It's size & timing after a year is anyone's guess. You can't pain a career on maybe's. Maybe I'll get promoted, reassigned, offered schooling, etc. In the pat while there was always some degree of uncertainty, most soldiers had a good feel about where their career was heading. Let's lay out the cutbacks, assess their impact, tell our soldiers where they stand & get on with business.

0010300 Too many questions did not have relevance for me. I am a COL with over 23 years active duty. I am a chaplain who plans to be a pastor when I leave the Army.

0010301 The biggest career issue I have is not being able to retire. The prospect of receiving severance pay instesad of a regular retirement check is frightening. This is all based on reduction projections and the fact that reduction boards, instesad of promotion boards, have been operating for the last few years.

0010302 Coming out of college with a degree, the Army was a great place to start. I enjoyed my experience for 4 years but I am not a careerist. The Army provides an excellent opportunity for experience in management skills, I'm glad I took advantage of it.

0010306 My major concern about the restructuring efforts within the Army is that the Army leadership will not be able to redefine in a timely enough fashion just what it is the "New" Army's mission is. My concern is that we will continue to "fight the Fulda Crap" in our war planning & modernization efforts. The world is changing - the Army must change or go the way of the dinosaur. It will take astute leadership to recognize the opportunities that present themselves and be AGILE enough to take advantage of them.

0010307 I retire end of Aug90. Had difficulty answering some questions in view of this.

0010312 I think it's extremely important to protect those soldiers who have made a LONG TERM commitment to the military. Forcing soldiers out who have given 10 plus years of their lives, and have "past-by" other good financial opportunities on a perceived commitment by the U.S. government to get something in return (retirement, benefits) is criminal. The lost "opportunity costs" that career soldiers who are kicke-out is not recoverable, and a small $30,000 separation pay, is a "slap in the fce" for any officer approaching retirement. In my case, as a DENTIST I have devoted the last 7 years of my life to the Army for 2 reasons. Education and retirement. If I went into private practice 7 years ago I would have made A LOT more money and would have many thousands of dollars of equity into my "dental practice" I would be well anchored into a community now and my life would be on course. The current $30,000 separation pay does not even come clsoe to recovering some of this time that was wasted pursuring a dead-end job. I have a total of 10 years active military service at this point. I wish I felt better about my future.

0010313 Question 90 - cost of living for areas in US where jobs available. You did not ask if spouse was military - which in my case is the situation. I am more concerned about him being able to stay in due to limited assignment possibilities than I am for myself. It would be easier for me to find a job than for him.

0010318 #90 Yes, but Army education efforts will not answer my needs.

0010320 I am more concerned about issues that affecst the quality of the Army medical depart. My personal career is pretty flexible. Two trends disturb me. 1) Numerous moves to gut the professional medical management of the AMEDD. (Boards hve majority of line officers, no MC officers as president of boards, moves to dismantle HSC, clear signs of decreasing surgeion generals authority. This would be OK if there was the SLIGHTEST evidence that the line is making as much effort to understnad us as we are to integrate with the line!) 2) Fiscal and support personnel erosion in face of continuing workload and cost increases.

0010322 My primary source of uncertainty is the availability of commands. It is possible to reach your year as a senior CPT & not make Major because you never had a command even when you never had the opportunity.

0010324 This is NOT an equal opportunity organization - women are not given the same career opportunities (ie less potential) because of combat exclusion policies - it is the "big lie". Call me.

0010326 Reference questions 55,58,59,60: I have a great deal of confidence in the Army staff to make the decisions that are right for the Army. My fear is that congress will not allow the apporpriate decisions to be made and carried out. Referencse question 90: At least 6 months advanced notice! Referernce question 111: I strongly believe that relatively senior people should be protected I personally would consider it a breach of faith with those of us who have served 15+ years if the retirement rules were changed.

0010329 The downsizing of the Army is very frustrating for junior field grade officers. For the 11 1/2 years I was a company grade officer, I was told that once you become a field grade you are basically tenured to 20 yrs. and retirement. Now apparently the rules have changed and I'm in my mid thirties. Unfortunatly I didnht see the handwriting on the wall or I would have left the Army after my initial obligation, as I see the majority of the young officers doing today. It appears as if the service is self destructing, the officer corps of comapny level is well below authorized strength. I hope we don't regret whats happening.

0010336 I strongly believe that West Pointers should NOT be given the choice between reserve and active duty. The mandatory commitment is a discriminator. I believe that we need improved training at TRADOC schools. I believe we should utilize soldiers in their MOS and delete SD jobs that suck the life out of units.

0010346 I think we need to descide how big the personnel cuts must be and then make the cuts quickly and decisively. Anythign less is not keeping faith with families in the window of vulnerablity. We ought to be able to easily identify the bottom 10% of each grade, both officer and NCO. Identify them, notify them now, and transition them to civilian persuits asap. Then identify the next 15-20% and tell them they are very vulnerable. Be up front and honest with those we may release. That's compassion: stringing them along is not.

0010348 Ref. item 73: My spouse is an active duty major. Many of these questions simply do not apply. We are a married army couple. This is based on the assumption that one of us would remain in the service.

0010352 Re. question 23: I fel ; have had good assignments that prepared me in both my operational and functional area. I believe my performance in accomplishing the mission and taking care of my people was always exceptional. My performance in pleasing my boss was not always sc good. Unfortunately I did not know soon enough in my career to tell the boss what he wanted to hear but rather what the facts were, both GOOD & BAD. Without a doubt this has affected my ratings as indicated by my OPF. Honesty & candor are not always the most effective way to get ahead in the Army, regardless of what we say.

0010363 Question 111a & 111b. - 15 yrs of service should be respected, but competence should also be considered. - An extremely competent LTC/Col should never be retired.

0010366 As a physician I am in a position where RIF is not as great a threat as if I were a line officer. As a result many of the questions don't apply to me and I think are unlikely to apply to me.

0010367 Promotion boards have a very critical function. Yet, they do NOT, it seems to me, take the NECESSARY time to evaluate a soldiers perofrmance. Every individual at one time or another works for a superior that either is difficult to work for or has it out for you. Why should this one average report ruin your potential career of 25 years of faithful service?

0010377 As a military surgeon, I have accepted the fact that I must work in an environment short in the appropriate number of support personnel and even the number of surgeons. I am concerned that reductions in our staffing may render a system which has somehow managed to meet the needs of the command, incapable of sustaining the remaining force. Although I desire to remain on active duty despite substantial financial disincentives present. It woudl be difficult to justify if remainint medical facilities were hobbled by peicemeal reductions, preventing us from doing a good job.

0010379 I will only stay in the Army if I get the further medical training I am seeking.

0010380 Being retirement eligible & facing a mandatory retirement date probably within a year, many of the issues, posed in the survey & so critical to others, are really academic for me. Nonetheless, despite what you hear from the national media & read in the Army Times, I'm still left with the thought/feeling/perception that no one knows where we're going & how we're goint to get there Until those questions are answered concretely, all else published is just so much speculation giving rise to much anxiety - anxiety which those not retirement eligible don't need.

0010386 In my opinion, information of a clear, concise, & accurate nature RIF. the changes in the force structure are nonexistent. I understand it's fluid nature also but there is a definite feeling of unrest. Specifics on who, what, when are needed by career minded soldiers.

0010388 Some peopel stay in the Army for promotion/prestige. Some people stay in the Army to get fully funded graduate degrees. Some people stay in the Army because they woudl not be successful on the outside. Some people stay in the Army because "we are soldiers". Implement a system that rewards soldiers, not careerists, bums, or opportunists.

0010392 #48 No TNG for RC duty; with AC cuts more emphasis on RC. readiness group personnel need TNG on RC (strengths/weaknesses). #95-102 concerned about RA officers leaving service and joining reserve units (either TPU/AGR). Specifically, freeze on joining TPU and time required to process AGR packet. #39 Even though last OER was above average, hurt by senior raters who used duel center of mass on senior rater profile. Need enforcment on PROPER use of profile, not stating in narrative only good things and giving a center of mas block using duel center of mass. #17 Stigma of reserve component duty not made easier based on 29% selecstio nrate to Major for year group 80. Being year group 81, I don't anticipate change in this trend. #32 Being combat arms, it will be difficult to apply my skills toward civilian employment with the following exceptions; leadership/management skills.

0010396 Question 65c&d. I was stationed in Korea. I beleive promotion opportuntiies should be based on merit and ability and not time!

0010398 #69 My husband is an emergency room physician and he can find good paying employment anywherre. He wants a stble home for our son. He is currently in the Army and will retire in six years. He wants me to get out now & start a new career so I won't have to face getting cut at 13 years. I like the Army, am good at it, and would like tos tay in. I'm in because I WANT to be - definitely not because I HAVE to be.

0010405 I am confident that the Army will do its best to protect the interest of it's soldiers, but afraid that their hands will be tied by congress. I sincerely believe that the Army and congress are moving much too fast in response to the supposed pace dividend.

0010408 I am female. Combat arms have the best chances of promotion because they get the best troop assignments. Questions 98. Special forces is closed to females.

0010411 Good idea if stationed at major installation - absolutely a non-starter for R.O.T.C., reserve advisors and especially recruitting assignments for officers and NCOs. I've wanted to be a soldier since I was 8. I went to West Point to be a fulltime R.A. Officer. If I wanted a chance at a reserve commission I wouldn't ahve applied to U.S.M.A. 3 times. I wish these two questions had been as clear as #107. I didn't understand action IV as a single Captain, year group 83, I have quite frankly put off making my girlfriend a "financial parter" (nice euphemism) or marriage until the picture becomes clearer. Section IV (con'd) I don't think it's fair to have a wedding, a proper one; start a household and life together; and perhaps ahve a child when I may lose my career in 3 years. It has definitely added to my concern. I have begun to save more money so I have some sort of "cushion" but my car is also just about worn out and that is a major debt I'm anticipating this year. (probably around a $10,000 car loan). All that being said, first, the attitude of myself and a lot of my peers is: "we may only be rearranging deck chairs on the Titanic but, by god, as long as I'm (we) are in the Army it's going to be an outstanding arrangement." I'm not going to look for a lfiebelt, let alone check out what color it is, til the Army tells me "goodbye." The defense of the United States is just a little too important to hve a percentage of the officer corps distracted from their mission by things they can't control. Second, an opinion, it seems to me that there isn't too much the Army or DOD can do. This is one for our elected officials. We may not liek politicians, may doubt their sincerety or their motives but the the constitution says they're in charge of the military. It seems they are pretty much going to do, what they're going to do. Third, a request, please tell us the UNVARNISHED truth when it's known, don't build up hope with proposals that are 50-50 when they go to congress. Fourth, a suggestion, perhaps you could do somethign like the "straw poll" they do at West Point for branch selection. This "straw poll" would take everyones file attach a number to it according to some system.

0010415 The army should attempt to continue to "take care of its own" by assisting in the transitions of soldiers. This will pay off during periods of conflict/disaster due to increased soldier loyalty.

0010416 Unfortunately, I beleive that in the long run the question of Army funding will be - do we want the people or do we want the weapons? And the weapons will win out over the personnel accounts.

0010417 Q.75: An individuals wisdom & frugality in saving should not be a factor in reducing him, ie if he was smart enough to save money for an emergency - don't create that emergency for him. #Q76. Status of mortgage SHOULD be included. Folks bought houses when they were stationed due to lack of QHs or acceptable rental - not where they would have chosen. +102 need more parameters to correcstly answer. Q106 - a number of small RIFS - even if "only" 1 big one is called for - later personnel could/would lend to more. At the same time multiple RIF's would create great unrest justifiability. Q109 What are you really saying?

0010418 SA's decision not to activate SERB in '88,'87 is hurting promotion opportunities for guys like me. USE THE SERB! Army's role in counter-narcotics should facilitate soldiers transferring to DEA, US Customers, etc. HELP THAT SYSTEM!

0010419 How can you guarantee anonymity & confidentiality if the FIRST Question asks for SSN?

0010420 During my curent assignment in cadet cammand I have personally worked with and seen numerous AGR officers. With very few exceptions, these officers are far below what I, and my fellow active duty peers, consider competent. The primary concern of AGR officers seems to be staying in the active system so they can continue to draw a paycheck and retire. They are not, with of course some exceptions, quality officers. But the recent promotion statistics show them having promotion rates considerably higher

than those of us in the regular Army. Many of these officers couldn't cut it in the active Army, as young officers, and later found out that they couldn't make it in the civilian sector either. I'm disturbed that many of my friends, who are quality officers, are getting passed over while we continue to reward mediocrity in the AGR system. Is there really one standard?

0010421 90. Other job tools include National Board Certification e.g. medical field and/or state certification.

0010425 Note: I will retire O/A 30 June 91. Some of my answers are reflective of this. Downsize in such a way as to give the Army the best possible balance and capability. If that means RIF, then RIF. If it means early retirements then do it. Do not forget that retirements at the top (both voluntary and otherwise) allow everyone to move up.

0010426 1) As long as our senior leadership continues it's focus on combat readiness and welfare of our junior and intermediate level soldiers, we'll have the Army America needs. 2) Despite media perceptions, the world remains a very dangerous place. The probability of Army in combat remains high. 3) The Army hasn't followed DOPMA promotions the last two years so why start now (my 1989 board - MI Col-27%). Our focus should be on training versus rapid promotion. The last war we won was with officers spending many years as Cpt and Maj, i.e. Eisenhower. 4) I understand saving money by down-sizing the force. I do not understand how placing more people on retirement 50 others can be promoted saves money. Why aren't we seeking 35 years of service and a slowdown in promotions? 5) People marry later now and have children in their late 20's and early 30's. When a person is retiring, 23-28 years service, is the very time of highest financial requirements. i.e. Kids in college. The chance for a longer career for officers not selected for Col or flag rank might help the Army as well as the individual. It would also serve the taxpayer. 6) I'm leaving the service because I was offered a PCS I had to refuse. Personnel managers use a great tool to remove mid-level people-offer a job unacceptable so people will leave the Army. After 20 plus years, it leaves a very negative attitude with the individual. 7) I am amazed how the Army willingly spends so much for PCS moves and refuses to save by moving people locally. 8) Only a few will make Col. There are literally thousands of staff positions that are non-competitive for promotion. That does not mean the job isn't important. Just recognize the truth.

0010428 Given the few seconds a board looks at a record, I do not feel we will either retain all the best or separate all the mediocre. Despite the Army's efforts to retain a viable combat force, congressional self-interest will hamper Army leadership in doing what is best for the nation.

0010429 This officer to whom this was addressed was not able to be contacted within the dealine of 3 days established in the cover letter. Therefore I filled it out instead. I am due to PCS to CGSE within the next 2 weeks so the info below will reflect that change.

0010430 You should understand that I am a Dental Corps Officer (Colonel) with 4 years in grade & 18 yrs. active service. Therefore my knowledge & personal concern for most of these questions is somewhat limited. I am concerned that across the board cuts will affect the Army medical dept's ability to support the active member, his family, and the space available retire estimates that we now provide.

0010431 Soldiers are concerned about benefits and job security. Even though they may have outstanding performance records, there is no guarantee that the best will be retained, thus givin no security to the soldier or his family. Additionally, obtaining jobs that are commensurate with military pay and allowances are difficult and if the opportunity arises, soldiers will consider this earlier because of reductions and uncertainties in our system

0010433 90 - Separation pay for any officer (voluntarily or involuntarily) separated after 11 years of service.

0010434 What career?

0010441 Contact me I would be interested in giving more information.

0010446 The Department of Army needs to take a close look at the officers and NCO's who were forced to serve in recruiting command. A great number of these committed soldiers received career damaging EER's and OER's just because a senior officer (who had never served as a recruiter) demanded unrealistic production numbers. Many of these soldiers will be the first in line for RIF's because their evaluation did not compare with those in ROTC, D.I., or school instruction.

0010448 1. Job training.

0010449 I have recently completed 18 years of active federal service. The recent developments in Eastern Europe have not had a significant impact on my personnel plans. However, the impact on my subordinates, their morale and spirit, has been significant. Perhaps, some questions in this regard (how has your ability to lead and manage) would have been worthwhile.

0010451 A good survey. Some questions seem open to the individual's interpretations but I'm afraid I don't know how else to compare those question. Question 38 does not provide for personnel on profile who are restricted from the normal PT test!!

0010453 The early out program should not be used to lower active duty numbers in order lessen the number of officers to be involuntarily separated. The Army needs quality officers. Sub-standard performers should not be allowed to slip by. Senior raters must be harsh to substandard performers and keep their profiles respectable.

0010455 There is a believe among most soldiers, I have daily contact with, that no one cares. Congress does not care, senior Army leadership does not care. All we hear is how much better a smaller Army will be, because the best will stay. I think it is high time somebody or organization championed the cause of the soldier. Because the senior leadership (can't) or will not do it.

0010456 I truly feel an emptiness in my heart when I see civilians filling positions which couuld very well be filled with boots. How about drastically reducing the size of the civilian labor pool, and proted soldiers and their families. The joke about millions of civilians is not a joke. At PT-Stewant, during the alert for hurricane Hugo, most civilians vanished and ran for their homes. What happens in time of war?

0010457 I did not answer questions 75 and 76 because they were too intrusive.

0010458 The biggest concern for me is the uncertainty of the situation. Once decisions are made, please publish them so all info is on the table. Soldiers like, and can deal with, facts. Don't try to figure out a way to make the "downsizing" of the Army sound easy or painless. Tell it like it is... Then let's get on with it.

0010461 The lack of information released by the Army, and the uncertainty about how the reductions will be made, have seriously hurt morale at all levels. My peers, mostly lieutenants and junior captains, no longer feel that the Army "takes care of it's own". The officers who are now planning on leaving the Army are the best in my unit.

0010462 Ref question 15. None of the answers is accurate. With 17 years in service, I hope to be able to retire. I have little confidence that retirement is ASSURED. Ref question 53F. I do not know the answer and that is a failure of the Army leadership at highest level. Ref question 75. Current separation allowance gives me and wife about 6 months to get new jobs to maintain present standard of living. My savings are not earmarked for this purpose. Ref question 90. Need time off work to complete student teaching requirements to support master's degree in secondary education.

0010463 #69 Being involuntarily separated for active duty 1 July 1990, planning for AGR tour.

0010464 Q19. I don't believe we have the strength of character in the highest levels of command to make the hard vigorous decisions. Too many generals are protecting flags & flag officers.

0010466 I believe tht soldiers of the same rank should receive the same pay. I am a LTC with the same social obligations of other LTC's and with an equal right to the same type housing etc. In addition single soldiers cost the gov't substantially less in daycare, post schools, on-base housing, medical care etc. I don't use the PX & commissary because of the hassle. It's about time we at least get equal pay for equal work! No other company pays people more because they decide to get married.

0010467 Lowering the age for 05/06 command selection is a killer. During the 60's people joined the Army to fight/travel in SEA. A 5 year stabilization will not allow you get all the correct tickets punched at the 03/04 level.

0010468 #30 - You use the word "military" instead of Army - I would probably encourage my son or daughter to join A.F. but not any of the other services. #91. Go to a civilian job search service (not affiliated w/Army). I have been TDY so I received this survey on 22Jun90. I hope it will still be useful.

0010484 Question #90 - Another essential job tool are personal contacts made while on active duty.

0010487 When is the Army going to recognize the need for technically qualified officers? When is the Army going to recognize that many officers do not have opportunities for "traditional" career patterns? The combat arms/"muddy boots" mentality of promotion boards is hurting technical branches, which even though "shortage" have no better selection. Rates, and sometimes lower selection rates, than the combat arms. Why force some one to transfer to a shortage branch and pass over the more senior, and much more qualified senior Captains already in that branch? Pass me over and I'm lost for good, keep me for 10 more years, and when I retire the rebranch officer will finally have as much experience as I do now and he or she may just then be pinning on Major. During the 10 years that I'll be gone due to pass over, all the Army gets is younger, INEXPERIENCED officers in very technical branches. The Army is sacrificing talent and experience for youth!

0010492 I want to stay in the Army, make LTC, and be competitive for selecstion to battalion command. What I don't wnat is to be involuntarily thrown out by politicians and senior military leaders looking ath the "big picture," not ralizing (or caring) that the big picture is composed of "little pictures" called Captains, Lieutenants, Sergeants....

0010495 The forecasted force reduction AREN'T addressing the workload that is "not being reduced." The statements of "work smarter" and "do more with less" equal longer hours for the military in many cases and additional take home work.

0010498 Some of my answers may be optimistic because I am presently on the list awaiting promotion to Colonel and have also been selected for brigade level command. My biggest dissatisfactions are monetary. Since 1984 I have made five PCS's. The cost of these PCS's greatly exceed the reimbursement. I am now a successful officer eligible for retirement working a second job with a wife working in order to take care of my family.

0010500 Our careers are now in question. Get TIG reqmt down to 2 years.

0010502 A radical downsizing of the Army requries bold inititives. I strongly suggest that the leadership of the Army not follow a course of action similar to the RIFs of the early 70's. I've never forgotten serving in Vietnam and seeing fellow officers riffed while serving their country in combat. Look for cost effective ways to encourage their voluntary retirement (ie 15-20 years 2 1/2% reduction for every year less than 20. For officers with over 20 years establish a 6 month window that would give them the opportunity to receive an extra 2 1/2%. Officer rolls would be redressed, long term salaries 1 or 2 year officer would stay longer would be saved and morale would increase. I understand the Army must reduce the active rolls but lets first FIND ways to get volunteers so that the officer corps morale is not adversely affected.

0010504 1. I don't think the questions identify the group of LTCs that have changed plans & atitudes based on the perception of reduced promotion potential and increased SERB potential. 2. Questions are worded to reflect faith in "Army leadership" eg 58-61. But I think the ignored issue is a distrust of congression concerns.

0010506 Re #58&59. Congress will determine end strength. The Army will have to deal with whatever cuts are dealt to it. Promotions would be beetter if the top eschelons woudl make room for new officers. Staying in service, though admirable, holds positions which don't allow for upward progression, stagnating promotions.

0010514 There may be a RIF to assist the Army, but the job market will be flooded, recession and the soldier is the one who will get hurt twice.

0010517 69. I retire 31Aug90 with 20 years active duty. Different world situation I might stay longer.

0010520 I do not have confidence that the Army leadership and the U.S. congress will do what is best for the U.S. Army and DOD. I am a nonselecter to LTC and I have no confidence in the promotion/school selection process. I am VERY concerned about whether or not I will be able to finish 20 years of service and retire. I do not believe there is true concern from DOD and U.S. Congress about the effect of the draw down on the average soldier. I believe that it is lip service and everythign will be driven by dollars and not what the country needs. I believe that soldiers currently on active duty will have contracts and promises broken. If that does happen, think of the effect it will have on OUR children. How likely are these children to seek a career in government service after seeing their parents "discarded" when no longer required by it's government. Do you (the Army leadership) want to leave that legacy? As an aside comment I have heard that over 200,000 soldiers will be cut from the service budge, how many general officer positions are going to be eliminated? It might make it easier if the average soldier knows that the Army leadership is also sharing in the cutback.

0010522 1. Biggest cocnern is fact that little or no information coming out of the chain of command on what's really the plan or strategy on how to build the Army down instead of letting it fall down. 2. There is a perception "in the trenches" right now that the Army is leaderless. That the Army is leaderless is not a fact but the existence of the perception is. There is a perceived need for a wrongArmy spokesman/leader who basically follows the good old troop leading procedures, one of which is to keep the troops informed. 3. MAy be time for all the services to swallow some of their individual parochial pride and sit down and develop an integrated United States Armed Forces Defense Strategy. The philosophy applied shoudl look at needs of combined armed forces needs (Army/Navy/AirForce/USMC requirements fighting given battle scenarios) insted of individual services fighting to get what they perceive to be their share of the budget "pie". We have to work, TOGETHER, to tear down the ivory towers arguing for B2 bombers -or- two or three more carrier groups etc. and SERIOUSLY determine what this country's overall defense needs are as we move into the 21st century. 4. I personally am probably in an enviable position with 26 years in and having retirement relatively lock in. If I were a Major or lower or if I were a mid level enlisted man I'd really be concerned that I'd be exposed to a string of broken promises. These individuals made a committment 10-15 years ago, a lifetime committment. They have continued to perform well but are now becoming victims of a numbers/dollars game. We shouldn't be saying "would it be easier on you if there werew a 'how to get a civilian job' training program - get the program on the streets now and make attendance MORE mandatory. 5. Finally, my time in service has provided me valuable experiences. Admittedly, I am opinionated and not afraid to speak my opinions. I've given my phone #'s and am very willing to speak my ideas with anyone who WILL LISTEN.

0010525 90 - Tools needed are continued membership in professional organizations current subscriptions to professional journals. Morale is low because too many competent soldiers get out; too many incompetents get promoted. Much unit-level leadership is too concerned with career-saving mediocrity rather than risky excellence. I didn't join the Army to become a political weapon in the "war on drugs."

0010528 Career opportunities in research in the are of my interest are uncertain at this time, and in fact are under consideration by the Federal civilians agency that has the opportunity & desire and by my branch.

0010530 I have very much enjoyed my first ten years of service, only because I believe in the military life as a vocation. I am extremely concerned that the Army will be cut too quickly for readiness to be maintained. I am also concerned that there is a plathor of inaccurate information coming through all sources which confuses the situation and makes it difficult for me, as a commander, to keep my people informed.

0010533 The military needs to ensure force reduction cuts are quick & accurate. I fear that the best soldiers will become disgusted and leaave the military. Less qualified minority soldiers will not be effected by troop cuts and the Army will suffer greatly in the future.

0010536 I understand the need to reduce the size of the force but in our branch (MSC) we have been chronically short. In particular I mean Pharmacy Officers, we don't have enough now due to extremely low pay compared to the civilian sesctor. If we use civilians instead we only get the "botton of the barrel" who will work for low wages. With the present emphasis on using military MTF's and decreasing champes use due to cost. It seems that our chronically short staffed, high workload pharmacies will be even worse off with less quality staff and fewer officers.

0010542 Some MAJOR issues unique to physicians include the evolving changes in rules regarding service obligations for fellowship training and regarding specialty pay bonuses. A major family issue for me has been the extraordinarily short notice (less than 6 months, when 6 mos - 1 yr. would be more appropriate) of WHERE we would be moving with our next PCS. The biggest issues relevant to our decision to stay or leave the military are 1) pay/rank progression 2) location/type of work, and 3) training opportunities/assosc obligations.

0010543 Q.#57 - If our involvement in the war on drugs would include letting me shoot drug smugglers, I'm all for it. Twiddling our thumbs and talking is useless.

0010544 #69 - Medical & dental benefits are of great concern to me and my family. We have witnessed deterioration in the services available and CHAMPUS now seems to be "iffy". #57- That's a "war" I could get really interested in. I'd almost be willing to apply for warrant status if I could continue to fly helicopters and exterminate the vermin that are runnign drugs. #75 - Sorry. That's none of anybody's busniess.

0010547 The survey didn't question the BRANCH of Army service. I am in the Army Nurse Corps. and according to recently published information, and information through the chain of command and the personnel office, ANC's are NOT part of the RIF/early separation programs. As a result, my responses probably do NOT reflect "other soldiers like me" (O-2 with 3+ years of service).

0010550 Dual military families w/young children.

0010551 Questionnaire doesn't relate to special branches, eg. JAGC. Real questions re satisfaction is not pay, promotions etc. JAGC's have to find job satisfaction by doing the job well in spite of the commanders they advise. The Army makes no sescret of its coleictive feeling that attorneys are like "MUZAK" - something in the background that they will listen to when they feel like it.

0010554 I think the Army should take the lead on the RIF issue. That is, cuts are inevitable, so make decisions now on what kind of force is needed given strategic concerns. A smaller army means a more qualitative force. Rather than wait for congress to mandate reductions in force, The Army should decide how, where and when cuts shoudl be made, while making an effort to retain the very best! Morale is suffering because the Army appears to be a political football. We seem to begetting kicked around quite a bit. It seems our civilian political leaders are myopic; let's not follow suit!

0010555 Let's take care of our people to the best of our abilities under the current constrictions!

0010559 #69. I am extremely dissatisfied with perscom engineer officer assignments branch. They give conflicting guidance and offer limited alternatives. Example: I requested Europe after my advanced course. I was offered Ft. Riley Kansas. I opted to go to Ft. Leonard wood. At the end of my E.D.A.C. they were asking for volunteers for Europe. Perscom cannot effectively project manning positions and so create frustration and anger when an officer tries to manage his own career. You are either lucky or know someone to get what you want.

0010560 The U.S. Army was an organization that was people and mission oriented. Now the Army is the same (or worse) than any other large business. The Army is treating their most valuable resource (personnel) as a disposable asset. My current feelings are that if you're not in the proper "clique", you're not going to make it! I admit I was below average on a couple OERs as a Lieutenant, but as a Captain I have been center of MASS and my last three OERs as a company commander and battalion S3 were top block. Yet my OERs as a Lieutenant are still held against me for promotion. There is no potential for voercoming risks taken at the beginning of my career.

0010564 Soldiers who are assigned to a duty sttion for four years where they have no opportunity to move into career enhancing our positions will perceive themselves as having been cast adrift. Point is too long out of the main stream!

0010565 It is important that what decisions are to be made be done so quickly in order for soldiers to make their own decisions. Not know what your future holds is stressful.

0010569 We are not taking care of the soldiers in the way we are COMMUNICATING INFO about what is going on in the RIF!

0010576 HAve a RIF and be done with it!!! Rumors, innuendo and lies in the "Army Times" serve to destroy morale and disrupt operations. The Army has a LOT of fat. Streamline operations and let us continue to operate - even if our only "enemy" is counternarcotics.

0010579 Rigid personnel/assignemnt rules are in conflict with changing events and realities of personnel & assignment actions. Lack of support of military strength, readiness, et al by the congress will be reflected in reduced support of soldiers and families across the board. There is an inbalance, those who have peldged to serve are being sacrificed in support of those who were unwilling to make a contribution. DOD & Army ldrshp have not demonstrated an understanding of the impact on Army people.

0010581 In an all volutneer force you can assume most all desire to remain. Job satisfaction 1981-1989 has been exceptionally high and re-up and retention rates project this. Make a decision - any decision - and let's get on to shaping the force down. It does little good to go on "protecting" the force when we are going to get small - fast. We should have started in F4 90 - all ranks should be included.

0010583 I am getting out of the Army on 1July90. I didn't make a "major" promotion list. I'm betting the rush of the next 3-5 years. Doing this survey was a joke. Good luck to everyone in the service

0010584 I am a physician in the US Army this survey regarding reduction in force does not really apply.

0010594 I am married to another service member (USA Captain). I do not know how an involuntary separation would effect his career.

0010598 I strongly believe that congress should maintain resources to support promises (both actual and "implied" - like DOPMA opportunity goals) made to soldiers (both off & enl). We've made our career decisions based on these promises and it's only fair to "change the rules" if proper compensation is allowed.

0010601 I am not at all confident that the Army has the skills, tools or will to reduce its strength and save money intelligently. It is my experience that we measure with a micrometer, mark with chalk, then cut with an axe. There are many larger and smaller programs whose elimination or streamlining would save money and manpower with minimal impact on readiness some of the sacred cows & ricebowls that need to be scrutinized: - Eliminate reenlistment programs DOD-wide. Repalce with a systme similar to OPMS or the british system (initial probationary period followed by competitive voluntary indefinite and regular army incorproation at later date) Eliminating manpower, regulations and elaborate computer systesms, may require slight increase in manpower/budget at DA management level). - Change leave program DOD-wide to accrual/use of DUTY DAYS of leave ratherh than calendar days. Accrue leave at reduced rate per year (24days?). Cash in only 2 years accrual (48days?) during creer. Saves money, streamlines regulations & admin. - Replace LTC/COL pre-command course with a well written commanders referrence & resource guide. Saves the money for this self-congratulatroy boondoggle. - Replace subsistence in kind rations systme for garrison operations with blanket BAS. Collect field/deployment meals from pay through blanket orders. Eliminates a cumbersome, costly system of accsounting and missed meal payment. - Eliminate CAS3. Incorproate into officer advanced courses and/or CGSC. - Consolidate TRADOCPAMGOO-4, IET soldiers handbook, and STP21-1-5 soldiers manual of common tasks, into a single publication to eliminate redundancy. Every enlisted soldier gets ech. Consolidation would standardize tasks and save printing money. Spacse prohibits my listing all my ideas; I am available for clarification. Bottom line: scrutinize every program; be surgical and merciless in eliminating unnecessary things. Be innovative instead of simply direcsting percentage cuts on people and dollars.

0010602 I am facing mandatory retirement 1Dec90 because I have nto been selected for promotion to LTC. I have not worked in my branch since 1981. Had I been utilized in my branch for part of that time perhaps my opportunity to be promoted would be increased. I have sent out over thirty resumes with no positive results to date. I'm afraid military personnel separating now will have an extremely hard time finding a job.

0010606 I ahve been thoroughly frustrated in my attempts to enter the aviation and special forces branches, where I feel I could do the Army the most good. Aviation dumped me because of my eyes and special forces because I don't have a spleen. It is kind of ironic that a physical wreck like myself is still able to compelete West Point, infantry training. Jungle school, Airborne school, Ranger school, and be slotted for the next Sinai rotation. The desk jockey who approves the medical requirements has gotten out of hand. Your really good people tend to have bad eyes, and lots of rebuilt body components, because the've been out there doint their job. Don't stick us in the back.

0010609 My basic concern is that as the Army shrinks the helping professionals (chaplains, medical and dental, mental health, socsial workers) will decrease to the point that those of us left will be overburdened by increased workloads. There needs to be a consious effort made to maintain quality of life programs.

0010610 Pay, allowances, and health care are of primary concern to me. Military pay is lagging 12% behind the civilian secstor and will alg further. Military health care is a scandal and will only get worse as the budge tis reduced. Look to these problems as priorities when downsizing the Army!

0010612 With over 16 years in and due for promotion this CY, many of the questions were not applicable. I am fairly confident you guys will keep me around. Two years ago, under the same circumstances (budget cuts, personnel cuts, etc.) I would have been very concerned about a lot of these issues.

0010616 For senior officers with less than 20 yrs. acstive duty, let them work with other fedreal agencies until 20 yrs. service then retire them at their last rank.

0010618 There are a number of items in this survey that are not appropriate for a retirement eligible service memeber. I think it's important that persons retirement eligible participate however there needs to be some type of instructions indicating from what persepctive responses should be provided.

0010619 Ref 90: I think large numbers of soldiers could benefit from instruciton in interview, techniques, ie. what to wear, types of questions to expesct, answers that employers are looking for, etc - coaching prsopecstive interviewees. College palcement offices do it all the time, as do organizations such as career seminars and the like. Ref 69: My primary source of uncertainty concerns the plan used to reduce the officer corps. Since I've only heard rumors and unsubstantiated reports, my bet guess is that DA plans to make its cuts through promotion pass-overs and the way to do that is to reducse the percentage of officer promoted. It seems to me that DOPMA will rapidly go out the window. Alredy, promotions are on the decline. My biggest consternation with the proposed personnel cuts is simply not knowing if I'll be around beyond 1992. I'd much prefer to be told up front, "Allen, you're out of here in the next two years; be prepared to move out at that time." or much more prefered "Allen, don't worry; we've got you covered." Insted, I am completely uncertain about my future. Therefore, I'm planning for all contingencies. I'm working in an MBA whicsh I'll have completed about the time I'll be booted if I receive a secsond passover. Of course at this point, I haven't rec'd. a first passover. I also know corporate America is much less atuned to the military today and therefore is not certain of what a person with a military background cna provide. Hence, I cna expect to take a significant cut in pay unless I can articulate and define my intangible assets, susch as my management and ledership skills. A pay cut does not appeal to me unless, I truly love what I'm doing. As such, my inclination is to go into business for myself - probably a franchised operation. On the other hand, if I get picked up for promotion, I'll have an MBA shortly thereafter. A graduate degree in the military can't hurt. Along the lines of contingencies, I'm also investing heavily - I need to turn a faster buck than a saving account can provide to increase my short-term revenue. Either I'll be a reasonably well off major or I'll have a little nestegg to tide me over during the lean tiems immediately following separation. I could write a paper on this and many other concerns, but it appears that someone is absout to do that ie. this survey. I'm glad someone from "on high" appears interested in the perceptions of those of us in the field. Thanks.

0010620 The selesction of officers in shortage CMF's concerns me. I am special forces, are officers who may have better files but are not S.F. qualified and who had no prior desire to be S.F. going to be rebranched SF forcing out officers who may not have as good of files but who have always desired to be SF and understand Special Operations?

0010621 Am currently an instructor in CGSS, Ft. Leavenworth. Most of my contemporaries (Majors w/ 15-16 yrs service) extremely concerned with 'RIF' issues. Donht think that current OER system can be used 'adequately' to look at officers for 'RIF'. Most of my answers assumed that I would survive the RIF. Would like to retire at 20 years.

0010623 I am in a unique situation as I am a physician serving with Special Forces. I want to stay in both SF and medicine. I trust the Army leadership but I do not trust the congress to give us the freedom to react apporpriately to rapid changes. We should not base our entire defense posture on the heartbeat of one man!

0010624 was/am totally demoralized by the linkage of physician special bonus pays to obligation. Despite the fact that I have spent eyars "in the system", my pay is less than the foreign trained physicians I work with. Since the Army cares so little about "their own" I will leave the service at my earliest opportunity & spare the Army the need to treat its USMA graduates as second class citizens.

0010629 The most important aspect is uncertainty. It is VERY difficult to make career decisions without appropriate and accurate information. If involuntary separations and necessary make the decision and who is to be separated with enough lead time for the soldier to make thoughtful and not hasty decisions.

0010630 Key issues continue to be the need to provide promotion opportunities versus acclerated pin-on points, long term service (ie 30 years), and solid retirement benefits (imput of 3 yr averaging and 40% at 20 my loan adversely in the future). The military is a unique career and I would do it all over again. But current evaluation system, promotion rates, and budget cuts are creating

dissatisfaction and insecsurity. Promotion boards should not be used as RIF actions - 15 yr Majors should be protected. The peace benefit is mor perceived than real - third world assignments still regain US resolve and force. Power projection is still critical. Soviet strategic threat will likely increase as tactical threat in Europe decreases. We must find ways to identify officers with particular skills. Current system requries ALL officers to be good at everything and so some officers take fits - all officers are NOT great leaders; many are not staffers. We msut stop putting paper soldiers whose files look great in command. We need to identify staff officers and managers and perhaps differentiate those from commanders and field soldiers. The OER system has NOT done this at all. Bottom line - keep promotion opportunities high; keep soldiers beyond 20 years; retain strong health & retirement benefits; maintain the welfare of the PEOPLE in the Army - "Be All You Can Be!"

0010632 For several years now, based on personal, extensive knowledge of law ewnforcement issues adn criminal investigations, I have been extremely concerned - and disappointed with desclining value systems of those rising to the 06-08 levels. Very disillusioned with my COL/GO leadership. Too many compromises of ethics and integrity. Too much "lip service".

0010636 The lack of modern ancillary support services in Army hospitals combined with low entry level (2LT) salaries is costing us a lot of good nurses. The grass IS greener for them in the civilian sector. The lack of support services costs a lot in terms of money and morale. We need to smarten up & modernize, or our system is doomed.

0010642 My dedision to enter the Army and then to make it a career was based on the opportunities available, the security promised, and the thought of service to my COUNTRY. My opinion now is that the country political structure has thrown the Army and other services to "wolves" with little regard for soldiers, families on the promises made. The credibility of the country is at stake if we continue on the path of a rapid drawdown without fulfilling the committments made when we so needed the quality soldiers that we now have in our services. It took ten years to recover from the mistakes of Vietnam. Now we intend to relearn those lessons. Everyone undestands that concessions must be made in light of the recent events in Warsaw Pac, however, weapon systems must be the first to go. People are the nations msot valuable asset. If we dismantle our forces stsructure we effectively negate the nations ability to respond to worldwide threats. Without people to operate machiens and weapons, their usefulness is nonexistent. Most importantly, without people who can think and make decisions we risk the security of the country. This nation asked its soldiers to be prepared to give up their lives in pursuit of freedom for all manking. Now that the vision is near we are casting them aside. The leadership of the Army cannot allow this to happen.

0010643 1. Get rid fo high price weapons instead of people. 2. Quit closing down bases. 3. Donht be so quick to reduce forces the economics of the Soviet Union is very unstable as is other countreis ie. China, Korea, Phillipines, Middle East, So. America, etc. WAIT AND SEE what will develop in the next 1-2 yrs. before reducing forces.

0010644 Ref q69. The army is going to slim down & needs to cut support personnel. I am technically oriented which means my types of jobs will be cut (which can be expected) and promotion/retension decisions made by combat arms people (not to my advantage). My desire is to be able to serve until retirement (or later if the Army desires my skills). To be involuntarily released after trying to dedicate my life to the military is my biggest concern. Release with 10 yrs. or less service would have given me better chances to survive a sescond career, which is only possible at this point in time with retirement pay!

0010651 Bottom line - #1 concern of mine is opportunity for promotion to MAJ/LTC so that I WILL have an opportunity to retire. My biggest fear is what has happened to a number of peers - separation (involl) at 14 years or 18 years because of not being selected for promotion. Being 36 years old & starting over scares me.

0010652 The most needed service for job help is a database with jobs, locations, qualifications adn training programs. This should be for worldwide opportunities.

0010658 I work in the 66F career field. I beleive that the Army medical dept is "like a great sinking ship" and that no one at the top positions realizes or cares about what is happening to the system. Morale is very low, hours are very long and civilian opportunities are much brighter at this time.

0010662 The stress is caused by the uncertainty - once a fair and equitable program is in place, and everyone knows the rules of the game, stress levels will drop. It would be extremely beneficial to allow personnel selected for involuntary separation sufficient paid tiem (not leave) (3-6 months?) to secure civilian employment. Reasonable separation pay would also be appreciated. (Monthly base pay x 12 x years of active service x 0.1).

0010663 Question 69. I am currently undecided regards service beyond 21 years (LTC retirement after 3 yrs) due to cercums revolving around marketability after age 42-43.

0010666 I am a physician who would have stayed for a creer if I had been treated appropriately, but due to total lack of ability to perform to my own personal standards which are much higher than Army expectations, I am frustrated and will eperate as soon as possible. I was recently "forced" into signing on for an extra 3 yrs. beyond my obligation (MORB) simply to keep the Army from separating my active duty wife physician and myself. So much for promises fo "joint domicile" one fo the greatest of all Army

recruiting retention lies. The complete lack of quality support (clerical, paraprofessional retention, equipemtn, etc.) Will continue to be the #1 factor plaguing physician retention - one that even major pay changes will not successfully overcome. No amount of pay can compensate an individual who is being STIFLED FROM BEING "all he/ahe can be."

0010668 I ahve been selecsted to be involuntarily separated because of poor performance ratings. Yet, I must ask this question, how can a white (southern) male give a black man an objective rating? If we are going to use performance rtings as a means of separating officers & prefer the NCO rating system it seems more subjective and less prone to manipulation.

0010671 Everything you hear - from all sources - is very UNSURE about the Army future. I would rather seek a civilian career than take my chances with the Army - and I believe most young officers who are well-trained, self confident and adaptalbe would do the same - leaving the Army with an officer-corps having good "OER's", but no dynamic leadership.

0010674 #69 - true career impacts of implementation of the Army acquistion corps.

0010677 Gradual (but soon) force reductions, espec sially in Europe, will be essential to decreasing budget deficit. Current levels of strength in Europe are absurd based on recent events in E. Europe/Germany. Transition to smaller, quicker, rapid response force important. European assignments should be changed to 1-year, unaccompanied tours to decrease heavy requirement for family & social support services in USAREUR.

0010678 I think that all soldiers with fifteen (15) or more years of acstive service should not be targeted for any RIF actions. They have served faithfully and should be permitted to complete at least twenty (20) years service.

0010679 The unknown is the most difficult part of this issue. All the options and disscussions but no decisions or actions makes planning and job satisfaction difficult. Career planning is imposible without DA information verified and not having to rely on Army Times for rumors. In short, no one knows what the (blank) is going on.

0010680 The Army is no longer the secsure job it once was. For all of the headaches involved, the job is becoming not worthy of the time and effort or stress on family inherent to the service. The Army is becoming a popularity contest and not a mesure of a persons ability to lead troops or perform a job. Rating schemes are becoming based on "O" club membership,m AUSA membership, and other moxnix things. This is due to the lack of a threat, perception eminating from Eastern Europe.

0010681 1) Lack of pertinent congressional decisions affecting DOD reductions in force and Army ceiling levels leaves soldiers with a feeling of insecurity about career progression, benefits and promises made when the soldier entered the U.S. Army, ie 50% retirement at 20 years. 2) DOD civilian levels should be reduced at a greater level than military. Few civilians deploy during conflict.

0010682 Reference #58,59,60 The track record for the military higher eschelon's making RIF decisions is not good. They were politically adn economically influenced after WWI, WWII, Korea and Vietnam.Why should it be any different now. I feel it is easier and less costly (money and lives) to bring retired colonels and generals back on active duty in the event of an emergency than it is to train thousands of new lieutenants and captains. To coinside with this I personally don't see any reason why an officer can't spend at lest 6 years as a lieutenant and at least 6 years as a captain. It would produce a VERY skilled junion officer corps and allow them at LEAST one year at ech of the duty positions they should do.

0010685 I am entering my 18th year of commissioned service. I will take battalion command in 6 months. My future beyond 20 years boils down to successful command followed by senior service school selection. Failing in either of the two above goals would impact my decision to stay beyond 20. I have some REAL concerns for the future: 1) Don't wnat the Army to revert to hollow force that I joine in early 70's. 2) Medical care is going downhill with no relief in sight. Consider contracting out medical care beyond CHAMPUS. Good doctors are fleeing the military. 3) I'm afraid military-civilian pay gap will widen under austere budgets. Can't afford to let this happen, or we'll lose our best talents. 4) I'm hopeful that I'll make O-6. I am less hopeful now that I'll make General Officer as the opportunities (G.O.Billets) are reduced. I'll weigh opportunities incivilian world vs. my expectations in Army with 20 yrs.

0010689 This survey is much too long. Questions could have been consolidated to pinpoint relevant issues.

0010694 It makes me very angry to see Army recruiting advertisements when good officers are beign released from service around their eleventh yar of active duty. The selection criteria for dismissal does seem to be fair. Job security is no longer an asset of being in military service.

0010698 1. Consider the following: - fewer promotions/BN CMDS far below the zone. - If retired early offer a separation pay.

0010702 1. Interview training. 2. RVN vets ARE discriminated against. This question has been frequently asked of me by younger personnel directors in interview in a negative manner and harped upon as to how I woudl interrelate with a civilian work force. 3. Aggresive advertizment program - service peopel ARE/make excellent employees.

0010703 The key factor causing me to consider leaving the Army is that I was not selected for battalion command and no longer fit in the normal chain of a successful career. I cannot reasonably expect to attend the Army War College or equivalent or to be promoted to Colonel. My perception is that I will receive a series of staff assignments and be subject to mandatory retirement by a selective retirement board each year. The prospect is uninviting. The reduction in the size of the Army makes the prospect seem worse as fewer opportunities for overseas assignment will exist and fewer "fun" jobs. I do not have a solution. I support promoting the most successful officers and I support eliminating the less successful officers (including myself) when there is no longer a need or room for them. As a Professor of Military Science I am concerned that the Army appear to be taking good care of its mid-range soldiers, (CPTs, MAJs) and (SFCs, MSGs). The young people we acess must believe they have a fair shot at a career or we will not get them to come in, at least not the good ones. I support lucrative separation pay for officer and enlisted to encourage voluntary separation. I do not support a RIF although we may not be able to avoid it.

0010705 To state it briefly, there are 2 areas of significant concern: 1) breach of an implied contract (you are no longer assured of a 20-year retirement because good officers are being forced out) and 2) erosion of benefits. I have to pay a surcharge in the commissary that equals the tax off-post. Net savings are zerio. I am forced to buy dental insurance for my dependents. My wife has to rely on CHAMPUS because we don't have OB-GYM facilities. While she was still working civil service she got a pay raise. The child care center raised the rates the same month, and it effectively negated the raise. Where are these great benefits?

0010709 My only concern NOW is being able to provide meaningful "mentoring" to young officers who are not sure about the future. I lack sufficient information!

0010715 I am currently on PCS leave at address below. I go TDY to Ft. Leavenworth 15-25July, followed by PCS to Newport RI. 1Aug90.

0010716 I realize I'm preaching to the choir, however, a RIF appears to me not to be the answer. Our nations defense is being weakened by those who feel in the "peace-time" environment - cut the defence budget. Freedom is not free. Quality officers and NCO's will be sliced from the military just to save a buck. I'm a simple person w/no political viens. I proudly serve my country and will continue to do so. If necessary, I will find employment in the civilian world. My heart is in the military. It seems to me, the Army is finally recovering from the extensive RIF from the post Vietnam era. Finnaly, with all the talk of RIF and drawdown of forces, we are generating in the military what the civilian world does. And that is competing for the right jobs, punch tickets, and worrying about one's career. Rather than doing the job we were hired for...defending this nation & training and leading our soldiers into combat. Even though we are not engaged in combat, and even if Germany looks promising, we're kidding ourselves if we think that cutting back our defense will still allow us to have the same level of defensive posture we've worked so hard for. Soldiers will be fighting for their jobs, not their country. Is this what you're prepared for?

0010720 Question 69 - I am uncertain about opportunities for command in the Army of the future.

0010721 Request your survey review the possibility of reduced retirement pay. (ie 30% of base pay for 15 years of service). 15 or more years of service is difficult to turn away from. Major's with 15 or more service should be permitted to continue until retirement. The impact will not be as great for members in the 6 to 14 year zone.

0010722 The Army may have a plan but congress will drive the train toward reductions. Have a plan and protect the quality of the force - all services.

0010723 I would need some time if I was RIFed to get new licenses so that I could practice dentistry or pharmacy. 4 to 6 months notice is necessary. In addition to offering compensation to the RIFed also take away their professional specialty pay. That would encourage many to leave voluntarily so you don't have to RIF them involuntarily.

0010728 I am concerned about the direction the Army is headed. I see several officers currently getting promoted and attending the MIOAC that I am astonished ever got commissioned. I feel that I'm competitive for promotion, however, I'm concerned about serving a substantial amount of time and then being released because I'm unable to get the right job in MI. I would like to know now if I'm going to be competitive in the future for MAJ.

0010730 As noted earlier in the survey health care is a major concern for me. My wife has a heart condition. If I werre to be involuntarily separated I probably would have to file for bankruptcy. Due to my accepting active duty I have lost my skills from my civilian education - accounting. I would probably have to compete for a job requiring only a Business Administrative degree at a reduced salary.

0010738 Many of my comments/responses are based on the fact that as a doctorally prepared Army Nurse Corps Officer I am able to readily get a job. For that matter, any ANC or AD today has tremendous job opportunities on the outside - civilian world. If the ANC takes personnel cuts, or if our support personnel are cut, I believe we will see an even higher turnover rate in the ANC. We are short of professional nurses now, and short of ancillary personnel (lab, xray, transportation personnel) which makes nursing a very tough job.

0010741 Current OER system relies very heavily on subjective assessment of performance and potential by rates and even more so by senior rater. Over reliance on "buzz words" and arbitrary slotting in relation to others. An objective measurement of job skills and knowledges would assist in evaluating "total soldier".

0010745 I left active duty in April. I have answered the survey to reflect my feelings/opinions prior to resigning. I hope it will be of use.

0010746 The Army is truly in a sad state of affairs. Whith the threat of RIF and post closings, the certainty of future stability in the military is an unknown variable. I am appalled to see the poor quality of officers in the most senior ranks who continue to get promoted (despite overweight, unable to pass PT or opportuntically on profile). It has impacted on morale immensly. I have worked extremely hard as an ANC officer, always "top-boxed" my OERS, but I refuse to patronize an organization with so many double-standards, inconsistencies, favoritisms, etc. 20 years..and I'm gone!!!

0010749 I am a physician commissioned through the HPSP scholarship program. At this time, I deal with the direct efforts of current budget and personnel cuts on patient care. Due to the projected trends for both budget & medical personnel, I expect my last 18 months on active duty to be interesting, to say the least. In view of Army cuts that have affected my career (namely, the closing of Lettermans OB/GYN program in 1987), and current promotion prospects for medical officers in general; I must say that the Army is going to have a harder time attracting and keeping primary care physicians.

0010753 I have a four year obligation beginning 1July90. I like the Army and feel I've been treated well so far, but the next four years will determine how strongly I feel about a 20 yr. career. I feel much less strongly about money than I do about work environment and retention of quality individuals. Being able to stay in one place will be important to my family.

0010754 Build down in 10 years not 5! Stablize promotions in number of years service even if have to have low selection rates. Work toward a 5 year tour. Provide option of "retirement" at 15 years but "protect" those who serve past 15 years full." Medical care is a must for member and family members both during service AND retirement.

0010755 Many questions weere difficult to answer because beyond 20 yrs. service. No option of not working past retirement given. Not all of us have to.

0010758 I am not concerned about our leaders taking care of us, they will. My primary concerns are that congress may force the Army leadership to take actions that will directly affect me and others like me. While I feel that I'm very competitive for promotion it may not matter.

0010759 We need to study or begin to review the systemic impact the force reduction will have on minorities.

0010762 I believe too many people are making independent, uncoordinated decisions on force reductions. The unstable world situation makes a stable military situation critical. National military leaders and congress seem to have only one thing in mind - reduce strength. National defense is not even in the top of their lists. 2) Mediocre and unethical officers are promoted because leaders focus on the ends - not the means to the end. Retention of these officers will further degrade military effectiveness after a drawdown.

0010765 Ref #27 - completed obligation last month. Ref #42 - currently at OAC. Ref #94 - would follow my husband unless he was also forced out then unsure.

0010766 Ref #110: Recommend the Army allow officers/soldiers to stay at a given post for as long as they like. I'm sure this will save untold $.

0010767 Question 90: transition training and counseling to civilian life for my spouse. The tradition combat leadership roles should not dominate promotions. Junion officers leave not been afforded the opportunity to do the tradition goals in the peacetime Army. Yet, the senior leadership espouse those leadership/command position as the key ingredient for promotion. This is not fair.

0010770 This instrument was really too long!

0010772 The concern that the majority of us "careerists" have is the continued erosion of benefits. Benefits for both active duty and retired soldiers are changed at the whim of DOD and/or congress. Several years ago when my son was making his career choice I could not tell him he would receive the benefits any service promised. He did NOT choose the military as a career.

0010775 I have more concern about being allowed to continue serving the Army as a Field Artillary Officer than anything else you discussed in this survey. (Female Artillary Officer with a functional area of nuclear weapons).

0010776 I would like to see a "vested" retirement plan so tht ALL soldiers with five or more years in service could get some retirement at 65. Army command will continue to opt for less than 90% ..lfillment of MTOE in many active duty units devastating morale.

0010777 If it wasn't for the Army Times, we would be in the dark about future personnel cuts. The Army does a poor job of keeping us informed. Talk of separation pay is B.S. I want my retirement. The Army leadership is bowing to public and congressional pressures - the cuts will NOT be made with the threat in mind. Hell, who IS willing to even say what the threat is? Without this, how can any of us be confident that the cuts won't hurt the Army. Those of us tht remember the 70's and the Carter years see it all happening again. Officers are getting out and no replacements are coming in so those of us left behind are facing increased demands on our time and resources. Offering those of us who have given the Army the best years of career service a graduated separation pay is an insult. I want the benefits I have contributed to for my 17 1/2 years. I am convinced that congress will make the cut decisions and our Army leadership will in fasct roll over while at the ame time fighting to keep the military bases and concerns going in their home districts. The Army will let congress protect its defense contractor workers over protecting the soldiers who have dedicated their lives to the country. Today's soldier is worried and rightly so. And you'd better be worried about voluntary separation - all the good people who'll have no trouble getting jobs will leave, leaving behind poor NCO and officer leadership in the long term. But until the Army, we, get our act together, and lay out the threat we'll never make good, logical cut decisions.

0010780 #90. "How to be prepared for an interview" (ie; dress, appearance, body language).

0010786 Uncertainty with the health benefits and other such benefits. Lots of rumors that these are going away. This would cause great hardship. Taxation of currently tax exempt allowances.

0010789 Question 101 & 102: I would probably continue my career in either the guard or reserve. Which I would pick would depend on what is available where I relocate. Question - depends on anticipated size of RIF (ie. my chance of being RIF'd). Question 93 & 94: I would move into the MD, VA, DEL, PA area. Question 88m and n: nice to have but can't count on it. I have been banking leave to prepare. Question 62 & 63 - Change based on the trend of the lengthening of pin or point time. Question 105 - depends on grade I could not as warrant. I won't take a $1000/month decrease from CPT - WI.

0010791 I will be retiring August 1990.

0010793 Providign soldiers who are involuntary separated with a smooth transition into civilian life is important. However, the number one priority should be to ensure tht the best soldiers are retained and that cuts in production of military equipment is done carefully.

0010795 1. No real accurate information on "how the Army is going to reduce" or who is going to leave the Army. Everyone I know don't understand if they have a future or career in the Army. I'm a Cpt Cpl since Oct88. I don't know I will make Major and when I do how will be in the Army. Others worry about making Major because of a skeleton many years ago. Don't tell me about RIF paid for 04, 05, 06 with 18 yrs. or less. Guarantee us a min. 20 yr. career, then early retire those 05-06 etc at 20 yrs or more.

0010797 I am very concerned that we are mortgaging our future by driving out young, talented officers/NCO's by allowing retirement eligible but unproductive LTC's and COL's to remain in service. Additionally, the TDA Army is far too large and unproductive. We are an Army of soldiers in class A and B uniforms. Disband finance and AG officers corps: use WO's for junior officer slots and combat arms officers in F.A.'s for senior slots.

0010799 Things that stress/concern me: 1) How reductions will be accomplished ie this year '90 still needs 20,000 soldiers gone - but it is late June and no word on how it will be done. 2) I will probably survive 2-4 year reductions but maybe not year 5. Job opportunities in the civilian sector will be slim to none because of the flood of qualified applciants RIFed in years 1-4. 3) Separation pay of $30,000 is peanuts in the day and age. 4) Think reductions need to addressed by branch TC how many infantry vs air defense. Plans sepak of eliminating infantry and armor division. That causes a lot of overage in those branches. Will they be eliminated or will they have the opportunity to rebranch?

0010801 Stress should be placed on finding those soldiers who do not meet Army standards. The Army is no place for less than 100% "This is a volunteer force. And soldiers volunteer to meet our standards, if they don't meet them, we should thank them for trying & send them home".

0010804 I am a highly trained and highly subspecialized surgeon with a strong interest in acadamic medicine & research I will be retiring in 6 weeks after 20 yrs. service. The AMEED desperately needs for troop support; family & retire support, training (graduate medical training) and research. These decisions need to be clearly articulated to medical corps officers so they can make realistic plans as to the Army's needs for the services (and their career potential) suppor for medical center-teaching care mediocre (which by definition includes education of physician and reseach) has been severely crowded over the past several years to the point where it is impossible for the physician to remain on the cutting edge of his field without having to pay for those resources from his own pocket. We cannot compete with our civilian peers. The lack of auxiliary personnel, equipment (non medical) and the jarchaic and

inefficient system of ordering medical equipment makes every attempt to upgrade or modernize or to present quality work at national scientific making very difficult. Physicians need more freedom to do their jobs with fewer obstacles. The officer personnel management system is, for Medical Corps officers, non-existant. IV needs to be revised senior level positins are all but closed for those of us who cannot be away from clinical duties for over a year-surgeons are particularly at risk to have their skills deteriorate irretrievably if away from the operating room for the time required to be a DCCS or hospital commander. To rise to the top means giving up medicine! If the medical corps strength needs to be reduced it must be reduced from the top! We have too many senior O-6's who have not contributed for YEARS. As a result they hold key slots and deny younger talented officers leave and advance in the civilian sector leaving the guidance of the AMMED teaching departments too out of touch and out of date chiefs.

0010806 First of all I believe that the officer rating system is flawed in as much as the system is inflated and that individuals who receive honest appraisals are put to a sever disadvantage when competing for promotions and school selectins. I do not wish to appear to be like sour grapes however I feel that there are less qualified individuals going to CGSC than myself. I also feel that my opportunities for advancement within the SF branch are contributing factors in my disgruntlement with the promotion/school selection system. I encourage one of your surveyors to contact me!

0010811 Can't give phone #s in the middle of PCSing from Camp Casey, Korea to Ft. Harrison, In. I will be Director of Finance Dept., Finance school.

0010813 Medical corps officers-will workload increase per physician. Will specialty training opportunities be cut? Will physicians be separated from the military prior to receiving specialty training.

0010816 Note: I am a JAGC officer and I believe that significantly colors my views, particulary as to promotion, assignment and job opportunities on the outside.

0010818 I believe the Army is effecting planning to reduce in size. I am concerned that congress will cut the force too quickly in FY91-our planning will be overcome by the need to reduce spending. I would retire if you change the time in grade requirements from 3 to 2. So will others.

0010819 #90 aptitude/psychological analysis. #91 without some terrific publicity/training, most members won't be comfortable w/"in-house" out placement services. A professional private sector organization specializing out placement preferable.

0010825 #35. Its not that I'm unsatisfied with the benefits, but I hardly get to use them while working 12 HOUR shifts!

0010826 I beleive that as the Army grows smaller, it will force officers to have "perfect" or "defect-free" careers. This can only lead to extreme micro-management which will lead to reduced unit morale and unit readiness. All officers will not allow their subordinates to work their missions, because they fear a screw-up will doom their career.

0010827 The current force reductions are causing a large reduction in the quality of junior officers. Many of us are considering separatioon because a career in the Army is swiftly becoming a high risk gamble. No one wants to spend 10-15 years in the Army and be cut in some future force reduction that is, as of yet, unforeseen. The theory of natural attrition is valid, but the major stability is offered only to the field grade officers, not the company grade officers. Many of my peers are in for only one four, when their initial obligation is over, they will leave. There are other officers who will leave once the promotions signivicantly slow down. A good majority of the junior officers are going to leave anyway. The custs being made now are making a lot of good career-minded officers leave. I believe reducing the number of cadets commissioned to active duty will decrease our numbers without coming back to haunt the Army, as I believe our current course of action will. Those of us who are serious about the military are willing to trade swift promotion for career stability. This would reduce the number of junior officers and keep the high standard of dedicated officers the Army needs.

0010832 Serving as an officer in the military has been a dream come true. When the job is done and it's time to go home, most people won't know the difference. If cuts must come; let's try to beef up our severance pay, improve our education benefits, assist in job placement. The benefit will be quality reserves, and a new group of managers that can compete with the Japanese and European markets.

0010835 Give a soldier enough notification time to find employment and relocate while on active duty.

0010836 In my current occupation in the civilian sector I will triple my salary and probably double the amount of time off. Almost certainly I will be guaranteed at least one paid conference a year. I will have fire/hire control over my employees and won't have to deal with a large amount of federal hiring hassles.

0010838 I'm armor. I want to know what will happen in my branch due to budget cuts.

0010840 Ref. question #111, majors non-selected for LTC with 15 or more years of service should be given an early retirement opportunity. Another option-given that the Army needs majors, is to create a non-competitive category w/professional status provided until they reach retirement. Ie-create General Staff to retain the expertise an Army needs and avoid any future (name) situations.

0010844 The Army needs to get a program for reductions together and let people know. We eagerly wait for the Army times to give us a hint of the future and we see little substance. General (name) came to West Point and gave us NO information on what the future holds. If he does not know-who does? Many officers in my position (8 years) will leave the Army we like because we have no idea what to expect. Tell the Army planners to face the cuts, get a program together and put it out. They seem to have forgotten a basic troup leading procedure-revise planning. Give us time to react instead of short notice RIFs etc.

0010847 Stop the "death of a thousand cuts" erosion of pay and benefits. Stop "the truth changed" approach to personnel management. Spread quality of officers throughout all assignments. Now, once an officer is good or mediocre his assignments fulfill the prophecy. I will PCS in about two weeks. Give me a number to notify you once settled.

0010851 I am one of those LTCs which was involuntarily retired. I am stuck over 200 miles from the nearest Army installation. I have received no support or assistance from any Army element. I'm very disappointed that I have to end my 28 years of service ALONE!!

0010853 Question #51 is numbered "49". Question #94 put down a block for don't know. Question #98 are you referring to Green Berets or all Special Operations Forces. If you're referring to SOF, my answer and probably many other personnel would change their answers.

0010861 The Army seriously needs to reconsider the "up or out policy" and look at career captains, and staff sergeants. Also, the Army should consider extending benefits particularly CHAMPUS to dependents to pay 100% medical coverage if a RIF is to occur so that if the best soldiers are retained these soldiers can concentrate their effort 100% on mission versus off-post employment to make ends meet.

0010862 Military benefits are slowly but steadily decreasing. Army branch managers are doing a poor job in helping soldiers really get what they want in their careers and assignments. Senior commanders CO-5, O-6 level) are not concerned about how cuts will effect junior officers.

0010864 I will retire with 30 years of service on 31 August 90. Consequently, I predicted that I had been seeking civilian job opportunities, etc.

0010865 88. d.i.b. The family and I feel that Congress (and the Army) are abondoning us after 16 years of below standard pay, 60+ work hour/week, the countless TDY trips away from home and not forgetting the dozen or so PCS moves. Promotion boards are now "retention boards". The Army is caught in a numbers game and only those dedicated "good" officers are getting the shaft. This leaves a bitter taste in the mouth as we belly-up to the Russians

0010869 Q# 69: How will congressional mandates on the DOD (DA) be executed? Q# 90: How to have a successful job interview.

0010871 I'm concerned with the force reduction. I see a lot of Sr. NCO's and officer "kicked-out" after 13, 14, etc. yrs. in the Army after making unknown sacrifices. Someone has to care about the SRNCO and officers, for the ones who want to get out, let them go first before we start RIFing people. The RIF action creates an environment of low morale and hard feelings in the unit, PCT, company, Br. Div. and Army in general.

0010872 Before implementing a RIF, lessen the restrictions for voluntary early release. Maybe reduce the grade level for some higher level staff positions.

0010874 As a 1st step in reducing forces, before considering AD reductions one should transfer control of all reserve forces to the National Guard (State Control) with equitable federal funding, so that the burden of management would be on the states. Some answers would be answered differently-as am to be promoted in a few weeks & was close on some cut offs in question. My spouse is retired & there was no space for that on questions involving spouse's income.

0010878 I believe that Army leadership will make decisions to maintain the test Army within limits set by congress. However, I deeply fear intra-service rivalries will allow non-military political interests to establish a hollow force reminiscent of pre-Vietnam/Korean/WWII readiness levels and unfavorably affect service programs, ideas & retirement.

0010881 Too long.

0010883 Many of my concerns were not specifically addressed in your survey. My major concern is promotion opportunity. As a "soft skills" officer (42/48) I have a very small opportunity right now of making 06, and consequently only have to stay until I am

either selected or not selected. When the RIF's come, I'll take my chances based on OER file. I see no point in staying in any organization once promotion opportunities are cut off. I'd be willing to branch transfer to anything to improve promotion opportunity.

0010892 I enlisted in the RA in Sept 63. Got out to get a commission & degree in 68. Commissioned F1 (under 5% grad study pgm-took Reserve Commissions Tranmit board decisions). Owe Sam 2 yrs. more for being promoted. Probably will stay 1 more year, then retire & starts grad school. Therefore, not worried about a job, etc. I'm 47 yrs. old-recognized 4 yrs. ago I was too old for UNONO's Army-increased my tendency to be argumentative. It's time for me to leave!

0010895 Personally, I would voluntarily leave the service if sufficient separation pay (@ 1 yrs. base pay) were offered.

0010897 I find myself in a position where I must be selected for LTC in order to retire. I entered active duty as a CPT, others who have done this are in similar circumstances. If I am not selected, I would be 1-2 months short of eligibility for selective continuation, at 13 years 10-11 months. This is the source of my uncertainty about the career. I would be content to serve to 20 years.

0010898 I don't like the fact that Congress can change the rules for retirement or healthcare benefits after you have joined the military. All benefits, including those to retirees, should be "grandfathered". I think it is terrible that retirees cannot get health care at certain bases after 20 or more years of dedicated service.

0010899 Biggest concern is involuntary separation at about the 17-yr point due to very low LTC selection rates and no continuation policy. I am single tracked and the selection boards seem to discriminate against single tracked (functional area) officers irregardless of DOPMA or state PA policy-as shown by single track selection statistics. If no retirement resting is granted before 20 years, officers should be granted "tenure" (like the old RA major selection) early enough to decide to separate or stay in. I would like to know the results of this survey.

0010902 My decision to separate is based on my perceived need for self-fulfillment and usefulness. I have many other things I would rather do to achieve satisfaction. The Army is stale, unimaginative, overly concerned with appearances at the cost of function and unable to leave antiquated ideas and traditions to become functional. The necessary virtues of discipline, self-sacrifice and ability to ADAPT are entirely overlooked in favor of dated ideas of form and appearance.

0010904 Ref. questions #69 speed and inconsistancy of promotions.

0010906 I love the military and want to serve well. Let us take care of our own, like we constantly preach. If we are going to transition to a smaller force; let us do it so we will not hurt the career soldier.

0010907 Q19+21: NA I do not have a functional area. Q90: College job placement service. With 12 1/2 years prior enlisted, my prime concern with the projected cutback is the opportunity to serve 10 years as an officer (22 1/2 total) in order to retire as an officer. I am preparing for retirement as an E-7 at 20 years with conversion at O-3 at age 60. "Best case" scenario: I would prefer to stay on active duty beyond 20 years, hopefully get promoted to major, and retire as an O-4/26. With projected cuts, this now seems very doubtful.

0010909 My only comment is I am glad that I've passed 20 years. I think that the eventual RIF will impact morale and that good officers/NCO's will leave Army for job security pay rather than run the risk of being "tossed" out of the Army.

0010911 You folks in the D.C. area had best. Get the congressional liasion folks on hill to get info to the liberal, democrat, leftist congressman that the "bear" is not dead yet. This world is still nasty!

0010915 As a dental specialist in the USA Dental Corps I have seen inflation erode dental special pay by $30,000 dollars annually since being frozen at the 1980 level. At a time when medical physicians are receiving increases in special pay every year for the last three years, the dental professional pay recommendation package remains stalled in congress with no hope for review and favorable action. The average Army dental officer can make twice as much money in civilian practice.

0010916 I have a good record and have pursued everything that I am able for advancement yet I cannot get promoted to O-5 in the Dental Corps. As I am progressively passed over I continue to see less qualified and below the zone candidates picked up. As I have seen with other of my peers, we seem to have committed the unpardonable sin of having had a break in service 8-10 years ago. All our achievements since our return has been for naught. I returned to active duty with the desire for a career and have worked 110% since day 1 for it.

0010920 The execution phase of the draw down and it's perceived reguard for the soldier and his family will have profound long term affect on the quality of recruitment and retention of the smaller Army as it comes into existence during the next few years. Eye wash will simply not overcome the adverse reaction to a perception of unfairness among members involuntarily separated. The intentions of the Army leadership are not in question. The intentions of the Congress are a matter of concern as is the feeling that the Army leadership is not calling the shots.

0010924 I would prefer to face a RIF only once. I am concerned about the future job security of a military career and would like to face a RIF only once while being assured of continued selection rates.

0010928 I fully support force reduction, but the major problem we have in the military now is pay & benefits. Quality officers are being hired by the civilian work force because they can offer better pay. Voluntary separations will be good officer being paid for quality jobs. We need a smaller Army, smaller inadequacies, with better pay for career people.

0010931 I will retire 30 Jun 90-I have answered questioned in this light. Ref. item 90-not just teach how to write resumes, but help do them. Ref. item 90-combine all of the above-but be good & professional. Ref. item 111-need to vest them somehow.

0010935 Long tour lengths (4 years now) leave CPT's in commands the 4 year period in isolated areas. Especially EOD officers in Ord. corps. This is too long in command and hurts some officers due to burn out..

0010936 As an ANC with 8 yr. AD and a MPH I feel there are many very good opportunities available to me in the civilian sector, especially with the nurse shortage at present. I have enjoyed the Army have grown both professionally and personally through my military experience, but am extremely dissapointed in the back of our field grade officers to develop the junior officers both professionally and military. My feelings are, the Army has become so competitive that MAJ'S & LTC are so involved with trying to make their 20 yrs. that our leaders are no longer caring about jr. officers. Also, I see no incentive to keep ANC's that are already AD to stay. The extra benefits ie lower px & commissary prices, all morale welfare act. costing more or shutting down, cheaper travel & tours etc. no longer exist. The hardships that families go through being separated constantly moving and being owned 24 aren't worth it today.

0010938 PCS'ing to 4ID Ft. Carson, Colorado (Divarty).

0010941 I am currently expecting a baby in October, so many concerns about children/family which do not concern me at present, will concern me very soon. Also, my husband gave up a VERY well paying job to join me on my current assignment. (His salary was $52,000/year). With his prospects for employment back in Washing D.C. (site of my previous assignment), it makes no sense for me to remain in the Army after this assignment with job security and opportunities for advancement decreasing even more with the planned RIF.

0010944 The three major concerns that I feel that soldiers have in view of the impending cuts are job security, benefits, and unit training and readiness. It is extremely difficult to work effectively if you are constantly in fear of your job security regardless of your performance. The next and probably the most threatened of all aspects of Army life are the soldier and dependant programs. Perhaps one of the most attractive aspects of the Army as a career are the available benefits provided to the soldier and his dependents. If benefits continue to decrease it will also cause job satisfaction to decrease. One issue that is of great concern to many soldiers is not totally a perscom problem. This issue is one of training and readiness. In view of the impending military cuts, training and readiness of the remaining force are of great concern. If the cuts are not made with the overall mission of the Army, determined by the existing threat, the Armed Forces are doomed to return to the dilapidated state that this Army has experienced in its post-war unit reductions. Poor training and readiness havee a significant negative impact on soldier morale and therefore the soldiers job satisfaction.

0010948 One issue not addressed was the way in which budget cuts can demoralize soldiers and their families through deterioration in services provided. This deterioration (to include everything from health care to facilities repair) COMBINED with anxiety over an uncertain future, is lethal to morale. I believe this combination leads to disillusionment, which weakens commitment and purpose; the ultimate result, I'm convinced, is, a loss to combat readiness which is less quantifiable and therefore less rectifiable than the size of the force.

0010949 Q11-Promotion is not a consideration-I would be content to retire as a maj. Q28+29-Answers are a result of the impact of force cuts on Career Opportunity. Q34-Answer driven by impact of local conditions. Q35-Cut backs are demolishing the job security associated with military career. Q42-Morale driven by current situation not conditions or personality. Q43-45-While war with USSR less likely overall chance of war may have increased. Q46-Force will be reduced, but there are no indications workload will follow. Q47-We've trained for a war in Europe, but we will probably be committed elsewhere. 48-49-Almost a certainty as the force shrinks. 61-Answers driven by fact that Army will no longer be a stable career. 62-Based on probable follow-on assignment. 94-Cannot answer as answer is dependant on where I locate a job. General comments: I would accept a combination early retirement at reduced rate-severance pay option on a voluntary basis anytime after FY92. If RIF'd at correct severance pay rates and considering current location and job market I would declare bankruptcy in 90-180 days. I would be happy to discuss/amplify any of the above comments, use my name all you want.

0010950 It would be ciminal for us to separate our enlisted soldiers without providing some type of separation pay. Civilian job opportunities won't be immediately available during transition.

0010951 1) One detractor is the reimbursement problems faced by every soldier for damage to household goods when PCS moves are made. Often not possible to have repairs made and insufficient service assistance provided, especially if not near a major installation. 2) Move to smaller Army needs to be well managed to ensure maintain mix of specialties. Remember RIF of aviators after Vietnam and then trying to get some back.

0010953 I am retiring in 40 days!!

0010956 If the choice were mine, I would definietly prefer staying active duty. The branche I am in is small, and we cannot currently fill all the needed slots at different installations. A RIF occuring in my branch would cause us to have more installations without our support.

0010957 #34-often is very subj. word. #38-361 on extended scoring-but women's run times are TOO slow. #50-realize situation is fluid, guidance sometimes changing almost hrly. #95 & 96-need 3-4 mos. post oblig. to lock in 3 yr. LTC for rtmt. #110-exc. for medical people-right now even 4 yrs. as a smal, isolated post with minimal opportunities for prof. growth is stifling & bad for morale.

0010959 We need results of decisins to get out to soldiers quicker. I fear a loss or readiness is imminent with too much cutting. To "chop off" the top (i.e. LTC, COL, MSG, CSM), as a means to meet manpower goals, we are losing our combat and leadership experience.

0010960 I am hopeful that the planners and thinkers in Congress, DOD and the Army are aware of the widesperad disenchantment in the active forces. How ironic that the very soldiers and servicemen who helped bring about this so-called "peace dividend" are the same people who have to suffer because of the insensitivity and short-sightedness of the U.S. govt. The bottom line is this: 1) The threat has not changed, it's just taking a new form; and 2) The Army is going to need these same people it is screwing in a few years. I personally know at least 5 outstanding officers who are getting out of the Army because the Army is virtually begging people to resign and the future is so uncertain even for outstanding officers.

0010961 Many officers LT(P)/CPT are using the Advanced Course as a breather to job hunt. The current 1 year obligation upon completion should be stringent (hard to get a waiver). I foresee a glut of captains in ARMOR when there will be more leaders than units to command. I would start closing out the branch "detailed" to keep Armor LT's in tank platoons. Detail those non-Armor guys to TDA assignments because there is a TDA vs TO & E bias as evidenced by the recent retention board results. (Percentage of TO & E retained was higher than TDA retained).

0010963 1) As a USMA grad, I feel lengthening service requirements would be detrimental to USMA recruiting. 2) As hard as military service is, family quality & life is as important (if not more so) than pay & retention. Happy families = happy soldiers. Happy soldiers need less pay to stay in, so long as they are comfortable in pay. Spousal commitment to mil. svc. is key! 3) As an Armor officer, many technical skills are not direc. y transferable. This is a drawback. But if I get out I'm banking on my leadership & management skills to get a job. I don't want to get out, but the military (forced by congress) has traditionally not done a good job in rapid downsizing or protecting quality of life for active duty families. I came in to serve, not for pay. But if I feel my family is not adequately protected thru benefits (ie medical, education & employment) I feel I can easily do better on the outside even if it takes me awhile to get satisfactorily employed.

0010965 I would rather see reduced enlistments and early retirements than to see force outs of NCO's and officers with between 6-18 years of service.

0010968 Physicians need to be paid according to averages made by their civilian counterparts if the Army is to have any hope of retaining experienced clinicians. For example an Army Neurosurgeon making $80,000 per year will very likely separate after his obligatin when he sees civilian Neurosurgeons making great than $300,000 per year.

0010970 Reference RIF. Do it all at once. do not keep soldiers & families hanging on and hoping. Get it over with so that the Army can get its focus back on its mission. It is also better for families to get on with their lives-in or out of the Army-without the pressure and worry of surviving numerous RIF's.

0010972 Q90. Essential job tools-attendance at professional conferences to attend job placement seminars.

0010976 69. Senior leaders who have avoided "answering the mail" on all of these inevitable concerns. Whether we are in war or peace, senior leaders must have resolve and make a plan. We are not being honest with the well-intended, agressive and educated junior leadership. The senior leaders are waffling and waiting for "(name) or (name)" to inform us of a plan. Also, I am not sure the active Army is trained for the drug war role. Civilian employment to off set personnel turbulance and lend continuity to the Army is now working against us. TRADOC has many positons filled by "nine to five" civilians who lack initiative and drive. They cannot develop nor counsel the field grade officers they rate. Also, they are selfish and concerned with job preservation. Many civilians, as I have experience the past year in a TRADOC assignment, build dynastic and proliferate rather than curtail activities within their job description. As we focus on stream lining the Army, I hope the focus encompasses our civilian employees. The motivation for a loyal

and dedicated Army office to state the importance of his job or related activities is not tainted by losing his job or having to relocate. Civilians may see honest appraisal of *their jobs as career damaging*. Though dramatic, this short note is a real problem for our future downsizing of the Army.

0010978 As an OG w/27 yrs. svc. - this was a tough survey to complete. I kept responding based on how I thought I might feel if I were a major w/15 yrs. service. If I have to go, I go. If I were at the 10 year mark and a captain-I would leave the service. The prospect for a full career, in my view, am blank. I have more ambition and desire to care for my family than to rely on the whims of politicians that don't give a hoot about either.

0010981 1) Ref questions 19-21. As a medical service corps officer these questions do not apply to me. 2) Ref question 38. There are some soldiers, such as myself, that have permanent profiles. There is no way to answer to question.

0010983 The biggest problem I see with the early out program is that a lot of quality (top block personnel) officers, NCO's, and enlisted soldiers are leaving and the NOT SO GOOD performers are holding on to the Army as a security blanket. A RIF would be the best way if all considerations are taken into account, height & weight, performance ratings, PT scores, and potential ratings. We sshould not let anyone who wants to leave get out, but involuntary release our non-stellar performers. This would also provide a lead by example atmosphere where junior officers and enlisted could learn by example. This would increase morale & longevity of the soldier.

0010984 I feel the promotion boards aren't equitable. There is not enough time spent on ones record, plus some of the guidance given by the president of board gives certain officers an unfair edge.

0010985 Q.20 & 21: Prefer my current branch/specialty but would readily change either or both to remain on active duty.

0010989 1. Quality soldiers; officers, NCO's, enlisted, will NOT stay in the force if the can expect to spend 10-20 years of their life's defending this country and be left hanging high and dry without any job security and respective benefits. Regardless of the size of our force in the future, it is paramount that pay and benefits remain competitive with the civilian work place. 2. The early out option should be used extensively when RIF boards are convened. 3. Don't cut troop strength so quickly as to undermine all we have worked for over the years. The Soviets are still a powerful nation and things can change for the worse just as quickly. THe current threat is low, but Central America once the Middle East are still hot spots and should be treated accordingly. 4. Soldiers who are separated from the Army should receive severance pay, but the sum should not be great enough to convince quality soldiers to leave the force.

0010991 Question (49) is difficult to answer because until actual cuts occur, I cannot be sure if the sources were reliable. Same is true of all "Future of the Army" questions.

0010992 Question 19 is invalid, I know of no LT's and few CPT's who have assigned functional areas. Question 30 is biased, I am not opposed to my children entering the military, but I would not be disappointed if they didn't.

0010994 Some questions are difficult to answer. I do not know the effects of early retirement for senior officers on the Army's ability to fill slots. My biggest concern is my soldiers. I will survive, in the Army or not. They might not be so lucky. And that is one hell of a thing to have hanging over your head-that an agency which you would truly love to make a career out of would turn around and cut you. Morale could be a major problem.

0010995 1. The authors of the survey did not take into consideraton the Army officer who is married to another service member. 2. In your set of questions on resources for a career change I get the impression that any officer with a decent savings account should be able to weather the storm should he or she be involuntarily or voluntarily separated from the Army. If this is truly the point which you are trying to get at you're wrong. Additionally, you didn't take into account the fact that many people don't keep a considerable amount of money in savings but in other assets.

0011000 The soldier with whom I have talked are most concerned with the lack of information on what will happen. There are rumors and talk which only add to our concerns. The soldiers who are most concerned and will cost the Army most if they leave are junior cpts. and E-5 thru e-6's. You should review what occurred in the field Army between 1972 and 1975 as went through successive RIF's. I would suggest that most officers and NCO's would stay in if they were relatively sure of retirement even if time to promotion lengthened. Those soldiers who leave because of money are soldiers we don't need. If we continue to provide a positive challenging work environment we will retain quality officers and NCO's.

0011005 I guess I worry that the Army will surely consider number and as so often happens, skills, ability and dedication of the individual soldier will be overlooked. I worry about my own chances for promotion trying to juggle career and family & feel some remorse when one or the other suffer slightly. I want an Army career-I only hope the Army wants me.

0011008 I am concerned with the congress' reaction to world events and the effect they will have on the reduction of the size of the Army & the spped at which it will be accomplished. The Army should reduce its size by bringing troops from overseas rather than closing posts such as Ord which will have a significant effect on US economy. I would not personally recommend an Army career in today's environment.

0011009 I will be retiring 1 Oct 90.

0011011 #90 Training on job, interviewing techniques.

0011015 Since I am going to retire due to SERB in six weeks, some of the information requested may have "skewed" the curve. Recommend future questionnaire do a better job in establishing status of participants up front.

0011016 I have no regrets about joining the Army, despite the fact that I intend to ETS next year. The Army has been a good experience for me and I have learned a great many things. I simply have some goals in life which I do not feel I could accomplish while on active duty (much higher income and more time with family). I am seriously considering the reserve components upon compeletion of my active duty committment.

0011017 Even with the reduction is should be kept in mind that the pay is marginal and eneds to be improved.

0011019 Question #90-Need to change regs. concerning hiring of retirees in federal positons (and state if applicable) should be NO waiting period. I really like (name) concept for European forward deployment-bring our boys home from there and elsewhere. We need to decrease active force, but increase reserve force. I'm all for a program of national service which includes military options.

0011020 Tough decisions to be made, a lot of thought and concern for an equitable policy is critical, do combat veterans need priority/preference; grandfather clauses are critical, reducing accessions over a five year period would seem to solve some problems; do not lose sight of the commitment made by our soldiers!!

0011027 I have seen more damage done to the morale and officer strength in the last 6 months than the last 19 years, with possibly the exception being the Vietnam RIF's of the 70's. I have personally seen 13 excellent officers (captains) resign rather than have to face 2-3 years on a majors promotion list or face a RIF after 8-10 years of service. They enjoy the military service & are willing to live with low pay, relocations, etc. However, when it finally reaches a point where there is chaos or a continual wonderment if they will have a job next year or next month, it' time to call it quits. Our senior warrant officers are tired of the same conditons and are leaving (retiring). The Army's experience & good future leaders are leaving. One of my captains was selected for major on the last list. He will PCS for Korea (in Sep) to take over an aviation company (majors) do his one of command time and, at present promotion rate, MIGHT be promoted to major on the completion of his command. Then on top of that doesn't know if for some reason he might not be in a RIF. Now you tell me, is this anyway to instill ocnfidence in our senior leaders or want GOOD leaders to stay in the Army? As for me, when I reach 20 years & have a job. Good bye! I have enjoyed my service in the Army. But at present this isn't an Army with goals or direction. It's an Army of wonderment, uncertainty and even anger.

0011028 I am concerned that retention boards will focus on easy "discriminators" e.g. latest OER's, and not look at the soldiers full record.

0011030 I want to believe that Army/military leadership will make fair, prudent decisions regarding personnel issues. However, the field perception is that congress cannot be trusted to make timely decisions and will make decisions that get them re elected-i.e. politics drives decision making. Therefore military/Army leadership decisins will reflect congressional action and soldier frustration, anxiety and personal stress will continue.

0011038 My answers are primarily pro-Army. I have never been anywhere else or had other jobs since my 1980 entrance in USMA. I am somewhat ignorant of outside opportunities-and may not be representative of my peers. KEy considerations for transition to civilian life, voluntary or otherwise are: 1) Family well-being 2) Job satisfaction in civilian work. I am greatly concerned over the separation pay issue. At this point, I will either retire or be involuntarily separated if I must leave.

0011041 I would gladly serve a counter narcotic role! Army senior leaders and congress MUST realize that most civilian corporations/potential employers are prejudiced against hiring ex military because the (mil.) are considered wasteful, too old, dictatorial, non-responsive to change, not profit-oriented, etc. Therefore, given any involuntary discharge action a transition "PACKAGE" (of how-to-get-training, available jobs listing, severance pay, unemployment benefits, etc.) is MANDATORY to overcome this prejudice and financially suppor the family during the long search for a job. WE (mil.) won the cold war; now cushion the shock of the "Thank you" discharge!

0011043 Approving bonuses for areas of shortages ie. pharmacy, nurses, etc. As a 68H (Pharmacy officer) I know of the so many paperwork, long hours and personnel shortages and creating this type of incentive make the long days easier. I'm sure it makes doctors, surgeons and some other health services staff days better.

0011049 Questions not appropriately worded to handle people (like me) when are 2 times non-select for promotion and are being involuntarily separated for active duty.

0011050 My perspective, with nearly 29 years of service, is ambivalent on matters that pertain to me. My perceptions on the impact changes will have on younger soldiers/officers is considerably different than expressed in this survey which relates only to me.

0011051 Unfortunate confidence in the Army continuing to become a bureaucracy and less and less of a military organization. Careers continuing to becoming a check the block process. Too many unworthies being promoted. Increas in the attitude of: it is safer to do nothing and therefore not make a mistake than actively lead and make some mistakes.

0011053 Today's soldier is becoming increasingly despondent by not being able to rely on job security. There is no guarantee, even for the best soldiers, that they won't be involuntarily separated. Currently, the promotion systems is geared toward careerism, and not toward increasing the readiness of the Army. ALL officers are not capable of being commanders and by "forcing" them to punch the ticket, degrades the effectiveness of that unit, all for the sake of promotion.

0011054 Since we are becoming the Army of the 20's and 30's we should drop the policy of having to make promotion in the primary and above zone categories. Dedicated officers should be allowed to keep their rank with no promotion time limit. Their files should always be considered for subsequent promotion boards. Let the Army decide who and when to promote without DOPMA mandates.

0011055 I have 3 yrs active commissioned AF time plus 6 yrs Army Reserve time, my total # yrs. in the military is 13 1/2. It's hard to have a social life with 12 hour shifts worked from 1900-0700, plus 48 to 60 hour work weeks. With the shortage of nurses it is hard to believe the number of nonselects for promotion.

0011057 Re 35b (benefits): Erosion of medical benefits to the family is serious and has always been an incentive to be in the military. All benefits should remain. Re 58-60: Army leaders will not be in total control of what happens to the Army, if they had control, they would "protect" the Army, however, they will have to respond to mandated congressional cuts and thus, decisions will not be in their control. Re 110: Good cut control, but not necessarily good for career/job progression-result would be career progression only for those assigned too large installations/concentrations of soldiers (e.g. Ft. Hood, Ft. Lewis).

0011060 1) I am now Medical Corps, RA, and A USUHS graduate. One of my main concerns will be in the area of medical care. While the thought of decreasing troop size is nice, the thought of affecting the medical side is scary. Why? The number of persons eligible increased; the medical support and staffing is already below needed numbers; VA is having problems itself. CHAMPUS, the only feasible alternative, is more expensive by 50% than having the active Army provide care (one estimate/rumor heard). Thus, the AMEDD while being part of the Army should be left alone to provide the health to all eligible–it would be less costly overall.

0011062 Ref Qn. 14. The current system is effective in identifying those clearly not suited or competitive. I have concerns about how effective it is as the differentiation between soldiers becomes less & less. Ref Qn. 42c In 9th ID which is in process of inactivation. Ref Qn. 69. If physician bonus's were adversely effected by changes in military structure or congressional action.

0011064 I feel that the current senior rater portion of the OER is outdated. The promotion system is such that one center of mass OER is considered bad. There appears to be little controls on the actual promotion process a person passed over by 1 board could be selected by another. In my opinion it is time to revamp the senior rater portion of the OER & the promotion process.

0011067 Ref. #90 Add Army sponsored/hosted local area job seminars/workshops to bring potential employers to the soldier. Perhaps larger businesses will host/co-host/sponsor. If possible, I would like to see the results of this survey. Request results/key findings be sent out via same mailing address used with 12 Jun 90 letter, to those respondents requesting the information.

0011068 I am very interested in participating further and would like to be included in those groups being requested to furnish additional information. Please feel free to call on me for anything else you may need. I will be at the present location (Fort Lee) until 27 July 90. After this, I can be reached at the Lexington Blue Grass Army Dept., AUTOVON: 745-4272 or commercial (606) 293-4272. The latest edition of the Army Times discussed a proposal to meet force reduction requirements without having drastic impacts on mid-career soldiers by reducing assessions and forcing retirement on those now eligible. Of everything I've read on force reductions, this is the first proposal that I feel makes sense and is fairest to the largest number of people. I strongly urge our policy makers to give serious consideration to this proposal. I've enjoyed my job, I've enjoyed the military, and I've given my country 11 1/2 years of faithful, honest service. I only ask that I be allowed to continue to serve.

0011072 I am in the Medical Corps. I, and most of my colleagues are generally most concerned about pay (which has shown some improvement), and administrative duties we are responsible for (or other "non-medical" tasks). Recently, at Tripler AMC, Hawaii, another problems has emerged that is leading medicl corps officers to reconsider career plans in the Army CHCS, the Army's health care computer system. This system places more and more clerk-type responsibilities onto the shoulders of physicians. As the system

stands now, this is unacceptable computerization IS the future, but this approach with the current CHCS setup may be a decision point for many medical corps officers to look elsewhere for employment.

0011075 The issue which most concerns junior officers today is the RIF. I am certain the most highly qualified officers will be maintained on AD; ie top 10,. However I am concerned that officers in the "center of mass" may be unfavorably judged if the senior rater has a poor rating scheme: In my short term on active duty, I have seen highly competant officers passed over for promotion. And less qualified officers promoted. Most officers are apprehensive of similar circumstances with the RIF.

0011080 Are you satisfied with the present VHA system? Does the present VHA system influence your thoughts on serving in the Army? Until I moved to Washington DC I did not realize how bad the system was.

0011084 Time for re-education, additional education on skill development.

0011088 This is the sixth "survey" I've had to do in the past year-as a health care provider I find these an unnecessary interruption in my treatment day.

0011865 Yes. Due to my wife's job occupation (Spanish teacher), she's not able to teach within her specialty field here in Germany. So I would like to send her home to the states so she can be able to teach. My chain of command says there are no early return of dependents now. So I have to send her myself. It seems to me that with all the housing problems the Army has in Europe, it would be very beneficial for the Army to move my spouse/household. It would also be cheaper than doing it in 1991. This is one of the main reasons, that I will seek to get an early out. The only thing I'm really concerned about at this time concerning an early out is how it will affect my G.I. Bill. Please feel free to contact me day or night on other issues concerning the U.S. Army today.

0011090 Question #90-Head hunter/executive level position placement services in civilian companies, and with other government agencies. Army retirement, medical and dental health care, and the commissary are the major benefits of being in the Army. I would like to see more job security for majors & LTC's-to enable deserving officers/senior NCO's, the opportunity to obtain Army retirement. What about early retirement for majors, even at 40% of base pay?? at years 16-20? What about improving Champus-to cover more of the share of medical costs. Especially for retirees. What about increasing separation pay significantly? for officer who voluntarily leave, as well as those are twice passed over or RIF'd. I have not seen current info on the effects of changing promotion board requirement, so I'm not sure how these changes would effect my probability to be promoted to LTC, or to reach retirement. CURRENT, ACCURATE info is not making it down to our level. This frustrating. Don't give me the "boot" at year 16 with just small change; no job, and a family to support! The Army should commit to retirement at YEAR 16 not 18. 15 years of service should be enough time to evaluate an officer's or NCO's performance. (LOD's & UCMJ should still override this). We commit a lot to the Army, all I ask for is some commitment in return. (long hours-mediocre pay & benefits) I like my job/work. I take pride in being in the service. I would be here if I didn't.

00208 untouched by quicksilver and therefore my environment is not as heavy as it might be at Ft. Hood or Ft. Lewis. Our discussion focus more on roles/preservation of the heavy force rather than individual retention issues.

0011092 This survey is a bit late, considering one retention board's results are already out (published). Some officers would have liked to answer these questions prior to finding out the board results for two reasons: 1) Those officers forced (involuntarily) out now may have some hard feelings toward the Army. 2) It would have shown the junior office who is being forced out that the Army's leadership is concerned about its poersonnel to agrue and take hard facts to congress with.

0011096 Someone once said, "In time of peace, prepare for war". Just because the world situation with the Soviets and other "former adversarys" appears peaceful, doesn't mean we should reduce our armed forces. Wars don't last forever & neither does peace.

0011098 Q69: I am a procurement specialty attorney-DOD spending could affect my potential job opportunities, especially w/defense contractor firms.

0011104 I worked as a civilian prior to joining. EVERY worker/manager/leader was expected to perform to standard. If that person did not perform, he was fired within two weeks. We performed to standard. I feel that the majority of officers are quite good, and perform to standard. I am not satisfied with many NCO's job performances, and I hope our Army Reduction Program will continue to eliminate such NCO's-even if it takes a few good officers and NCO's simultaneously. I know I do not have all the answers, but I feel there are many civilians that do not join the Army because of its' past and present reputation. If we can increase our standards, hold on to our best soldiers and RECRUIT good men, we will increase our readiness ABOVE its present standard. So far the reduction has made our Army stronger. I hope and pray this continues.

0011109 90-Other job tools should include Job Fairs to allow interested employees interview locally to save on trips for interviews. Also you can include a telephone service to allow long distance phone calls to line up interviews or to talk with schools/universities.

0011111 After 24 yrs. of devoted/faithful service I'm leaving the military thanks to the SERB. I personnally feel/know that my being SERB'd is a direct result of my divorce of 2 yrs. ago and the narrow minded thinking of the Ft. Sill chain of command (name). I wouldn't recommend the Army, for a career, to my worst enemy-in fact my oldest son is in the USMC. To be very truthful the appearance is that the Army leadership is taking care of themselves and paying, as has been true for the past five (5) years, lip service to "taking care of the soldiers". It's time Gen Ono and some of the "elite" get out and get their boots dirty. Too many people in todays Army have the same feelings I do-that you boys in Washington are too busy taking care of yourselves and not those of us in the "field". This questionnaire only touched on loss of benefits but during my career and lifetime (born and raised as an Army brat), I've seen nothing but loss of benefits-ie-my father upon retirement after 30 yrs. of service was not eligible for medicare after age 65 and had to rely on medichase however he was told prior to his retirement (Mar 72) that the Army would take care of him and his dependents and that there was NO NEED for supplemental med. insurance. The only benefit he really got was his burial in Arlington National on 14 May 1990. I have spent the past 23 yrs. doing/going where I was told to by my branch. I never politiced for anything (perhaps my fault) where my contemporaries have. Last year I requested a compassionate to assist with the care of my father and although not able to substantiate that or the influence of my divorce I feel those two incidents are/will be my ticket to the SERB. My service over 24 yrs. has been marked with nothing short of success-when my subordinates tell me they would follow me into combat-that is the greatest compliment I can be paid, much more than anything the Army hangs on my chest. I realize the Army leadership has to make some tough decisions but again in the past it appears that they are being made to insure the proliveration of you people in DC at the expense of the real Army. You "golden boys" need to spend more time away from DC than just your token BNCMD so you can get in touch with the real Army. I intend to expose within the nex 6 months the HIP fiasco for what is really going on, and just whose pockets are being lined-(name) and its retired gen. off as well as a couple of active duty CO's.

0011115 It is clear to se by ly 1996 DOD will drop active duty strength from 2.1m to 1.4/1.5 million, with the Army hit with the majority of the personnel cuts. The "peace dividend" will be small, and the cuts coupled with a slowing economy, maybe penny wise, pound foolish, especially if done quickly. What about the 1.1m civilians who work for DOD?

0011119 For the officers with more than 20 years in service a lot of these questions don't make sense.

0011120 Take into consideraton husband's job opportunities.

0011121 Pleas show concern and compassion when making force changes.

0011124 The major current stress produces regarding future budget/force reductions is that even the bes of the top Army leaders is not master of his own destiny. The House and Senate appropriations and armed services comittees will ultimately decide what budget/size the Army will eventually have. These people are not telling us clearly precisely what their plans are. Senior Army leaders left to play essentially passive roles and to be the "messenger of bad news" to the force. Congress will decide our fate, not we ourselves; we are essentially helpless before them; hence, pervasive uncertainty and consequent stress permiates most of the force.

0011126 69. Changes in aviation commissioned officer utilization/assignments. 105(c). Only if allowed to choose branch!

0011136 I do not think the Army leadership will have the ability to determine the future of the Army. The politicians will dictate how the force is reduced. This is very frustrating for the mid-career officer/NCO. Junior peopld can make decisions. Senior people will be protected. The mid-career officer esepcially will be raped. The chain of command cannot answer soldiers questions because they do not have the answers.

0011140 I am in the Army Nurse Corps and have just PCS'd to Ft. Lewis, WA, MAMC. The chances are slim that I will be eligible for early out, as for my collegues. I believe this survey will help with those who are eligible. In regards to the current events section, a reduction in forces is necessary. However, this does not mean that we do not need a strong, competent and ready fighting force. Maybe by having "early outs" and RIF, we can weed out those who do not meet standards, or have the desire to give this country 100%.

0011141 At battalion/company level, soldiers are confident tht the Army chain of command/senior leadership has a good plan to trim the force in a practical way without sacrificing readiness. The concern is the politicians who seem to want the "peace dividend" NOW, poutting the force in a position of unpreparedness like prior to WWII & Korea.

0011143 If we are to reduce (don't call it downsize-sounds idiotic), do it once and get it over with. DO NOT prolong the AGONY! The worst thing now is to lead a generation of officers on.

0011145 Army physicians are more strongly motivated for retention by working conditions and civilian pay differentials than line officers. It is critical that these issues be addressed if RIF occurs, or there will be a mass exodus of physicians from the military. Retention is already knows at best and any perceived disadvantages will be disasterous.

0011146 Since I have completed my MBA, finding a job is not a great concern of mine. However, I am concerned about the broken promises the Army made to me 12 years ago. Getting out now, would be a waste of a third of my life. I also feel that the meager separation pay that would be provided to me is not adequate. Fortunately, I enjoy my career and plan on continuing to serve as long as it is enjoyable.

0011147 Quest. #58 I believe "Army leadership" will make correct decisions, however, will the political and legal issues (budget) overall rule Army leadership's decision. Quest. #65 The past 6 months my husband has been a TDY-infantry officer advance course. He is returning shortly. Quest. #68 I am starting my masters in Public Admin.-if the Army necessarily releases me this shld. help. Quest. #94 Does not apply. I would move to my husband's next duty station.

0011149 The Army has radically changed its promotion/retention policies without regard to the impact on the career minded soldier. Not promoting officers simply to reduce the force will work near term but it will result in a long term degredation of the officer corps that will require decades to repair.

0011150 This was an interesting survey. Many important points were addressed. The Army is changing rapidly and the best people will stay. I am year group 87 and have been selected for CVI & will go to the CPT's board in Sept 90. I went to OCS for the significant reason of retiring in the Army (5 years enlisted service) and because I wanted to be an officer and lead the men of our Army.

0011151 Had to answer a lot of questions that were not applicable to my situation.

0011157 My primary source of disenchantment with the Army rests in the Army Nurse Corps and it's totally arbitrary way of awarding constructive credit. Either don't do it AT all, or do it and award it everyone who deserves it. This current fiasco of awarding at one time but not at another reaks of the type of indecision plaguing this corps and the inability of its leaders to effectively manage its personnel wisely. I understand the excuse given for it's employment as a recruiting tool, but it slaps the face of every ANC already in the Corps, especially those contemplating remaining past their obligation. A true case in point: a captain I know has 6 years of military nursing under her belt along with 9 years civilian nursing, total experience: 15 years. Another captain I know came into the Army, 1 1/2 years ago with 10 years civilian experience, as a ILT. Nine months ago he was promoted to captain and just last week was told he would be in the primary zone for major withing the next 2 years based on the constructive credit he was being given. Now I ask you some questions: How equitable is this policy regarding RNs? What message does it send to those currently in the service who had to start at the beginning? In case you haven't figured it out-we are categorically displeased. It tells us that the brass aren't the least bit concerned about retaining quality officers. It is also constructing a corps that will be so heavily laden with field grade officers without sufficient MILITARY experience, that they will be unable to relate to their junior officers and NCOs. And I hope that your aren't disillusioning yourselves with the idea that these constructive credit giftees are going to stay in the Army. I've talked to a good many of them and they have no such intention. They're simply taking advantage of a useless system that can give them something they want. And if you truly want to RIF the Army Nurse Corps, keep advocating stab-in-the-back programs like this one. Eventually-we'll all leave.

0011158 #69 What are promotion criteria? I know a Reserve Captain who is currently serving an active duty tour. This officer had not been considered by the CVI board (appox. 18 months since EAD) but was considered AND SELECTED by the MSC Major's board! How could I NOT feel uncertain regarding promotion criteria?!

0011159 Even as concerned as I am for my own welfare, I am also very concerned about the impact of force-cuts and promotion opportunities for junior NCOs (E-5, E-6). I believe the honest information about the situation, while good-intentioned, is having a serious detrimental effect on the soldiers I talk with. I believe a centralized board for promotion to E-6 is the only fair and reliable means to select/reward the NCO's of the future.

0011164 My major concerns are that I like the Army and know that I will not find job satisfaction in the civilian sector. Also, if I had to get out, the most pressing concern is maintaining my family in a suitable lifestyle-finding good employment which would provide for my family, regardless of my personal satisfaction with the job, would be my biggest concern.

0011165 I have been on the promotion list for major since the end of Jan 89. I expect to pin on sometime between Feb and Jun 91. While initially it was good to be selected, the "thrill" has long since worn off. As a registered professional engineer, I am not apprehensive about transitioning to a civilian career. However, I feel the separation benefits would fulfill the Army's commitment-especially since according to the IRS I am covered by a pension plan for IRA purposes. Perhaps as a part of the package, separation pay or a portioon there of should be offered as a nontaxable roll-over into a retirement plan. In regard to question 108: ceilings by branch need to incorporate re-branching of "best qualified" or at least "better qualified" officers.

0011168 The vast majority of motivated physicians leave the Army as soon as their obligations are over. Down-sizing the Medical Corps whole the retired beneficiary population continues to increase will only exacerbate the current problems we face and will lead to a larger exodus of physicians. The major sources of physician frustratioon with the Army are: 1. Lack of talented leadership with real power to be our advocates. 2. Appalling inefficiency due to lack of support personnel and an entrenced bureacracy filled with mediocrity at every level. 3. Pay.

0011171 Offer early outs & pay separation pay. People will voluntarily leave the service.

0011175 I am being involuntarily separated. You should have used your computer more effectively to realize I have less than 14 days on receipt of this survey. The answers for the most part reflect my "(profanity) you" attitude.

0011178 I am currently an employee of the Dow Chemical Company (Texas Operations) on military leave of absence. Thus some of my concerns or lack there of may seem strange. In an "ideal" situation I would get an early out and finish my obligation with a reserve unit. Being on active duty is fun, but it's costing me too much money in salary differences!

0011184 90. Federal information on obtaining small business loans.

0011185 RIF the incompetents fast before good people start getting cut involuntarily. Stop placing so much emphasis on meeting affirmative action promotion quotas.

0011186 Question 68: Current issues have made me want to stay in the Army longer. The question assumes that if an individual has been influenced at all, then it is to leave, not stay. Question 111. I do not feel anyone should be protected. Question 110. A 5 year stabilization will save money, but there are not enough jobs here (Seneca Army Dept.) to provide variety. I have been a Platoon Leader for 4 years, and will be until I leave. 5 years may work on larger posts.

0011196 The information I've received through various sources put likely cuts at anywhere from 100,000-250,000 soldiers. This creates a very vague situation where I don't feel I am at a decision point. I am relatively confident that I will be able to retire, possibly with no more promotions. If larger cuts appear or my year group is specifically targeted for a RIF my reaction to some questions will change.

0011199 Officer promotion is based solely on OERs with no skill testing or input by subordinates so you (profanity) kiss if you want to get ahead. This then becomes the basis for all decisions by DA. Dumb question)-ambigous. Ask me how I feel about the Army's Leadership in charting a new path during these times of change!

0011201 #69. I am going thru some personal changes. This is a transition period in my life. #90. A good attitude. I got back from Korea in June '89. I don't think I have any service obligation right now. My complete responses to numerous questions are more complicated than the listed choices.

0011202 Allow CPT's to stay in & retire! Allow soldiers the opportunity to stay in one area longer. Reduce work requirements/task/mission. To stay competitive one must work extra extra hard to get an above center of mass rating since the work load is the same, there's less personnel & the requirement (mentally) is that it all still must be done. Harder to stay in, (higher risk), so everyone's trying harder making it more competitive.

0011206 I am retiring in 11 months. MANDATORY retirement at 20 years as I am a reserve officer. I found a lot of the questions difficult to answer, but they don't really apply to me since I have no choice about leaving...but I AM looking forward to it.

0011208 I believe that current Army leadership is concerned only with the younger offices in all grades. Emphasis on youth has hurt our Army and its dedicated members. I have no confidence that Army leadership or congress will have any concern for people vs. new equipment in the impending Army downsizing.

0011209 I am less than 30 days from beginning terminal leave with a retirement date of 1 October 90. Additionally a recent inheritance has made an agonizing decision for easier for me. I believe that I would have made the retirement decision in February 1990 even if I had not had the inheritance. At 45 years of age its time to begin that second career. With 16 moves during the last 23 years I would not take another PCS even if I were selected for O-6. The rumors regarding the Army's drawn down were the final straw in my decision process. My detachment has been 20% understrength for 29 of the last 32 months. I felt that the personnel shortages would continue to hinder my detachments performance, a frustration I was not willing to continue.

0011213 For cost reasons, the Army Medical Dept. should be protected during the downsizing of the Army. The cost increase to Champus that will occur as a result of reducing the size of the current AMMED will exceed the savings incurred. The AMMED is a cost effective organization that limits increased medical costs and effectively controls and contains medical expenses.

0011214 The current uncertainty with the size of the Army and the units which will be inactivated is causing good soldiers (officers & enlisted) to leave the Army. I also believe we are making poorly thought out decisions on reducing weapons systems based on fear of Congressional action. We are giving up good weapons, betting that new programs will make it through the budget with absolutely no way to recover.

0011217 Add spouse employment opportunities, counseling.

0011218 It would be very helpful for the Army to use private job search companies to locate jobs for managers or skilled labor. Government-sponsored job centers/unemployment centers are already overloaded, and may not be attuned to the special needs/qualifications of former soldiers. I believe that the Army has an OBLIGATION to do everything it can to help those who are forcibly retired find a GOOD job.

0011220 I have 22 more months to go to complete 20 years active duty. I have not decided if I want to retire then or later on, but I definitely don't want to leave the Army until I've completed 20 years. A separation from the Army before then would be an extreme financial hardship.

0011222 Leaving service voluntarily in Aug 90, primarily due to undesired overseas moves are required and questionable future in Dental Corps for specialists.

0011223 Promotions. OER rating system.

0011233 See comment question 29, see comment question 30.

0011235 In the dental corp, there are no guarantees for selection for residency training. Training has become a criteria for promotion to LTC. There are for the many career uncertainties to plna a life around. No one can be expected to put 6-12 yrs. in a job and end up with no money in a retirement plan.

0011236 I'm at the 26 year point of service and am driven to decisions by a complex of factors and a SMALL PART of which are captured in your survey. For too much simplicity lies in the survey and I'm concerned that it may do more harm than good. My situation is an example of why the survey can be deceptive. My previous assignment to the war college facility following brigade command ruined my career and that factor weight heavily in my decision process for further service. Yes I got top marks.

0011238 90-I think information on applying for government jobs is important. The federal government does not want to give up the opportunity to hire qualified former soldiers into civil service.

0011239 Many of the issues you raised, being abruptly or unfairly required to leave the Army, are not of major concern to me personally. I feel my performances and potential are at a level where I will continue to be considered a valuable asset. I would hope that reductions, whatever the M.O., would focus on performance, or lack thereof, and eliminate the non-performer. My concerns for promotion and assignment regard the fact that I am AG (41/42) and male. I am constantly reminded that I need a Division AG/G-1 job or a command to be considered for promotion. These opportunities are limited, but further exacerbated by what seems to be gender/minoirity affirmative action for the AG branch. It (profanity) me off because I give my heart to this avocation. I can't think of a more honorable profession, but I still want to progress. I prefer to close doors myself, not having it done by some unwritten or implied policy. Excuse the tangent. Two other issues-very important-1) loss of health benefits/quality of care-looks like severe erosion to me! 2) stabilized tours (5 yrs.)-no good! Moving is the essence of the Army. Homesteaders don't belong. They begin to treat the Army as a job, in lieu of a way of life.

0011241 I am currently seeking employment in Federal Law Enforcement (FBI, Treasury Dept.) and some questions on this survey become inconsistant with prior ones due to this fact.

0011243 90. Need to establish a joint program with Federal Civil Service system to encourage military separations into opportunities in Federal/State/local service. Change statutes to permit hiring by federal government and retention of retired pay.

0011245 I would take a pay cut to be allowed to continue to soldier, and to keep other soldiers in the Army.

0011247 Ques. 90. Job interview skills, the Army could create or purchase VCR type tapes on how to best conduct an interview when seeking a job. Ques. 98. Do not care. Ques's 112/113. Is there a difference btwn USMA & ROTC DMG (RA)?

0011248 (69) Loss of 67L SS19 (94) Would probably not move until children finish high school.

0011251 #69. At this time I am recently divorced and now a single parent of 2 small children. The way I obtain my career objectives depends on how the needs of my family changes. The military as well as the civilian sector neglect the needs of single parents. The military provides many opportunities and I tend to take advantage of as many as possible

0011253 #69. Quality & careerism of remaining personnel.

0011254 I feel the promotion rates have been slowed too much, especially when compared w/ other services. Also, EO for secondary zone plays too much.

0011255 I believe that regardless of the final decision, it is imperative that information be released as soon as possible. It has been my experience that people adopt to major life changes more positively if the uncertainty factor is eliminated. In addition, I feel that a reasonable amount of time between notification of separation and actual separation be afforded to those selected. This will prepare the soldier and family mentally and demographically for the transition to civilian life.

0011262 I entered the Army open-minded about my career, but now that I have decided to dedicate myself and my life to the Army, it disturbs me that I may be told to leaave the Army. I also fear the Army will loose quality soldier who will decide to get out while they can still get a job rather than wait to be separated when jobs will be harder to find.

0011264 If DA was to allow for voluntary early-outs for enlisted, and give college money, enlisted RIF's would not be needed. Also voluntary early outs for officers should be considred, this would lower the impact of RIF's.

0011271 My branch is Chaplain. The strong possibility of reverse discrimination concerns me. I feel very competitive except for the fact that I am a white male protestant. I, howver, understand the need to recruit and promote minority races and religious groups.

0011272 Q69 My primary source of uncertainty stems from the inability of congress and the military to achieve a bilateral agreement on adminstering force reductions.

0011277 Question 76: Should include home mortgage. A big concern to those stationed at locations facing base cutbacks/closing. We are unable to sell the home and (if lucky) msut rent at a loss. When forced to PCS early we face financial problems, if involuntarily separated most would face bankruptcy. The HAP (housing assistance program) needs to be modified for those people involuntarily separated and authorized for those who must PCS as a result of troop strength cutbacks! Gov. civilians get reimbursed for housing costs but not the military! Biggest complaints from family members is constant MOVING! As a family we have made a PCS (CONUS & OCONUS) four times in 5 yrs. and 8 times in 13 yrs. I will also PCS again within a year due to schooling. The financial burden to move constantly, not be reimbursed for the costs, inadequate housing, and unequal pay compared to civilian sector begin to grow very tiresome. If a major RIF is forcasted (OCCUS) without thought/consideration to family then I forsee the biggest share of bright, and quality officers voluntarily leaving to assume civilian jobs before the onrush occurs. The uncertainty must be cleared up soon. Would you VOLUNTARILY come in the service NOW with the uncertainty facing the future of the armed forces.

0011278 Re Q#69 - Eroding benefits and especially inadequate medical/dental care are concerns. Re Questionaire in general: I don't believe anyone really read this before it was sent out. Some questions/responses don't make sense.

0011282 This questionaire neglects too many variables. ie. I have low expectations for working in my functional area because I am a chemical officer. I am now an arms control negotiator on the joint staff negotiating away my career field. Events in Eastern Europe will place more demands on my time because of accelerated negotiations - You should ask questions to seperate those that KNOW the effects of reductions, vs. those who assume effects. ie. what IS your functional area? is it related to LIC, arms control, manpower management.

0011290 Interviewing tips. Some of the questions in this survey are very hard to answer. If there is a RIF, depending on what's going on in the world at that time, will determine jobs available. There are so many outisde influences its very difficult to say what you would do in the future.

0011292 Where and when can we expect feedback!

0011293 1) Promotions aren't much of a concern as for security, lengthening promotions wouldn't "drive" people out. 2) Kick out some higher personnel that are "freeloading". 3) Increase pay and keep or increase benefits to make it more competitive. 4) Trash the current promotion scheme and start over, it promotes mediocrity. 5) The Army should be selective in promotions and screen better there's no need to keep lieutenants who've been passed over twice and there's no need to commission all the cadets (decrese enrollment) be selective about who you let in, then work to keep them. There are some real losers we scould cut right off. Why not use that to "RIF" rather than across the board.

0011296 Main rub is perception congress is driven by fiscal concerns alone - not thinking readiness or mission definition. Not confident they know what they want from the military. To try keeping the best officers in uniform with the upcoming reductions, I think some sort of eval by peers, or even subordinates, would be of value to offset inflated OER system - let's keep the officers who can lead troops as well as shuffle staff actions.

0011299 #69 Due to high handed and unjust upper management practices. Specifically assist chief and chief nurse have tried to create problems when they did not exist. Specifically I was charged with being racist after charting on commanders report serious standard of cre violations to a soldier in hospital by a doctor. These violations were verified by a quality assurance incident report. Harassment has ensued for me including being taken out of unit workplace, denial charge position and other practices by assist chief nurse despite recommendations from my immediate supervisor - Cpt & Major - of my capabilities. I have 17 yrs. nursing experience including 4 yrs. ICU.

0011302 The Army medical corps is chronically understaffed and supported. A RIF WITHOUT a decrease in AMEDD would allow adequate staffing of current facilities by closing overseas MTF's and small CONUS MTF's. A 20-30% RIF will have little impact and medical mission, particularly as Champus cuts rise.

0011304 Ref #90: The full range of transition services are very important. The Army should be an active partner in facilitating soldier transition to civilian life.

0011305 Cut the force (active). Retain the best. Smaller, quicker, deadlier. Maintain the reserves, supplied by CONSCRIPTION. Bring the boys HOME.

0011307 Extensive use of selective retirement boards, in my opinion, will result in long term unintended consequences that will be detremental to the Army as an institution. Specifically, the trust and confidence of the officer corps. in the institution will greatly decrease. Junion officer will ask, "is this the way the institution will treat me if dedicated myself to the Army as a career?"

0011308 Q.50 - Too much MISinformation - wild speculations & rumors. Q.58-60 - Army leadership will make good decisions - problem will be Congress. Q.82-92 - My spouse is active duty giving me more security than most - if not, I & J would be more critical I enjoy the Army, the experiences, & opportunities. I plan to stay in the Army until retirement unless the Army throws me out!

0011312 Some items are nto answered because no answer was applicable to me - retiring at the end of this month. Other items were answered but it was difficult to come up with an applicable reply.

0011316 Given the extreme size of the involuntary reductions being discussed, the anxiety could be alleviated and the bitterness of the perception of broken promises soothed by a guarantee of ABSOLUTE priority for federal jobs for those involuntarily separated.

0011317 If the active force is cut I hope the reserves are maintained and receive the discarded equipment. I hope a more reasonable separation pay is installed plus tied to CPI. I think those with decent records should go to 20 once they finish 10-12 years.

0011318 #69 I've applied for retirement - I have no uncertainty. #92 How many people do you think know definition of HOR?

0011321 In regards to question #69. Since I am married to another military member and a mother of 2, my children have an influence on my continuing in the Army.

0011326 Concerned with cuts in education programs. Also what are the prospects for advanced civilian school for officers.

0011327 I feel confident in the MILITARY leadership of the Army. I especially appreciate the frankness and moral courage of (name) and (name) in expressing to congress the Army's strategic needs and personnel concerns. My confidence does not extend to our civilian leaders: I believe they should remember the models of (name) and (name) how they shaped public opinion rather than just measuring opinion and reacting to it. I am even more concerned by the congress - particularly the House. I believe that the liberals are too anxious to get a "peace dividend" that they can convert to pork barrel. I'm also concerned that some members see the changed world as an opportunity to "get even" with the military for the (name) years. Many well meaning citizens seem to expect this immediate peace dividend. They need to be informed otherwise. Before we get too far along with cutting the military (even if the strategic setting really does permit it) this nation (government and business) needs to do some intensive industrial palnning, reorganizing, and refitting. The "military-industrial complex" is to be dismantled, the industrial portion must convert to "peaceful" purposes. (Name), professor of industrial engineering at Columbia University, says that unless "industry" performs five years of planning, the economic impact of a return to peacetime operations will be devastating. While this might be overdramatization, it deserves some consideration.

0011328 Question 90 - How to become a GS civilian worker on a military post.

0011331 Verified information on projected troop cuts released through the chain of command.

0011339 69. I am a recallee to active duty - after retiring with 30+ years commissioned service. Some of my answers may not "track" accordingly.

0011341 #90 Information on how to complete retirement for benefits (e.g. USAR, NGB, public service, gov't opportunities, etc.).

0011343 Consider the soldier with the house payment, car payment, three children and the leaders that cared little when the salemen launched him into payment slavery because he had instant credit for military garnishable wages.

0011344 Due to non-troop assignments after serving as platoon leaders, I have not served as a company commander. My chance of promotion is less than 50%. I was assigned to an air defense brigade in Europe where there were no engineer commands. I elected not to incur another overseas tour - a now policy tht if you moved you incurred a new tour - as a condition of command.

I arrived at Ft. Benning as a senior Captain only to find the 36th Engr Gp overstrength. My duty is with the infantry training center - again no engineer commands. Due to Ft. Benning policy of 15 months in assignment before moves. I will be out of the running for promotion to Major. VIEWPOINT - If command is mandatory for promotion, then make command opportunity mandatory for every Captain. Why should some branches require command and other not. VIEWPOINT - Promote in the current fiscal year. The system is broke! Why do we have to wait 3 years for pin ons. Does the civilian wait this long? No! We control all items of the promotion system. Why say "promote now" on OER's when in reality its 2-4 years for promotions. VIEWPOINT - Reduce by attrition and less reenlistment.

0011349 I am a junior officer, newly married and living in a high cost of living area. The pay I receive is barely adequate, and we are in a fair amount of debt, so our savings are next to nothing. I plan on getting out of the Army, but am worried about our financial situation. I think the Army should create severance pay for all officers based on their current annual income and their time in service. If you need volunteers to leave the Army, this is the best way to get them.

0011353 Make necessary cuts in strength but do not cut training funds or class IX funds. I hasd a mech paltoon tht only rolled out of the motor pool for eight days in 13 months.

0011354 The Army has done a very poor job in keeping professional & paraprofessionals AMEDD personnel in the past. It seems that the physicians are treated as a "special class" of officer & all other officers, warrants & NCO's are treated like (profanity). This attitude needs to change fi good professional level is to be maintained in the Army AMEDD regiment.

0011358 The current evaluation and selections system needs to be reevaluated. It is inflated and subjective. Personnel should be given time off without using leave to find jobs and housing it involuntarily separated. Separation pay should be increased.

0011362 My major concern sare that congress not dictate where & how our reductions take place. By cutting major defense contract there will be a tremendous number of people out of work - not just military and competition for good/rewarding jobs will be extremely stiff! I plan to start now to prepare for my secsond career with every hope I can stay an officer in the Army for at lest 7 more and more if possible!

0011364 Morale among senior CPT's/NCO's is very low; a feeling of despair hovers over our heads daily. Constant rumors concerning force reductions only increase the misery index for families and create unwanted stress. Most of us entered the service because we loved the uniform, our country, and families; that commitment included 20 years. The Army now wants to change the rules. 04 promotion boards = RIF.

0011365 I have recently resigned from the Army and will be out effective 1Sep90.

0011367 I've been passed over once for promotion. I have a good record but lack the "right assignments". Consider allowing 20 yr career at O-3 grade instead of "up and out" program. Be happy to spend next ten years fixing and flying helicopters.

0011368 I've submitted retirement papers effective 25Oct90. Item 90 - losing LV in Oct 1. item 91 - Having just secured a position your choices are BAD.

0011369 I agree with the SERB concept, however, I strongly feel once a LTC or COL has made it through the process, he or she should be protected against a second look.

001137C My personal concerns/frustrations center around being on promotion list (to Major) for over 28 months and some unknowing of what opportunities (promotion ot LTC/retention to 20 yr. retirement) will exist. Obviously things as we knew it a year or two ago have/will change.

0011371 In the absence fo an available N/A response choice, I have answered questions when N/A would have been a more accurate response for individuals with 20+ years. With current promotion pin-on-rates, you find yourself wondering if it's worth 2+ years ona list plus 3 more years in grade or if you are better off retiring asnd beginning again. This is especially true when promotion opportunities to the next higher grade are nil.

0011373 As a chaplain. transition to civilian employment is more church oriented. All the policies and helps of the federal government are not much help to placement and security in that "sacred" domain. However, for my fellow officers please do all that you can.

0011378 There is a strong sense tht military presonnel strength is a pawn in the budget game with congress. It is difficult to understand the expenditures or systems at the expense of quality people to operate those systems.

0011379 It has bescome very dificult to plan beyond one's current tour, especially when both spouses are in the Army and are looking at promotion boards in the same eyar. Fortunately, we are both in assignments that furnish us the time and opportunity to

do post-graduate work. Another frustrating issue is that of the way promotion boards are handled. I am tired of meeting officers who cannot speak English well, nor read and write beyond a ninth grade level. Even the cover letter enclosed with this survey had a misspelled word ("percieved")! I enjoy serving my country and I do it well. It is difficult to serve happily, however, when I don't know if I'll be around a year from now, or five years or ten years.

0011382 92-I would move to the state where I could find employment. 82-Those soldiers who have ten or more years should be protected by a fair early retirement or it's equivalent. 107-Reasonable promotion times should be adhered to as closely as possible. The dept of defense should exert it's maximal political influence to insure that those involuntarily seperated are adequately protected and that adequate compensation is maintained ior those who remain on active duty.

0011394 1) I think 2 LT's are not accurately informed of the low chances (maybe 25%) they have of finishing a 20 year Army career without being declared a failure (not selected) and kicked out. 2) The present promotion and rating system promotes back stabbing, too much competition, reduced risk taking, reduced morale, short term ticket punching orientation.

0011397 There are alot of questions out here in the field, but why are we cutting the military when there are civil projects that can be done by military units, space programs, urban renewal, and environmental clean-ups can be done by military personnel. If you contact me I can go over the finer points. This program uses our resources and gets things done. In addition, why not let people who leave the Army get free eduction for their next higher degree. This helps educate people and allows them to train for a civilian job. The last is to cut bases overseas because that will save alot of money. Feel fee to contact me anytime about this.

0011400 I am unable to escape a feeling of anxiety, foreboding and frustration regarding job security in the U S Army. As a RA officer whit alot of constructive credit, I enter the LTC zone in 1991 "behind my peer". Worrying about actions not yet taken is unhealthy. But everyone I talk to experiences this same level of uncertainty. I would like to just come to work each day and enjoy my work without worrying about the future.

0011403 For senior officers, myself included, talk of RIF comes at time when our kids are in college. Your question on savings does not address that issue.

0011407 The cirtical personnel issue is how to convince the 3-10 year young officer to remain in service and develop a functional area which whill enable that officer to meet 05/06 level distribution plans. RIFS of senior personnel must happen to make space for promotions. Ensure you RIF those senior personnel who's sr rater profile are shoved hi so that their evaluations are worthless in determining merit of officers they rate! RIF a year group once! Get timely info from Army leadership - CSA SMA MACOMDCRS to troops. Be candid. Cut functions & organizations to avoid overloading residual force with work, especially cut staffs.

0011409 Question: The uncertain and ambiguous nature of promotion criteria in the JAG corps.

0011410 #8 My wife has had to work in order for us to maintain an acceptable (to us) standard of living and provide for our kids. #'s 42-43 Answers apply to my last unit; since I am now a student. #69 Te opportunity to command quality officers & soldiers will decrease as a aresult of less of these being retained in the Army.

0011415 For junior officers, education is important. I have recently been selected for FLEP (funded legal education program). If I hadn't been selected for some type of advanced civil school, at the end of my obligation (5 years) I would've gotten out. I gladly signed the obligation for 6 yrs upon completion of 3 yrs school. However, to retain the junior officers the Army needs to look that direction. A lot of my year group are getting out because corporations of offering opportunities for school & better pay and benefits.

0011417 As a civilian I can double or triple my salary, live in a more desirable location and work less hours than I can in the Army.

0011420 Stop talking about reductions, execute a plan over a 90 day period and let officers continue on w/their lives. This descussion of options and proposals causes good officers to lose focus on what they are supposed to be doing... preparing for the next war.

0011425 I would like to see a stremalined force focusing on quality personnel and fiscal responsibilities. Let's do away with "use it or lose it" and become more responsible and accountable. Also, who is monitoring the contractual authorities? If we employed non-DA civilian audiotors and contract officers who could be held reliable for account fraud and consistantly supported with legal might we could save untold billions. The direct result of these savings would appease "defense bashers".

0011428 As a special forces officer with a functional area of civil affairs, people I feel recent international and national events have improved my opportunities in the Army. I worry for my firends in other branches and that the Army leaderhip will be unable to manage the severe reduction that congress will dictate.

0011431 #90-"How to sell yourself to a job re ..." training. #91-A contracted job placement service. It's what they do, and they would be much more knowledgable.

0011433 There appear to be numerous proposals for the force reduction program. It would be beneficial to provide a summary of each to all military personnel.

0011437 My biggest concern is to be able to retire @ 20 years. I have been very competitive to this point. I think the future however is too hard to predict with any certainty. I hope that we can maintain a core of folks devoted to maintaining a respectable state of readiness.

0011438 1)Quality medical care for myself and my dependents is very important. My perception is that it is evoding. 2)Soldiers living in high cost areas (no on post housing available) are not compensated adeequately for out of pocket expenses compared to those who are lucky enough to get post housing. 3)I queston that good officers with one bad OER, not their fault, which they did not fight (told one would not hurt them-the truth changes) will have a chance.

0011441 For new personnel the Army doesn't offer the job security it once did. ie: you do a good job & want to stay in for 20 yrs you can. Now there are obstacles along the way - CVI, VI & promotion boards. These boards unfortunately look at ht/wt picture first, then pass/fail on AFPT, then MAYBE job performance. I feel job performance in an MOS should have first consideration not last (if at all). Unfortunately some of our Col & Ltc's are physically fit & thin but can't/won't perform in the day to day mission. The benefits that were once promised upon retirement are being consistently chipped away. ie: medical care. After 20 or more years of service promised benefits are not available, so young soliders are looking at what benefits might be left when they reach 20's are deciding to get out. Each corps should be able to set numbers for promotion according to need. Medical strength needs not decrease in a direct proportion to the active duty strength since we still care for retires & their dependents with the nation wide shortage of RN's can the Army continue to RIF via pass overs the RN's it now has & still expect to perform the mission?

0011442 Stop vacilating and ceating change so career can stay constant. Keep soldiers informed better (get the word out fast and to all (especially those in unique jobs).

0011443 Waiver of 3 year time in grade to retire requirment or reduction of period to 12-18-24 months is force reduction measure I'm most desirous of seeing aducted.

0011444 I think you've thoroughly examined my concerns over force-outs and the difficult situations that will arise for individuals selected for non-retention. I would not want to be told I have 90 days of employment left and be put on the street (as 600 of my peers did). It would be a nightmare to attempt to secure civilian employment in the "lower 48" from Alaska. I know many of my peers (myself included) are exploring civilian employment opportunities so as to not be caught short by cuts. I support our involvement in the war on drugs. I support a 15 year retirement. I do no trust the congress helping shape the future Army.

0011449 I am a soldier who believes in establishing a solid homestad. (In one location). I would like to have on HOR for my family and then I would be very willing to travel anywhere and work for up to 2 months at a time, then report back to a base station. I think soldiers and their families would be better off if all financial efforts wetn to one homstead and not towards a move every 4or 5 years. Find out where soldiers want to have a permanet home; travel and train the soldiers; leave the families at one location. Think of the saving sthat the Army and soldier would incur.

0011453 SERB-Currently a sham. Why go to the trouble and only select 25, and then protest for 5 yrs? Enforce weight standards (which include appearence) and 15, more LTC & COL would be illiminated. Stop flight pay for officers not actually performing flying duties. That will help identify true officers. Keep aviation happy by keeping the rotation going. It's hard listening to aviators who work with me in the pentagon, haven't flown for years, but make $600.00 a month more then me, (profanity) about money!

0011457 The problem with a five year stabilzation tour is that there are numerous developmental jobs you need at each stage of your career to be effective at the next. Only a few of those jobs are at each installation. Currently the Army is not meeting DOPMA goals. For example the promotion opportunity to Major is less than 80,. Additionally, the time-in-grade pin on point is much greater than the DOPMA goal of 10+ year.

0011459 I believe the following issues are considered by my peers to be most important when considering a 20 yr career. 1)Lack of job security. Who knows what congress or Chenez will do. 2)Family health care: I'm not married but I consider it a very important issue since I eventually plan to marry. 3)Method of elimination: Nobody knows for sure what direction eliminations will take. Affirmative action quotas complicate the process even further.

0011460 1. I have a mandatory RTMT date of Feb 91 because of non selection for promotion. I find it ironic that the need for my particular AOC-66f (nurse anesthetist) will increase, while the rest of the Army down scales, yet I have in essence already been RIF'ed because of overage year groups in the Army nurse corps. The Army nurse corps cannot keep on saying that they have a shortage of nurse anesthetists when they have a number of senior anesthetists facing mandatory 20 yr RTMTS. 2. I am fortunate to have a job skill that, in light of the werent shortage of nurse anesthesits nationwide, I can pick and choose my future employment situation, and still make more than what the Army pays.

0011461 Make all necessary cuts quickly and inform all sm as soon as possible.

0011462 I would hope that we don't have a hollow Army after the reduction. Fewer units that are kept at 100, or above will pay great dividends. Better training, more combat readiness, better hours for the soldiers and more family time. Units kept at lower manning levels have the same requirements. In aviation units lower manning levels is a safety issue as well as training and readiness.

0011465 There were many questions which offered no answer suited to my circumstances (d-6 over 25 years, no service obligation); eg: 5, 15, 68, etc.

0011466 Single tracked soldiers not explictely addressed. Technical functional areas have concerns about perceptions of Army leadership on promotions (limited horizons once "branded" into a technical area) DOPMA has not changed the "ticket punching" attitudes at boards and assignments. Unclear what guidance current promotion boards were given reerence reductions.

0011470 I am disappointed and fairly disgusted that I was ot asked about being married to another service member. My wife is in the Army nurse corps as is probably more valuable to the Army than me (no matter how well I do). Based on the shortage of Army nurses. It was hard to answer some questions concerning invol sep because she is much less likely to be invol sep'd, and if I were, I would follow her career. I probably do not represent the normal It based on my marriage to another officer.

0011473 Job placement is a priority, either help out w/info or conduct job fares, the AUSA job register could help. I recommend that the Army stand down force structure and authorize spaces in commands that traditionally have hurt MTO&E units Our current method of pers. management is convoluted spaces/faces, percent of fill etc. We simply relocate our shortages every month.

0011479 The main reason for me to leave the service is the "lack of perception" that the Armed Forces have for professionals. I am a podiatrist, speciality in medicine and surgery of the foot and leg. With 4 years of medical school and post graduate training. Meanwhile, we (podiatrists) are in the MSC branch. The only "doctors and surgeons" in such a corps. We are also competing for promotion with other MSC officers a a BIG demand. They have all other "schools" and we have CME's. Due to misfact, no professional pay, no proper recognition I have no plans to stay in the service because the futue is VERY OBSCURE! However,I'm VERY thankful for the clinical/surgical experience that is hard to get anywhere else!

0011480 I am in the medical corps and am completing my final year of residency. I have an obligation of 4 years beyond my residency. Currently I am satisfied with my Army career, but am undecided about staying in beyond my obligation. My future spouse has an obligation of another 9 years and I suspect that I will reamin in the Army at leat this long.

0011483 The survey should have addressed long term goals for young officers. I have not and will not put my duty to this country in terms of years. I will serve as long as I am needed as an Infantry Officer. I am however extremely concerned about my opportunity to command a Infantry Bultalion (my long term goal).

0011484 There are too many rumors floating around. Also concerned that the senior ranks, both officer & NCO, will be disproportionalety protected.

0011485 I have no confidence in a system (DOPMA) that gives tenure to officers and then takes it back. Tenure is only good when it's needed, ie: when times are tough—yet it's our personnel officials ("we care for soldiers") who are willing to forfeit our tenure to make life easy for the action officers who must balance the force. Please think through your basic principles of manpower management and make your specific actions according to those principles. Thus, I come down on the side of voluntary outs – early voluntary retirements etc. rather than SERBS. Don't allow the unqualified to stay, but don't force out qualified officers with tenure.

0011491 I am waiting time in grade requirements to retire (Oct 91). I was drafted in 1970 and decided to stay. I was only enticed by retirement eligibilty. Now that has changed. Benefits and resisment have constantly been eroded by the leadership and congress. Quality of life for soldiers can only get worse during reductions. Only the best soldiers leave service to get civilian employment consequently the second strength become the leaders. I happened in 73-75 and it will happen now.

0011493 Soldiers are the single most important asset in any militay organization.I UH60A Black Hawk, 105 Howitzer, MIG etc doesn't need training. Equipment does not remember how to shoot, move, manuever, people do. If soldiers of the "new army" continue to be treated like second class citizons than all that will reamin is useless equipment. The Army can not buy experience and in the long run it is what cost the most in lives, battles and wars. I joined the Army to make it my career, more than that it was to be my life. I did not recieve a scholarship nor did I attend the Academy. My motives were pure dedication to a way of life I wanted to pursue. For that same reason I know now that it is time to leave. I would do anything for what I believe in and the Army I BELIEVED in. Korea, Ord, 1 year in Panama before & during "Just cause certianly these are not among the best of tours and would taint some soldiers opinion." This is not why I will be leaving the Army. A soldier does his job in any conditions to the best of his/her abilities. I'm leaving because I learned soldiers are expendable. Soldiers are not important treat them bad and a new one will come along. Are we losing good soldiers? I would say so. The good soldier isn't afraid to start over some place else. Over 75, of 1LTS in the Aviation BDE at Ft Ord are applying for early out. What does that tell you. Aviators are normally among the best and brightesty soldiers in the Army.

"Oh well, perhaps they are taking those lucrative flying jobs in the civilian sector." Wrong again. Not a single officer leaving aviation at Ft Ord has pursued a flying career. We will continue to pay for a system that promotes mission over anthing else. Not to worry, without soldiers whats the point ot the mission.

0011494 Having been station in Germany for 4 years, I have seen the changes & anxiety caused by the uncertain force levels of the Army. Here in Europe, we hear a lot of rumors, but even at my level there is little fact available. The political decisions being made today will in my opinion, cause tremodous disregition to any plans the Army may have for a smooth reduction in the size of the force. This more then anything else causes me the most anxiety. soldiers will go before weapons are concelled. We really want to keep only the "best" but many of the best won't be staying in the Army during this transition period because of the uncertainty.

0011495 #8 the only standard of living issue I have is the seemingly impersonal and inadequate family health care. #110 I don't think that a 5 yr stabilization allows all Army officers the opportunities to receive adequate training and experience in their branch. Therefore I don't agree with a 5 yr stabilization.

0011496 As a rebranch officer (Infantry to Signal) I would like to think that I was rebranched to and the Army in it's personnel shortages. Force reductions are scarry to many of us. I am interesed in finding out what the Army's attitude toward rebranched officers is. I would like to think that there would be at least a small amount of "RIF protection" built in , considering retraining cost, msg shortages, etc.

0011497 Waiting for the decision on my personal status is the worst part of force reduction. I wish to stay for at least 20 years. I will not volumteer to leave under any forseable conditions. But, if I am to be forced out I prefer it be sooner than later. Get the force to the desired size so that thichever way we go as individuals we can get on with our futures, military of civilian.

0011505 I have enjoyed the Army and am looking foward to serving many more years. The main reason I feel that I will get out shortly after 20 years is that the opportunity to command is greatly reduced. If I have to do a desk job, I would rather do it in the civilian world at more pay. My main misgiving about the Army is being RIF'd with 15 or more years in service and feeling like I have wasted that time. If a RIF is done, I would prefer to see it done as early as possible so that I can move on to a new career.

0011510 Some Q's should be more specific for example Q #111b early retirement WITH or WITHOUT full benefits?

0011513 90. Con't education benefits even for those who haven't applied or are not elgible for GI bills to be used for under graduates, graduate or vocational schools. I would like to see the results of these surveys. People tend to be more responsive to these serveys if they could see the group responses.

0011514 #90. Interview techniques.

0011518 If the congress wants to reduce the size of the Army, without harming readiness and morale, the need to 1)immediately retire all officers with over 20 years service (and not expected to make general) 2) reduce the number of lieutenant coming on active duty and 3) extend promotion opportunities and pin-on-point time (the era of the 20 year captain is upon us and it about time to deal with it!)

0011520 The recent "CVI" board (Feb 90) was solid proof to me that job security in the US Army for officers is gone. I have an R.A. commission but I no longer regard it as anything positive. They told us in ROTC that an R.A. commission was good for 20 years, barring any problems. I survived the CVI board alright, but I wonder how many more times I will be subjected to these "unscheduled looks." I would suggest that you boot people out during SCHEDULED PROMOTION BOARDS, after all, that is the function of a promotion board. You are losing the confidence of your junior officers. My confidence in my chain of command is slight. Most captains are too worried about their careers, and "surviving" company command; they do not have the MORAL COURAGE to develop their lieutenants, let alone their topps. My Battalion commander "2 blocks" most people and rarely uses a "3" on any one. His senior rater profile is a joke. My OER's are fine, but I seriously doubt their effectiveness in getting me promoted. The system is infalted, and brown nosing continues to be rewarded. The inability of senior leaders to separate the "cream" from the "crap" is the problem. LOCAL commanders must award good performance and single out mediocre/bad performers on paper. This IS NOT happening and this is why your best young officers will be leaving. I go on record as an outstanding young officer (my record proves it) who does not feel taken care of by the US Army and its leadership.

0011523 We fully understand that it is difficult to get a handle on things because of the state of flux. However, as decisions are made, make every effort to get the word out in a timely basis. However, ensure that there is no room for misinterpertation or misunderstanding. Our futures rely on timely and correct communiques.

0011526 #69 As a member of the new Army Acquisition Corps, I am concerned that efforts to "civilianize" acquisition may have severe adverse consequences upon my career opportunities. The fact that the Army has been unwilling to create a branch, (or even an FA, for that matter), only compounds this apprehension.

0011531 1) Many, many nurses feel tht there is no opportunity left in the Army with the downsizing; promotion will be slower, all opportunities down and benefits down. Threfore why stay when the money is so much better in the "outside". 2) If this issue not addressed there will be no nurses left!

0011532 I would be delighted if early retirement werre offered and would volunteer first.

0011534 I was selected for involuntary early retirement effective 31July1990. Although I was deeply disappointed, I am determined to retire with dignity and grace. I am grateful for my Army career and continue to support the Army as it enters this difficult period of force structure reductions.

0011537 Questions 69&58. In the first fifteen years of my Army career I believe the Army was and was perceived to be a true "equal opportunity employer" in the finest sense of that term. Recently, however, due to the use of "goals" and other mathematical substitutes for merit judgments, that perception has changed. The loss in morale and discipline when decision making becomes race conscious is devastating.

0011546 My spouse is a DAC. My decisions re: separation are strongly affected by his employment status. Particularly in terms of movement, financial security.

0011548 Career/promotion success is currently keyed to multiple assignments of a varied nature - that must change to allow more stabilized tours, compliance with DOPMA and compliance with joint duty requirements without impact on promotion opportunity for those who do serve in functional area, required or less than optimal assignments. My personal experience: too many moves, too many assignments to achieve current level of success.

0011562 69. I simply am not interestsed in what I do & fear the lack of control over my assignments. I want to choose a particular job based on criteria important to me.

0011563 Congressional reductions are reducing civilian job opportunities at the same time that military strength reductions are threatening job security.

0011567 no. 69. Promotable captains are uncertain on the effects: 1. Lengthened PIN on times, 2. Tour stabilization, and 3. schoo. opportunities (CGSC with AMSP follow on). Will have on later promotions or command boards. The window for S-3 or XO time with troops as a major seems to be decreasing.

0011570 1. Promotion boards need to promote the same percentage from each branch - example if the board promotes 70% of the eligible offices to major then the top 70% should be promoted with forced rebranching. 2. My major concern if for the good of the Army however, it is my assesment that the first thing the Army must do is restructure the force and maintain divisional units at 90% strength.

0011574 The all volunteer Army is an Army of career professionals who committed themselves. Now events are bearing the bond of commitment between soldier and Army. Perception: quality soldiers are being discarded at great personal cost to meet arbitrary ceilings. Perception: The great Army which all have worked so hard to attain will suffer greatly ie. readiness, morale, TNG, leadership.

0011575 I STRONGLY feel tht substancial reductions could be made if: Separation pay were offered to soldiers voluntarily separating with between 10-20 years of service. Reduce the time in grade requirment (question 103) for retiring in grade. Both these options should be offered BEFORE there is a RIF.

0011577 90. Job interviews. 103. Yes, definitely!!

0011578 Given my current career status, I question whether my selection for this suvrey was random. Information on potential RIF and other related matters is restricted to what we all read in Army Times.

0011583 I have opted for the early out program directed toward ILT (P)'s. The primary reason for getting out is because my wife obtained her Master's Degree and wanted to establish her own career. Neither the Army or Air Force would allow her into a good GS job. (minimal to zero jobs available). If she could have received a job, I would have continued my Army career.

0011585 Assignments are often made without regard to experience & educational background. The Army could retain more of the "best" personnel if assignments were made based on experience & background.This applels to both DA & MACOM assignments. This applies to numerous assignments to Ft. Leavenworth, Summer 89.

0011587 Current promotion policies are a sham & mockery; board decisions for non-promotion MUST be disclosed in order to provide feedback which affords the officer w/ realistic planning & remediation opportunities. Being passed over is bad enough; not knowing why adds injury to insult.

0011591 Before a RIF is started, let the people out that want to volunteer to get out. This may help the people wo want to stay in.

0011593 My #1 concern (it occurs everytime I move) is housing. Post-housing is not available or not adequate, or can't give enough rooms, and one doesn't receive enough housing/VHA allowable to live in the civilian community without taking money out of pocket. If you buy a home you love to worry about selling it and getting a fair price. This may end up being the #1 problem (along with inadequate pay) that will cause me to leave the Army. I an in a need SSI 66F.

0011594 35c and 69 Likelyhood of promotion to major 68L is less than 12%. In the past five eyars only 2 out of 17 Captains have been selected. (Reference statement Podiatry consultant department of Army, United States Senate, 2d session 101st Congress 20March1990.)

0011596 I am very concerned about the quality of force. Many highly skilled, quality soldiers are leaving the service due to slow, unclear promotion policies. Erosion of benefits, and for enlisted soldiers poor pay. It is very unsettling to see the quality the Army is oosing to corporations that now provide better pay, health, and quality of life programs (e.g. UPS).

0011597 I apprecsiate the Army's concern for soldiers during this period of a shrinking force. Unfortunately, the means by which the force ultimately shrinks rests not with the Army, but with the Congress. It seems our law makers are more concesrned with how they look on CSPAN than on the welfare of professional soldiers who are csaught in the wake of changing times. I have great faith in the Army...it is the legislative that unnerves me.

0011603 If promotions were stretched out you could adjust the pay scales, ie. pay increases, so that Cpt's over 14 yrs, Majors 18 yrs, and LTC's over 22 could still look to a pay increase while waiting for promotion.

0011604 Army emphasis on command, particularly in Corps of Eng., is unreliable promotion tool by definition, best "ENGINEERS" can't/won't be DEH, & best engineer managers (DEH) can't won't be promoted. BCT BN CMD will get one promoted to Col! BUT $30 million/year DEH won't!

0011607 I'm not sure this was best for Medical Personnel such as Army Nurse Corps like myself. We already are short (or so we are told) I feel that nurses are walking out the door already. Retention will probably be difficult, as the civilian world has surpassed the Army in many areas susch as pay, benefits, & working conditions. I stay because I like the idea of serving my country.

0011610 Quetion 64 - My uncertainity is the fact that as a physician specialist in Internal Medicine I have not been selected for promotion to Col. because I'm not board certified; but none the less I consider myself to qualify for promotion in spite of that and my performance of assigned duties, my OER's and my commander and superiors, all can confirm that fact.

0011612 1) If you must cut the force - cut out the non-performers, there's plenty out here. 2) Protect our PAY and TRAINING money. I'd rather see a smaller, HIGHLY TRAINED force rather than a larger force that can't go to the field, live are or maintain.

0011616 One very strong distraction for myself is the insufficient amount of BAQ & VHA a person is expected to live on in high cost aresas. A family of four cannot live in suitable quarters in Philadelphia, PA for $730.00 a month, and if I can not at my grade how can some of our enlisted soldiers survive? Because of this my family besides in government quarters at the Philadelphia Naval Base, while could be considered substandard at best! Additionally, health core is so poor here with both major facilities providing service (Philidalphia Naval Base & Ft. Dix) on the closure lists the outlook is very grim. Champus is not the solution! I have paid more bills myself to avoid actions from debt collection agencies that it is a joke. There is no protection from such agencies, even though the military is the reason we have been directed to use Champus supported facilities. I think it should be more difficult to reach the soldier & the medical facility should have to track Champus for payment delays & difficulties. I know I cannot get a payment out of Champus!

0011617 I am currently considering leaving the service to attend Seminary and possibly return as a U.S. Army Chaplain.

0011631 Many of the questions deal with the Army's concern for it's people. I believe the Army leadership is concerned with protecting it's people, their benefits, and their pay. However, that same intrest is not shared by Congress. Army people will suffer because of the decisions of Congress, not the Army Leadership.

0011632 #90 Interview techniques. #113 USMA grads should be on Active Duty for their obligation period.

0011634 It appears to me that: 1. Senior officers are telling soldiers lies about future promotions & involuntary separation. 2. DOD officials are using military personnel as political "football." 3. DOD & Senior Army officials are concerned about weapons not about people. 4. Congress is intent upon taking away all military benefits. 5. Quality of life for soldier is unimportant to chain of command. (e.g., MG Rhame 1st inf div closes NCO club, golf course and marina.) 6. Competent soldiers should leave the Army ASAP before the Army and Congress gives them the "shaft."

0011635 I am concerned that Congress and senior military leaders will look after their own interests and allow the Army to lapse into a state similar to the pre-WW II, pre-Korea, and psot Vietnam Army. Our national and military leaders hve allowed it to happen in the past. I believe it will happen again regardless of what our leaders are saying now. In the end, it will be the junior grade soldiers and officers who suffer, as always.

0011637 ref: question 111. I think we may want to look at Cpt's at the 15 yr mark (ie-prior service). With extended pin on points and decreased promotion opportunities, thre will be considerable soldiers in that boat who should be considered for "protection."

0011638 1- Lack of official information on force cut - Army Times only source. 2- RIF will occur on short notice, no sep. pay. 3- RIF won't be quality based - good soldiers will be forced out with the bad.

0011643 Retirement system based upon a minimum of 12 years, then 2 1/2% of base pay per every year served after 12 years.

0011644 When reducsing, why not reduce more personnel than required by budget constraints and then apply the saved monies to salary increases. The ONLY way to keep the BEST officers is by making salaries competitive with the civilian market.

0011645 This survey should not be provided to officers who have approved retirement dates, due to the facst that these officers are not goint to be affected by the downsizing of the U.S. Army. This survey is a good management tool for the younger officer.

0011646 Item 69 et. al. - I am being SERB'd this summer. Had I not been selected, I planned to stay until 30. I see the SERB as a necessary evil. No one was unfair to me, but it obviously affected some of my responses. 90 - not working.

0011651 #69: other: From incompetent raters who have managed to pass through the system undetered. #90: Information on self-employment, franchies, small business.

0011653 At this juncture, I know, as a brigade commander, and all my officers and soldiers know the Army is, in large measure, at the mercy of political decisions at the highest levels of government and in Congress. At this point, we all understand a reduction is probably inevitable, but the size and rapidity with which it will come is unknown. I earnestly encourage, that when details are known, that they be communicated rapidly to Brigade and Battalion commanders quickly. I believe the Army Leadership is sensitive to that issue and will keep us in the field informed. We obviously all agree with the Army leadership that the effects the potential disruption can be best minimize by the free flow of information and anticipating the potential needs of those affected. Thanks for the opportunity to comment.

0011655 69. Other: SERB.

0011659 Communication and writing skills.

0011661 1. Appears that the Army (DOD) has little control of its destiny. 2. Lack of an overall "strategy for 90's and beyond" gives Congress a free hand in making cuts - no plan exists or is being publicized. 3. Lack of overall Army strategy hinders planning of AC, USAR, NG mix.

0011663 #90. I feel all of the job tools are important. #110 Although I definitely agree, what affect will this have on promotion opportunities?

0011664 107 The pin on point for rank is already a joke. 109 I would prefer that someone make a final decision. 110 Morale goes down after a 4 year assignment. 111 Figure out the size of the force, ie. 9-10, RA, full strength divisions and man them (with support). Do whatever you want with the NG and USAR.

0011666 I am more concerned about a logical, methodical process that Congress will pass in relation to force reductions and the future of the Army. Congress needs to better understand strategic and special operations and its impact on force reductions/force structure. Senior advisors must keep the Senate and House Armed Service Committee abreast of impacts of force reductions in the future. I support (name) proposals of maintain quality force reductions.

0011669 Concerns-Extended time on station should not adversely affect promotion opportunities. I will have served 4 years at an Army lab at the end of this tour. Although I have done a variety of tasks, it will still be reflected as 4 years out of the main stream and this follows 3 1/4 years at an ROTC assignment. A lab assignment is so complex, it takes a year or more to be productive. Productivity in areas each year and the Army has benefited by a longer tour. But, will I receive the same benefit during the next promotion board?

0011675 Question 68: I had decided to leave the Army a year ago; recent events serve to reinforce my desire to leave. #92 & 94: Home of record is Canada; will settle either in Toronto or the New York City area. General: Force cuts will only increase careerism

among officers and NCOs, as soldiers try to protect themselves. Careerism is already a major problem among officres, so why not look for other ways to save money? Too much, too soon.

0011679 Drafted into recruiting even though selected for SIAGT, stinks for morale. Why select me if branch wouldn't honor the boards selection. We don't do enough to help officers careers, too much chance or who you know. That's a big decision-my career, and yet I would 3 years of it in recruiting.

0011683 Job security is extremely important! The constant threat of cutbacks and reductions is causing a lot of stress in the military. Career soldiers have made a commitment to the military and to our country. Great care should be taken in trying to limit the amount of stress and hardships placed on the soldiers.

0011685 My major concern as the force gorws smaller is the number of positions in which I can become branch qualified becomes smaller also. This branch qualification aspect must be looked at more as more spaces disappearr. The other aspect is that as time to pin-on rank grows longer, the window to get the right assignments grows smaller unless time for first time considered to the next grade gets extended also.

0011686 90. Preferential treatment in hiring practices to separated veterans.

0011687 I would like nothing more than to make a 20+ year career out of the Army. I like being a soldier. However, with the current events and talk of RIFs, etc. I am in doubt as to how feasible a career actually is. I am planning to wait and see what happens before I make my decisions.

0011692 I was not selected for retention on active duty. My first and only OER covered a period of five months as a result of change of rater. I feel that I was personally blamed for personnel problems that I tried to solve myself. Unfortunately, I was led to believe that my inexperience was acceptable in this case. However, in true fact I was mislead, therefore resulting in me getting a mediocre OER. I did perform my duties in an exceptional manner, however, my OER did not reflect this, only the personnel problem aforementioned. In September, I will be involuntary released as a result of one OER that only covered a service of 5 months. The board was unable to see my participation in Panama because of teh conflict in time in which the board convened. It was an honor to serve my country, but the thanks rendered by involuntary seperation does not suffice. There truly is some bitterness in me about the rating scheme. Some raters overlook your job performance and berate or condescend your personal decisions by exposing one mistake on your part. A little more performance appraisal of things well done should be implemented to retain those quality soldiers that the "New Army" seeks. I will end with, it was enjoyable, and a lesson learned and good luck Uncle Sam on that smaller and qualified Army.

0011693 I believe a lot of concerns would be eased if a plan were announced SOON, and THEN EXECUTED. The constant changes in scope and depth of cuts only multiplies tension. Every week Army Times has a different plan....

0011703 Doctors cannot stay in the Army & take severe pay cuts in view of their long educational stresses in xray.

0011704 It is difficult to consider staying on active duty while working next to a civilian contract who make FIVE (5) times the amount I make.

0011705 Re Question #13. I strongly disagree with quotas for women and minorities that are currently being mandated to promotion boards. I do not think they would stand up in court. General comment: I feel the senior Army leadership will try to protect career soldiers as much as possible, but that Congress will eventually prevail and that we (the Army) will get the short end of the stick. Tell (name) good luck on Capital Hill!

0011708 My response will probably not reflect the majority of soldiers in US Army. I am a nurse anesthetist and the pay & job security of the Army is of no consequence to me. I can easily double my income & benefits tomorrow in the civilian population.

0011712 90. Paid for relocation at separation (1x).

0011713 I will retire 31 Aug 90. Many of my answers were influenced by the upcoming retirement and the fact that I do not need to seek employment. Many answers in Part IV would be different if further employment were necessary.

0011714 Don't know what you will do ot keep the young soldiers in the Army or being new ones in, loss of benefits and lack of incentive will leave a lot of questions in all soldiers minds-officers are soldiers too. Don't think the Army cares about how all of this is affecting the people in the Army, military or civilians.

0011731 90) Job interview fair-house several representatives of competitive and growing U.S. corporations and schedule numerous interviews between candidates and representatives-suggest a two day session with a minimum of 5 interview sessions per day. Institution would also need to be given on preparation for and conduct of and presentation of one's self during the interview seasons.

Interviews should be conducted on a one on one basis. Provide the candidates with comprehension background literature on the corporations so as to promote better preparation in knowing what the company has to provide for job opportunity.

0011736 I am glad to see that this survey is being conducted. To me, however, the predicate information on which meaningful responses maybe made HAS NOT BEEN DISSEMINATED. This seems to be the linchpin of informed decision making. How big a reduction? What possible year groups for RIFs? What are the alternatives to RIFs?

0011737 #69 Concerned about having P3 profile which is not a result of combat injury. This could become a discrimninator for downsizing the Army. The profile has never impacted my duty performance, however, and I still take the PT test for OER purposes. Am afraid that, if the Army gets in a rush to separate folks, these mitigating factors may be overlooked.

0011740 As a Liberal Arts major (with a B.A. in History), I am a college graduate with no real opportunities in the civilian market. If I were to leave the Army voluntarily or involuntarily, I would have no choice but to take out loans and go back to college to get at least a Masters Degree. Many of my peers who came out of ROTC are surely in the same boat. The job market, therefore, is an important incentive for me to stay in, even if I don't like the changes likely to come.

0011745 There has been a lot of information about possible troop reductions. The problem is that it is all still speculative. What is needed in the field is concrete information. Everybody is worried and there are too many proposals being bandied around.

0011746 I intend to retire at 20 years so many of the questions were not really applicable.

0011748 Question 90-NETWORKING.

0011750 The Army leadership does not appear to be articulating the raison d'etre for GRAND FORCES. Our "selling" of the Army to Congress and public is poor. Marines have done a better job, get more $ as a result, and are likely to fare better. We seem to have focused so much on training that the quality of life issues have suffered (health care, e.g.). Also, although the RETIRED pay is part of IOI budget, neither services NOR OSD have retiree advocates to speak up on behalf of retirees. I do not trust Congress to provide what I have earned. BENEFITS have almost disappeared for officers. Perks are better for civilian friend in many areas.

0011751 Question 88-additional information on the dollar differential for regular Army officer should they accept a civil service job-along with a class on "how to write a 171 explaining your training in civilian terms.

0011752 Suggestion: One of my nightmares is PCS'ng overseas to shortly find out I've been RIF'd. People vulnerable to RIF within 12-18 months should not be rotated overseas. If overseas when RIF notice is received, should be allowed to immediately PCS to CONUS for 6 months minimum to ease transition to civilian life e.g. settle family JOB HUNT *etc.*

0011755 I am extremely concerned that Congress will overlook the importance of always having a prepared Army to defend the nation from all threats. Current world events which give the appearance of a reduced threat coupled with deficit reduction does not warrent force reduction. The concept of a "peace dividend" is an illusion; it cannot be used to fund new programs or support old ones. If we compromise defense, we will be exploited. If we compromise our freedom what have we gained? I am a third generation officer and respect and understand the meaning of freedom.

0011759 The future for junior officers is very bleak. I and most of my peers feel that it is not worthwhile to stay in the Army if we will still be majors ant the 20 year mark. Since a lot of junior officers are getting out, consideration should be given to assisting them in the transition to civilian life. Separation pay, job search counseling and resume assistance are a few examples.

0011765 Perceptions about selection boards for schooling/promotion might produce & better evaluation of perceived feelings regarding the downsizing of the Army.

0011766 When I joined the Army (commissioned in May 1979) promotion, though not fast, were regular for those who did well. As a captain(P) selected first time, with a fairly high sequence number (I am happy with the board results) I don't stand a chance of promotion before my 12th year-regardless of duty performance. This is VERY disturbing, even unfair. The message being sent to me, right now is, "We don't care how hard you work, or even if you prove to be well above average, you won't get promoted any faster". Although frustrated, I have committed myself to at least 20 years, mainly because of the chance I may again serve for 3-4 years with troops. Since the odd are I'll never see the rank of Col., I'll simply leave at 20, foor troop duty after this next tour will be non-existant. If it CAN'T be FUN, then the time away from home is NOT tolerable. Troop duty, though tough, is what I came for. I'll compete hard, do my best. If I can get an Inf. Battalion I'll stay. If I DON'T get a battalion, I'll retire. I refuse to be a faceless bureaucrat in uniform. If I can't make a positive contribution to my country and my soldiers, I'll not stay in. I could not. I will not. I'll find another way to serve.

0011769 Ref 69-It seems many senior Army leaders no longer care for the welfare of soldiers like me. Fewer generals and colonels are willing to "walk their talk". Selfless service seems only to apply to junior officers & career NCO's. Ref 90-DOD sponsored media blitz explaining the worth of todays officers as leaders. Ref 94-I'd move to wherever the job is.

0011772 I am AID. I extend my service every 2 years & to the best I can I answered these questions. How accurate this based on my AD states I don't know. I don't have many more years to get to complete retirement.

0011774 Info on downsizing reaching us?? Make me laugh. We can't read minds down here. General feeling-congress will betray us, and senior leaders will let it happen. Morale among jr. captains starting to slip.

0011776 1. DOPMA relief for special medical branches. 2. Increase special pay for special medical branches–only physicians get increases. 3. RUMOR CONTROL: Stop rumors about eliminating corps & corps chiefs. Enough studies on corps have been done already. Save money & time-reread old studies for quicksilver info. 4. Require correct grade for TOE/TDA positons or downgrade the position. 5. The DOPMA issue is one that has a severe impact on non due course officers. The Army should look at this, eliminate any pride in development of DOPMA that may be a hurdle, & seek DOPMA exemption for the special medical corps (this was done only for physicians and dentists). there are other medical specialists that require the exemption. It seems the Army & congress prefer to address issues as an incentive where personnel shortages occur. If there is no shortage, fairness, equity, etc. means nothing.

0011778 The Army does not always provide a work incentive. This is especially true now with extended pin-on times and the subjectivity of OERs. Offer a 30% salary "parachute" for voluntary early outs. This will increase early outs (long term saving $) and will help soldiers with the transition to civilian life.

0011780 Army/Congressional goals/Legislation on the future of the army need to be disseminated throughout the Army so service members are better informed. Senior Commanders need to get involved and discuss "our" future openly (eg. OPD's/NCODP's). The Army is currently promoting below the zone those deemed the "best and the brightest". Should a war erupt, we may be hurting because rocket scientists with no common sense (clue-less) will lead many of our soldiers to their deaths as a result of their rank obtained by diplomas and not through leadership.

0011783 19 Database of companies, areas worked, skills/background sought.

0011785 I am recently married. My husband is in the Air Force in Florida, and I am in Utah. We have not been able to see one another since we got married, 7 months ago. I feel as poorly treated as a geographical bachelor as I did when I was single. Single soldiers seem to be treated worse than married soldiers.

0011788 A great part of my dissatisfaction with the Army is the fact that I cannot live with my husband. He is a tenured professor, and it would be ludicrous for him to travel with me, as he is well established in his career field. The other portion of my uneasiness with the Army is that it has so few opportunities for me to hold a job in my field of interest. To top it off, the civilian world has more opportunities and the pay would be better also... It makes it difficult to stay in the military!

0011791 I am strongly opposed to quotas. The Army should retain only the best (physical fitness, academic, civilian and military education, and appearance). Why are there so many officers currently serving in the Army who do not meet all of those qualifications? My complaints in the Army Center around inadequate leadership in some areas, low pay, long hours, and too much civilian bureaucratic resistance.

0011795 1) Extremely important that my spouse is in the military. A lot of decision about my career hinge on decision about his career. 2) I am concerned about not allowing soldiers to train since more time is spent in meneal taskings that should be delegated to a civilian work force. 3) I am concerned about the decision making your leaders eg. allowing child care centers to close - this is forcing the young female to make a choice - either career on family. I thought we had come along way but I see this as just another way of people out. 4) I am concerned about comments from male counterparts that the Army will return to the singlesold all male Army or once single parents and dual career families out. Women have proven themselves in the military. They have proven they can have both a career and family. Why are we stepping back in time?

0011796 If the Army is freed to make drastic officer cuts, I believe some other method of consideration than OER's be used. I have always believed that the OER system is broke and in no way truely reflects an officers performance or potential. It has been and will remain grossly over inflated. Most senior rates do not have nerve or knowledge to produce a fair profile. As a result I believe quality officers go unnoticed/recognized and are often times penalized because of rediculous senior rates profiles. Please find another method for evlas and RIF's.

0011797 This is the best designed and most topical questionaire I have yet to take. My only suggestion would be to explore more fully soldier attitudes about extending (to decrease overtime) benefits to those separating: PX, Commissary, Health & Dental, and MNR to ease the transition.

0011800 #90 - Help in applying for college credit for Military experience.

0011801 Question 110 good for the enlisted lower grades but would hurt Senior NCO's and Officers.

0011803 Note: I am on the LTC Promotion list. I am married to an active duty (Army) LTC. I am the son of a retire army officer (grew up in this "system").

0011804 I am a Physician in the Medical Corps. Many of the issues raised in this questionaire do not directly affect me. My career decisions are not influenced much by the prospect of a RIF or promotion slow-down but rather by special physician pays and the amount of funding given to hospitals.

0011807 Cut the TIG down to 2 years and you will save a great deal of pain on the Army. The Viet Nam era soldiers I know will stay on untill 22 if they are forced to stay until 21 to retire in grade. The information is slim down here, and the seniors buzz rumors, but no action. If you're going to keep quality pay and lost benefits must be returned to civilian standards. The promise of a safety net is gone. Pay the price of transition, vice abandonment. Those soldiers that are RIF actioned, that leave bitter, will soil the Reserves, the NG and civilian attitudes about the military. You are going to lose those that can survive on the "OUTSIDE" faster and faster unless you intervene now! You will be left with the squared jawed officer that cannot make it out there. Petty but dumb. The Army for the first time in recent history will lose its technical and educational edge against future foes. Drop the requirement for "Combat" assignments and "Headquarters) assignment for promotion. There are highly educative well placed HQ types who would return 10 fold on your investment if he or she could work at what they liked, even if it meant lower promotion rate. Drop up or out. Career Privates and Captains should return. Cut TIG NOW or it will cost you. Put benefits in equal or better than civilians (who ALL have family complete DENTAL and medical) to retain top quality. Demand and offer Masters and Doctorate degrees for advancement (offer and give in Navy/Air Force).

0011809 1. Believe that experienced soldiers could be used as Cadre/FTM or AGR in Reserve or Guard Units and complete 20 years. 2. To relieve the reduction of active duty forces a % of active duty soldiers to be assigned to Guard & Reserve Units not just INVOL/RIF personnel. 3. Must have experienced Officer/NCO for command position with Troops - not political/school affiliated appointees. Soldiers will need experienced officers as Commanders not ones with less than 5 yrs of Troop experience. OE) At BN level less than 7 yrs at BIE level - need muddy boots officers/NCO's.

0011815 IF officers were good enough to be promoted to Maj. then they should be protected from involuntary separation. Consider allowing officers less than 20 yrs to retire w/immediate anuity. Even at (50% base & benefits). Also consider retirement before 20 yrs w/appropriate annuty loss but by month prorated 19 yrs = 47 1/2% 18 yrs = 45%.

0011817 Many questions are N/A to me (Col > 20 yrs) Buts cuts in people & budget affect me severely - I am an Army Doctor - I want to provide good service. 1. The medical care promised to soldiers retired is not being given. 2. I need secretaries, promotable officers, adequate enlisted people. Cuts nickle & dime us, sometimes chop us in our ability to provide care. Cuts are wrecking morale of my doctors and discouraging patients. We can't continue without support personnel. The system will be in shambles. The quality must be maintained.

0011821 I definitely want to stay in the Army, I like my job, but the uncertainties of the need for future reductons and resulting involuntary separations are wreaking havoc on the workplace. Tell me what's going to happen, tell me what my promotion/retention opportunities will be and I'll make my decisions. I can't tell you what I'll do without facts. The only certainty is an increased ulcer rate under current conditions.

0011824 1) I like the Army; it IS a great way to live & serve my country. What I do not like is "putting out" 100% & receiving the same pay/benefits as others who "put out" 75%! Promotions result in MINOR pay increases as opposed to time in service -- this breeds mediocrity! 2) What scares me most is how retirees are treated, particularly by the medical community. Both my father & grandfather are retired militatry, & the horror stories I hear from them give me pause to consider the relative value of my future medical benefits. 3) RESULT: Retiring at 20 yrs so I can begin another career which will AUGMENT my retiree benefits (pension & medical) has become a more viable option.

0011825 Am currently enroute to Fort Bragg.

0011827 Has anyone ever considered having promotion boards review a separate "promotion packet" that was devoid of race, gender, religion and only had SSN identification & rank? Instead of seeing discrimination of ANY sort, promotion would be based solely on performance; and then the Army would have a constant quality Army! Sure there are holes in this (eg: females can't serve in most combat slots) But could solve some problems if the kinks were worked out.

0011829 Every gun that is made, every warship launched, every rocket fired, signifies, in the final sense, a theft from those who hunger and are not fed, those who are cold and not housed. This nation in arms is not spending money alone: it is spending the sweat of its laborers, the genius of its scientists, the hopes of its children.

0011832 As a RN, I believe military nurses deserve pre-pay. A civilian GS-10 earns > a LT yet the military is in charge & you're both doing the same job. (except AD can look forward to 10-20 more hours of work per week!). The civilian market has got the Army beat in medical opportunities, the training is good but there's no sense in staying, lack of (+) role models too!

0011834 I feel a re-institution of the post WWII GI bill would be the best thing we could do for both officers and enlisted men. The job market is very competive, and we owe it to these men and women who have WON the cold war to provide as many advantages as we can to transition them to civilian life. Also, it is a real morale blow to the military to have Congress make hugh force reductions, but vote themselves a 50% pay raise.

0011837 Career & job fairs.

0011841 You should examine feelings on the Army's "up or out" policy. After this reduction in troop strength the Army should consider the promotion policy of staying at the rank you wish to - and if you desire to be promoted - you apply and a selectiion is held every year for applicants. Let the Army leadership (commanders at all levels) process the "bad" personnel for separation not an austere board.

0011843 I think it is appalling that the Army is discarding soldiers who have devoted their lives to making the service a career, especially when they are no longer needed. I think cuts should be achieved through lower promotion levels alone. All those passed over for promotion twice should leave the service (enlisted and officer) including Majors. This is preferred to a RIF.

0011846 One of the things that bothers me most is the treatment of retirees. This group has already given the Army 20 to 30 years but they are the ones who lose benefits first. The Army promises retirement to make up for all those years of moving & upheaval but do not deliver.

0011847 I feel the real stress factor for todays soldier is the effects of Congressionally Mandated Legislation against pay, benefits, and retirement. The mentality of most of Congress today seems to be to quickly turn "DOD" dollars to "Social" dollars without regard to the threat of vastly opened economic systems in eastern Europe and Asia. DOD needs to be protected from the "random hacking" that appears to have started and I question that Sec Def, Congress, Senior Military Leaders, or the President, himself are attempting to slow the tide to allow for rational defense of our nation while restructuring our economy.

0011848 As the future opportunity (s) for a secure career appear to be diminishing, several of my peers to include myself have discussed the option *of* manning the lifeboats rather than going down with the ship. Better attention needs to be devoted to those of us in one of the nomnative 3 "R's. My last two Raters and Senior Raters were more concerned with their retirement and finding a job rather than mentoring those of us who still care about the army.

0011851 A particular group of questions could have been reworded (ie: 58-60). For the most part, the Senior Army leadership will be able to make recommendations to DOD and above. Money is driving most of this train (excluding the peace dividend), and this is a top - town phenomena.

0011858 Pharmacy officers are beginning to leave the Army more frequently due to overwork and stress levels. We are NOT compensated as well as in the civilian sector for the jobs we do, for the hours we put in, the "additional duties", etc.

0011859 Consider separating selected 0-6s with > 26 years to increase promotion opportunities. Do not drag out the SERB threat; however protecting persons for 5 years after each SERB is also overprotective; every 2-3 years is reasonable. Begin to consider officers for separation at year 17 or 18 and notify them 2 years in advance of anticipated separation.

0011864 I am concerned abt whether we will continue to have a VISIBLE world-wide mission, both in terms of overseas stationing & force projection. The prospect of hanging around Fort this-and-that's in CONUS the rest of one's career makes it much more difficult to keep grasp of the fact that the U.S. Army is a world - ie: important - actor. An obvious point, but never mentioned in talk of RIF. What abt. the pre-DOPMA officers who have been, eg, Majors since 1979? In my view, when they got exempted from DOPMA's up or out, they used their last chip for government largess. While many have no doubt served well all those years, perhaps it's time to reach back to this group first when the pink slips start flying.

0011868 The potential of losing quality soldiers is directly related to the uncertainty of job security. I strongly feel that a reduction in force of the size being considered will severly impact on national security.

0011869 We MUST go to a regimental system modeled on the British system this business of PCS every 3 yrs is absurd. Our Senior leaders must understand the AVERAGE cost of a home is $126,000 it takes both husband/wife to work to make ends meets. We can no longer act as nomads - buying a home at 15/16 yrs service. BIG problem is HEALTH & DENTAL CARE - we need Blue Cross/Blue Shield - The Delta Dental Plan is an abortion - our generation needs crowns not cleaning - (profanity), I can pay for that!! We need competent physician services. STOP TREATING US LIKE TEMPORARY HIRED HELP ask for 10/11% pay raises not 3 or

4. I want my son/daughter to go to college too, their cost is $80,000 in the next century. We need a 401K plan - let us invest in our furture!

0011871 As an industrial engineer with logistical experience I feel strongly that the monetary rewards are greater on the outside. The medical benefits are terrible. I have no confidence in the medical system, and I would not allow my family to use them. What happened to the 100% family medical coverage I was promised? My job is rewarding and if the pay, benefits, and opportunity for promotion were better I would probably make it a career.

0011872 Question 90. How to handle an interview.

0011873 I believe that personal prejudices continue to cause unfair bias in the way female and minority officers are rated and assigned. I also believe that we have developed an Army where not making waves (or innovations) and being politically correct (again influenced by biases) are (too) much more important than competence.

0011875 The Army should stop discriminating against an officers commissioning source of whether he/she is regular Army or Active Reserve. I do not think it is fair that officers working in the same organization should be treated with more grace because they are from West Point or they are Regular Army. The discriminator should be the officers past performance and record on the past Lieutenant's Retention Board. 90+% of Regular Army officers were picked for Retention while only 80+% of Active Reserve were picked. Also, why should USMA officers be treated differently than all of this other officers. A perfect example is question #112 & #113, which are specifically applicable to USMA graduates only. I think this practice is unfair and should most definitely be discontinued. Discrimination against anyone for any reason is a great way to increase the chances of someone leaving the system in which the discrimination exists.

0011877 Q#90 - personal contacts in civilian job market. Reduction policies and plans should be designed to MOST affect soldiers with less than 8 yrs of service and those with more than 20 years of service; they should NOT be directed toward mid-career thru terminal career soldiers, ie: 10-20 year soldiers.

0011879 The status of any reduction is dependant on legislation. Thus all available information is speculative and detrimental to morale as it tends to increase the possible score of actions. Positive guidance is required for career decisions to be made.

0011882 The most frustrating aspect of any decision (to stay or get out) is the ability to break into the civil service system. Even though I work in a command that is 95% civilian and work for DOD I am ineligible to even apply or compete for 99.9% of all DOD jobs because I am "non-status". I cannot even apply for vacancies in the branch that I supervise! Please consider granting active army personnel civil service status in the DOD system at least.

0011883 I am a lawyer so I would hope any job search tools would be geared toward the professional as well as the regular soldier. Oftentimes "assistance" falls short of that required by a professional. I don't understand question #107.

0011889 Ref Questions 48-52; It's not a question of credibility for Senior Army Officers in passing info to us. I believe they are as honest with us as they can be. The truth keeps changing! I don't believe anyone really has a handle on what is going on. Congress must make a decision on force structure and funding. Then let the leadership design a suitable force with an appropriate end strenght. Until congress makes a decision, we will stay uncertain of our fate.

0011890 I think this is outstanding and would appreciate a copy of your findings. These are issues that will definitely affect soldiers lives, their families, and society in general. Thank you for caring.

0011893 Thank you for asking our opinions.

0011894 The current status of our Army is constantly changing those that have excelled should be rewarded, those that have fell for whatever reason (profiles, QMP's pending, incompetance, overweight, UCMJ actions pending) should be first on conciderations for early outs. It has relied for too long on the "it's not what you know, it's who you know buddy systems". The Army service has always had a check & balance system that we as leaders have fell to support or enforce.

0011895 I will probably separate from the Army when my obligation is completed because of: 1. my family is unhappy moving frequently. 2. Too much uncertainty in Army approach to manpower and medicine at this time.

0011896 An issue not raised in this survey is not the issue of finding a job after the Army, it's finding a job that will support your family. The biggest problem the company grade officers have in the 25th IS(L) is their lack of faith in their senior raters profile. I believe most of us have come to the realization that words are meaningless on our OERs. The only thing that counts is the senior raters "X". Most officers are never seen by their senior rater. The read the great things he/she has written about the rated officer, receive a two block X, and think they are doing fine. Later on these officers get "zapped" by a promotion board on this seemingly good OER. They ask why and discover the senior rater had a one block center max. We as an Army need to stop this foolishness.

I propose we add one simple question to the OER. That question if for the rated officer. It is: Were you counseled on you senior raters write-up and current center of mass profile when you received this OER? Circle and initial beside the appropriate block: yes___ no___. This question will force the senior rater to talk to the rated officer and let him know what his chances in the Army are. This simple act would save an enormous amount of morale problem in the Army. I am of the belief that most folks can accept being cut if they have an idea it is coming. It hurts something terrible to read great words, think you are doing well, and then be blindsided by the senior raters hidden profile. (name) once remarked that a junior officer told him the problem lay somewhere between the stars and the bars. He hit it right on the button. The company grade officer corps in this division is ready willing and able to fight and die for their country. What has destroyed their morale more perhaps than any other single factor is the predominance of senior raters who will not explain what block they are giving an officer or why they did it. We can walk on water in their write-ups, but if the "X" doesn't mark the spot, nothing matters.

0011897 I think highly of the US armed forces, I was an AFROTC graduate & was a SQ section cor for 3 yrs in the AFPNOR to leaving to attend veterinary school. I came back into the armed forces 10.5 yrs later as a captain in the Veterinary Corps. I have done well, had excellent assignments but have not been promoted to Major yet. I am frustrated & worried because I do not know what the future holds for me and my family. I feel that we are pawns in the hands of congress. I am afraid that the political expedient will be applied without concern for us as U.S. citizens. I have very little faith in the system (Congress) because I view them as un-feeling self-serving individuals who do not care about what effect their decisions will have on "us". My view is that this wonderful "peace dividend" is considered a panacea to solve all our problems. What they fail to consider is where are 650,000 unemployed military members going? They will not be employed military. They will be unemployed civilians. The military pay will become unemployment benefits. I am lucky because I am a professional Veterinarian & licenced to practice in my home state, I am lucky that we have been able to save money & that we will be able to go home & start a practice or go back to school. Unfortunately most other military members are not nearly so fortunate. I think it is very unreasonable that we have to go along wondering when the ax will fall & wipe us all out. I do believe that the Army will try to protect its people however I also believe that Congress will prevail so we are probably living on borrowed time — very stressful & uncertain.

0011898 69-Erosion of benefits - medical.

0011900 #69 & 98 - Job satisfaction is of utmost importance to me! Presently, I am a Signal Branch Officer. In August 1987, I made the decision to leave the Army. I am Special Forces qualified, and since my Branch (Signal) refused to allow me to continue working in Special/Ops, I decided to terminate my Active Duty Status. However, after Signal allowed me to Branch Transfer to Special Forces (Dec 87) I changed my career plans and remained on Active Duty. To shorten a long story, I am still a Signal Officer, and after constant battling with my Branch Reps, I feel that all my experience and schooling has been for nothing. I have held many positions in 8 years (both conventional Signal/Infantry and Special Forces) and am presently serving my third (3rd) assignment as a Battalion Signal Officer. I have also been a Company Commander for 14 months. I brought my concern over this situation to the attention of my Branch Rep (specifically (name) and (name) along with my dissatisfaction for reneging on my Branch transfer and several other agreements. I have literally been told to stop stepping on toes or I'll regret it in the future. When an officer calls his Branch Reps. over career concerns/assignments, I do not feel that he should constantly be told "our decisions are for the good of the service". Presently, I feel my chances for promotiion are non-existent, and thus, I am a prime candidate for a RIF. I am not the only Signal Officer to experience situations such as this. How can we be competative with our peers in other branches when we repeatedly get assigned to the same level jobs. I also question the tactics used by Branch Reps. in answering questions perhaps things would be more in an individuals favor if outside influence was involved.

0011907 1) Although most Majors with more than 14 but less than 18 yrs should be "protected" by automatic continuation, XZNS we ought to look at releasing the bottom 10% of the zone – even though some are "fully qualified". 2) Ought to cut obg from 3 to 2 yrs. Lots of ROAD LTC marking time out here. 3) Start RIF soonest – most equitable way to go & still keep quality across the board.

0011910 There are too many rumors flying around the Army right now. There needs to be some definitive word from ODCSPER via COMMAND channels, if you don't know what is going to happen - just tell the troops that. Don't guess, don't predict & don't try to sugar coat it or (profanity). Do straight. And when you cut - DON'T cut the fighting force. It may finally be the time to SERIOUSLY take down some structure. Those will be the tough cuts because that is where the entrenched beauracracy is and where the great Army politicians are. Cut TRADOC in half for example - if you (DCSPER & CSA) are serious about a viable, lean yet mean Army, the overhead & fat must go before the fighters. Don't salami slice these cuts take structures down, combine and/or eliminate functions. We CAN'T do more with less anymore so let's do only those things we need to do - train, lead & pay our soldiers adequately.

0011911 90. Continued. Other essential tools are background experiences and general education.

0011914 Thanks for asking. My primary concern is for the effective defense of the United States; citizens and constitution, as the oath says "from all enemies foreign and domestic. Of secondary concern is my personal well-being within the system designed to accomplish this defense. I am however concerned about stability and upkeep of my families very modest lifestyle therefore I thank you for the opportunity to answer these questions... about #98 - if I were single I would still be in Special Forces but there is still much I can do as an aviator which would not severly jeopardize my marital situation. Thanks again. By the way - I received this to fill out on 22 Jun after several missions.

0011915 Some of the primary advantages and job satisfaction that the Army gives is sense of service and excellence of service. In years past, the Military was the standard of excellence, the leader in various fields. Although one may have had pay disadvantages compared to certain counterparts, this was made up by service and being part of an excellent organization. Today, the country has lost respect for the military and indeed the commissioned officer. Why? The military has grown to be a self serving beauacracy. Consider just the issue of time allotted to do "non-military" things - 30 days paid leave, 10 federal holidays, training holidays, pay-day activity, required safety classes, AIDS education, visits to finance, personnell, etc. etc. We are no longer an organization with a mission but an organization seeking to serve itself. The service will keep me after my obligations if ot affectively addresses these issues. I would like a return of respect for the Army Officer based on integrity, sacrifice, service, and excellence - these are items worth staying in the Army for.

0011918 In my opinion: 1) There are currently too many agencies that are stating/producing material about RIF/reduction of overseas forces, etc. that are contradicting one another. To me, there should be 1 source (approved by JCS) to give out this type of info. 2) There is no doubt that the Army is getting smaller - yet if not handled better - the Army will lose their b est Off/NCO's due to portraying "don't care" attitude. Maybe the politicians/Flag Off personnel are secure in their jobs yet the little man can see this. We have never learned our lessons when we start/initiate the RIF. Remember the mid 70's. What a joke when we had more helicopters than pilots to fly them. I'm glad I'm retiring.

0011921 #69 - I believe the Army will look more to youth than experience.

0011922 I don't know if the "higher ups" with GUARANTEED retirements have any idea just how terrifying it is to be in the Army with over 10 years towards a retirement and suddenly have to worry about "starting all over". As a single parent I am especially worried about the Army not wanting "us" because we are unique and misunderstood. Any single parent that stays with the Army is someone that has learned to handle many things at once and is VERY loyal. I think that would want to keep them if I wasn't one.

0011923 I find this survey to be difficult in some subject areas due to the "unknown" future. I only pary that the Army & Gov't officials do not do something stupid!!

0011924 28 and 29 not sure in TODAY'S environment w/big cuts coming. 49 Not sure WHO if anyone REALLY knows. 74 I have moveo. 94 Don't know. 110 too long. 3-4 yrs for Junior Guards.

0011929 No. 69. I fully trust my chain of command. I do not trust TAPA. My chain of command always tries to be honest. They try to protect soldiers. TAPA on the other hand doesn't seem to care down at my level. My soldiers ask me questions and give them the response provided by TAPA, through my chain of command. TAPA changes their mind too often and it hurts the soldiers.

0011930 I feel as though the Army can go in the right direction if the majority of these questions are considered when making decisions.

0011931 There is a lot of uncertainty in the field. We really don't feel that soldiers are being considered as people. In fact I truly believe that people feel that equipment has priority. Most people I have talked to are looking at hitting "20" and leaving.

0011934 Good luck. This is a very tough issue, and I thank you for your obvious concern. Best Wishes.

0011936 Some families joined the Army for travel opportunities. Educational opportunities are a factor in my career decision.

0011941 90. Area information on cost of living, average salaries, mean housing costs, schools & services etc. 110. Good cost saving measure but would not give proper assignment potential for many outstanding personnel.

0011942 #69 - Weight control & physical readiness standards are inconsistently applied - grossly obese physicians are being retained and promoted. #108 - If my functional area gets cut anymore - then either more civilian RN's will be needed @ higher wages to compete with the local area or there will be an increase in Champus use - so no money really saved.

0011945 You have begun to ask some very personal questioins on this survey which I considered leaving blank. Matter of fact, I probably will leave blank next time.

0011948 I believe we are moving too fast too soon toward restructuring the Armed Forces total manpower based on world current events. There are many areas within the military, where proper management and streamlining of programs (Training in TRADDC) where saving in resources and manpower requirtements would reduce the need for a RIF to save MONEY.

0011949 Allow soldiers who enjoy OCONUS assignment to extend OCONUS and those who desire to extend CONUS to do so. This would be subject to needs of Army and Unit. Assign SM based on qualifications held and qualifications needed in job not simply based on Alternate CONUS/OCONUS. A better job needs to be done in trying to match SM desires and goals to Army needs, thus increasing job satisfaction and quality of work.

0011952 I plan on retiring at 20 years as a Major rather than waiting to see if I am selected for LTC and retiring at 25. A major consideration in this decision is age at retirement and job opportunity loss due to that age. (47-53).

0011953 Do not "force out" qualified people. Up or out is not good in this situation. Force out the non performers, promote maximum below the zone and make the rest of us wait longer for promotion.

0011957 Much of my dissatisfaction is a direct result of my perception that Senior Army leadership has been ineffective in articulating our mission and worth to Congress. This lack of Congressional support has led to a steady erosion of benefits and quality of life programs, thus signaling a betrayal of soldiers and their families. I have too much respect for the Army as an institution to continue service in an organization "building down". Present policy trends appear to promote image at the cost of substance. My "fun meter" has pegged on buzzwords and themes AND UNRESOURCED REQUIREMENTS. If you're going to cut, for God's sake, bite the bullet and get it over with. The Army is doing a gross disservice to its soldiers by leaking piecemeal bits of information about force reductions and sending up "trial balloons" in the Army Times. No matter what size Army we have in the future, we want it to be the "best and the brightest". In order to attract and maintain those kinds of people in the service, you'll have to keep better faith with them than you have with those of us in the present.

0011959 As a promotable Captain with prior enlisted service, I am not particularly worried about not being able to retire. I am currently in Soviet FAO training which further strengthens my confidencee in my retention until at lease 20 years and my ability to start a good second career after retirement. A smaller Army should demand a correspondingly smaller and more competitive officer corps. I do believe that a portion of the money that we will save on the defense budget should be used to raise the salaries of our smaller army to make them more commensurate with the qualifications of this excellent group of professionals.

0011960 Forget the go slow method. Make the cuts/RIFs in one year and get it over with. The way the Army has been using promotiion boards in leiu of RIFs is having a terrible effect on morale. Just do it so we can get on with doing our job.

0011963 As an Armor Officer very concerned about my future. Concerned that past OERs written that had minimum impact, now will be a major discriminator. Medical benefits for the family.

0011965 For comments on separation pay, promotion opportunity, early retirement, etc, call the number below.

0011967 Congress will mandate what happens to the Army. The Army needs to follow through, at all costs, on promises/commitment made to its people. Congress also needs to be somehow convinced that welching on commitments destroys credibility and its own values to members of the Armed Froces.

0011969 1. Continue to demonstrate to the public and Congress that we understand a measured relationship to defense outlay, the international situation(s) and the domestic situation(s). 2. Equally important, pay public hardball with Congress. Don't let the Army/DOD become a public whipping boy for self-serving political personalities.

0011973 Job transition - need to look at job fairs - all counseling etc. must be contracted out - we are not competent enough to do this in-house. The only way to "sell" staying in the Army, to quality soldiers, is to show that career opportunities will be better during & after downsizing - for those lucky to remain. (ie, being an Ltc/Bn Cdr at 16 yrs vs 18 yrs+). This means big SERB's/force-outs at 20 yrs. Big RIFs (w/enhances severance pay) for current 03/04's. Stop promoting people "above the zone". Recuctions must be targeted. We can not afford to have imbalances (by skills/branch) in the future force. When you get rid of an armor division most of the "pink slips" need to go to armor officers/soldiers. Please - somebody do some research on the private sector and package this for the senior leadership (do it fast!). What the Army is doing is no different than what GM, AT&T, and GE etc have done. We have less flexibility (management tools) but we can learn a lot of lessons. I believe the senior leadership is out of touch with the 5-12 yr group of officers. We will likely lose the cream of this group. We should tell those people most likely to be RIF'd that they are at risk - DO IT TODAY! We know the numbers. The best gift we can give them is time. TIME IS SEVERANCE PAY. Personally - the biggest problem facing my group is promotions. We want responsibility early, but we have to be 0-4's to be BN XOs and 0-5's to be Bn Cdrs. We are just as good as the officers 10-20 years ago. Why do we have to wait 2-3 years longer to get these jobs and rank?

0011974 Check my fiel at signal branch. The U.S.Army needs me!

0011978 In the medical (career) arena there is no question that most soldiers (enl & off) could make more money on the outside. We stay because we enjoy being soldiers also. Promotions are the key issue and promotion points need to be consistent. Varying pin in terms and counseling boards are a "morale killer." Also in an effort to improve quality of life for families the single officer has become a secsond class citizen. A good example: Ft. Drum, NY billions spent to build a post - no BOQ built. Single officers are offered dilapedated WW II quarters. A retention killer!

0011980 #90 Gov't. sponsored job fairs. I feel that the Military should come up with a 10 and 15 year retirement program. Job security and quality of life were prime reason individuals join the Military, under present condition it is suggested that these be taken away - why would anyone want to join the Military.

0011982 90. - Interview techniques & preparation.

0011984 The Army should make plans and take actions whisch will ensure that the remaining force is a quality force. While dedication to career status soldiers is an admirable trait, we must demonstrate the courage to make the tough decisions. The equation for down-sizing should be simple; determine the Army's needs, match the needs against current personnel inventories, select the best soldiers to remain, and assist the remainder in their transition to civilian life. Anything less will protract the problem over time. I am willing to take my chances on a retention board as should every other soldier. In teaching military science we often look at history for lessons learned. As a Medical Service Corps officer, I have observed and experienced the results of poor personnel policy decisions made immediately following Vietnam. The Medical Service Corps did not downsize because of a sense of loyalty it's leadership had to their subordinates. The overall result is a top-heavy corps which has only recently taken meaningful steps to rectify the problem. However, in the intermediate years, the corps has experienced extended promotion times to thefield grade ranks which has adversely affected morale. The message to the rest of the Army is make the necessary cuts at all levels early on. Maintain a force structure that allows the quality soldier to advance. The initial decision may be a bitter one, however, the future Army will be better for it.

0011986 I believe the Army will do its best to downsize without serious trauma to soldiers/families or to readiness. I don't believe Congress will need their advice. I don't feel threatened by the changes I'm certain my opportunities for command; future promotion have already been reduced EOT the security of my family is not threatened. Those only a year or two behind me feel very threatened.

0011987 1) Many of these questions were difficult to answer because of the way they are worded. 2) My spouse is also an Army officer - if he is RIF'd, I'd likely separate (and vice versa); if one separates, both will separate. 3) Voluntary separation is an option is separation pay were offered. 4) I believe that all U.S. citizens should serve their country for a period of time - although I'd consel AGAINST a military career at this time. 5) Current separation pay is SIGNIFICANTLY inadequate. 6) Many civilian employers are happy to hire young ex-military (less than 8 years service). I believe that once you've serveds in the Military over 10 years, civilian employers are not as interested. They believe that we've bescome too indoctrinated, too inflexible, etc. Leaving the military after 3-8 years is WISE in terms of re-employment. Retiring is next best, because at least you have retirement pay and benefits. Leaving the service mid-way through a career is most devastating - least re-employment opportunities, not, young families etc.

0011988 #90 Outplacement. I have been on the list for promotion to Major for 2 1/2 years. That is absurd!

0011997 Get off your butts, make some decisions and tell us what you're actually going to do! That's taking care of YOUR troops, Sir. Rumorizing is terribly demoralizing! Enlisted soldiers deserve separation pay too.

0011999 A central issue to physicsians is avallibiltiy of nursing and enlisted strength. Faced with TOE cuts our hospitals may lose the critical mass necessary for daily ops. Some marry TOE medical units staff operating rooms, emergency rooms and wards. Loss of TOE, even transiently will literally pull the rug out from Army medicine. Without reassurance/doctors are starting to bail out at a faster clip leaving an experience gap at 05 level and up in the future.

0012000 I know (name) and if there is any way to set the following comments to him, I'd appreciate it. "Sir, know what you must be going through considering the reductions occuring "during your watch." I am VERY concerned about rampant careerism vs "doing the right thing," especsially in the officer corps. Your better senior leaders probably are aware of this and are doing something about it...I do NOT think our OER system is capable of discriminating between those who look good on paper and ARE, and those who look good on paper and have fooled their raters/senior raters atthe expense of their subordinates. PLEASE produce a video tape...with only you on it (close up shots) reassuring the field force that you PERSONALLY are concerned about our soldiers. This has to come from the heart...YOUR heart, otherwise it will be perceived as more double speak (ie. we are "building down the force"). Recommend that the next time that you get your senior leaders together, you do best to have them identify the "careerists" (difficult at best, but these are tough times for our Army) and either get them on track or select THEM for involuntary retirement. Recsall the officer that you and I talked about briefly in your office when you were the TRADOC commander...the worst "soldier" I'd ever worked for. I just want to make sure that officers like him (and others who aren't so blatant) are identified and either counseled by a leder who has some guts, or eliminated from the service. Our Army can tolerate nothing less. The best have to stay, and the p.atenders need to go."

0012006 The pentagon and Congress need to get together and work out a plan. Every week it seems as if what Congress adn the Army plans changes. No one knows what is definitely going to happen.

0012008 The Army has been a "great" place to work and I have enjoyed every assignment. With the talk of RIF, a feeling of "negativeness" is slowly feeding on the officer corp. If a RIF must occur, it needs to happen quickly instead of allowing "the threat"

to continue festering. The military needs to set-up an "effectively managed" program to inform civilian "CEO's", what a military officer capabilities are - currently, a military officer with 11 years of service and a MBA is only offered entry level jobs.

0012010 People no longer worry about what their future jobs or stations are, they only are worried about making 20 years. Very sad state of affairs.

0012011 Look to the pre-WW II experience for a smaller officer corps template perhaps? Fewer promotion opportunities and command opportunities but less "up or out" points in the career.

0012014 Based upon information I receive from individual soldiers I serve on a daily basis, they all seem to feel that the military is not a good place to consider a career for the long term. Job security (or lack of) seems to be they primary.

0012015 The Army is working toward the right goal through actions such as this survey. However, from my perspesctive, the Army leadership is paralyzed - we should have heard an outline of the magnatude of reductions 6 months ago. That is when Congress first revealed what kinds of cuts it wanted - and those are what the cuts will be - the futile jousting in DOD ignores political reality.

0012018 While I am moderately concerned about civilian job opportunities, soem of that concern is alleviated by my desire to run my own business.

0012019 Increased and emphasized importance in the Army Infantry's integration in the Drug War would increase soldier morale and attitudes toward training readiness. Continuous and accurate info on Congressional and Army decisions on future cuts would help soldiers understand that Army leaders are trying to do the right things for soldiers and Army readiness.

0012024 I am a physician. I cannot imagine a more senseless misuse of resources than the way physicians in the Army are used. I have debts tht will not be recognized as being associated with military service. For exanmpe $458+ change IS NOT enough to help me when housing is not avail after a PCS move. What about closing costs - loss of my previous home? I am treated like a criminal for WANTING an off duty job just to make ends meet. I supervise less csompetent people who make 3X my salary. I see the Army destroy the lives of unfortunate soldiers on a daily basis through abuse and hostile csareer mgt. GOD help the mid-careerest with a P3 profile by something that won't rate 30% disability. As a West Point graduate, an Airborne Ranger and a physician, I would getout this afternoon if possible, just as General Grand did before the civil war. Then, if you needed me, call me back. This life is senseless. I could come back as a GS civilian in my same job, do less and make 3 times my salary!!! What would you do?

0012025 HAve accsepted a voluntary early out. ETS 30Aug90.

0012026 Due to early out programs, a number of Cpts in my branch resigned in Europe. Due to this I was forced to go to Germany with less than 2 years time on station. This has caused serious problems with my career goals and personal life. I would like to marry but since I do not stay in one place for very long, it is difficult to establish any kind of relationship. I came very close toresigning rather than PCS. However, because I do not feel tht I will be employable on the outside, it is my intent to save enough money so tht I will be able to attend 2 eyars of schooling. I no longer trust or believe that the Army will take cre of me or my needs. The Army only looks after those they BELIEVE are the top performers. People in the middle pack get whatever is leftover. If a vol. pay out would happen, I would jump on it. If not I hope to get passed over for Maj., then collect the severance pay. Even if I do make Maj. (even money right now). I do not believe that there is a future for me in the Army. I advise the Lts that work for me to get out and get established in a civ. career. Those that are left will be treated like myself. (If you don't want to PCS - just resign - we don't need you). My goals are to take the Army for whatever I can get out of them.

0012027 The US Army does not help compensate the families of service members; this is the PRIMARY reason I'm getting out.

0012029 I PCS to Ft. Leavenworth, Ks in two weeks, and am csurrently on leave.

0012035 I was recently accepted by the CVI board and now the Army is asking me to agree to a 5 year extension of my obligation. I know the future will hold fewer promotions further apart and they'reasking for a long term obligation. If there was separation pay for me I would probably voluntarily leve the service. I'm an Infantry officer with a Masers Degree in education. I want to teach at ROTC or West Point, but the chances are so slim and the years it will take to become eligible are unreasonable.

0012037 Reference question #21 - My selection for a functional area has not yet been approved.

0012038 I am compelting my long-term schooling obligations as I reach my 20 year service date. Promoted above the zone the LTC last year - would most like 1 year in grade obligation vicse 3 or 2 year. Plan to retire as soon as I have civilian career opportunity!

0012044 Retirement is not my primary consideration. I am an attorney for whom job security (until I have 10 plus yrs.) is not important. What I am most concerned about is increasing my savings for my own private retirement, and to remain competitive with

my civilian peers. Furthermore, I fail to understand the Army's philosophy in giving Army Aviators the extremely high flight pays theyrecseive just to keep them. Note, I understand the legal basis where Air Force, Army, Navy, and USMC aviators flight pay legislation was all done together. Competitive with other services aviators when Army aviators typically are not strongly recruited by civilian air firms. I also have misgivings about the $5,000 recruitment bonuses offered to incoming nurses, and the commissioning of physician assistants. The JAG corps doesn't fare too well in light of the above the base pays others receive without the strains we have gone through is get our credentials. I sometimes think the US Army ought to adapt the philosophy of the Marine Corps with regard to its specialty branches. There everyone is an infantryman first, and ALL officers have the opportunity to command. If we wish to have an effective, highly trained, light and mobile force; this could be a solution if we in specialty branches are to perform only tasks within our branch then pay us monies comensurate with our professional qualifications. I realize the above appears to mark me as one for whom monetary gain is more important than service, that is not true. I love the Armyand would serve again without reservation. I only wish that the JAG corps would determine its true role; either professional attorneys who happen to be officers, or officers who happen to beattorneys.

0012046 The Army could also save a lot of money by allowing soldiers logner tours, letting them buy housing off post. This would also make the transition to the civilian world easier if they owned ahome already & had a place to move into. Also separation pay is the most important facstor if a transition is mandated.

0012048 1. After all these years of telling me center of mass OER's don't hurt, ordnance magazsine says that they do hurt. 2. I am not getting any so it is not important to me, but if you offered severence pay to VOLUNTARY early outs/resignations, lots more people would leave.

0012049 As an officer the opportunity to work with soldiers in an MTOE unit is the key to my motivation for staying in the service. When this possibility is reduced, good people will leave in great numbers. As far as my family is concerned money is not the point, but you just hope your family will not suffer hardships (no college, no health cre, no house). This survey has greatly increased my concern about how healthy the Army will be in the 1990's. The RIF's will destroy all our hard work in rebuilding the Army after Vietnam. Mostly I worry absout the NCO's. The hardships on them will be horrible after a RIF. At least I have a better chance at decent employment. If we hurt the NCO corps we are in for deep troubles, such as those we saw in low morale and low readiness in the 1970's. Godspeed in your decisions.

0012052 The CSA influence on board actions is detrimental to retention. (Name) wanted older experienced officers going to schools and commanding at battalion and brigade level. (Name) touts youth. Such vascilation adds to the uncertainty officers at all ranks face in addition to cutbacks. Question #29 is a poor question. It does not account for the qustioning individuals interests. Thisquestion is self-servicen and solicits a loyal response. The issue of retention is also tied to funding for training. Without a strong training budget, junior leadsers will soon becsoem disenchanted and leave the service. That has already begun. To continue this policy will create an exodus of the quality officers adn NCOs that even a "reduced in size" Army must have.

0012058 The current issue for everybody in this working environemnt is whether severance pay will or will not be available to ease the transition of military members into the civilian job market.

0012060 I have heard numerous Military personnel express an itnerest in an early retirement program. Personally I feel there should be some sort of option for thsoe personnel with more than 10 years, but less than 20 years service to accept a reduced retirement package, in leiu of separation pay and unemployment comp., which would include health care benefits and, a monthly pension starting immediately following retirement (ie 20% of monthly base pay) and have it raise with inflation.

0012066 Decide what you want the Army end strength to be - then, cut the force structure as quickly as possible to reduce to that new #. Don't drag out the reduction over a long period - provide a prorated retirement benefit for all soldiers who voluntarily separate or RIF after 15 yrs. svc. - include some type medical coverage. Provide soldiers with an option, either separation pay or retirement benefit.

0012068 I am facing mandator (30 year) retirement in 1991, and this obviously affects my responses. I love the Army and would continue servint, were that permitted. I am disappointed that I was not selected for BG, but feel that although the selection process is imperfect it does usually select well qualified officers. Were I eligible for continued service, I would feel apprehension about future force structure, capabilities and personal opportunitites. Although the Army is trying to develop a sound plan for reduction, I have little confidence that Congress will support it.

0012071 #90 Job skills training while on active duty.

0012078 If you could allow people to voluntarily resign & receive separation pay, you might not need such a large RIF. Some sort of health insurance needs to be available, most insurance companies do not want to cover existing problems for two years.

0012080 Relax civil service requirements so that I can accept Federal job in same field.

0012082 5 year stabilization of tour is a good idea for some duty stations, but in high cost areas it csan really be a financial burden - we have depleted our savings living in the D.C. area for 5 yrs. My educational savings are through VEAP - I will use these funds to obtain my Master's degree while on acstive duty so I csan get promoted - what will I use when I separate/retire and want to refocus my energies?

0012083 69. My primary concern is that because I am in a primary YG (82) targeted for reduction, I may be passed over for promotion to Major. Although I am considered to be a good officer and solid performer, center of mass, if promotion rates drop further my creer could be in jeopardy. 107. This question should make clear that varying the promotion opportunity means DECREASING the opportunity.

0012085 #69 My primary source of uncertainty regarding my Army career are concerned with the stability and future priorities for biomedical research supported by the DOD and in particular whether myown department can continue in its currently vigorous and productive state.

0012087 These questions are very wishy-washy! Many could be interpreted several different ways.

0012092 Subject: Reorganization of 194th armored brigade (separate). Discussion: Reorganization very poorly planned at Brigade and higher. Large amount of uncertainty remains on future assignments even at this late date 19June90. Task force organization is effective 1Oct90. Uncertainty from higher caused several false starts at Bn and lower. Whether or not training woudl take place (desert legion 90, NTC rotation) source pool for task force (1-10 CAV(cohort) rotate to Korea or not. Last minute decisions by Army made it difficult for lower level leaders to provide training focus, plan training. Two completely bipolar missions - prepare for major training exercise or deactivate - both were completely incompatable. Delay of Army level decision created confusion and unnecessary stress at lower levles. BN CMD did excellent job to protect soldiers from confusion-committed to training mission in the absence of higher guidance. One week prior to railloading vehicles higher changed the mission, canceling the execise. All the training and preparation were for nothing and now we were faced with a new mission and a very small amount of time to complete the turn-in of all equipment. Recommendation: Future reorganizations/deactivation must be planned to prevent unnecessary confusion and stress. All planned and funded training should be completed while BDE and higher staffs thorough wargame and plan deactivation so that the negative effects of these actions acstions are minimized and the action can be executed quickly and efficiently.

0012094 With the impending military manpower cutbacks the issue of monetary compensation (severance pay) for those who are involuntarily terminated should be addressed.

0012097 90. Determining requirements for civilian positions, converting Military experience into civilian quivalent.

0012098 Ref. ques #104: If this implies that a RIF'd soldier would be ineligible for separation pay while a voluntary separation would be eligible an inducement...I believe the Army would suffer seriously both legally land morale-wise. This is a POOR STRATEGY for induced force reduction!!

0012099 Primary concern that must be considered are peronnel in the 10-20 years of service group. I entered the Military as a college graduate at age 22, have been promoted one time, compelted or amcompleting all the righ schools, (ie OB,OA,CAS3, CGSC) and have obtained a Masters' degree. I have an excelletn performance record and have held demanding positions. Now I'm a 35 year old Major and have devoted the best years (some of the best) to the military with the intent of having a career. Now all the dedication, sacrifices, and hard work are in jeopardy, and the powers that be (President, Congress, Senior Military Leaders) do not seem to care. I am a highly motivated, totally dedicated young officer who will continue to perform to the best of my ability. However, my opinion of the Army (military) is souring because of the instbility and the threat of what I feel are broken promises. If I had to do it all over again I would have proudly served my country for 2-3 years as an officer and then pursued a civilian csareer. To force me to give up 13 or 14 years of faithful service and put me in the civilian workforce where I have to start anew career, probably at the bottom, and work my way up is grossly unfair. Even if I am fortunate enough not to be RIF'd, the threat of such action adds additional stress & dissatisfaction.

0012102 #1 with today' system certain "ticket punches" are necessary for promotion. Many officers would likely stay longer if they weren't forced to follow the same path. Everyone MUST go to certainschools and hold certain positions considered "necessary" to career advancement in their branch. Why not let an officer or a soldier stay where he is until he is ready to move on, IF and WHEN he is ready. History proves that unit integrity is the key to succdoss in combat. Since the Vietnam era we have transferred and promoted our personnel far to quickly. Suggest the Army consider leaving us in place a bit longer to let us learn our job instead of shuffling us through the appropriate jobs and schools to punch the necessary tickets for promotion and career advancement. #2 Females in the Army are a joke at best. The senior leadership is too afraid of bad PR to admit that females have no place in the combat arms. The special treatment they always receive is a damper on many a good soldiers morale.

0012105 The greatest need is for accurte information so we can plan our futures. The senior leadership needs to let the civilian community know tht involuntary separation carries no stigma. DOD should work with the Civil Service to move as many as possible straight into the civil service.

0012107 The officers I know are concerned about the opportunities for promotion to Major. Some are skepticsal that the best qualified officers are the ones promoted.

0012109 I am presently a staff physician at a smaller hospital. Many of my peers, like myself, paln to separate from the service when our commitments are completed. Most agree pay is important especially in light of the yearly changes and multiple broken promises, however, more important are the tremendous shortages, lacsk of support services, lack of auxillary personnel, logn house (I presently am on every other night on call - often up most of these nights) & the need to modify my medical plan due to lack of services (no specialist, no pharmacy support, no hospital service etc.) Fix the systme and I think we would stay in - I enjoy the work NOT the hassle.

0012113 69. (Retirement eligible) NA.

0012116 An Army career in the future is unattractive because it will be a clear case of "DO MORE WITH LESS"! This new Army will still be required to compelte their missions, bsut with less personnel& less money. I already give too much time & energy to the Army - I'm unwilling to give more!

0012117 The perception at all levels is that the Army leadership is doing what it csan to preserve the current state of preparedness. There is fear; however, that the political ramifications of cut-backs, coupled with pressure from special interest groups within congressional districts will cause the civilian leadership to do what is best for their constituancy, not for the long term security of the United States.

0012120 I have stated most sources of information concerning cuts in Army strength is unreliable. This is because no decisions have been made as of yet on what size the Army will be in 5, 10, & 15 years. This point may be the hardest to handle. Give us an answer or a date when you can give us one.

0012121 Ref. Question 16/17: You have to tell me, as I see it my chances are 1 in 3. Ref. Question 23: Oxymoron - it's what is done now. Ref. Question 49 (2nd): No way to evaluate. Ref. Question 52a:No way to evaluate. Ref. Question 70: Remarrying (engaged).

0012124 1. Appreciate the opportunity to participate, I recognize Army senior leaders have a tough job. 2. 5 year stabilizsed tours csoudl disadvantage officers who are denied access to good troop duty assignments. 3. The nation will continue to lose the experience & training of retired officers because of the legislative prohibition on "double dip". 4. During this transition SERB rulesshould remain the same. Remember, it wasn't too long ago we were concerned about people leaving at 20, and encouraging them to look at 30 years. An annual SERB would be counter productive!

0012127 Q-1 - I've been in 22 yrs.

0012130 As a general rule, the Army must be clear on its strategic objectives and the likely support it csan receive from Government. Without the clarity, we flounder in the dark, unsure of who we are or where we are going. This increases our vulnerability to arbitrary, hastily-conceived cuts in resources, or assumption of responsibilities we are ill-prepared – by tempermetn and training – to accomplish. Strategy comes first!

0012137 If promotion opportunities adn the ability to stay within my primary spescialty (AV) I would most probably stay in the Army even with the changes.

0012139 I am a pediatric cardiologist at WRAMC. Although I have no obligation re schools, etc. I do have 3 yrs. left on a MORB "obligation". That would put me at 15 yrs. active duty. If I didn't have that obligation, I might think more about getting out even though I have always planned to stay in at lest 20.

0012141 I bought a house in the Clarksville area with the understanding I would be here until the end of 1992. If I am involuntarily separated it would create a substantial financial burden on my part.

0012143 Ref: Question 110. Long stabilized tours are cost saving, but cna hurt a career if branches donht change requirements for branch qualification, an example of this is overseas duty. It may beavailable to all officers in the future. Ref. Question 69. I am concerned bout multiple RIFs of the same year group. Ref. Question 57 - I would like to see in Army activity involved in the war on druts. Ref. Question 111 - I do not mind retiring as a Major but would like to be certain of an OPPORTUNITY to make Major and retire before my 10th year of commissioned service.

0012148 #90 Letters of recommendation from current bosses. As a JAG, it is frustrating haveing to spend 20% of my time on secretarial skills. I'm also tired of finance messing up my pay and the pooraccess to medical care.

0012150 I am a chaplain w/PLD from an acredited institution. I am sure to find employment as either a pastor or a teacher. I enjoy being in the Army, but the career stability has gone to (profanity)in a handbasket! I'll know more after my CVI application is considered!

0012151 My responses are baseds on the facst tht I will retire in less than 30 days. My decision to retire was madse before world events changed the future posture of the Army.

0012152 This is an excellent opportunity to remove sub-standard performers from the guard & reserves & replace them with active duty soldiers willing to accept an early out but would still like to serve our country until retirement. The early out program would appeal to more soldiers (both officers & NCO's) if they were guaranteed priority in joining a guard or reserve unit.

0012153 My comments are based on wanting to reach 30 yr point, so many responses were N/A.

0012159 Strength reductions as proposed will only encourage more backstabbing and loss of comradarie as exists now. Get word out now on decisiosn so soldiers can plan their future.

0012160 The single biggest morale buster is the constant gyration in the size of the proposed cuts. I believe that the cuts are inevitable. However, they msut be made quickly so we can settle back to normalcy. I also believe that Congress will fail to pass legislation that would significantly alter the involuntary separation provisions that currently exist. My wife and I are prepared for anything, however, our life is on hold until this issue is settled.

0012162 Most of my assets are in home equity - forced sale could be financially devastating. I ahve and will continue to serve 1) because I place more importance on service than on personal benefits,and 2) regardless of the threat. I doubt that officers capable of recommending and adapting to major changes in the Army will be selected for retention/promotion; the "protect status quo" attitude, in spite internal and external pressures, will prevail.

0012163 #88 Add, job interviewing techniques. This may be covered in paragraph 88), but I wanted to highlight this subject.

0012165 The concerns that I have right now is being able to get a specific SSI that will allow me to work in a particular job. I would like to become a PAD officer, bsut I have to work in a TDA facility before I am allowed to apply for the SSI, my concern is will I get that chance?

0012167 Congress has betrayed the United States soldier! They ahve not kept their promises to us. Our benefits are rapidly becoming worthless, without a FULL restoration of retirement, medical dental, etc.., you (Congress and U.S. Army senior leadership) will not have to worry about a RIF. The soldier will quit for you. Like (name) Confederate States Army, I love the Army and I will tell you and my commander what I think the Army needs to do to survive. If the Army does not survive then who will protect the United States' national interest - not the betrayed soldier. For your information, I have had 19 friends resign from the Army. Of these 19, 13 resigned because of broken (real/or perceived) promises and erosion of benefits, 4 resigned because of potential force reduction ("beat the crowd out"), and 2 resigned for personal reasons.

0012169 Listing of salaries per specialty. Listing of civilian occupations related to Army specialty.

0012173 88. For civilian employemnt I woudl rely on personal contact with officers I had worked with in the Military.

0012174 1. Keeping soldiers in one place for an extended tour (5 yrs) woudl give stability to the family AND save the Army money. Why move so frequently? 2. Take a good look at the Health Professions Scholarship Program. After being accepted to a perfectly acceptable AMA approved U.S. Medical School (and being an RA/ILT in MSC), I was a non-select for HPSP - guess the Army doesn't needphysicians.

0012177 Responses to many questions limited since promotion opportunity for medical service corps 0-6 is non-existant except for 1 BG position every 5 years.

0012179 Being a part of the AMEDD a reduction in force will not significantly affecst my duties due to our peace time mission. It would help my soldiers morale if mroe medics were pulled from "line units" to help support our mission. I am staying on as because I could not find a job with the same management level as I have now. But I could get a job within 1 wk as staff nurse anywhere. I enjoy the leadership that I have developed in the Army. If incentives to stay do not become more available I have no difficulty in leaving.

0012180 I retired 31May90. My answers reflect my attitudes, as best as possible, before retirement.

0012183 1. Senior Army leaders have done a lousy job of keeping us informed what is likely to happen with troop reductions. 2. Lets fasce it, Army life is no fun, but it was tolerable when you had good promotion opportunities, good assignments etc. - thats

gone now - see you later. 3. I'm sure if you offered severance pay for voluntary separations you'd have so many takes, you wouldn't have to involuntarily RIF anybody. 4. Surprise me, and come upb with a PROFESSIONAL placement service, I'm expecting a typical Army bozo operation - mainly lip service.

0012188 There is a serious lasck of confidence in the selection system for command. Many officers are selected on the basis of a Masters Degree or being a Generals aide. Politics rather than operational expertise is the basis of early promotion and command selection in the eyes of many officers. This is the greatest deficiency in the system. If you aren't selected to LTC or to command of the LTC level your military life is over.

0012189 Need labsor market info and job listings. Point: transitioning folks out of the force MUST be a high-priority "get it done right" ODCSPER mission.

0012193 Ref #112,113 - who cares, they are not required to serve 8 yrs. now. If they or anyone else want out, let them go.

0012195 Ref ques #91. I believe people would be more willing to accept transition counseling from a private firm vs a military organization. For me it would be more realistic for a private sector fi.m to tell me how to present myself for employment rather than a military or DAC "trained" to do so.

0012196 The OER system neds to be reworked to relfect just evaluations across the board. The soldier should be concerned about Human Resources, training and readiness or job performance, while not having to worry about a senior rater profile. Evaluations and awards are stifled by personal problems of responsible superior soldiers.

0012198 Ref sesction IV. If the Army is serious about taking care of its soldiers during a "build-down" period then the Army shouldfollow industry's lead of providing quality job transition assistance in the forms of seminars and "head hunting" agencies. Make the transition as positive as possible so tht separated members and their families will be a positive asset in the civilian community and not leave with a "bad taste" in their mouths.

0012200 There are all kinds of rumors running rampant through all components on what the cuts are going to be and what they will cause. When the RIF happesn, if I have to go let me know as early as possible so I can get on with the rest of my life as a civilian. In 1987 retirement laws schanged encourging longer careers. Personnel management should have changed simultaneously. The time spent in ecsh grade should have been expanded accordingly to match a longer career path.

0012201 Expedite implementing a sound job refered/assistance program prior to initiating future RIF/SERB reductions. Push through Congress RIF/Separation bonuses for enlisted personnel. Do what the Army has always promised to its Military family - take care of soldiers and their dependants. ie. provide medical & dental care until jobs are secured!

0012204 Officer evaluation system is broke. Type of jobs, toughness of jobs are not fairly evaluated. Senior rater profiles are too heavily weighted, especially with an absentee Cdr which is frequent at that level.

0012210 I believe the pay difference between an E-4 and an E-5 should be much greater. NCO's should make a significant amount more than an E-1 to E-4 and LT's. I think this will provide the incentive for the good soldiers to try for the NCO ranks. This will also improve the NCO's morale as they will get fairer compenation for the responsibility they have. I also feel MSG and SGM should earn at least as much as a Major with 16 years. In this manner, the MSG and SGM's retirement pay at 20 will be an incentive and commensurate with achieving the highest NCO grades.

0012216 My only comment is that no one really knows what is going to happen, and just like the Army, plans cannot be made until Congress decides the budget and strength of their military.

0012217 Pretty well covers it. I'm more concerned about the top-notch young officers/NCO's than myself. I've had two of the very, very best young officers I've ever known resign in the last year - one of them was a general officer's son. Uncertainty & frustration regarding promotion are the primary problems.

0012218 This career soldier feels the government is moving to quickly to reduce the size & capabilities of the MILSVCS; ie. the idea that "peace is breaking-out all over" may be very premature. Despite good intentions on behalf of the Army & DOD leadership, Congress may well sell us short for the politicsal expediency of a "peace dividend" - real or not. The uncertainty of our future isthe most demoralizing factor right now.

0012219 My biggest concern is for my family's financial security. I want to serve 20 yrs. But if I can't tell me now!! So I can get on with my life!! Decide the future size of the Army, tell us, then do it expediently. This uncertanty is causing major stress...Thank you for asking for our opinions.

0012220 Big disparity between separation pay and retirement. The value of PX, commissary, med care, space "A" travel is a large part of retirement. All field grade officers should be allowed to retire, even if for less than 20 years service (at a proportionately reduced rate).

0012221 Since I'm an MC Colonel many questions re. promotion, IO specialty assignemnts and civilian alternatives seemed non-applicable to me and my military career.

0012222 Q9 #94 should have a "not sure" option; for me, relocation would be determined by job opportunities or, if hired, by job location.

0012223 Concerned OSD will not protect the Army. Navy & Air Force will get protection, not Army & least of all Army personnel.

0012224 Item 90 - Interview skills.

0020001 I've served for the past six years in the 101st ABN div (aaslt). My concerns are that the Army loses it quality junior NDOs and junior officers who see shrinking carrier opportunities. This is componded by the perception tnat the Army, under pressure from congress is preparing to break faith with and it's commitments to officers and senior noncommissioned officers approaching retirement. This combination of perceptions is damaging the morale of the tactical Army elements. This will inevitably degrade the readiness of our units in difficult to quantify but quite realways.

0020005 I think that we will definitely hurt ourselves if we reduce equally across ALL branches. We must set ceilings based on projected force structure, taking into account the already short branches. By doing so, we could end up with a well trained force & few, if any, shortages in technical branches, ie: MI, signal,etc. Also, I feel that, if congress were to agree, early retirements,15-20 years, could be offered with the same benefits as the 20 or more year retirement, just a reduced retired pay (probably using the same 2 1/2% per year of active duty as now). Since the goal, as I understand it, is to hit our target size by 1996, I would also look at those officers eligible for retirement between now and 1996 and encourage them to retire when eligible, or commit to retire. Above all, we need to ensure that we don't force out highly trained and skilled officers. If we do, we could destroy our technical branches.

0020006 It is automatically assumed that if an officer is not in a "troop" assignment, he is avoiding the difficult assignments. This is not true. Assignment officers have entirely too much latitudein who gets what jobs. Quite often, they get rid of what is "pressing" on their desks. I was branch qualified as a junior captain and have not been allowed the opportunity to serve in an infantry unit for eight years. I am completely out of touch with new developments. I am also convinced that this has hurt my opportunities for selection to CGSC. The system needs to be followed and needs to work for EVERYONE. Also, if the Army is looking at reducing waste, let's start with thins like this survey!

0020007 Q94 Move to the state I got a job in.

0020009 It is extremely difficult to know what to do about the future. At this point, I thought I would definitely make it to retirement. Instead, I was not selected on the last 0-5 board and I knowmy chances are not even reasonable of being selected above the zone. Then, there are different reports daily about what options are being discussed. There cannot be a GOOD solution or probably even a FAIR one. However, it would be better to know something and be able to make plans. There is nothing worse than being in limbo.

0020013 #90 I asked a German officer if he was worried if he would lose his job if the German government were to reeduce the German Armed forces. He said absolutely not, because, by law, the German government was obligated to find him an equal or higher paying job in another governmental department and retrain him for that job. He would never have a lapse in paychecks. This strikes me absured that he has absolute job security in a country the U.S. has protected for 45 years.

0020014 My two biggest concerns are 1) That the future of our country's military preparedness is in the hands of congressmen who have never worn a uniform and 2) That officers will continue to be promoted via a system which openly discriminates against white males. Congressionally mandated copma guidelines REQUIRE the Army to discrimmate against white males, ie: each of the five recognized minorities must be at or above the promo rate for the population, if any are under the board revotes, if all five minority populations are at or above population rate, results stand EVEN if white males are below the population ave. Equal opportunity? Not for white males. Why not make white males a 6th group, only then would we have equality.

0020018 The current uncertainty of steady employment is having a devastating affect on soldier & family morale & readiness. Units cannot concentrate on training for war with budget & personnel fluctuations. I see many quality soldiers of all ranks setting out because of the uncertainty of the future Army. If the Army leadership does not set a firm plan for the future of the Army approved soon, we will have a hollow Army which will only be able to attract and retain lower quality people.

0020021 I think the current rating system for officers does not work. I have seen several good lieutenants kicked out because they happen to have had a rotten boss, whitle the rotten boss gets to stay in because of "years in service." The system is broken. I have

no doubt the Army will lose some if it's best officers in the next few years who will get out while they can still get a decent civilian job with a chance of promotion.

0020024 Question 49 - The reason the response seems so negative is not that these sources are actually unreliable, but rather that the stories seem to change every day. I'd rather see less info but factual decision. It's kind of like the "enquirer" now.

0020026 Pending RIF's have influenced my decision to leave the Army, however, here are some of the other reasons: Socialistic pay scales and promotion opportunities (ie: no rewards for meritorius service except paperwork - we want money and promotions, not arcoms and MSM's!) Insensitive and inequitable reassignment system. Poor leadership from senior officers and NCO's - what happened to selfless service and "the buck stops here"? MOST I see is self-serving bureaucrats who can lead troops.

0020031 I grew up in the Army, and I remember my fathers discription of the 70's RIF. He saw an atmosphere of dog eat dog develope. He said officers developed attitudes of making others look bad so that they could look good. I fully agree with creating a smaller, better trained and equiped Army, but I forsee rampant axe dropping and disorganization in trying to pacify the calls for massive budget cuts.

0020035 Give information out as early as possible. The standards for early release should be clear cut "one time look". This will limit effect on morale and provide a go/nogo to the soldier for their planning.

0020037 Thorough interview workshops are needed for most soldiers transitioning to the civilian workforce.

0020039 Reductions should be accomplished by methodology similar to SERB. OML (by board action) the targeted population and then "select out" from the bottom of OML.

0020040 #90 Information on converting from active to reserve or nat'l guard.

0020041 90. Job training.

0020043 My greatest concern is the lack of certainty of my future and what I feel are inadequate attempts by the Army to help me transition should it become necessary. As much as I with to stay in the Army, I am not comforted by the thought that I will not be told the results of the Sept CPTS board until Christman time, and if I am a non-selectee be given 30-90 days to seperate with little or no assistance from the military. It makes me wonder how interested the service really is in helping me and other soldiers.

0020050 Question 69 , pg 12 - It is very difficult for soldiers in the field to feel certain about what will happen in the future when: 1. There is public desagreement between Sec Army and SACEUR asto the size of the future Army and how that size will occur. 2. When 7 months ago, ACOS for personnel tells us in and ARMY TIMES interview - "there will be no 'RIF'". Six months later, we'retold there will be a RIF.

0020051 Reference questions 50-54. Current information on force reductions is all speculation/proposals on the exact nature of cuts. Soldiers are basically being inundated with possible proposals and areas to be effected. No firm information is availbale, thus I give very little reliabiltiy to sources in question 51. It is also hard to measure how/where the Army will cut and the qualityof soldiers remaining on active duty, unless the Army cross-trains and re-educates the force. Reference question 90 - outplacement services (helping soldiers find job-until they are actuallyhired).

0020054 I work in the Pentagon and I have much information on force structure decisions under consideration; however, there is no feed back on potential imacts such as how many officers will be reduced, change to SERB procedures or tour lengths. I am in a vulneralbe position from the perspective that I wish to remain in my current assignment for 2 more years - a total of 4 years. But, at this point I cannot engage in any career planning due to the uncertainty fo force structure cuts. Colonels' division of PERSCOM cannot plan and will not make any commitments. So I and many other officers are in limbo. I would be appreciative of any information, which is factual, regarding my future or, at least, what the potential is for future assignemts, retentions and stabilization.

0020056 Morale of Soviet FAOs in the capital area is low. Many of the most capable officers are leaving the Army at twenty or after their first pass over for 06. I felt I used to be competitive before I became a FAO. After 4 1/2 years in school and 2-3 years at DIA I feel I have less than 1-3 chance to be promoted to O5. My goal is twenty years.

0020057 I am in the nurse corps which I feel differs from other branches a bit. I see my civilian peers making 2-3 times what I am and it is a little discouraging. They also have much better hours and seem to have more satisfaction in their careers. They do not all have the benefits & education opportunities, however and this is why I am torn about whether to stay or leave. I see a great deal of displeasure with the Nurse Corps by my peers (military). Something needs to be done to improve retention.

0020058 A class will be required to assist the soldier involved in a RIF in understaning and accepting/working through feelings of despair and low self-esteem. This is a critical area if the person is going to be able to transition to another job, economic position, to include a reduced position for levels of responsibility.

0020062 #90 also 5

0020065 I always intended to stay until I was permoted to LTC or Col. However, I have been in the Major's promotion list for 17 months & expect (with luck) to be promoted after a 24 month wait. Whenl pin it on I will have 13 yrs active duty svc. My brother-in-law waited 27 mo to pin on LTC. The rewards are coming too late. I have been assigned to a Major's position for 3 1/2 years. I'mpaid as a Captain. Officer morale where I work is the lowest I have ever seen. We need some positive reinforcement. This is why I would not recommend an Army career to a young person, especially a college grad.

0020066 I am a RA Captain, USMA graduate, annd I believe the Army is a great organization. I however have decided to leave active duty after 5 1/2 years. Primarily to pursue a career as an airline pilot. One of the reasons for leaving however is that job satisfaction is quite low - staff officer work is dull and boring and being a commander only lasts 2 years. I plan on continuing in the National Guard and hope to command soon.

0020067 I would like to say that if the military has to downsize, let it happen gradually, not all at once. The amount of debt this country is in didn't happen all at once and neither will the solution. The Military affects all facets of our economy from the popcorn mater to the big defense contractors. With the Military downsizing business will be closing, layoff or firing their employees. This in turn creates a bity melting pot of military and civilian unemployed personnel. Again, I will say let it be gradual reduction in forces, instead of quick fix solution, which in turn creates another problem.

0020068 69- So far we haven't discussed Army married couples program. My wife is an officer also, and I'm very concerned that cuts will reduce the Army's flexibility in seeing to joint assignments for us. 90- "Headhunter" agencies for ex-junior officers.

0020071 It is my opinion, that given the current situation to "draw down" our Army, voluntary separation w/separation pay he be mandated first & foremost. Phase II would cover involuntary separation, and finally phase III, the same procedure for transition to the civilian world. Whether that soldier is voluntary or involuntary separated. This transition must extensively assist that soldier.

0020072 1. Get more information out to the field so that we know DA & Congressional intent about reducing the force. We need timely & accurate info - right now we're operating in a vacuum. 2. Instead of worrying about protecting Majors with more than 15 yrs, worry about everyone who's gone "over the hump" (10 yrs or more) & already made a commitment to an Army career.

0020073 I have found my Army experience to be personally and professionally frustrating. I am overworked, and paid little in relation to my civilian counterparts for what I do. However, the aggravation, rather than pay is the deciding factor in my leaving. I cannot do important research; the CRNA's are not answerable to the MD's; and we are not a separate department. I might extend for 3 months to collect another years worth of bonuses. I plan to go to graduate school after leaving the Army.

0020077 I am mostley concerned about the fully-funded graduate education programs because few Army posts are located close enough to a major university where those of us with engineering backgroundscan attend part time. Further, many graduate-level engineering degrees (esp mine, software engineering) can not be done part time. Further, utilization tours for this education is a concern.The Army definitely acknowledges the need for hi-tech qualified individuals but has not shown that it can keep them in. Way too many are getting out to higher-paying jobs or to fully-funded grad school via a corporation.

0020078 The tolerance for average performance is virtually nil! I am being reviewed for a DA Active board presently. It came as a shock, my entire life (career, location, fortune, etc) hangs in the balance. With only 90 days between notification and separation, I have had to sell my house and sever all permanence in order to be able to vacate in just 90 days. It is NOT FAIR to me (incredible stress), my family (can I feed and shelter my children), my unit (do they get a chance to find another ops officer to overlap or will they be left hanging?) I have devoted my entire being to the Army for the last 12 years out of pure patriotism, nothing more. For me to suddenly have the DAADB, possible RIF, non-selection and other career stop thrust upon me is an insult. I can't help but be somewhat emotional over these issues because I have done my best to accomplish my mission. Usually to my personel detriment. The Senior rater has too much influence over therated officers future. I am a trained Civil Affairs Officer. There are some 400 requirements for CA officers (active duty) less than 100 have been school trained. It is very important that branch and FUNCTIONAL AREA be considered in the "builddown." I am as good a CA operator as I was a mediocre artilleryman. Officers MUST be allowed the opportunity to single track in their functional area (especially FA39) to maintain the right people in the right place. Can I be GUARANTEEd a place in a Reserve Comonent Unit commensurate with by branch or FA? Will I be allowed to serve until retirement? Will there be commands available to "check the blocks" (not so on active duty)? Have I given my all for 12 yrs receive $15,000.00 severance pay (before taxes) and a free ride home? If it happens, I have no choice but to maintain my professionalism, try to find a new career, and be proud to have SERVED my country (not worked for college benefits, etc) but I can't help but feel betrayed by those I have protected. Is there a fair method? I will stay as long as the Army will keep me, as I have planned since day one of ROTC.

0020081 You need to consider the opinons of dual service/married couples.

0020084 You told the world you are going to drastically cut back troop numbers. You did not have information on a plan in place before this happened. Now you have everyone scared in overseas housingareas which are very dense in population anyway. This has lead to a gross upsurge in spouse & child abuse, alcoholics going underground, racial tensions between minorities and social abuse of officers wives and children. You blew it you (profanity) and alot of women and children are getting hurt, some dying! Also as a Radiologist institutionalized in "socialized medicine" U S Army style, the only place for civilian employment where I would be comfortable & suceed would be outside of the United States. I have been in the Army through 5 presidents and this is definitely the worst display of leadership and planning I have witnessed. Sorry but true.

0020088 I am surprised that you didn't ask for basic branch/functional area data despite the branch-satisfaction-type questions. Also affects feelings about branch ceilings in light of scaled-down Army requirements. This was definitely the most thought provoking survey I've taken in the Army. I was glad to have the opportunity to participate.

0020093 Retirement eligibility is the most important issue to me. 20 years is long enough to suffer the hardships of military servie. I will retire as soon as I am eligilbe because I have aspirations to start a business and make money to better provide for my family. You certainly can't get wealthy in the military. If I could retire at 20 years with 2 years time-in-grade, I would. But it has little to do with the force reductions the Army is facing over the next 5 years. I've done "duty, honor & country" and now it's time to do FAMILY!!!

0020100 As a medial field professional (&hysical Therapist) the Army at present does not come close to competing with the civilian market in terms of job satisfaction, resources available or FINANCIAL.

0020106 I have been extremely disappointed with the Army's failure to keep up pay raises with the civilian sector. Since I've entered active duty my civilian counter-part has surpassed my salary by 13%. I cannot even keep up with the rate of inflation. Benefits in the Army are also not as good as I expected. I do not encourage young men to make the military a career and do not believe I would have chosen a military career 10 years ago knowing what I do now. To put up with all the hardships and family seperation, and be treated this way leaves a very sour taste in my mouth.

0020107 I think force reduction jepardize national sucurity. A well thought out, well executed plan over five or more years will enable to Army to maintain a combat ready level of readiness. If Congress is serious about balancing the budget (no deficit beyond FY93), manpower reduction can contribute to the cause. however, high unemployment will ONLY increase the social programs. The bottom line is we need to increase TAXES across the board to balance the budget.

0020110 I am a year group 79 officer selected below the zone for Maj, have already attended CGSC and am currently in SAMS (AMSP). I therefore feel my career opportunities in the Army are quite secure, thus my answers reflect this.

0020111 Ref Q69 The present selection system over emphasizes the responsibility of the individual to impact his own career. The responsibility of senior officers to identify weaker officers through the OER and direct counseling must improve in order to preserve the integrity and proficiency of the Army. The strength of the Army is not just individual capability but the teamwork of the individuals and effective teamwork is not an accident but a result of sound leadership.

0020112 I am currently in CAS3 FT Leavenworth class 90-8. I will be at the phone #'s below begining on 24 Aug.

0020113 #90. A cost free resume service. MAC space A in Cat 1 or 2A for limited time period for job search/relocation.

0020114 We need to be careful that in an effort to quickly reduce our forces that we don't also force high-quality, top notch officers/unlisted to leave as well because of all the uncertainity. We should look at reducing the number of Majors on active duty who will not be selected for promotion. These long waiting lists for promotion to Major ultimately result in lower morale and are counterproductive. Why don't we encourage frocking of officers as an incentive if they are working at the next higher grade? If we are trying to reduce we also need to explore the possibility of medical/dental benefits for those soldiers involuntarily separated.

0020117 Severance pay proposals published in recent Army Times could be further enhanced with proferential tax treatment of severance pay (no fed or state taxes). The best officers should be retained and promoted. RIF's and passovers should be used if necessary, with greater emphasis on severance packages (pay, training, health).

0020119 Some questions measure with similiar relationships in answers. Some questions are also based unfairly to trace an origin. ie: living standards and wage as a whole. I think some questions are difficult to answer with total assurance.

0020120 It is becoming very clear that a lot of good soldiers and their families are about to become the victims of the cold war amistice. Good soldiers and officers are beginning to realize that if they are smart, they will get out now aheaad of the curve. We have also hit a period where any mistake on the part of a Senior rates may directly affect the lives of his Officers. Mistake, because

many LTC's don't understand their profiles and what a 3 block does to an above average 1LT or Junior Capt. I am not convinced that the Army will manage the transition well and it will take Congressional intervention to force the Army and the government to place the costly personnel programs in place to cushion the blow. Thankfully we have people line & sev McCain and others. I am also concerned about the information concerning the future cuts makes its way to the field. Right now I'd have to say I only trust the Army Times.

0020121 I am committed to serving in the United States Army, and I am willing to do anything I can to make this country stable and strong. Even if I get involuntarily seperated I will not ease in this determination. All officers should work for their promotions, and if they fail to perform, they should be seperated. The country and taxpayers deserve the best.

0020123 I feel that there are alot of soldiers on active duty that really don't like the military. These soldiers should be released ASAP along with the lower performance soldiers. I feel the amount of reduction from that would protect the soldiers who deserve and want to serve in the military.

0020125 The Army selection & promotion systems is very fair; however, the raters means (personalities) and fairness for placement in his/her rating profile is not fair. One's true job performance, proficiency, merits, loyalty, dedication and fully met objectives are not weighed equally. Job stress in many cases are not considered. The OER can be re-looked to be aligned similar to the NCOER for fairness.

0020127 Ther perception amongst many co grade officers is that field grade others are increasing their allocation #'s at the expense of co grade slots. We already have enough General's and Colonels. If there is reduction, that's where it needs to come from. They've done their 20 yrs, ..rved honorably, now make room for the advancement of company grade others to do the job.

0020130 #90 Personallity & desire.

0020131 Partial retirement for those w/over 10 yrs service. SM's that are planned for RIF should be notified 1 yr out.

0020136 Need to visit places like Ft RUcker which have a high prpulation of Captains who are very concerned about all the changes. Recommend sitting down w/ a group of Officers and enlisted soldiers and discuss some of these issues. Face to face feed back is the best.

0020137 I have recently read in a soldiers magazine that one of the plans being kicked around is to keep Cpt's around until they are passed over twice & then send them on their way. This to me is a waste of my time. If you/they plan on cutting people out, please do, but don't keep good soldiers hanging, not knowing from day to day whats going to happen. This is sheer lack of leadership.

0020138 Q11. With guys like (name) in the assignements branch there is no telling what kind of an assignment you'll get. I love the Army-(name) isn't the kin dof guy who deserves to be in it.

0020140 I am a general surgeon in the MC. I am tired of: 1. Insufficent funds/equipment. 2. Unsifficient personell. 3. Obligated off duty time to tasks deemed necessary by DOD or NSC or hospital commander without a "thank you" or training soldier reimbursement. 4. Insufficient chance to direct what best for the patient and the hospitals reputation. I must say, the people I work with, are by and large excellent men & women.

0020144 Currently part of study group taken from unified command headquarters. Had I not recieved and advanced degree in OR/SA at Army expense, I would be far less certain and much more concerned about my future at this point.

0020146 69 Other: I strongly dislike the way people abuse rank and power, and humiliate others. A servicemember is often striped of his dignity & self respect. Granted, I know the importance of discipline, and timely & just admonishment. However, I am talking about outright abuse of power & position and humiliation to the point of destruction of GOOD servicemembers. Some of us chose to be servicemembers for reasons of pride and patriotism. (not pay nor benefits). Abuse & humiliation is a sorry way to repay America's volunteers!!

0020149 The only "ceilings" for promotion and schooling selection boards address those set for branches and functional areas. What about the "floors" that are set for minorities? I know I'm wasting lead writing this because no one seems to have the guts to stand up and support a selection process based on MERIT alone. "Affirmative action" equals "reverse descrimination" for the white, protestant, male.

0020151 Help in home purchase & sale on PCS (concern on equity loss).

0020153 I would prefer that ceilings be evaluated by the private sector too! We need to recruit nurses and maintain those on active duty.

0020159 That with the rapid cut back on units; the amount of time soldiers are inactive because of reduced training funds or because of equipment turn-ins is getting larger & larger this is killing morale.

0020160 I feel that many of the issues raised in this survey are out of the hands of DA. National politics, the federal deficit and internal (DOD rivalry will drive this train9 I do , however, appreciate your efforts to get feedback/input from the field as you try to cope down sizing issued. I feel that a significant increase in base pay will do a lot to help retention and early retirement.

0020161 I strongly believe that the Army leadership is doing all it can to protect us. However, I also strongly feel that the congress will ignore the majority of Army proposals for maintaining a strong, well-trained Army in their drive to save money, and reduce the defense budget. This is what concerns me the most.

0020162 Comment question #90 - Networking through fraternal, professional, or civic organizations. Expension of the field/senior grade secondary zones of promotion/command consideration needs a critical relook. While it is true that "youth must be served," wisdom and seasoning are requisites for visionary leadership at senior command & staff positions.

0020164 My comment is this: I am totally devoted to the Army. I love my job, I love the Army and I want to stay in it forever. However, my biggest fear is the promotion board to Major. I go up in Oct 1994. The prediction in only a 50% selection rate. I want to stay in but if I don't make the board, my family and I will be out in the cold with no retirement and no job. That scares the hell out of me.

0020166 An Army officer is judged by what assignments he or she has had. The fact that an officer doe not always control his or her assignments is not considered. Nominative assignments are for the most part mandatory but they shure as (profanity) don't help you. Boards look at this time as beign "away from troops." Ref question 110, sure this will save money, but if your in an assignment "away from troop" it will destroy your career.

0020167 Do not RIF. Reduce by taking in less LT's and separate all over 20 years service.

0020169 Strongly suggest that the Army consider "career Cpt/Maj" ie: Cpt's for 20 years & Maj's for 30 years. This has merit when we consider CW4s are allowed to stay on active duty for 30 years (and beyond). Based on the needs of the service. There are many highly qualified Maj/Cpt's that would reamin on active duty beyond the 20 year retirement point without promotion.

0020170 2 things: 1. The Army currently expects (if one can anticipate longivity) that officers devote long hours- often (as evidenced by divorce rates) at great expense to home & family life & commitents. 2. There is a strong competitivness in the Army, this, in moderation, encourages quality work. The potential for RIF actions every 2 yrs (or worse every yr) would create such insecurity & such intense competition that Army service could become unbearable sessful. This insecurity could lower cooperation & lower the true quality of the corps. Under these circumstances & with the strong potential for lower #'s to further up time demands. The costs would outweigh the benefits of service & I would get out. This in spite of great devotion to Army service. Even service members need to feel it's okay to give priority ocasionally to the needs of their personal lives-emotional health requires this.

0020172 Personnal reduction rumors and rampant which causes considerable concern. A lack of official information as to what will become of our Army, what it will look like and what it will be expected to accompligh in the mid 1990's gives way to speculation in the field. This has a negative impact particularly on junior NCO's and officers who are at a critical juntion in their careers.

0020178 Some of my answers as to concerns if released may be different than many because my husband is also active duty & I would not expect him to be riffed or released, even if I was (he is RA-I am OTRA). I really feel it would be detrimental to slow down promotions more than they already are because by doing so many of the good people the Army NEEDS will go excell somewhere in the civilian world. The focus should be on separting those officers who do no perform well. "Having the right" jobs should also not necessarily be a determining factor-performance is the key.

0020183 69. Decreasing health and other benefits; cost of living adjustments.

0020184 i have requested early release with the understanding of accepting and appointment in the reserves. My classmates have been released without any obligation for recoupment. I, too, would like this opportunity, please. I have several opportunities pending in the civilian sector.

0020186 Unfortunately, the talk which comes out of DOD, HQDA, and the Flag Officer Hqs does not square with your actions. (name) says PEOPLE come first-but the defense budget stresses hardware. In this environment, the Army will lose-as we have no "glamour" hardware (B2 Bombers or Nuclear subs). I fear we are headed willy nilly into a massive rif that will gut the Army of quality soldiers while keeping "pretty boy" types. It is clear to every soldier that when flag officers and CSMs talk about keeping "the best"; they don't mean job performance, but height/weight & pt score. I respectfully submit that our nation is NOT best served by canidates for a beauty contest. Next, I find it positively bewildering that our Army (and the other services) are soon to be smaller than the pre-WWII Army-yet we have more Flag officers and headquarters than we had at the peak of our might in 1944/45! Let us reduce

that wasteful overhead before we gut our fighting strength! (name) and (name) realize the general is in no danger. This lowers their morale even further. i am a third generation infantryman, a second generation career officer, and serve my nation out of love and devotion. My nation called me to serve her in the ice of the cold war. We won. But there is no joy in victory if my service is reduced to the debris of history and I am tossed aside because it is convienent & politic. In 1945, you ASKED my Father to stay. His commitment was the duration plus six months. He had a civilian life to return to but he stayed...for Korea...for Vietnam...for the Dominican republic...for Vietnam again. I signed up in PEACE. I VOLUNTEERED to live a life of sacrifice. I am a professional soldier. Don't devalue that. Live up to your commitment as I have to mine.

0020190 I know a lot of officers that would leave the service if it was financially feasible. ie: sevarance pay.

0020192 I feel the officer evaluation system is extremely inflated and an unreliable system to judghe potential. The system should move toward the NCO system and more time should be alloted on the various boards to study an officers records. I feel more information is needed on the projected cuts taking place in the current and future (1 yr) boards. This information is crutial for those who could be cut by a board and need to start looking for a job.

0020193 Had some problems answering some questions. #5. Didn't make sense. #27. Just completed obligation. #31. Overseas travel not a major concern. #42. Recently activated unit (1 yr old). #68. Would answer a true but a & c are two part, contradictory statement. #70. Remarried ex-wife. #74. Income would end if not employed at next PCS station (60 days). #110. Good cost measure, bad readiness/musle measure. #111. Don't think ANYONE should be "locked" in for retirement. Voluntary early retirement should be at a modified rate.

0020195 90. Administrative, financial, management, & legal aspects of self employment, running & operating a small business.

0020197 Tours should be stabilized for at LEAST 5 years - especially if the soldier enjoys their assignment.

0020199 Remember that my promotion and school selection opportunities are based on performance and assignment history. Question Have i had control over my assignments to the extent that my assignment history can be used a discriminator in promotion and school selection? State the rules up front and make company grade assignments based on a lottery system!

0020201 90. Interview training - the best way to present yourself. I am a dental officer so some of my concerns are not the same as other soldiers. I have a profession I can easily use in the civilian market place. I am in the Army by choice if I had invested 17 years into building a private practice instead my families standard of living and quality of life would probably be better ie: schools but hteir experiences of life would not be a good and certainly not as varied.

0020202 #19: MBTI (Myers Briggs Type luciator) The Army does not need a new bureaucracy to arrange "build down"! Use the ACS, Ed Ctr, etc. Make the existing bureaucracy work during the pd of transition.

0020205 #90 Interviewing skills.

0020206 Be honest. When we are told that the "good" soldiers will stay in & only the marginal performers will go, we know we are being lied to. We have all been "promoted" & had "good" OER's so we are all "good" soldiers. Tell it like it is so that we have the truth, & can then make our own evaluation.

0020209 I would be willing to seperate tomorrow if the seperation pay was high enough (ie: $10,000 or more). I feel 2hve lost groung with my civilian peers in its workforce. I would be interested in staying 20 ears only if I knew I would be promoted and there was more job security. When I joined I fully expected to retire - now that looks unlikely. I make only half of what I would as a civilian but I thought I had job security. Now I don't even have that.

0020210 Tere is always room for the outstanding performer. The non-performer will quickly identified and released from AD. It is the middle of the road officers that have the most to worry about. It is also the junior enlisted soldiers who are unsure about the future. Decisions which impact on the middle of the road officers and junior enlisted must be made quickly and publized. (name) hurts morale.

0020211 Promotion is not just a pay raise. Pin on new rank upon selection if you are filling a slot in that grade. If you can't pay me a least give me the rank necessary to accomplish my job.

0020215 1. Allow automatic "frocking" (pinning on next rank without pay raise) after officers have been on a promotion list 1 year, and /or 2. Select only the number of officers, per list, who will actually be promoted in 1 years time. (push to amend DOPMA as necessary). Backed-up promotion lists are demoralizing.

0020216 I find it bitterly frustrating that I need to worry about keeping my job despite serving well in combat and other assignments. I have always been above center mass, usually "1" blocked, on myOER's yet I'm at risk. I am an "RA" officer with a phd in a shortage

branch (MI), yet I have to worry about my future???? I don't feel confident that the Army will use a RIF wisely. Why can't we weed out the non-performers??

0020218 I like the military way of life, the committment, the esprit de corps. I cannot understand why my fellow officers do not plan to stay in. These same officers graduated from West Point, went to Airborne, Air Assault & Ranger Schools. Unfortunately, they took all the slots allocated for my year group. There MUST be some way to screen personnel selected for schools/promotion to those officers that are CAREER soldiers. My team during the advance counse was composed of 7 West Point graduates, all of which plan to leave the military as soon as possible.

0020219 There is a high level of anxiety in the officers corps. Many quality officers are asking to take the civilian employment because of the significant uncertainty about the viability of a miltary career given the valatile debate about force structure. Quality is walking, makeing me wonder whether I would enjoy my Army career as much even if I could stay on active duty. The promotion system contraversy in my branch onl adds to the sense of uncertainty and lack of control over one's career.

0020220 #23 Army policy seems to be that this will forever be a secret, ESPECIALLY to the soldier concerned. Benefits have so rapidly deteriorated, and pay falling behind that few can afford to stay on.

0020225 Post facilities are not capable of handling RIF. Army does not prepare officers/soldiers for involuntary release as civilian corporations do this.

0020230 #94. Move to any state (except New England and mid-Atlantic states) or to foreign country where I could find acceptable employment. Greatest fear is that soldiers invest 8-16 years in Army, then get the boot. Soldier loses retirement opportunity, is "too old" to change careers, and has loss of income at critical time in his family's life. This is #1 reason why LT's/CPT's are resigning at 4-6 year marks.

0020235 I feel that the selection procedures for RIF's be made public knowledge prior to it happening.

0020240 Databases of job vacancies and employees interested in hiring veterans would be very helpful along with seperation pay.

0020241 One of the things that gives soldiers a bad attitude is that the Army seems to change policies at will. Extending the TIG to 2 years for 2LTs, delaying the Captain and now Majors boards inventing the retention boards all seem to have been invented to suit the Army. To the field there has always been an unspoken agreement that the personnel policies in effect when you joined would remain in effect until you separated. Now it seems we just wait for the next change to be announced. Also, I do not like the extended pin-on time for promotions. If the Army thinks you are good enough for promotion and you are serving in the next higher grade job, then you ought to be promoted.

0020243 Probably the most significant impact on my life has been the loss, or sense of loss, in job security that I once enjoyed, had looked forward too and felt strongly I had earned upon promotion to Major. I am a patriot, enjoy the Army because of the sense of service to country and feel I contributed in the cold war. Now, I fret over career, job and retirement like some beaten wimp.

0020246 Benefits have continued to erode over the past ten years. Concern reamins that the truly good people will flock to the civilian market to beat the rush. This is extremely important to us all and is obviously not able to be addressed by issuing "leather jackets". Careers are at stake and the airlines don't want to higher a Cobra pilot. The majority of Army officers are professional soldiers first.

0020250 I am a training with industry student stationed at Honeywell Inc. Please look carefully at my answers to insure that I don't skew you data some answers (such as chain of command info) would be a cause for concern normally, but is perfectly fine for a person in my position. My unit is Honeywell Inc. Some people sacrifice their lives for there country. Some people just sacrifice their jobs. When all is said and done, it is a soldiers job to sacrifice-no matter how inglorius it may be.

0020251 60. The Army has already let my benefits and retirement be cut. 61. Reduced money to due good live fire training is already a problem. Class I money shortages due to Army mismanagement causes problems when you try to do dismounted inf. patrols with bag lunches because the issuance of MRE's has been restricted.65a. This is due to my S-3's "cover his own (profanity)" and blame everybody else when some thing is wrong. The overall change to politics bring top concern and not performance. 111a. If a major is a poor performers we need to get rid of them.

0020252 Several 1LT were involuntary released from the Army based on June's Lt retention board. The young officers were given 90 days to leave the Army, none are eligable for separation pay. Both offices are married with children. Absolutely no provision has been made to assist the two soldeirs and their family, which is also worsened by the fact that they are separated overseas. No employment programs, (no nothing) has been set up to assist soldier to lessen the impact of such a termatic event.

0020255 PCSing this month. Servey was forwarded from old unit-therefore returned late. Would like to help with this effort! Suggest someone relook Viet Nam era programs (eg: project transition). Someone remind congress that accruing the "peace dividend" through personnel cuts may be both strategically & fiscally foolish leaving the country vulneable and public assistance rolls swelled.

0020257 Cmt question #90 - DA sponsored job fairs in regional areas throughout conus and oconus. Potential employers of former military members would be invited.

0020258 #40. Senior raters profile was restarted prior to my rating. My rating was the first under this restarted profile. #90. Seminar on transitioning from military to civilian life.

0020261 Many questions assume I am planning to stay in for 20 years, When I already indiciated I am undecided. My units readiness and morale is effected due to our Bde's inactivization.

0020262 An option not considered in your salary: Early retirement with decreased pay but full benefits for majors with at least 12 years of service. Since retirement pay for us is 2.5% per year of service, I would consider a straightline declining pay scale with full benefits a viable retirement option instead of separation pay.

0020264 The Army must sensitize all of its members that there is life after the Army. Help them translate military jobs into civilian equivalents. Do a better job of convincing civilian employees that the Army truly does turn out some very good people. Many soldiers, myslef included, believe that most commanders at ALL LEVELS above company/battery/troop are not necessarily in these highly sought positions because they are the best. Rather they are either what is left over or are those who are politically well connected. You must get BRANCH QUALIFIED officers with leadership qualities.

0020268 I may need less job search/skills assistance than the average officer due to having a professional career to return to. DA needs to consider permitting "head hunters" onto installations ie: as is done at colleges, and also corporate recruiters. Current position requires 35-40 wks tdy/year.

0020271 I feel serious thought should be given to early retirement, ie: 2% reduction for every year under 20 up to 5 years. you could probably get many individuals agreeing to early outs.

0020273 90. How to research a job. Personal testing and jb fit. Self marketing. Clothing.

0020277 #90. It's a combination of all the tools in question 88 along with individual initative and confidence. Without these two personal traits all the training in the world is without merit.

0020280 Planning and decision making at this time is difficult at best due to the fluctating information. At this time no one really has any certain information. The higher level decision makers, primarily in Congress, are dragging so many issues out, without decisions, that uncertainty reigns.

0020282 Most reasons I have for getting out are NOT related to current cuts being discussed, although they do make me less likely to stay in.

0020285 I understand that a cut must be made in the strenghts of the US Army. The best soldiers must be kept in the Army. It will be a very tough but, rewarding job to size down and strenghten the Army. The best overall soldeirs and officers must be kept.

0020286 I have a realitve level at confidence that Army leaders can reduce the force with a sound plan and with good strategy for future force structure requiremtns. I am not confident that the Congress will allow us to execute those plans. The record is clear political action has always messed up reduction in force actions.

0020291 Reduce time in grade from 3 to 1 yr. Protect those with 15 or more years. Allow soldiers to remain in an assignment for longer periods 5-6 or more years.

0020295 Senior Army personnel need to be more concerned about individual soldiers job satisfaction in order to retain high quality personnel.

0020298 The army promotion system stinks. The renown "90 second" look at a personnel file does not do justice to the officer. This important procedure is taken to lightly. Let each branch hold its own promotion obard. My OER commens have to be in combat arms lingo to the combat arms board members can understand it. This doesn't accurately reflect my contributions to the Army. Good officers have suffered from this.

0020299 I am a 1st Lientant who was not selected for retention in the Regular Army. The main complaint I have is that I'm not getting any seperation pay. It would be extremely useful at this time because of the costs of starting a civilian career. I don't understand why I'm not getting seperation pay if I'm entitled to it.

0020301 Married to SM in same mos. Retention on active duty depends more on co-assignment (family unity) and promotion than any RIF. Civilian job market is wide open for this mos (66f)- There is no dependence on the Army for long term financial security (retirement) although attaining retirement is preferred. If reduction in force means separated tours, we WILL NOT STAY and may even welcome a RIF. Insofar as the Army meets our needs, we will stay, period, in as much as patriotic duty and obligations have been fullfilled. Dedication to duty can only occur when basic family requirements are taken care of.

0020302 In section IV, you did not address the dual-military family issue. My husband & I are both active duty military, & that has a significant impact on all of our decisions/attitudes.

0020303 Ref 66 my job sches. Who are we kidding. Congress drives all changes and we will go along with whatever they say. "Yes Sir three bags full."

0020304 Many soldiers feel unsecure & uninformed (officer & enwsted). Numerous families feel iiolated & distrustfull. The soldier quality of "commitment" is seen as out the window (FM 100-1, "The Army". There is a compounding problem of credibility for those currently on active duty because of retiree benefits (Cola, Champus, etc) not comming to perceived frution. Look at history (gosh someone listen) and place a conventional threat scenario with it that requires mobilization. There are very interesting POTENTIAL RESPONSES for (from) year groups 1967-1973. It's complex but the data is there. The potential exists for a "gap" in force structure during mobilization to meet an unannticipated treat. The tree year TIG rqmt. SHould be changed to two years TIG for all. This is in the best interest of the organization (army), while maintaining crediability with service members. Also our senior enlisted & jr enlisted must not be given the message of "no body cares." Money is a reality of NFE & its style. But money is not why people are in the military they are insulted if seperated and given money.

0020307 Am convinced Army leadership on track with reductions but not confident that Congress understands nor cares about making logical progress versus "salami slice" cuts.

0020321 I personally would like to see a separate RIF action. I work for a passed over Capt. while he is glad the next promotion board is being postponed, I'm anxiously waiting to get the opportunity to be selected. The OER & NCOER are good tools for a RIF, however it must be realized that many people can't look another person in the eye and give them an unsatisfactory rating. I was told by my rater to be "subtle" and let the "system" take care of low performers.

0020324 Job fairs for different managerial positions.

0020327 Question 90. Yes for soldiers that have exceptional family memebers or children in college. As a LTC coming out of command this questionaire provocked seperate thought; personal concerns: opp ortunities to lead soldiers again will decrease. Promotions will slow down (I have just finished the best LTC job in the Army - Sqda Cdr). Concerns for soldiers: Main concern of theirs is $'s. Must always give them the opportunity to do what they joined the Army to do. (opportunity VERSUS desire of others). If being forced out after 8-14 years-marketable skills. Loss of patriotic spitit resulting from leaving the Army bitter because we did not do all we could to help them. Branch bias: do we accept the best force throughout the Army and retrain if need on eg get rid of 40% armor branch no rather how good some of these soldiers are. Job training for wives who may now have to go to work. I change command 29 June and will be in VA on 2 July. Please call if you need additional assistance. I love soldiers.

0020328 Apprehension of the unknown is the soldiers greatest concern today. Get accurate facts to the field as soon as possible - the rumors are ranrant today and will be detremental to readiness if decisions aren't forthcoming soon - our soldiers are bright but want solid facts so they can make career decfisions. Do not mislead with clickes that say "all good solders have a future". Not true-many good soldiers must leave the service if we go to 500-500k.

0020335 I am very happy with my military experience However, the fact that officers in non-stressful TDA assignments will be promoted at the same time as me is frustrating. These troopers have the opportunities to seek higher levels of education in both military and civilian education which increases their competitiveness. They ought to be TOE where the rubber meets the road.

0020336 Our Army, the one most of us believe in, doesn't exist anymore. Our decisions and ways of doing business are totally out of control and have no credit to the Jr Officers in the field. Further DA has no idea what it's doing and every dictorate provides a different answer to current policy. Ask those of us who have been recently told they WILL ETS. Someone needs to talk seriously to the young LT's who did not get retrained.

0020339 I believe this particualr survey asked some very pertinant questions.

0020340 One of my biggest concerns in the Army right now is affirmative action/quota system. It's a well known fact that promotion obards must take some many minorities for promotion purposes. As far as I'm concerned, it's a crime and an injustice to many well-deserving opfficers. You should select the best, and the Army does not. This is where I've lost faith. Too bad I'm not a black female, my future would be secure.

0020347 I feel that the current retention board/RIF for lieutenants doesn't take into account the full potential & qualifications of the person. A letter from the Commander or something else should be required for the board instead of just OER's. Some people receive incorrect ratings and the board would never know that otherwise.

0020350 Use CAS3 as a RIF option. This is the ONLY officer course that brings ALL Captains together. Due to inconsistent or poor branch management some branches are illpositioned in the DOPMA scheme. I saw some real "losers" that were "top block" in their branch yet below com in the Army whole. CAS3 would be a standard ruler to evaluate against instead of inflated OER's or boards.

0020356 #69 I was a non select for active duty.

0020357 I am a dentist with specialty training and can probably find a good job. I stay in the Army because I like the travel, not because of the decreased military pay. I had planned in a 20 year career (I will have 12 years in Oct. & will make LTC). I have very good OER's, punched all the necessary dental corps tickets, taken command & general staff college, but I am not sure I can mak0-6 with downsizing the dental corp although I have done all the corps said is necessary for 0-6. Should I wait another 6 yrs? ((OR LEAVE TODAY))!!!

0020358 I received the follow up letter three days prior to the survey. There was not sufficient turnaround time allowed for those membes who are serving overseas. We often experience mail delays up to eight days (one way) depending on the mail origin. Complete address is a must.

0020361 What soldiers need is concrete information. However painful upcoming decisions maybe, make them and publish them - quickly and clearly. Uncertainly is a sure morlae killer.

0020362 Q69. Family considerations: My wife and I grew up in one town, and we are undecided if we wish to move our children or settle down so they have a hometown to associate with.

0020366 Impact of overseas trav el opportunities as an influence to fetention in inaccurate in my current assignment. Centralized management of training and careerism results in a too full training schedule and inadequate opportunities and support for soldiers and families. I expect careerists and managers to trade away subordinates careers and benefits for personal survival.

0020368 Don't know that my input is appropriate. I'm a "frocked" BG!

0020369 The lack or VOID of information on hwat is happening or projected to happen to the Army is of major concern to all here. Realizing that the speed at which world events and attitude changes are occurring has the Army leadership working more than overtime, the sooner VALID information can get to the field the better. On the other side of the coin don't say things just to be talking. We would rather hear nothing at all than someone trying to tell us the impact isn't going to be that great. The Army must be very careful and concerned about retaining quality people. Don't underestimate and assume that quality will stay even if they are not identified as eligible for a RIF. I think we will find that they will be the first to resign and face an unknown future; fact it head on and try to get a jump on it. It will be mediocrit that will stay hoping the ax won't fall. This is especially true of the young officers.

0020371 Reference question #19. I believe that the contacts a person has in the field he desires to work in has an impact on finding a job.

0020373 My information may be skewed- I am a special branch officer (dental corps). I plan to separate this year, but have extended my ADSO twice to stay on A.D. PART of the reason I'm leaving is career uncertainty, but the main reason is family.

0020378 As a USMA graduate & physician sponsored to med school with a long obligation, career has never been much of a "choice". Also as a physician with 19 years intending to stay at least until I pin on 0-6 and can retire at that rank, I feel relativily "protected" from the RIF and downsizing.

0020380 69. I have been passed over for 0-4, I do not expect to make the next list. 93. I would consider moving to my home of record. As I stated, I have been passed over for 0-4, with the current mamanpower situation I do not anticipate making the next ast. As such, many of your questions do not pertain, nor were there questions directed to soldiers in my situation.

0020381 Consider the following RIF discriminators. Reduce time allowed for weight reduction. Non-selectees for CGS's (resident course). Only one consideration for promotion.

0020384 It is my opinion that a one time reduction in force strength (involuntary seperation) with the option of career completion as a warrant officer would be more advantageous than a multiple force reduction. This would allow junior officers the ability to rejoin the civilian work force at any age that they are still competitive yet would also provide career oriented soldiers the option of completing their career with the possibility of reapplication for their commissioned status at a later date. This would also provide the Army an immediate source of experienced leadership when we go to war.

0020391 Soldiers serving currently in troop units, including me, believe: decisions are being made for the wrong reasons. The only thing being reduced is resources; missions and requirements are not going away proportionately, nor will they. Those in charge do no understand ccurrent field reality. Too many organizational and functional "pet rocks" are being protected.

0020392 RE 69. Awaiting results of advanced civil schooling selection board.

0020395 Please contact me ref this survey. Currently I am a student at DSMC. I'm in the middle of a short fired study on "conversion". Have hired a consultant to assist & I plan on completing the study by 31 Aug 90 for publication. I wwould like to see the intavace of your survey with the ongoing soldier such as Vangarrd etc. Have also conducted personal interviews with people like (name), (name) and intend to see input from the likes of (name) very personel oriented.

0020400 Question 29: Fails to address entering service by other than enlistment. #31. Reason I joined, not reason I stayed. I work at an U & S Cmd, Army info is limited (Q 50-52). #58-60 and related: I am confident in my Army's leadership; not so with political decisions. #98. Question does not address other specialties. #110 5 yr tour stability is too long; we will end up with regional armies, rather than a "cross-polinated" Army.

0020402 I have 10 years of service and am presently a Senior Captain. I entered the Army in 1980 when it was not popular to do so. I stayed for a career because I love the Army. Now I find myself potentially without a job and the security of the Army. I feel used and find it difficult to concentrate on work. The Army is being forced to break faith. Careerest from 7 to 20 yrs whould be protected.

0020410 I am retiring within next 120 days, and many of these questions do n ot apply to me. I believe that ambiquity in promotion/retention policies results in uncertainty in career decisions. With no assurance that policies will stabilize, individuals are more likely to seek some continuity in the civilian work force.

0020412 #60. As far as medical benifits the Army NOW is not protecting retirees medical benifits. I am an emergency room nurse and there are not enough beds in Madigan Hospital for admitting retirees. Therefore they are transfered by ambulance to outlying civilian hospitals for admission. Champus only pays 80%. Many sick retirees don't understand why they are being turned away plus having to pay expensive civilian hospitals for their admissions. Many sick retirees needing admission get up out of their beds in our emergency room, sign an "against medical advice" paper and leave our hospital sick because they will not & state that they are unable to pay the difference of a civilian hosp.

0020414 06's should only be considered every 5 yrs for early retirement. Anything sooner ie annually will cause unacceptable hardship/lose of quality personnel.

0020418 1. When a reduction in force takes place, you should place emphasis on the fact that our future Army wil lconsist predominantly of contingency forces. As such, it's soldiers must be in a "deployable" status. Thus, careful scruteny must be applied to overweight soldiers, single parents, soldiers with permanent profiles or any otherwise "nondeployable" soldier. 2. Don't set "quota's for each branch or for females, or for a particular race - SIMPLY CHOOSE THE BEST, then redistribute as required. Realiznment may not be a big a problem as you think. Remember..."best qualified".

0020422 #90. Proper clothes, glasses, shoes for the civilian market.

0020429 The largest factor in my career planning is job sefcurity. The poor information available about the actual size of planned cuts and how they will be accomplished is a major detractor. Congressional actions only serve to further destibilize an untenable situation. The second most important factor is promotion opportunity. What do i need to do to be competitive? Last is consideration for a RIF. If a RIF takes place, it MUST draw from both RA and USAR officers on AD! I would prefer a draw down from SERB actions and reduced accessions.

0020430 I strongly favor any 15-year retirement plan.

0020433 Downsizing our military forces is serious business! I pary our leaders in the decision making arena ask our Lord for guidarce. Flooding the civilian population with unemployed soldiers is also very serious. I pray we find a means of accomplishing the task smartly.

0020434 People must be kept informed w/timely accurate information. As the truth changes, truthfull explanations must be forthcoming.

0020435 I was a non-select for retention on active duty. I will ETS in July of 90 not Sept 91.

0020437 My main concern with my job security is that as we reduce the size of the force, policy could change regarding retention of RA Majors who are passed over twice. The reason I am concerned that I might be passed over is that I was not selected for CGSC resident course. This concern colsied my responses to questions concerning expectations as to length of service.

0020438 With budget cuts and reduction of force the Army should look at a more personal ivol on promotion and retention. Possibly include an interview in addition to the OER and OER support form. On another note don't pinch pennies and (profanity) away dollars - we need bullets down here to train the force we have. Let's pick up the bullets and deployments. A happy soldier is a soldier that shoots, moves and commands. I know thats an old saying, but I'm telling you it still holds true. I'm down here and I see it every day. Even though we are cutting back let's train the soldiers we got and lets train them hard. We need to ammo, flight line, and deployments to make this happen.

0020448 #90. Graduate school. Small business loans.

0020449 The current OER system is not inclusive enough tot distinguish between officers. I suggest an evaluation more in line with the NEOER which requires justification for excellent rating and truly recognizes outstanding achievers.

0020452 The prosepct of spending years as a Staff Officer is a dis-incentive. RC duty (readiness groups & conusas) appears to hurt officers professionally, yet it is becoming more and more important. Despite CSA letters to selection boards the words not getting out.

0020453 #90. A comparison of military experience/education to the civilian job market.

0020457 #69. Uncertainity about promotion opportunity. #106. I have 16 years active duty with a strong record but have no confidence my future with the Army is safe to 20+ years. Without that, confidence WE are being forced to at least start looking at other option.

0020461 1. Numerous officers have prior enlisted service. For example, I have 11 years, 5 months commissioned svc and 3 years enlisted svc. I expect to be promoted to Major o/a 1 Dec 90. DA should take into account years of TOTAL ACTIVE SVC, not merely years of commissioned svc, when/if considering criteria for RIF. Had I not voluntarily served in enlisted status (72-75), instead going to college/ROTC I would be year group 76, vice 79, reducing my potential for being selected for involuntary separation. 2. If I were selected for involuntary separation, I would continue to serve as an enlisted soldier or as a warrant officer. However, upon reaching 20 years, I would retire. At that point, I would be financially penalized under current regulations, as I would receive retiremtn pay for the grade held at retirement, until the "30 year" point was reached, at which I would receive CPT/MAJ retired pay. Current regulations should be changed so that soldiers are recompensed for the highest grade held. 3. I voluntarily accepted a RA commission, knowing that doing so would affect post-retirement employment options. I consider to have RA officers subject to Rif action a breach of faith.

0020462 Personal decisions are different due to so many proposed changes to existing laws and due to the uncertainty of the timing and targets of any RIF actions.

0020465 Medical beneifts in the Army are virtually nonexisting. The majority of Army doctors and dentists who have seen my wife and I were incompetent. Army physicians can not be trusted with Army lives. Because of this, medical benefits can not be thought of as a reason for staying in the Army unelss the quality of medical care improves.

0020467 OER system - has created/encouraged a "brown nosing", "back stabbing", "dog eat dog" environment. Furthermore, your now uncertain career could potentially be in the hands of a rater who is less articulate than the majority. This system is rapidly being reduced to an essay contest. Job security - the mushroom effect is working great. This survey has raised my eyebrows more in the past hour than anything I've read or heard in several years. I'm a volunteer career officer who decided many years ago to pledge my life to my country. In return, I felt secure that my likliehood of complete compensation would, at that time be afforded me, more & more I realize that's no longer a sure bet. I've been in long enough that I'd be foolish to toss my careet at this point. I feel those much junior to me won't be so quick to make the armed forces a career. We're likely to end up a force as ferocious as a paper tiger as we evolve to this reduce manning structure. History is said to repeat itself. This reduction makes me reflect on actions taken following WWII. Five years later, Korea showed us how uncertain peace can be. Retiremtn - those with 15 years or more & are involuntarily deserve retirement at 2.5% per year of service- end of discussion. Loyalty is a two way street.

0020469 90. Laba market information. Databases of job vacancies.

0020471 If amaster's degree is required for promotion to Major. An individual should be given an assignment where it is possible to obtain after duty hours at a minimum. Also, it hsould be stated up front that it is a requirement for promotion instead of recommending starting on it. etc. etc. Promotion should be based on persons ability to perform MOS NOT if can pass PT test. The best soldiers are not always the jocks!

0020474 I strongly disagree with mandatory "floors" or protection of "special" groups during any RIF action, ie. If a 30% reduction occurs, reducing the force by 10% in each of the "top", "middle", and "bottom" 1/3.

0020475 This is a superb, well thought-out survey! I've taken many of them in the last 23 years, and this is the best. I've had two looks at promotion to 06, and my chances of promotion are about the same as the likelihood of my becoming Pope so when the selective retention board came around I opted to retire 30 Jun 91. Didn't want to do it, but I can read the signs. The Army has been great, and I wouldn't change a thing. Keep up the good work!

0020476 Q90. Recommend job placement services. 6. provided. Soldiers are losing confidence that the Army takes care of its own. This is fostered by erosion of benefits, and retirement being constantly treated as a political football. It appears that pay, benefits, and retirement are all negotiable at any point that it becomes politically expedient. This coupled with the ever changing and undefinable criteria for promotion and retention has eliminated the individuals ability to assess career potential. The end result is that it is getting harder to decide to GAMBLE the future of ones family on a military career.

0020479 Please review my comments throughout this survey. Thank you. (I prefer that my comments be kept confidential).

0020480 Comment from question 90... I would like to see a program made available which allows the Officer who is separated early (either before initial obligation or promotion obligation) to take advantage of a civilian employment agency paid for by the Army. General comment... this survey has many questions which are clearly not applicable to an 06 with 28 years service including 22 months remaining on a promotion obligation... I have endeavored to answer all questions eigher from the point of view of my current situation - or in the case where there is no correct answer. From the past.

0020481 #69 - there are proposed changes to APFT standards which appear to be one way the military is going to make cuts - in the older age groups especially. The decrease in times are dangerous to the physical health and very unfair. #110 - five years is too long a tour in some areas such as Hawaii, Panama, etc.

0020483 In some ways, I feel that it's unfair to any soldier who has served in the Armed Forces for over a period of 10 years and to be RIF or involuntarily separated and not be given assistance in job placement. I'm aware that this happens each and every day but I think that consideration should be given to the soldier because as it is, here's an individual that has spent their best years centered around the military and the results of all your hard work, efforts and loyalty is the service is just a thank you and good luck on you future endeavors. It would be very beneficial if the military were to participate in such a program to aid the SM.

0020484 As is evident by my responses to this survey, I do not intend to remain in the service beyond my obligation. I have become frustrated serving in an army in which budget limitations allow for only an illusion of mission readiness. I fear that our Army is becoming an Army of paperwork and politics. I have already discovered that passing division inspections, for example, depends only on my ability to produce sufficient memorandums and work orders to cover unit deficiencies. I would appreciate any assistance in providing me an early - out.

0020485 1. A 5 yr, stabilization is effective as a cost saving measure, but would be disasterous for CS & CSS Officers. There are not enough different jobs on a typical CONUS installation to keep fresh & challenged. Keeping personnel in same jobs longer p events developmental opportunities. 2. Can't overemphasize benefits of a single large cut to the morale and focus of those who will remain. The "new" Army needs to focus on making things work without looking over their shoulders.

0020487 #90 - Exercising personal contact network & using alumni associations & career counselors.

0020492 #69. My uncertainties relative to an Army career deal around the availability of educational opportunities offered by the Army & the ability to work in the specialty designator of my choice - a job that I can best serve the Army.

0020511 Good survey. I believe we can still attract and retain good soldiers, but we must be honest with them about the future. Our Military leaders must work hard to protect active and retired benefits or else, in the long run, our soldiers may lose faith.

0020512 #69 - I already have retirement orders. Because I am so close to retirement, my feelings may not be reflective. I feel protected from the downsizing. This issue did not effect my decision to retire, it was based upon personal issues and dissatisfaction with many policies. I just don't belong in today's Army!

0020513 I have little or no faith in the congressional leadership to understand or resolve the problems being forced by todays Military. (Army, Navy & Air Force) we do not have enough concentrated voting power to influence anything and less than 35% of Congress have any Military service record.

0020515 The current personnel assignment system is absolutely the cause of our Army's imbalance in having too many Officers without warfighting skills. Return to a decentralized (call it regimental) system of promotion & assignment. Let the regimental and

division senior leaders police their ranks of deadweight or live with the consequences of top-blocking ingratiating synchophants who equate number crunching with physical exercise.

0020520 Morale is really beginning to suffer - there is a concern among my peers that Army manpower will be eliminated to hold on to hardware and contracts, primarily for other services. There is also little confidence that broad reductions will be logical. At the same time, current pay, benefits, and the quality of life will not convince the sharp, young people that there is a reasonable future in the Army. In other words, the uncertainty is killing us.

0020521 The Army should extend its stateside tour lengths for those interested in stability in particular regions - there are enough interested Senior Soldiers who like overseas & 1st termers that the Army should be able to satisfy most everyone. Similar to the USAF's tour lengths. Make a reduction decision & get on with it. You owe US soldiers that much.

0020522 Please send results of study to me.

0020523 I love my job! I have faith that the right decisions will be made.

0020524 The uncertainty of serving in Germany (Troop reductions, unit deactivations) has many of the good, younger soldiers (Sgt and below) wanting to get out. Many I have spoken with feel it is better to ETS now than to wait for an involuntary release. I feel that fear of the unknown will cause competent soldiers to try and get out before the "less desireable" are involuntarily released.

0020525 #50. Enough info, but it frequently conflicts.

0020526 I feel it is absolutely criminal and negligent on the part the Army leadership and our Congress that I have young soldiers in my unit who RELY on foodstamps to supplement their government paychecks. I am extremely concerned about issues like this and the impact it will have on OUR Army.

0020527 This survey dwelled on the many negative points for being on active duty and even made me think of all those things that have always bugged me like Health Care, Personnel Services, Finance, and housing. All of these things should drive soldiers out of the Army but they don't. I felt the survey could have asked why we stay in the Army and someone might say that service to country, being a part of a professional organizations, and loading soldiers make putting up with all the hassels worth it.

0020530 Don't enact a RIF. Use accessions and voluntary early out programs to reduce the force. This will allow only those who want to stay to remain. This will increade productivity of work!

0020534 #90. Opportunities for employment by other government agencies (CIA, FBI, DEA, Secret Service).

0020543 I am an engineer officer in the 25th Infantry Division (Light). At this point in my career, I am considering whether to attend the Engineer Advance Course or get out of the Army. Although I would like to have a company command, the following issues will have a definite impact on my decision: increasing the promotion time from 1LT to CPT, trend of good officers - with less than 10 years - leaving the services.

0020546 I think more officers would consider voluntary separation if a separation pay was offered. Most CPT's are waiting to be passed over for MAJ to get separation pay. Also, the Army would probably save money but not allowing officers passed over in promotions, a second look. Let them get out at first look but pay them separation pay.

0020547 DCSPER credibility takes another major hit when my survey is addressed to Ft. Jackson (sic) Ga 31314! DCSPER credibility takes a hit when my CESC class (86-87) is told that the 4-year stabilized tour is guaranteed so feel free to buy house - NOBODY lasted more than 2 1/2 years on station & lost considerably in selling house! DCSPER credibility takes a hit when I'm told an RG assignment (jumpstart) won't hurt me but am told by branch NOT to have official photo with second army patch - 24ID(M) patch much better!

0020548 I was enlisted 4 yrs. in the US Coast Guard. I very much enjoyed that service, its mission, and its quality of life. I plan to leave the Army before my obligation to seek a commission in the Coast Guard as an aviator. Should I be rejected by the Coast Guard, I will finish my obligation to the Army then leave the service.

0020550 Use selective early retirement boards to reduce the top heavy effect. Middle Managers will rise to the occasion if provided the opportunity.

0020551 Question 68 is very hard to answer. You ask two questions & only allow one response. I have answered several of these surveys (probably because I'm female - which if fine). However, I always have a problem with giving simple answers because I am also married to an officer. For dual-military couples, the potential RIF is "double trouble" and our considerations are extremely complex. Furthermore, because I am JAG (& not part of the All-Army promotion system) and my husband is in the All-Army system

- we're trying to predict what is going to happen to each element. We have another 2 years of teaching at USMA and we are definately in the wait-and-see mode. At the end of this tour, we make our decision. A lawyer and a computer scientist can do just as well, if not better, in the civilian world.

0020554 I hope this answers your questions I hope, thru information dissemination you can answer some of mine.

0020557 Overall, I am satisfied with the Army. I am concerned about the future, both my own career and world events. I did not like some of your choices for answers. Ques 43-45: I don't think we will go to war with the Soviet Union, however I do believe that conflict in EASTERN EUROPE is possible, or even probable. Ques 70-78 Do not even address the situation where two officers are married, and both my face RIF. Ques 101 & 102 - Do not allow one to answer "either Reserves or National Guard whichever has openings at the time". Ques 53 - I know the Army will be cut. I do not know by how much or who will actually have to leave. The reports in the Army Times, Newspapers (etc) conflict with each other and change almost daily. Ques 54-55, 58-60 - I am concerned that in the haste to meet reduction numbers, "being in the right place at the right time" will be a more important factor than ability and professionalism. Ques 41-42, 34,65 - (Stress & Morale) do not ask if the stress of morale problems are caused by the pending cuts. The low morale in my unit has nothing to do with this issue. My personal stress, again, has little to do with this issue.

0020560 I believe the recent ILT Retention Board should have been decentralized down to the Brigade Commander level. A Brigade Commander together with his Battalion Commanders would be much more capable of making proper decisions on whether or not a certain lieutenant has the potential to succeed in the Army. I find it hard to believe that a board of a dozen or so senior officers can make proper decisions on 4,500 people when all they have to work with is one or two OERs, a black & white photograph and an OBC AER.

0020561 Overall, the system works. I believe reductions should be made based on performance, however, I don't feel senior raters (for officers) are very good about maintaining a balanced Sr. Rater profile. This is obviously an important career issue for each officer. People need to know early on if they are better than average, average, or below average. I'm not convinced all field grade officers demonstrate the "backbone" necessary to make our OER system work as well as it should.

0020563 If (when?) large forced outs occur those who are forced out must receive a significant advantage for Federal Civil Service employment (not lip service and 5-10 pts, should be automatic 25+ pts with no loopholes ie absolute highest hiring priority). Also since we are not vested for retirement forced out soldiers should have an opportunity for a one time investment in a IRA payed for by the Federal Gov't and not taxed, based on the formula of Max contributed over the time of service. ex: 11 yrs when forced out X 2250 (married max contribution) = 24,750 into IRA of SMs choice payed for by Federal Government in addition to severance pay.

0020567 Request that I be provided results of this survey; Questions/answers ex(% yes-no, true-false, prefer- do not prefer, etc) number of survey booklets sent out. Number of survey booklets answered and returned to you.

0020571 Get a plan made now, and publish how cuts are to be made make the cuts quick and deep to ease the unknown.

0020572 I think the offficers and enlisted members in the active Army require more information of the official type to begin to plan for their futures.

0020573 The questions about evaluations do not address the fairness of the process. Justifications should be required on OERs as they are on the new EER. Many of us are concerned about the length of times we will have to transition. We realize cuts have been mandated but are still concerned about securing jobs etc.

0020574 Q27 - not a SVC obligation - only the lock in of 3 years in grade. General comment: hopefully, the lessons learned from the 3 RIF's in the early 70's will be used to make upcoming RIF's more strongly oriented towards personnel versus budget reductions/mandated cuts.

0020576 Work to repeal the Former Spouse Protection Act. It's impact is being administered and indiscriminately applied at the state level. Get the military out of the divorce business.

0020577 If the current trend continues the Army may become attractive only to those individuals who are willing to serve short terms while they save money. For those looking for a career, the appeal of the Army has left. Much of this has to do with the erosion of Medical and Retirement benefits, and for those on Active duty the poor medical and financial support is having a significant impact on our decision to stay. Some Officers are recommending that their personnel join HMOS (Health Maintenance Organizations) if they want to receive adequate Health treatment. It's really discouraging to see retirees turned away from Army Hospitals. The thought has to run through your mind, "if retirees are treated like this now, what waits for me when I retire"? Prices in the PX and Commissaries are of ten equal to those found in commercial food stores, and for some items the prices are higher. BAQ, COLA and VHA have not kept up with the cost of living off post. Post housing is often inadequate and for single officers housing is non-existant. But despite all this the majority of us were willing to stay in the Army because we enjoyed what we were doing. Things have changed sinch our future has become uncertain. We don't know if we're going to be forced out or if we'll be allowed to stay. Worse, we don't

know when this force out will come if it si to come. The feeling among those of my peers I talk with is "If you're going to put me out, do it now! I don't want to wait around until I'm passed over." Right now our lives are on hold. With all this uncertainty and eroding benefits, the civilian sector looks better every day.

0020579 Morale will remain low with the constant changes in the "rules" which reduce our benefits. We cannot count on receiving the benefits promised when we entered the military that were included in our contract. With the current turmoil in manpower figures many qualified individuals are strongly considering leaving the Military, mainly because there is no support from the powers that be to fight for and stand up for the soldier & their rights. Anxiety's are very high, no one is safe and everything is fair game; we must play by the rules but Uncle Sam can make up new rules as he sees fit to meet his needs - to (profanity) with everyone else!

0020581 I do not understand the thrust of the questionaire. Your options are not all inclusive. For example I have 5 kids with two in college. A major concern of mine. Many of the questions do not apply to Officers, especially Senior Officers over 20 yrs AFS. My reasons for joining ROTC do not match with your options. Also, many of your key questions pertaining to what I would do if?? career? retirement? are not applicable to me. This may show your data as I tried to pick something close, but definitely, not given in the same vain as enlisted ranks may offer. Further, I have already survived a series of RIF's after Vietnam so my outlook is different.

0020587 Q68 are all double barrel questions you'll have problems accounting for those who believe in the saying "it's a nasty job but someone has to do it". I like the Army. I don't like breaking faith.

0020588 I am in the Army Nurse Corps which is short staffed & therefore RIF does not concern me. My main concern about Active Duty in the Nurse Corp is the high number of field grade officers doing non-nursing jobs, which is where they are truely needed. My experience has also taught me that not necessarily the best get promoted & so supervisors are very weak. This is my main concern about making the Military a career, I've lost respect of it due to its heirarchy.

0020596 Medical and dental care for soldiers and dependants is a problem. The Army can't handle the load. CHAMPUS is a sorry excuse for health insurance.

0020598 1. I think it better to limit new acquisions than to RIF. 2. I would ask for Voluntary Seperation before RIF.

0020599 69. Action pending by Military Board of Corrections.

0020603 I came in the Army to serve my country in Vietnam. I stayed in because the post-vietnam Army was in crisis and I felt that the nation was very vulnerable at that time. I am an infantry officer & a Soviet FAO. I will not be promoted again, but I remain in because I can best serve my ccountry as a Soviet FAO - regardless of personal advancement. This survey was rather light on the service side of the Armed Services. I did not answer #64 as I don't know where I will more.

0020614 This is typical, even a chimpanzee would know how most soldiers feel about these questions. I think you know the answers, but you just don't care. How much of the tax payers dollars did you waste on this garbage?

0020621 More information needs to come out through official sources. Develop a long term plan & stick to it. Reduce forces through voluntary attrition if possible (will require incentives) Maximize selective early retirement. Anyone with over 10 yrs service has made a career decision - try to retain them.

0020622 Question #18 and 19 do not consider single track officers.

0020623 The morale of the force has been adversely affected by all the uncertainty in these issues. It is a given that the force must be reduced. I fail to see why Congress and D.A. cannot use common sense and use a plan involving normal attrition over an extended period of time. This would keep morale from deteriorating further and accomplish an orderly draw down. Furthermore, it would not so abruptly and severely destroy the civilian economy. Congress & D. need to take a course in economics - the theory of $1.00 in spending reduction gives a $10.00 reduction in the economy. The civilian defense industry will come to a grinding halt. The change has got to be orderly and slow. My personal concerns, as well as many other majors in my position, are that I will not be allowed to retire. After 14 yrs of faithful service I will be thrown out to look for a civilian job. I'm very disappointed in the Army and Congress.

0020624 Presently PCS to 97th Gen Hospital Frankfurt Germany

0020625 I don't believe that the plan to compensate enlisted/NCOS who get cut a 5 years - if they have a 6 year commitment is fair. Compensation sho 'd only be offered to individuals on a second enlistment.

0020628 Q90 - Referrals to Corporate "Headhunters". Q106 - It would be much more stressful to be considered multiple times. Q13 - The current OER/NCDER systems are too prone to the shims & biases of single individuals. Some sort of PEER REVIEW input

would be helpful, as well as the opinions of SUBORDINATES. Q11 - The current assignments system is too prone to the whims of assignment officers who seem to have very few controls over their decisions. I feel that the whole IG concept needs to be relooked. My e xperience with the IG has been very negative because: a) it took many months to receive a response, even though the issues involved were very time sensitive. b) The IG had very little authority to make any changes based on the special circumstances involved. It's nice to have regs. but who is supposed to decide when to ignor the regs and take special action if the situation warrants? Someone needs to be policing the MACOM personnelists to make sure they are not overstepping their bounds. In Panama during the "Blade Jewel" personnel drawdowns, clearly discriminatory assignment policies were adopted which let soldiers with family members leave much earlier than bachelor soldiers serving the EXACT SAME TOUR. There is a lot of talk about mentoring a foot, with no real action. Maybe this needs to be force-fed. Thanks for asking!

0020632 #90 - Interviewing techniques/preparation. #110 for larger troop concentrations affording opportunities (positions) for career development.

0020633 #69: I do not want to be separated from my AD husband. This is my primary motivation for staying in/getting out.

0020637 1. In some MOS's, APRT scores and % body fat are less important than ability and motivation. Promotions ignore this fact. 2. Background: Board certified dermatologist, COL since 1987. 3. Events in Warsaw Pact destabilizing. US Military cutbacks presume Gorbachev's maintaining power - and that is hardly guaranteed. 4. Concern re loss of retirement benefits. 5. Received 22 June 1990.

0020639 Other job tools should include a job placement program to handle all the existing soldiers. Pin on time is attrocious and ridiculous. Once we make the list eg, major, we should be allowed to at least wear the rank even if not paid yet. Not wait over 2 years. By the time we pin it on, we feel like "who give a (profanity)" That is a quote from many Colonels I've talked with too. FIX THIS.

0020642 I feel that separation pay should be mandatory for ALL service members separated either voluntarily or involuntarily.

0020645 69. I am scheduled to be Branch transferred to Signal Corps and I do NOT want to go. If I am forced to switch, I will resign. I would strongly like to see a REAL regimental system similar to Britain or Canada. This would provide stability and be less expensive than our current replacement by individuals. I would be happy to serve with the same unit for my whole career.

0020649 In my judgement, the big problem affecting soldiers right now is that there is no reliable information reaching them. EVERYTHING is conjecture. As a tank battalian commander, I can report that my troops are anticipating an unappealing future. They see themselves at a disadvantage, believing (correctly, I suspect) that force structure modifications will limit their opportunities as they progress. Job information/civilian career counseling are not their greatest interest. They want someone in authority to level with them. I owe them that but cannot provide them the whole truth because it is unknown to me. As a result, rumors abound. We need to fix that.

0020657 #69 - I currently have 19 yrs service and have enjoyed the challenges and variety of assignments that I have had in my Army career. I realize that forces may be cut but at my current level I do not have direct input into those decisions. I would like to continue in my career and progress to the highest attainable level. I look to senior leadership and chain of command to make appropriate decisions that stimulate career ladders, growth, while increasing benefits that are positive morale boosters.

0020659 Question 90 - Job tools. Army Posts could sponsor job fairs in which potential employees would be invited to interview soldiers being separated.

0020660 I think you would get all the volunteers to get out you need if you would pay them separation/severence pay. This should only be for careerists (enlistede after 1st term or officers who have served past their obligation). We deserve some compensation similar to a vested retirement fund rebate or refund. The statement of Military compensation each January adds on 7% of base pay as a benefit, but I will only get that benefit if I get to 20 years. Pay me 7% of my base pay for the last 11 years and I would gladly leave the service, I wouldn't even expect you to add any interest on!

0020661 As Doctor, a lot of questions only partially answerable or applicable.

0020662 I have 10 yrs enlisted time, and obtained my commission through OCS. I did not complete my undergraduate degree beforehand, and I am currently working on the final year. I am filling a primary staff slot, and started it before making ILT. But this is interfering seriously with finishing my degree. I will continue my duties, but no one can tell me if no degree will get me "RIF"d, this obviously has shaken my faith in the system.

0020663 I would like to see the RIF take place as quickly as possible & to know if I'm going to be out of a job in the next 5 years. If I am going to lose my job, I'd like to be making plans now to leave the services instead of 2 years before retirement.

0020666 I find it difficult to believe that DOD, and the Army in particular, is being run by anyone with a grain of sense. All reports I see about reductions seem caught up on the "build-down" bandwagon. Congress is greedy and wants to dismantle the military

through sweeping budge cuts, everywhere except the bases in their own district, to capture the illusive the illusive, and probably illusory, "peace dividend". Sure, cut the military to the bone, but pay no attention to the skyrocketing unemployment figures that will result from kicking tens of thousands of young people into an already overburdened job market. I have been in this business for nearly 10 years, & the vast majority of soldiers get into the Army because of their unmarketability. I would not say that our soldiers are unskilled, but I will point out that there is very little need for Infantrymen in the work place, except perhaps as hitmen for the mob. This country is about to do a great disservice to the soldiers who have faithfully, often thanklessly, defended it. While lazy politicians vote themselves 50% pay raises, a lonely private patrols the DMZ in Winter, overworked, underpaid, unappreciated, and forgotten. Meanwhile, men who are powerful, warm, overweight, and overpaid are deciding how many such patriots they can sacrifice to save a buck because trimming the military budget/manpower is fashioned. You want to save money? You want to cut manpower? Find greatly reduce accession of lieutenants, and do the same for enlistments. Close recruiting stations and get those people back in real units. Eliminate civilian positions. Leave us alone & let us do our job. Don't resurrect the Army of the 70's, or the 30's. The Russians are eating at McDonalds now, but that still doesn't mean the world is a safe place.

0020668 I am not convinced that the Army leadership can protect soldiers' welfare. Congress will make decisions that will force "green suiters" to continue doing the best they can with limited resources. My greatest concern (and what may ultimately cause me to leave the Army) is a fictitious benefit plan that is substandard to those offered by private industries. Congress and the public might cite a health plan, but they don't realize how inaccessible it is to dependents. Most private health insurances are vastly superior to what our dependents put up with. Corporations that more employees have relocation packages that cover many more expenses than the Army does (shipping pets, realtor fees or other benefits (PX, Commissary) are run as "benefit programs" and not like private businesses. Produce section in commissaries are often stocked with rotten fruits/vegatables and the people who work at these places are often inconsiderate or are not courteous. I enjoy my job but get frustrated when these "benefits" are inaccessible or degraded. I believe that proper management and command emphasis of these programs would improve morale and the perception that our standard of living is comparable to our civilian counterparts.

0020672 I am an Army Nurse Corps Officer. Many of these questions have little application. My specialty and job marketability are quite high. For career information check with the ANC branch, they recently did a survey.

0020677 In todays Army, everyone is worried about making it to retirement. So much, to the point that they do not care about the soldiers anymore. Particularly in my unit, the morale is low and the troops do not care. As leaders, we are obligated to lead them in all aspects of life. Thank You for this opportunity.

0020678 My greatest concern is how the future (RIF's, reduced promotions and insecurity due to reductions) will affect my career status (if I have any!) I'm a Major at 14 1/2 years service. Can I retire at 42? I sure planned to do so... in 1975 when I joined up I was made fun of, ridiculed and called a killer! I stuck with it only to forced out five years short of retirement? What's fair just or right about that? I realize all those questions are rhetorical and nobody can provide answers today. However, I feel like I'm real frustrated. I feel also that these questions do need to be asked so somebody out there reads them! I appreciate the opportunity to ask them in the forum presented. I also am amazed that spouse's opinions were so lightly covered. Of those 14 1/2 years' service I've been married (to the same woman) 14 years. She feels dismayed, betrayed and doesn't trust the Army. She's in truth and short words, bitter as (profanity). How do I explain separation, RIF's, etc to her?

0020682 I just wich someone would make up his mind on what will happen. Every Army Times has something different. It is not helping anziety levels at all. The longer this goes on, the older I get and therefore less marketable to civilian employers and less resilient I/my family is in the event of involuntary separation.

0020685 #69. a. I have much less faith that the Army leadership can and will distinguish between good and mediocre Officers & NCO's. b. I may be involuntarily transferred to the Army Acquisition Corps, making me automatically non-competitive in the mainstream Army. c. The "right" jobs are all-important, yet they are a matter of luck. d. I'm constantly being assigned to my alternate specialty, making me less competitive in the mainstream Army. #90. Matching Army managerial skills to civilian market.

0020688 The Military is putting too much emphasis on Military schools for promotion. In my mos areas, most of this will not apply, because we won't be allowed to exercise this knowledge when the time comes (must will done by other branches). I certainly wasn't impressed with the time the promo board spent on promotion to Major. Too much money is wasted doing drug screens on the same person year after year. I've been tested >20 times in 8 yrs. It's becoming an insult to my person. P.T. scores & HT/WT Stnds play too big of a role. (even though I have no problems with them).

0020689 Don't let our children suffer the result of an army unable to fight because of political decisions that negate common sense!

0020697 90. Other tools needed would be an employment data base with pre-requisites or requirements to qualify and list of benefits.

0020698 Establish specific requirements for promotion. If officers have not met the minimum requirements they should not be considered for promotion. Early retirement for LT Cols and Cols over 20 yrs should be considered before any RIF of Majors or

Captains with 15-20 yrs. Separation pay is a must starting at a minimum $50,000 for enlisted personnel and $100,000 for Officers. Continued health care benefits might be an additional incentive to separate early.

0020704 I believe DOD must be very careful to reduce combat units as little as possible. There is a vast world of TDA organizations which should be reduced to more severely than TOE units. Reductions is TDA organizations should reduce. Civilian slots as well as Military. The R&D programs should be looked at hypercritically. There is a vast waste of money not only on needless projects but within program for needed projects. Actually, I believe that the Army's prevent strength (and that of our sister services) could be maintained at current levels (or reaction thru attrition only) with savings realized from TDA/R&D cuts, real PCS stabilization for 4-5 years, and reduction of unnecessary bureaucratic infrastructure both across and at home.

0020708 I have little confidence that the Senior leadership of the DOD/Army can influence Congress to make national decisions. Implied contracts to soldiers should be fulfilled by DOD thru assuming Nation building role overseas and larger anti-drug role, and disaster relief in U.S. and overseas.

0020709 See my notes thru out the book. Believe my situation (Col, 24 yrs comm svc, Bde Cmd list) slants my answers to the point they shouldn't be entered in the data base without some scrutiny.

0020713 (name) does not follow (name) habit of telling the Officer Corps his philosophy. He went for water walking below-the-boners for everything and cut many people off from careers. He never has the (profanity) to say why.

0020715 I would like to see the government give us extra consituatiion for government jobs like Post Office GS etc...

0020716 Ref the West Point question - downsize the classes due to the differing needs of the Army. We need fewer officers. We need less West Point assessions. Ref Officer promotions - I would rather know when I become eligible for promotion that I will only be "P" for one year and wait longer for the board than be "in limbo" for 2-3 years.

0020719 I decided to resign my West Point commission in Mar 90 after a request for a 5 mo. curtailment was disapproved. I wanted to leave the island at the same time as my husband, ILT ENG. After knowledge of the proposed budget cuts, and the cancelling of my promotion board in Feb. 90 I realized a career in the Army would be extremely limited. I also realized the Army would be less amiable to keeping my husband and me assigned together. Additionally, my father is retired and I have watched his retirement benefits slowly disappear. I will leave the service 15 Sep 90. I sent out 10 resume's on 1 Jun 90 and received three solid offers. I accepted one job and will be making more money than at my current rate. However, I have watched some LT's and CPT's separate from the Army, here in Hawaii, and they have experienced difficulty finding a job. I have enjoyed my three years in the service. I have had great jobs and have been challenged however, the peace-time Army is not for me. I want to be promoted based on potential, not budget. My husband, who graduated in the top 5% of his West Point Class and is eligible for Army Funded graduate school will also leave the Army next. year. He has never received anything, but a one block X on his OER. We have saved enough money to send him to grad school without the Army's help.

0020722 I believe we must do all we can to assist those soldiers leaving the Military under reduction acts. The manner in which we execute these reductions will greatly impact upon those leaving, staying and comtemplating joining the Military.

0020723 I have uncertainty because of those raters and Senior raters who would rather purposely ruin a soldiers (enlisted, warrant, officer) career based on their personal likes and dislikes. In other words, if a Senior Rater does not like you as a person or feels that you are not worthy to be soldier or officer, he or she will go to great lenghts to eliminate you whether justified or not. This is perhaps my greatest uncertainty, because being overseas I have witnessed quite a bit of unjustice happening in Europe and talked to many soldiers regarding many glaring examples: Also I can sttest about my own personnel experiences.

0020724 Many of the questions were not wholly applicable to Branch. Concerns for Med/Dental Officer are related to abilities/opportunities to provide quality patient care; professional growth; relevant interface with combat support training/requirements and balanced with reasonable personal time/and competitive salary with civilian colleagues. At this time/compensation is lagging, making Military service less appealing each year. This is readily seen by severe reductions or available new medical & dental officers accessions increased retenton of poorer officers to provide "bodies", and lower training opportunities. I fear the w/o increased & comparative pay to Health Care Officers, both Corps will offer reduced quality of care & good officers (especially those "boarded" in their specialties) will be "forced" into the Civilian Sector - or feel they are providing a disservice to their families as far as security & quality of life is concerned.

0020728 #39: I have been rated, but don't know what box I was placed in. #89: "essential" is a bad term; "most important" would work better. #19 & #21: I don't have a functional area.

0020729 Face facts - tell it like it is - stop sugar coating it - "Building Down" call it a RIF. Tell us which units/post will be cut and in what order - so we can plan. Tell us discriminators that will be used to make cuts.

0020730 One off my biggest complaints is that I entered the Army to utilize my degree and language skills and have yet to do so in an official capacity. I took my field of study very seriously and now I feel as though my degree was just a "ticket punch" for a commission. Better attempts to match degrees to assignments should be made.

0020731 Ref item 69: 1) The increased discrimination allowed of senior level lenders through ratings and selection for positions. 2) Poor management of Signal Branch Officers for increased promotion potential.

0020734 69) It's becoming to difficult to train, commanders (LTC to COL) are scared to make mistakes which tie hands of the trainers (company level CDRs) "one mistake you're out". 90. If I could transfer my skills into other Gov't or branches of service.

0020741 I feel that with all the reductions in forces predicted that the Army must improve it pay and incentives to retain the quality officers most needed. Without this commitment from the Army the quality leaders will seek civilian employment for financial reasons. Also the job security will for the near future force many leaders to exit the Military Service because of concern for their families.

0020743 Question 90: A helpful job tool would be an incentive program for Government Contractors that higher soldiers about to be involuntarily separated.

0020744 When I first became involved in Army ROTC, I made a commitment to complete any Military obligation I incurred. When I assessed, I requested and received RA. Since being on active duty I discovered my views, attitudes, and ethics were incompatible with the Army. What I believed to be waste, fraud, abuse, harrassment, ineptitude, and uncaring attitudes were ignored by my chain-of-command. The atmosphere in which I worked was extremely stressful. When DA offered voluntary releases, after much consideration, I proferred my resignation. It was a difficult decision because I believe that the Army has many opportunities that challenges and helps one to excel, but that the "quality of life" that comes with an Army career is bad. All the money, benefits, health care, travel, education cannot adequately compensate for long hours, alerts, FTXs, CPSs, separation from family, extra duty, incompetence, ineptitude, and unequal job evaluation. All the above combined to create a stressful work environment which I elected to resign from.

0020752 Information-projections based on different major options under consideration must be provided ASAP. If soldiers could see projectiions by branch/functional areas and MOS according to possible future force requirements, this would greatly alleviate current uncertainty and allow more informed planning/realistic expectations.

0020753 I believe and understand that Army personnel reductions are inevitable. My concern is not so much for young soldiers like myself. My concern is for soldiers that have faithfully served 8 or more years with the intent of being "lifers". If these soldiers have to be involuntarily separated, the Army better take good care of them. The Army prides itself on "taking care of its own". Any marketing analyst will tell you that good or bad word associated with a product (organization) travels quickly. If the Army decides to involuntarily separate members without due consideration, then that word will spread. You constantly assume that a smaller force will allow the Army to be more selective in who it recruits. It might, but I believe if the Army establishes a reputation for not taking care of its people, that available "pool of selectees" will consist mainly of people who have no where else to go. Quality people want equity, stability, and also a sense of confidence that they will be compensated for what they have done. Quality people that devote their lives to the United States and what she stands for should be treated accordingly. Personally, I support Senator John Glenn's proposal to pro-rate retirement benefits for involuntarily separated soldiers with 8 or more years of service.

0020754 My address has changed since the mailing of your survey. It now is: U.S.A.R.I.E.M. Natick, MA.

0020756 I am very concerned over the possibility of required retirement from an overseas area of assiggnment, as this severely limits transition to civil employment.

0020762 Biggest concern is Health Care for dependents and retired service members. Also housing allowance is out of portion. Example is some resettleing in Ga. area, my housing allowance is 433, but a clean, respectable area, cost 700 or more, plus utilities.

0020764 If a RIF is inevitable, then the Army leadership owes it to its volunteers job placement assistance, job search and severence pay for those involuntary removed.

0020765 I have enjoyed the opportunities and challenges the Army has provided me. I am extremely proud to serve and continue serving as an intigral part of the Armed Forces of The United States.

0020766 Majors with over 15 years of service should be given separation pay and the US Army should pay for them to attend graduate school.

0020770 Job opportunity pamphlets. Bottomline: our congress is ready and willing to abandon the Military especially in light of what they think is occurring throughout Europe. I do not feel that our Senior leadership will have the morale courage to represent us and our rights especially if it means their "involuntary separation".

0020771 1) The "RIF" process should focus on the soldiers who have completed twenty years obligation and eligible for retirement. 2) In some branches, the promotion selection should be slowed down to retain more personnel specifically "AN Branch".

0020772 1) Would like to know chances for troop assignments VS TDE assignments. I want and like to lead soldiers instead of managing programs.

0020774 My biggest QOL concern is the high costs of housing and living in general in the Washington DC area. We do not pay our people enough to obtain affordable housing in this area. We treat our DA civilians better than soldiers (civilian grade structure is inflated in the Wash. DC area - so in effect civilians get an increase in pay to come here, and soldiers get an effective pay reduction).

0020776 I am an '87 USMA graduate recently offered the early out option. I did not apply because I feel I owe the Army for the education I received. I will probably get out at the end of my obligation. I feel the promotions will slow down and I am not confident in the quality of officers selected for promotion. I know I can achieve my potential as an individual quicker in the civilian market. With the early out offer, I did not see what I consider a substandard officer volunteer. I think the Army is hurting itself and its officers, by slowing advancement and not being more selective for promotions. The good officers are the ones who have the opportunities in the civilian world and will get out if not given good opportunities to achieve and advance.

0020782 As force draw downs occur, it is essential that selection boards be directed to select based on performance, not job visibility, sex or race, or "made in my own image" criteria. If not in reality, at least in perception, it seems that more emphasis has been placed on selecting individuals who have the glory jobs (DA staff, aide-de-camp, etc) or who fall into minority groups to the detriment of the so-called "due-course" officers who do the jobs the Army gives them (Reserve Component duty, recruiting, etc). Similarly, the "made in my image" syndrome has not only worked to the detriment of quality officers during the selection process. This unfortunately has carried over to career counselling of Junior Officers with guidance purportedly given by Senior Officers that 1) dual-track Officers have no chance for success within their branch 2) That no Officers outside Signal Branch have qualifications for or are capable of serving professionally in FA53 3) That success (undefined) is impossible without command.

0020786 A 5-year tour stabilzation is a good cost savings measure, but it would be death on job opportunity.

0020788 1. Heavy cuts are inevitable: therefore, maintaining a quality force and good quality of life (improves morale etc...) should be the primary goal. 2. Quality cuts should be made early in an Officer's career. It is easier to adjust when younger, less years served. And more employment opportunities. Cuts should be around the 8 year mark. Currently too much time is invested if cut when eligible for Major. 3. Five year tours are too long for other than Combat Arms Officers. Those with varied and challenging troop assignments are those being promoted these opportunities won't exist for some if required to stay on station 5 yrs.

0020791 Need valid current info on troop reductions - at BN level it is obvious the GENERALS don't really know what is going to happen, they are just trying to keep the status even until Congress steps in and tells DOD what to do. Info put out last month has already changed because Congress is making the decisions NOT DOD. Stop telling everyone things will be oil! That's proving to be (profanity), many soldiers are going to be fired/eliminated etc. (profanity) we don't even have funds for MRES thru the rest of FY 90! That's all of VII Corps!!

0020797 I, as well as my peers, am extremely concerned about the future of ILTs - ie: the "LT Retention Board" and promotion to CPT. I haven't heard anything about the future of year group 88. If I thought I could make CPT in 5 years, I would consider staying in longer. As it is now I will leave the Army when my commitment of 4 years is up which will probably be soon after the CPT's board but before I know if I'm even promotable.

0020798 Please have favorable consideration for the veterans of Vietnam War & other conflicts. We were here when you needed us & I took an oath & I'll die by it. I saw what you're doing now when I got back for NAM. It hurt U.S. Army.

0020801 #103. Reduce it from 3 to 1. Col's & LTC's over 20 years will then *. #107. When list is released, frock all on list. Pay will come later when sequence no. is reached overtive (1-3 years). Freeze pay not promotions. *Retire and DA will not have to force senior grades out of the Army over next four years of downsizing. DA could do away w/SERB's.

0020808 It is ironic that I came on active duty mainly for what seemed like job security. If I had it to do over again, I would not have done this to myself or family. I have worked 3 times as hard in the Army as I did in civilian jobs, for about the same pay. The retirement was the only thing that made it worthwhile. If not allowed to finish 20 yrs., I will no doubt be very bitter at 1st.

0020811 I feel that there are two additional items which warrant discussion: A. the prospect of a 15 year, adjusted retirement program (ie: voluntary retirement at 15 years with 60% total benefits, etc). B. a voluntary rank freeze, allowing a soldier to waiver promotion without penalty of separation.

0020814 Information in field is sketchy and confusing. No clear cut course on how recuctions will be achieved is known. Chain brief concept in good but needs to tell soldiers in careeer track WHAT'S going to happen and WHEN. A battalion commander, don't feel like I have information available to address soldiers concern!

0020815 43-53 We need better planning and guidance from senior levels as we build down the Army we are still trying to "do more with less". Do everything we are doing, just a little less of it; and protecting rice bowls, rather than seriously approaching the problem of reducing, eliminating and downsizing. I perceive there is a reluctance to make the tough decisions to cause this serious building down to occur. We need to follow the example of succesful large business... When the bottom falls out, and it is necessary to cutback, serious decisions are made to cut back production, reduce workforce, streamline/elim management levels, sell-off facilities, get rid of assets, reduce liabilities and generally get on with the business of survival. We are still taking the approach of cutting everything by 10% to accommodate a cut in resources, but keep on doing everything. EXAMPLES: We continue to operate 16 ammunition plants inefficiently, rather than risk stepping on political interests, making the hard decisions to consolidate and have 6 or 7 active plan that can operate efficiently. EXAMPLE: We cut support of divisions rate from cut divisions thereby creating a hollow Army of unsupportable divisions. We need decisions made on priiorities - as we build-down the Army, some priorities need tto be clarified/established. As the size of the Army is reduced, some elements may actually increase, because they are now becoming more important to a peacetime Army! One example is the training base. As the size decreased the importance of training of our Trade schools in increasing. For years, we have under resourced these schools, because other things were higher in priority. Now we should change priorities and build schools up, not cut them down. Rather than continuing to resource at 50-75% of recognized resource level, we should fully staff the schools, and staff them with highest quality personnel. Another example are maintenance and support organization. As units are deactivated, and equipment tuned, more, not less maintenance will be necessary to properly store and care for equipment, supplies, and material. My sensing is that we are still in the mode of thinking that everyone & everything must take a fair share of the reduction rather than making tough decisions on what goes, what stays & what is important.

0020816 35.b. Benefits are significantly reduced. We have allowed them to erode because we have failed to insist upon retention of quality. We could increase benefits without costing more money or requiring more manpower and add significant incentives to service members. Examples: PX, Commissary, Clan VII, Medical, Recreational, Gyms etc. 107-109. We need to slow promotions and allow more maturity to develop. We are RUSHING people through our personnel system training them, giving them experience, promoting them, then getting rid of them before they can contribute, because they are too high rank some of our greatest officers were retained in grad for long periods & time in peacetime Armies, Why not now? We have never really slowed-down from Vietnam. Thirty years should not be a limit. 110 We also need to stabilize tours, especially begin at LTC and above. Large companies cannot afford a new CEO every 3-4 years, how can we? Our senior leadership (General Officer Level) should be stabilized in tours for 5-10 years. LTC & Cols should begin the stabilization process, and be moved only to fill successively higher positions in the same organization. Concentrate on giving your Officers varied & different assignments; stabilize the senior levels -- make them contribute. After 30 years of training, we are still moving senior officers so they get more experience. It takes too long at senior levels to get "into" the job and become effective -- then we move them. We can't afford this any longer. We should use the first 15-18 years to develop an officer for the job(s) he/she will contribute from for the last 15-20 yrs. Battalion command should be the last "developmental" as after that officers should be focused on a single organizational track and move only when promotion opportunities within that organization will permit. "Rather than trying to maintain a young Army, we need to retain a cadre of experience which I can TRAIN a young Army when it is needed.

0020824 Leadership had better take a low-level look at what's going on morale, training readiness must be protected, money cannot fix all the issues, nor can saving money. Tough educated decisions must be made. Take care of the troops and they'll serve & protect!

0020826 I work with top-notch officers teaching at West Point. The uncertainty propalgated by lack of unformation is demoralizing and harmful. Additionally, it appears that we are at the mercy of certain members of Congress and appear to be rather unprotected by the powers in the service. I have never heard officers of the caliber that I work with so dissilusioned and unsure of the future. I feel that clear guidance for RIF must be issued before we lose the best officers I know.

0020827 29 - In general, I would encourage young people to explore ALL options in all services. I would not recommend one service over another unless I had good insights into specific goals or interests. 37 - There is no basis of comparison - I have a "one of a kind" position. 94 - UNDECIDED. 90 - "job fairs" in overseas areas to provide access to possible employers. #55 I have EXTREMELY high confidence in the ability of the secretary of defense and Senior Army leadership to implement the coming changes in a rational and effective manner. I have absolutely NO confidence in the ability of Congress to enact the timely or proper leggislation or budgets need to guide policy decisions or programs.

0020828 69. I don't think that the cuts will be made in the right areas I feel politics or interbranch rivalries will make the cuts in the wrong areas. I think that previous recruiting plans have been in error The Army should recruit personnel who plan on making the Army a way of life, not personnel who will use the Army for future civilian opportunities or schooling.

0020829 #69 - Promotions & assignments of officers at battalion level. Current command climate w/i battalion.

0020836 This is a good survey; your concern is GREATLY appreciated.

0020837 The perception of a reduced external threat from the Soviet Union posed in questions 43 & 44 does not take into account what might happen in the case of wide spread civil war/disorder within the NSSR and Warsaw Pact. It also doesn't account for the political instability of a Government run by one central figure.

0020839 The current retention board system for its represents a betrayal of the Regular Army system. If the Army made as much noise about seeing its Officer Corps decimated as the Air Force does about losing a few bombers, this whole issue would be a much smaller problem. I believe the current uncertainty will cause the better officers, who see themselves as having options, to leave the service, while only the duds remain. I hope this doesn't happen since this is the only Army our country has and I for one do not see the world in 1990 as any less dangerous than it was in 1989.

0020840 The Ordance Corps is efficient in monitoring my career and advising me on the state of the Army and my Branch. This is accomplished through informed guidance from my Branch Manager in PERSCOM and from periodic, informative seminars. I object to the inferred intent of question 75. While I have a viable savings plan, there are many fine soldiers that do not actively maintain one. I do not want my financial status to affect a decision that affects their futures.

0020842 1) I am presently USAR acstive duty. If the force is reduced the RA officers must be reviewed too. I know lot's of RA officers with careers nowhere near as good as mine. Becsause of the way I view policy in this area I applied for VI and RA this summer. Board results are not in yet. 2) I worry that the Army will take the easy way out and cut the # of LT's. If this happens then our roots are cut and the Army will die. However, this won't occsur until after the LT's and CPT's taht remain have taken up the slack for those that are no longer around.

0020844 Ref #90. Info on what's availabel as to instillments for individual status.

0020849 Currently, I am being involuntarily separated from the Army. I have, though, attempted to be straightforward adn sincere with this survey. I've loved my service to my country, and do not regret joining the Army. However, I personally feel that the Army placses too much weight on some evaluation reports, in that they choose to separate an officer (me) who had one 4-month negative report in an otherwise excellent career.

0020856 The SERB and future RIF of Sr. enlisted personnel gives a strong indication that the future forcse will be compriseds of teenage Colonels and immature SFCs...both with no experience!

0020860 Very simple: I am an Electrical Engineer. I am not afraid of finding a civilian job but I prefer the Army lifestyle. Electric Engineers have historically been slaughtered on promotion boards. I feel it will get much, much worse!

0020862 #91 Contract with civilian job search services who's job it is to provide quality job search services. If you leave in with ACS or anything connected with the service it will not work, we do not have the expertise in this field. The military can not transition you back into the civilian environemnt, you need civilian agencies who's business it is to provide job related services to take the lead.

0020866 69. It is extremely difficult to make long term career plans or encourage nurse corps prospects with so much uncertainty about the future. It is unrealistic to expect long term committment from individuals when so few guarantees exist for retirements.

0020867 1. The information I resceive on these issues is incredibly vague and therefore valueless. I would personally prefer the Army and national leadership to stop wasting my time with all the postuting and rumors. I cannot make any intelligent decisions based on the information I receive.

0020870 As a Col. - many questions do not apply - I have over 26 yrs. service. I sat on the RA/CVI board and that action afected some answers. Recuctions seem to be at Lt's, LTC's, & Col's level. Cpt's & Maj's presently appear to not be in jeopardy. Cuts in those grades are needed to eliminate percseption that they are locked in until promotion board time, five years in future in some cases.

0020871 (Note: I'm now in an Army program getting a masters degree). #92-94 Wife is from S.C. & that would affect our choice. #100 Don't the reserves require that you have to put the last 10 years in with them to receive their retirement? Many people had previous reserve years and if separated from active duty would find it mentally difficult to have served an additional 10 yrs. in the reserve on top of a combined AD/Reserve time of 16-17 yrs. I move to student company WRAMC in 2 weeks.

0020872 I would strongly recommend that we get off our duff and go up to that hill and kick our millionaire representatives in the ass. The message should be simple: If they want a viable military, which will be led by capable and dedicated leaders, (to insure that this country sucessfully protects its economic objecstives, social fabric and its most widely subscribed to democratic traditions and ideals) they had better handle this carefully. The current course will insure that very few intelligent, capable, and dedicated officers will remain to continue in the tradition of self-sacrificing servitude and as role-models to the virtue of a life measured by the

degree of success in attaining self-actualization through dutiful and honorable service to our country. It is a time for elegant solutions; articulated forcefully with the doggedness of old trench warfare. We can't afford to lose this war. The human factor - a starting point above all else. It is a time for the Army to get well; not suffer its relatively greater setback. The vivid panorama of the fruits of generations of sacrifice abounds around us. Yet, the country whose military has shouldered the burden for today's political and economic seismic victories rewards its career force with the least. One need only look at other western countries to find lump-sum payments upon retirement (in addition to mouthly income). Free education for careerist children, free health care.

0020873 Many of the questions did not pertain to my civilian career goals. I hope to be a city police officer.

0020873 Many of the questions did not pertain to my civilian career goals. I hope to be a city police officer.

0020878 This survey does not apply very well to me as a physician. Physicians have many opportunities outside the US Army. I am obligated because of a HPSP scholarship. Retention of physicians would be enhanced by providing more secretarial, nursing, janitorial help in our hospitals; by incresasing military pay (as has recently been done somewhat) and giving physicians more up to date equipment (including computer automation & dicttion capabilities).

0020879 #90 - Job placement service!

0020888 I do not understand question 107.

0020889 As long regular Army officers are not included in the reduction, we do not have an immediate concern. Although promotions to field grade may become more difficult. My year group is decreasing so there are a lot of dissatisfied or pessimistic finance officers.

0020890 Numerous questions were biased. I have over 20 yrs service and had to address some of the questions as though I had less. Sources of information on current reduction plans are inconsistent. The "bottom line" doesn't get to us. Our strategy is being dictated by budgetary constraints.

0020892 On my response to question 13, I was referring more to the OER system. The system is somewhat effecstive in selecting the best, qualified officers for promotion and retention in the service. The system isn't perfecst and contains some falacies. Some raters and senior raters continue to use the OER as a mechanism for counseling the rated officers, and not a tool for evaluating performance adsn potential. As the force reductions occur, the competition becomes even tighter. As a result, the evaluation system will becsome more shallow in its selecstion process and some of the best qualified officers will not get selected. On question 14, the current evaluation system (NCOER/OER) will be effective in selecting those soldiers for separation from the service if used in combination with the other programs in place (early out, involuntary, and voluntary separations). However, I feel the Army leadership should exercise extreme caution during the force reduction. If reductions are made too rapidly, the effect would be detrimental not only to the soldiers morale, but also to the overall readiness of the Army.

0020893 The DOD Army needs to sepak w/one voice. For the past 2-3 yrs. I've read what they "may or may not" do in regards to cutting personnel. "Say wht you mean and mean wht you say" from the 4-star Gen. on down. I would like to know the results of this survey.

0020894 In response to question 69 - my only uncertainty is what is acstually being done. At the level of command where I command, no information is being taught, or passed down. Furthermore, in my experiences, situations that necessitte viewpoints from the group arise commonly. However, leaders and those not in the Military continue daily with their assignment disregarding what the group has to say. Moreover, when the responses are returend the leadership has alredy decided what will be done; therefore, the actual TRUE concerns of the group are not heeded. In other words, without tact I'm asking you to really listen to what the answers I have marked. The answers do indeed represent what my peers feel; however, most of my peers lack the fortitude to let their true feelings or concerns be heard.

0020896 Failure to clearly communicate the Army's position on many of the vital issues affecting the soldiers life is the single most criticism I have of the system.

0020898 Q-75. Too difficult to answer. I could liquidate all stocks, bonds, and other assets. Loans on life insurance and a home equity loan. Also, I will have retired pay coming in. But, I will not live in a poverty status or mortgage my future by total liquidation. Q80-81. The questionaire implies my two children, over age 23, don't mean anything to the Army. Their natural father, who is listeds on "The Wall" of the Vietnam Memorial woudl not like the implication. The "year of the Family" is a hollow phrase.

0020901 Please send information regarding who is being cut and why. There are many officers and NCO's who are very concerned.

0020904 In answer to questions 112 and 113, only if the alternative was a mandatory force-out.

0020906 1) Decide how the reductions will be made and how many. Then notify "RIF'd" officers in advance so they can prepare for their future. 2) If we are going to reduce, lets do it soon and restore DOPMA pin on points to maintain the morale of officers remaining on acstive duty. 3) Base any future "RIF" on performance not type of commission.

0020907 I am concerned about the CVI/RA probationary retention board for ILTs next year. I do not wish to be retained, and I do not wish the slot of someone who wishes retention. Can I find out more information on this?

0020911 I do not feel that the Army will handle the coming changes very well. The threat is reduced, the men are ready to move on. What has been created over here (Europe) is a Welfare Army. I joined to fight, defend U.S. interests. The Drug Fight is a threat to national security, but not to be heavily dealt with by a professional military. Reinforce the DEA, and set up a system to transfer retiring/resigning soldiers into that area of civilian work where they csan properly execute the assigned missions.

0020917 The drawdown will exacerbate a problem which is destroying our Army. Our senior leadership is selected based on their ability to command companies and battalions. Unfortunately these are not the skills senior leadsrs most need. The drawdown will cut off the trickle of non-operators who slip through the system and our linear thinking will be complete.

0020924 The future and missing of the Vet Corps is a major concern to me.

0020925 As the force shrinks we'll be asked to do more with less while still receiving less scompensation than our civilian counterparts. I don't work for the union, I work for my country. I feel vulnerble with elected officials taking csare of their financial needs but wanting to cut the defense budget. I work for satisfaciton first bsut compensation woudl be nice.

0020927 90. Soldiers marked for elimination should be given 3 months to secure a job before being eliminated. All disscharges should be honorble if no other reason than budget cuts.

0020929 Commissioneds officers with prior enlisted time need to know more facts on how reductions will affect them.

0020931 #90 - List of job recruiting agencsies and an analysis of their past performance and satisfaction of former officers who used their service.

0020934 Although the OER system improved significantly, I still feel that senior ratesr should spend more tiem observing the rated officer's duty performance before rendering a judgement that will be critical in the officer's career. I've seen too many cases of raters writing the senior rater's comments and our Army is too ethical oriented to allow this to happen. I also feel that an officer should be given the opportunity to serve in those areas that will qualify him for promotion; just like is done in the company grade level.

0020935 Here's a career issue: eliminate the disparity in allowances caused when a married soldier recseives BAQ/VHA and a single officer receives neither and msut live on-post. In addition the BOSS program is a bust, and should be re-thought to reflect reality.

0020937 Provide "career strategy" courses for involuntarily retired officers. Provide cash differential for involuntarily retired officers (based on voluntary retirement date). Repel dual compensation law. Repel acquisition integrity laws pertaining to job availability. Give us credit for integrity.

0020939 Question #90 I am physiscian I would rely on colleagues and journals in finding a new job.

0020942 One of the big concerns for the year groups near mine is the selecstion for resident course CGSSC. With current assignment policies (resident CGSC grads with priority to troop units), this is a great discriminator - a career maker or breaker - because many people will not get the chance to show what they can do as battalion S-3's or XOs, particularly as the Army sizes down. If those selecsted were clearly the best, we could be content with the fact that the Army would benefit. Although some officers' performance clearly warrants selection, others are a real mystery. How within the space of one eyar, someone (myself) can go from being touted as a "bselow the zoner" (with 7 of 8 #1 block OERS adn one #2 as a Captain (5 senior raters) and center of mass (2 block) as a lieutenant) to waiting to see if this board will significantly stunt my career is almost unbelievable. Reasons given: the #2 block OER, immature profiles, 2-block profiles, etc.; due not to my performance, but to senior rater profile breakdowns. Though not pleased with this, at one time I could have proven my ability (superiority) in the field. Now I may not get the opportunity unless I want to take a chance with an overseas hardship tour or go looking for inter-command transfers from an assistant deputy staff position somewhere. This early career tracking (with the imperfecst evaluation system we ahve) can be expected to have a few negative results: a) ticsket-punching/careerism b) development of a no-defect (and no initiative) mentality c) cut throat competition/politics/"knowing someone". Many of the best would leave because they have other options and/or get tired of the guessing games. My goal is and has been to lead soldiers and, although I kept my options open; never really thought bout getting out - until now. It would be nice to know that excelletn performance is rewarded.

0020944 As a once passed-over LTC, I still want to serve on active duty and will continue to do so as long as I am not treated as "damaged goods" by personnel officers. I want to be able to compete for, and be assigned to all assignments for which I am eligible, regardless of my promotion status.

0020945 I am a 2 time non-select to Major. I have tried to answer these questions as if I had an option of staying on acstive duty.

0020946 I am interested in chances of command. I do not want to chase a command assignment around and in the meantime have numerous staff jobs.

0020947 Any assistance in planning your finances until a job can be found.

0020950 Am undecided whether I will make the Military a career. I was eligible for the early outs offered to year group 87 officers this spring, and opted not to request an early out. I will either complete my obligation and get out or will attempt to complete a 20 year career.

0020952 My unit is currently deactivating, therefore my answers are directed more towards that frame of mind.

0020954 The force is tired of hearing/reading about speculative actions which may or may not occur (separation pay, RIFs, slowed promotion, early retirement). We are trained men of action and are ready to act/react to any action made by DA. The only thing that disturbs a man of action is being placed in a state of limbo due to others inaction. The force is concerned, confused and worried about the future. Do the soldiers in the field a favor, make the required personnel decisions now; so that we can make our own personal decisions, and the army can start moving from a state of flux to a state transition into the Army of tomorrow. 90. Holding job fairs would be a highly convenient feature. 110. If this policy were implemented, junior personnel assigned to TRADDC installations would be penalized due to inadequate career progression. In fact it would hamper career progression as it is now written/defined for everyone.

0020955 Soldiers are spending too much time on jobs that should be under contract and is definitely effecting morale. I have seen soldiers on tractors cutting grass all over the installation that used to be done by a contractor. I have seen soldiers (11B infantrymen, sitting at typewriters registering vehicles. They complain because they aren't doing what they enlisted for and rightly so. Let's use this "peace dividend" to let soldiers go back to soldiering by getting money back for contracts. As the budget cuts took hold, more was having to be done with less. Most of it falls back on leaders whisch try to uphold their responsibsilities. They get no help from seniors and I have never seen so many good officers electing to get out of the Army to pursue a civilian career. The Army is not taking care of its people and I wonder if the senior officers of the Army really understand what is going on at the grass roots.

0020956 I believe that military jobs that allow time for seeking civilian jobs are extremely rare. Those who would take the time would certainly suffer on evaluations.

0020957 90. Information on establishing your own small business.

0020961 After 19 yrs(+) in the Army I am convinced these surveys do little more than pasify and frustrate the career soldier. I realize cuts are necessary and must be accomplished, however, I also believe large $'s spent on system and fraud, waste, and abuse have more impact on the individual soldier than the command group is willing to admit. The individual soldier is the difference between success and failure of any missio(; that should be the primary focus of any decision. The individual soldier, in my opinion, feels small and insignificant compared to the other "weapons of war" this country and its leaders have at its disposal. If the command wants to make a difference, then convince the individual soldier of his/her importance and prove the desire to show equitable concern for him/her versus large Gov't contractors! This country's military is made up of the finest men and women to be found ANYWHERE. Pay, benefits, healthcare, and command concern have reached an all time low from the preceeding 20 yrs. Give something back to those that have sacrificed a lifetime for their country.

0020962 I am a senior dental officer, a periodontist who has spend almost 24 years trying to treat all patients that required my services. I was always overwhelmed. TheArmy has the opportunity now with a reduction in manpower, ie my patient load, to bring the Dr./Pt. ration to some realistic level.

0020963 Question 80 - recent history of veteran experiences with civilian employers (over the past 5 yrs.)

0020967 As a branch transfer from armor to the chaplaincy, I do not have a true "feel" for the effect this will have on my future.

0020971 Each soldier should be elected to stay on active duty or be compensated for his time ins ervice. Also every effort should be made to assist the SM's thats selected or decides to ETS.

0020974 1. I have accepted an early out in Sep90. Please take this into consideration. 2. There is something DRASTICALLY wrong in the way the Army treats and deals with lieutenants. The fact that a significant portion of my USMA class is getting out early had ought to tell someone that something is screwed up. You are losing good people - something needs to be done!

0020976 a) #107 - bad question, not clearly stated, why both options can be in line with DOPMA. b) #58 I believe "Army" would try to protect soldiers, but have doubts that Congress will let them. c) My responces should be considered in light of fact that I had 17 1/2 active commissioned service before I completed my initial obligation (ROTC, MEdical school on AD, internship/residency). Strongly disagree with move to lengthen obligation for Medical Officers attending USUHS. d) Proposals tying medical officer bonuses to long term obligation may be counterproductive. At the end of my current obligation (tied to a bonus) the choice will be either extend markedly, take a marked but but in pay, or get out. It is much more likely that I would get out. e) #110 5 yr tours would save money but cause stagnation if they became the norm.

0020979 Re: Ques #90. Transfer of accrued retirement credit into other Gov't service position. Re: Ques #91. Civilian transition counseling by contracted professional recruiting firm.

0020980 It's difficult to decide how important separation pay is when I don't know how much I would receive if separated voluntarily or involuntarily.

0020982 My biggest concerns center around the Military's leadership being able to sell their plans to Congress and maintain readiness. Congress in it's, appearlingly, blind pursuit of a "peace" benefit is a greater threat than some hostile nations. We must maintain readiness or we will relive the conflict of July-Sep1950. After truman's blind pursuit of a "peace" dividend. Specifically, Congress must be convinced that just because there is no large scale threat, such as the Warsaw Pact, many countries could put forward a good imitation of one for short periods of time especially, if we were not ready to plan, mobilize, deploy and fight with adequate forces. Already it appears the US military forces has problems with the deployment phases of any conflict as well as sustainment. I am concerned about my own ability to continue service as you will note in this survey. I came to the Army because it is what I wanted to do. I still wish to serve but I am more concerned bout the big picture.

0020984 Information is critically important. Efforts by congress & the White House to determine ultimate size of DOD in '95 is essential now, in order to permit an orderly transition. Quicksilver, CFE, a 500K Army? Are all questions that must be resolved & decided ICW budget constraints. Unfortunately the threat is being overlooked by many & DOD must keep focus on it plus size of standing Armies throughout THE. I'm confident that the Army will develop a good plan however it's timeliness will probably suffer due to politics.

0020986 90. Job placement assistance.

0020989 I am glad someone finally decided to ask the people most efected by the downsizing of forces.

0020990 I question the reliability of this survey given the limits currently established by DOPMA, with respecst to promotion opportunities and continued service. I am concerned that those elected officials with the most influence on policy are not "champions" of the Military (ie. (names). Priority of placement in Govt. jobs should be to those involuntarily separated from the Armed Froces. Time spent in the Armed Forces should count toward Federal (civil service) retirement.

0020993 One of the biggest concerns I have is the standard of living single soldiers must endure. BOQ & barracks that I have encountered are below a satisfactory level of living. The average civilian American would not accept them as livable.

0020994 Question #90 job interview training would be very helpful.

0020997 If we decide to RIF, lets do it SOON and all at once. Hold Captain and Major retention boards if necessary. Also, select Ltc's for retirement upon completion of 20 years service unless chosen for higher level assignmeents. Don't wait too long or the suffering will be greater.

0020999 I am year group 88 and my special forces board meets in July. I am going to apply but I will not be promotable. I am afraid this is going to make me have to wait because I will not become promotable for 2 to 3 years. I know we need to meet the need of all branches but I wish it were easier for officers to get the branch they want.

0021007 I am very bad subject - I've been selected for SERB. I would like to see civil service restrictions; eg: dual compensation, 180 day waiver requirement, hiring freeze, lack of vet preference due to grade at retirement, no VRA eligiblity, no recognition/benefit for having served in RVN. Being forced to retire from overseas is very unfair. Don't really feel the Army leadership gives much of a damn absout me, because I'm eligible for retirement pay.

0021009 I think MANY of your questions are poorly constructed. As a retirement eligible LTC, some questions were difficult to answer. Some recognized that status, others did not. As a senior LTC, the SERB is an awful process. The lack of info (for those not selected) stinks. Overall the "breach of confidence" vs DOPMA and "30 years is normal retirement" is a travesty - lets get honest!

0021012 Many good enlisted soldiers and officers are leaaving the Army no because of RIF but the overall quality of the Army. This does not necessarily mean the quality of life, but work.

0021014 This survey: 1) will probably provide no real helpful data. 2) is too long 3) does not ask relevant question (ie, branch, degree of education, etc.)

0021015 Champus benefits for achieve duty serving in locations where medical facilities are not available should be fully reembursable. We average over $500/yr. in mediacal expense. That didn't cost us anything when serving in the Washington area.

0021018 Quality of life: current waiting lines adn cut backs in medical personnel/dental services is causing problems in morale. With limited Champus and more family memebers in Germany. This is becoming a serious problem. IE 8 month waiting time for routine case/surgery, 5 hour waiting lines for sick children.

0021021 Question 105: This one really made me think. If the Army, in reducing size, offered the better of the involuntarily separated junior officers (from what I perceive to be over-strength branches (in,AR,FA) a chance to branch transfer, then less LT's would be forced branch-transferred when boarded for CPT.

0021025 #112 - is the 4 years in RC program active duty? (total 8 years; I assume not.)

0021029 Make decisions early on and let the "field" know what they are. Don't take all downsizing from "front and back" end of force. Let us know whats going on! Make the hard decisions and lets get on with it!

0021033 1. I am a company commander and I am amazed at the extreme lack of information available to tell my soldiers about the cuts. The lack of information affects morale more than the knowledge of the inevitable fate. They are mature enough to understand plans, even if they are not complete. 2. I do not believe anyone group should be protected to retirement t the expense of others. 3. I strongly disagree with the Army tuition assistance program. I personally paid for all 4 years of undergrad. and 2 years of grad scshool and the Army refuses to pay tuition assistance on anything PLD courses. There are no PLD courses in most communitites, espeically in Europe; even less that are appealing as MS and BS level courses.

0021034 If my answers appear to be in conflict, I apologize. I'm currently serving with an approved letter of continuation for selective retention until a mandatory retirement date. I tried to answer questions as if I had the option of serving longer than 20 yrs. My biggest complaint w/service is the constant errosion of benefits from those offered upon entry into USMA Jul68. Q.110 - 5 yr stabilization - saves money. I donht think it is good for career/professional developemnt. Impace on Army readiness/training I'm not sure.

0021043 69. Concern with pay/benefits. We are sorely lacking - 20% pay increase warranted right now. We ARE NOT keeping up with true inflation, let alone the civilian workforce. 94 I will retire in Europe. 111. Retirement shoudl be pro-rated by years service -ef - 15 yrs - retire w/40% pay.

0021044 I think it is critical the Army protect all ranks with 15-17 years of service from involuntary separation or offer a reduced retirement (2.5%/yr under 20). Family and financial committments would be unfairly damaged. We made a committment to serve our nation in good faith, we should be allowed to gain our retirement.

0021048 Speaking for myself adsn some other officers. I have lost respect for the senior field grade and general grade officers. We are not being lead by leaders but by politcans. Rules and regulations apply to junior officers & soldiers but not to them. I realize that statement does not apply to all, but we believe it does apply to the majority. It cost us dearly in Vietnam. God help us in the future! Our managers talk a good game but actions speak louder than words. Earn our respecst, don't dsemand it or expect it just because you may wear a star or be a brigade commander Don't preach the prionciples of honesty and integrity when your actions are to the contrary.

0021053 I believe that retention of qualified individuals in the medical corps will remain problematic until appropriate and sufficient support resources are made available and a shift of emphasis TO sound patient care FROM patient numbers as a means of recapturing health care dollars is effectively realized

0021054 I think the Army is going to lose the majority of its technical competence. At the O-5 and above levels in MOS's such as 51,97 etc. Many of us in this catagory who are in the acquisition corp have no incentive to stay in due to the unstable RIF situation, unstabilize tours (move in 3 yrs or less), benefits (health etc) vastly eroded I plan on getting out and doing something else - I'm tired of constantly moving and putting up with the unotable mess the Army is going through. This questionaire was too long - target

audience should have been targeted and constructed with questions only for that audience over 1/2 of the questions really didn't pertain to me and wasted my time having to read them.

0021057 Individuals should have more warning time if they are to be put out ie. 1 year instead of 90 days as in QMP's.

0021059 69. Other inconsistent rating (OER) standards/profiles.

0021061 I am mad. If you want unbiased information, don't ask me for my SSN or address. Just goes to show how far confidential goes. I have been passed over once for Major. I have a snowballs chance in hell to make it the second time around. Why not offer me the everance pay after the 1st go, and let me get on with my life? Most officers & NCO's I've talked to have a sense of betrayal, the others talk of hanging on until retirement. I do not want to just "hang on."

0021064 I see no concern in the decisions of DA I see late information or inadequate information from branch! Let's cut money wisely! Airborne is for combat soldiers why do we send AG they will not jump into a lot LZ. Let's get down to the basics.

0021065 I strongly support the idea of giving paid time off to job hunt, and I think any separation pay should come with an option of being paid in one lump sum or extended smaller payments over a specific time period. Also we need more official information, morale suffers because of uncertainties.

0021068 #90 - Go back to the old project transition type training from the early 70's.

0021073 Ques 88 - Marketable job skills! Perhaps it could be better understood in my words: I plan to stay in the Army for 20 years providing 1) promotions don't slow down. 2) My family and I remain together 3) A once in a lifetime civilian job offer doesn't fall into my lap. 4) The 20 yr. retirement doesn't change. I don't anticipate an involuntary separation due to the RIF.

0021075 Too much attention is being directed on the "poor soul" who is being forced out. I have seen a couple of people get passed over and kicked and in every case but one, the Army was right on the money. If the officer hasn't made the cut, get rid of him. Do it early and don't give separation pay. One broke Captain in my Battalion said, "I not going to get out voluntarily. I'll wait to get passed over to Major and take my $30,000." In the mean time we have a retard that is worthless to us. We need help.

0021077 Question 110: 3 yrs is sufficient for overseas (long) tours. Overall reductions should be focused on: Reducing enlistments (E-1). Trimming the top (0-5+).

0021081 Suggest that all enlisted soldiers enlisting for first time, only enlsit for 2 years. Would help reduce chapter 16's, by just having them leave after 20-24 months.

0021083 I do not have a functional area and probably never will. Your questions regarding this left no "NA" option. Nowhere did you ask if my spouse was military. He is. If we were both separated, the impact on our family would be devastating. I think that with the number of dual military couples today, that's valid.

0021084 It is frustrating to see defense and personnel programs held hostage to a political process, but that's what democracies are all about. HAving said this, we can become more proactive by establishing and publishing contingency plans. We must let the cdrs. in the field select who goes and who stays, should a RIF be necessary. eg. We could nominate (by name) those of all ranks who should be considered. Then DA, based on needs and soldiers overall file make final choice. Do it by 5,10,15 etc percent blocks, BOTTOM UP. If we're allowed to play it will go better.

0021085 I want to stay in the Army I was a dependent, on scholarship, on an active duty for my entire life. I am a professional soldier who cares about soldiers and the Army. Reducing the Army now is the right thing to do but it will hurt people. Professionally I would support rebranching to JAG where I could stay on acstive duty, support soldiers, and serve my country. The FLEP program would support my continuing Army desires.

0021086 90. m,l,f.

0021091 My question is to the policy of officers with regular Army commissions and enlisted time not being allowed to revert BACK to their NCO status. This is a precious commodity we could be losing.

0021093 I provided all of my comments on separate prapers. The comments are direct, and may seem bitter. But if we are really going to make ourselves into an effective organization, the reforms must come from WITHIN by people willing to chance hurting themselves.

0021096 #19 Relocsation and moving assistance on seperation. #93 Don't know where I'll move to if separated. #110 Tour length: I've been saying for 17 1/2 years let's leave ops at an installation as long as they can progress. At large installations like Hood,

Bragg, Leewis etc. an officer could almost complete an entire career at one past saving the military thousands maybe millions of dollars. When schools come up and and us TDY & return. # overseas tours could easily be filled by volunteers esp. since the draw down has begun. # don't mess with the retirement system. Any attempt to change without a grandfather clause would drive nearly all mid level officers (sr Cpt/jr Maj's) out of service. #111 Do not force personnel out who have at least 16 years military service. We MUST keep faith with our career soldiers. # Civil service PSC reimbursement system would help close the gap between military & civilians moving costs. # Officers should not have to rotate between commanding staff jobs. Some are gresat commanders & lousy staff officers and the reverse is true. We often put officers in positions where they are doomed to failure. Plus the troops come out as losers too! # We must get a system where each branch can publish at least quaterly a vacancy list of upcoming jobs that will be coming open by branch & functional area. I know this is possible now because I used to work a milper cen. This way we souldn't be asking for jobs that are not going to come open. This tool would help the assignment officer and the officer being assigned. The Finance Corps does this already in their newsletter. It is time to make this happen!

0021098 The military spouse/family is at an extreme disadvantage in the areas of, quality of life, quality time spent with family, frequent moves hurt career opportunities for a spouse, and substandard o'sing. Why does the Air Force have better quality of life for its personnel? Soldiers are quickly becoming 2nd class citizens and are currently treated as such.

0021101 At the moment, the active force is filled with uncertainty. We're not getting enough reliable information. The majority of my soldiers joined the Army to serve. They're proud and well trained. Unfortunately, they are facing a possible overnight job loss. My TOP soldiers are worried On one hand they still see a very viable threat. On the other, they see a Congress that's ready to put 1 million people on the unemployment line. Many of my soldiers career decisions are bescoming time sensitive. They want to beat the mad rush for the job market while there are still jobs available. They deserve fair and honest treatment.

0021112 I favor a larger number of below-the-zone promotion percent (about 10%) with a corresponding number of above-the-zone RIFs. A 10% BZ rate is something an officer could strive for and hope to attain. A 5% or 3% rate means little when there is, for the most part, little difference between officers in the top 10%.

0021113 We get the feeling there is no job security in the Army. Changes csome down out of nowhere and affect us mostly in a negative manner. There appears to be no job security left in the Army, and many of my peers. Really good LTs are getting out. Who, that has anything to offer will stay in a career that does not appear to be taking care of them, and that promises only slower promotions and cuts, answer - nobody. They'll seek employment elsewhere.

0021115 Question #75 (not included in this amount is $50,000 set aside for college fund for daughter).

0021116 69. My primary concern is that when the rubber meets the road, regardless of top-level policy decision force reductions result in capricious & prejudicial assesments of which officers are "good" and dramatically increase demand for robot-like absolute conformity while punishing initiative & creative problem solving.

0021117 If I was force dout of Military service, the followign information relates to the answers I gave. 1) I have a BA in criminal justice, I am a tanker, how do I relate that to getting a job in the field I went to school. 2) I am stationed in Germany. There is no job info for states. 3) After 6 years in the Military, it would be difficult to adjust to civilian life.

0021118 Yes - When we all (present active duty Military) took oath, we accepted a "handshake" type offer from Congress and the American people: If you do a good job, perform well, and progress in promotion, We (the military) have a career for you. Do well and you can retire Military. That "deal" should be honored for those it applies to, by starting reductions at the incoming level only. Those responsible for that unwritten gentleman's agreement, should be willing to complete their end of the deal. No matter the time or cost. I love what I do.

0021122 I have recently PCSd to Ft. Bragg. Please change my address to HHC28th CSH Ft. Bragg N.C. 28307-5000. My PCS was effective 1June90. Sorry for the delay in returning this survey.

0021123 I believe the greatest concern to myself and others is that we are very unsure of the Army's future and our role in it. We are very aware of the articles in the Army Times, comments by the SECDEF and Congress. At times many of thees interviews tend to contradict one another. While we KNOW there will be a decrease in personnel we are very unsure of the sizse, and whether it will affect us. It makes me wonder whether I should cut my losses now and leave or wait and hoipe I make it to retirement.

0021125 I do not enjoy the Army lifestyle although I do like some parts of the job very much. If I werre not slated to attend graduate school next year I would leave the Army. I believe that the cuts underway now, will make the Army a better organization. I believe that I will enjoy the Army more 5 years from now than I do today.

0021126 69. Lack of strategic focus/logn range planning at DA level. More interest given to short-term fixes rather than best long-term solutions. Lack of cost-conscious decision making, in part due to flawwed economic analysis and partly due to pure parochialism. My apologies for a "late" response. Your survey arrived concurrent with a PCS move.

0021129 Question #29 - I would have to consider the individual (ie his/her ambitions, needs etc.) Question #101 either one.

0021132 A very interesting & thorough survey! As a career oriented professional soldier, my only hope is that for the sake of our National Security, Freedom, and Democracy in the world; our Military leaders make the right decisions without allowing unscrupulous politicians to ruin our defense structure.

0021139 Whatever steps are taken to reduce the force, they must be based solely on job performance and not source of commissioning, USAR vs RA, etc. Many of us have worked hard to achieve top performance consistently and hope that that will not be overlooked in favor of USMA graduates or others whose work doesn't match up. Just be fair.

0021140 1. As a rule I do not believe Congress has the feeling of commitment to the soldiers as we feel committed to our country. 2. A soldier can serve 17 years and be told he is not needed any longer - and out he goes. 3. I do not believe that the system rertains "the best" in fact anyone that is self motiviated would tend to leave the service if he has doubts of employment security. 4. As a rule I believe this system (RIF risk) would tend to retain those who are not sure of their employability outside of service. 5. I want to stay in service because I like the challenge, the people, the team effort. 6. I stay in because I feel my country needs my talents, does my country feel the same commitment towards me? 7. I know and accept the fact that I'll not get rich on military pay. However, wehn I see Congress vote themselves raises and cut military benefits, I have to doubt their appreciation of us. 8. Many people outside of the military think we have it made - retiring after 20 yrs at 40 years of age or so. But what the don't look at is that we have to work another 20 yrs to recoup what we lose by moving every 3 to 4 years while we are in.

0021141 Grass root level needs more reliable feedback on status of DA actions. Media, especsially here in Germany often presents less than reliable information. Don't forget about those soldiers enrolled in the married couples program when consdiering deactivating units. When is the CPT's board?? What will happen to the chemical corps.

0021144 Try to reduce by attrition first, then retiremment able. Agree with 18 yr lockin, perhaps coming down to 16 yrs TIS. Cut accessions now! Support Congressional program for GI Bill/retraining. Let the soldiers who earned the peace dividend share in that dividend.

0021146 Having been non selecsted for Ltc once, my main cocnern is beign able to complete 20 years service to qualify for retirement. I believe most Majors have a similar concern.

0021148 My concern is about the emphasis plasced on "speeding up" the careers of those officers selected below zone for promotion to Major. In most cases, this selection is determined by 1 or 2 ratings (command OER's) and all others are meaning less unless they're not good. If below zone officers are pushed through the system (CGSC, s-3/xo jobs etc) it seems that 10 of the first 12 years of service are time not to screw up insteds of time to excel & learn.

0021151 Strongly believe that the upcoming reduction in the size of the Army should and can be accomplished by reducing accessions and normal attrition of the force without the knee jerk reactions and uncertainity that is now taking placse. Develop a long term plan, stretch out procurement, give up some programs, but take care of the soldier.

0021152 Q69. If I have to get away from my area of interest in the environment I will leave the Army. It is senseless to send someone to obtain a Masters Degree and then send them off to a totally unrelated field for 2 years to forget what they learned.

0021153 Hopefully the Army will be slow to downsize and not let a knee jerk reaction hurt the Army and all of it's people who have served faithfully for years.

0021159 1. Is the selecstion for these surveys random or will I be recseiving more in the future?

0021160 If the Army is to be successful in its pending transition to new missions sucsh as mobilization and counternarcotics, we must change the current system of only promoting people with extensive recsent troop experience. The Army must acknowledge the need for staff specialists. Appeal to the Lieutenant Colonels and Colonecl with over 20 years to retire NOW to make room for junior officers who will be forced out by deadwood senior field grades.

0021161 Promotion selecstion board LTC/MS. When a person is overseas, they should be permitted to return to CONUS prior to discharge.

0021165 Senior chaplains are not very helpful in helping persons leaving the Army.

0021167 While some of the questions were precise, requiring one response, I found that most of the questions poseds csould not be answered with a single A-D response. The respondent should bse offered a chance to explain his position or opinion with regards to the questions. This would enable youy to get a more clear and definite understanding of how the soldier thinks, and feels.

0021168 Be careful.

0021172 It is clear you are interested in my perceptions of the personal impact of force reductions. This survey comes at a time when my decision criteria are derived from the FY91 05 command lsit (due out 11July) rther than the "big picture." Regardless of the force reduction initiatives, I do not think I want to stay past 20 if I'm not selected for BN/SQDN level command. Additionally, some of the questions in the latter protion of the survey are questions of degree and are difficult to answer. My unit (so far) is untouched by quicksilver and therefore my environment is not as heavy as it might be at Ft. Hood or Ft. Lewis. Our discussion focus more on roles/preservation of the heavy force rather than individual retention issues.

0021173 In every survey I write about the "class A" uniform. I have no IDEA where we got the colors dark green & black. What the current uniform has to do with our heritage is beyond me. Please bring back the CD uniform. That is the color of victory. As you can tell, the current Army reductions do not particularly concern me. Personally I think a smaller gray at this time is not a bad idea. Events & challenges ahve changed & we should act accordingly before Congress does ilated to FBC's w/given FA requirements. The end result is we are eliminating FA experienced Compt's to retain CDR's who must now work in the staffs as Compt's with no experience. As long as we recognize this and stop saying single track promotion opportunity exists then at least we can be honest with ourselves.

0021173 In every survey I write about the "class A" uniform. I have no IDEA where we got the colors dark green & black. What the current uniform has to do with our heritage is beyond me. Please bring back the CD uniform. That is the color of victory. As you can tell, the current Army reductions do not particularly concern me. Personally I think a smaller gray at this time is not a bad idea. Events & challenges ahve changed & we should act accordingly before Congress does it for us!

0021174 I plan to stay in for 20 yrs. & stay in my branch however, I don't think that this is as possible now as it used to be. Spouse employment is very important to me & will be more important on the outside. My spouse will be in a better employment/career situation when I get out. I believe I can get 10 to 15 yrs in the service I'll take all I can get. 5 yr. stabilization will call for a massive overhaul of officers assignment policies within INF BNS ie tiem in platoons & companies. Once the reduction is over or during the later stages would probably be the best time to start 5 yr stabalizations. Stabilizing E-1 thru E-5 during stateside tours for longer than 12 mos. would save money, unit cohesion & hardship & therefore would cause higher morale. Too many Jr. NCO's come pu on levy too soon. I feel tht soldiers would be assisted by the following when they are preparing to ETS either voluntary or otherwise. Job search counseling. I'd find counseling. Job training info. We don't take care of soldiers who choose to ETS, we need to.

0021176 My unit address is HHSC, 8-101ts Avn Regt. The survey was mailed to HHSC Avn Regt. without the unit designation 8-101. Having the full unit address will make it easier for you to contact me in the future, should you deem necessary.

0021177 In suing this response, realize that as a medical corps officer in residency training, my response problem differs from other officers' views.

0021178 Item 69 - Benefits & retiree benefits. Item 112 & 113 - wanted RA only.

0021179 Question #42 has unique implications. I am assigned to the USMC.

0021180 I decided to retire because it is my opinion that the centralized promotion/selection system systematically advances those whose primary motivation is individual advancement over those whose primary motivation is service. The former are much more concerned with appearances as judged by seniors based on superficial exposure over limited time periods due to frequent reassignments. The later by taking a more long term approach and focusing on real improvements in basic combat esential capabilities are ultimately neglected in a system where a single less than stellar evaluation is veto to continued selection for command. I have chosen not to serve with or for the many who I regard as being self serving and are now moving ahead at my career level. This decision was made prior to the end of my battalion command tour. My last OER served to confirm, my judgement of the current system's bias as I had previously observed it's results in producing many of my "peers" and senior commanders at the O-6 through O-8 levesls. If a major war comes before sweeping reforms occur, our Army will fail. I am prepared to serve in combat if ever offered the opportunity, as I have been while on acstive duty. I am fully trained to lead a combat brigade in combat.

0021192 I'm not sure how many of these questions really apply to me since I am a neurosurgeon.

0021200 Evaluations in the medical corps are much too subjective and too easily lend themselves to abuse based on personality conflicts, insecsurity, petty jealousies etc. Should have more objective criteria. Often no time is allowed for adminstrative matters nor is there appropriate tesching of emphasis on preparing report and support forms. The most senior officers are guilty of such pettiness adns elad by such poor examples. Anytime a doctor with a law degree cannot get promoted when those with much lesser qualifications then there is a serious problem.

0021201 Question 31 was poorly written - not enough answers.

0021202 #57 I do not agree with the Army firing on U.S. citizens in the war against drugs. I never want to see maschine guns on every corner like Italy or Peru. Limited involvement is OK. #69 Satisfaction and certainty about remain in service dependent upon joint assignements with my husband & family.

0021203 I am very career minded, but I fear good soldiers will be cut by the reductions as well as the substandard. We need a more tranquil atmosphere about the cuts, to reduce stress. Don't string people along - do it once - get it over with and then ensure job secsurity for those who are left.

0021207 Question #75. My intentions for savings is not to have to spend it all jsut to live & make ends meet. Sacrifices have been made in the past that result in this savings.

0021211 Senator Glenn's vesting/early retirement program looks liek a decent and fair idea - deserves consideration for those with 10 or more yrs acstive service.

0021212 Only one question mentioned Congress, I believe most officers have feeling about politicians and the force reduction. This should be addressed in future surveys. There was no mention of vol/invol separation while overseas. Being overseas severly impacts feelings on job/career opportunities. This needs to be addressed.

0021214 Question 98 is dumb.

0021215 Q#90. Helpful if Army can provide resources such as use of office automation (e., word processors, telephone, FAX, etc.) to RIFed personnel for preparing resumes, job search etc. Such resources could be made available on a space-A basis. The Army leadership has not had a consistent position on officer career development since I've been in. The pattern keeps changing; one consistency is the short changing of officers in certain branches of FA's. It seems that competent officers in certain, "over-strength" fields get behind, while less competent officers in "shortage" specialty get ahead. This promotes careerism in the officer corps. Most officers now in the "RIF rumor zone" (senior CPT, MAJ) have served well. The prospect is being RIFed after they have made a career decision. The lest that the Army can now do is provide: 1) Clear guidance on what is a successful career. 2) For those at risk - outline what benefits are currently (hint - they are not acceptable). 3) Make the hard budget decisions to improve those benefits to level comparable to major private sector corporations. It is not clear that our leadership is being all it can be when it comes to these issues. Finally this survey was not too bad. Hope the results are widely distributed.

0021222 I only wish that these issues had been researched 4 years ago. It is too late to help personnel already affected by the scaledown.

0021223 My decision to get out of the service is personal. The reduction of forces has no baring on this decision. I am a mother with one child and one on the way. Now that my Army obligation is competed I paln on getting out of the Army and dedicating the majority of my time to my children.

0021224 Question #13 I don't agree keeping females/minorities with lower EER/OER's over males/whites to meet quotas. The best soldier should be selected. #42 This is based on my last unit before EOAC

0021226 I am an active duty Army physician; a lot of the terminology useds in this was not familiar - I marked "not sure" and "don't know" several times.

0021232 I no logner know how to advise young AG officers on how to map out a successful career. The opportunities for battalion command are being reduced more and more every year and division GI/AG jobs are no doubt going to be reduced somewhat. Heretofore these two jobs have been the target LTC positions. Now even I don't know what to aspire to be, particularly because I don't see the leadership of the AG corps pushing for a woman to be selected as a GI/AG. I have been told I am fully qualified to be a GI/AG but to my knowledge my name has not been provided to any division commander nor do I believe if I was nominated that I would get serious consdieration UNLESS I was a known quantity by the division commander!

0021235 Personally, I'm concerned about decreasing dental & medical support for family memebers. Professionally, I'm very concerned about an expedient downsizing of the Army repeating history and producing a hollow force imcapable of maintaining training requirements and being capable of deployment and capable of successfully the (any) enemy on the battlefield. We definitely need to be given time & resources to restructure as we lose manpower and $.

0021237 In regards to the officer ranks, I look at the various positions held here at the NTC and at other Army posts and se a top heavy Army full of O-4's and O-5's with 20 years of service holding positions made for Captains. In addition, if you read the Army Times you will also see generals holding some sort of strange out of the way command that O-5 or an O-6 could easily command. In conclusion, I would suggest that the Army not look at the soldier and company level leadership but get rid of the people who you pay the most money to.

0021238 I will respond to three questions; 58, 110 & 111. I do not believe the Army leadership will maek the best decisions for a quality Army because I see too much money being taken away from fuel and ammunition in favor of simulations and high tech office supplies. Simulations cannot replace the real thing. We are also too afraid of hurting someone to conduct live fire & maneuver exercises. Soldiers should not get hurt because they should be well trained not because we do not conduct these exercises. #110; A 5 yr. tour may keep people in jobs longer, with less maneuver occuring this would be good. #111; People who make a career commitment to the Army should be protected by the Army, some would not mind retiring as Captains, most should retire as Majors. They should serve 20 to 24 years on acstive duty.

0021240 The Army is downsizing too fast. Mr. Gorvochev is not exactly on stble ground. Reducing the force is premature. Also, the general feeling is that the officers that are able to line something up on the outside are going. What you have left are those who have a lot of years invested & some extremely poor officers. The Army needs to screen it's officers better & the corps itself needs to screen itself & not leave a substandard officer in command just because you put him in command and it would look bad. Get rid of these poor officers - peoples lives may depend on them. Wake up - there are a lot of good officers getting out & the duds are staying.

0021241 Consdier a 43 yr. old (or older) essentially no money saveds for retirement; out pounding the streets for a job...I came in the Army at age 35 because I saw it as a place to grow AND provide some security & a futre retirement. Now that is seeming to melt away - I HATE to start over but I will & I can. I've moved 6 times in 8 years - for the Army - renting all the while - no chance to get a tax break because moves every yr. - 18 months.

0021242 1. In determining military career commitment. You would do well to assess what role (in addition to family ties, stress management, job satisfaction, travel opportunities, etc) is played by: a) faith and religious commitment, and b) patriotism. Surveys such as these will have a NEGATIVE impact. They will only promote cynicism and frustration. Unless respondents receive: 1) A clear understanding of what specific decision-making needs have generated this survey. 2) Direct feedback on the results of this survey. 3) Evidence that the results of this survey will have a demonstrable impace on the decision-making process, and 4) assurance that the results of prior related surveys (eg. the MEdical Corps "MORB" survey on retention/job satisfaction issues) are being taken into account.

0021246 69 - I do not feel the current OER system is able to select the most qualified officers for promotion or retention. Senior raters are incapable of managing their profiles and base their ratings on personality rather than observed performance. 106 - Why put force through a stressful situation more than once? 108 - promote warriors & seperate larger percentages of CS & CSS types. The functional area program already clearly shows CS & CSS officers are one dimensional. A combat arms offcier is capable fo performing administrative, technical, etc. skills but CS & CSS officers are incapable of serving in the combat arms. I am convinced that in event of a full mobilization the reserve components & civilian augmentees would be readily available to perform finance, adminstrative, & logistical palnning & operations but it would be very difficult to find special forces/rangers, airborne, scuba, language qualified personnel who are expert marksman.

0021247 #69 other: uncertainty about opportunity to command

0021254 After serving in Europe for the 1st 39 months of my career, I was amazed by the daily operations in stateside units, particularly at Ft Hood. I was amazed to see sr. officres run units with CAT II & III personnel fill and funding as if they were CAT I units with a 24 hr deployment requirement. Training dollars appear to be committed to high visibility training events geard to short-term, measurable results instesads long-term soldier training benefits. Quality junior officers, 1st term enlistee's with hard skills, and sr NCOs leave the Army every quarter; many expressing dissatisfaction with this "no depth" approach. By appearances, senior Army leadres are not demonstrating acceptance of resource constraints. Doing so would probably increase retention of high-quality, caring soldiers at all grades.

0021255 The "building down the Army" brief is a very weak attempt to disguise the upcoming RIFs. It was an insult to every soldier who had to sit through it. Let's be frank and upfront with the soldiers. We are adults and deserve to be treated as such.

0021257 TDY - leave 28 MAY-29Jun90.

0021258 Having just compelted CGSC I saw, what I considre to be the "dead wood" of the Army, teaching classes in Bell Hall - LTG ONE briefed us (CGSC class 89-90) on this and made several references to all the people who LOVE the Army. If he was including this group I suggest someone look into the matter more closely It is not the Army the love - it is the paycheck & in my opinion they are not dserving of it.

0021262 IT isn't the Army I fear in managing reductions it's Congress

0021263 Many offices in my peer group are very concerned about our futures in the Army. Job security is one of the primary concerns. Personally, I enjoy the experiences to which I am exposed in the military. My concern is that I will commit 10-12 years of my life to the Army only to be RIF'd. I also feel that with my market ability, I can make more money and work less hours than I do

in the Army. This, coupled with the lack of job security, has forced me to consider my options in the civilian world. I am very unsure of my future at this point.

0021264 The best way to reduce the upper ranks of the force is to do it like civilian companies do and offer credit towards retirement. I.E. 4 years retirement could be given thus making everyone with 16 or more years eligible such as an E-6 w/16 yrs would voluntarily retire as an E-6 w/20 yrs; an E-7 w/20 yrs would retire as an E-7 w/24 yrs or an O-6 w/26 yrs would retire as an O-6 w/30 yrs.

0021265 I believe the formation of the Army Acquistion Corps will have a significant impact upon career decisions. Where would we be if Patton had been required to choose between tank development and developing tankers? More professional training - yes. An elitist corps of bureaucrats that, in time, will appear no different in conduct and manner than the rest of the civilian force - no. We need soldier experience to define a need. Bureaucrats can manage the acquisition process. Soldiers must test the product. Let industry do the rest. Officer career fields "compatible" to the acquisition are feeling the impact of the elimination of dual development.

0021268 Many questions are skewed by my answering them as I have an approved retirement for June 91.

0021270 I hope the Army does not go back to shortened command tours for company, battalion and brigade commander. This screwed up the Army in the 70's and will do the same in the 90's if it happens.

0021274 REF Question 110: Five year tours may, in fact, bring some monetary savings. Such a policy would however,, have a seriously negative effect on morale, would sap the vitality & dynamism we will need in our future and raises the spectre of an Army out of FROM HERE TO ETERNITY. No five year tours!

0021275 Question 90: Help on transferring Army job/training into civilian job skills.

0021277 Medical & dental benefits are non-existant in today's Army. Wives & family members cannot get in to see doctors without waiting six months for my type treatment. The Army should quit advertising this as a benefit.

0021280 My comments are for the questionaire designers and were made throughout.

0021285 As an Army psychologist (68s) currently serviing in a division in FRG (1AD), I have had much opportunity to observe soldiers during this time of "downsizing". It is highly unlikely that I am the only psychologist who has been afforded the opportunity to do this. The nature of my job demands it, and my own personal ethics dictate that I respond to soldiers' pain, discomfort and crises. While our research psychologists (68T) are well equiped to study in the laboratory and compile statistics, the clinicians (psychologists, psychiatrists, social workers) are out there in the trenches listening to people's concerns and observing behavioral patterns of both individuals and groups. Chaplains could also be added to this list of providers. What I'm suggesting is that our mental health providers could likely be a source of information for observations of the perceived and actual impact on soldiers and their families in today's changing Army. Assembling them together in large and/or small groups (similar to what we have done with the Family Symposium) could potentially offer valuable insights. While I would be happy to take part in any further discussions on the matter, unfortunately my own Army career has come to a halt. I have been non-select for promotion to Major and will be leaving the Army as of 31 Aug 1990. In addition to the "downsizing", poor career management resulted in my not attending the advanced course which rendered me uncompetititve. But I can be contacted through the address listed at the end of the survey. Best of luck in the difficult task that lies ahead.

0021286 90 - Getting the soldier and job recruiter together. Soldiers need a place to go for civilian career information.

0021287 With the lengthening of secondary zones, I find my self in the untenable position of 3rd time in secondary zone to O-6. Nothing could convince me to stay in longer. My problems stem from Personnel glitches in the early 60's when these promotions were "automatic". Though I attempted to have these errors changed, I received no assistance and then was discharged for pregnancy making the question moot. My answers therefore, are firm and biased, probably not a good example of help for soldiers.

0021288 #90 Civilian job placement service.

0021290 As an armor officer, I feel that the alarming increase in computer simulation will breed a soft soldier of low morale and will give officers a false sense of competence. The officer corps in general suffers from political maneuvering by ladder climbing careerists to whom truth is an adjustable tool to be used for their own advantage. The esprit de corps of being an officer at times seems to be artificial at best.

0021295 #60 - No doubt the Army will fight but Congress decides changes to pay and benefits and I have no confidence in the majority of self-serving congressmen. #107 - DOPMA is around 10 years old now; do you truly think it's working? I don't. General comment: The rumor mill is driving us nuts here in Germany.

0021297 Would be interested in early retirement if given separation allowance ($30k or more).

0021298 I plan on making the Army a career. I hope to stay 20 and may stay 30 years depending on future events. For the most part the Army provides a good quality of life and a challenging career. Strong consideration should be given to offering those officers AND NCO's who would voluntarily leave a fair severance pay. Once that is done then the promotion system should be revamped.

0021300 We are wasting time & money on USMA grads. 95% of the ones in my unit are negative on the Army and are non-productive - riding their time out. Meanwhile, we have good enlisted soldiers seeking education - have a good solid background in the Army but UNFORTUNATELY don't have a 4 yr degree or - 60 semester hours. I'd take one with 30 semester hrs over USMA grad! or ROTC grad!! or 9 OCS candidate right off the street. Also approx 8 ROTC grads were recently caught cheating & got commissioned anyway - double standard!! Should have been put into the enlisted ranks to learn something - integrity.

0021301 It has been very hard to answer many questions as I am a Col w/29 yrs of service with not many choices left. The key to the next five years is to make the decisions early / w/10 a year at most - explain to all what will be done and then do it w/out records and studies. People want to know the rules of the game and be assured they will not change - if this happens, most of the problems will resolve themselves even if the decisions are unpopular.

0021303 I'm in the mist of a PCS move.

0021305 The bottom line is do what has to be done quickly. Dragging out an issue only dirties the water. Better a quick cut instead of prolonged uncertainty.

0021306 Q#90 Extension of GI educational benefits to allow soldiers/officers to improve education after separation.

0021308 I am a Family Practice physician in the Medical Corps stationed at Ft. Ord. My biggest areas of concern/dissatisfaction with the Army are 1) Lack of a stable practice environment - being called away for frequent field commitments (or covering for physicians who are) makes it difficult to maintain continuity of care with my patients. 2) Lack of ancillary support - nursing, medics, secretarial and administrative support is always lacking. 3) Lack of medical specialist support - routine waiting time of 3-4 weeks for common X-rays, sometimes months for routine referrals to specialists. 4) Lack of respect for family medicine - family physicians are more likely to be sent to the field, or to be tasked with covering other services (e.g. obstetrics here at Ft Ord) without concern for our ability to follow our own family practice patients. 5) Medical corps promotion policies - early promotions seem to go exclusively to those who have been GMO's with field units even though they may not be as skilled clinicians as those who went directly into residencies. Also command time as medical corps officers seem to be ignored as a qualifier for early promotion to Major (i.e. I don't know of a single clinic commander who got elected early for Major, even though I believe that clinic command is a significantly tough job than Brigade sureon, which is a staff job) 6) Lack of concern for rank in medical corps PROFIS assignments - in my position in my PROFIS unit, my commander is a Captain who is one year out of his internship. As we spend a fair amount of time in the field, this is an important consideration and cause of poor morale among PROFIS physicians. 7) Possible closure of Fort Ord - will I go bankrupt if Ft Ord closes and the value of my house falls drastically?

0021309 Educational benefits, admission procedures.

0021312 #90 Preferred access to federal employment databases & opportunities.

0021313 I have become very disillusioned with the sr. officer selection system; I have found over the past 7 yrs I have worked for too many LTC/Cols who had no business being at those grades. I no longer believe that the promotion board system promotes the "best qualified" and strongly feel that an "old boy" net is fully operational. I also believe that a RIF will remove a large % of "best qualified" officers & leave only the marginally qualified "one-of-us-old-boys" behind. Furthermore, as a woman, I KNOW from unfortunate experience that discrimination is alive & well within the U.S. Army, despite the assurances of TAPC. I am certain that a greater % of women than men will be found "wanting" by RIF boards as a result of this unacknowledged discrimination which has affected the assignment opportunities and the OER ratings of so many Army women.

0021316 #69: Not getting the assignment I want (type work). #90: Government & civil svc employment vacancies & laws governing switching from active duty Army to one of the two.

0021318 Question 29 - Should be eliminated. A good officer will consider the individual and make a recommendation, not just a general recommendation to anyone. Question 11 - Since I came in the Army, as a reserve officer and went nol-indef, I was not assigned to positions a lieutenant needed and consequently was later tagged as "non-competitive" for signal tactical company and now BN command. If R&D and support are going to be ODP supported, they should carry equal weight when officers are being considered for command.

0021319 #69 I don't like the way females are treated in the military.

0021321 Ex-spouses Act with mandated access to retirement pay and benefits has devastated me. My ex-wife who made minimal contributions to and had to meet few requirements of the Army has been very adequately compensated. I wonder if other civilian pension/benefit plans provide as much for ex-spouses.

0021323 The Army is my job and way of life. I would never pursue any other work, information, interests to hinder myself or distract from doing my job successfully. Tough for me to realize the company I work for may at any time, can me, with no explanation or recourse. Q82: Income level equal to military pay & benefits. Q104: Early release w/% retromoney based on years in service. The Army cuts ARE NOT taking care of soldiers and families.

0021324 How to dress for a job interview. Correct job interview techniques.

0021332 The separation pay system is not an equitable way to treat persons leaving the service. Instead the military should set up a retirement system that will follow the soldier if he leaves the service prior to retirement. The cap should be lifted on separation pay, retroactively to include all soldiers the last series of promotion boards, as these have been affected by the changing political climate. If a soldier recieves "separation pay", he/she should be able to put it into a retirement plan without having to pay taxes on it. If this is not possible the government should have to pay the soldier a fair amount to 'buy out' their contributions towards retirement. Using conservative figures, if a Captain were to retire at 20 years, that retirement would be worth in excess of $500,000. This should apply to officers and enlisted.

0021333 I have had the opportunity to visit East Berlin during recent months and see many changes 1st hand. I'm not sure that what is occuring will not contribute to an unstable world. I sincerely believe our nation is moving too quickly to dismantle the very forces which has contributed so gratly to these positive changes. I resent some of the efforts on the part of the German govt, to remove Americans from their country.

0021338 I am confident in the Army leadership's desire to methodically forge an Army appropriate to our nation's needs and resources, while dealing fairly with Army soldiers. I am less confident in our ability to make good decisions and manage the changes. Further, I am certain that our government will mandate rapid and large cuts, to the point of chaos.

0021339 I believe that Congress will not allow the reduction option most preferred by the Army to prevent "the hollow Army" situation, unless the possibility is strongly presented. This is a most dramatic time for the Army and requires the same actions to prevent serious and irresponsible force reductions. Not enough time has elapsed to completely analyze the appropriate level of forces needed to "protect and defend" our nation. But Congress is pushing for such decisions, and I'm not sure the "smartest" options are being given priority. Many soldiers/officers will likely suffer broken promises for political expedience.

0021340 My uncertainty about my career in the military is based on a comment made to me by a Brigade Cdr. "Your educational background will probably hinder your chances of being selected for Battalion Command and promotion higher than LTC."

0021347 You should consider, when reviewing and analyzing my responses, that I am an attorney currently serving a 4 year obligation. In February 1990 I was offered a position with a law firm in my home of record which I accepted. Therefore, I am seeking an early release from active duty. As a result, I do not have many of the concerns that my peers have and my answers reflect that.

0021350 I have a masters degree in instructional technology, a survey-intensive field. Most ARI instruments are models of good survey construction. This one is awful, and would have earned me a non-passing grade at the University of Virginia. It frightens me to think decision makers may regard the results as actionable information. I'm a twice-passed Major serving in the 18-20 year "lock-in". My responses reflect my status, but does your scoring matrix account for it? Judging from the responses you offered me, I'd guess not. Re q's 39 & 40: ONLY OER I've ever rec'd like it; contrary to Army policy, senior rater "padded" profile because of my twice-passed status. Thus, it is likely conclusions you may draw from these q's will be erroneous.

0021358 On mandatory retirement list as of 1 Sept 90 30 years of service.

0021360 #90 Interview techniques training.

0021363 Q#15: Already eligible to retire. Q#23: My performance, or HOW MY PERFORMANCE WAS RATED? Q#29: Air Force. Q#30: NOT for a career, just for experience. Q#31: SELECTIVE overseas travel. Q#39: MOST O6's have grossly misproportionate profiles, and NO ONE at DA has the GUTS to MAKE them start over! Q#57 AND Q#98: Sound like we are reducing totally strength, strenghtening Special Ops (forces) for REAL training (the "war" on drugs. (P.S. I am SF qualified)). Q#71 AND Q#72: "Supportive" isn't well-defined. My spouse is always supportive of my/our decisions. She is the daughter of a 27-year career officer and she, too, is fairly sour on the Army at this point in time. Q#75 AND Q#76: EVERY time we have had to move WE lost a LOT of money, and we have had to move 4 times in two years, due in MOST part to the Army. We had to sell our home at the last duty station AT A LOSS because the Army insisted that I move after only TWO years on station, even though I had been requested by 4th ROTC region for assignment at UNM ROTC dept., which would have kept us there until eligible for retirement. Instead, "because of a worldwide shortage of fixed-wing aviators" (DA-AVN branch) I was sent to my present station. Approximately $16,000 was spent to transition

me into a C-12D aircraft, and 1 WEEK later was taken out of flying to be the division HQS Commandant. The REAL point is, we LOSE MONEY and go into debt EVERY TIME we move, which is frequently. Q#77: ANYONE can get a job. Q#9: The newspaper. Q#110: YES it would be COST effective; NOobjecstives, social fabric and its most widely subscribed to democratic traditions and ideals) they had better handle this carefully. The current course will insure that very few intelligent, capable, and dedicated officers will remain to continue in the tradition of self-sacrificing servitude and as role-modesl to the virtue of a life measured by the degree of success in attaining self-actualization through dutiful and honorable service to our country. It is a time for elegant solutions; articulated forcefully with the doggedness of old trench warfare. We can't afford to lose this war. The human factor - a starting point above all else. It is a time for the Army to get well; not suffer its relatively greater setback. The vivid panorama of the fruits of generations of sacrifice abounds around us. Yet, the country whose military has shouldered the burden for today's political and economic seismic victories rewards its career force with the least. One need only look at other western countries to find lump-sum payments upon retirement (in addition to mouthly income). Free education for careerist children, free health care.

0021391 #69 - Other concerns: Inconsistency on senior raters evaluations. No enough time in the position to evaluate the officer fairly.

0021394 Instead of an overall RIF, I recommend that all tours be extended, lengthening the time on station and reducing moving costs. I also recommend that all units missions be examined and re-looked. If we can cut out some missions and cut those units, one person will not have to do the job of the ten that are cut. Early retirement is a good option for cuts and also requesting volunteers for early out.

0021399 90 - Salary equivalents on civilian pay scale counseling - interview techniques.

0021402 Question 28 Should have an NA response.

0021405 #90 Jobs for trained professionals - Army aviators, officers with MBA's etc.

0021406 I have been charged to give the building-down briefing to every soldier in my organization. It is poor. My soldiers are not stupid. Trite terms such as "building down", "career-interrupted officers", and "Army alumni program" do nothing for my credibility with my soldiers. When is the HQDA staff going to learn to be up front and call it like it is?

0021408 #69) Superiors not handling junior officers careers well. Unsatisfactory officers, more concerned with their personal career, advancing quickly (below the zone) through the ranks, leaving the Army and the soldiers in poor hands.

0021410 Recommend maximum use of SERB for all officers and enlisted personnel to bring end strength in line with congressional mandates.

0021412 While I belive the Army is indeed committed to ensuring that the most qualified personnel will remain in the service, I feel uncertain about it's ability to do so. The evaluation system has been fair to me, but it is subjective in nature and at times it would appear as though a reaters (senior especially) evaluation is based on perception and personal opinion. The personality conflict is still the greatest threat to an office's career. The other major factor that contributes to my doubt is my status as an OTRA officer. Since this population remains suspect to RIF actions. My doubt about the long term future has not in any way diminished by desire to excel. It has however, caused me to attempt a transfer from my current branch AD to TC. The reasoning behind my attempt was to move into a branch that resembles more closely a civilian sector. This request has been denied due to shortages in AD. What I would like to see from the Army is offering officers great opportunity for higher education and giving even junior officers the opportunity to work in secondaries that also have relation to civilian careers. These opportunities will help a combat arms officer to increase his or her marketability in the job market and produce a more thoroughly trained officer. I would feel little insecurity if I could remain in the Army (a profession I truly enjoy) and at the same time keep myself competitive for civilian opportunities if I am forced to leave the service.

0021413 90. Businesses are currently sending employees to "image consultations" i.e.; fashions, business appearance. Since I have been wearing BDU's so long this would be very beneficial. Comment: The recent climate of CVI ıd promotions has prompted LTs to feel that they have NO job security with the Army. All the LTs I know have saved a great amount of money "just in case". We buy only necessities. The Lt's have developed a "wait and see" attitude. Many will opt to get out after pinning on Captain because job opportunities ARE MUCH BETTER AS A CAPTAIN THAN AS A LT. To get out as a Lt is a waste of all time spent in the military. RIFing us as Captains.

0021422 Those with 18+ years should be offered retirement early with full 20 year benefits so as to down force in another way.

0021424 69. Unwillingness of those in control to assign me in a position that is appropriate for my rank & educational preparation (outside my MOS).

0021426 Now that reductions have started, quicker dissemination of options to those affected needs to take place. Civilian employment agencies should be set up in each state to handle those in transiion. Severance pay and employment (civilian) are the two major concerns.

0021429 Prior to mmy arrival in USAREOR I had no career concerns. I had successfully completed tours in the 2ID (Korea) and the 82d Airborne. USAREUR is the most racially bias area I have ever experienced. I came here fully prepared for a command which were constantly given to "others" with less time in service. I complained and my OER's reflected my "bucking the system"!

0021432 The biggest disservice the personnel folks are doing right now is failing to provide Cpt's the encouragement needed to keep the good ones!! There is such a numbers crunch going on that we are motivating the "smart" high performers to get out quick, while the middle of the road guys are encouraged to stay. Bad move!!

0021433 Biggest advantage of today's Army - salary - it's actually too high. Biggest disadvantage of today's Army - LACK OF JOB SECURITY (eg 15 "1 blocks + 1"3" blk + you're gone) (This in turn promoes a lack of integrity) LACK OF A STEADY CAREER PROGRESSION & BUILDING OF MARKETABLE SKILLS - as compared to your civilian counterpart. Comment: The Army can no longer afford to pay for it's PCS policy (relocating every 2-3 yrs). It's too costly now - both in terms of funds & waste of human resource potential. (i.e. People are forever relearning & there is no continuity - this is wasteful!) I am leaving the Army because of not being promoted (03-04). Those promotion rates have dropped from 79% to 64%. Whether you call this a RIF or not - there is something you should make Army policy makers aware of. If as a result of this questionaire & current discussion - the Army decides to radically increase the separation allowance form it's current maximum (or allow additional benefits to those RIFed they had better consider the category & time of my separation or be prepared to fight a class action lawsuit. I will NOT stand still while someone 8 months down the line from me, gets a higher separation allowance than myself. These people (i.e. myself) must be included and any decision to increase separation allowances must be made retroactive to include those who have already been affected since the real reduction started some time back.

0021435 I am an Army Nurse Corps Officer. My husband is also active duty. I will ETS from the Army 18 July due to inadequate child care facilities.

0021436 I am concerned that officers that do not have a RA commission will be cut before the RA officers regardless of their performance.

0021439 Skeptical of this survey. Questions are benign and answers you collect will also be soft. Seems a waste of time and money.

0021447 Although this survey is extensive, you have failed to consider the concerns facing dual Army couples. Many of your questions did not apply or the answers didn't have enough options.

0021450 My answers are my opinions as of Mar. 90. I retired 1 Apr 90 w/27 yrs Fed Service. Based on current events (budget, world, etc) it was time and I was ready. I feel good about my Army career and our Army. To stay on and face a SERB would NOT have ENHANCED my positive feelings. I have an exciting new career and absolutely no regrets!

0021452 NATO Personnel receive very little information on the subject especially "official info".

0021453 Having recently returned from USAEUR, I am alarmed by the large numbers of "Top Quality" lieutenants leaving the service. My current unit will no doubt feel this loss of talent immediately (within 120 days).

0021454 As with any proposed cut in workforce - the best people - those that are the most marketable will leave first. You will then be left with the best of the worst.

0021455 Personally, I enjoy the Army. I like just about every aspect of it ie: pay, opportunities work etc. There are somethings that I find difficult to accept ie: up or out policy, favoritism, etc. I like soldiering & if I do not become a full Colonel a LTC serving my country to be as important & I want to be the best soldier (officer) I can. SERVING to me is more of an HONOR than achieving rank. I believe the key to this issue is to keep those who not only are BEST QUALIFIED but also who see SERVICE to their country as a critical part of why they are in the Army.

0021462 My only comment is twofold: 1. I trust Army leaders - I distrust the Congress. 2. However, I do think the Army staff needs to adjust our "tooth to tail ratio" in favor of more teeth. That means manpower and ammunition and training dollars for Armor, Infantry and FA units. AT ALL COSTS!

0021463 My fears are not so much concerned with what the Army will do, but rather what Congress will or will not do. In the future. With fewer veterans in Congress, it will be inevitable that soldier's will suffer thru the great "thank you" for a job well done. History shows what lies ahead for the soldier, our country, Europe, the Mid-East and the world.

0021464 My last four years in the Army have been very unpleasant and unrewarding. I am a physician INITIALLY I volunteered to assist with hospital administration. Eventually I was forced to give up my practice of my specialty for hospital administration. Upon reassignment to EAMC my service was moved from the main hospital into a 1943 building that was condemed. The building was full of asbestos, has no grounded wiring, filthy air ducts, and a poorly functional airconditioning system. The space in the main hospital from which we were moved was left empty. Four years later this building has not yet been painted and the heating and airconditioning system still have not been replaced. At Martin Army Hospital the radiology service is not on emergency power. A request has been in to have this work completed for five years. There are 5,000 unread films in the radiology libaray there. Funds have been issued several times to have these read and have been used for other purposes. Trainees were being admitted to the ARD (acute resp dis ward) by physician's assistants without being seen by a physician. This had been going on for several years against regulations (I think I managed to fix this problem). I have been given a budget of $800 dollars for the last year to run a clinic that normally has a budget of 8-10,000 dollars per year. I have also had a one room clinic and no office for the last year. Funding for pharmacy for last year makes it impossible to obtain appropriate medications and quantities of medications to maintain quality care and meet acceptable medical treatment standards. Politics has become more important than getting the job done right. In summary too many important issues which the system does not want to hear about or not want to allocate resources to fix.

0021465 I am a 2LT with a (3) three year obligation. I do not intend on stayng on active duty longer than this. At this time I would voluntarily separate if I could and complete my obligation in the Reserves/National Guard. If I were involuntarily separated I would like to receive separation pay.

0021472 I enjoy efforts to "tough" individuals. There should be a program to go to the advanced course. Without further obligation. Thus transitiion to reserve component would be easier. Efforts to trim forces should be through chain of command ie: each bridage given X number. To cut total usage not required. If after 1st round & not enough cuts made... repeat allow Army wide early out. Get rid of people who want out regardless of reason.

0021476 I highly reccommend a "special" news type letter be published with information on possible on future personnel actions. Poor information flow during uncertain times will only lower morale. Additional information will also assist in career making/altering decisions among Captains and Majors who are in the "borderline" career years (8 to 12).

0021477 #69 - Heavily weighted OER's, lack of fair and unbiased evaluations from Senior Raters. One man (LTC, Senior Rater) could end what hopes you HAD of a career with ONE evaluation - ranging from 3-12 mos. Does not give a Junior Officer time to develop potential!!

0021478 Although everyone talks about how great Army benefits are, many civilian job opportunities also offer solid benefit packages ie: dental, medical. So, the Army needs to keep up with our civilian counterparts in the PAY arena instead of always using the work argument of: "but we offer such great benefits... these most assuredly compensate for the lower salaries". The civilian market (pay etc) is much more appealing. If Armed Froces started paying more, I feel more quality people would stay.

0021479 Please take into consideration that I am married to another Captain(P). I answered many questions with the thought that he will remain on active duty. Thus, I consider myself fortunate to have another income. If he did not have an income, like many of my peers' spouses, I would answer questions as "more concerned". Also, my main concern is that reductions do not take place too rapidly to adversely affect readiness.

0021483 RA Officers should not be separated or consudered for the RIF.

0021486 Question 69: The Army has made a commitment to myself, and my soldiers. We have lived up to our end of the deal however the Army/Country is backing out of its end of the deal. Benefits are decreasing - health care, dental for dependents, GI Bill gone. Many of my soldiers have 10-15 years service They have made sacrifices. Example - moved several times and future was destroyed, out of pocket expenses PCS, TDY etc. Given up purchasing homes etc... now when people have 5 to 10 years remaining their future looks dim. There are ways to make these reductions without hurting the people. Example - retain only 25% of the people past 20 years. Slow the intake of the pipe line to 50% Make these reductions in 10 years not 5. Slow promotions example - 2LT to 1LT at 3 yrs mark. 1LT to CPT at 6 yrs mark. CPT to MAJ at 12 yrs mark. Maj to LTC at 18 yrs. LTC to Col 20 yrs. Those who make stay past 20 yrs 25 yrs. BG at 24 years. This is just an idea to work with. There has yet to be a way to reduce the force without hurting the people who made the military a career. It was because of their hard work peace has come between US & USSR. The reward the soldiers will be receiving in unemployment for doing a great job.

0021497 I am skeptical that any transition training the Army sould establish would actually help Officers. It would be geared to enlisted soldiers.

0021500 With over 29 years in service this survey could have been much better utilized and produced much more applicable answers than I have. Also too many questions that DON'T have a "N/A" possible answer. In most cases I chose the neutral answer so as not to destact the sample. Probably needed a separate officer/enlisted survey.

0021502 I feel instead of reducing the number of people on active duty, we should decrease dramatically the number of people entering upon active duty ie: ROTC USMA, BCT, OCS. Also retiring more people at 20 years. Also making ROTC, USMA, BCT, OCS extremely competetive thus creating top notch soldiers and of course less!

0021505 I am a Signal Officer iin an Infantry Battalion and consider my position here superfluous. I propose removing the Signal Officer slot from non-signal units. This would allow a reduction and also allow all Signal Officers to have the same opportunities, ie: commands, ratings from Signal superiors. I myself am being held prisoner here. I have been promised a command in a Signal Unit but am not released from my current assignment (in the infantry unit) because they will not receive a Signal Officer.

0021508 Question #110 cannot be considered an option in the context of what it takes to be the best and most competitive officer these days.

0021510 Some of my answers may appear somewhat skewed from the norm - this is essentially because when I came into the Army I knew then that, barring unforseen circumstances, I was going to stay in for 30 years. I have been very fortunate in that I have never had a "bad" assignment. The one thing that does concern me is that, while the current Army leadership will try to do everything possible to prevent a throwback to the "Hollow Army" of the early and mid-70's, I am afraid of the mood and misunderstanding in the Congress as regards the "Peace Dividend". An overzealous drive to save money by drastically reducing the Army as a whole vs. carefully downsizing based on projected future regional and strategic threats to U.S. National Security could result in a potentially tragis instability to effectively influence events around the world. An area that several of my soldiers have voiced as a major concern is the continuous erosion of active duty benefits. The lack of adequate medical and dental care, housing, community activities and other areas impacting on their total quality of life. This, far more than pay is causing many of them to consider leaving the Military.

0021511 Selection boards for promotion need to be more efficient. Too many good officers are leaving simply due to the long wait associated with the captains board. Promotion pin-on time is not critical if pay is increased for length of service. Currently too many NCO's are doing the increased workload and accepting the responsibility of positions 1 to 2 ranks above. I can easily see this carried over to the officer corps, ie: 1st lieutenatns as company commanders, majors as battalion commanders, etc. Potential for further dissatisfying good officers and leaving the Army to be led by average leaders. Personally, I am fortunate as having passed the captains board, however, I am somewhat dissatisfied with the long pin-on time wait. Being denied the captains bars is not as dissatisfying as having the pay increase delayed. Also, I would seriously consider accepting warrant officer status if I could be sent to flight school. I am full qualified to be an Army Aviator, in fact, I turned down an Air Force commission sdo that I could be an Army Aviator. I was denied Aviation Branch upon entry and subsequent duty assignment (Germany) has prevented me from getting transferred to Aviation. This is just an example of how the Army ignores concerns of personnel. I would be content to serve as a warrant officer, only if I can do the work I want. If the Army wants to put me where they want me, ie: I do work I don't particularly like, then I want the promotion, pay, and benefits I deserve for the personal sacrifices made to accomplish the mission. Currently, I intend to stay in the Army past my initial obligation of 4 years, and my subsequent obligation for 18 months. If the Army can offer me exciting duty, decent pay and quality of life for my family than I intend to stay regardless of my personal loss of an Aviation career. If not, the Army loses another good officer.

0021523 61. I am not currently satisfied with my benefits (health care) nor my quality of life. To help improve these, during force reductions, do not cut support personnel nor agencies. 67. I am planning to stay in the Army for a few more years. If I am involuntarily separated, it would place me in a bad financial situation. This would be eased with a separation pay, even if I do not, yet, have five years in the service. I would consider volunteering to leave the service if a separation pay were available. 88. Aside from the job search tools indicated, a job fair is essential. This would include hiring teams from several corporations that are available to answer questions and take applications.

0021526 Ref#90 - need refferal service.

0021527 Pertaining to OER related questions: the current Retention Board for ILT with date of rank of 30 Sep 89 resulted in my having the perception that senior rater profiles are too fluid from Battalian to Battalian and good officers were in jeopardy. I find it difficult to believe that any given unit in the Army today could have possibly gotten by without losing a ILT, however, in 2 Bde 8ID one Bn lost 4, 1 lost 1 and 1 lost 0. To me it is indicative of poor realistic rating schemes. I wish I had a solution. Perhaps each unit would have to recommend the separation of 1-2 of their officers, based on the Army's need. This could possibly keep each unit of Battalian size honest and fair.

0021528 Q90 - not enough information and help is available for personnel w/needed skills to enter and obtain jobs w/government service. Even though we lose these people from the service we can still utilize their abilities and institutional knowledge within the government rather than hiring outside from unknowlegeable and unknown quanities.

0021529 Some of the questions failed to identify those soldiers who have Reserve time. I reseived my commission early and joined a USAR unit for 2 1/2 years prior to attending my Basic Course on Active Duty. Although I h ave 9 years of Active Service, I hagve a combined 11 1/2 years. In the event of being involuntary separated, I would join a USAR or National Guard unit, but there would be concerned that these units would have little to few vacancies if there is a large scale RIF with other officers and soldiers wanting

to join a unit. The number one concern however on leaving the service is where will the individual be working (i.e. his full time civilian job). Reserve duty is great, but the most important factor is where the soldier will be working and in what state. Other factors depend upon a stat's local economy. My HOR has a very high unemployment rate and it is unlikely I'll have any success finding a good job. Although I do not want to voluntarily get out, but because I am a USAR Officer on Vol Indef status, it is highly likely I will be subject to a RIF. I plan on staying on Active Duty as long as possible.

0021536 #69. Reductions in force strengths will reduce promotions. I feel there is a strong possibility that those of us with 18+ years may just be told to retire to meet manpower strength cuts since we would be hurt less financially than those with less TIS. I want to stay for 30 yrs but fully expect to be "sacrificed" for the "good of the service". #90. Classes on interviews.

0021538 We need to stabilize the Military - particularly Senior Military or we will witness a mass exodus of our senior people - results will be devasting to our lower ranking folks who will not feel their jobs are very secure.

0021540 Presently, as an advanced civil schooling graduate student, I feel that the Army is investing in me and less likely to let me go. If I had to transition to the civilian work force, I would not want to undersell my military experience. Guidance in that area would help.

0021542 10-14 based on too much emphasis on "ticket punching". Lack of personal touch in dealing with job issues, assignments etc. Leadership seems remote. My recent tour in Honduras leaves one with a feeling of indifference higher up.

0021549 88) Data bases for job vacancies are important, but these Data bases would be more helpful if they were broken down by career fields. 111) In question 111 you have suggested protecting Majors with over 15 years of service. Why not protect EVERYONE with over 15 years of service. 94) I would move anywhere I had to, to get a job. Naturally I have preferences but those are secondary to getting a job.

0021551 Many Officers I have known have felt badly-served by the Army's Officer Professional Development Program. This feeling is particularly strong at or near the 10 year point. The entire selection/promotion process appears too riddled with inconsistency and arbitrariness. Combining this with major reductions in the Officer Corps will create serious long-term morale problems for Officers entering the second half of their careers. This bodes poorly for the future of our Army.

0021553 I do not believe the current promotion/selection system is either accurate nor fair. As a mid-grade Captain, I have watched numerous classes approach the mid-grade selection boards. In many cases, some of the best Officers I have known were not selected. Why? It was not because they were poor officers. Rather, their non-delection was due to their choice of difficult assignments or assignments in very elite units. As a result, they were being rated against some of the very best Officers in the Army. The current system has no way of differentiating between the best and worst units in the Army. Is an Officer who receives a center-of-mass rating in a Ranger battalion worse than an Officer in the worst infantry battalion in the Division who receives a top block? Not in my opinion! Until the Army incorporates some method of quality control (such as the average rating of an Officer in that unit) all selection boards will be inaccurate. As a result RIF boards will also separate many officers who are better than the Officers recommended for retention.

0021554 Offer more early outs, rather than cutting. Stress to Senior Raters the significance of their ratings in light of current trends in the Army. As the #'s of personnel decrease so should the # of units to avoid over tasking. Use this "change" opportunity to increase the quality of the Army!

0021555 I witnessed the RIFs of the Vietnam Era. I saw a lot of good Officers forced from the service and a lot of poor performers stay. I saw how long it took the Army to recover from that experience I pray that we have learned from our mistakes. I definately want the "Army" to make a decision on the size of the force and execute! The worst possible situation is to let the situation fester. Rumors, PERCEIVED indecision (on the part of Army leadership) and uncertainty will only hurt morale. Take whatever cuts are necessary and be done with it! To execute a slightly flawed plan ON TIME is superior to executing the perfect plan TOO LATE. To sacrifice the 2nd LT & 1st LTE/& Junior Captains after only a couple of OER's to retain Senior Officers is inappropriate. The Junior Officers are our future.

0021560 I feel that DOD is trying to protect the Military (although they aren't communicating well with "us"), but probably won't be successful due to public opinion. What's the plan? Be up-front don't hide it from us. I'm losing faith in the Army "system" VERY QUICKLY! Please help - my entire life has been invested in the Army - honesty is all I ask for in return. Thanks.

0021569 One major issue that was overlooked was leadership! Had you asked if leaving the Military was based on the quality of the current leadership, I would have answered definitely. The brand new lieutenant is often misutilized and his lasting impression is that the senior ranks can't make a decision and all they are concerned with is their report card. Take a good look at the Junior Officers, they are deserting a sinking ship, and you're left with mediocrity.

0021571 Cut branches/FA, lowest performers first, and moving up; RIF those necessary but leave best to meet Army requirements.

0021582 Emphasis should be placed on closer scrutiny of Officer/NCO records to reduce the number of mediocre soldiers on active duty. Release those who are mediocre performers and giving only 80% in their jobs. This would allow openings for those of us who are attempting to exceed the standards in all of our endeavors.

0021586 Since 1979, I have held only non entry specialties (49/51 and later single track as 49). As such, I have bbeen out of place in the Army. I feel I have done outstanding work as a 49 (most raters agreed), but schooling/promotion appears to have been based on my being an unqualified Armor Officer (a specialty I haven't held since 1979). For this reason, most questions dealing with a career, here, are irrelevant. I don't have a career - I haven't had my career prospects for some time. I wish I could have been a part of the Army, in addition to wearing the uniform.

0021588 I feel DOD and Congress need to make a decision and get the ball rolling. Continuing the political game will lower morale and drive good soldiers out. Question 90 - Interview training is needed. A good resume is worthless without a successful job interview!

0021589 MW4 is a farce - have to ask you if you want to be promoted? Get to wear a different bar for 5 year obligation with no pay increase and uncertainty of assignment! I was not assigned to Fort Lewis based upon ORB or skills! - selecsted for MW4 bsut only "an attmept will be made by your assignment officer to assign you to a MW4 position." (you don't assign a Major to a Lieutenants position. (this questionaire was late becsause it was sent to my old unit in Germany. I'=e been at Lewis for a year.

0021590 I recently decided to resign my commission from the US Army. Me, along with 5 other friends, all top-notch officers with LOTS of potential. While not the sole determenant, a critical factor influencing my decision was the continuing change in promotion board plans, and an apparent confusion about "what to do with the clas of '87". Officers need to be promoted on MEN'T not just time in grade. There needs to be more flexibility. I was offered a company cmd - but really, give me a command AND give me the deserved rank.

0021591 I don't think DA/DOD desires will matter much when Congress makes decisions.

0021593 Those in Europe suffering double whammy - CFE & budget cuts. Creates great uncertainty for all soldiers & especially their families. Accurate info is NOT forthcoming because our Cdrs (rightfully so) do not want to put out info only to have it change. Impact is that rumors abound. Crime stats of child & spouse abuse are up. Stress is up. What is needed is a concrete plan & then get on with it. We are being told we have "won" here in Europe. The general feeling is that our gov't should take care of those of us overseas who do not have ready access to job market as do those serving stateside. Bottom line - get on with it, announce the plan, help out those overseas to allow them to be competitive for civilian jobs.

0021595 69. The lack of any definate plan to scale down the services and the unrealistic budget proposals from the House and Senate. Decisions need to be made now to include a strong separation pay plan for all ranks.

0021597 To help you better understand my answers: I have been passed over once for Captain due to my First SR blocked OER had negative comments from my rater, a center of mass block from Senior Rater(SR). I was just retained under the recent board. If I have trouble making Captain, what does this portend for MAJ & LTC, especially in light of force reductions.

0021601 Tough questions, hard to understand some. Had to read some several times to figue out what you're asking.

0021608 Answers may appear negative . Not the intent. My biggest concern with reductions is a lack of faith in legislative channels. DOPMA was born to protect... I believe in the military system. I don't believe leadership (military) will "fall on their sword" as the congressional ax is swung. Second concern rests with "ticket punch" mentality of the system for rentention (read promotion). We send smart people packing while a significant number of ticket punchers dance across the bingo card. Many ticket punchers surely lack successful cooperate leadership skills. Yet we promote the ticket puncher while the potential corporate leaders walk out the door. I don't argue with the warfighting mission and warrior mentality. I do question the cant to warrior skills launching one to col/stars where corporate sills are a must to successfully execute. The line suffers much under these (usually stressed) leaders.

0021611 I attempted to resign from the Army in May 90 due to my frustration with the promotion process and my personal experience with the cutting-back of the already limited Army benefits. After interviewing, and being offered several jobs, I am convinced that the junior Army Officer is not treatd fairly in regards to pay, benefits, etc. compared to his civilian counterpart.

0021614 69. In consistent leadership, each change in leaders brings a new agenda and variables which can affect OER's and other devices important to promotion and retention.

0021615 I plan to wait and see. The offical policy changes on a daily basis. I will wait until policy/action is a fact. If I have no/extremly limited opportunity for promotion/command I will probably retire at 20-21 years. If a reasonable opportunity for promotion/command still exists I will continue to "drive on". I am extremly concerned that a smaller Army will not result in improved housing/benefits, but will result in a smaller Army with limited/substandard housing and fewer real benefits.

0021617 The amount of information currently available with regard to personnel changes is bewildering because accuracy is a problem. The most notable change to me is a a loss of negotiating power with my assignments officer. "Take it or leave us" is the message I perceive.

0021621 My uncertainties about an Army career stem from job satisfaction, ie: will the Army provide for quality training and soldier/family support systems in the future? In light of the current reductions and cutbacks I am not sure that the overall quality of the force is not going to suffer.

0021622 We have more generals and colonels (0-6) than we need. Retire them and stop butchering the company-grade officer corps (0-1 to 0-3).

0021623 In cashing in on this "peace dividend", we seem to be counting our checkens before they are hatched! The current OER system lends itself to mis-interpretation at DA level. It seems trendy to second guess the rater/senior raters comments & to disregard the rater totally & rely only on the S.R's profile.

0021626 #69-Uncertainity whether my husband & I have be stationed together. As an ANC officer - I am looking, at this point, on a 20 yr career in the Army. However, being married to another service member the chance of separation is great and this may decrease my concerns of staying in. Besides the shilft changing family seperation is one of my major ocmplaints. We have been lucky so far.

0021628 The course of my military career aside from the issuess addressed in this survey is greatly influenced by the strength of Army's present leaders (ie: front line supervisor) or their lack of strength in the chairs of command & how they support those lower in the chair.

0021630 The Army has provided an adequate standard of living and adequate benefits in most areas. However, the health care, both medical and dental, has been far below standard for service memebers and especially dependents. I plan to make the Army a career, but if I do decide to seperate it will probably be due to the poor health care my wife and I have received. The problem is partically quality of service but mostly availability of service.

0021632 Reduction in force should first be accomplished with reduced accessions & early retirement for those eligible (past 20 yrs). Next should be voluntary reduction through at type of early out program with severance pay. Retain productive middle management levels Majors, LTCs, Senor NCO, etc. Cost saving measures should also include longer dut, station assignments & limiting national TV advertising for recruiting.

0021634 Too much information is being put out or published on the reductions. This info is just proposals or what we "think" may happen. This is causing alot of anxiety and problems in all ranks. Some good soldiers (officers and nco's) are begining to consider civilion employment because the Army as a career is being paitroyed as uncertain. Let out who wants out then start making the cuts from the active reserves.

0021638 I am married to another Army officer, therefore some of these questions do not apply. I made my decision to get out after 5 years a long time before the current changes in the world/Army policy. My obligation was 4 years & ended in April 90. I chose to remain in the Army for an additional year because my husband's 5 year obligation ends May 1991.

0021639 LTCs passed over twice and Col w/5 years Tig should be retired. Instead of SER boards, they should have to apply for retention. Cutting 2LT accessions is sending a message to college-age students that the Army is not the place to go if you are looking for a career. The lack of knowing where the Army is going in the next 5 years is greatly affecting morale.

0021640 DOR 1 July 1975 - I have been abused professionally! I have submitted a rebuttel. Was designed a repeal. Will submit again soon! I am one of the most Senior Company Grade Officers in the drop/aim's branch. I am serving honorably and with loyalty. I am FULLY QUALIFIED TO THE GRADE OF 06. I STAND ON MY RECORD! I believe the present system is wracked with favoritism, bias and unquenchable desire for power and with collusion. I do not feel intense anger as I have in the past. I am hurt! BIG ISSUE that needs to be addressed, care of the officers who are passed over. I believe we are not treated fairly in the boards proceedings. Thank you for the opportunity to partially address this Army wide problem. I really believe I will never hear from your people.

0021641 #110-5 year stabilization may be a good cost savings measure, but it's difficult for officers in small branches & specialties within the branch to find designate diversity of assignments. Also, if one is working for a rater/sr rater with whom one doesn't get along well, job staisfaction/growth opportunities are stifled. Also, spouse/children may find a particular geographic location inadequate for job/schools.

0021642 #69 How congress & Army leadership will resolve budget issues in view of events in Europe, Phillipines, Panama. World events are changing too rapidly to project the Army for the future-now during this budget process. #111. I really feel more GENERAL

OFFICERS should be eliminated BEFORE any CPT's or LT's or MAJ's. We're TOO top heavy! But of course I don't expect the "Army leadership" to do that so CPT's & LT's & MAJ's are easy targets.

0021645 I completed this survey with a feeling that some of the questions could only be answered in light of what the individual wanted or flet based only on the subject of the question, not the reality of the situations as they are. This is not a critisim of the survey, just my observation. In light of this, I think that a few questions which solicit more emotional repsonses may be helpful. Answers should be requested in a written form not a fill-in -the-blanks format. Because there may be a reluctance to answer a question in writing, only one fill in selection should be allowed. It should be worded something like (O not concerned enough to answer). The topics I think would be helpful are below in broad concept only as I could not be specific without coloring the questions with my personal feelings, which nontheless happened by the very nature of the topics. They are: 1. The role of luck and having a mentor, in advancement to desireable positions and/or rank. 2. The correlation between loyalty to the constitution and/or national service, and steady employment by DOD. 3. The relationship between commitment to duty and competition for advancement.

0021647 Soldiers are smart. Many are waiting to see what incentives the Army will offer to leave. The five year plus career soldiers should have a separation allowance, but not as a result of a RIF. That takes too long. It forces promotion boards to play GOD as to which careers remain or are killed. It causes mediocre soldiers to "hang on" until they are thrown out. Let the soldiers decide. Pay soldiers to separate at a reduced rate with absolutely no obligation to serve in the Reserves. Let soldiers vote with their feet ie: stay in and compete or get out. It singles out the sincere soldiers who want to stay and eliminates the tragedy, humiliation, and loss of dignity which results from being non-selected because of RIF. Being RIF'd and getting money as a goodbye is no consolation prize. Pride is the conerstone of all REAL soldiers. A soldier should have confidence. self-esteem, and positive attitude when looking for other employment. Being RIF'd or passed over for promotion create a negative state of mind and disgust for the Army system. The negative publicity in civilian communities by RIF'd or pass over soldiers will come back to dessimate and haven't the Army for years to come. I think there are more soldiers than you think in the 5-18 yr category held hostage by the Army's current/po retiremtn system who would leave if afforded the opportunity TRUST THE SOLDIERS OF THE ARMY TO MAKE THE RIGHT DECISION FOR THEM WHETHER THEY STAY OR GO BUT PAY THEM. I have watched the Army for years waste money on equip. The people in the Army is its most important commodity. They deserve the right to self determination of their career in these changing times. The modern VOLUNTEER Army has worked too good. The Army oversubscribed and should not punish its soldiers (RIF). Let the modern VOLUNTTE Army soldiers "Volunteer" to leave or stay. Find the funds to support this. The Army will win this battle by paying soldiers to leave. The committed quality soldiers will remain and the Army is happy. The unsure non-committed good soldiers will leave happy knowing the Army in fact took care of them. The cost will be minimum and the good will benefit of happy ex-soldiers in the community will be fantastic. No one could then acuse the Army for false advertising of "Be all you can be" having served in the Army and as a civilian. Find the money and make it happen.

0021649 My strongest recommendation is that whoever makes the final decisions regarding RIF and the ultimate structure of the post-cold war Army, study the composition of the German Reichswehr in the 1920's. Our goal should be an Army of quality, every soldier physically strong, mentally tough and trained to higher standards than any other in the world. So when war comes again we have a solid core to build around.

0021651 Refernece section III-Likelihood of going to war with the Soviet Union remains the same, Threats to USSR security (eg; Lithuania & Maldavia secession attempts) will increase the probability that the Soviet Union will eventually use military force - and thus increase the chance of USA involvement. Many good officers and enlisted personnel are not rated "fairly" and DO NOT RECEIVE RECOGNITION for accomplishments or achievements-some "duds" look better than qualified professionals, but ONLY ON PAPER. Job selection and promotion seems to have reverted back to a political game. (Who you know, what position you parents hold).

0021655 "Obligation" is difficult to understand for ra-indefinite officer, except for minimal school incurred obligation. This survey sure is depressing!

0021663 I am leaving the service in August 90. Primary reason is inconsistant assignments within my unit and slow promotion to increased levels of responsibility. I have grown, but my level of authority/responsibility has not kept pace.

0021667 I think the inflated/subjective nature of OER's is one of the most dangersous problems we face in the Army today. There is little assurance that we have any handle on identifing who really is a great soldier when the average indicator is so inflated.

0021668 Will there be special considerations given to someone who is involuntarily separated while overseas. A soldier in the states can better prepare and has an advantage in looking for jobs.

0021671 #30 - Depending on the situation - whether or not I would want a son or daughter to join the Military. #31 - answer is clearly yes, because it did not matter where I was to be stationed. #33 - I have been affected both negatively and positively. In general, ghis questionaire does not give one the answers she/he wishes to selesct. #90 - 1) what to expect at an interview. 2) Proper attire for interviews. 3) The do's and don'ts of interview.

0021674 Two concerns: 1. Lack of information. 2. Concern/preception that we are not a priority.

0021675 The not sure answers, are basically, because of a lacsk of information to make the solid decision.

0021680 My husband & I ahve 12 and 11 1/2 years of service respectively. We both have good records and had planned to stay until retirement. We are beginning to realize that might not be possible. The uncertainty is what is most troubling - we need to know SOON where we stand. The worst thing you can do is wait, and THEN RIF us in three or four years. We (and thousands of others) need to know whether we can count on staying until retirement, or whether we should get on with our lives. We love the Army, but we cannot risk the continuing uncertainty of NOT KNOWING what to do. Are we wasting these years that we could put toward retirement in a civilian company? (Note that civilian pensions vest at ten years). Both my husband and I are fortunate in that we have skills that maek us readily employable on the outside. However, we are reluctant to leave voluntarily, with us financial benefit to show for our 23 1/2 years of combined labor. Can you blame us? Overall, we are not very confident that we will be able to stay in the Army. People in our year groups know they are vulnerable, because they are still relatively far from retirement eligibility. I think the smartest thing the Army csan do for people like us is offer generous separation pay for those who voluntarily leave, there RIF if needed - but please, only one RIF. That way the "survivors" will know they can count on the Army and that (misconduct & poor performance excepted) they can stay until retirement.

0021681 The survey is late because I was on leave.

0021682 Concerned about senior leadership's ability to manage radical change.

0021683 90. Knowledge of experience and personal attributes needed for specific jobs.

0021686 69. I strongly agree with the Army's need to realign and reduce its overall force strengths, however, I strongly feel and see many competitive CPT and below officers being unjustly rated on recent OERs. I feel this is done so the LTC and Major can and protect their slots in the Army. There is inconsistancy throughout the system as combat arms officers are cutting each others throats to be competitive for only a few slots while less capable officers are "sliding by" in the less competitive fields. Look at offering re-branching or the opportunity to obtain a degree "on Army time" as opposed to just cutting them loose. Many officers, in order to remain competitive, have devoted 100% of their time to the Army. They have not aligned their assignments to give them an opportunity to advance their degree skills and make them competitive in the civilian world if they were forced to get out.

0021693 I'm PCSing so only phone # given.

0021695 I am very dissatisfied with the budgetary "state" of Champus, how it's managed, and the impression Champus ahs with civilian health care providers. Many local doctors where I'm stationed (in Germany) turn you away if your sole means of payment is Champus. They'd rather take cash or use ANY other insurance than Champus!

0021700 No value in sending this Col's. Only a small percsent of the questions apply.

0021702 I suggest ycu do not differentiate between RA and OTRA officers. MAke recommendations for separation on merits (or lack of) alone. Not whether someone is RA or USAR.

0021705 Do not use my SSN on the outside of the envelopes when you mail me something. Get my unit address right!

0021707 I'm not sure that I completely understood questions 106-111.

0021708 Over the past four years, I have seen many officers leave the Army involuntarily and I am dismayed bsy the resulting climate created in the unit. Teamwork, espirit and trust suffer. As the reductions increase, I fear the "every man for himself" and "take care of number one" attitude fostered by fear will gut the effectiveness of unit's everywhere. Beyond pay and benefits, a sense of high calling, service did belonging to something bigger than yourself truly motivates. Hard to feel those high emotions in the company of jackals.

0021710 The Army needs to really worry about the tremendous exodus of technically proficient people who retire right at 20 years. More incentives need to be incorporated to stem this exodus, ie, specialty pay, assignment preferences, etc.

0021713 I do not think that evaluations alone are sufficient grounds for retention - evaluations are subjective. Evals combined w/ ORBS and 2-1s give a better picture.

0021719 My wife and I are both Majors with 11 1/2 and 12 years respectively. We both desire to stay until 20 year redirement. If we cannot, we need both to receive separation pay and we both need to know by June1992 (our next scheduled PCS). We would accept a combined early retirement, on Major's epnsion based 23 1/2 years of service.

0021723 #69 What types of jobs will be available in a shnnking Army?

0021724 I believe, O-6 senior raters need a better understanding of how their senior rater profile works. Most O-6 senior raters do not counsel the field grade officers they rate. I was passeds over to LTC but selected for a joint assignment. If only the best are going to joint assignments why wasn't I promoted?? I am on my wat to JTF-6. "War on drugs"??

0021726 My peers and I are very concerned about the uncertainty of promotions in the future waiting 30 or more months on the Majors list does not cut it! Pay is also a concern bsut incentive pay is unwarranted. Aviators for example should fly because they want to not for more money. Many would fly for nothing if they could get through the medical requirements.

0021732 Most of the officers I talk to (fieldgrade/over 15 TIS) agree that the Army leadership will be overtaken by events and forced to make precipitous cuts. We agree with (name) priorities but don't expecst that the bureaucracy has the discipline and desire to enforce them. #71 & 72: Given the certainty of future personnel cuts, my spouse would prefer that I retire as soon as I am able to do so in my current grade. #113: What's the sense of a military academy if you won't access all of its graduates into the active component? Is the Army about to shrink so much that 1000 new 2LT's each June exceeds the requirement? Use ROTC to fill the RC.

0021737 The uncertainty surrounding worldwide force reductions is only exacerbated by the conflicting reports we receive from the Pentagon & Congress. Someone needs to sit down, come up with a workable solution that will recognize the efforts put forth by the majority of today's soldiers, then make it happen. As soldiers, we've been trained to roll with the punches. Just don't hit us below the belt. Sorry about the boxing analogy.

0021749 I assed over in primary zone to Major. Do not expect above zone pick-up. Transitioning to civilian life. Getting MBA. Best bet for me is Army support of McCain bill for separation pay. Green machine has run me over. Good luck in keeping a quality force. I'm glad I'm out.

0021752 The primary rule that applies to all leaders is to keep your soldiers informed at all times. Currently, the soldiers are not informed. They can not paln careers or work properly when they hear rumors and no specific information is given. If we need to cut then we should cut and be finished with it.

0021757 I have prior service as Navy physician 1960-64 Active Reserve 64-69. When I entered the Army in 1981 I was year grouped im 1968. I have 30 yrs experience in medicine and over 20 years as Neurological surgeon. In 1982 I accepted a RA appointment and was promoted to Colonel O-6 in 1983. Coincident with the selections of the new chief, Neurosurgery Walter Reed and Neurosurgical consultant OTSG, I was told I was "to old" by one of the selection committee and apparently not qualified nor senior enough for the position.

0021763 I feel stabilization of tours to five years is a very good idea. It enables an officer to compelte projects over the long-term and make meaningful improvements.

0021765 The continuous uncertainty regarding the "fate" of the Military (personnel cuts) is a morale problem. Just the idea this questionaire is beign mailed to us is frightening. Fear of the unknown is one of the great fears to people.

0021766 Jr officers extremely concerned about job security. Consider relooking how RA commissions are given, based upon demonstrated merit as a 2Lt. The Army should considerr maintaining part of heavy forces at above 100% strength & fund accordingly to ensure deployability.

0021771 Question 90: Job tools. I will need accurate, clear & complete legal info on revolving door & conflict of interest restrictions on civilian jobs. Also would want info on other federal service career opportunities. Question 94: I DON'T KNOW where I woudl move to!

0021775 If it is possible to conduct the RIF in one or two years, I believe it should be done.

0021777 Although I stated tht pay and benefits are adequate, this is based on my wife also being a Capt. is the 45 Army. Me and my wife agree that because of pay and retirement opportunities the Army is only good if both of us can stay in. This and joint domicile assignments are critical to our retention in the Army. I am sure there are many other Army couples that feel this way.

0030002 Many questions refer to the 20 yr. mark. Due to promotion lock-in it is more realistic to focus on that point over 20 (if applicable) since few will retire at 20 when they could retire at 20 1/2 at their highest rank.

0030006 My concern about my future is that I have always given my time to the Army, both enlisted and officer. I have taken tough jobs that require a lot of time and I have not finished my civilian education. I don't believe it should matter if I have a degree. But, I do intend to finish, I'm just afraid I'll run out of time because I love the Army and working with soldiers.

0030007 Bring back real regiments so regimental commanders can answer and act on these issues. Centralized Army personnel actions are a disasterous joke with or without a RIF.

0030011 I enjoy Army life and I enjoy being an Armor officer. Current events threaten life in both. The future is very cloudy both in a personal and prifessional view. The lack of definitive guidance or a ret course of action is demoralizing the officer corps severely. Officers in my peer group are no longer praying for certain jobs because they like them, but because they are trying to protest their job security. We are hoping to be able to complete a career in the Army, but are afraid we will not be allowed to do so. This uncertainty is promoting careerism and I really hate to see this.

0030018 One of the items I have worked on even before the present "Build down" has been respectable treatment of soldiers. I spend 3-5 years in the Air Force and hve long conjectured that I was better treated in the AF as an enlisted person than as an Army Officer. Question 30 asked if I wanted my children to choose the military-military yes-Army no!

0030026 (19) Job placement programs.

0030028 1. I have the impression that the Army is being cut more than the other services. Nothing in this survey addressed the inter-service equality issue. 2. Why can't Sec'y. (name) cut somewhere besides personnel. I am disturbed that base closings and wpns. prevelent options aren't even considered for political reasons.

0030030 A job search service run through the Dept. of Defense would greatly aid separated service members. CPO here in Europe is incompetent at best.

0030034 I PCS in two days to Fort Benjamin Harrison.

0030036 Job opportunities for health care workers are exceptional in civilian world. It is hardly worth the hassle for me to stay in Army.

0030038 My most pressing concerns are job security & promotion potential. I want s 20 yr. career, but am anxious about RIF's and promotion slow downs, also involuntary separations.

0030041 Questons 41-42-Refer to my unit; I'm a head nurse on a ward with all contract nurses. I am the only military RN. However, my unit is the Medical Company-thus my responses reflect the Medical Company for the hospital. Question 93-I am unsure where I'll go upon my ETS from the Army. As indicated in the survey I don't believe pay is what's causing peopel to leave the ANC-it's a lack of appreciation, support, & communication up/down the chain of command.

0030047 Questions 18 and 19 very unclear.

0030049 I would prefer a slow down in promotions rather than a RIF or lowered promotion opportunities.

0030055 Q69-I am very disappointed and concerned with the results fo the recent acquisition board. Consistent with Army career development, I made the decision 10 yrs. ago to become fully qualified as an acquisition manager-to the demise of remaining competitive as an Armor officer. Having done so, I beleive I am well qualified with the right education, diversified acquisition experience and SOLID performance as an acquisition manager. Now-after this coittment, I am being told that I am not a member of the Army's highly skilled, professional acquisition corps. I feel cheated and have lost any confidence I may have had in the Army's personnel selection system. Sorry, but that's the way I feel. I'm not sure anything can renew my confidence in the "system". Army leoadership seems impotent to control its own destiny. Congress calls the shots and the Army reacts. Unlike some sister services, the Army has traditionally placed its PERSONNEL subordinate in priority to its hardware/physical plant. Short falls will hurt people most in our service. We insist on trying to "arm our soldiers" rather than "manning our equipment".

0030056 I believe in order to maintain an effective and highly trained smaller force, emphasis must be maintained at the lower (co and jr. fld grade) level for officers. We should look hard at what are our REAL requirements at Div. level and above; especially MACOM and DA level staffs. Does the Army really require the number of Generals we have? How do they affect the soldiers in the battalions and below who do the fighting?

0030058 I have done very well so far in my military career. Because of this, I do not have a great fear of being involuntarily separated. I have enough confidence in the system. However, I am getting married in a few weeks to a fellow USMA graduate who chose to leave the service. (If I wish to get out, his dental and health plan will cover me). I truly enjoy the military and I am proud to serve my country. I am faced with the dilemma that if I stay in the Army, my spouse will have to quit his job every four years when I PCS. Although he is willing to do this I am still haunted by the old sterotypes which continue to plague today's society-the female should raise children and make sacrifices for the male. I plan on attending a conference to see what job opportunities are available in the civilian world. This is not because I am disgruntled with the Army but rather because I wish to make a wise choice concerning

my career. If I stay in without investigating civilian opportunities, then I am making an extremely important decision in a vacuum, without all the facts.

0030059 I feel I have reached the decision point in my career with this assignment. This for three reasons: 1) Do I want to take my family overseas for an accompanied tour or go unaccompanied. I must go overseas next because I have not yet been assigned, 2) I will have less than 10 yrs. service when I compelte this assignment. Do I get out before reaching-surpassing the halfway pt or 3) If I stay in, what will promotion opportunities be like given the upcoming reduciton in the size of the force. It doesn't make sense to stay in only to be passed over because my assignments didn't allow me to "ticket punch". The notion that promo boards look for career patterns still exists.

0030060 The good troops are the SMART troops. The smart troops will get out.

0030061 Perhaps the most frustrating thing is low cut standard individuals have made the grade.

0030064 Dear Sir: Thank you for the opportunity to share my thoughts and feelings concerning the pending changes in the Army. I want to share some additional thoughts which will exceed the space provided. I want to comment on questions 54 (quality people staying in the Army) and 69 (uncertainty about an Army career). I am pessimistic about our future ability to retain good people. I do not believe Congress will provide sufficient funding for the armed forces to train properly. Good soldiers (sailors, airmen, and marienes as well) who car about their PROFESSION want to train. Take that away, and they will leave. This will particularly affect young officers and NCOs. We will be left with a few extremely dedicated professionals and many who cannot cut it in competitive civilian life. As you well know, we cannot grow quality majors, colonels, first sergeants, sergeants major, etc. overnight. If we cannot provide satisfying careers early and continuously, the nation will not have the quality leaders needed for its next armed conflict. This problem will perpetuate itself. By their example, quality leaders motive new officers and NCOs to stay in the profession far more than pay and benefits. If we drive away quality leaders in the next several years, we won't be able to train quality leaders for the long-term future. I doubt the average citizen and most politicians understand what it will cost to have a quality armed force, albeit smaller, so I am not optimistic about the "best" staying in the profession. I am also apprehensive about the potential for careerist mentality to swamp our profession. Without proper training and a sense of national purpose, we risk lowing a warrior spirit. We risk becoming focused on managing readiness statistics to justify funding rather than truly developing warrior readiness. Management of statistics breeds careerism not professionalism because leaders will have little or no room to take risks. We need to ensure warriors in each branch, combat arms through combat service support, stay in the profession. I've been long on concerns but short on propossed solutions. Perhaps if you follow-up with a call for more specific infirmation, I'll have thought of something. However, I'm sure some smart peopel are already working these problems. Thank you for the opportunity to participate in the survey.

0030067 1) My OER file is excellent. My assignments have been "good". AVN branch changed commands from 04 to 03 while I was locked into Tradock Hq.-no opportunity. Plus no divisional time despite dream sheets. I like the Army, but you tell me if I'm foolish or realistic when I define successful career as 20 yrs? 2) Med benefits for dependants stink. In Conus I went civil at my own expense. Father-in-law is retired & Congress is cheating current retirees. 3) (Name) is a braggart. But the truth he speaks shines through. Look around. Why would I jump for early retirement? Because there is NO spec. trust or confidence given me as an officer.

0030069 I am unsure how my USAR status will effect my surviving a RIF regardless of my job performance. The OER has such a great impact on retention it should be reformated in accordance with the NCOER.

0030070 I have been on active duty for just over four years. My job assignments have been very stable, but very limited. I have seen more in those four years than ANY other 1LT in my branch and year group. I was lucky. Most other 1LT's were sent to small posts and saw a very small portion of the Army. Those folks are now gone-almost all of them. I will stay; however I will do it alone. The Army right now is too indefinite to raise a family.

0030075 Ques 52. I feel most the info. is propaganda-it pains a rosy picture trying to keep morale artificially high.

0030076 In transient to Germany, no info on follow on assignment.

0030078 My biggest concern is the decision to use BN CMD as the yardstick for success. Can't attend war college w/o CMD, can't be promoted w/o ward college. If I follow a track away from tactical or work in my functional area (48E) I lose one promotion. When you consider the educational investment that seems counterproductive.

0030079 Continue with "chain briefs" with packaged "word"/philosophy from very top of Army leadership at least annually for next five years.

0030085 I feel it is critical that decisions be made soon, and quickly implemented, on force reduction policies-waiting for its shoe to drop is destroying the morale and career intention of my branch.

0030087 I do not feel that senior Army leadership does enough to keep up the quality of our health & dental benefits. I also feel they underestimate the importance of both health & dental to SM--take a look at private industry to see how much emphasis they place on these things. I also feel that commissary & px priveleges/accessability is broadening--health care is next & THEN I GET OUT; I can do better for my family. It's not the promotions--it's the money!!

0030089 Excuse the lateness of my response, however, I was at CMR in Hohenfels the entire month of June. Just returned July 4th.

0030091 Many of my answers are influenced by my desire to enter into my father's business. My concerns about release are not great because I am assured of receiving a high-paying job upon release from service. My decision to leave service may have been different had other situations been present.

0030097 The problem with the current RIF is THERE IS NO QUALITY CONTROL PLAN. I am what the Army needs in an officer: top black, distinguished USMA grad, ranger etc...Yet, when I come to my next assignment (Ft. Drum), there was NOTHING to entice me to stay. Benefits are "on paper", pay is low, housing is 40 miles away, the unit is lousy, so why bother! I am leaving for a 40,000/year + excellent benefits job; people care about quality workers in the civilian world. Bottom line: the Army is not that great.

0030098 It is very hard to stand on the issue of staying in the Army because of opportunities of the future are still very unclear.

0030099 A logical well diverse survey, with great distractors and pertinent answers. A well balanced survey to measure the true socialogical emotions of your population.

0030100 The uncertainty involved in the cutbacks is the biggest concern for me. Rumors abound but no one seems to be able to give concrete answers to my concerns over job security. While I have always rated above center mass I do not wish to languish away my life in a toothless Army.

0030101 90. The military to pay for travel in order to interview around the country. Military assistance in setting up interviews.

0030102 69. No information on specifically what is the Army plan to reduce its size, when directed. Above all, retain the best officers, NCO's, soldiers, and reward them with superior leadership and training. If the Army starts to "protect" people based on TIS/TIG, then it isn't an effective force-and I won't want to be a part of it. As long as there are fair, firm policies that retain the best, then I'll stay in the Army, regardless of how small it gets.

0030103 90. Networking by people for people-by people who perform more than lip service for people who are seeking jobs. Most people know the best way to get a job is by knowing someone who has a need or who knows someone with a need for someone-regardless of many other variables.

0030106 The major problem I fear is the continued eroding of our non-pay benefits. I am concerned that these are protected in these budget decisions.

0030108 Delay of my response was due to my being on leave 17 Jun-6 Jul 90.

0030115 I look at the trends of the Army, therefore, the natural trends of success over the past 20 years show a decrease. After 20 years I would hope to attain a higher position than major--but that gets increasingly harder to attain, it seems, and I want more out of life than the Army can presently offer. It just is not the glamorous life it looked like when I was 17.

0030123 Recommend RIF of GS-employees, if necessary, and place Army personnel, whenever possible, in these positions.

0030125 Question 90-How to interview is a must. Question 29-Married people should join the Air Force; single people should join the Army. Question 56-It depends on whether the quality goes up or down. If up, I'd be more interested. Questions 58 & 60-The Army will TRY; Congress will decide. Question 94-Depends on where I could get work. Question 95-Probably only until I could retire.

0030126 Five year tours would also give a particular unit more continuity in its key positions that sometimes suffer in personnel turnovers.

0030128 Some thoughts-worked in OPMD for 2 1/2 years. 1) Reduce all year groups proportionately. Resist temptation to hit accesions, younger officers. We'll suffer for this for 30 years if not careful. 2) Consider branch/functional area strengths on reductions (within quality constraints) don't reduce a single career field below healthy levels. 3) Don't let sentiment get in the way of SERB actions. We old guys already have a healthy retirement to look forward to. Too much LTC/COL inventory causes slower promotions for junior field grades. We need a young, vibrant force of field grades. 4) Decent separation pay for those EM/Offs over 10. Particularly over 15. Majors who are 2XNS for LTC, but are "fully qualified" (as opposed to "best qualified") should be retained to 20 if possible consistent with reasonable promotion time. 5) You brought up 5 year tours-we can't even make 4 year tours work for us (schools, professional development, etc.). It's ok for some, but NTC, USAREC, USMA, ROTC, some HQ, TRADOC0/FORSCOM jobs,

it just won't work. Also, if we do it, we need to give local commanders more lee way in changing CONTROL CMS. Right now we lock up too many officers in pursuit of ODP goals. 6) Watch out for special, low density quality programs liek qcquisition corps, soldier scholars, linguists, "black" and "white" special ops. These guys will suffer in front of boards for the conventional guys if we don't take care. 7) Decouple force management from the promotion system. We're way too far gone in the force out business to be effective anymore. (LOTS of dissatisfaction from CPT(P)s & MAJ(P) for long lists. 8) You could get rid of a LOT of 05's/06's by reducing the year lock in to one or two years. 9) Use this reduction as an axe to cut auths to equal inventory. Opinion is that TDA Army is STILL out of control!

0030129 Since CPT to Maj. Pin on promotion is getting to be so long why not let everyone be frocked 1 yr. after selection. I would not make not mind not getting the pay as much though waite to pin on.

0030130 Good survey.

0030133 Information flow is of paramount importance to all soldiers. Must keep passing current information to the field.

0030138 #110 should have been specific about 5 yr tour in USA. Definitely not 5 yr tours in Panama or Europe.

0030139 I received this booklet on 9 July 90 due to mailing problems.

0030143 69. Inability of CML Corp to give CMD opportunities, equal job opportunities (ie staff in BNS, Bdes) & job satisfaction.

0030145 90. a,c,d,i,n. This appears to be a well designed survey that covers a very broad area of concerns by all. I hope the senior Army leadership will closely look at the soldiers concerns and do what is right. (To include falling on their sword when the issues are important). there has never been a time such as now when a strong DECISIVE leadership is needed.

0030147 #93-Location not too important to me.

0030149 I know many officers who have already separated from the Army prior to completing their intiial obligation. Many were frustrated with the slow promotion opportunities. It is my opinion that the best officers are leaving-they have been able to land good jobs because they are the best. Therefore, the officer corps will be reduced to a corps of low-quality officers.

0030153 I don't care about being promoted so long as my job performance allows me to stay in the service. My family is too big a financial risk (4 children) to fool around job hunting. I don't care about "punching tickets" or "ladder climbing".

0030154 I do not think the Army and DOD are doing enough to protect pay and health benefits. Each year I fall farther behind my civilian counterpart in pay. (Name) has done nothing to inform the Army in Europe of impending force reductions whether by CFE or budget cuts. What information he has given insults mine and my soldiers intelligence. The Washington Post gives more accurate and timely information. USAFE has been providing it's service members outstanding information on all aspects of force reducitons to include base closures. The Army should emulate the Air Force model. I do not think the Army is fairly redcing the Army officer accession program. ROTC/OCS are being reduced at a greater rate then West Point. This process of accessing a greater % of USNA caets over ROTC is wrong. This policy is inconsistant w/Army goals of a fair representation from all walks of life. This policy does not serve the officer corps, the Army, nor the American people. Army, get tough and slay this sacred cow!!

0030155 Q.69 SERB criteria; protection against successive SERB selection; being SERB'd after completing PCS move. Q.90 How to dress; interviewing skills.

0030156 #69. Promotion opportunities.

0030157 Congress and DOD are driving the train. The Army's program to reduce to 635,000 is in shambles. The proposals being thrown out by DOD affect the Army the most, and almost all year groups can be hurt terribly. Congress clearly does NOT care about servicemen/women, PARTICULARLY 05/06 at or over 20 yrs. service. The current round of talks is causing each roup to fear for its individual future, effectively splitting the collective will to do what is best for the Army. DOD and DA proposals to change DOPMA are a particular cause for concern/worry. Someone in Congress must speak up for the servicemen/women. DOPMA was the cornerstone of personnel mangement-we all bought into that system, and now DOD/DA are trying to change the rules of the game-it's no wonder most officers feel betrayed by the current Army leadership/senior DOD leadership as they attempt to get DOPMA. There are two classes of officers-those on the fast track (Early selection-2 yr. Leavenworth-Bucurd-War college-06-Brie and-07+) and those who fall off the track at some point. The fast trackers will prevail, no matter what. Those who fall off, while still solid performers, are at the most risk and are probably the most fearful. Any solution must address their dilema. Recommend-stop trying to gut DOPMA-offer greater VOLUNTARY inducements to leave (schoolings good)-the total package must be acceptable across the board-one group cannot be convinced they are carrying brunt of reduction burden-look at medical/dental insurance for retirement-maybe even subsidized insurance to replace CHAMPUS.

0030159 I'm concerned that the political mood of Washington may be forcing our military leaders to make concessions which we should not make. Any analyst of international relations will admit that war with the Soviet Union was unlikely even before the changes in Europe over the last year, yet we as the nation's peace keepers continued to fight for more money to counter the Soviet threat. At the same time, we all feel that the real threat for which the Army must be prepared is in the short quick fights like Grenada and Panama (or now the anti-drug effort). Any attempt now by our military leaders to admit that and ask for continued funds to "re-direct" the Army can only be perceived by the civilain world as an attempt by us to save our jobs. In the final analysis, I can't see how we'll get through this without putting a lot of dedicated soldiers out of the Army. That I think is my greatest concern, in that regardless of what is right or necessary for the nation, we professionals will be forced to give in to the "peace-dividend" attitude which has engulfed the nation. THis is frustrating, for as much as I trust the Army's senior leaders to recommend what is right, I don't think they're the ones who really have the final say over what is to happen to us. EVERYONE is in the knee-jerk reaction made right now to any news out of Washington. I have been satisfied with official news on force reduction through Army channels. We down in the trenches can read the writing on the wall-just tell us what you know. We understand that in this matter everyone's hands are somewhat tied and we're not going to like everything you have to say.

0030160 I'm in "mandatory retire" status-survey does not allow for this. I take an alternate PT test due to "Army injury". Reduction info available to field & chain of command is too "11 2". HQDA does not release till budget is firm & congress can't get it's act together. Most chain of cammand info is "generic" and "worst case" with little or no specifics. Too much speculation. Mid level officers 04-08 and NCOs E7-E9 are having hard time adjusting to changes in the Army. Too many are unwilling to adjust way we do business and re evaluate basics of what we do. They will be major obstacle to changes necessary for future Army. Force decisions must be made soon as assignments and ODP have already screwed up the system and no one is sure where units will remain, especially USANEUR. Poor for morale. Evaluation/promotion system is too political, especially to keep some senior rators happy. Too many don't want to make hand call on a standard and profiles are too high or not real curve. Keeps yes men not necessarily what Army needs.

0030168 Job placement is key to getting out of the Army. A computer network could be established with each state and local government, to allow soldiers access to current job opening at the Fed./State and local levels. (Training on SF form 171 is mandatory). DOE has opening right now, how many E-5 now that?

0030174 There is extreme lack of standardization in the rating system. Due to personalities of rater/senior rater, top officials might receive poor ratings, while inferior officers receive superior ratings.

0030177 More stringent retirement requirements should be placed on General Officers and Command Sergeants Major. Colonels and Lieutenant Colonels should be permitted to retire in grade after two years. Special placement for nationally critical vacancies in civil service, border patrol, federal police and health agencies should be considered and coordinated. A streamlining of headquarters and commands should be done in conjunction with the force reduction. The Army seems overdue for some command and staff consolidation.

0030184 I feel that question 111 addresses an important consideration as RIF strategy is contemplated. Soldiers with 15 years + deserve special consideration due to the large personal investment of time. This group is in the most critical situation since they have spent a large number of their most productive work years in the Army, yet they have not yet secured their Army retirement.

0030187 My decision too leave the service is a function of the following factors: 1) The promotion/selection system does not reward truly outstanding soldiers and seems to accept/promote mediocrity. 2) As an infantry man, my opportunity to do the things I enjoy, i.e. be with troops in a line unit, nearly disappears after the company grades. 3) The Army does not provide adequate or timely health care for dependents.

0030189 I believe the RIF is coming for certain. If soldiers are to be (RIFted). Recommend it happen swiftly and that separation pay be available for those who must go provided they meet requirements. Personally voluntary or involuntary should not be an issue. Private industry gives employees a portion of earned retirement once minimum requirements are met. Don't be deceived however, I don't believe we are headed for world peace

0030193 Rec'd this late (9 July) due to PCS from Ft Belvoir to Ft. Leonardwood. Joint domicile program is a MAJOR morale booster. Biggest concern with dual military is the continued ability to live and move together!

0030198 If a large RIF program is implemented there would be reduced job opportunities for leaving service members because of the flood of RIFee. This would have a major impact on how soldiers view their government and armed forces. If a quality system was not used to transition soldiers into civilian life the social and economic fallout would ruin the morale of the Army and stop the quality enlistment of today's Army.

0030201 What is the current thought on protecting those soldiers who are at mid-level (12-16 yr.) in their careers and who are solid performers. There are plenty of majors and LTC's who have reached 20 yrs. but are obviously not going any further. Why can't they be retired so that mid-level soldiers can move on, advance and reach retirement. These soldiers have committed to the Army and

deserve the Army's protection. How about going back to the Brevet Ranking System. I would be happy to accept the rank of major but still retain captains pay. In doing this you would quickly identify those soldiers who are really committed to the Army and are willing to sacrifice. We need to retain selective continuation for soldiers passed over. The Army is going to lose some very capable talent because of promotion "quotas". We need to retain good soldiers to train the next generation.

0030203 If a RIF is to take place it should be done as quickly as possible. Prolonging people on active duty who will be sent back to civilian life involuntarily is counter productive. Soldiers should be given the option to leave voluntarily with severance pay for those individuals who are eligible for this type of pay. Severance pay needs to reflect TIS and rand and should have no ceiling.

0030205 Question 69: a) I doubt that benefits will be available. b) I work as an ANC officer with no ability to work part-time to care for small children. I'm also unable to work a steady schedule-instead I rotate shifts, work weekends and holidays. The ANC is top-heavy in majors and LTC's, therefore it will be slow for me to move out of staff positions (the above mentioned schedule problems) for several years c) My husband is also in the military creating many conflicts in my ability to support him in his career. d) I resent the cuts in the medical units (budgets, personnel), a benefit that is being lost/cut.

0030206 #90. Data base of job vacancies and employers interested in hiring veterans tailored to the SPECIFIC AREA OF DESIRED RELOCATION with the local recruiting station as the focal point. COMMENT: The military lifestyle is difficult on family members due to the long work days, deployments, unaccompanied tours, and the separation of the extended family ie. parents and grandparents. Additionally, frequent PCS moves costs the service member more than is presently allowed and duet ot post housing shortages many families must buy or rent off post at a higher rate than current BAQ rates. With the projected cuts and slowing of promotions the Army must increase benefits, pay and allowances in order to keep quality soldiers.

0030208 I could write 50 pages but I will keep it short. The Army and all it does is a big facade. We are not true to ourselves and certainly not our soldiers. We have a peacetime mindset and it will get worse before it gets better. Only a drastic event such as war or me becoming president will correct the current problem. The chain-of-command is a one-way street heading the wrong direction. I have NO faith in my superiors and we are cheating the American people .I am sincere in what I write and hope somebody that can make a difference reads this and gives me a call.

0030213 Question 103 should be opened to all. I know it MAY affect the year I could afford to retire.

0030223 I feel the Army Nurse Corp. is not given equal opportunity within the AMEDD. At senior levels the voice of nursing is still not perceived as important. Until nurses are considered for command positions, this prejudice will continue. This lack of recognition for nursing strongly affects my decision to remain past my 20 years or until I reach 20.

0030224 My spouse is an active duty Army officer, which complicates my answers with regard to relocation if discharged from service. I believe the greatest burden of anxiety is on those soldiers coming up for a PCS and a selection/RIF type of board, whose spouse is now employed. I see soldiers leaving their families behind because of the uncertainty, which I believe creates the worst kind of stress and family problems. Service in the military creates many days/weeks/months of absentee parents who will never really know their own children. I believe leaders should take the maximum effort to minimize this requirement. Uncertainty in a parent's ability to provide for his/her family is the most difficult anxiety to cope with, where coupled with the determination of personal failure as a human being due to being asked to leave the service for performance reasons, this anxiety is likely to lead to anti-social behavior. The government needs to determine where the peace divident is going to be placed so the education system can qualify people for the right kind of employment. Simultaneous release of service members, DOD civilians & DOD contractor employees in the job market without an alternative will surely cause severe economic problems for most of the countries. I have worked hard to be successful in the Army and to be true to myself, my subordinates and superiors, and have not always measured up completely. I believe I have worked harder than most and accomplished a lot, and I am still proud to wear the uniform.

0030228 What will happen to civilian job pool if "you" dump 100,000 new people into it? Will pay and benefits get better for those who stay? What will happen to the Army when the best and brightest go to civilian jobs because they know they can make it and the brown nosers and incompetents remain within the security blanket of military service? Is it wise to reduce our European force before the USSR get politically stable and actually reduce their conventional force?

0030229 RIF will be painful. The decisions will be hard, but let's not get caught up in the fads of openness and restructuring. The soldiers I have spoken with say, "They will not come back to the military if involuntarily separated even if their country has a call up". I appreciate the efforts taken in this survey. I received this survey Friday 7 July 90.

0030231 #29 As a nurse the Army is better, to be enlisted, the Air Force treats its people better. #38 Permanent profile-did the walk w/7 1/2 min. to spare, 163 on pushups & situps, no cumulative score given. Information in my command is NOT given at all about upcoming reductions, any info I get is from Army times or other units on post. It would be refreshing to get some real info about what is going on straight from the source in Washington. As we understand, nurses are currently exempt from early out programs.

0030236 This survey is strongly susceptible to SM's feelings stemming from their current job/chain of command.

0030238 I was SELECTED for active duty based on my branching packet submitted during ROTC. I feel ambivalent toward a military that would put me through a retention board after I had been hand-picked to complete a 4-year tour. The retention board was favorable and hopefully I will be considered for CPT this fall. However, I still feel I should have been exempt from the CVI board. I enjoy my military job and would like to complete a full career, but I don't feel that I will ocntinue to enjoy JOB SECURITY in todays military climate.

0030240 Cols. only should be considered for early retirement. RIF's should take prior to making CPT therefore making promotion to maj. better in that you get qualified soldiers.

0030246 If we intend to attract and maintain a quality force while reducing the size of the Army, we must focus reduction efforts at removing poor performers at all levels. Good performance must be rewarded with reasonable expectations of promotion and a complete career.

0030250 I sincerely believe that providing separation pay to soldiers requesting voluntary separation will: 1. Allow the services to trim forces 2. Minimize the # of soldiers invol separated (RIF) 3.Still maintain a good reality force since "whoever wants to stay can stay and the extreme majority of our leadership is high quality professionals who will continue to be high quality and will continue to move the Army to accomplish whatever mission given to us.

0030252 90. Aptitude tests are important to see what fields may be best if military epecialty is not available in civilian world.

0030254 Pay, benefits, retention and advancement/professional development opportunities are all very important issues. The most important one to a professional soldier is, however, will Congress give the Army the resources it needs to accomplish its assigned and implied combat missions over the next 10 years, given the cuts in equipment & troop strength being mandated. In other words will tasking decrease commensurate with resources?

0030258 90. What employers are lookin gfor/how to dress.

0030266 Not a very good questionaire. Some questions just didn't seem to apply so I left them blank.

0030267 We have faith in the Army leadership to make good decisions. The fear, and what is likely to happen, is that Congress will mandate force reduction actions. This is likely to create chaos in the personnel system and force leadership into making moves that are not tactically in our best interests. That is my biggest concern.

0030284 I think you should have asked what branch of the service we were in. I am in the Army Nurse Corps and many of the questions are answered differently due to this, as the Army Nurse Corps will be the least affected by downsizing of the Army due to the shortage of nurses in the Army.

0030285 I know for a fact that the Army has alot of reductions in size that can be made without signifigantly reducing it's strength and effeectiveness. This "fat" should be removed but I don't feel the system to select candidates for involuntary seperation will work as it currently does for promotions, at least in the offier ranks. From my experience at my first duty assignment it is clear that it is a "dog eat dog" situation where loyalty and integrity are compromised by many officers who are rewarded for these actions. This is wrong.

0030286 90. Qualifications as a pilot. ie: different pilot ratings.

0030287 #69. Ucertainity is based on ability to obtain higher education, and specially course and retention pay for nurses currently serving.

0030288 Speaking fromt he perspective of my branch, ANC, I feel the appreciation shown us by DA is almost non-existent! To think that a proposal to increase direct commission bonsues to $10,000 was even created is a travesty. Those of us who have proudly and willingly served over the past few years are being treated as outcasts in comparison. Keep the good ones you've got instead of recruiting! If the proposal passes, expect a shortage of ANC's to be a bigger problem than the budget itself!

0030296 Assignments are too centralized, without sufficient regard for individual capabilities, desires.

0030299 Reference question 90. There are commercial "head hunters" companies that find jobs for a fee or a percentage of the first years salary. The Army could either contract with them to find jobs for soldiers leaving the Army, or provide a one-time supplemental payment specifically for this purposes and then let the sodlier pick a company.

0030302 I certainly feel that a job placement time period will be needed for career minded soldiers who need to relocate their families. I clearly understand that Congress wants to keep our soldiers that performs above standards or exceeds standards. But

looking realisticly at this type of reduction, the good will suffer with the bad. That should be a priorty in every leaders decision making process.

0030303 Ref #69: I am a chemical officer and am currently branch qualified having graduated CAS 3 and serving as a BDE chemical officer. I don't feel that with the projected cuts that promotion boards in the future can honestly state that Chem officers with command are no automatically considered over those chem officers without commands regardless of thier qualifications. This is especially disheartening inthat company command selections are often based on politics and not capabilities.

0030304 As a "single soldier", I am extremely unhappy with the preferential treatment given to married sodliers. Married sodliers are paid more and they recieve more benefits under family programs. Tehy are frequently absen from duty for fmaily matters. Single soldiers take up the slack for these other soldiers. Soldiers should recieve pay based on performance not marital status. If individuals prefer to marry & have kids, they alone shoul daccept total responsibility for their actions. I look forward to working in the civilian world where I will be paid based on my performance and people who cannot work because of personal problems are fired!

0030305 I am a dentist. Since the military does not pay for dental school like they dor for medical school, I have a huge debt from putting myself thru college and dental school. At present I owe over $85,000 in loans from school. I came in the military as a dentist for experience, travel and especially to do for my loans for 3 years. This summer ends my 3 year deferment and I have to start paying on som eof my loans next month (Aug 90). This amounts to over $600/month. By this time next year I will be expected to pay over $1000/month. I will not be able to afford to stay in the military much longer. I really do not know how I can pay this loan with my income from the military. I feel that if the Army plans to retain young dentist in the future they are going to have to come up with a plan to help pay off some of the huge debt that recent graduates are experiencing. One way would be to divide the debt by 20 and pay off 1/20 of the loan every year for the service member so that if the member decides to stay in for a 20 year career, his loan would be paid off at that time. I would definitely consider making the military a career if there was come mechanism to have my laons paid or forgiven, otherwise I will have to hope to make a better living in the civilian world.

0030316 Too long. Personal questions (too personal).

0030321 I am more than 3 hours from the nearest Army post. The only information I get if from THE ARMY TIMES. How about some info for us grad students?

0030325 I'm enrolled in phase II CAS3. I will deros, shorting after completion, to Ft Lee VA (August).

0030327 *These are certainly confusing times.* And to heighten my personal confusion is the dual-track career progression. Just at the moment in my career that I felt most confident and competent in my infantry branch skills (with 2 years of successful company command), I was reassigned to be educated and to serve as a Public Affairs Officer. In any other profession, this flip-flop career management would be unthinkable. I was a solid infantryman; I hope to be a good PAO. But I am greatly concerned that I cannot do both. Changing from one to the other every 18 to 24 months: in one instance writing tactical operations orders and supervising a maintenance program - in the next, writing press releases and editing a post newsletter. These ar enot exactly crossover skills. In the process, I expect that my valve/promotability in my branch will greatly decrease.

0030328 A main concern is that if the Army has to reduce in size, soldiers should be given the opportunity to voluntarily do so first. (Incentives separation pay & early retirement should be offered). The RIF should come last, & it shoul dinclude everyone at once. (Not a piece-meal RIF). This will lesson anxiety about soldiers futures. Separation pay & job search tools hould be offered. As the promotion rates & times continue to worsen, the younger officers are getting frustrated & discouraged. Many of my peers list this as a prime reason for getting out. unfortunately, theyusually are the better quality officers.

0030332 69. Neither the Army nor the Congress have made any public ommittment to no RIF policy. 88. I have my own sources of info for job vacanciesetc through church aid professional organizations. 90. Priority hiring in government jobs for those involuntarily separated. 94. Depends on job opportunities.

0030337 I am very concerned about the future of my soldiers and my Army career: We all feel the sam frustration of committing our lives to the Army, but now are afraid our services will be no longer needed and we will be discarded like an old rag. Even though my past record is in good shape, (always top block/2 company commands/masters degree/good jobs/ & 11 total years in the service-6 enlisted - 6 officer) I still feel confused about what the future holds. What do we tell our young soldiers?

0030339 My choices may not be normal, my wife and I own a business run out of our house. I would not look for a job if I left the Army - I would instead expand the family business which I'm obviously confident is possible. This survey only considers a "job" for financial security. Therefore you may correctly choose NOT to use these results.

0030341 I have volunteered to serve a s a warran office runtil retirement. I will beome a warratn officer on 30 September 1990. This should releive some of the uncertainty of my ability to retire from the Army and take care of my families future. As the Army becomes

increasingly smaller I have seen more officers "ticket punching" in that they do not care about the common soldier under their command. This had led to more officers looking out only for their own interests and dismissing the best interest of the Army.

0030344 #69. Status of procurement (97) functional area in the acquistion corps is promoted as the way to go for success in the "acquistion field". #90 as part of writing resumes & job hunting include how to translate military experience (jobs & training) into civilian equivalence and vernacular.

0030346 #90. How to get an interview? What am I worth? How do I market myself? How do I negotiate a salary?

0030349 If you approve voluntary seperation pay, you will probably have little trouble meeting the required personnel reductions.

0030351 Consider the possibility of allowing civilian employers to hold seminars on post for interested soldiers. This could provide soldiers with an informed and initial contact with prospective civilian employers without the stress of a formal interview.

0030354 1. Information on what is happening within the Army's restructuring plan is fragmented and appears to be reactionary. Be proactive-study the problem, decide on the best course of action, brief the troops on "everything", then execute - don't beat around the bush, we will take it like the men & women we are. Cut the number of general officers COL's and LTC's there are on active duty - cut it by half (they all have pensions). Further chop off all stagnent CSMS, SGMs, MSGs, & SFCs with more than 20 yrs in service.

0030360 Benefits in the military (ie: medical, dental) are very important programs however, when it actually comes down to having to use the system it is very frustrating. For dependents it is a virtually impossible system to use. For those of us overseas the competence level and availability of a good medical system is almost a joke. I believe a close look at our medical and dental system is imperative.

0030361 Quit playing up promo board times. (convence dates). I would rather be on a list longer than waiting to find out if I am on one or not. Need to come up with some civilian career/resume descriptions for those who have served extensively in cbt arms. We would need help in job placement, where other branches have direct civilian counterparts.

0030363 I am 0-4 w/15+ years of service (including enlistment). Army has invested big dolalrs in my education & professional development. My elimination before voluntary retirement would not be in Army's or my best interests. However, budget constraints may make this a moot point. It's politically more feasible to cut personnel & training $ than weapons procurement.

0030366 A five year stabilized tour length would greatly reduce opportunities to acquire the variety of jobs needed for the mor specialized career patterns.

0030368 As a soldier, I cannot truthful express my views on the governments abilities to protect the soldiers who protect their freedom. However, I will depart the military on 15 Aug 90. A choice I made prior to congressionally mandated strength reductions. I will be glad to fully express my views at that time.

0030370 30. This is not a yes or no question. If my children would like to join I would not descourage them. However, the choice would be theirs. 111. I do not necessairly agree with this, but since Army does not have a vested pension plan. I think it is unfair for a soldier to invest 15-17 years to the Army and have no benefits if RIFed.

0030372 Uncertainty over the future Army manpower needs and promotion opportunities is my main concern. I want to stay in, but the current round of congressional budget cuttign makes eveything uncertain. Command can't help me if congress cuts my funds. No money means no jobs. The RIF and its consequences is greatly disturbing to me and many other junior officers.

0030374 Job tools: intercessory prayer.

0030375 My husband is also serving in the US Army and is stationed with me. This fact, of joint assignment is extremely important to me. Therefore I would welcome stabilized tour. The diversity of positions available on any given post would allow for professional development to occur at an acceptable rate. The negative side, though is that "homesteading" has negative impact on the soldiers before a board. This attitude would have to change for stabilization to be effective.

0030377 90. Federal service job opportunities. US Army endorsement for honorable service other than discharge certificate.

0030383 Many of the questions donht "fit" my circumstances - 19 1/2 years of sevice and facing the uncertainty not only of Army strength reductions, but the uncertainty of the newly formed acquisition corps WITHIN the larger uncertainty of the Army as a whole. Instead of marking "not sure" or "don't know", I just gave it my best guess!

0030385 I believe that many soldiers are capable of finding jobs in the civilian sector if given proper time and guidance. Therefore, some kin dof financial and instititional assistance would be very beneficial to seperated soldiers.

0030387 Many of the questions in t his brochure do not address any of the uncertanities I have about whether the senior Army leadership will be able to express and secure it's position regarding personnel policies to the ultimate decision makers - Congress! I have a lot of faith in my senior leaderships ability to make the good decisions; not as much when it comes to being savvy enough to present it to congress and win. This is the place where a "muddy boot soldier" is out of his/her element and we can't afford to come off like recalcitrant, unrealistic children stating demands when it shoudl be a smooth, plished statment of supportable facts & figures.

0030390 We are faced with an austere force structure. Downsizing is inevitable, and a more competitive environment of UPWARD MOBILITY opportunities might keep our hard hargers. Make BZ to MAJ and LTC MORE possible.

0030391 Several RIF periods are agonizing & increase morale problems, non productivity & stress. 25-30% personnel reductions, even over time reduces readiness - lets not fool ourselves. Contracted placement services rather than in house efforts should be considered.

0030392 Myself & my soldiers would appreciate more OFFICIAL msg traffic on what is going on w/the RIF. The rumors and false numbers just fuel anxiety and stress. Many other Captains feel the same way I do about the responses. They are job huntign to be on the safe side and in order to get ahead of the big numbers if & when it happens. Is there going to be a Captains RIF board soon? We want to know ASAP!

0030393 The following is provided in the event that a perspecteive is required on my responses: I am a one time (soon to be 2 time) passover to 0-5. I did not complete CGSC; I was informed that my performance record probably would have resulted in promotion had I completed the course. I understand the difficult decision that will be needed to be made in the upcoming force reduction. The Army has never to my mind been a question of salaries, beenfits or promotion for that matter. I have loved the life I have had in the service, the people, responsibilities and particularly the camaderie (what I feel is slowly dissapating-though this is not associated with the upcoming RIF). If I am forced out prior to 20 years the largest problem I have is confronting a sense of failure. The loss of retirement is certainly a large factor but beyond that is my belief that i have not been a failure. I never viewed CGSC as more than a block to be checked. To my mind if my performance alone was insufficient for promotion than I was content to reamin an 0-4 until I left the service. Coming to grips with this decision and dilema is a greater problem to me than the areas discussed in your questionaire. Good luck to those of you involved with this.

0030395 1. I believe that I could make significant contricutions to the Army as a Colonel (0-6). i also beleive my manner of performance is competitive for promotion to Colonel. However, this promotion is inextricably linked to successful battalion command. Company command opportunities in my branch (MI) were virtually non-existent when I was a Captain. As a Major I did hard jobs well where the Army wanted me to be. I had no opportunity to serve as a BN S3/XO = > no promotion to Colonel. Does the fact that I didn't command a battalion make me b bum? I think not but theres others will make Colonel.

0030398 Need to be consistent in policy ie: officers selected for SERB should be retired: go involvement should no affect board results. Should not approve any officers being recalled to AD after mandatory 30 years. Unfair/wrong signal to those being released thru SERB/RIF. Be up front with officers lower select rates are reality don't avoid the issue. Army will face major downsizing problems. Best to deal with through timely, accurate and specific articles. Foot dragging only compounds the problem. Most important issue for military members will be major medical concerns ie: military only organization with 100% covered major medical program. More lead time we can provide the better, sholdiers can make plans with adequate notice. Full time reserve/national guard positions may fill some of the void for those selected for release. System needs to release non-performers as early as possible. Make substandard ratings and evaluations cause for show-cause action, make officer article 15's matter of record (this is substandard performance and should NOT be buried in RESTRICTED FICHE), (There are officers on AD with DWI, adultery etc in file because GO want them to reach 3 yrs in grade, they should be released!) Frequent boards (#106) will keep all working to best at all times.

0030406 Excellent officers stay with "the pack" (promotion wise) too long need accelerated track for fast movers.

0030407 #55 answered w/the supposition that I'm fortunate enough to stay in the Army-therefore my morale wouldn't suffer nor would it suffer for those remaining in the Army.

0030417 Can not recommend the military as a stable career. Favor early retirement. Favor lock in period for security. Feel it will be harder to secure benefit increases in the future. Use more surveys, from all grades.

0030419 Many of my responses have been influenced by the fact that I have been twice nonselect for promotion and have a mandatory retirement date at 20 years.

0030421 I am concerned about the career opportunities available for female officers in a smaller force. The perception among fellow women officers, supported by comments cited in the Army Times, and by DACOWITS, is that opportunities will dry up. I am very concerned that I will devote 14 or 15 years to an Army career & do well only to find I am shut out of command opportunities. Do I cut my losses now while I am ahead or wait a few years and be frustrated in my attempts to achieve top assignments?

0030423 I feel I don't have enough experience or subject matter knowledge to answer questions 106-109 and question 111.

0030424 Ref 110: Seems like the many short tour, long o/s tours, command assignments and schools make even 4 year tours virtually unmanageable. How could 5 yr tours work? Ref 111: I think personnel who are selected for MAJ should be allowed to remain until retirement, except for those few removed for cause. This would be 11 yrs rather than the 15 cited in question. Certainly those with 15 or more should be allowed to stay 20. And LTC should be allowed to stay those few motnhs past 20 yrs to permit reitrement at LTC rather than retiring them at 20.0 as MAJ.

0030425 There is a large proportion of officers in 1G 69-73 who are incompetent. They grew up in the post-VietNam management by irrelevant statistics era. Retire them so the Army can move ahead.

0030431 Ref 58-60: I basically trust the Army's senior leaders. What scares me is the restrictions and cuts that congress will impose on DOD and the Army. Despits DA's best intentions, promotions and opportunities will be extremely reduced for even the best soldiers over the next 5-10 years.

0030437 Very thorough survey. Concerned about my future. Recently selected for Acquistion Corps. Don't know what that means for me. Have advanced degree. Would like to serve Army and country as LTC/COL but realize that 20 years may be the best goal I can set for myself. Always enjoyed my assignments.

0030438 You did not address impact of dual military family on answers to questions. Also did not address issue of mandatory retirement date based on non-select for promotion on decisions. Questions 28-29 should allow for individual career counseling not a blanket yes or no. Military is good for certain career goals.

0030440 Feel strongly that the retirement system should be reexamined. Military service is one of the few if not the only gov't service where the individual only becomes eligible for retirement after 20 years. It seems very unfair to me that a soldier can serve well for 15-16 years, be forced out of the Army, and have NOTHING to show for it except $30k separation pay. Why not retirement w/full benefits and 25% base pay at 15 years? I also beleive the current school selection policy needs reexamination, specifically selection for CGSC. This isn't mentioned in your survey, yes it's quite clear that promotion is tied to MEL4. promotion to Major and resident MEL4 schools should be tied together and everyone selected for FG promotion should go. Resident graduates go to school for a year as their primary duty while correspondence/reserve school students struggle with these courses on their own in competition with their normal duties. Resident and non-resident MEL 4 completion becomes a discriminator for the rest of an officer's career (I know- I work in officer personnel management). Worst of all those not selected never know why. Boards of answeres on that and on promtion selection to the not selected. Better to send everyone (like AOC) and job performance alone determine promotions.

0030441 The well groomed officer, who looks good on paper and has punched the right tickets will be kept on as the force is reduced. Certainly the "best and brightest" will stand oout here, but too many officers who have consistantly put their career first over service and those who have little or no ability or interest to lead in combat will stay on. This is ok, as long as we don't have to fight as an Army in the future.

0030443 Does this make sense? I am a CPT(P). I have done a good job for the Army, but I can no longer juggle my family with an Army career, so I'm leaving. I have to use my savingds to support myself while I'm job hunting. If I had, had the foresight to sit on my can for eight years, do nothing and take two pass-overs, I could walk out the door with $25,000. What a unique system of rewards this is!!

0030444 A JAG officer I know had a max file with one 2-box, he was nonselect twice for LTC! His branch & chain of cmd could not tell him why. I recieved a hohum DER for my last 3 mos. of cmd and an ARCOM. I had max reports as S1 & CO CDR. I then recieved center of mass reports at MACOM HQ. I was nonselect for CGSC and told by my manager that I doi not qualify for a nominative assignment. I don't see a lot to look forward to except put in my time and hopefully retire at MAJ. My chain of CMD would NOT discuss my OERS nor my career. I have no mentor except my husband and one female AG LTC.

0030448 I am sorry this was late, but it had to be forwarded to my new duty station. I did not recieve it until 5th July.

0030451 90. Army should consider sponsoring job fairs for employees

0030452 Question 90. I've found networking to be the most useful tool. I attend social functions such as the American Chamber of Commerce meetings in Germany and leave with many business cards and job offers.

0030453 1. My greatest concern with military service is the POOR program established by CPO for spouse employment. The Army wastes a great manpower working force by not actively hiring spouses. For example look at the percentage of local nationals (LN) vs spouses hired in Europe. 2. I recieved the survey on 3 July because of a PCS move.

0030455 It seems to me that the Army, and Congress has a "moral" obligation to fulfill those promises and conditions upon which soldiers enter the service. By constantly changing the game rules, we create a chaotic situation where we are seeing a steady erosion of benefits. Morale suffers and it is hard to convince good soldiers (both officer and enlisted) to stay in.

0030458 Ref #90. Believe I need assistance in how to market my military skills/experience.

0030460 69. I have some concern regarding the prejudice many woman and minnities with experience. The prejudice is still an issue of concern in today's face and I think it will increase with down sizing additionally, I already dedicate somewhere between 10-12 or more per day. A careful look needse to be directed at "downsizing" current work requirements.

0030464 1. West Pointes should have troop time before going to a reserve unit. 2. Suggest assigning more active duty soldiers to a tour of duty with reserve units as Training NCO'S, Battalion XO'S and even training and readiness of guard and reserve units.

0030467 Currently, I'm satisfied with my Army career (4 years long). Promotions are very slow (pin-on time) and could be discouraging in the future. Personnel cutbacks have not impacted on my career decision; the bottom line for retaining quality officers are job satisfaction, competitive promotion opportunities, higher pay, and choice of future assignments.

0030468 I am a two-time passed over major. This means many of you questions were practically irrelevant, particularly regarding "career plans". I assumed Q112/113 referred to potential changes in the USMA post-graduation committment, as it was NOT clear at all. Regarding Force Reduction/RIF'S, I have a chain of command repeating "no RIF" while all my contacts at DA/JOINT staff say not IF a Rif, but rather HOW BIG. Despite my "career" status, I worry that the guts are about to be ripped out of the DOD, and the Army in particular. I REMEMBER '73-74 and the post-Vietnam Rif's AND the 10 year recovery!! Re:Q75 2 BOUGHT a house here in NJ, and so depleted my cash one of the little bennies of this post.

0030477 As a married soldier/father in a peace time Army that is reducing its strength my greatest concern is will I have less time to spend with my wife and children? The profession as is already limits it heavily. Will the new force require more from the few???

0030478 With my MOS (RN) I could easily gain employment with comparable pay and benefits in the civilian world with the over all nursing shortage, so my responses certainly will be very different from many soldiers.

0030479 There are other ways of reducing strength while getting a quality for ie. raise APFT requiqres scores to pass and eliminate paper drills of weight control. Add more events to the APFT. That way they couldn't pass if they were fat!! This could save the military a lot of money. Base promoting strictly on job performances for officers use only the top two-blocks for excelerated promotions and middle as middle as normal zone and eliminate the rest!

0030490 #69. Whether or not the Army will allow me to branch x-fer to AV.

0030491 Job security within the Army is my main concern. Assignments to jobs needed to stay competative are being based on who you know and not what you know or what your previous record has been.

0030492 90. Skills inventories and assessment would be of value to personnel transitioning to civilian life, I.E., I've been a soldier for X years, but what real "civilian" skills do I have which are marketable?

0030493 Reduce the force fairly and in a controlled and logical manner.

0030495 Consider immediately the "TIG" lock of 3 yrs. fore retirement at FIC. Reduce this to "1" year by legislative action moa and some force reductions willbe easier.

0030496 I just feel that the Army is not a secure means of employment and if we do not get some guidance soon, all of the quality soldiers will be gone. The Army will jst have soldiers who can't find a job elsewhere. I think RIF is a good idea, but the OER is not a STABLE tool for promotion.

0030497 Question 69. Promotion boards and selection rates are extremely slow. If the Army wants to slow promotions rates, I can live with that over the next few years, with the understanding that over a period of years promotions will equal out. A policy change needs to be made that would give senior company grade First Lieutenants the opportunity to command company's and gain valuable leadership skills. I can wait for promotion but give us the chance to experience more challenging jobs and experiences.

0030502 Whatever you do regarding Force reductions, creditability is essential. Tell the truth, all of it, as you know it. If it is likely to change, tell that too. Take care of the E4-E5's 1st. Some of our branches have so misjudged requirements that there is no chance of promoting these people. Correct this now, as fast as you can (look at 76P, 71L-6ss MOS's).

0030504 Inactivation of units due to CFE and budget cuts. How will it affect personnel assigned to the untis? Civilian workforce freeze and slowdown of hiring. A lot of spouses are government employees. Construction freeze. Needed facilities are being delayed or possibly csancelled. Keep needed ones going.

0030507 The opportunity exists now to make the Army a highly professional elite organization. Worry more about making the standards tougher and get rid of all of the unqualified individuals currently serving in the Army. The biggest problem that I see with junior officers is a lack of job satisfaction and the abundance of incompetent senior officers attempting to lead them. Something is wrong with the officer promotion system!

0030512 Little information has been made available to Majors (O-4) on the numbers targeted for reduction, the likely year groups and the MOS/FA they may want to consider moving to. Will a Major with 15 years or more be protected from involuntary separation?

0030513 My biggest concern pertaining to competiveness with my peers is my educaiton: I hold only a two year degree. I intend to obtain a four year degree, but will there be time? The flip side of this is my performance & experience: I've really 11 years in the Army & do my job well.

0030515 I am very distressed about the reduction of dental care for my family. I am extremely unhappy about the "Delta dental plan." This is a very POOR plan that does very little in terms of providing dental service.

0030519 Desire improved civlian agency support on active duty. Desire improved medical/dental support at installation level. Desire soldier costs be minimized (ie clothing sales, commissary etc.) Desire individual uniforms be provided on a one for one basis as organizational equip.

0030520 Whatever the future holds, I have enjoyed almost every minute of my service as an Army officer. No regrets!

0030521 I have been granted an early out for Aug15,1990. I will be a high school teacher at Harris County High in Hamilton, Ga. I have not found a place to live yet hence I cannot provide a future residence at this time.

0030522 From question #90 - some type of transistion training, maybe even job specifics.

0030524 We are concerned about what is going to happen to promotions, about RIFs etc. and are getting no information. Tell us what is going on! Too many good people are leaving because they are unsure of their future in the Army.

0030528 Although I am concerned about myself determining where the Army & Armed Forces are headed is of much more concern. I do not in the future want to find that we cut too much too soon & are poorly prepared to defend our itnerest.

0030535 69) Force reductions shouldn't be across-the-board. I am in a CMF that routinely is asked to justify its existencse in the military - vetrenary corps. The Army management will hopefully not blindly issue force reductions on a quota basis. If done, soem fields will be improperly reduced. Uninformed reduction plans are my biggest concern - programs, not just numbers - need to be considered. Q90 - Cost of living information/housing market status etc. to assist location choice. Q93 - it depends...only yes/no provided.

0030538 107. This is a bogus question. Pin-on-point is way out of the DOPMA guidelines now. That system has alredy been obsolete since YG78 Majors list. I've been on the O-4 list since Jan. 89, and no one can give a clue as to when I'll be promoted.

0030541 Q90.: Individualized commercial job placement/executive talent search services.

0030547 I, like most of my peers, am in a wait and see mode. I had planned to make a career in the Military; however, I am prepared to leave if told to do so. A separation pay "package" is the most important issue. In addition, reserve & guard opportunities are the second most important issue. I do not believe that the senior laders are protecting our interests. Case in point - the juggling of personnel funds into Foreign Aid Packages by (name). I, like many, felt betrayed by this action.

0030554 Comment: The survey reads liek something an employer might give to an employee just prior to giving him the pink slip. If the survey was meant to raise the anxiety level of the individual taking it, all I can say is "well done" mission accomplished.

0030555 Could severance pay be tax-free? Health insurance etc. for a mid-30'ish male with minor disabilities incident to 10-15 yrs. of military field service will be quite burdensome. #110 - tour lengthening is viable if jobs are commensurate w/grade etc. for promotion purposes. Question #94; site of residence following retirement or separation is related to job opportunities vice "home of record".

0030556 1. Question 94 - would have to move where employment is available, which is unlikely to be at HOR. 2. Question 102 - highly recsommend that, if RIFs are required, every effort be made to facilitate transition into USAR, including a change to allow combination of active and USAR service to permit retirement before age 60.

0030557 Other considerations: If promotion opportunities shrink, will payscales change to compensate for this? As the active Force shrinks, how will the Army (or Congress) attempt to compensate those soldiers who will have to do more with less support?

0030558 Decisions regarding Force reductions are causing tremendously high degrees of anxiety. It's due, primarily, by the lack of information/parameter in the sizing of the reduction & the mechanics (the how).

0030563 Get your information out as quickly and accurately as possible, otherwise morale will continue to decrease only because the rumor of cuts is effecting both lower enlisted and junior officer career plans. Many outstanding junior officers are already looking for jobs when current obligations are completed. Get a succinct plan out now!

0030564 This is an uncertain time for the Armed Forces and Army in particular. I only hope, like many, that I be afforded to serve for AT LEAST 20 years of active service to quality for retirement.

0030568 Force structure = dollars. I believe the chief of staff (Army) will do all that he can but dollars will determine Force structure.

0030569 I retired as of 1July1990 so some of the answer I was forced to select did not apply. There are many rumors floating around about RIFs & promotion passover increasing, etc. The senior officers owe it to their subordinates to be gut level honest with them.

0030573 Quality of life for famileis overseas is pitiful. Cost of utilities for those in housing should be metered & charged to them. Moving costs and outprocessing for economy housing is much harder than for those in housing. The current senior rater profile for OERs is ineffective, it should be more like that on NCOERS with 5 areas to evaluate. USMA should become a regular college institution w/tuition. Overseas civilian jobs should be more available to spouses than to local nationals.

0030574 Consider quality of life issues for company grade, married officers with dependents on an overseas tour. This tour has changed my mind from a career to out of the Army. Deferred travel, housing shortage, USAREUR bureaucracy, numerous "40 +" field problems a year, long lines everywhere at military support agencies, poor exchange rate, limited variety at PX/commissary, limited AFN capability, etc.

0030576 I believe that DA is trying to do a better management job now than in the 72-75 post Nam era. Still Army management policies have continued to be unsound when compared with the other services. My oldest son had the choice this year of attending West Point or Air Force Academy. I strongly advised him to go Air Force because of the personnel policies of the Army over the last 20+ years.

0030587 As the force decreases, I feel the level of responsibility will significantly grow and pay should increase accordingly. Additionaly, I feel promotions should move at a much faster rate to retain those good officers who we will probably lose to beter paying/rewarding civilian jobs. Please feel free to call me anytime concerning these issues mentioned above.

0030588 90. You forgot companies that recruit officers for corporations and companies.

0030590 I am more concerned about congressional decisions than those made by Army leadership. I am leary that service parochialism (including Army) will adversely impact on appropriate service end-strength determinations. Stabilization of assignments to 5 yrs. is only desirable for CONUS assignments.

0030601 When the military pay no longer remains consistant with our civilian counterparts, the on base housing improvements msut continue. The PX & commissary systems must be able to offer a real advantage. Return the club systems back into a country club atmosphere. A look into retaining the professional E5 or even E4 until retirement should be done. Retain them at that level, test them for job proficiency and make that the retention requirement. Fight to return all retirement benefits! Even though I am a CSS officer a look at moving more of the CS5 units into the Reserves or Guard and consolidating these remain units on active duty to allow retention of more combat arms units. Programs for new equipment should be handled with care. The current equipment space it will be retained for many years all efforts should be to make them maintenance free as well as receiving more combat capabilities. Leasing are next track fleet and having the civilian firm do the maintaining is an often thought of idea. One of my major concerns is the Army losing its best soldiers officer and enlisted.

0030603 My career decisions are almost solely based on the fact that I am a new mother. I have acquired excellent childcare, but I feel a newed to be with my child. I regret that by "getting out" I raise the bias against soldier mothers. I have met excellent soldier-mothers who have no intention of getting out. For me, however, it is a personal choice.

0030604 Do PERIODIC updates - soldiers don't want to be "on hold" & the chain of command is not getting the info.

0030606 I used to think the promotion system was as equitable as possible, until I heard of the Air Force system. Allowing field commanders (installation level) some promotion quotas (based on number of that grade assigned) would give them direct impact and still have a centralized system, to take care of everyone equally. Installation commanders are responsible enough to oversee millions of dollars, demote, but not promote.

0030607 #69 - I feel that Senior raters are making evaluations based on the raters verbal comments. This usually allows the rater to rate someone highly and the senior rater only puts is his X mark. I think promotion board members should ignore comment made by raters that say nothing about an individual performance. I feel that oo many leaders lack integrity because they do not inform their subordinates of low performance. until it is time to write their evaluations. This is my primary motivation for leaaving the military without any regrets. If our forces had to engage in any real action I think some officers who have been promoted based on favoritism and not performance will hinder lour effectiveness. This matter will only get worse with RIF's. I have seen too many officers get good evaluations based on the soldiers having a nice family, the soldier doing personal favors for the boss or the soldier buttering up to senior officers while the ones who produce results are rated below them. What the Army will inadvertently have following a RIF is officers who graduated from West Point, members of Greek Associations and other lmajor clubs. I don't know how to eliminate this, I guess it is only Human Nature.

0030611 I believe that any troop cuts will have a significant negative impact on this country's readiness. The world is much LESS stable now politically than it has been in years. Third world is our major threat. Training has suffered significantly due to cuts. We owe it to our country, soldies to have a trained, capable force. Champus cuts reduction in benefits, longer lines in PX, Commissary due to less operating hours, growing lack of confidence in the Army's willingness to take care of those who have loyaly served is devastating morale & soldiers confidence in senior leadership. Job security is suffering with oncoming RIF's, and increased sensitivity to evaluation system due to tighter boards etc.

0030612 As far as I know there is very little info getting to the field. Political reality & CFE will keep us from doing what's best and right for the Army and our people. Promotion files are not good for RIF. Go to "field" for keep/don't keep CONFIDENTIAL REPORT to get a current future worth report.

0030614 I believe that if a RIF is required, it should be across the board effecting all year groups not just a few select yar groups! Secondly, the Army shoudl palce a high priority on maintaining comparable career opportunities (promotion & assignments) and adequate pay and benefits for those who survive the RIF! It does no good for the Army to RIF 1/3 of its people due to congressional mandate, only to have the remaining personnel clamoring to leave because their career opportunities have been eliminated. Lastly, the military has made or promise to take care of their own.Consequently, we have an obligation to help those who are involuntarily eliminated. ie. severance pay, etc for both officers and enlsited.

0030615 The erosion of benefits is accelerating. Military medical care is not good and getting worse. The Delta dental plan is a HUGE RIPOFF. Compare the PX to an average K-Mart!

0030617 ref. 90: Use by Army of job palcement firms to help get separated soldiers new jobs.

0030621 #69: Problems - 1) OER supt form is based on raters perceived desires and not on job requirements/specifications. 2) OER is a reflection of one's ability to please the boss and not how one performs (very few job specific standards). 3) DOPMA, PERSCOM, and Senior Army leadership react to Congressional (political) forces with variegated "what if" policies instead of incremental policies (ie. 10% reduction = —, 30% reduction = —). 4) DOD policy still stuck in post WW II mind set of intra-service bias, interservice acquisition greed, and constantly obsessed with proving the viability of current force structure. We will lose the battle! #69. Answers 1) OER/SEER and - 1 supt form formats must be structured to accurately evaluate job performance suggest adopting G.S. type specification system. For example: develop profiles of highly successful, successful, marginal, and unsuccessful BN s-1s from current OER information and SET AN ARMY STANDARD. 2) We ned a two-part evaluation model. The first part evaluates the person (ie integrity, appearance, and potential). The second part evaluates that persons job performance based on a set quantitative and qualitative standard. 3) The Army has accomplished the mission for years while staying on the cutting edge of material obsolesense because of hard working professionals. Cut the fat (personnel), skip a material ocquisition cycle, and give the remaining personnel better, smarter, and more practical equipment in the out years. 4) I think we have almost arrived at the one-Army concept. We now need to work on the one-service concept. A personnel officer should be able (and be encouraged) to work throughout the entire DOD structure. There shoudl not be joint-service BUT one-service. Note: As my responses indicate, I ahve no accurate barometer to gauge my success or failure as an Army officer and/or my resultant longevity with the service. Army policies and long range plans change with the whims of Cognress. Senior Army leadership is paid to make decisions. Decide on a standard, draw the line, and hold aprofessional cadre.

0030622 Morale among O1-O2-O3's is poor there is a real danger of a "band wagon" effect with early outs concerning those grades. They in truth do not trust the "system". It is very difficult to sell a product as a senior commander when the buyer has only heard negative imput from external sources. We are going to lose many talented, bright, and good officers in the next few years because of confusion and uncertainty. The officer corp of today is different to that I remember some 18 yrs. ago. "Lip service" is paid to many programs which are important to them (Lt's & Cpt) and their families. A few I have heard from the junior officer corps are: Family

programs. Mentorship. Frequent moving (no roots). Medical benefits and treatment. Rewards for "high risk takers" as opposed to getting by - the pay is the same. Suggestion program. Education system & schools. Often I have head LT's & Cpts state - I can get out, earn more money, spend more time with my family, and not have the constant stress and hassels, and serve others in the community. When the job security is taken from the Conus officer corp there is no reason or benefit to remain.

0030624 Some type of criteria to show why soldiers (particularly those Lieutenants) were involuntarily cut should be published. It is difficult to understand why some of the Lieutenants were cut. Was it poor OER(s) or just a poor military record. For those who wish to stay in, knowing what the standards are helps. I do feel, that the cuts of NCO's and Officers are good because we need to eliminate those who are doing a poor job or not meeting the standards. And time in service should not keep that individual from being cut. Even if he has 19 years and 6 months!! Everyone should have to meet the standards always and do their job. Thanks for listening.

0030625 Next time please wait more than 5 days before sending the late notice. I received the late notice before I received the survey.

0030627 RIF's should be broad spectrum - all ranks & branches, both RA & OTRA. SM with less than 5 yrs. service should not receive severance pay. SGLI should continue for 90 days after involuntary separation. If involuntary separated, we should be allowed to do an ETS move to the area of a civilian jo, if we have one. Medical & dental treatment available for 90 days after involuntary seperation.

0030628 There is a strong consensus that any RIF activity, will not weed out the substandard officers. Officers passed over twice should be automatically separated beyond 20 years service. Many of our best officers will leave the Army due to a reducstion in career progression opportunities, deterioriting pay and benefits, and substandard housing. Many of us are workign at about one half our earnings potential now, and only remain on duty due to patriotic and job satisfaction reasons. My spouse sacrifices income/career progression also as a military wife. If I were in my initial tour I would get out at the end of my obligation. I feel trapped with 10 eyars service and don't want to throw away retirement.

0030629 89: Benefits of #88 need to be broken out by rank, edn, geo area.

0030633 Question #90 A family transitional stress management course.

0030637 I feel that the ideal of RIF is pass due. However, the RIF should be for both RA and reserve officers. Also, career planning for junior officer must be geared around transitioning from green suits to tie. They should be a junior officer recruit team for corporate americsan mlanagers formed.

0030639 Based on the current plan to cut the forces and the serge of racism, it will be very likely that more minorities will be cut from the officer ranks. Minority officers receive worse OER's regardless of how good and efficient they are. White officers are promoted and no mention of their weight appears on OER's if they are overweight. Black officers are barged and released from service. This Force reduction is ano*her opportunity to get rid of minorities. We suffer from discrimination that is subtle, believe me one will go on record. This discrimination appars to be approved from higher to lower because of the lack of response or actions taken against those that discriminate in high position sof authority.

0030643 The competition between officers is rising. You can view this as positive or negitive. The positive side is better officers making a career of the military service, as long as raters and senior raters are objective. The negative side is less qualified officers makign a career of the military service because they will stop at nothing to "look better" than their peers. If character assination and back stabbing are going to becsome the norm for the military, you can have the military!

0030660 I consider myself to be in the higher percentile ranking with my peers; and, thus do not feel very threatened by the reductions currently under consideration. But, I do not trust centralized review boards any further than I can throw them. Military records should only be indicators of excellent/poor performance, field commanders should maek the final "RIF" decisions.

0030666 Another concern for soldiers who are released from active duty (voluntarily or involuntarily) is a loss of large sums of money when relocating, especially if forced to sell a house during a depressed market which is bound to occur when large numbers of soldiers depart Army posts. Although not forced to buy; some single soldiers and families ARE forced to find residences off-post due to housing shortages on post. Losses in some areas could be in the thousands of dollars and will definitely affect the soldier and families quality of life when they become civilians. If possible something should be done co compensate for what could be a huge financial loss during relocation.

0030672 It seems strange that during this period of almost certain reductions that the General Officer ranks are only looking at a 7% reduction. Despite the fact that they are our most outstanding officers they are also the ones who have the best potential for employment if separated and the ones in the best financial position to absorb a separation. Why not apply the same percentyage of reduction as the one appleid to the overall Army?

0030673 I thank you for giving me the chance to answer some of your questions and Army wide concern, with future Force structure. The Army shoudl never compromise readiness, training and leadership development. We have tough years ahead of us, and should be handled very carefully. There are many families and service members involved in this dilemma. Thank you.

0030675 HAving just survived a SERB at the 06 level any change in legislation to have a year group go through a SERB annually or every two years would be a disaster for senior Colonels. We understand what is happening and are willing to face a SERB but ONCE is enough!!

0030676 Understanding that the Army has to accomplish the reduction in force, I sincerely hope that it is accomplished in a nammer to retain the best quality soldiers currently serving.

0030677 A lot of us are uncertain about our careers, because it only takes one person to end your career. I hope that personality conflicts could be weeded out, but I know that can not be done. I serve professionally and so did my Dad; but I know that my time became short sided 1986.

0030678 It takes a lot to go beyond 20 yrs. (20 yrs. or less) retirement gives me security to reach for standard I want. Masters degree gotten concurrently is more important than Army skills learned. 11 & 12 passed-over. #13 effective? yes, current CDR's on ground need option to promote some who are not perfect on paper, but are effective on ground. #44 Negative characterics don't usually get put in OER's. If allowed, I will retire immediately with less than 20. #43 & 44 - instability may bring a war which could involve allies, due to slow Eastern progress. #58 & 60 I trust Army leadership; not sure congress wil' protect Army's my best interest. #62 & 63 passover changed csareer plans, not world events. #65 old vs. new boss affescsted stress, not world events. #90 time off for interviews.

0030679 90. Listing of job hunting organizations, ie. Career seminars etc.

0030681 That an equitable, reasonable and quick decision be made regarding separation pay for both voluntary and involuntary separated enlisted and officer personnel.

0030686 My primary concern is one raters ability to end a soldiers career. A rater can penalize you or an OER without telling you specifically what you did wrong. There is no requirement to periodically counsel officers on their performance and let them know where they stand. There is no job security in an atmosphere where an officers job performance can be above average, but because of a personality conflict, he receives a sub-standard OER that can terminate his career.

0030687 Ref #69 aviation assignments officer for LTCs(name) totally unsupportive of requests. Refused to answer or return my phone calls, gave my reocrds to QM branch for assignment without telling me (I am a 150/92). QM assignments officer hads only 3 position in CONUS (I was in Korea) all at Ft Bragg. I volunteered for a position in Panama they had to fill IMMEDIATELY this was in Feb. My RFO hads a reporting date of 10OCT. Gen'l. opinion among LTC aviators is branch does not give a dam. If the intent is to force folks to retire its working!

0030689 I have been involuntarily separated from the Army I have attempted to answer the questions with an open and unbiased mind.

0030690 My decision to stay in the Army will depend a great deal on my functional area designation. I have no intention of spending the majority of the last 13 years of a career as a staff officer.

0030691 A major career issue is the opportunity for commissioned officer to command at battalion and higher levels. It has struck me a odd that the most influential commander to the soldier is the company commander, who generally serves in that capacity for 12-18 months, yet we have used the "stability" arguemtn to justify commands of O5 and higher to last 24+ months. As a result, we have pointed ourselves into a career. We have a centralized O5+ selection system that already restricts the number of commands available, and are now prepared ro reduce our force structure to compound the problem. Good soldiers stay because they know that what they do is important and will be rewarded with further promotion and assignemnt responsibilities. We donned branch insignia to indicate our chosen career paths in the Army When the day comes that we find out that we have reached the end of the line in terms of meaningful assignments within that branch, the time has come to move on and out. I think it's about time to reconsider command tour lengths back to 18 months, and perhaps even reconsider the "centralized" selection process for command. One other note...Question 98 holds little relevence to the majority of the Army. Instead of "not sure", you need to include a selection that says "not applicable" or "has no influence." By the way, I would be interested in seeing the complete resulsts of your survey and the methodology you used to formulate your conclusions. As an Operations Research Analyst, I still keep some interest in what you do with these things. You have my number.

0030693 Obligation portion confusing. I answered questions as if I was obligated due to promotion.

0030694 As an O-4 with 17 years of service & passed over for O-5, I need & DESERVE protection to 20. Get rid of the dead weight O-5's & O-6's who have over 20 & don't have any more promotion potential.

0030697 I'm a 1LT with over 3 years service and seriously considering making the Army a career. I've had all good OER's and have had good challenging jobs. If the primary cuts in officers is going to be in initial tour officers as they complete their first tours; and considering a good service recsord and that I voluntarily signed a contract with the Army. Therefore isn't it the Armies obligation to provide my family with separation pay even though I haven't met the 5 year active duty requirement. I feel that a small separation pay would be deserving if I was involuntarily separated (ie. two months base pay upon ETS.)

0030698 I have csome to the conclusion that no one at any level knows what will happen to Army end strength in the next 5 eyars. We need to eliminate terms like "building down" and "down-sizing" from our vocabulary and face the unavoidable defense cuts honestly.

0030699 I am a consistantly above center mass officer. I have planned on making the Army a career since I was a cadet. What would change my mind is if 1) training is significantly curtailed, 2) promotions are significantly slowed, 3) the bloated year groups of mid-career officers are not included in the coming RIF, 4) pay and benefits are curtailed. These concerns are shared by several similar officers who did not receive this survey.

0030701 I'm concerned about promotion selection will on profile due to training accident. Also medical support and dissability pay if voluntarily or involuntarily separated.

0030702 You must develop a system that does not eliminate the best! Each soldier must know that the best will survive.

0030705 Item #69 If not given joint domicile with my military spouse I will be forced to leave the military. I am a 66F (nurse anesthetist). Our current strength level is only 70%. You would think the Army Nurse corps would wake up and try to accomodate rather than terminate it's personnel!

0030706 90. Advanced education.

0030707 I am a military physician and work an average of 65-70 hours per week. We have poor supporting personnel and services. We often see the worst physician clinicians being promoted and made heads of departments based soley on date of rank. These persons wrok only 40 hours a week rarely pull night call claiming priviledge of rank. Most of my fellow young physicians are very discouraged & plan to leave the service for this reason. (Pay has little to do with it!!)

0030710 Uncertainty is killing morale. Make a decision, publicize it & stick with it. Soldiers are scared of budget & an unfeeling congress mroe than the Army & the threat! We don't know the Army's or congress' plan. Need to make decision now & not change every year.

0030711 I do belilve that the Milt. has a contract with us and we ahve one with them. With this in mind, there shouidn't be an act that would allow us to be cast aside because our services are no longer needed, but attempt to protect our itnerest as well as our govt's. The numbers will fall no matter what. Volutneer outs are acceptable, but to throw unwilling soldiers out isn't the best way, it only puts the burden more so on the tax payer.

0030712 #88 -b,d,e.

0030713 Major problem: promotions for officers; the lengthening of pin-on is very frustrating for 2LT, 1lts, and Captains due to retention boards and CVI boards. This process is putting a lot of undue stress on our leaders absility to function under current RIF plans. Secondly, faster dissemination of information on cuts, retention board results, as well as promotion boards would lessen the stress on soldiers up for consideration.

0030714 My major concern is my age (52). I am a senior Major, came before primary LTC promotion zone board March 1991. I am an Army chaplain, highly skilled - I can provide Army with 5 more years of quality service. I don't wnat to be RIFfed because of age alone.

0030717 Many of my answers are "clouded" by 1) being in Berlin and 2) being the chaplain. Many young black soldiers are greatly concerned bout their prospecsts for a career. Most young, white, middle-class soldiers welcome the downsizing so they can get on with university/college. Thereis a concern there for me.

0030726 You need to have a very cynical personnel specialist review the wording of many of the questions on this survey. I think you will find a clear bias toward the answers a "career" soldier "should" make. Specifically review 29,30,31,57,58,66a, 68.

0030729 Question 69 and others: put in my papers last year to retire in Aug90. Due to Army not providing timely replacement, am extended until 30Sep90 at which time I will retire with 23 years 9 mo. No regrets as to service or leadership. Think Cognress has sold us "up the river" as far as benefits promised 20+ yrs. ago. Also, they are makign shortsighted decisions today re: this country's defense.

0030730 86.87, Pursuit of civilian employment is viewewd as disloyal in my unit and your assignment & rating will suffer accordingly. DA should look at abolishing the "up or out" system for long term management by grade ceiling. My largest concern is involuntary separation is that branch of assignment will not play a part in the decision. Blanket reduction without regard to branch is a primary concern.

0030734 I woudl feel more comfortable if I knew the cutbacks woudl not affecst quality of life, retirement, and health care for family members as much as the information I'm receiveing is indicating. Developing an OER that the promotion boards have time to look at. Suggest that the Army develop a voluntary dependent health insurance plan (other than Champus) similar to corporate plans and the dental plan, where you pay a monthly premium based on number of dependents you have. That money could then be given back to the medsical corps to supplemtn their budget. I would gladly pay the premium if I knew it would help keep reliable, quality health care for my dependents.

0030735 1) LT's/Col's over 20/25 should receive early retirement if deemed "probably" not promotable to next higher grade. 2) RIF should occur at the O-3 level. 3) O-4 shoudl be "tenured" to 20. 4) Pin-on-pts extended any further will most likely result in "good" officers fleeing to industry. Pin-on to O-4/O-5 need to get back on track.

0030743 Increase the nubmers considered for mandatory early retirement!! Increase severance pay!! Seriously slow down the recruiting efforts. Any reduction must be HEAVILY weighed in combat arms personnel!

0030746 I want to be a Sig Bn Commander. I am concerned that requirements for joint duty assignmetns wil lmake my career even more of a race than it already is. Where am I going to fit in 3 years of joint duty before consdieration for Colonel?

0030755 Decrease Army stffs, leave TOE units intact. Reduce number of senior rank soldiers, retain soldiers in Cbt, CS, CSS units. There is too much migration of soldiesr to the Washignton D.C. area. That's not our job. Again, too many professional staffers.

0030759 Biggest concern I have been hearing — what is the Army going to do about someone who has 17+ years in and fails to make the next rank? He/she is too far removed from college to be competitive in the civilian market. Do you take retirement away from someone who has dedicated his/her entire adult life to the US Armed Forces?

0030760 I am very concerned about the status of retiree benefits today. I intedn to make the Army a career when I see our retirees being denied medical & dental care when they have served the Armed Forces honorably, I find it alarming that our government would relinquist these benefits. I would prefer to see a large RIF so that those soldiers who have served in such a capacity cna have the benefits they have earned.

0030762 1. If I were to be involuntarily separated, a lead time of less than 9-12 months notice would cause great eprsonal and financial hardship. 2. I am concerned that the US Army reserve/national guard budget is being cut. You cannot both increase its role AND cut its budget. The money savings potential of transferring roles to the reserve component is one thing, but the funds, albeit less than AD units would receive, msut be allocated to maintain mission readiness. 3. Health care/benefits appear to be eroding very fast. Military health care and Champus benefits are now almsot useless. Civilian health care plans are more comprehensive and dependable. 4. The decreased promotion opportunities are disheatening at best. I've done the "right" thigns, gone to the appropriate schools, had hard duty, and now - that's not enough it doesn't matter that I've done well at everything. I might consider promotion to Major (I will be promoted to Cpt next month) and mandatory transfer to the Reserves.

0030763 There appears to be no continuity in a career plan. Every 4 to 5 eyars there is a major shift in emphasis and requirements - commanders are not able to mentor juniors because they can't keep up with the changes.

0030764 All information regarding a RIF is inconsistent. Most soldirs want to remain in the service but are very unsure of the future. I would prefer to stay on active duty until retirement. If I am offered separation I woudl agree only if the future was certain, ie. I had a job lined up with adequate salary and a place to live. Insteads of RIF I woudl gladly consider rebranching or active duty service in the Reserve or National Guard.

0030765 Question # 21 - Funcitonal area - I do not yet have a functional area as I am still only a Lieutenant. My greatest fears about Force reductions come not from what I fear the department of defense and department of the Army will do, but rather what I fear Congress will do int he budge tprocess. That is the gerat unknown in our future.

0030768 After serving 12+ years in some god-forsaken areas and moving my family 5 times, it just doesn't seem fair that I now have the risk of a RIF. I've served my country when you needed me...where is it when I need someone. Why can't an early retirement

program be established (ie 10 yrs - 25% base pay; 15 yrs - 35% base pay). Our families are put through hell after 10-15 yrs. of service. To lose all secsurity after 10-12 yrs. of dedicated service to our flag, the few $ you may pay me could never match the retirement pay that so attracted me 15 years ago when I first entered ROTC (74'). I feel VERY BITTER at the prospect of a potential RIF. RIFs will occur not only because of world development but also bec ıse Congress can't control their own BS spending. The Armed Forces are scape goats to balance the Nations budget. My 13 years of hard service protected the politicians who now seek to eliminate my service and job security. You ask after 113 plus questions "Am I bitter?" Well the answer is HELL YES!

0030769 90. A good stable education prior to separation.

0030776 I woudl probably opt to get out if I had to stay in the tradoc assignment for more than a year, and/or chance of getting a line company command were slim. Most of friends who came from Korea (basically forced into tradoc assignments) chose to get out because the pacse drastically changed. I think it was a bads idea to have brought lieutenants from Korea to different tradoc posts for XO duties. So much talent is/was being wasted.

0030778 MAin concern: Last year decided to make the Army a career. I ahve an average to above average file. I am now very concerned whether I will be allowed to serve in the Army for at least 20 years.

0030782 #69 - the way personnel are levyed/shifted from post to post leaves me with much uncertainty about the cohesiveness and readiness of our forces.

0030785 Most of the questions I did not answer were, to me, extremely speculative. I might as well guess whether or not it will snow in Denver on Christmas Day in the year 2000. I don't appreciate being sent surveys, so please don't contact me on this.

0030789 I answered #'s 18 and 20 assuming that my "occupation specialty" is the Army Acquisition Corps. Out of the blue I was notified that I am now in the AAC and have no say about it. I am disgusted with the career management I have received. I always thought that if I worried about doing a good job, career management would take care of itself - obviously not! All I want is to stay in the field artillery and work with troops - let somebody who doesn't work well with troops sit behind a desk!

0030793 From #90: I intend to further my education in obtaining a new career. I feel that the $8100 VEAP money I will receive (of which $2700 is my contribution) is small in comparison to the sums offered to new recruits for 2 or 3 year enlistments. A much more generous educational fund would assist my career change immensely.

0030811 Over 17 years ago I committed *myself* to the Army in the belief that as an RA Officer I was "guaranteed" a career of at least 20 years of service. Here I am with over 17 years of service and the rules change! Not knowing for sure that I will be allowed to make 20 years for retirement is distressing to say the least. Is there no mechanism to protect the soldier when the rules change?

0030812 #69: I am less interested in staying if there are fewer overseas/desirable location posts.

0030816 Concerns: 1. who will be cut (rank, branch, etc...) 2. when will cuts take effect. 3. Are troops being cut in Europe.

0030817 I will be PCSing in Aug 90 and don't have an address/telephone number(s) to give you now. Contact post location at Ft. Monroe.

0030824 82. In a global interdepentent world, a more relevent question would be what part of the world! 90. Formal language (foreign) training. 91. State Universities. 94. Need foreign country alternatives. Much too narrow - Let's face it a major restructuring is required, ie: the Army Acquisition Corps Approval.

0030826 Information on Army Resorses would also be important!

0030828 My uncertainty with the military revolves around my CIVILIAN husband. Our careers aren't complimenting each other as I had hoped; he's apprehensive about my traveling.

0030830 I was selected for early retirement. Living overseas at the time makes getting settled in US very difficult. Those soldiers selected for early retirement should be given opportunity for final year to be assigned at a stateside installation in order to be in a better position to line up civilian employment. This would be of great benefit to serv folks and would show more appreciation for long and dedicated service to their country.

0030832 I personally feel RIF should start with tose over 20 yrs T15. That promotions should be slowed down - IE: promotion boards spread out. I feel non combat arms IE: AG should get hit first to bring their % strength in line with WWII levels. Our tooth-to-tail ratio & # of senior officers/NCO's is way out of line with our WWII experience. The peace time Army is a paperwork buracracy.

0030833 Demmand from Congress an answer. You are toying with MILLIONS of lives. The stress of not knowing is not fair to people who give so much. Do YOUR job. Get us an answer to the RIF.

0030836 Do not decrease the active duty obligation os USMA officers. I believe that many junior officers will opt to separate prematurely - that is before being given the opportunity of multiple assignments advanced CRs & Command. In five years, an officer has just enough experience to make an educated decision. FYI: I separated 30 Jun 90.

0030838 A number of questions were asked that were concerned with the Army's ability to control cuts in its force and budget. I have confidence that Army leaders are aware of the effects of these cuts and will do their utmost to reduce the impact on the troops. However, the ultimate decisions will be made by CONGRESS and are subject to political pressures that do not have the troops interest at heart.

0030841 #69 Below center of mass OER while in command.

0030845 Note I am currently TDY enroute at CAS 3. My reporting date to my next unit is 8 August.

0030848 I believe the Army is overlooking a golden opportunity in the unavoidable changes soon to come. If we must become smaller, we MUST become better. Anyone reading this that has service time will agree a great deal of time and energy is expended by leaders rehabilitating, reprimanding, and supervising, inefficient unproductive soldiers. These soldiers were shotgunned through a basic training system much like the one I experienced, that bare a close resemblance to Boy Scout Camp. There was no obvious, stated and enforced intention to weed out every single unfit soldier, and then train the remainder. I have just experienced all aspects of a Cohorts initial 12 months with a line unit. Some had not met Army weight or PT test standards upon their arrivals. Others arrived with profiles. Most arrived with an embarrassing lack of discipline for recent trainees. If these trainees had been held to an iron standard, there would have been a smaller cohort package surely, but it would have been a better one, capable of functioning much sooner upon arrival and not requiring a virtual 100% retraining and indoctrination. Officer Acessions will be slowed I believe in the next 5 years. Why not use this opportunity to upgrade the people the Army is getting. I believe this should be implemented in 3 ways as regarding USMA. First & foremost jack the commitment up. The Army did an amazing thing in February when it gave USMA grads an opportunity to early out. It undermined the Academys mission by rewarding the group of noncimmital officers who probably should never have earned a USMA diploma. The forms of many cadets on resume - building us soldiering was and still is extremely disheartening to me. Second, raise the standards across the board and enforce them. Enough will rise to the occassion to fill your quotas. Lastly, deemphasize academics by severely lowering its impact on class standing. I am not arguing for rock hard dumb cadets. I am arguing against the abundance of spit shined intellectuals being inflicted on the Army.

0030854 1. From question #90, all relocation and set-up costs should be included in the move. 2. Q#111, a lot of discrimination occurs in these RIF's situations, I feel blacks, women and whites should be dealt with equally and not a lot of reverse discrimination. Best person for the job!! If you people know what I mean.

0030857 #69 other: lack of DOD leadership in redefining the threat and missions/force structure needed to counter the threat. DOD leadership is fighting a losing battle with Congress in defending programs based on the old threat (war with Russia). Note: I'm retiring 31 Aug. 90.

0030860 I am an older soldier than average for my length of service (12 yrs 10 mos at age 54). My greatest concern is that provision be made for soldiers who fall OUTSIDE the usual age/career level patterns to continue to retirement. Because of greater age, RIF would create greater hardship! Note: I am PCS'ing this month. After 19 July, 1990, contact me at this address: Residential Treatment Facility; William Beaumont Army Medical Center; El Paso, Texas 79920-5001.

0030861 Survey CMT - many questions not applicable to Col with 26 yrs yet survey forced answers. Survey arrived while I was on TDY to CONUS received follow-up LTR in same "pile" of mail.

0030862 Question 69: I've had one bad OER. I'm afraid one bad OER is enough to be RIFted.

0030863 1. Personnel cuts, while nervewracking, are the best thing to happen to the Army in a long time. A standing peacetime force of over 700,000 soldiers is simply too big. In my opinion, one of every three soldiers (including officers, especially fieldgrade & general officers) is unnecessary, and "make-work" rules. Of course, no one will ever admit being the one of three. 2. The unwieldy size of the Army is made worse by the false premise of OPMS - that every officer is potentially Chief of Staff of the Army. By insisting that every officer become a "generalist" and not a "specialist", OPMS runs us through as many jobs as it can. Result: none of us ever KNOWS his job thoroughly; nor does the guy who rates us. So, all of us must rely instead on flash & pizazz to APPEAR to do a good job. Inefficient and destructive. 3. My first two points leads to a third: the perception of a lot of my peers that the Army's Senior leadership talks a good game, but doesn't really know what's going on inside the Army or in the world at large. Resistng change, even though appearing to be broadminded. This issue is, no doubt, as old as the hills and not unique to any generation yet, each generation must experience it as if it were unique. Summary: my reaction toward the changes sweeping the military is

POSITIVE. We need to lance the boil created by excesses of people & weapons & money. Changes will resolve the three issues I've described, somehow, someway.

0030864 I am currently TDY at school & on a PCS enroute. Your survey went to several locations before catchin up with me.

0030865 1. The line of adequate housing, especially in large cities, (Washington, L.A., etc) is an acute problem. Soldiers can no longer expect to buy a home without facing possible financial ruin. Most housing markets are severely depressed and rentals are sub-standard and expensive (eg St Louis, Colorado Springs). VHA is inadequate. 2. Soldiers are not paid adequate moving expenses. I calculate that I lose about $2000.00 for each move.

0030866 I am a Captain who has been passed over for selection to Major. My only real problem with the way the system works now is the selection criteria for promotion. In recent years I have done outstanding work; I commanded a company with outstanding results, served as an Aide-de Comp, etc. The rating/promotion system does a poor job of really picking out quality officer. I'm a perfect example of that, ask anyone who knows me, they will tell you I should be promoted. What people know, the board will never know.

0030869 Thank you forgiving me the chance to speak my mind on important issues which effect all of us. I am a Medical Corp OB/GYN physician and what problems we face are significantly then these that effect the rest of the officers. Whether at war or peace physicians in my field face battle everyday. The enemy is a system which constrains our ability to care for our patients. Frustration and exhaustion result in poor morale and poor retention for physicians in our field. I would enjoy the opportunity to discuss at length with decision makers, policy makers, if they exist to help in change so that I can help the system which I must function in for several more years. I fear that if changes are not made problems will continue to grow to a point where QUALITY care for our population will be a thing of the past. Problems are 1. LEADERSHIP - there is no communication between "policy makers" and the primary physicians who carry out the workload. This is a prime factor in poor retention. 2. SUPPORT - lack of support personnel and physical plant ie: exam rooms make efforts to provide care extremely inefficient. For example in our clinic we have for each MD 1 room (office & exam room) & .8 support person. Compare to a civilian MD who will have office, 4 exam rooms, 4 support people an average. This is only 1 of at least 50 support problems. 3. EQUIPMENT - There is no ability to obtain crucial equipment in a timely basis ie: we still wait for an ultrasound machine ordered 2.5 years ago. Also itmes ordered for immediate delivery (high priority) have still not been received for over a year. Result - inefficiency, decreased quality of care, frustration, lack of retention of MD. 4. QUALITY OF LIFE - chronic staff shortages result in patient overload, physician fatigue and lack of control over resources result in problems with retention of GOOD physicians. 5. MILITARY REQUIREMENTS - Medical officers like myself are proud to serve our country and soldiers. We work often autonomously with great responsibility yet the feedback we receive is "your record is flagged because you missed your PT test". There is no concept of our life ie: the PT test was while I had 3 women in labor, 60 pts in the clinic and surgery in the OR. No matter that we have no time to do PT most MD's would appreciate the courtesy of scheduling such events before or after work. Harrassment occurs in other areas ie: wake up call @ 0300 after being awake for 36 hours (on call, happens every 3rd or 4th day), to report for "urine test". Family harrassment - After arrival in Europe in country for 36 hours being told that if I failed to live in a 2BR, leased apt 4th floor, unsafe for children I would lose all my housing allowance to include "BAQ". Fortunately I could use savings until I found safe housing. Results - poor retention. COMPENSATION - Physicians especially surgeons (OB/GYN Anethesia) never know what it will be (bonuses given haphazard manner). Also MD's who provide the large amount of care (younger MD's, paying back time) are treated as second rate and compensated as such. Personal observation lead me to believe that MD's with experience are basically in the military "to retire" and do not contribute as much. Result - young, hardworking MD's leave & those MD's who stay a larger portion perform activities unrelated to direct patient care. I hope that someone in charge would at least communicate with us. We could have the greatest system in the world. Please use these major changes in the Army to benefit the soldiers who remain. Hopefully you can get this system in gear before it's too late. P.S. The military means a lot to me. If I can be of any assistance let me know.

0030874 Sorry for being late, I was on an excersise and did not receive my mail until I returned Hope I was able to help.

0030877 The most important issues affecting my decision whether to get out or not are separation pay for voluntary resignation and current benefits. The current health and dental care system in the Army is broken. There are not enough doctors and other health care professionals to provide the necessary care and treatment of the soldiers and their dependents. CHAMPUS is still poorly managed and many supposed health care providers in CHAMPUS want the soldiers to pay and then get reimbursed.

0030879 I would greatly appreciate some written/telephonic feedback to the following question. I'm an Infantry CPT PCS'ed to Fort Banning and am engaged to a 2LT stationed at Ft. Lewis. We will be married 30 Sept 90. She will have been on station for 10 months at that time. She's been told she will not even be considered for the joint domicile program until she's been at Ft Lewis at least 1 year. This is my ONLY gripe with the Army. If the Army cares about families as much as they say, then why can't she join me as fast as the paperwork can go through the system? It seems ridiculous and I'd like to know what I can do to rectify this problem.

0030880 RE Q38 - I have a profile - I took an alternate test.

0030886 1. Even though the Army appears to be doing it's best the Senior Officers give the aura of "it doesn't impact on me, so what." Also Congress is in a rush to cut Military focus when Russia is facing a strong possibility of internal unrest and civil war. 2. We are looking at light forces to accomplish all missions even though many 3rd world countries have being forces available. It seems that a logical mix of forces must be completed to include logistic support for those forces. Log SPT has been overlooked and you may not have enough available to meet future, non-mature area, threats. Tail is still needed.

0030887 Sorry I'm a tad bit late. I was hospitalized with parachuting injuries for the last 3 weeks. Call if you want to ask my opinion on what the Army needs to do in the face off these changing times.

0030898 Much of this survey is inapplicable to me as a JAG officer. As a professional, standard job counseling etc. would have little impact. I fear my answers may skew your survey.

0030902 I will soon have 24 years active duty. A number of the questions I answered really were distortedly answered because I Am so senior, and am 55 years old. But I suppose it all goes into the "pot".

0030903 I obviously cannot speak for "soldiers", only for myself; although, I feel my views are shared. I have very little faith in the Army personnel system. My reasons are complex but I'll try to outline a few things here. 1) Too many personnel decisions are made strictly for monetary reasons. 2) The wrong person (ie: the senior rater) has the major influence on OERs. 3) We "take care of" those who need it least (eg: an LTC is assured of quarters overseas while a newly married PFC can't even get command sponsorship, let alone a place to stay). 4) The system is too concerned "checking the right block" and not enough with competency. One cannot gain competenacy by havin 14 PCS moves in 20 years (and the Army can't save any money either). 5) The promotion system is unforgiving. Failure to make a promotion under the present system is NO indication of a persons ability to do the job, particularly when you take items 1, 2 and 4 above into account; yet we have so institutionalized "up or out" that failure to be promoted is failure as a soldier. 6) Army funded education is poorly utilized and managed, often because it's used as a plum for those needing another block checked and not to achieve long-term career competency. 7) Command credit is given too much weight. Not every one can command. First, there are not enough slots. Second, not everyone has the aptitude. Third, command in today's Army is less an exercise in leadership than in survival, 8) The Army leadership is less than honest with soldiers. To be told (as we have been often in the last year), "If you're doing your best, you won't be hurt by the belt tightening" is so blantantly a put-off it reinforces distrust. We see soldiers now who are doing their best yet suffer the inequities of the present system. How can we believe it won't be worse during a reduction. I have had a wonderful career in the military, but things have changed much during my time. I have see a dramatic improvement in the quality of soldiers coming into the Army, but I have also seen a decrease in the rewards. I speak of rewards only in terms of promotion and pay, but in job satisfaction, freedom of action, trust and responsibility as well as other tangible an intangible benefits. Despite my loyalty to a service I have loved for 20 years, I find it increasingly more difficult to recommend to young men that they make the Army a career.

0030905 Perceptions are the Army will "pay the bill" for Air Force and Navy. (ie: Army will lose a higher percent of both officers & enlisted).

0030908 Rcv'd 29 Jun 90 Ft Hood distribution. Sent 3 Jul 90 Ft Hood mail system. Change unit address to HHC 3-41 INF.

0030911 Lack of health care for dependents. Lack of the ability to manage a career track based upon desire, good of the Army vs needs of the Army.

0030915 Question #69 - I do not believe that PERSCOM Assignment Officers are being unbiased in their assignment of people to develop a good promotion potential.

0030918 #25 - 4 yrd Active reserve & 8 yrs RA active - I put 8 only. 29/30 - Enlisting join for education such as college benefits or doctor training - yes esp of officer. 35 - Pay WITH bonuses is OK. 60 It all PROPOSALS with no basis in reality as yet! 58 - I don't believe, however, that THEY are in CONTROL!! 65b - (just moved). 94 - unsure: best guess. 110 - for a place you like: may be OK - for a place you HATE: torture, lose good people that way.

0030922 I am a Field Artillery Officer with a functional area of foreign area officer (48C) West Europe. There is GREAT concern/confusion - will FAO's become more or less important in a downsized US Army??? If not, we have thrown away 4 years out of 20 yrs towards specific training only to become non-selected for promotion to 0-6 because we have not spent enough time with troops! Will only the "troop officers" be promoted in the shrinking Army?

0030923 90 - To be able to pass my VA benefits on to my children so they could get an education! Even at "50 cents on the dollar", I'd like to get something out of this benefit. Otherwise, I'll take some bogus course like basketweaving to receive tha additional VA benefits. *Please note that this survey may not reflect the average officer of my peers. I had just been given a written reprimand and

removed from the 0-5 command list without what I consider is due process - just an inquiry without an impartial investigation. Therefore, there probably exists bitterness in my responses.

0030924 Uncertainty is a problem, confidence in Army leadership is not the main issue, Congressional actions and media-hype are my main fear. If I had to do it all over again I would still chose the Army but I would have stayed closer to the mainstream not selected a functonal area that took me away from my branch for so long a time.

0030926 Recommend removal of "double dipping" restriction on military retirees involuntarily retiring so they can seek civilian employment without loss of pay/benefits.

0030929 This survey is too long & the questons are not well written. The distribution of this survey was poor.

0030941 I make considerably less than an officer with my time in service did 5 years ago. Officers today have lost 6 months times the difference between 2LT & 1LT pay plus 1 year times the difference between 1LT and CPT. Slowing promotions has created a financial burden on my family. I believe I will find a company that will appreciate my skills more. 4% a year increase doesn't help much.

0030944 I think Korea should be made a 24 - month tour for single soldiers. I served in Korea and 12 months was not enough time to be fully trained in your job and make effective changes. Also, I am married to another service member, therefore, the financial stress is not as bad as other married soldiers may have.

0030948 Job placement program.

0030959 Ref. Question 69. My wife is an Army Nurse on active duty. Thus, I cannot plan my Army career effectively because I must consider her career goals too.

0030965 I am a Reserve Officer on active duty. When I was in ROTC (in which I earned a 4-year scholarship) I was told that there was no difference between RA and USAR. I applied for and was selected for the branch of my choice - F.A. I w as frocibly rebranched from F.A. to M.I. as part of the CVI process, although I had done well in F.A. now that further cutbacks are in our future, I feel that those who, like me, were already removed from their branch of choice, should be given special consideration in remaining on active duty.

0030966 I have three concernes at this time: 1. Promotion Board results should be released much sooner after the selectiion process is over. Additionally, the waiting period should be greatly reduced from selection to actual pin-on date. 2. Current talk of reductions in Europe is destroying morale as troop strength is being slowly reduced. Units are still being expected to maintain the status quo with fewer and fewer people. The feeling of the "Hollow Army" similar to Post Viet Nam Era is very prevalent. We are constantly receiving rhetorical information, from the highest levels in USAREUR, which is only serving to increase rumor control in lieu of squelching it. 3. Branch assignments personnel do not always look out for the service members best interest. I will have 11 years in the Army by the time I am eligible to leave Germany and will probably not have been assigned to a Signal Battalion that entire time. I believe my file is competitive, but how can I expect to have any chance to ever command a Signal battalion, without ever serving in one.

0030967 Some true/false questions were neither true or false answers but rather depended on the situation, or maybe. The survey asked the right questions but didn't have all the right answers.

0030972 No questons concerning changes to retirement system, eg: 16 yrs = 40% base. No questions reference separation pay system. My position would change based on level, a vality of compensation. This is late because I received it only today, 5 July Adress (zip code) incorrect.

0030974 1) Should ask survey group where they are currently serving. Now with the change going on in Europe, Korea is the real hot spot for Army soldiers. (that's only if you serve with 2ID, not those on tour in Seoul and Below).

0030977 This survey may arrive late because you caught me in the middle of a PCS more.

0030978 I am a new LTC with 17 1/2 yrs svc in the Finance Corps. I have always planned to retire as a LTC with 20-22 yrs svc. There are very few Finance Cols or Generals. Therefore, my plans are unchanged by current events. I trust Senior Army Leaders. However, I am convinced that POLITICIANS will decide to the EXTREME detriment of readiness and common sense. History WILL repeat itself. The U.S. will disassemble our Military in an irresponsible manner.

0030987 69 - other - politics - the best decision v. a politically acceptable decisions.

0030988 Since no firm policy has been set for the reduction of forces everyone is making radical decisions that have no basis. The Army needs to establish a policy for reduction, before we find ourselves with under - streaght units that are over commited. With no established policy many of the best officers, NCOs and enlisted soldiers are leaving now to avoid the coming job crunch. We need policy established!

0030994 #79 - I do not work every week. I woprk one weekend a month from Friday 6pm to Sunday 6pm on-call only. #79b - I am guaranteed $600.00 for 48 hrs of call - but I make considerably more if I actually get called to work. (~$20.00 for every 15 min of work). #94 - I don't know where I would live if I was involuntarily separated. It would depend on job possibilities. I have 16 yrs in service this August. I do NOT want to be separated before my 20 yr retirement. I may or may not stay past 20 yrs - depending on the situation then.

0030995 I just left the Army on the 28th of June. I don't know if I'll be of much help in the future. It's disheartening. I'd say 90% of the "1 block", outstanding, LTS I know are getting out. Unfortunately although all of the excellent captains and majors are staying in, they are incredibly outnumbered by the duds. In my opinion the duds will stay in and will propabate. They made it in a decade when all that was required was time in sergvice and no "black marks". They, in turn will rate highly those in which they see a lot themselves. Ergo "DUDS". And they won't get out because they wouldn't make it in the civilian world. The Officer evaluation system should be changed in my opinion. It does an adequate for those "fast trackers" and "outstanding" officers. It does not identify those individuals that are not worthy of the responsibilities of their rank. From my limited experience and time in the Army it seems that CPTs were given command because of their time in service and knowledge. Unfortunately about half of them were abysmal. They did not possess WISDOM. It is hard to make wise decisions if you are not wise. Perhaps a combination of evaluation systems. The present OER change only a little to help prevent inflation. And a peer rating system; rating your peers from "1 to 30...etc" by name within your battalion. It would be nice to include an objective evaluation from subordinates. Any soldier could tell you the good leaders from the bad. They can always see through their leaders. If done properly it may avoid a subordinate influence in the Army. No soldier wants to work for a "loser" let alone keep one in the Army. God knows they don't want to work for him again. I have some ideas if you are interested. Thank You.

0030999 I very strongly believe that the individual Army branches should make face to face contact with prospective commissioned officers, assuming that each branch brings in a higher quantity of "branch satisfied" junior officers. I have gained useful skills in my branch, and I will always be grateful to my current superiors and subordinates for the experience and maturity I have gained. However, my plans and the plans of the United States Army divergal once I was branched. Because we are professionals we follow order and perform our mission. (in my case always mindful of a desired branch transfer near my second rotation). Now with the changes in manpower needs, the opportunity for lateral movement is in question, leaving many dedicated professional young officers uncertain of their futures in the Army.

0031004 Essential job tools - experience!!! - Computers. 11b. It's important that a minimum # of officers at the higher levels be retained, many LTC & COL have enough time to retire many senior majors & junior LTC's could do the same jobs as some as the officers that have more than 20 yrs in service. I would not want to see anyone at that level forced to separate without retirement.

0031009 90. Corporate Recruiters. From my own research, there is considerable talk about a direction that the Army is taking in attempting to solve its budget problems. Personnel reductions are only a part of the picture. The larger savings must come from reductions in the procurement and research/development areas. The Army's plan is simultaneously reduce and strength of personnel in the active and reserve components, as a major solution to the budge problem, is not the way to attract new troops or preserve the "trained force". Currently, opportunities seem to be fleeting in both the active and reserve force. The Army seems to have forgotten the old theme about "taking care of it's own". As such, I, for one have lost interest in the Army. This is a common theme voiced by my peers. The Army's goal of saving money will be achieved, but the true cost will effect the service for years to come - the price will be a lack of loyalty, fidelity, professionalism and dedication to an ideal.

0031010 Attempt to make decisions about base closures more rapidly and public, so as to minimize hardships on soldiers who happen to be homeowners in areas of proposed base closures.

0031012 #76 - I owe VA $19,000 because of a defaulted loan by a subsequent buyer - not really may debt. Emphasis on physical fitness and running 4 miles in 36 minutes damaging to my career. Emphasize PT for combat Arms. Ref 90 - Information on schools for dependents.

0031014 I have decided to stay beyond my obligation because I enjoy working in the military. There are some officers that cannot get a "decent" job outside the military. Are those the people we want in the Army? If we need to cut forces, than cut forces. My only worry is that training funds will be reduced. Army units need to train and train a lot. Cut numbers but not training.

0031021 Question 88 (M,N) A major concern overseas is the cowst and opportunity to take permissive TDY trips for "job hunting". Will DA arrange extra MAC flights or increase priority on MAC flights for service members returning for job interviews?

0031025 This form was not very appropriate for medical corps officers in that there are many other issues/questions that concern me as a physician that this questionaire did not deal with.

0031026 I was raised in a rural community - my goal is to have a more stable family location which is greatly influencing my desire to not stay in the Army. I feel that uncertainty about force reduction policy greatly influencing my desire to not stay in the Army. I feel that uncertainty about Force Reduction policy greatly influences junior officer decisions as to make the Army a career or not.

0031029 Please let us know via the Army Times what decisions are made by the Army and what decisions were ordered by Congress.

0031031 1. Apologize this is late, it caught me right in the middle of a PCS move. 2. My views are extremely positively biased towards a *military career and* negatively biased towards a promotion system that rewards compliance at any price. 3. The military service has become a horrible welfare state for its people. Increase the pay and reduce the benifits so we don't continue our journey towards total separation from the civilian society we are bound to serve. This welfare state has also created a social order of complaint, dependent military families who are: afraid of being thrown out of the Army as many will be soon, more risk takers overly concerned with how they are perceived in their rater/sr rater eyes so they will not be threatened with ejection from the closed social order. I do not exclude myself from these pressures/feelings we have all been affected by this dependency fostering system. 4. The worst aspect of this depending promoting system in the 20 yr retirement. It's ludicrous that anyone should be able to retire at 20 yrs or have to retire at 28-30 yrs. Sooner than we think, the tax payers of this nation will demand reform of this welfare system. 5. The questionaire is way too long (by 1/3).

0031033 Do not get rid of tuition assistance, or at least include a "grandfather" clause for people already in the program.

0031034 I think there is going to be a lot of officers and NCOs who are going to be let go after devoting years of service to their country. I think that money is the main issue and we soldiers will take the brunt of the cuts. I feel that we are beiing used by Congress and in some part by the military to get what each wants. I don't like the way the game is being played.

0031039 1) Childcare and family issues are the most important issues regarding career decisions. Opportunities for outstanding childcare, excellent schools, stability in family home life are tantomount in any decision regarding length of service of duty assignment. 2) Adequate staff and support to provide exceptional, not just adequate medical care would keep many more health professionals in the military. Asking people who have spent a lifetime achieving excellence to "do more with less" at a lower level of care is sure to push out those with the highest standards of excellence.

0031045 Keep the information coming. Insure decisions made are equitable for all.

0031049 This is a time for candor and total honesty. Briefings and field updates by DA staff and Perscom Officers must be straight forward and factual Many bright young officers are at a key decision point in their lives. Tell it like it is, so they can make intelligent choices. Whitewashing and worn out cliche's like "an exciting and challenging time" is not what they want and is a common complaint.

0031051 I have seen a lot of good officers getting out or talking about getting out lately due to downsizing (lack of future guarantees). The mediocre or bad officers that don't think they can make it outside are trying to stay in. This doesn't look good!

0031055 I think it says a lot about our personnel system when someone has been at their new unit for 10 months & yet the Army sends a survey to the SM's old unit & they get that wrong too. 3d Army is not in Korea. It's 8th Army.

0031059 A person involuntarily separated should receive the following as a minimum, especially if they had intended for the Army to be a career, 1) separation pay, 2) time off to relocate, job interview, 3) 1 year of health & dental insurance, 4) a percentage of the retirement that would have been notionally placed away for a member - 80% would be fair. This is a package to a civilian sector lay-off plan.

0031062 Stabilization tours do NOT work. Ask TAPA. They have curtailed Co grad officer, after command and spent 2 1/2 - 3 yrs here at Ft Bragg. This is a 4 yr stabilization. The program is ineffective.

0031068 I fear for our Army - recidivision is alive and well fight hard to avoid the mid-1920s and 1930s Army. Somebody has to look into the future and help shape strategy. 2. Imagine yourself as a captain with eight years service, a wife, 3x children, house, debts who has literally had the morale rug pulled from under his feet -- does he stay, does he go? Once you come to grips with the emotions involved with the type of analysis, you can put forth relevant solutions. 3. I'm a battalion commander and I am fighting hard to keep my officers and NCOs and soldiers in the Army. In my view, we have done a pitiful job in forecasting the future, identifying AND articulating the threat of the future, and building strategy and doctrine and force structure to satisfy national/strategis objectives. And yet, we wonder why we are in the process of being dismantled.

0031075 Myself and many CPT friends of mine are concerned about the promotions to major and the recent high numbers of people passed over on their first board. The inconsistencies in the OER system and Ar Raters leaves a lot of all we are told is do your job and you will be OK, what is "do your job" there are no definate guidelines or information available to us. We have read that these yr groups are targeted for RIF. Is an "in the pack" OER gonna make promotion?

0031076 Questions 13, 14, 52 A&B, Somewhat agree. Question 29 - Air Force. Question 109 - by the last Maj Board 80% were NOT promoted - can you explain. It is my opinion you are going to lose the best officers, NCO's and soldiers because reductions will have to be by function - there won't be funding to retrain all the good soldiers. Telling soldiers that they will be retained if they're good enough - is dishonest and does not serve the best interests of the Army in the long run. Don't give soldiers a "feel good" story - always keep them informed with the truth even if you initially lose good soldiers.

0031081 Reduce the force by RIF & let us know where we stand. Not yearly small boards. Benefit extentions & severance pay are critical because it's impossible to look for a job deployed.

0031082 #42 - our unit is fielding new equipment (MSE). I feel evaluations are not valid since raters are afraid to nuke someone's promotion/retention opportunities, even if that person is a marginal performer.

0031085 Though it is not a primary reason for my choice to leave the active Army, I have very little trust in the retention boards and promotion boards. My feeling is that the system is much too shallow in its consideration of each officer and at times acts in an abritrary manner. I have personal knowledge of 3 outstanding LTS. who were improperly dealt with. I know for a fact each is well above centermass in expertise and performance. One was dropped by the retention board after his branch, MI, assured him he was in the top 1/3. Information he has obtained is that more LTS. at or above center mass were dropped than those below. Who is supervising this mess?

0031088 #90 - job interview techniques. #110 - not a good idea for overseas tours.

0031090 My concerns about finding a job if involuntarily separated is more along the lines of how poor the economy will be and not so much on my abilities. Congress (and to some extent the senior Army leaders, especially the civilians) are more worried about politics than sensible decisions about what must be done to reduce the Army's size.

0031094 I PCS'd 1 Jun, then went to Grafenwohr for training. It took a while for my mail to catch up to me. Sorry for being late.

0031099 Ref Question #55, page 10. I believe that the Army's (and the CSA's) plan to cut end strength will reduce effects on readiness and morale. Most soldiers (to include myself) don't feel confident that Congress will allow the gradual reductions that the CAS is looking for. Ref question #108, page 17. The Army needs to promote the best. It is important that the "best" command at battalion and brigade level.

0031105 My supervisors have given me good ratings as an MI officer. Both my raters and senior raters have given me positive narratives on my OER's. My senior raters have put me below center of mass and refused to give me a reason. My units do well and I have had a lot to do with that success. Although I personally dislike one of my subordinates I rated him as a good warrant officer because he gets the job done. I am very good, but my career is shot because some LTC's care more about being flattered than they do about keeping the best officers in the Army.

0031106 1) Establish workshops and seminars on how to get gov't assistance to start a business, write a business plan, or get financing for a franchise.

0031109 Delay in submitting this survey due to my PCS 15 June 90. Just received the survey.

0031117 Question #69 - I am very unsatisfied with my present assignment. I feel that my answers to some of these questions may be more negative because of my present assignment. I have every intention and feel that I will be very competitive in making the Army a career if I am accepted into the Special Forces Branch.

0031124 #69 - uncertainty caused by the insecurity in the Army promotion, retention, and OER report, I'm not sure GOOD officers are retained and bad officers released, and there is guarantee on it either. Promotions should not be frozen. New entry for officers should be held by a ceiling.

0031125 #18, 19: Don't understand these answers. I expect to work in my branch and functional area. #30: I have no opinion on this. #98: Neither more or less appealing. If necessary I am prepared to participate in SF. #105: If faced w/invol separation I would probably consider all options to preserve accrued retirement benefits.

0031126 #69 - awaiting acceptance into Special Forces.

0031131 This survey was just received 5 July 90 as a result of a PCS move, thus the delay. I am concerned about "careerism" in the Military. Young officers are quickly learning & actually being taught that it is not what you do - but who you know, where you are and who you impress. Thus, taking care of the soldier & quality job performances are placed on the back burner while "looking out for #1" is the priority of the "careerist" be the only ones to survive & thus, Manage this Army os the future?

0031133 At Ft. Riley, and, I suspect, throughout CONUS Hvy Units, readiness is non-existent. Units are having to train-up to go to training centers, instead of maintaining a "trained" status. The Army should quit wasting money on divisions that train ONLY prior to NTC relations. It would be cheaper to pay the soldiers and dismiss the troops, and readiness would not suffer,, since there is no readiness.

0031136 My goals have never changes... "I am a CAREER Army Officer". The Army will either bury me or revive me.

0031138 As a soldier I feel that these were some good questions, but the main focus should concern the following: Who and when will the RIF start. When will a soldier be notified and what is the Army (Armed Forces) doing for those soldiers in job placement.

0031143 "It is really a shame that in times of peace the country is without need for those who preserve that peace".

0031144 90. Job fairs - regional.

0031146 #90 - need process through which references (eg: former commanders, senior raters) can be located/contacted bby prospective employers.

0031147 I think that boards for selection for positions to enhance promotions should be handled by DA rather than by Branch. If you wish to discuss it with me personally please feel free to call upon me.

0031148 #69 - RIF criteria are extremely uncertain at this time. Personnel going before promotion boards are very worried based on the fact if their records are not spotless they will not be considered for promotion. Officers who may have a below center of mass or refered report usually give up hope before boards convene. The evaluation system continues to be inflated and opinionated. There still seems to be quite a bit of "ole boy" networking. Nothing will ever be done to alleviate this until the fear of being crushed on evaluations is eliminated. Additionally, for those personnel with below of mass evaluations, the appeal process is so drawn out and lengthy many don't attempt to try, they just try to "deal with it" - and "(profanity) up".

0031149 I believe that a soldier has not invested his career into the military until he has served 10 years of active duty service. I think enlisted personnel should receive separation pay same as officers, but only after the 10 year TIS mark. I believe the criteria and requirements should be the same as the current system is for officers.

0031151 Section III (current events) is largely STUPED. A shing us if we think the Army is likely to be "built-down" by 5, 10, 15, etc percent is rediculous. No one has a decent idea - not PERSCOM, (name), Congress, or the Chief of Staff. Sources of info (ques 49) are as reliable as the latest uninformed news release from the above.

0031157 Those programs which require a soldier to voluntarily apply based on meeting certain qualifications, ie: such as the Regular Army Integration Program/Board, need to be continued without DA significantly reducing percentage of those selected. Those that apply are the cream of their units and a non-select by a board to them sends a signal that initiative, hard work, recommendations, and academis excellent don't matter. The RIF, and other DA methods should be used to reduce the size of the force, not boards where the "best of the best" compete.

0031160 Training should be offered on how to take a job interview.

0031161 I am TDJ @ Ft Belvoir ande therefore my mail has been delayed. I hope this response is not too late to be of assistance.

0031162 Every soldier who leaves the Army should be encouraged to run for elected office. Congress will allocate money based upon voting blocks. Since soldiers are diluted throughout the country, we have no effective representation. Therefore, our personnel will always be screwed, in favor of jobs - creating industry in home districts. Do not tell soldiers to expect fair treatment. They can deal with the truth.

0031163 I am a recently resigned officer who is a West Point graduate. I resigned because of the current promotions system and the large number of incompetent officers still being promoted. (ie: those with DUI's, etc). I can make more money on the outside in less time at work with people who are not being promoted for political reason.

0031164 Some important legislation must pass in order for the reductions to occur: 1. Adopt the McCain Educational Assistance plan. This will relieve transition pressures by offering soldiers/officers who are not on a plan to participate in a GI Bill Program. 2.

The severence pay proposal should be brought back to life and passed. This may strain the budget to a degree but it is a one time cost that makes separation less burdensome.

0031166 #69 - current unit is TDA. (USA PAL DET, 59th OD BDE USAREUR) assigned straight from OBC. Assignment to Special Weapons unit after PAL is prohibited by USAREUR Reg 50-111. 59th BDE will not release officers to conventional units outside the Bde. This means that after a three year European tour I will have no troop time and no Ordance experience. Needless to say, I doubt I will make it to CPT even though I would like to make the Army a career. Six of us have the same problem - four of us, myself included. We're honor graduates from OBC. #7 If I could do it all over again I would have stayed enlisted. Unfortunately I am an RA/ROTC Grad so I can't go back to the enlisted ranks - you should change that rule - it's stupid!! Good NCO's don't necessarily make good officers.

0031174 We (the Army) are losing a great number of quality soldiers & officers! With the uncertainty ahead and no overall personnel plan, the competent & capable personnel are getting out. Those who could not find jobs or don't have the motivation to look will stay in. Overall the quality will go down, but the Army will state that it is the best who are staying in. The Army leadership will state what is politically correct to say!

0031179 90 - Implement a "Faces to Spaces" program that would laterally move military personnel into GS/GM vacancies in other government offices/agencies. ie: GSA, Treasury, Secret Service, FBI etc.

0031180 An area that concerns me is the importance of the type of assignment that one receives. For example, having a teaching assignment at USMA or at CGSC is supposedly the kiss of death in terms of promotions, that such an assignment causes the officer to be considerably less competitive. I would hope that such biases not be part of the criteria for promotion.

0031190 An issue that has concerned me and other officers in my grade is why the Army holds captains who will not get picked up for major. There seems to be a good number of officers who will wait to be passed over in order to collect severance pay. Get rid of them before they become a financial burden to the Army.

0031198 Section IV - Question 90 - I need information on civil service opportunities as well as Army Reserve and National Guard careers. An additional issue important to me and a number of other soldiers is housing. Many of us have bought homes on the basis of career security. Personal decisions are in part based upon this as it is our largest debt. This issue needs to be addressed also.

0031204 I found questions on voluntary release difficult to answer because I am so close to retirement (over 19 years service). I marked that I was retirement eligible *because it seemed most appropriate.*

0031208 #90 - How to apply/translate military skills to civilian market. Converting health benefits to civilian life. Health costs are high and increasing. How does a 12-15 TIS soldier that's involuntarily separated, convert to a civilian health care system. Will the Army bolster it's health care system when reductions are made. (i.e. increase ratio of health care provided to recipient)?

0031209 Current job satisfaction/dissatisfaction and the trend toward better/worse living standards for my family continue to be the most important determinants for me in planning my future in the Army. Like most professionals in the Army, I am concentrating on doing my best in my present assignment, not looking for outside career opportunities: This is called being a SOLDIER, it takes up all my work time (MORE than 40 hrs/wk and is what I/we have been taught to do since the first day I/we came on active duty."The Army will take care of you – just do your best" has been a faithful saying. At this point, with less than 12 months (virtually guaranteed) until eligible for 20-year retirement, I am more concerned with the honor of the Army's obligations to continue to defend the country and to provide meaningful job opportunities and good quality of life programs for those who remain than I am about my personal concerns. I know a RIF must come, and that it won't be the Army's preferred option. I just hope the Army leadership will be honest with us and with Congress. We (even those of us who are involuntarily separated) will do our duty, but let us do it with honor.

0031215 Any reduction in the Army officer corps should include officers from O-1 through O-10. The end product should have reduced manning at each level. Don't sell out the future for the present. It should be recognized that if LTC's are not selected for command, they should be offered the opportunity to leave the Army as they just become second class citizens anyway.

0031219 Questions 16-18 address an individuals personal expectations on how long he/she will stay in the Army. If he/she does not know the choice is given. Question 62 asks specifically how long an individual expects to stay. How can you answer #62 if you don't know in #'s 16-18. Question 19 should be directed to those who have a functional area. Questions 96, 97, 100 are very interesting. This is the first I have heard of this.

0031220 #29 - Real dumb question. Most of what you asked in this survey is pure speculation and bull. The Army leadership will do the best job possible in force reductions to maintain a quality fighting force capable of defending our nation and national interests. If you guys don't have confidence in your leaders or are running scared yourselves; get out and do us all a big favor.

0031225 90 "Other job tools" I believe you must involve the spouse & provide for the emotional needs of the individual. Thank you - I will never have difficulty finding work. I am a nurse but these are unsettling times for all of us and a challenge to be an even better Army.

0031227 90. Classes on job interviews (what to wear, how to present yourwelf, etc.)

0031233 I would ask that the process of reducing the size of the Army we keep one thing in mind. The Army is infantry and tank battalions and those other TOE units that support. If we have one captain or major serving at TRADOC, DA or anywhere else and sitll have vacancies at the S3 and XO positions in TOE units we have failed to downsize correctly.

0031237 I believe you should open the door and let those that want out, out. This is a volunteer Army and if people get tired of it, get them out. I feel that separation pay is important for all grades, in addition to 6 months on CHAMPUS after release. Promotion and position relate to politics. If you (profanity) the right people you will get the right job. Good Old Boy Network!

0031242 Item 91 - Other, specifically a national placement service.

0031243 I am currently assigned to the Student Detachment at Ft Ben Harrison & I receive a monthly newsletter. This newsletter never has any current information on future Army cuts. In other words my chain of command is doing a bad job of getting me information on future cuts. I've just subscribed to Army Times.

0031245 I feel my functional area (48L) assignment policies in Europe hurt my career. In the mid-eighties, PERSCEM Europe would not replace FAO's moved by their units to fill branch jobs.

0031251 Q90: Packet to teach CIVILIANS how to read MILITARY efficiency reports/evaluate assignments. Q103: I have 16.5, so I answered anyway. THIS IS KEY to reducing officer force! The questionaire is interesting, but all depends on how well we do before Congress. THEY make the decisions, and it doesn't look real good for the CSA's plan. Therefore, let's get the real info out to the troops. i don't feel bad about writing MY congressman; I suspect others feel the same. We need to attack on this one!

0031254 #90. Branch - & functional area - specific job information both in the U.S. and abroad.

0031258 #90 A military letter that would list all of the tasks I have done in all of my jobs in the Army - and their cooresponding job titles/responsibilities that would make sense to employers. The overall poor quality, in my opinion, of senior (E-7 - E-9) NCO's at the BN/SQDN level is a cause of dissatisfaction to me and other lieutenants. Unethical practices and backstabbing, career-furthering people are a little too common, and also cause dissatisfaction. As are egomaniacs who like to wield their power a little too much. Separation pay, if forced out, is the key for me and many others. Fair separation pay would allow me to get back on my feet in an all new civilian life. Is it possible to get a copy of the results/conclusions/recommendations that come as a result of this study? If so please let me know how to obtain this information, or send it to me. Thank you.

0031260 With the cutbacks on the Lance Missile System, I feel that my troops should be given more readily available information and more opportunities for transfer to other MOS's. In addition, all information possible should be forwarded to our commanders about the immediate future of Lance so our soldiers are better able to make career decisions. All they hear is Lance is an "obsolete weapon system".

0031261 A great effort needs to be expended in keeping excellent soldiers - across the rank spectrum - in the Army. As I am in Armor, I see a bleak picture of those who can be employed readily i the civilian sector leaving voluntarily. I see training dollars becoming a "peace dividend" for Sen. (name) to offer up to constituents, but I'm sure he will be sure to stump for expansion of Ft. Mccoy. I see the heavy force motor pools idle, with no money for crews, or diesel, or repair parts. Best of luck to the Pentagon in jousting congress, but I'll put my money on the politicians!

0031268 I know force reductions are eminent and many soldiers will be separated as a result. We need to push for MEANINGFUL separation pay especially for our enlisted soldiers.

0031269 Offer more voluntary release programs. Hold more early retirement boards (those now eligible to retire only). Increase 'pin-on' time requirements for all ranks (A true military professional can wait the additional months/years to serve). Scale down grade requirements for specific duties (A autlity 1LT can command a company, etc).

0031270 A clear pocket of instruction needs to be sent to all officers who may be affected. Then the plan should be published and decisions made. The bad thing about this process is the uncertainty. I want to know if I am going to be able to stay and if not let us have as much time as possible to find a new job. The idea of non-leave charged time to find a job is very appealing.

0031271 NOTE: I am completing this survey while in PCS status. All questions concerning my "unit of assignment" apply to my previous unit in Germany. #90. I would like to see a data base including employers and job vacancies which could utilize my

specialty training. My family and I have served our country faithfully for over 16 years. The possibility of being denied retirement is shocking and a "slap in the face". If necessary, any service member with 15 years or more should be eligible for some level of retirement, not less than 30% of their base pay.

0031273 I feel that I made a commitment to the US Army for a military career to remain until I choose to retire up to the maximum years of DOPHA. Anything less than this would be a breach of contract by the US Army in its commitment to me.

0031274 Many answers are reflected in Nurse Crops sepcialty and the availability of civilian jobs for registered nurses.

0031276 Make it even for all personnel not just those who fall into certain year groups. Two boards have been cancelled on me now & I feel that I am behind in career progression. I have been a 1LT for 2+ years and have not yet been boarded for captain. Puts a big strain on my decisions. There is also no clear news on what is really going on. Very little faith or confidence that we will be taken care of.

0031278 Provide copies of Richard Bollej "What Color is your Parachute" to all posts to help with career transitions. Contract out counselling service for individuals. Need to provide spouses with jo counseling and transition services.

0031282 I am getting out for other reasons than listet in this survey. If I were staying, I'd answer a definite to becoming a Warrant officer or Sgt just to stay in. I would go to the Res or National Guard. I am concerned that the present OER system is still over inflated in some regards. In most instances the best are on the top but his not a 100% scenerio overall. Ref 111: All grades should continue to stive for the best. No one should feel completely locked in. This could lead to a apathy which could lead to someone getting killed.

0031283 #109 There seems to be very little difference between a RIF and SRB actions based on non-selected to higher leverls. RIFs may simply be quicker acting.

0031285 If I was forced to leave active duty I would want to serve in a reserve unit until age 60. My branch is chaplain corps not transportation corps.

0031289 College costs are rising. I know of no effort to raise VEAP benefits by increasing either the soldiers contribution or the governments contribution.

0031290 I love to work with soldiers and couldn't care less what my specialty is as long as I get to lead troops. I see those troop opportunities diminishing for all officers. In spite of the Army leaderships best efforts to reduce troop strength wisely, I beleive Congress will not cooperate and will cut forces in a way that damages morale and readiness. I am particularly concerned about education costs. I will need extensive retraining to compete on the outside. My VEAP benefits $300.00/mo only when in full time school, are WORTHLESS. I also don't believe that the Army's outplacement counseling will help at all, unless they hire a competent, market savy, outplacement couseling firm to help. I don't believe the eight (+) years I've put into the Army will benefit me at all in terms of retirement as any RIF will affect. Defense industries and the reserves also. Fortunately, I would have signed up just to go to Germany an. I've thoroughly enjoyed it.

0031291 I have already been passed over for CPT. I separate on 31 July 90.

0031302 With reductions and decline of benefits I now feel I could never recommend the military to a young man/woman. For me it was good but the future now is to UNCERTAIN. I served both as enlisted and officer. Looking forward to 26 yrs.

0031309 These times are very uncertain with the expected budget cuts and Rif. This places an extreme amount of strss on the soldier and may detract from job performance. It is a very scary feeling not knowing for sure what the future holds as a soldier. Most of us enjoy the Army lifestyle and being a soldier. That is why we joined the military. I think the most fear is generated from just being discarded like an old shirt.

0031312 With double mission of medical corp our greatest problem is having the ancillany support necessary to provide appropriate care. If I leave early it would be due to frustration of working in an inadequatly staffed faclities doing large amounts of clerical work sending patients running for innappropriate tasks. If force reduction leave MOS in place while reducing staff I will separate at the earliest opportunity.

0031314 #69: Seven years of BN S-1 time does not enable me to adequately compete for promotion. #75: Sacramento has depleted my savings.

0031317 90: Would interview with (name).

0031322 Questions 74, 75 & 76 are totally wrong to ask. Wives salary info is not needed & should not be a deciding factor in decisions on Army strength. The Army shoudl stop worrying about reducing, wringing our hands, and playing "chicken little" go ahead and reduce. It's a natural couse of events and we need to do it now - one time - and get on with our business. If we don't, Congress will and the cut will be deeper. I worked in Persion for 43 months and I know we have been reducing by taking the path of least pain - that will not work.

0031326 #88: headhunter #111b: If LTC's & Cols wish to opt for early retirement. I believe the Army should make a stronger effort to give qualified personnel with good performance records the training they request. I have seen several good people turned down for an A/C transition when the very next month brought a demand for that aircraft. These personnel opted to leave the service based on that, ie: not receiving the aircraft transition. I understand that the Army has needs at certain times. But I believe that with some additional forethought, planning, the right person will get the right training.

0031328 Lower enlisted in aviation MOS's will not be retainable if they continue to be mis-utilized. Mechanical skills are perishable and if they are not being used as they were trained to be the Army is wasting money. When is someone going to ealize that fixing helicopters is a real world day to day full time job and M-TOE's should support this. Crew chiefs are spread too thin and become overtasked when they must support extraneous distractors (post details, etc) and work on helicopters a tthe same time (INCL WEEKENDS). Commissioned officer aviators are similarly misutilized. The best officers joined because they wanted to be warriors and leaders - they become disenchanted and are more apt to leave.

0031330 I strongly feel the current OER & promotion selections need to be revamped in order to truely select the best soldiers. I am continually amazed at the soldiers who do & do not get promoted.

0031331 I'm concerned that DOD will be forced to reduce faster than it should due to political pressure (peace dividend). The philosophy behind DOPMA was to ensure a tenured military at the 10 year point. We haven't done that. Once the Army leadership decides how it will reduce in size it needs to let everybody know. Uncertainity is devastating to morale/productivity. Even an idea such as a lottery which selected people for involuntary separation would be better than a continuing series of "one time" changes in policy (such as the RA RIFS after Viet Nam). While a lottery may not be "fair" it gets the supense over with & lets those selected for RIF start planning and those slected to remain get on about thier business without concerns.

0031335 #90: Info on how to transfer to other US Government agencies. What benefits are gained/lost etc.

0031343 69: Senior Army leadership has become bureaucratic and forgotten all of the leaderhsip principals taught in all Army schools. Leaders have developed an attitude that causes staffs to hold bad information. Leades shoudl be able to accept that they sometimes make bad decisions. Every staff requires an AAR weekly just like field exercises require an AAR daily.

0031344 I am very uncertain about being allowed to serve for 20 years in order to be eligible to retire. I am afraid I will be passed over for LTC twice while having less than 18 years service. And, because of the RIF, I will be involuntarily separated before retirement.

0031348 As it now stands, the OER does not accurately differentiate between officers who do well at thier job and officers who do not do well at their job but spend their time at activities which bring them attention and are not job related. Additionally, once 1LTs make the CPT cut off they can stop working because they will not be looked at for many years. Some prior service officers can retire as a CPT and never need put forth any serious effort again. We need a new OER and a review of our officer files every two to three years to consider us for retention in the service.

0031350 The promotion and officer evaluation system is a joke!! Medicre officers can last 20 years with no problems.

0031353 1. STOP UNDUE EMPHASIS ON COMMAND TIME. Everyone does not have the opportunity to command, yet without it, their progression stops. We need the best officers not only those lucky enough to have commanded. 2. STOP AGE AND TIS DISCRIMINATION. eg: current emphasis is on youth not experience/maturity yet Army bemoans lack of combat experience and continues to serb those who have expercise in favor of a younger force. NOTE: I survived the ser only because I commanded twice at the brigade level, now the Army is looking to change the rules again! It sends the wrong msg. 3. LETS OERS SPEAK FOR THEMSELVES. Promotions and school opportunities should be driven by demonstated potential and needs of the Army. Too much cronyism and undue influence is perceived to be exerted by Generals who want their "prima donnas" promoted or who "owe one" to the GO who got them promoted. The presetn systems lacks total credibility. We need more impartiality. Let the computers do the selection, It'll make an unbaised choice. FORGET "MINORITY QUOTAS" WE ALL WEAR GREEN. SELECT ONLY THE BEST REGARDLESS OF RACE OR GENDER! 4. Please note that I have had a great career and overall have little if any regrets. I've worked hard and produced to get what I acheived. My record speaks for itself. REST ASSURED that my personal feelings are NOT conveyed to my soldiers. The Army has enough problems to resolve without me adding more. For 29 years, I have been and will remain professional.

0031354 For myself and other 1LTs with extremely marketable degrees, the most difficult aspect of the decision to stay in or not concerns PAY. In the Army, I only make 75-80% of the pay/benefits I could receive as a civilian. (I have an accounting degree from

Univ of So Calif). In 4-6 years I will only make 50% or less of the amount my civilian peers are making. If I stay in for 20 years my career Army earnings (including retirement pay), will only be a small fraction of what I could have made in the civilian sector. As a 1LP(p), I have spoken with COUNTLESS 1LTs, most also on the promotion list, who have 1.decided to get out, or 2.are definitely considering getting out. The reason is almost ALWAYS the great disparity in pay that I mentioned. Unfortunately these are usually all the officers who went to prestigious universities and have functional, marketable degrees, - the very officers that a shrinking Army needs to KEEP! Consquently, I feel strongly that senior Army leaders must FIGHT for improved pay scales during this time of reduction, even if the higher payroll cost necessitates reducing the force slightly more than currently planned. Otherwise, the GOOD officers will leave the service (for more secure, better-paying jobs), the poor offices will be RIF'd, and only medicore leaders will remain.

0031360 My last senior rater potential block (rated 3) was below center mass for entirely the wrong reason. I advised my senior rater that I was debating leaving the service. He offered me a command which I turned down. My perception in that he "balanced" his profile on me rather than waste a higher rating. This is an example of the "careerist" that has helped me to decide to leave the service.

0031366 As an OCS graduate with a reserve commission, a RIF is always of concern, since RA officers, at present, would not be included in a RIF. A good reserve officer could be released from the Army, while an RA officer with a weaker file would be retained. I would like to see all officers in a year group compete equally.

0031370 Sorry for being so late with this. I have been on TDY and then leave for the last 30 days. Just returned today (12 Jul 90).

0031371 I'm now in a PCS move to Ft Riley, KS and have not signed in yet, so my answers are speculative and retrospective.

0031373 I am a medical professional in residency training. I have 2 yrs left in training so some of the questions about seperation really don't apply. I will owe 2 yrs following my two yr training.

0031376 My salary is not influenced by the quality of my job performance.

0031378 Pulling a junior officer (2LT & 1LT) up to a staff position in the 1st six months after arrival in their 1st unit is a sure way to prevent any chance of that officer serving beyond their initial obligation.

0031379 *Re question* 90: Training or attitude adjustment for senior leadership. Job search and planning for departure from the Army is NOT treason.

0031384 #90: Individual job search counseling (e) show, include, interview, training/practice. #91: Library reference section - company, corporation profiles. #23: The nature of my assignments were competitive, the evaluation I received by ONE Captain was unjust. Was it atisemetic? I do not know. But look at the other OERs. Those will tell you there was an unfair report.

0031385 I am NOT confident that our Army leadership is taking the best care of soldiers & families. A major distraction for me in satisfaction w/current Army is trend toward civilization of spaces, espec BASOPS. I am NOT confident that Army leadership will fight as hard as other services leadership to protect entitlements/benefits, which I think are being constantly eroded.

0031389 I feel that the Army should consider strongly branch requirements for LTs, CPTs, & MAJs. Freeze them in rank 2 or 3 extra years and realign branches to get proper fill. Also, I feel all LTC & COL that are not slotted or over Army strengths should be involuntarily separated. I understand that in military intelligence alone we are overstrength in LTC & COL by more than 200+ and they are tripping over themselves for justifying work.

0031391 I am concerned that despite the Army's (DODs) concern for personnel & force planning, our politicans will over-ride the recommendations made by DOD officials in search for an immediate "peace dividend". I'm also concerned that the politicans want to move too fast on force redcutions and not keep the "threat" in a historical perspective. Issues about pay & promotions...current promotion slow-down and long waiting on promotion list is absurd! We should have a system with only 1 promotion list going at a time isntead of the current system with 3 major lists (87, 88, 89). When our annual pay raises don't keep up with the rate of inflation (most years we get a pay increase of 3.5%) it is hard to maintain a decent standard of living. Most of us stay in the military out of a "sense of duty" and job satisfaction (working with people).

0031400 I feel that the Soviet threat "decrease" and the extensive national debt will be the single largest factor that will cause the US military to be "cut" by up to 50% over the next 5-8 years. The effects these cuts will have on military families is of no great consequence to Congress and the civilian community.

0031407 My responses are statistically biased because I am a permanent associate professor at USMA. My case is different then most officers. I am also on a promotion list ofr LTC and expect promotion soon. This, too, biases the responses.

0031410 DA: Send out letters/memos to keep officers/soldiers aware of what HAS BEEN done, what options ARE available, what is PLANNED. Not bleeps for S & S or sound bites from AFKN. Being overseas, its not like we can call DA to verify rumors.

0031412 How does the Army expect a soldier to feel after he/she put their heart and soul forward and are told we no longer need you? Many outstanding soldiers are already being forced out. What will be done for them?

0031413 There needs to be more emphasis on qualifying soldiers for civilian counterpart occupations. ie: certify mechanics with standards that meet the civilian automotive specifictions. Same can be said with other skills. In downsizing the Army, the special forces idea should be used to train-up an Army of real excellance. Hard mission oriented standards must be enforced. We can not defeat our current enemies with a lackadaisical TEAM.

0031415 There are a number of us in the Army who geniunely enjoy Army service and are willing to stay in as long as it is possible, economically, professionally, and without sacrificing our families. We would welcome opportunities to generalize our service (as opposed to specialization) and serve in new or less traditional roles. ie: drug enforcement/special ops, jobs now performed by civilians, etc). But we are very concerned that desperate politicans and lifebound traditionalist military planners will crew it up for us and make it impossible or undesirable to stay in. Please take care of us. Slim us down if you must, but keep us busy, doing meaningful things.

0031420 Did not receive survey until 5 Jul 90. The correct address is HHB 56th FA and not FA HHB. It is very difficult for most soldiers to make any kind of career decisions at this time because Congress has not decided on the speed of downsizing the military. Due to this fact, there are a few questions in the survey whose answers can only be guessed. It is difficult to make career decisions at this time. Coupled with Congress' indecisiveness is the perception that some of the truly professional soldiers who are more into selfless service than looking out for #1, may need a guardian angel to get promoted. It is very difficult to anticipate who will stay or who will go because no one has published criteria. Soldiers decisions are made easier if soldiers knew for sure if the Army is going to be able to cut back its strength over 5 years instead of 1 year. Normal attrition over 5 years taks quite a burden off a quite a few soldiers. Bottom line is No one (middle of the pack & above) can really make any decisions until Congress really figures out whay they want to do.

0031423 I am currently a US Army MSC Captain with 10 years of service as of Oct 1990. My record is in my current 201 file. Present station is East Tn State University where I shall compelte a 2 year FULLY FUNDED LTCT program for a masters degree in environmental health Sept 1990. Passed over 2nd time for promotion to Major Dec 89. Notified of separation date of 1 Sept 1990 in March 90. Prior assignments: Airborne (82nd Aqn div surgeons office), Command (105th LC DET), TDA hospital tour, advanced covase, CAS? The fact that I would be sent to 2 years of graduate education at Army expense and then be released only proves that the current system or promotion/retention is both inefficient and westeful of tax payers money. Comment intended for those who follow me.

0031425 I deeply enjoy the Army. I am somewhat concerned about the reductions because I have quite a number of years invested and I have a young son. I think the Army will have to make some hard decisions, but I am confident I am a high quality officer who the Army will retain.

0031430 #90: Job interview training.

0031433 It amazes me that an institution so concerned with my opinion cannot find my correct address. This survey was mailed 28 Jun 90? I received it today 9 July 1990.

0031434 I just completed a 4 year tour at Ft Wainwright, AK after being involuntarily extended from my original 3 year obligation. This extension was the worst thing the Army could have done to my family. A 4 year tour in an area as remote as Ft Wainwright is insane.

0031436 I think you should apply more questions towards which branch the surveyed person is in.

0031441 On seeing that the military was on the verge of a cut back. I took an extended two months leave to look for a job. I found one and am in process of getting released from the Army although I DO plan on staying in the Reserves.

0031445 I have served 12 years active and 4 years in the Reserves during times when it was very unpopular to be in the Army. To be involuntarily seperated now would completely destroy my life goal plans and be a personal slap-in-the-face to my dedication and service to the Army and this country. Massive involuntary seperations will also send a clear message to future potential officers and enlisted soldiers. as to the career opportunities they will have, and the support and gratitude they should expect.

0031452 This survey is an indication of wasteful practices spawned by a senior-level chain of command which is either out-of-touch with or apathetic towards plainly voiced views of subordinates. Don't waste more of the precious budget on surveys. The money could save a few jobs.

0031454 Are we going to have an Army with broken equipment, rundown facilities, and no incentives to get the sharp troops we have now? If so I am not very interested in an Army of whiners.

0031460 Confidence factor among my peers reference the Army's top leadership doing their best to protect those who have served well for fifteen or more years and properly compensate those who must be RIF(ed) is EXTREMELY LOW. There is every reason to believe that officers who have served the Army well (but obviously not as well as others) will be out on the street with sub standard financial comp. After taxes, the proposed separation money is nothing for a family who must suddenly begin a new.

0031470 I was married 8 months ago, my spouse relocated here 5 months ago. He has 2 children from a previous marriage, althought we supply over 75% of their support we cannot claim them as dependants (by military or IRS). I feel this is extremely unfair.

0031471 #60 I'm afraid it's Congress we need to worry about. They are more concerned about jobs for their local constituents then those of us in the military. #82-also state taxes-I have no idea what those will cost us a year (currently exempt). #94 Where we move depends on the job market. What really frightens me is that my husband & I are both in the Army & if we were both separated could be quite challenging.

0031472 I am a captain, USMA 1983 grad, Airborne, Ranger, Air Assault, EIB, command qualified, infantry officer who served in both heavy (4th) and light (10th mtn) units. I was the top Army grad of both IOAC & EOBC (Branch transferred at 5 yr. mark) who received "1" block OERS every time. My ETS date is 11 July 1990. Why did I leave? Basically two reasons; 1) The seniority-based, rather than performance-based, promotion system is the #1 reason. 2) It is very frustrating to sell your heart and soul for your mission and your troops and not have an opportunity to achieve success based on the merit of your performance.

0031473 As a single officer overseas serving as a lieutenant I'm concerned with my performance and subsequent assignments. Now that officer time and grade is small I feel the branch office should look at LT's OER's, ORB's closer before some are selected for stateside assignments. Too many good ones leave due to lack of support or confidence that hard work overseas will pay off with a good stateside assignment.

0031478 To: CSA Thru: DCSPER. I feel that you have broken faith with your troops. You talk about chain of command taking care of soldiers, but the senior leadership I've experienced *preferred* to either be on an ego trip or retired on active duty. Too bad the rules don't apply at the 06 level. The mentor/coach relationship is a myth. Do one thing if your going to downsize and you are. Play it smart, get the reserve component house in order. You've got people with schooling active duty experience being closed out from reserve assignments because they're being filled by overweight, under trained, but politically connected good old boys! But to take on that system required coverage and leadership! I would expect you to put yourself (career) on the line for your soldiers, but others have. When they found current policy is hurting those under their charge. Please grant me one request don't send me a letter marked for the commander or on behalf of. Just put this on the dots colored in and completed box. I feel confident that the addressee will never see it.

0031480 Issues such as weight control, though necessary, play TOO important a role in selection and retention. Job performance is key. It is too easy to pick or not pick on appearance (DA Photo etc., and somewhat discriminatory) when one's ratings are top block by the officers you work for they should drive the opportunity.

0031481 Ref #69-As an OD officer I have been assigned to TRADOC and TAACOM-lacking in OD experience. Because of cut, I feel my assignment will work against me.

0031483 I feel that offering "early outs" to year groups is working quite well thus far. There may come a time whe RIFs won't be necessary, attitudes are definitely changing due to a decrease in job security. This did not reach me until July 11 b/c it was sent to the wrong unit.

0031488 Ref. quest. 90: Interviewing techniques. R: LTG DNO: Instead of retention boards for 1LTS, I think CPTs who HAVE a performance trend developed could be the individuals targeted for the "90 day" notices. Many 1LTS (who's pay cost is less than CPTs) had limited performance records. There are many "senior" CPTs who have not sought command; taken only "easy jobs"; are overweight, can't pass APFTs; can't read/write/speak & need to be eliminated. The quality of LTs brought on active duty is better than the (now) CPTs brought in as recently as the '85 year group It's disgusting to see potentially better quality officers (LTs) be cut while CPTs (across year groups) are not setting the example, i e seeking command-basically "stealing oxygen" and are a waste of govt. wages. Many quality officers are leaving the Army on a voluntary means in order to avoid the mediocrity that will insue if the Army continues to avoid cutting non-performers in the CPT/MAJ grade and only waiting for promotion boards to do so. A weak CPT can "hide" for approximately four to five years if not longer Is this the message PERSCOM is trying to send out to the junior leadership of the Army?

0031489 1) Unit personnel MTOE requirements 2) Unit personnel working less in trained MOS 3) Aviation MOS verse ground MOS 4) Civilian contracts (maintenance) doing the soldier trained MOS 5) Aviation MOS training 6) Retirement, education and health benefits 7) Family housing.

0031491 Before going to a RIF, weed out as many people through a voluntary separation.

0031492 Provide timely and decisive information necessary for soldiers to make reasonable decisions regarding their future.

0031494 The cuts should be made all at once and not dragged out over 5 years. Severance pay must be given to force outs.

0031497 Question 90. Civilian work ethic standards. I depart this command on 13 July. I'll be on leave in MD 13 July-OC/AVG. I'll love to be more actively involved.

0031498 I am stationed in Baumholder, Germany. It is not feasible or available for soldiers overseas to look for civilian jobs. To make troop cuts with soldiers currently serving in a overseas tour would cause these soldiers extreme hardship and put them at a disadvantage to soldiers serving in CONUS assignments that have the opportunity to apply and interview for civilian jobs. To cut troops that are currently serving in overseas assignments would be a TRUE injustice to the soldier.

0031499 Another important job tool is the art of being interviewed.

0031501 As a physician the salary & incentives are still not comparable to civilian counterparts-very simply, this appears to be the major reason for the low rate of physician retention. As a whole, I am satisfied with the workplace and overall atmosphere in the delivery of QUALITY medical care.

0031503 Once an officer attains the rank of major and has served at least 15 years, he should be allowed to stay at least 20 years even if he is passed over for 0-5. If the Army starts dismissing senior majors before retirement, hundreds of excellent junior officers will leave the service in disgust. If the Army wants to retain a high quality officer corps, it must be willing to guarantee retirement.

0031509 Do not slow down promotions; low probability of advancement drives out the top soldiers. Look at a 10% below zone promotion rate. Do one RIF-not a series of RIFs (a series makes everyone look over their shoulder and encourages "self" service attitude). Continue to improve housing and family life. Do not make hollow units-it hurts readiness and makes soldiers work harder to *fill the* holes. (What commander is going to report not combat ready?

0031513 Sorry for the dealy in responding to your survey. We just arrived at Ft. Bliss. Ethnic problems will be the major distabilizing factor(s) in EAST EUROPE.

0031518 Better transition program from military to civilian jobs at retirement. How to dress for success classes. I am due to retire manditorily at 20 years in 6 months. I have received nothing for guidance time, totally nothing!

0031520 1) Major concern is eroding benefits. The medical and dental benefits are no match for our civilian counterparts. 2) Cuts should come from HQDA and major commands-not from line units. 3) Cut the turbulence in units. 4) Keep our GOOD soldiers in-offer GREAT education benefits.

0031524 Consider a "Federal" Employment service for RIF/early separations. In the same way one would go to a civ. empl. svc.-employers could go to this service for a brief resume of all those avail (RIV/separated) officers & NOC's. The way you would have a data base of employers, maintain a data base of potential employees.

0031530 Ref question 49. HQDA needs to ensure that information concerning officer cuts is sent to the lowest level possible. Uncertainty in the company grade ranks has an extremely negatie affect on morale. "The Army Times" is really the only source that we have and its reliability level is at a D4.

0031531 The one factor right now that might make me leave the Army is that the Army is getting soft. I first saw the changes as an active member during Beast Barracks. We were forced to baby the new cadets throughout their basic training. In my squad where I went through we lost four new cadets. As a commander we lost only one new cadte in the entire company. If the Army is getting smaller it should become much more hardcore. We can offered to put more pressure on soldiers during their basic training to ensure only the best get through. I have ex driss sergeants in my unit who tell stories about how they were forced to ensure a certain percentage gets through. The reason was always money. Granted it takes X # thousand dollars to recruit a soldier but it takes X + # thousand dollars to chapter him out. We had a private show up three days after he graduated from AIT 20 pounds overweight. This individual should never had made it through basic training. If we must become a smaller Army then we becom an Army that can fight. I feel all West Point made graduates should go combat arms and all combat arms officers should attend Ranger school or a similiar school such as the Marine officers must attend.

0031533 The RIF issue an addressed here does not indicate how this would affect RA commissioned officers. I personally am unclear on this particular area. The RIF also has a serious impact on the workload of the soldiers which are retained. The Army mission has not decreased as rapidly as the force size.

0031535 More information on attrition boards, outcome after boards meet and MORE CFR for all ranks AND services.

0031537 QUESTION 54d-feel due to uncertainly, more junior skill levels will take job skills learned and use in the civilian sector. QUESTION 82f-even though I currently have no children, would be concerned as my spouse and I would like children in 1-2 years. QUESTION 90-would like to know how similar jobs in different areas compare in pay and the effects of the cost of living in those areas.

0031538 #69. The issue that concerns me most is the method(s) selected to determine which officers are involuntarily stparated. In past RIF's (after WWII-T.R. Ferhenbach's "This kind of war", and after Vietnam-personal conversations with my superiors) were based on who had the right tickets punched and not on performance (much of it on the battlefield). I believe this is wrong. But you can't go just by performance because a SIGNIFICANT # of my peers (CPTs) would voluntarily leave IF they were guaranteed separation pay. For this reason I believe question #104 is the most important and pertinent question in this survey.

0031543 The BONUS program needs to be reviewed. Need to suspend some unnecessary bonuses and start some that are necessary. Examples of wwell needed bonuses will be nursing bonuses to keep in the good nurses that are leaving the Army. It's ridiculous to spend on 5,000 to 10,000 bonuses to new entry nurses, when you shold be compensating the nurses that are already in and working 24 hrs. to keep our hospitals running. This feeling is shared by many everywhere. Lets reward the right people please! Until then, nursing shortage will go up.

0031555 Senior leaders-06 and above-should be in the loop for current Army policy on build down. Statement such as "only the best will be retained" is self-defeating. All the soldiers have been told they are "the best" for too many years. Let's tell the TRUTY-many of the best are also going out.

0031556 Most of the questions in this survey are not applicable to me as I am a physician with a four year obligation. I have not heard anything about a reduction in existing medical personnel.

0031559 Question #90-Interviewing skills for jobs.

0031561 The survey asks some pretty pointed questions. Some really do not apply but I like to be prepared for any eventuality. I would also appreciate information on how this survey will affect chain o command decisions regarding the force reductions.

0031567 The Army leaders need to make decisions now! Partial decisions or indecision will be harder to swallow in the long run. Every month I stay in one less month to excell in a civilian job which translates into dollars at retirement. Take the initative and make the difficult decisions now! Don't let the Congress drive the train. If you wait, we will lose! Make large cuts now! Increase promotion opportunities. Increase benefits for soldiers who stay and increase pay. (Substantially). Compensate soldiers who must leave generously. Don't destroy service members faith in the Army and government. The track record so far does not look promising.

0031568 I am a Sgt. Chaplain, for us to return to civilian life as a parish priest will take one year to find a call to a parish church. Please remember information helps decrease stress and care and compassionate policies are in our best interest and our soldiers.

0031570 Although there has been major improvement in the OER system in my 16+ years of service, the current system has its problems. It is often a test of how well your rater/senior rater can write and how well you personally got along rather than a measurement of actual job performance. Damnation by faint praise has killed many a good officer. Perhaps we should turn to a new system similar to our new NCOER format for the rater and keep the senior rater profile!

0031572 I feel I would stay to 20 yrs. not longer. If promoted to LTC. Unfortunately I do not have or want the little medals "EFMB" or STUPID correspondence courses "CG + 5" which have absolutely nothing to do w/my MOS, only as a tool for promotion. I'd rather take the severance check & exit the Army than do CG +5/EFMB. However, if promoted to LTC, I would stay to 20 yrs. not longer. Basically I like the Army, but won't do EFMB/CG +5 to get promoted.

0031574 With the changes taking place in Europe and Congress wanting their piece of the "peace dividend" and the Army trying to define our mission, the Army is in trouble. No one can tell anyone from one day to the next what will happen to those of us serving in Europe. I'm sure the personnel business is absolutely having fits over what to do. The company and junior field grade officers I talk to do not know what to do. In fact, no one knows how to plan for the future. It is frustrating and to some extremely stressful. My son always wanted to go into the service and my daughter was set on marrying a career soldier, both feel there is no future for either of them. My personal feelings are we are turning into the hollow Army of the '70's and that we can kiss many of our benefits good-bye. More importantly, I feel that there is no one watching the store. Anyone who feels that all will be well if we can just get over this hump I feel is mistaken.

0031583 1. I am currently a company commander in the Ranger Bn. Talking with soldiers and officres I have found a good number of soldiers interested in a 15-year retirement with 40% pay check (retirement). Advantage: A-Allows strong S.C.1 & S.L.2 soldier base. B-Soldiers can voluntarily leave after fulfilling a military career and not be up against age discrimination after retirement. C-It will keep our Army young. D-In lieu of 40% ret. check a lump sum $ bonus has some appeal. E-It will help reduce the force. ADDITIONAL COMMENTS: 2. Soldiers who might leave the service before 20 (15) year retirement are very interested in $ stipend similar to civ. jobs. 3. Sir/ma'am, please excuse my late response. I was recently depoyed and I responded as soon as I received this. I am honored that I was asked to do so.

0031584 Please note that until a long term plan for future Army manpower is staffed and approved by Congress, the Army soldiers will continue to have low morale and face uncertainty about the future. Please consider the idea of voluntary separation with retirement (at a reduced %) at a point (TBD) lower than the 20 yr. mark. Q#90. Suggest a job tool of maintaining active liaison (perhaps by each branch) with civilian industry that could assist in civilian job placement. ie MI branch > CIA. MP branch > FBI, DEA, etc.

0031585 I will very shortly be eliminated from the Army because I was relieved as a company commander. A year ago my attitudes were different. I am now focusing on the civilian job market. I think that my personal elimination action will occur before any reductions in force. I am not sure that my personal views would represent anyone else's at this time. Many of these questions view future Army career plans, since my Army time is almost over and my focus is elsewhere, it is difficult to answere the questions with my intent with the answers provided.

0031587 I think you should know if a spouse is a military membor or not. (Mine is).

0031591 1) If I did not love being a soldier I would get out because the compensation is not enough. 2) In order to keep good officers in the Army, it will be necessary to promote them based on performance in difficult assignments, not time in grade!! Additionally, compensation needs to be more comparable to the civilian job market. For, example, a 32 yr. old mid-level civilian manager makes $60-70,000 w/better benefits than a 32 yr. old CPT who makes less than $40,000 and worse benefits, but works much harder and longer! 3) An officer who works with any combat unit should be paid more than an officer who works a 9 to 5, 5 day a week job. 4) Medical service needs to be of higher quality. 5) Rating system needs to contribute more to promotion than solely senior rater profile. 6) Possibly decentralized promotions to CPT to Brigade/Reg. level in order to promote based on performance. 7) The Army needs to do something to motivate good people to stay. I'm USMA '87 and I know the majority of my classmates are leaving the Army for much more rewarding employment. Before long we will be left with an officer corps that is medicre because the quality officers have left.

0031592 #90-Job info for spouse. American is uncomfortable with an Army. The surgical strike and projection of power have an appeal. Occupying the enemies land is not a beloved policy. America will be embarassed by the neo-isolationists, quick to call for decisive action with no time to prepare. Contingency operations could become a euphanism for cheap rapid disaster. Despite the best intentions/actions of the Army leadership I fear they will be ignored, as in the last 2 decades when the Army's leadership was despised then resurrected to respect-events will reduce its position to perceived irralevense. If we lose the first battle vs. the Iraqs, Syrians or other "Third World" Powers, we will not have the ability to fight the second battle. Overall a good survey-OVERLOOKED-what about all the money servicemen have in real estate? I rended at Fort Polk. When it closes, what happens to those who bought? The S & L's will be bailed out-but servicemen? One obsticle that remains at retirement (be it at 20 or accelerated) to new job opportunities is federal law. I wish to serve my country (state dept) but my retirement would be reduced $1.00 for every $2.00 I get from another federal job.

0031594 The officer early release program (if there will be one) for FY91 needs to be established and published. Volunteers need this reaction time to plan their transition.

0031596 The transition from an Army that thinks tactics to one that thinks statistics is expected and is a major factor in my decision to leave the service. The leadership traits I possess and admire are not necessary to manipulate numbers and marginal performers will have an equal opportunity to advance.

0031597 In 19 years I've never seen a period in the Army where ego and the "I" syndrome is so strong. This is particularly true within the Army Medical Dept. Check out the new MSC leaders. Why bother! It will never change! Unfortunate.

0031600 It is very important that the U.S. Government insures that each job search tool listed on pg. 15 is in place and offered to all soldiers involuntarily separated. Actually, these types of job services should be offered to every individual leaving any large corporation in America. The military being the largest, must take the lead.

0031601 Tell the chief of staff that he has to do the hard thing QUICKLY. Don't dally. Everyone knows he has to make the hard decision-we are informed enough to know this. We trust him to do it intelligently so we reap a QUALITY dividend for the good of the Army and the U.S.A.

0031604 I am a chaplain therefore if I get out, I will still be a minister somewhere. This is my reasoning for some answers. My answer might color the result for most other officers.

0031606 #90-how to find a job training, lobor market information, data bases on job vacancies, paid time off-not charged to leave-for job interviews.

0031609 Question 58,59,60 remove "Army" and insert "Congressional" and see what answers you get!

0031625 Questions 50 & 51: Too many proposals & "talk" in circulation. Zero facts available. Command refuses to comment until a decision is made on Conventional Forces Europe agreement. Current OER system needs improvement but is best "in-place" tool to make selective cuts without changing criteria for remaining in service. I do not have a functional area, questions 18-21 did not allow for that. I support Army involvement in the War on drugs. Ideal "live fire FTXs" that test resources & systems. Raids & battle will test leaders, men, evacuation procedures & resupply better than the NTC. Why the "Up or Out" policy? In five years I have seen good platoon leaders be lousy staff officers & company commanders and have watched good SPC as drivers & gunners become inept tank commanders and poor squad leaders. I had been avoiding thinking about the negative aspects of the current personnel strength fluctuations, thanks for the reality check.

0031626 Questions 75 and 76 are not answered. I do not believe that information should have any bearing on what you are trying to do. My savings are earmarked for retirement, not for transitioning to civilian life. Not fair of you to consider it. Concerning question 94, I have no idea where I would move to.

0031627 90. Interview techniques.

0031635 RIFs & promotions should be based on performance. Time in service/grade should be a factor but performance should be the deciding factor on retaining soldiers. If we are to have smaller force it ought to be only the best.

0040004 90. Classes or counseling on how to transition from military to civilian and how to translate or equate military skills with civilian.

0040007 Item 15; If I have a chance to make Col and command I will stay on 20 yrs. Item 20; I would like 18 but they are not accepting my yr. group. Item 29; I would ask The Person what they wanted to do the Army may not be a good choice.

0040012 69. My uncertainty about lenght of my military career is related to family life, at this time I am single, but if I get married and had children I would probably leave the Army. Family is more important than my career. As an ICV nurse I can get a job on the outside very easily that will have more flexibility than the Army Nurse Corp. provides.

0040016 I had the opportunity to accept better and higher paying jobs, but chose the Army. I have always wanted to be a soldier and remain in the Army.

0040022 My biggest concern is the adverse effect that the current emphasis on early retirement, benefits and quality of life is having on soldier motivation. Far too many soldiers are now viewing military service as a 9 to 5 job, rather than a professional calling. As Netchze wrote, I see too many soldiers and not enought warriors. The greatest service the Army leadership could render wouid be to reemphasize that the reward of a life in the profession of Arms is honorable service, not rank or monetary gain.

0040023 A recently PCS'D from Korea to Conus (may po). Many of these answers are based upont the PCS. I am basing many of my decisions upon family needs and the lack of senior leadership in my branch.

0040026 You mention DOPMA opportunity goals to Major as 80% when was the last time 80% were selected for Major? The 1989 Major's selection board was 64%. I thought Force reduction was already in effect! I wasn't selected during that board and don't know why! My brigade commander at the time, said he didn't understand it, that my record certainly looked good enough for promotion to Major. My biggest problem is that throughout my career I've been told by senior rater after senior rater that my profile was a promotable one and LOOKED GOOD! Then on 23 January 1990, I'm told "sorry about that" and branch can only GUESS at the reason why. In a Civilian job I would have to be given a reason for being involuntarily separated, but the Army doesn't have to tell you a thing. This is certainly FORCE REDUCTION IN PROGRESS, because there is nothing in my records that says I should be FIRED! A lot of GOOD people are forced out for noo reason. More time should be spent reviewing the records of these people. My understanding of Promotion boards is that very rarely are the written parts read; only the "blocks" are looked at. To spend so little time making a decision that has such a tremendous impact on a person and his/her family's life is unjust. I challenge anyone in DA to come to Ft Bragg, ready my DER'S and then give me legitimate reasons Why I wasn't selected. For the 1990 Majors board I will have a 14 mth command OER instead of 7 mths, so this may make a difference, but I'm not hopeful! Last years above the zone selection rate was only 4.3%! I just don't see how the Army can say a force reduction hasn't already begun. I feel like it started more than a year ago.

0040027 I like serving as an Army Office. I would very much like to remain on active duty. As a CPT, without a company command, I am concerned about a RIF. I believe many Junior officers would vouluntarly leave to Army if permitted let the officers, that want to go, separate before a RIF is activated.

0040031 The Army and the USA government should conduct an aggressive educational compaign exorting the private sector to hire Army personnel who are involuntarily separated from the Army due to R.I.F. Since promotion rates used to be so high (sometimes 98%) the private sector still believes that anyone who is involuntarily separated from the Army must have been asked to leave the Army because they were unreliable, unqualified, etc. No matter how hard a veteran tries to get a civilian job, he won't be successful if the private sector is not aware of the Army RIF and the impact it is putting on qualified soldiers. The private sector usually thinks the worst about soldiers who had to leave the Army involuntarily.

0040034 Question 69: As a dual military couple, I am very concerned about whether I can continue to be both a good PARENT and a good officer. With reductions in funding and manpower, I expect a continued decline in the HEALTH CARE available to my kids and a less flexible work schedule. My impression is that junior officers w/5-10 yrs of services who are ambitious and capable are going to get out if they can. I also expect "down sizeing" to come at the expense of blacks, woman, parents, and ESPECIALLY outspoken advocates of original thoughts. What is being done to keep good folks in? Will the new Army be all traditional white males unable to find civilian employment? I have just completed law school under the FLEP program As a result, I have a 6yr STATUTORY obligation. My civilian career potential is very good right now; but it will not be in 6yrs. I would volunteer to get out NOW if I could.

0040041 Downsizing the Active Duty forces is a sensitive issue with mid-career (13-17 yrs) personnel. It needs to be accomplished in a dignified manner-i.e. if involuntarily seperated individual notification via command/direct channels should be done (not just some list published in the Times) Also, extensive counseling/education must be provided for the troops we provide ample education/counseling for our problem soldiers all the time.

0040047 My comments may not be applicable for the Army as a whole because I am currently in the medical corps. residency training. As is true with a number of my peers in medicine, opportunities outside the Army exceed those in the Army. The Army as a career is not important to me and many of my peers.

0040048 We need more nurses, in order to provide better care to our soldiers, and their family and to ensure combat readiness.

0040049 From question #90. I think some type of transition sponsorship program should be established where the separating soldier has someone assist him in obtaining information on or assistance from various release programs.

0040050 Information concerning the intent of the Army to cut it's strength and who it will effect is not reliable. My chain of command all the way to Division level does not put out any information at all. The Army Times is the best source of information but every issue has something that contradicts what was previously said. Soldiers badly need more accurate information on what the future holds, who will be effected by the cuts, and what we can do now to insure retainability in the Army.

0040052 The cuts are bad for US Army type but I just do not know, at this point in my career, if I will stay or leave. There is so much to learn and so many soliders to help I have not given it much thought. Currently I want to do my very best and enjoy my first tour. After my first tour I will decide what to do if it has not been decided for me.

0040054 The probability of a RIF has done nothing but add to the already staggering stress level and has increased the number of "yes men" seeking to protect their careers at the cost of their own integrity. A speedy RIF will free the burden from the good people and let the service begin to rot from inside its own hollow shell.

0040055 Q. 90. Free travel to state to relocate. The Army will keep the best what is that standard "specifically" does an officer with average OER consider himself less than the best? What provides an officer with the necessary information to judge if he will be selected to major? If I am told to leave the service. I would like to be able to make the transition while under the employment of the Army verse welfare or unemployment. The Army MUST allow its soldiers to make preparation, interview and take care of their family during this difficult period.

0040061 Extremely concerned with poor medical, dental benefits for my dependents. They're lagging far behind a fair standard. Housing allowances need refiguring. Pay is constant source of frustration! Promotion is meaningless, if time on list is x>3yrs.

0040063 #69. Opportunities for overseas assigments.

0040064 #69. Family time/concerns. We have a 10 month old son.

0040065 As we all know, the military is a profession not a job. That, as professionals, we don't punch time clocks and we go that extra distance because we call ourelves professionals. My major concern is that the preception among junior officers and NCO'S is that U S Army does not appreciate the sacrificies of its members. This will hurt the profession in the long run because if I don'tfeel

as though I'll be treated fairly then the profession will not be a profession only a job and for what reward is there to continue to excell when medirocrity is the rule and the standard. You with workers preforming a job.

0040070 I am concerned that a smaller more competitive and "zero defects" Army will also be an Army with more pressure on leadership and soldier integrity. Now is a time for better leadership, sensitive to stress on American families. Many soldiers will feel cheated by the very government they enlisted to serve.

0040071 Promotion selection rates and pin-on-points need to be more standardized as the force diminishes in strength. I've heard a good number of officers who recently pinned on CPS'S brass and are uncertain of future promotions, etc. I sense that having to wait 8+ yrs. (almost half of a career) for the next promotion would affect career decision of the high-speed officers who has intentions of at least a 20-year career. I have changed my career goals due to the current situation.

0040076 Ref. Q #69 Too many unqualified officers and NCO'S are still being promoted! The honest, hard working, center of Mass officer has little or no faith in the "System" NCO'S that can't perform as leaders and role models are being promoted to SGM. Ref Q #111 The only "lock in" should be at the 18-yr. anniversary. An up or out policy would be extremely effective in reducing the "dead wood" remaining in senior officer and enlisted ranks. This policy should apply to all grades.

0040077 (Fm page 12, #69) Rifing a very good soldier after 14 yrs. of service. The United States Army is hard and demanding. So many years of hardwork investing a money to be educated for a demanding job, and many sacrifices service member and spouse (neglecting personnel goals to cooperate with soldier) to be the best for the service of the United States Army. (Fm page 15 #90) Provide current information on active service alternative for soldiers who have 10 yrs. or more of active duty time.

0040081 I am retiring for 2 reasons: 1. Army health care failed me twice the Army medical system is a joke I wish I had civilian health insurance. 2. Personnel system led me down the pike should neve r have listened to them. wanted to stay with troops and in the mainstream but "drifted" away.

0040082 I believe the services are loosing a lot of good people because there is no job security in the military. The best will survive, but, I'm not sure the best is sticking around the military.

0040088 #69 Family concerns, schooling (primarily availability of a good high school.)

0040089 I am a soldier. All I want is clear information of what to expect about future opportunities. I have already gone before a RIF board and I have been retained. I expect to be promoted. I also expect to be protected from separation as long as I perform at the best level I can. I do not believe this to be the case as reduction will be on a percentage basis. I also believe that those who achieve the rank of Major SFC must be protected, as well as those who have service of 15 or more years.

0040090 My biggest doubts are with Congress and not with Army leadership. I believe "Green suiters" care both for their own and the Nation. It is the 99% reelected Congress persons I fear the most!! I'm tired of tax/income redistribution gains versus infrastructure quality of life improvement losses. A RIF will come and I can accept that. Lets just not rush into unilateral reductions w/o reciprocity on the part of our THREAT!

0040091 Don't seperate soldiers overseas there is a tremendous dissadvantage being here. You can't look for another job easily or find a place to live. Let us get at least 6mths. in conus first. Let commanders at all levels suggest people to eliminate first then have a board verify their suggestion (i.e. each Bn Cdr submit 2 CPT names per batallion and 1 lt.) each col suggest 1 major and 1 LTC, etc. etc.)

0040092 Question #98. Should have a box not applicable for females.

0040093 If you need any additional information feel free to contact me. I just PCS'D to perscom (tapc-opw) from Ft Bragg, and am in transition. After 1 Aug. 90 contact me at the Hoffinsn Bldgs. Alex VA.

0040094 I cannot overstate my desire for a one time RIF by year group, the sooner the better lowered promotion rates would increase the stress more often and lower the morale at the force Although I feel I am competitive, I would rather be separated by RIF actions next fall than 7 yrs. from now, uneligible for retirement and too old to be attractive in the civilian workforce.

0040098 I feel there are too many gen and other sr officers looking out for themselves, and screw the jr officers. I have been told to lead by example and watch out for your troops. I am unconvinced that is happening at the pentagon from the sec def. on down. Every ltc and above with over 20 yrs. not selected for command should rebre opening up vacancies. There are to many strap hangers only concerned about padding their wallets with 30 plus yrs. at the expense of soldiers in the 8-12 yr mark. People joined the Army and had intention of making it a career to be told at the 8-12 yr mark. sorry, is very unjust. With some much time invested and no retirement and starting over in the civilian world will cause a tremendous hardship on many families. Has anyone looked at the

civilian world to see where all these 1.5 million DOP personnel will work. I use to be abig recruiter of young people but not now. I don't hesitate to tell people to look elsewhere for a more stable line of work.

0040103 I am a year group 79 former officer. I was involuntarily separated due to lack of selection to promotion; therefore my active duty career is over. I love the Army and thoroughly enjoyed my assignments. I honestly expected to be selected to major and was quite shocked when I wasn't my mistake, I guess, was accepting two TDA commands. Both were successful and my senior rater profil e looked good. But some average rater ratings screwed me up.

0040105 The Army will be required to reduce a large number of div (active and reserve) its up to the leadership of the Army to make this transition fair and understandable to our soldiers. This can only be done if we keep our soldiers informed I know things are changing buy most will understand if the correct story is told.

0040108 My term of service ended in April 1990. I decided to get out. I plan to return to the Army as a chaplin after completing seminary. As a chaplin I would like to serve on active duty as long as possible I am now employed as a civilian social worker.

0040116 I feel the services are making a grave error in reductions. Actions are being to early. The Soviet Union is very unpredictable and in my mind just as easily turn the opposite way once they have pulled us into a false sense of security. Personally I feel that I have recieved an unfair evaluation of my potential as an Army Officer due to running into the wrong people at the wrong time. I have not had the opportunity to command, wrongly so and my branch FA has not helped me in any way to get the chance. I feel this is a serious flaw in the systems all officers shold be given the chance to prove themselves in command. I am very competent and have produced many good results for the units I have been assigned to. I love the service, believe strongly in its purpose and would like to continue serving the nation. I feel that sometimes the system inaccurately judges the ability of a person, and as a result with be separating many people such as myself from service to the nation. If possible it would be nice for such people to recieve a personnel interview from promotion branchs so that the true quality of the individual could be judged. Please except my late reply which is due to reassignment to the 94th ARCOM,

0040117 Quest. 69 My uncertainty-concern about remaining in the Army is that the "fun" jobs opportunities disappear. If my job is just like a civilian's without other challenges/opportunities then I might as well BE a civilian.

0040122 The U.S.Congress has covered their extremely poor money mgmt with cuts in defense spending. The Armed forces readiness will suffer greatly. I am jumping this sinking ship a ship that I have no control over absolutely no control.

0040129 I have a strong concern that our political leaders are jumping on the popular band wagon and are disregarding the impact and the power of the military vote.

0040132 Soldiers are concerned for educational benefits. I do not know the cost effort but would recommend a strong education plan, 1st timers would acquire quality soldiers. More would leave at end of 1st tour. But tie to 4yr. enlistment. then scale down mid level and ranks an d officers. If you changed the 3yr. lock in rule, would probably have quite a few ltc's. take option especially non selects. for BW CMD and war college, one passover to 0-5/0-6 should probably be separated.

0040134 #88. This is currently a benefit. #90. Job fairs and time off to attend especially overseas. Database of avial. veterans for potential employees to scan. Veterans preference for jobs. Tax breaks to employer of veterans.

0040136 Infantry officer assigned to USAREC. Most, if not all, answers pertaining to current duty would be significantly more positive were I still in a unit.

0040137 "Up or out" needs to be relooked particularly vis a vis special forces. Detachment turnover is too great to allow for needed training. This is particularly tru e of officers. 12 to 18 mos. on an ODA is not enough. Special Forces will never live up to its reputation unless this problem is fixed. Also pleas don't encourage non combat arms pers. to apply for SF. They dont have the backgroung and in general lower our readiness.

0040138 I think that one way to reduce the budget and personnel is to release those personnel of 20 yrs. to allow soldiers with less the opportunity to have a secure job. LTC., MAJ., even Col. and Generals, with over 25 or 30 yrs. should be released.

0040141 We get a bit tired of hearing that the Armed forces will remain strong by keeping an "elite" group of soldiers. What about those that have made an agreement, IN GOOD FAITH, and have planned their LIVES on serving in the military, but by one means or another, are not considered "elite". What is the future for the soldiers whom have just done a damm good job?

0040146 My uncertainty does not come from future officer cuts. I am fully confident that I have done the best that I can and am very competitive for selection for major this year, however, I feel the current leaders only pay "lip service" to the caring of soldiers families they pay "lip service" to time for training soldiers. Someone needs to stop the train and get it back on track. Specifically those units assigned in USAREUR I will be happy to clarify if reviewed and continue the surveys.

0040153 I strongly feel that we are encouraging the "zero defect" syndrome with proposed cuts and promotion boards. Unfortunately, this will result with more "CYA" in the force and less bold, dynamic risk taking in regard to what is fundamentally correct and proper.

0040155 The Army is mostly unsatisfying because of family separations we're dual military with a child.

0040157 Your survey are too long!!

0040158 The Army should put a program for reduction in place as soon as a definite number is determined. Let the soldiers know as soon as possible, and do NOT slow down promotions. This forces the good soldiers to leave. And decreases morale.

0040160 69. Benefits such as health and dental care are declining in both availability and quality. Reduce the force, cut down on procurement, but dont reduce the standard of living and quality of life for those who remain on active duty.

0040165 As a plastic surgeon, my earnings are 3-4x what the Army pay me. Promotion is pitiful. Opportunities for varied job, life style and experience is superb; independent leders need to be brought into the Army, outside the "company" mold to effecitively manage this transition point.

0040167 I enjoy military service, however, as a neuro surgeon, the starting salaries after 6 years experience are over $200,000 I cannot justify further military service given the current pay differential.

0040169 3. Current events; Changing so quickly making assess more important CONGRESS has made no decision leaving everything else opinion, quest, speculative. Especially #53. #60. Congress make this determination, Sr. Officers are not the best lobbiest (ausa is the worst!) #111. Shaxs and rank be "protected" or expected to do the job for which they are payed? NO!

0040172 #23. Is a poor question advantage over what or whom? As seen through who's eyes? #53. Is a poor question. Your ques is as good as mine. #55. Do you want an optimists or a pessimists opinion. #98. Does not apply to female soldiers.

0040173 This survey was sent to Saudi Arabia after I signed out on leave pending voluntary retirement in lieu of a serb retirement. I am sure I was serbed because of 2 below center of mass oers (senior rater potential ratings) rendered by a bg that I never met while serving as a pms in rotc. I was serbed while the appeal was pending. The appeal results are a gross cover up for that bg's lack of understanding of oers. I have bitterly left the service because of an uncareing personnel system. The Army is making big mistakes basd on dollars... Good Luck.

0040180 Decisions regarding Rif are concerning soldiers hold Rif board and determine order of merit list for 10%, 20%, 30% Rif and publish these lists. The Rif maybe come somewhat more voluntary. Also publish an established guideline for soldiers and commanders to inform soldiers most likely eligible for rif, to ease transiton woes.

0040183 Q 69. I am concerned because we are greatly reducing our Army's comabt power, i.e. Armor, infantry, and F.A. uits to reduce our overall personnel strength. I feel this is dangerous because these units are the ones that must be highly trained from day one of the next war. I feel the Army should rely more on reservist for service support and cut back the number of slots in headquarters staffs and reduce the number of statistic keepers.

0040185 Ref. 110 only for Conus assignments. Ref. 11 pulling woman from tactical bldgs. was a bad move. It takes opportunities fm both male and female MI officers and enlsited specifically. Consider reopening bdgs. for women. We were doing a superb job!! Ref item 13 the system, in my opinion should be concerned with seperating poor soldiers from service. Addition AERS need to be revamped. Some people perform better on the Job then in school and vice a versa. Don't put so much stock in AER'S, OER'S are much more important.

0040188 I think most soldier would need a lot fo prior notification and financial help to successfully make it in the civilian sector if separated in voluntarily. I know I have a lot of financial commitments that would be hard to meet if I was separated.

0040189 Of serious concern to my year group (YG 82) is the pin on time to major. Most captains are not satisfied at being a CAPT(P) doing a major's job, but not getting promoted for 2/3 yrs. We will lose good captians!!

0040192 #90 Database on fulltime and parttime ARNG and USAR positions open and units. Also the same type of services for spouses as listed in 88 a-n.

0040195 Let everyone out that wants to leave, regardless of committment. Don't spend any more money on surveys.

0040199 90. The opportunity to meet employees while overseas. (i.e. Job Fair) .

0040202 Our Army in Europe is like a ship without a rudder. I became an officer to be an officer and serve the interests of the United States. You need to be aware that through lack of purpose our military presence here is rapidly becoming a vast waste of resources, I wish the lessons of our own military history would guide our leaders to appreciate the criminality of wasting precious resources. I truly beleive that my men and i have a heartfelt desire to serve the best interests of ur nation. America's best interest will soon no longer be well served by a substantal presence in Europe. I hope, for me personally that our Arms will either do a better use for me or allow me to pursue business opportunities.

0040205 The events in Eastern Europe have given Congress opportunities to use Defense dollars to fund other projects. Our futures linger entirely on which resources we defend. I am concerned that eveything will once again come down to a number game. Under these conditions any excuse will do to cut manpower. 16 years ago I committed to the Army, maybe I'm being naive but I hope we learnedsomething from the RIF'S in the 70's.

0040207 A soldier hwo has spent beyond 10 yrs. inthe military, providing they have been productive and have promising qualities and potential should never be forced out, rather only leave voluntarily.

0040212 Realize congress is the driver not the Army of reduction but we are losing our good officer (the meat of the corps.) to uncertainty and the nonchalant manner of some the generals about the situation they have theirs so they're not worried and percieved. 5yr. stabilization is smart business. Cost less, good for morale. But should have a midtour free 30 day leave and transportation back to the states for those overseas.

0040220 The questionaire is lots due to PCS moving and 30 days leave.

0040223 Traveling in the military is great if it is good for both the family and the soldier. I feel the Army should go to great lengths allow soldiers to settle down buy homes, and establish a place to call home for years to come. The Army saves big money associated with PCS moves the soldier benefits from cohort style working conditions the wife gets a solid steady job the kids make permanent friends everybody is happy if the manpower requirements can be managed.

0040226 I appreciate being asked to participate in this survey. It addresses the most pressing issue concerning military service these days. I would be glad to particpate in future surveys or other information/opinion gathering projects. It's my opinion that due to the current appearance of lack of job security, the Army stands to loose many very promising young.

0040227 I apologize for returning this survey late. I have just completed a PCS move and TOY. My mail is still catching up with me.

0040229 If the Army could finance or aid in the finance of soldiers. Retooling/reeducating themselves for the job marketit would help the burden of going into the civilian market. This would also aid the economy in reducing unemployment great dividends to the tax base. Severance pay only delays the impact on the soldier and the economy. The cost the government too much money.

0040235 The fact that you are eliciting comments from the field is evidence of the Army's concern that future reductions be done with as little adverse impact on soldiers and their families as possible. Thank you for the opportunity to comment. I will retire in early 91 but will maintain an active interest in the continued well-being of the Army through the Retire Officers Associations and Association of the United States Army. I consider a comprehensive benefits pkg. and generous seapration allowance for junior officers and NCO'S not allowed to retirement an absolute necessity to make separation less traumatic.

0040240 I am currently considering leaving the Army. The primary reason is that I am having a difficult time getting a company commander I feel that I am very qualified for command and have had an exemplary career thus far. The problem is that there are too many signal officers for the number of companies that are available. I feel this is a direct result of the our strength branch transfer that occurred for years group. 84 I have been told that I might have a chance for command in 6/92 in the division in which i am currently serving. I have also been told that I cannot leave the division to find a command. My PCS date from Europe is 6/92. I am not worried about the reductions in the Army. Commander is the most important aspect of an Army career to an officer. Waiting until my 8th yr in the Army is not my idea of a good opportunity for career advancement.

0040241 My dissatisfaction with my Army career stems mostly from the fact that I am not doing what I am trained to do. As an MI officer, I have had little opportunity to apply my expertise. Leadership frustrations result because I dont feel I have much control in training my platoon. While I am trained to make decisions, it is rare that I have a choice to do so. Confidence in senior leadership is low. The most talented seem to be leaving the Army with only those with little self-confidence in their ability to succeed remaining. I also feel that I am drowning ing mediocrity. Im not sure that I will ever reach full potentioal in the Army. Ill still have to wait the same amount of time to be promoted aas those who accomplish less. i am discouraged by the myriad of officers who seem to care only about advancing their own careers by stepping on te backs of others. Thats not the way I learned at West Point. Finally, Iam claim that caring for soldiers is all important all talk, no action my current goals include completing the advanced course by my unit. I would stay in the Army longer if i could teach a job where I feel I could directly impact, train and help soldier.

0040245 As we reduce the force we need to take care of those who have to leave involuntarily... but we should also take care of those who remian. Our current benefits package is in shambles – CHAMPUS is a joke, medical support for dependents is non existant, MWR projects are pathetic. Quality of life needs to be improved. We should at least keep pace with industry.

0040250 Your question NO 31 did not take into account the PRIMARY reason that I (as well as many of my contempories & seniors) entered the Army during Viet Nam War years: namely "WAS DRAFTED" and gradually learned, through a series of circumstances & events, that a career in the Army was a feasible thing. As a non-select major rapidly approaching 18 years (17 yrs - 8 months), self and family protection is paramount.

0040252 #90 & 91 - Job fairs, maybe in conjunction with an annual convention - such as the Armed Forces Communications and Electronics Assoc (AFCEA) annual convention in Wash, DC - would be extremely useful to Senior people in a technical field. Since many corporations already have booths and representation they could easily expand to include formal recruiting. Civilian corporations are always in search of talent and the problem is to bring buyer and seller together. Associations such as AFCEA could play a leading role with benefits to both its military and civilian members. Such efforts should be more a matter of coordination and support on the part of the Army & so it should also be relatively inexpensive. #91 - This is a tough question for me to answer since I doubt seriously that the kind of job search services required by experienced officers (Major and above) and non-commissioned officers (SFC and above) in technical fields, such as Signal, will be available in ACS, Civilian Personnel offices and the like. Suggest that the Army efforts be augumented by outside talant/such as the Association of Retired Business Persons and the Small Business Administration. Their assistance should be relatively low cost and more suited to the needs of many separating soldiers. #106 - As a member of our Army during the multiple RIFs of the 70s I remember vividly the turmoil and uncertainty that existed in the force. SOLDIERS magazine even had a cover one month showing a set of Captains bars with the title "an endangered species". Many good officers saw the uncertainty and got out - even though they were in no danger of the RIF. Those who were prime candidates began looking for jobs and many medicore officers stayed on. The internal turmoil and the loss of top quality officers who leave because of the uncertainty of future reductions are two things that the Army must avoid. Reduce one time and fairly with solid support during the transition. The soldier we put on the street this time joined the Army as volunteers. They are the ones who will advise the young men and women in the future on giving military service a try. We must be able to rely on them as active recruiters for our future Army. Money spent now is an investment in the Army of tomorrow. ADMIN NOTE: Your survey arrived AFTER the letter requesting an early reponse - overseas mails for packages are slow - need big bold letters that say FIRST CLASS - otherwise your survey, newpapers, and magazines all get equal treatment.

0040256 Some of the survey questions had little applicability to a LTC with 19 years service.

0040257 I do not agree with questions 74b, 75 & 76. Too personal and you don't need to know this.

0040258 There is no reason that an officer should not be guaranteed a 20 year career at the ten year mark - assuming solid performance. In other words, cut out the deadwood at the ten year mark. Promotion is not guaranteed. Institute a structure where it is possible to remain a Captain or Major forever BUT allow income to grow with family needs.

0040259 If you are to reduce manpower in the Army, do so with extreme caution. Continue the "no strings attached" early outs, the selective early retirement board, and promote only those officers who are truly competent in their jobs. Remember, once a soldier is forced out you cannot expect him to fight for you later; nor can you expect anyone he tells (how the Army booted out a good soldier) to fight for you when a major war erupts.

0040261 My answers may appear to conflict regarding Army service vs Military service. This is because I have elected to inter-service transfer to the Air Force. I feel that the Army, specifically Army Aviation, probably could not effectively accomplish its mission. This is due to the oppressive micromanagement of daily functions at all levels. For example, when I (as a leader at the platoon level) am directed by an O-10 to train specific tasks at specific times I am robbed of any flexibility to train my soldiers, and worse yet, I am not allowed to develop as an effective leader. The Army leadership lacks common sense when developing plicy and tries to solve ALL problems at the General Officer level. The command structure needs to just RELAX and develop its junior leaders. The Senior leadership refuses to realize that if junior leaders are not forced/allowed to develop today, they will develop into the incompetent senior leaders of tomorrow.

0040264 There is growing concern among the officer and enlisted ranks over their future in the Army. The Army needs to address these concerns.

0040268 Reducing the period of time to be served at a new grade after being promoted will assist in creating Senior Field Grade Officer vacancies.

0040269 The current troop cutbacks endanger the officer corps not because they will cause it to diminish in size, rather, because they will cause "survivalist" officers to become increasingly career oriented. Such a future shift of focus draws professional concerns away from war fighting and soldier care & toward personal promotion and selection to command. Above all else, high level leaders must cause subordinates to maintain battle forces, not stabilities.

0040271 I feel very strongly that all medical (to include dental) should be kept. These benefits include families too, which is not being done no (just check the "Army Dental Plan"). If it means a smaller force, so be it, but "all" guarantees should remain. I am a complete professonal and I would stay in no matter what but entrance "promises" should be kept. If there is a RIF those soldiers should know right away and be given six months to one year to prepare. This may seem like a long time but most soldiers live from month to month and don't have much money saved. Hopefully, with this long notice they can save some money before they leave the service. Anyone who has more than 10 years of service should be given some sort of compensation when they leave. The instructions for the survey said that the information is for survey are only and will not be used to identify individuals, however, the first question, statement was asking for the preparers social security number. An SSN is not very anonymous. Asking for a persons SSN goes completely against the purpose of the survey. Neither, of course, is the information requested on the previous page very anonymous.

0040272 #29, #30: do not give adequate options; mine would be like question 28, it depends on the individual. #58 - Army ldeship is ultimately not in control of political decisions affecting this. #60, same as above. #69, uncertainty: my next OER's/#90, career placement service (head hunters).

0040273 #50, 51, 60 - too much information. Too many politicians getting involved. Give the military the mission of reducing force structure. The Army leadership will protect our interest, the politicians will not. #90 - information on all VA benefits. #106 - definately a one-time RIF - let everyone know where they stand. #111 - no promotion - let their 201 files determine if they should stay or not. If you have a lousy officer in the ranks, then eliminate him/her and replace with a qualified officer. Make it the best Army we can.

0040274 Strongly recommend reductions through SERB rather than lowering accessions!

0040276 Below the Zone promotions. Increasing them while cutting in the Zone promotions hurts morale. Current OER rules allow a Senior Rater to ruin a career without having to tell the rated officer. Senior Raters who rate an officer below center of mass should be required to tell the officer and counsel him/her as to the reasons. The current method allows Senior Raters to be cowards. One OER can ruin a career. Unless you are "perfect" which does not take into account personality conflicts, or bad senior raters, your career is over.

0040278 Senior Rater portion of OER should also include place or block to indicate how frequently the Senior Rater observes the rated officer.

0040279 I don't think the Army will have much to say. Bureaucrats and Congressmen will dictate to us as they always have.

0040283 29. Depends on interest. Some I recommend Army, others Navy or Air Force. 30. Dependent upon your goals. 64. Add a "strongly consider" choice. 68c. is a two-part question. Uncertainty does not make me undecided. 90. personal referrals. 100, 101. Some answers should be worded "possibly" or "situation dependent", to keep in line w/the question. Is anyone taking into account the effect that proposed cuts and fears of further cuts is having on morale, job performance, and readiness? We teach our young supervisors that when a man has a personal or job-related problem that that problem must be resolved before his job performance will be up to 100%. The people we've taught that to are now the ones WITH the problem. A job security problem at mid-career point degrades performance by directing attention from it. to add to the anxiety, NCO's and Officers are not confident enough in the rating system to believe that only the best of each corps will remain. Both sides have seen poor performers and weak leaders rise above their peers because of a raters/senior raters ability to write well. Both sides have also seen extremely competent peers released. This appears to take place more in the officers corps than in the NCO corps, particularly when a moderate OER at the second of first lieutanant level causes excellent captains with outstanding records AS CAPTAINS to be passed over for major.

0040284 Ref item #90 - most important would be job search SERVICE. Not just counseling. Army could provide free job location service like those operated by Civ Service.

0040285 What is a good record? What you get from branch who reviews your records is not the same as school and promotion boards reveal. Case and point. I just left the NTC where "good" people were supposed to be assigned - according to branch, but the promotion for CPT/MAJ is below DA average! This causes morale problems to those that are sent to rough assignment because they are GOOD, yet do not get promoted.

0040286 I would only like to reiterate that this is the Army's chance to "clean house" by a very selective means. The FASTER that can happen w/o endangering "readiness", the better for those who will continue to serve as officers.

0040287 Until my current assignment, I was very happy with my career and retirement was something to think about in the future. Unfortunately the assignment overseas, especially to Turkey, at this point in our lives has upset my husband - he is ready to settle down and be able to develop professionally. I have too much time invested to want to retire now. (also I still enjoy the Army too much to want to retire early) but we are both tired of moving. Because of this I will retire at as close to 220 years as possible. The RIF is not a consideration in this decision. My duty performan and perceived standing with my peers are such that I do not feel I will be effected by a RIF. And, while I may be effected by slow promotions to LTC, as long as I can retire I will be satisfied.

The job skills I have acquired in the Army are excellent and have a direct application in the civilian community. However, budget cuts effect acquisition/contracting so I recognize there will be less opportunity both in the Army and in the civil sector. By the time I retire in 5 years or so, the world situation and changes in military service will have settled down (hopefully) and my future, and the future of my family, will fall into place.

0040289 Keep soldiers better informed of the changes that are currently taking place.

0040290 The benefits I had when I first entered the Army in 1972 were many and that was one of the main reasons I entered the Army. I progressed in both experience and promotions and for me the Army is my life. However, the slow but steady decrease in those benefits has become a serious factor. The so called dental plan now costs the service member. Why? As far as pay I personally don't think it is comparable to the civilian workforce. In example every time we (the services) get a 3% pay raise the cost of living has already risen from 5 to 7% plus every time we get a raise the prices in the clothing sales store and the post exchange go up therefore costing the service member more for uniforms etc. What good does it do for us to receive a raise when "the system" takes it right back by raising prices on items we must have to do our jobs. Because there is a shortage of doctors we have to pay, with assistance from CHAMPUS after you reach your "deductible" for the year, for civilian doctors. Along with this my last duty station was Ft Campbell, KY I was in the emergency room waiting area when a man came in a wheel chair. He introduced himself to the receptionist and stated that he was there for a Cat Scan that he had waited four months for. She stated that the Cat Scan machine was down and she had tried to contact him for 1 1/2 hours to tell him it would be rescheduled. He explained it was a four drive from where he lived and that information had been recorded of his file. The receptionist told him well I can't help that you'll have to reschedule. I guess my point is if they treat a war veteran in a wheel chair in this fashion, what will I be treated like when I finally retire or more important my wife. I know that active duty has priority but this type of treatment of persons who have served faithfully for 20 or more years is disgraceful. As I said before the Army is my life and I plan to stay just as long as I can but I hope and pray that with all the cutbacks that people and even myself may have to face that some of the money that will be saved will be used for better pay better benefits and most important better treatment of our War Veterans and retired persons. Thank You.

0040292 I PCS'ed before the survey could be delivered. Hope you can still use it. Senior Company Grade Officers are extremely concerned about the upcoming reductions. Especially since it seems Congress will force massive cuts. Our military leaders have proven their concern for the soldier. Congress has not.

0040293 Especially for young soldiers, it is extremely difficult to see any "light" at the end of the tunnel when it comes to promotions. It's hard for us as leaders to tell them of the great opportunities afforded them by the Army when it comes time for reenlistment when no ones getting promoted, the ANCOC list for 13B E6s is ridiculously long and benefits seem to be dwindling. Those are concerns that all the rhetoric from the top brass can't dispel.

0040294 In order to protect the career oriented soldier/officer like myself, encourage the force retirements of some senior service members who already have the twenty years of service needed to retire. Cut the approximately 57,600 enlisted members and 26,300 officers that fall into this category as opposed to touching those that have between ten to eighteen years of dedicated service. Allow service members to retire with partial benefits prior to reaching the twenty year mark.

0040297 I have already applied and been accepted for the early out program. Also I have been offered jobs in the civilian sector earning more than I do now.

0040299 #69 - the quality of life for military families is vastly less than civilian. This concerns me as I see a greater percentage of abuse and neglect in military families contrasted to non-military. The negative social and emotional impact on children can be a life time factor. Another serious factor with me is the inconsistent loyalty which the Army gives to the service member. During these rifts (2nd one I have seen) the US Army discloses a lack of loyalty to its own. I find this disheartening. Lastly I am astounded that it is not service to ones nation but employment which appears to be the greatest concern of many.

0040300 Career decisions - how about an involuntary tour at West Point then being told by branch that because you are there you are not competitive & will not be sent back to troops. Or when people passed over once for major are selected for CGSC and early promotees are not, how can I expect that the Army will make personnel selections that make sense? Of my last 3 senior raters, the 1st and 4 or 5 OERs and everyone got the SAME OER. When I questioned him he said my OER had nothing to with what I had done in the last year anyway. The 2nd wouldn't make hard choices so everyone got top blocked. My current senior rater has only shaken my hand. Otherwise I have never even seen him. I flew to DC to see him only to have him cancel my appointment & not even bother to tell me. Given that I don't believe my OERs reflect me at all, given that boards make some inane decisions, how can I have any faith in the system? I have had a very enjoyable career to this point. But in the last few years too many things have happened. With all the changes coming, I don't know what I will do.

0040301 Support groups for vets in job search.

0040309 19. Job fair. 49. I don't believe that my chain of command is being kept up to date on reductions because the Congress has not decided how small we are going to be.

0040310 The concern from this level is that the Army and its leaders will make every effort to have a downsizing of the force be accomplished in a fashion to minimally impart readiness. Yet Army leadership cannot control the U.S. Congress, and they unfortunately hold the purse strings and seek the quick peace dividend. Also concerned about hollow-Army, same mission requirements with less people and substandard equipment.

0040312 I do not feel a Unified Warsaw Pact is a threat in Europe anymore. However, I do feel that political instability in Eastern Europe makes a strong U.S. presence in Europe essential. (ref. questions 43, 44).

0040316 Changing jobs. Return to CONUS w/new position on 03 Sep 90.

0040319 #69 - the utter chaotic state of affairs, lack of focus, and inability to prioritize and make decisions (this seems to be how the Army operates, especially in USAREUR). I went to West Point for four years, formed a very idealistic picture of the Army, and came on active duty with great enthusiasm. Now I had a realistic view that not every soldier was perfect and not every training schedule strictly executed. I have been on active duty for two years, the first was consumed as I completed IOBC, Ranger School, and the Bradley Commander's Course. I have just completed the second twelve months as a Bradley Platoon leader and I am currently the Company Executive Officer. The pervading attitude among my immediate superiors is to take care of yourself regardless of what it costs your soldiers, lie, cheat, and back stab your peers if you think it will help. You have to square yourself away or someone else will "look" better to the old man than you. All your efforts are geared toward getting the right buzz words in your narrative and an "X" in the one block of your OER. I cannot condone how quick these men discard the basic principles of civilized living in their struggle for the top. "May the best man win" can never be the basis for mission accomplishment, that is the hard way, the tricky way. Knocking down your competition by other means is a more easy and dependable way. I learned & will always believe that you take care of each other and let the ratings fall as they may, this will only get worse with the impending troop reduction.

0040322 I believe that MOS and performance considerations are going to be slighted when it comes time to see who goes and who stays. The Army needs good, qualified and dedicated soldiers who perform very well in their MOS, not a bunch of (name). The promotion/retention system should reevaluate its stance. Do we want soldiers who are masters of their jobs but don't even come close to maxing the APRT or are a few pounds overweight or do we want the exact opposite, good looking fast running soldiers who can't do or won't do their jobs. In many cases the perception is the performance of the ACTUAL JOB (MOS) a soldier does is not that important.

0040327 Although I have a strong performance record I am considerably older (7 yrs) than my peers. I think this will be a discriminator and will put me in the cross-hairs of any RIF actions. I love what I do, I love the Army and understand that a reduced military is good for the country. Quite frankly though I'm nervous and scared about my own future. I have tremendous confidence in today's Senior Army leadership but our destiny is not in our hands. It is in the hands of Congress and since we are not a political constituency the PEOPLE serving in the Armed Forces are going to get screwed as the nation builds down its Armed Forces. That fact is painfully obvious to anyone who is even modestly informed. We are entering a period when service members will question more and more their commitment to the pillars of military service; duty; honor; country.

0040328 Many of us joined the Army with the understanding that if we well and faithfully served the nation, we could be able to retire after 20 years. The DOPMA ensured that, if fortunate enough to be selected for 04, we VI officers would become Regular Army Officers. It also decreed that if we were between 14 (not 15, as in question #111) and 20 years, we would be selectively continued to make retirement, non-selection to OS notwithstanding. As such, we accepted RA and drove on - however, despite official and personal attempts to get my RA commission posted to my ORB, it is more than a year since I swore my RA oath and I am still being seen and managed as a Reserve Officer. Prior to deploying to the Middle East, after completion of Modern Standard Arabic training at DLI, Presidio of Monterrey, I hand carried my RA oath, taken on 1 May 1989, to CBT Arms Branch the first week of April 1990. This was the third and final attempt to get my RA posted. The folks at branch acknowledged previous receipt of the oath and told me that there was a backlog of RA oaths to be posted. Transactions such as this cause me to question just how deeply concerned the Army's Senior Leadership is about its fighting force. As such, many of my responses to the above questions are colored by a somewhat cynical view of Congressional priorities and a basic mistrust of DOD to take on those shouting for a "peace dividend". I am no longer convinced that DOD is willing to forego its politically potent weapon systems to insure that there are soldiers to use them and leaders to direct their employment. Simply put, I would be surprised if our nation's political "leadership" did not renege on its contract with its service people, considering we have no unified voice nor pension benefits nor do we represent a constituency to be protected by the Imperial Congress.

0040330 This survey was quite difficult to complete due to the fact that with just two years of active service (13 months of that two years on TDY status), I do not feel I have the adequate experience to make important career decisions concerning the Army. I am currently not serving in the branch of my choice and therefore have no educational opportunities in my preferred field. Although the leadership skills that the Army enforces are, in my opinion, transferable to the civilian world, none of the technical knowledge is.

Being able to work in a field where my real aptitude lies will be the major determinant in my decision to make a career in the Army - reductions or no reductions.

0040336 The Army has been very good to me. The reason that I am leaving the service is twofold. First and foremost, the pay differential between the military and civilian sector is getting larger, and I do not see any relief in sight. Secondly, the quality of life in the civilian sector is so much better for a person with my education and abilities.

0040338 Publish a sample officer/NCO track record that would be promoted and assured a career. (20-25 yr).

0040341 A good survey, and a step in the right direction. Unfortunately, many of the questions require a crystal ball to answer honestly. It is my opinion that the primary cause of concern among soldiers in the field is UNCERTAINTY. Firm decisions must be made and a clear path must be charted to allow soldiers to make personal career choices. Most soldiers will accept the decisions even if unfavorable because they will be able to go in one direction or another. We will be unfair to soldiers and their families if we do it any other way. As you can see by the survey I am at a point in my career where future events will have little impact on me and my family. However, I have a strong morale duty to advise and assist members of my unit on career decisions. I cannot do that without knowing the specifics of the planned draw-down. The Army needs to develop the plan and then stay the course to avoid significant impacts on the quality, readiness, and morale of the future force. To date the field has received a chain-teaching presentation to get information to soldiers. While a good start, it deals only in generalities and force reduction options which are dependent upon Congressional action. This is not sufficient for advising INDIVIDUALS on life decisions. We need to continue to take the message to Congress that the force reduction needs to be gradual over a period time and that Congressional action must be taken to support the concept. Only then will we be able to provide proper counsel to the deserving young men and women in uniforms.

0040342 Drastic military personnel cuts, without doubt, would be detrimental to our National security and more importantly to our service members and their families. Regulate the number of personnel entering the Armed Forces (recruiting stations, commissioning sources, etc) and continue to encourage those desiring to separate early to do so. RETIRE EARLY LTC's & Col's after completion of 20 years. A more HUMANE and CIVIL approach must be administered in the military reduction phase. I am US Army to the bone, proud of it, and "I want to be all I can be" Complete my military profession successfully, honorably and with dignity, my fellow soldiers with the same!

0040343 I currently command a 240 soldier missile maintenance company (563rd Ord Co). The majority off my soldiers are concerned about the uncertainty of the Army in Europe. There is no information about this unit's future mission. Several of my soldiers are married to local nationals and wish to stay here; however, they would opt to get out and stay with their spouses because of spouse employment opportunities and benefits. Quality of life is the biggest concern.

0040348 The American people and our government are preparing to dismantle the military. There is no future in it. You may not need a RIF for officers, the majority that I know and talk to our job hunting. The promise of LTC or Col 8 years ago have evaporated through no fault of my own. I have turned down CAS3 in hopes of being passed over and obtaining separation pay.

0040349 Officers involuntarily separated should be directed hires for GS (civilian career) jobs unless a clearly superior candidate is know. 1. Page 4, item 13. The OER process requires change to be more like the NCOER. Bullets are better than long narratives. In addition, a senior rater should be REQUIRED to refer a report with a below center of mass rating even if no "adverse or derogatory" comments are made. Below center of mass ends your career. How much more damaging or derogatory can one get. 2. Page 6, items 28, 29, 30. Traditionally most of our service men and women come from the families of former members. If we "turn-out" large numbers as is likely, who will we get next time we need fighting men and women. Today is the best time to join once the cuts are complete - obligated service/first tour will be over. But, the future will offer moderate growth. It is very likely change (draw-down) we'll be mismanaged AS THE CONGRESS MANDATES UNEXPECTED CHANGES. This means those who are new now will have the best opportunity window in 20 years to progress, get promoted, and have a career. I would like to see my children serve, however, they say they will not if I am involuntarily separated. They also say many of their peers feel the same (as related to their to their own parents). 3. Page 9, item 53 - We will wind up 20-25% smaller based on fiscal reality. 4. page 6, item 54 - I am very unsure of my future. The best officers won't stay. They will jump ship. We will force officers to stay who would otherwise leave and force out those who will definitely stay and once the cuts have been made the ones who are going to leave will. This is what has traditionally happened. If a West Point/ROTC obligated officer wants to resign, let him. He is going to leave anyway. If you release him from the obligation to repay education costs if he serves in the reserves/guard, then the average cost to the government will be $45,000. However, this is a "shadow cost" since it is past budget year money not present or future money. If you don't have to pay severance pay (average $50,000) to another officer, you save more than you spent ($5,000) per releasee. That would sell like hotcakes to both the Army in the field and Congress. 5. page 15, items 88, 91 & 92 - Most people would like to "stay where they are". Your questions should have explored this. If I am stationed in Virginia with children in school, I will want to stay there. Also, respective home states have different appeal as a place to find work. What people will need most is help in finding a "new career" not just a job. Information, the most current available, on what career fields hold the best promise for the future, in what locations, and at what expected income will be critical. 6. page 18, item 111. - I believe anyone with 15 or more years of service should be retained unless they are clearly substandard (QMP for enlisted criteria). An officer who was passed over for one "below center of mass" rating should be retained

with a yearly OER retain/not retain comment requirement. If an officer so retained receives 3 not retain comments - put out automatically. If retain comments are continuous, retain. This saves experience and requires performance. This is our best answer.

0040350 I made 0-5 1 Jan 90, as an ROTC Bn Cdr I feel that my career is over, no one gets promoted from ROTC jobs - this is unfair. Give us a chance to make 0-6.

0040353 I am very fearful we will experience a RIF and the vast majority of the RIF will fall on the soldiers who have completed more than 10 years service. Conversations I have had overheard with Senior Military leadership seems to indicate they are NOT concerned with impacts on the individual, the family etc. They are concerned for themselves and for readiness.

0040361 I appreciate you worrying about the bottom 1/3 of the officers that will be released from active service. We should give them all the help we can in their transition. However, you better start worrying about the top 1/3 or you will lose them also. Problems I feel are 1) CPTS not paid competitively w/peers in civilian life. 2) Many benefits (golf courses, outdoor rec, o'clubs, maint of installations etc) that are given to us because of lower wages, are disappearing. On paper, financially and practically (moving family away from family. No stabilization) it does not make sense for me to stay in the Army I stay in because I like the day to day job & the people. My wife started at IBM 5 months ago. Her benefits are better and she earns the same as I do after I have consistently been tops in my career for 7 YEARS. IBM asked her if I was interested in leaving the service. Job satisfaction keeps me in the Army, but the outlook of constant cutbacks is pushing me to leave the service. I believe I could easily leave the service, get my Masters degree and get a good job where top performance would greatly increase my families std of living.

0040362 #67 other: will I be offered an early out opportunity in FY 91? I am eligible to apply. I do not believe I would receive any information.

0040363 Many questions assumed that I could retire at 20 years. To retire as an LTC, I have to serve beyond 20 years to meet the 3 year in grade requirement. My entire year group is in the same situation. My responses to several questions would have been different if they were worded as "eligible for retirement" and not "beyond 20 years".

0040366 Please excuse this late reply. Just returned from a 40 day field exercise. Although I understand your intent in this survey, I believe the best soldiers #1 reason for reenlisting (or not) seems to be the care, concern and competence of their chain of command and whether their next duty station will be the same, better or worse depending on the situation.

0040368 1. Thank you for opportunity. It is late due to current PCS to Ft. Belvoir, Virginia. I do have some concerns. 2. I find it very upsetting that we are not focusing better on what we NEED in a smaller Army. I would sacrifice non-vital new hardware PRODUCTION (perhaps not R&D), raise recruitment qualification for new enlistees, DO ALL I COULD TO SAVE THE HEART AND SOUL of a professional Army - the experienced and qualified E5-E8's (and have a leaner, tougher, more "Army than career alone" dedicated officer corps). If we consolidate our strength toward a high morale, tight PROFESSIONAL Army (with retention of the backbone elements) then when misfortune strikes and the Army must expand greatly, THE STRUCTURE AND EXPERIENCE IS THERE. This will lead to much smoother and more efficient upscaling. Also, it is the experienced and well trained PROFESSIONAL who can learn to master new high tech equipment. NOT THE REVERSE. HAVING ALL THE LATEST HARDWARE IS USELESS WITHOUT THE PRO'S TO MASTER AND UTILIZE IT. Thus, I suggest continuing R&D but slashing all but the vital new hardware. The money which is saved should be used to train and retain those enlisted mentioned above, to keep as many men in uniform as possible, and finally to concentrate on the professionalism needed to keep an Army in shape during (hopefully) long stretches of peace. 3. The Army also serves a great need by allowing men and women from disadvantaged backgrounds to prove themselves, earn a good life for their families, and see an almost unlimited future for their children - beware disturbing this.

0040371 I have faith in the Army leadership. It is Congress that I do not trust. No matter what information is available at any moment. Congress will do as they please.

0040372 I believe with a reduction in force and hence a reduction in command opportunities, the issue of providing a viable track for technically oriented officers must be addressed. Officers with hard technical skills will not remain in the service if relatively certain promotion opportunities do not exist.

0040374 I have recently spent 2 1/2 years on the Majors promotion list & during that time, I have occupied a Majors slot. I am aware of DOPMA and force requirements for Majors, however, I believe it would be extremely useful as well as building personal esteem to ease the FROCKING regulations. Authorize a promotable officer serving in his next higher grade slot to pin on his next insignia as long as he serves in that slot. It would help a great deal in Combat Arms organizations to accomplish his assigned missions.

0040380 Because of rapidly changing info, no one is really sure where they stand today vs. tomorrow. While we are confident that the Army will come up with a fair process. We are greatly concerned that the politicians will not set consistent manpower and budget caps but continue adding new cutbacks.

0040381 The problem is - officers with good records, but not B2 capable - where do we get cut-off for promotions? How good do you have to be to stay in? Senior rater profiles do not always accurately portray job performance or potential. Most of my peers agree it's "how much the senior rater sees you & knows you" - so its luck in the job you get! Lets start paying attention to the RATERS comments!!

0040382 69. I am an aviator. Flying is my life. I enjoy leading soldiers, but if I am forced to choose between being an aviator or being a leader/manager/administrator, I would choose to pursue a career as an aviator even if it meant leaving the Army. Ideally, I would like to fly/lead to the Detachment Commander level, then become an IP/IFE/MTP and become a Warrant Officer if necessary.

0040387 Interviewing techniques should be considered. Highly concerned about female minorities in aviation.

0040388 I retired from active service as of 1Jun90.

0040389 #90: Interview preparation.

0040390 The answers provided do not cover the full range of answers available on many of the questions : 29,43,44,101-102a&b, Questions were hard to understand what was being asked for :41,43,107.

0040392 Soldiers don't trust the personnel management system. In the next 5 years Congress will mandate that you do what you should have all along, manage and thin out the Forces. For many years I've seen senior officers not worthy of the rank they have held and good officers with principles fall by the wayside. You don't select leaders, you take managers who punch tickets and don't rock the boat. Nice for peacetime, poor for combat. Get rid of your overweight senior officers. Offer cash incentives to junior people to leave early. Let soldiers leave with dignity by choice, not a kick in the pants and regrets. They are future voters!

0040393 1) I am concerned about this concept (problem) of lengthening pin on time AND reduced opportunity for promotion; not only in prior on time to major constantly increasing but the last selection rate (Army wide) was 16% below DOPMA goal. Why then the talk of either or when we are currently experiencing BOTH. 2) Also, I seriously think a 15 yr. retirement plan must be considered. I have pledged loyalty to this institution, I think I deserve the same.

0040394 If the Army truly wants to improve then it should look at stabilizing people in positions for longer periods of time (command and staff) at the sacrifice of fewer opportunities for command. Our current job turnover rate is very detrimental to the quality of our forces.

0040398 My current plan is to graduate from AGOAC w/ follow-on assignment to New Haven, Ct. as the OPS officer at the MEPS. I plan to serve for approx. 1 1/2 yrs. then release from AD and serve in the reserves. My reasons for not planning an Army career are LARGELY personal reasons, but a little bit on my perception of the Army's future.

0040400 I hope that the medical & nursing corps (& support units) will NOT have a proportionate cut, because there units are greatly understaffed for assigned duties.

0040401 I wonder how much we are spending at the research institute? I'm filling this out because I'm an optimist. But I hope you will all EARN your places and do as your instructions seem to promise - get policy in place that is more humane. I suggest a reduction by loosing up the separations for junior enlisted who find they really don't like the Army. How about extending the failure to adapt to 1 year. Many soldiers like basic and AIT but don't adapt to a real unit, by then its too late.

0040403 1. Equal benefits for single soldiers - loose govt housing, BAQ w/o., charge for dependent health care, etc.

0040406 1. The subject of downsizing, RIF, or force reduction is of concern to all soldiers on active duty. General information on the plans for reduction is limited. 2. Current events are being interpreted as reducing the threat from the Soviet Union. I hope that it is true, however, I do not believe it. With my limited information, I can see no significant reduction of combat forces of the Soviet Union. What I do see is a rush to reduce forces by the NATO powers. I believe that NATO as a military power is dying. The economic union of Europe and the unification of Germany indicate that a new power structure will probably replace NATO reducing the influence of the United States of America. Because of the loss of a balance of power. I feel that the US Army should be stronger, but based at in the United States. 3. The political solution to budget deficits has been to curtail military spending. The basic solution has been troop reductions. I wonder how we have been able to maintain our troops in Germany for forty years, when we cannot afford to keep them in the United States. I am mystified that we can afford long term foreign aid programs, but cannot keep a strong military presence. 4. The reduction of military budgets should cause a review of overlapping or parallel systems from different branches of service. An example of this type of review is the Jones commission investigation of the commissary systems. I believe that similar consolidations should be done for medical support, military police, finance, and other administrative functions. 5. When selecting the personnel for elimination from the Army, please consider the amount of work done by the person. Promotion often depends on getting the right boxes filled on a form. Many jobs in the Army require much more than a forty hour week. I comment

on this because I see promotions of people who complete correspondence courses, college work and board certifications but do minimal amounts of actual productive labor. 6. If I were designing the forces, I would require all soldiers to serve in the Infantry for a year, and for them to be Airborne. I would consolidate support functions (personnel, medical, finance, military police, and supply) for all services. I would recognize that the airplane is an essential support system, but the ultimate weapon is the foot soldier. 7. Thank you for allowing me to express my opinions and concerns.

0040411 This entire issue troubles me quite a bit, as I have worked so hard for nearly 15 years - enjoying quite a bit of satisfaction in service to my country. But for the first time in my professional life I am unsure of my security. My concern is magnified by a recent revelation, by a visiting branch assignment officer, that a successful OER appeal in 1984 has adversely affected my competitiveness - as manifested by my non-selection for resident CGSC. This is a sad commentary - our system has, and prospectively, will continue penalizing me for doing the right thing in correcting grievous injustices. In the end that one "discriminator" may profoundly impact my career, and more specifically, my retirement possibilities when the inevitable cuts start.

0040413 Question 90 - contract w/job search firm.

0040414 I believe that the Army leadership will make the right decisions about when and how much troop reduction is necessary. If congress gives them the necessary time to do. If congress mandates then I have little confidence it will be done right. And that means it is questionable as to whether the right people are retained.

0040415 #90 Stress counseling (to cope w/the added stress the family faces).

0040420 1) Question #37 is bulls--t and you folks at ARI should know better - 90% of the Army will rate themselves in the top 10%! "Hallmark syndrome". 2) Too many questions. 3) #75 & 76 are none of your business. 4) Sorry for the delay - I just returned from leave.

0040439 In general, my husband & I have become dissatisfied with the quality of life in the Army. We both agree that the jobs have been challenging and educational but living as we do (extreme hours, separations, stress) would not be beneficial in the long-run.

0040443 #93/94 depends entirely on job market/availability.

0040445 90. Job placement services.

0040447 My being a chaplain 56A greatly influences my feelings about my ability to adjust to whatever changes may come, especially jobs outside the military.

0040454 #69. A great deal of my uncertainty about an Army career (as was my previous intentions when I accepted an RA commission) stems from being married to another Army officer & trying to achieve "quality family life" amidst TDY's, deployments, establishing joint domicile in future assignments & working opposite shifts/hours with each other.

0040455 I have now PCS'd to Fort Leavenworth, KS. I have answered your questions as of my last days as the PCS Cdr.

0040458 I received this survey on 18July,1990 yet it was mailed to me O/A 16June,1990. Apparently this delay in delivery was caused by an inaccurate address you have on file for me. Please correct your records to reflect correct address.

0040461 Apologies for the delay, but you sent this survey to my old unit 2 weeks after my PCS. Forwarding the survey caused significant delays.

0040463 My only issue is that in June89 I graduated from John Marshall Law School with a J.D. magna cum laude, then I pass the Georgia Bar exam in July and was admitted to the BAR. The problem is that because the school I attended was not ABA approved your folks will not include same on my ORB. I think this is wrong given I can practice before any court in Georgia, can apply to take the BAR in any state and can practice before any Federal Court in the nation.

0040466 1) I have just seen the Army QMP one of it's best NCO's. I am appalled at the Army QMP system and board appeal process. It does not listen to the field commanders! Please help!! 2. 5 year stabilization would definitely reduce cost. I see too many soldiers PCSing after 12-18 months on station. 3) Lack of job security is affecting productivity. You don't know from one day to the next.

0040467 Separation pay needs to be increased significantly if soldiers with extended time on active duty (in excess of 10 years) are involuntarily separated. I am particularly sensitive to talk of involuntary separation of Majors who have more than 15 years service. That would cut us off at the knees and send a message to ALL junior officers that a career in the Army is indeed tenuous.

0040470 There is no opportunity to express the basis for my continuing Army career - service to country. This entire questionnaire smacks of careerism and, though it - careerism - is a facts of life, I am still unable to look much beyond what I swore to do in 1971 when considering my own future. I am still able to serve my country well, so I probably will!!

0040474 Ques. 69. I am concerned that promotion boards will not recognize the work I am producing as an Engineer Officer. Ques 90. Learning how to start a business - legal & financial help. Senior officers/DA guidance state that Engineer Officers must have troop time, S3 or XO time, overseas assignments. Also, district, facilities engineering, etc are not good jobs for promotion potential. This worries me. I am a professional engr. in addition, I see a lack of professional (capable) engrs in the Army.

0040475 Issues affecting my and my wife's morale: 1) Annual pay increases below inflation (my wife especially). 2) Lengthened promotion (pin-on) times. 3) Perceived reduction of command and training opportunities (me especially).

0040476 I feel the easiest way to make troop cuts would be to let anyone who wants out the Army get out. This would save money because less people would be getting paid. Also the Army would only have people serving that want to serve.

0040478 The present word smithing of a downsizing or build down is disgusting. It is "double speak". The vast majority of officers/NCO's I have talked with feel betrayed by the senior civilian leadership of our country. To expect selfless service and quality performance of duty while changing the rules to achieve an economic advantage is unconscionable. The people who make the US military good - your subordinates - feel left out in the cold. The quality people are important - not playing accounting games to keep weapon systems.

0040481 Need also civil service info for question 88.

0040492 1) Assignments for Ortho port-residency need to be CONSOLIDATED - every other night call NOT APPROPRIATE when having to deal with trauma. 2) Champus is USELESS - no response to service mbr. or family - act as though its a privilege to et ANY service at all - no two people give same info; solution: give funds back to service member so that ANY private ins. can be purchased.

0040494 With reductions envisioned, promotion & retention criteria will tighten to such an extent that there is no room for mistakes - one bad OER/NCOER will mean non-promotion. Non-crucial discriminators will be used (eg. height/weight, APFT) such that the best overall qualified will not necessarily be retained/promoted. Best qualified may see a future they don't like and get out while the job market is good. Fewer opportunities to command.

0040497 I PCS'd in April 1990 to my present duty station. This questionnaire was mailed to my last duty station.

0040505 I am in the process of PCSing. I received this survey today. Sorry it's late.

0040508 Question 93. I would move to any state where I can secure employment.

0040509 Officers pretty much know what they were getting into when they joined the service. Career opportunity changes have always been expected and accepted. We do not leave the service because of career opportunity, we leave because we want to have job satisfaction.

0040512 I am in the Army because I enjoy what I am doing. I plan to remain on active duty as long as I enjoy the Army and feel I am contributing to the Army's well being. I feel certain I could obtain a civilian job that would be equal or better in pay and benefits, however not as enjoyable. I am concerned that the military leadership will not be able to develop a reduction program that will satisfy Congress, thus allowing Congress the opportunity to dictate how the reduction will be accomplished. I also feel that the military leadership is more concerned with retaining hardware than our most precious resource - personnel. Question 94 was not answered because my family and I will go to wherever I can obtain the best job, not based upon a location.

0040513 Current personnel problems are only part of the current environment. The senior officer corps is full of careerists who use WORDS, not deeds, to do all but what should b important - (ie training for combat). The bureaucratic red tape is so monstrous that millions are spent/wasted on post upgrade or superfluous weapons while real soldiers and their training suffer. Benefits for families - again, words not deeds. My wife couldn't get a doctors appointment if her life depended on it. Careers are the ONLY things that matter the most. The social obligations, the political games, and the worry over careers all take place at the expense of the soldier and his training. The Army that accepted virtually anyone during Vietnam is now paying for that mistake, for those soldiers are now in charge. If Congress and the few officers worth their weight don't wake up, the "hollow Army" will soon be back! DEEDS, not words!!

0040518 I personally feel our military leaders are not looking carefully at what will happen to the soldier and his family when he/she is separated. Think about it, most people making these decisions will not be effected. If they are separate, they'll get a retirement check. The hardest time to serve in the military is now

0040520 The capable combat leader has traits which are inconsistent with today's criteria for high-level positions. As a result, the men who know how to win in battle, with rare exception, just don't get ahead. Instead the second stringers who talk a good game in the shower room and are adroit at fixing the blame on others, succeed. To succeed in today's Army one must be quick on his feet and dazzle all with shifty footwork to be a winner you cannot rock the boat and you must be willing to change your positions to accommodate the views of your "superiors".

0040523 I have recently separated from the military and found civilian employment. I did not leave the military due to possible changes in the Force. I think the military should undergo extensive cuts in light of world events. However, great plans should be given to keep the good officers, NCO's and soldiers. We need a highly trained training force.

0040528 90. There could be databases on jobs who are interested in certain military branches.

0040529 In discussion with my fellow officers, there is a great deal of uncertainty & anxiety surrounding the projected cuts. The Army officer knows that the politicians are only concerned for their overall welfare and selfish career goals, pleasing their constituents, and passing on the defense savings to liberal programs is particularly distasteful to individuals who have dedicated their careers to this nation. A soldier is the most valued commodity during periods of uncertainty and conflict. They're easily expended when it fits into politicians party line. The total Armed Forces need protection from these bureaucrats sure don't seem to have a fraction of prudence in maintaining a strong defense; which has been a key factor in reducing loss of American lives for the past 10 yrs. Reduction under the DOPMA is an insult to the intelligence of officers who would have been more than qualified for promotion over the past 15 years. Furthermore, this will have a negative effect on the overall morale of the office and have a significant impact on the competitive spirit of the officer corps. There is no doubt that I would be a successful in the civilian community, however, there's not a career field that really interests me. As long a I can remember I've always wanted to be the best soldier as I could be. Many soldiers feels as I do, and they feel their career and life as we know it will be taken away.

0040530 With all the information on force reduction it becomes a work detractor not to have clear facts. I have done a study on this for my masters program and the same opinion stays fairly consistent.

0040534 Question #94: I would go where the best job offer or opportunity is.

0040535 I have been scheduled for involuntary separation from the Army. We have 3 months to look for new jobs and start a new life. This is very difficult to do. We need more information and help. This separations create a bad feeling on the other soldiers that wills tay. They are just asking when it will happen to them. It definitely will start a movement of good soldiers out of the service, all because they don't want to wait until the Army cut them from the only thing they know and love to do.

0040538 In questions 19 and 21, I inserted that I have been single tracked and thus those two questions didn't apply.

0040539 I am due to receive a functional area any month now. I want to be a comptroller since I have a business degree. If I don't get FA51 I will consider branch transferring to finance out of the engineer branch. I am waiting to see what happens with my FA.

0040545 All questions pertained to a single military family. Not once did you ask for my specialty code. Some questions cannot be answered correctly because of the joint service obligations. I don't think all answers were given my personal preference because of that.

0040548 West Point graduates must not be given the option to serve in the reserves! This will immediately effect the # of graduates going straight to active duty troops where they are needed most.

0040552 Ques. 27. Does not make allowance for those who have less than a year past active duty service obligation. Ques. 29 & 30. Depends on individual preferences, disposition, interests. Some people are just not suited for military life. Ques 52. Chain of command has not received any info. Info is obtained primarily through news sources annotated in Ques 51. Ques 54b. Rating system is so badly inflated that there's no guarantee that the best will stay.

0040559 Job tool skills: marketing yourself, contract negotiation skills.

0040560 I am extremely concerned about the percentage personnel promoted to Maj & LTC. The plan appears to be pass over anyone with less than a perfect record. This creates the potential of inflating the OER system, because with one less than perfect OER you're out. No one is perfect and more people are average than anyone would ever admit. So the goal becomes don't work hard at your job and learn from it even if you make mistakes. The work ethic is now work for your OER and don't make any mistakes, or you will be passed over.

0040563 #90: Executive placement services.

0040564 With the current doubt in the system, future career paths are difficult decisions - should I continue to pursue troop assignments as "ticket-punches" even though they are getting scarce, or should I resign myself to the worst and try to go for one of "the other assignments". The uncertainty is the real nightmare.

0040565 #69: Not being a USMA graduate. #110: Five year tours may not offer proper professional development for soldiers of all ranks. #111: Majors don't need to "home stead" but must be best qualified as do LTC's and COL's.

0040566 TV new reports, newspaper articles, command channel information seem to provide conflicting information. The size of the reduction seems to vary depending on who is reporting. Situation is demoralizing.

0040575 I received this survey 13 July it seems it may not be timely.

0040577 As an aviator, most of my co-workers want to stay in the aviation business, similar to warrant aviators. What we like to do most is fly. Finding a way to track aviation officers continuously in the aviation field would do much to retain aviators, particulary fixed wing aviators. The Army is a meaningful career, but can't compete with civilian airlines for fixed-wing aviators. We need to come up with a way to retain fixed wing aviators as careerists.

0040579 This questionaire does not take into consideration the soldiers MOS. As a Medical Corp Physician, the questions give an inaccurate projection of my attitude toward the service. I am very pleased with my military career to date, howver, in orde to support my family the financial benefits of a civilian job virtually mandate leaving the service upon completion of my obligation. If the servcie were more competitive with civilian positions, I would seriously consider a career in the military.

0040584 My biggest concern is that some of the better officers and enlist will have to leave the service because certain minorities will be protected from a RIF. We currently have women who are on active duty who can not physically accomplish their job. I am afraid that these women will be allowed to remain on active duty to meet a quota while a male who could be either retrained or rebranched would be eliminated.

0040587 Survey much too long! I retired 1 April 90, many questions not applicable to me, although no block for not applicable.

0040588 It is my impression that the strongest and brightest young officers will be taking advantage of Army separation opportunities. The Army, for these officers is a great place to start. However, most of the youn gofficers that I respect do not wish to remain in this overly bureaucratic institution. The Army is too concerned with promoting "ticket punching" jobs, rather than an attempting officers the chance to pursue jobs that they are not only interested in, but will also benefit the Army's needs as well.

0040589 I feel that a 5 year stabilization would be totally inappropriate as a cost saving measure. Why should the soldiers have to take up the slack, cut the costs elsewhere.

0040596 I have not been satisfied with the information which was available for the early out program. (unsure of name) some of my classmates were able to leae prior to their comittment. I had limited information on this. Several of my classmates who requested to leave early were given an extremely hard time from their chain of command. Why is that if it was an Army program. What opportunities to these soldiers have for time off to find a job. My friends have been purposely been given a hard time getting time off to find a new job.

0040598 My individual circumstance is extremely unusual and my comments/opinions are probably not typical of Captains in my year group (1981). I was selected, and am currently serving an indefinite tour at NASA, as an Astronaut-Mission Specialist. For that reason, numerous questions regarding job opportunities and potential are not of concern to me since I have an assured position at NASA.

0040599 #69: I have been selected for non-retention already. This was primarily due to 2 adverse OER's that I did not know were adverse until my senior raters PCS from Korea. He told me I was center of mass. As a new 2LT, I had no knowledge of how to check this, or how to reut these OER's in Korea. #90: A listing of selected reading materials to show how civilian employers operate. This will come as a big surprise to many soldiers who have never had a job in the civilian world.

0040600 I am a physician and thus my responses may not reflect accurately the opinions of other Captains.

0040601 I believe that most of us career minded soldiers, have set our sights on retirement from the Army with a minimum of twenty years of active service. It is imperative that promotional opportunities reemain constant if we are going to have a chance at realizing our retirement goal. I love being a soldier, and right now I hae no disire to do anything else.

0040605 A large degree of my anxiety and discontent stems from prospective large scale cuts in the Armed force. This affects my personnally as an Armed officer and professionally in that I feel strongly that Armor is still, and will continue to be, a vital part of an effective force structure.

0040607 Survey is much too long!

0040614 Quest 90: Physician journals, physician referral agencies, society memberships, etc. Lack of job satisfaction & desire to ETS at earliest opportunity stems primarily from repetitive separations from spouse (emotional support) and lack of concern for emotioanl/psycological welfare on the part of the military, along with a change in career and personal goals from period of initial obligation.

0040616 The ability for officers to be able to advance in thier education by finishing college classes to botain master degrees and higher education.

0040618 You did not adequately address the problems of officers like myself who are suffering on the promotion boards (1 time nonselect for Major) for things that would hae gotten them selected in previous years. They had a hard time recruiting personnel for YG80, yet now we are supposedly too big of a year group. We worked through the tough times, yet only 58% of my branch was selected for Major.

0040619 I apologize for the delay in responding. My unit misrouted this packet to a retired SFC [redacted] in Fayetteville NC. I received it in the mail yesterday. You need to know that I was passed over for promotion to Major last year after 12 years of sevice, which included command and selection for the funded legal education program. Understandably, my confidence in the personnel management system is not the highest it has ever been. I see a real need to completely revamp the promotion system to make it fair and evenhanded. However, I do not plan to be around to see it happen as I expect to enter the civilian workforce early next year.

0040622 Soldiers need to know where, and type jobs they msut have to remain competative during this troop reduction. Commander and other decision making offical must consider both short/long term effects on the force ie: the HOLLOW ARMY EFFECT! There are a lot of soldier who deserve to be given the chance to complete a 20 year career.

0040625 I wanted to give the Army a chance and then make my career decision, but these first two years have made my choice easy. I have no desire whatsoever to remain in the Army, and am looking forward to hopefully voluntary seperations in 1991. I would be much happier in a civilian job, the salary, promotions, and quality of life is exceptionally better. Most of all I don't want to spend 20 years of my life to become a LTC and make $45,000 a year when I can make that next year at 24 yrs old. Also, to me the job satisfaction in the Army is non-existent for me, maybe its just the division I'm in. I am really disappointed with my first 18 mos in the active Army. I spend most my time with soldiers in financial trouble and spouse trouble. Also, I am just tired of dealing with low quality people. I feel like a babysitter. I really wish it was better, because I was looking forward to serving my time in the Army, but now I can't wait to get out. If you have and questions or want some more information five me a call I'd be glad to help. Also, this is an excellent survey. It is one of the first that cuts through the buss and gets right to the issues at hand.

0040627 Question 90: Coordinate job fairs (similar to head hunter) for prospective canidates, centrally located.

0040629 #69: Pay cannot equal what I can earn in corporate sales. Therefore, I can't comfortabley have 4 to 6 kids.

0040635 I am on PCS leave so I apologize for the delay in returnign the survey as it got caught between my old residence and my parents residence. I believe there are a fair number of officers, primarily CPTs and LTs who are awaiting a separation pay decision before they make their decision. Additionally there are a portion of officers who probably should get out but will not make any decision until they are forced out. They will just continue to float alon gbecause it is easier to stay in and do an average or below average job than go out into the civilian world.

0040637 If this survey arrives late it's because it caught up with me during a PCS move. It concerns me that you would simgle out special forces and West Points in parts of the survey-especially since they consititue such a small percentage of our Army.

0040644 Recently (last Lt CVI board) out BATTALION losat (were not retained) six out of twelve considered. This is WRONG and gives EVERYBODY a bad (and hopefully untrue) picture of reductions. Cuts shoudl/must come across ALL branches. All Battialions/departments/directirates. Give credit/leeway for those officers seeking the harder job and thus getting the tougher rating.

0040646 I have already been involuntarily selected to terminate my active duty on 15 Sept 90.

0040649 Benefits for young soldiers & their families are absolutely abyamal. We may be keeping the wrong folks if we keep those who feel these benefits are good. A smaller Army isn't the worst thing to happen (except its impact on civilian economy isn't fully understood yet) but keeping those who are less motivated, unmotavited. Educ coudl be bad given the hi tech environment and rapid fire changes in science and business. It's time to relook enlisted cadre.

0040652 The whole notion of our uncertain future certainly has put stress in my life, job and family. I would hope at the very least that the policy of selecting an eighteen month window for retiremeent when in the zone of a selective early release continue.

0040653 I am currently at Syracuse Univesity as a MBA graduate student under the Army Comptrollership program. This program is giving me the skills for civilian employement, if I should get RIF'd. Before entering this program I had very few skills that would be attratice tot eh private sector (I am an infantry officer). Please bear that in mind, while examining this survey.

0040665 I received this questionnaire late because of my PCS to El Salvador. I don't know if it is too late to submit my answers but I am very concerned about the future of our Army and hope my responses can still be considered.

0040666 This survey response was completed 22 Jul 90, having been received on 21 Jul 90. The delay was due to the incredibly poor service provided by the postal system in Panama. However, it is fortunate that this document was forwarded at all-nothing except official mail has been forwarded since I departed on 16 Apr 90.

0040669 This questionaire is not as applicable to armed officers who are already trained for civilian professions, professional nurses can make much more money in the cvililian world, although benefits are less. There is to much (profanity) on the APFT for OER & promotion purposes. I am forced to work 48 hours a week plus additional duties. I like to do something besides running to be qualified for promotion. Nurses cannot run during their duty time like MS branch etc.

0040671 Question 54A: Staying in the Army & getting promoted on time may be mutually exclusive. Ques 94: I would move to wherever there was a job available. Questions98: Aviation branch (15) cannot branch/transfe rto special forces (18). Comments: If we are going to reduce the force - do it in one swoop so soldiers and ex-soldiers can get on with their lives. Getting rid of the deadwood is a good thing. Emphasis should be on quality not quantity. Professional enlisted soldiers definitely need severence pay (ie: E5 and abvove on 2nd or greater enlistment).

0040673 As a military surgeon I have not been impressed with military care. I am surprised that the Army doesn't even attempt to improve our working environment with simple supports such as secretaries, considering they cannot match financial benefits on the outside. The concept of time in servece as a method of determining chain of command rather than demonstrated proficiency is sad to say the least.

0040674 Job search for overseas personnel is extremely difficult. Special assisstance must be provided ie: permissive TDY to states for job search, list of employers interested in veterans, job market information. Job market info in Army libraries overseas is hopelessly outdated. I feel I must find a job, but I am blind to opportunities in the states.

0040675 I was non select for promotion and involuntarily seperated on 1 Jul 90.

0040676 Much of the worry which exists among junior officers is the tie in of assignment selection and OER "gimmicks" used by some senior leaders (ie: first rating low center mass second rating higher) to promotion boards and retention boards.

0040681 Job fairs with US corporations for executive head hunters.

0040682 Job security once selected for MAJ is essential. To throw someone with 15-16 years out would be a crime. Cutting TIG requirements form 3-2 years would allow LT COLS to retire at 20 years, enhances promotion potential for Majors. A severe selection from CPT to MAJ is the best solution. It is much fairer to separate an officer at 10 years with severance pay than to promote to MAJ, string alon gfor another five y ears and then separate at 16 + years TIS. Another good, money savign idea would be to offer severance pay for one time pass overs to MAJ, rather than forcing a CPT to hang around for another year or so to collect severance pay. I am confident I will be selected for Major when my board meets in two years, but if not would rather be axed now than later.

0040684 Probably the most desturbing facotr today is the seeming lack of guidance & direction available from branch & DA. I am definitly interested in staying in the Army and staying "with troops" but probably the major factor which will pursuade me to leave the profession is if you make this increasingly impossible through capucious and half thought personnel policies who reward only below the zone promotes individuals who are being "mentored" (ie: sponsored by thier old bosses) etc. Please just give me the chance to serve in BN's, BDE's, and divisions and I'll stay in the service until you ask me to leave; stick me behind a desk somewhere where I'm given only trivial tasks & responsibilities or penalize me for not making a below the zone promotion list or service schools list (which are done by those who spend only minutes with our files) and I guess it would be better if I left.

0040697 After being enlisted for almost 10 yrs & being promoted way ahead of my enlsited peers, I got a commission via OCS. Now, despite excellent OERs, I'm worried about being involuntarily separated because I need to do degree completion. If I'm judged solely on my performance as an officer, I know I'll be kept on active duty & hopefully will be given a regular Army commission. I'm worried that the Army will overlook my qualifications & performance becausei lack a 4 yr degree by 13 courses.

0040701 I just left the Army 6/30/90. The reason I left was I am a Urologist SUPPOSEDLY in hcarge of my clinic. I was not able to rate either my Urology technician (who was excellent) or my receptionist (the first one was terrible, ithe second one was good) If I could have CONTROLLED my clinic, I would have considered staying.

0040703 With the time between selectiona dn pin-on moriasing, I recommend that the time in grade requirement begin at selection time. This action may cause some Lieutenant Colonels and Colonels to retire.

0040704 I apologize for the lateness of the survey. I had PCSed from GErmany prior to the surveys arrival. I answered the questions based on my position at my old unit as I am too new at my positon now to give honest answers.

0040709 Q95: I would hope to have a job before leaving active duty and would locate where that company wanted me. Assuming a 9to 12 mo notice from a RIF. Q101: Guard isn't the Reserve if I can't get a good slot! Q104: What is $ amt to buy me out? Maybe with enough $. Q106: Do it once! If I stay ok, if out ok, but donht keep whole Army under stress of uncertain job for the next 5 years! Q107, 108, 109: Do it one way or the other but a ying group should not face multiple boards & cuts. That would destroy whats left of morale & tacit in the Army. Q110: Experience a multiple assigments at different locations develop a well rounded prospective of the Army. Experience at a small number of locations would distort the judgement of future mid & senior officers. Q82: Make seperation pay mandaable and base n pay and ALLOWANCES. The pay enough people will get out.

0040713 #69: (name) has a nice graph chart that shows a smooth glide path for reductions thru 1995/96. I don't believe Congress will let troop reductions be smooth & gradual. This is an election year, Congress wants more reductions & faster.

0040717 Sorry this was late. I have been at CAS3 over the last two months.

0040726 The most important assistance that could be provided for the build down of the Army to our sodliers is education. College or vocational, especially for combat arms soldiers, since few infrantrymen are needed in the civilian markets.

0040730 #104: It woudl depend on the amount of seperation pay. #62: I am not sure anymore, I would like to hve 20 years. I am concerned about a recent suggestion by memebers of Congress to use a part of the "peace dividend" and use it to provide severence pay and benefits for displace ddefense industry civilians. I am not saying it is wrong, it just seems that Congress is more concerned abouth the civilion workforce and not the military people they are forcing to become civilians.

0040737 Although I realize that surveys have to be somewhat generalized, many of the questions were not specific enough to my career field to hold much relevance. I am a veterinary corps officer, in a "non-field" type unit. The issues of the Army are certainly issues to those of use in medical fields, however, a survey inlighted moee specifically to career issues within medical fields might have been somewhat more helpful in your decision process. (Concerning career/non-career medical assts).

0040739 There are many options on downsizing the Army being publicized. Frankly, I don't know fact from rumor or policy from concept.

0040741 I have sepnt about 10 years in line divisions and my opportunity for advance schooling at the masters level has been severly limited. As an instructor at the AGS this condidtion has continued. Will the opportunity for soldies to participate in the degree completion program be limited because of their inability to attend classes or lack of worthwhile master programs or couses of study. The criteria as stated now presents that image.

0040746 I am personally concerned that I may never get back to a troop assignment. Selected for advanced schooling in "space systems operations" TAPC personnel have told me that I may never get a chance to command at the battalion level. This distresses me, as I would like to serve a functional area utilization tour and then get back to troops.

0040747 #90: How to be a civilian (ie: talk, dress, actions) to make a good impression. Impact of taking a GS or DOD contractor job. #51: Regarding CFE impacts. I believe the chain of command tells us what they can, when they can. However, they are competing with two poor newspapers (Army Times, Stars & Stripes) that make their money by turning every rumor and potential course of action into a sensational headline. This printed mis information creates unit turmoil. The GPS & SGMs need to take the offensive over the papers in the education & information process.

0040749 My current job dissatisfaction - & what will probably cause me to leave the Army efore involuntary seperation has to do with the Army lack of utilization of my skills (for which the Army sent me & graduate school) & the lack of committment of my supervisors to help (support) me develope a role in my field. It's very possible & beneficial to do so. My superiors are being short sighted.

0040751 I apologize for the delay. This survey caught me in between a PCS move.

0040754 Most soldiers I have talked to worry most about job security. I have woked in an infantry battalion the last 3 years and the soldiers with goals and higher intellect are taking the early release programs, leaving a lower intellect in the Army. This is also due to lower pay for EMS than in civilian jobs.

0040756 I have confidence that senior Army leaders are aware of problems from rapid down-sizing of forces; however, I am not confident Congress share these views. There will be fewer opportunities to do the tough, required jobs, especially in CS/CSS branches (53, XO, command) which affects my decision to stay. There should be more LTC/CA retirement boards.

0040757 As a 1LT with a family, the future in the Army looks dim. Some issues discussed, I am not familiar with. I am not sure whether I have researched enough or whether young officers are not being educated on options, benefits, and agencies that can assist. Right now, word of mouth does not give one enough time to react. I have accepted CVI status because I need more time to research civilian employers, job hunt, and save money to support my family. I have a year old child. I am looking at 2 options, get out or stay in, and both ways I am spinning wheels looking for a lead to make a stable decision. I can take a risk either way, but I have a family to look out for. I am also trying to avoid having to depend on family until I can get settled if I were to get out. Obviously money is a big concern. I feel the Army during cutbacks should afford soldiers like myself the opportunity to research and interview for jobs to aid in the transition.

0040759 Some soldiers assigned to Cadet Command (in states where there is no active military installations) are not getting much feedback on the issues at hand, i.e., personnel cuts, RIFs, etc. This is not a slam against Cadet Command, we in Iowa are not afforded with a lot of the information available if we were assigned to a post.

0040760 As the Army begins to decrease in size, soldiers assigned to disignated troop strength areas (Ft. Hood-2AD) substantially lose equity in houses they own. "Homeowners Assistance Program" HAP is too slow to get started. I can't sell my house as I PCS–I have rented and am losing $550 per mo–how will I be compensated? $6,600 per year I am losing because of downsizing...3.5% raise in '91–big deal. We are losing the battle.

0040771 A RIF or selection for promotion/command/school should be based on quality of the soldier WITHOUT regard to race or sex. It is time to end "Affirmative Action". A smaller, more quality Army may mean that we can no longer afford selecting less than the best based on race and sex requirements.

0040778 Sir, Thank you very much for the opportunity to provide this type of feedback. It is refreshing that our Army is taking an internal look at leader issues/concerns. Areas most of my peers and I are extremely dissatisfied with 1) The 'Total Army' fallacy. 2) Pay and benefits commensurate with work hours. 3) Family medical & dental plan. 4) Champus. 5) Opus.

0040780 One major concern I, and others who work with me have, is if/when we reduce lets keep what we have as close to 100% strength as possible. It does no one any good to have a thousand units at 75% strength when we could have 750 at full strength. Lets do it and get on with the mission!

0040783 We are in trouble. I am seeing top notch officers getting passed over. Personnel officers have no idea how to be successful and promotable in this climate. The officer that doesn't protect his civilian marketability, even at the expense of his military career, is a fool.

0040785 This survey is late due to the fact that I was PCSing and it took the mail a few weeks to catch up to my new address.

0040789 Presently on leave-will arrive at new residence on or about 13 Aug.

0040791 Information on overseas employment both commercial and government agencies. Include financial and legal implications one may incur as a result of overseas employment.

0040794 I would like to see the information obtained from the survey. The issues addressed in this survey are a major concern of captains in the 7, 8, and 9 year mark. The decisions made by the Army and Congress over the next few months will have major impact on morale. I was at CAS3 when the cutbacks were announced. I think it is safe to say that all were and are worried about the job security. We are the target.

0040796 Ref. Ques. #13,14: I've seen copies of the instructions to board members. Although I strongly agree with "equal opportunity", the "affirmative action" directives may work agains retaining the "best officers". Ques. #68: My answers would be, "These issues have influenced the way I feel, but I still want the Army career". Ques. #110: This is a good cost saving measure, but I am concerned about the effect on soldiers morale, opportunities, etc...There is a perception that the Army isn't taking as good of care of it's soldiers, when compared to the past. For years we've been getting small pay raises, and the date for these raises has been pushed back from 1 Oct to 1 Jan. Our benefits also seem to be steadily shrinking. I am committed to the Army, and hope to stay till retirement. I accept the fact that a force reduction is necessary. I know that you will try to avoid a RIF, but if this is necessary I would prefer that this is done quickly.

0040798 I PCS'd from Ft. McClellan on 8 June 90 & didn't arrive to Korea until 6 Jul 90, that's the reason for the delay in response. Sorry!

0040805 This is B.S. Congress will do what they want and ten million will not be able to say a word.

0040806 I feel that a great portion of the reductions in the military force should focus on the enlistment/reenlistment area for NCO's and enlisted soldiers, raising the level of quality points along with the GT score levels. Early release should immediately be made an option for all ranks regardless of military commitments.

0040807 Note: This survey was received while I was on leave and TDY, therefore I was late in returning it. Please accept my apology.

0040810 Received on 16 July; delayed due to PCS. Biggest problem is the uncertainty of Congress and Pork Barrel politics. Why keep weapons the Army has stated it does not need, and release people the Army has stated it needs?

0040820 Job fairs geared to various grades/educational/age/experience of soldiers.

0040821 To be as honest as I can about the issue which I feel to be of paramount importance, I must say that (regarding ques. #111) to involuntarily separate majors with over 15 years faithful service is an issue which should receive a lot of careful attention before it is ever implemented.

0040825 I was enlisted during the post Vietnam RIF's. I think cuts will be forced by Congress in proportion to how they perceive the Savings and Loan crisis and the chances of recession. I don't believe OPMS will be adequate in identifying people for separation. In a RIF one bad OER is fatal, but what protects the officer from a poor rater? I also think the best will be the ones most likely to leave voluntarily. Whatever happens lets get it over quick and get on with business.

0040826 A lot of my career decisions depend a great deal on my husbands career situation. Maybe questions to identify dual military would be helpful to your research.

0040830 As a leader in a front line unit in Korea, I see budget/force reductions affecting prepardness almost daily. Also, reductions in enlisted troops are stretching job demands on officers too far. We can't realistically expect to maintain the same paperwork/admin. demands from the units if the force is reduced. Finally, it's hard as (profanity) to be a leader with so few people to lead in the "reduced Army". Job satisfaction for Army leaders at the unit level is bound to suffer with a reduced force.

0040832 I continue to strongly believe that Congress will abuse the Army personnel with over-reductions and cuts in benefits. I do not thrust them. Though I do not fear a RIF personally, it bothers me to see fellow soldiers and officers get kicked out. QMP and promotion boards are getting brutal. I still disagree with the 'up or out' philosophy. Sergeant should get to stay until 20 as a squad leader (same with a captain).

0040834 I am an Army Nurse Corps officer, recently completed my Ph.D. thru the Army's long term civilian training program, I have incurred a new 4 yr. obligation-but otherwise am retirement eligible. I encourage the Army to carefully select Ph.D. student in light of career uncertainties.

0040837 #90 Possibly a program to offer civilian GS type work directly related to military job skills-possible job placement/transfer.

0040838 I believe the Army will fight to look out for the interest of their own, however, Congress has control and I'm not as confident our interest carry as much weight in the circles.

0040840 "90" computer skills.

0040842 Question 68 is poorly designed, I.E.-The statements are COMPOUND statements and cloud the true/false nature of the questions. a) says, "These issues have NOT influenced the way I feel, "and" I still intend to make the Army a career". If the first part, the second part, or BOTH parts are false, the whole statement is false. Therefore, the answers will be ambiguous.

0040846 Change the Civilian Personnel Office/GS hiring and retainment procedures. The current veterans preference program which allows rejects from Active Duty to become "managers" is a crock. This has caused my wife, who in my opinion is much more competant than her boss, much frustration and stress. She has in turn, either directly or indirectly, passed this stress on to me. There are very few attractive work opportunities for well-educated career-oreinted spouses overseas today. If I do decide to voluntarily leave the Army, this lack of opportunity for my wife will be the deciding issue.

0040847 Instead of quizzing us every year, why don't you release the results of these surveys? Let's cut the FAT of Army staff. Stop the bureaucratic paperwork requirements. Let us train for war, help our soldiers instead of reacting to every DA piece of paper that somebody THINKS is important. TRAIN TO WIN!!

0040855 Sorry I'm late. I have PCS'ed & just received this today, 9 Jul 90.

0040856 My husband is a Disabled Vietnam Veteran, yet has had a great deal of difficulty getting a civil service position. Each time we move & his job opportunities change-we experience great economic difficulty. They say that active duty spouses have priority for civil service positions but you must hold a position for 3 yrs. before this is true & if you can't get a position in the 1st place it doesn't matter. Assisting my husband in finding more job security would affect my decisions.

0040859 Question 69-Primary concern. Congresional action which will save unneeded weapons systems to pacify local constituants while eliminating the people to operate the systems. Second concern, I am in a low density but highly critical functional area 18/48E, Soviet FAO. Having left the "mainstream", will the Army retain its future battalion CDRSj to command BNS which will not exist, or will it conduct a balanced draw down?

0040865 If involuntarily separated I would consider 90 days an inadequate period to transition to civilian life. 120 dys.-150 dys. would be more adequate. Paid time to manage relocation is essential. The option of putting household goods into government storage for up to 6 mos. with a deferred delivery date after separation would help in relocating to new permanent housing. Assistance in locating and applying for relevant government jobs would also be helpful.

0040869 I'm just in the process of moving so I don't have any phone #'s. Also, my response is late because I just returned from CAS3, and this packet was not forwarded to me.

0040870 I have decided to leave the service. I hve just begun working on civilian employment. I have a 3 year commitment plus 7 months of involuntary extension. I hope to serve for the 3 years only.

0040873 Involuntarily separated individuals should be given immediate priority for civil service positons elsewhere in the government. DA/Congress/DOD MUST act rapidly. The continuing uncertainty and confusion in the ranks will be deadly to morale/readiness. Perception is that soldiers will be the bill payers for budget cuts to appease the Congress. Our Army is not tanks, and guns, and computers, its people desiring to serve.

0040876 What are the reduction percentages to be by branch?

0040884 I am glad someone is showing concern with the uncertainity soldiers are feeling about their careers. I hope this may allow Congress to better understand us as humans–not dollars. Thank you!

0040890 I am currently a captain promotable to major from year group 80. With the slower promotions (pin on time), it may be 14 years based on per month pin or to major before I would pin on, my next rank. This concerns my career objectives, if during this period RIF's are executed. Based on my age; the questions would be whether the civilian market would hire at the age I would be.

0040897 As our Army "Builds Down", I feel that systems should be emplaced to keep the officers and soldiers of known quality. Present systems foster a "mad dash" for all interested in exiting the service, a lot of which are top notch people. I strongly feel that by decreasing length of service requirements for selection to major, LTC, and COL will reduce spending while increasing quality. Additionally, I feel the SSG should be handled similarly to CPT's in the zone for maj, (3 looks) and then winvoluntary separation.

0040900 Ref. questions 71-74. My wife is a degreed (masters) professional who had to give up all opportunity for a professional career to stay with me. She also had to forfeit accrued retirement benefits and now works part time at a small fraction of potential. We have sacrificed a full income for me to pursue a career that now looks more and more tenuous. She is also 10 years older than I am and hiring prospects decrease rapidly with age (inspite of the law) PLS note that dual income families are the rule now, with inflation, and for the military, ERODED BENEFITS. Also please note that dental and supplemental medical insurance opportunities are non existant. My wife has periodontal problems and the military offers no care for dependent perio problems, nor insurance that will cover it, like many companies do-that comes out of our pocket. Moving expenses is another area sadly deficient in the Army. Executives in most companies get better moving consideration than we do. Minor example when we came in from Germany, we had to rent a car til ours arrived-we had to pay for. Bottom line-we have made sacrificies for a career and an ideal of serving my country. At least allow me the dignity of completing it with an honorable retirement.

0040905 #69. I am recently married. My family goals may conflict w/my career goals.

0040909 I have great faith in Senior Army Leaders: they will devise good plans for the future. I do not trust the Congress to listen. Military leaders I think are powerless do protect pay & benefits. Champus without supplemental insurance is insufficient plus top quality doctors do not accept it.

0040911 My wife and I are both active duty, Dental Corps officers. I have enjoyed the financial security of check-a-month but with our joint, combined incomes we still don't earn what 1 average dentist takes home in private practice. We are seriously thinking of private practice upon return to CONUS.

0040913 While we have good intentions the realist recognizes that Congress & the budget will drive the shape of the Army. One only has to read the paper to begin to understand the turmoil that the next five years will cause. Soldiers who are asked to leave will in all likely-hood tell their sons & daughters that the Army & the government cannot be trusted. This process if not controlled can damage the Army for the next 20 years.

0040917 Question 29-speak with a recruiter; if I thought that person was what the Army was looking for in recruits. Question 30-that is entirely up to them and the national situation. Question 31-I was drafted into the Army. Question 53-this is a question for Congress, the DOD, and the CSA; not me. I'm and 18/48C officer who views my occupational specialties as being an expanding career field.

0040919 #90 Prayer! Networking.

0040921 Don't research from high up in the Pentagon. Go to the units and get the straight poop!!!

0040922 I have enjoyed my years of service and would recommend it strongly. However, I would no longer recommend it as a career. I believe Army leadership is trying 'their' best. Unfortunately, the "whims" of Congress will probably prevail. I must admit that our promotion system and the policies effecting it have been my greatest disappointment. Althought I have always been selected for promotion, a lot of extremely talented soldiers have not. The "up-or-out" attitude must be changed. We have personnel that function extremely well at specific levels, but would not function as well in higher positions. When we do not select them for promotion they are asked to leave the service. At that point, we have discarded that person's talents, productivity and years of expertise. If a persons performance is above average and they are satisfied being a career private or captain, then why is the Army not content with possessing the best person for that position? On behalf of the thousands of soldiers "sitting" on promotion lists for 2 or more years-PLEASE correct the injustice felt by these motivated and dedicated people.

0040924 I understand that, in the event of a RIF and under current policies, officers without prior service can't join the NCO corp. For officers will be good if the policy change to allow them to voluntarily join the NCO corp if they elect to do so. Morale and promotions for NCOs will be low. On the other hand professionalism and quality in the corp will increase.

0040925 The single strongest factor in my retention has been job satisfaction-primarily influenced by the caliber of leader I've worked for. Sr. leaders (MG-LTG) at my last duty station were superb. 90. Time to network, as this is source of majority of jobs.

0040936 FTA.

0040944 In response to question 111(a) why not offer majors the option of forced out either with separation pay or early (15 yr.) retirement program?

0040945 I have already voluntarily separated from active duty. In addition, I have already found a good job with a large corporation. I am currently seeking a commission in the reserve and continue my military service part time (voluntarily). My separation from the service was 30 May 90. I enjoyed my experiences on active duty and those experiences have helped me to find a good civilian job. My wife continues to serve on active duty at Ft. Hood.

0040946 The current system of performance evaluation has led to retention & promotion of "yes" men & women. These soldiers of ill randks have been promoted into leadership positions where they are indecisive or suffer from extreme tunnel vision and all not flexible. These superiors which talk from both sides of their mouths, say ont thing/do another, and basicly cannot stand up to the truth when it faces them, are the primary reasons I am dissatisfied with the Army and will leave the service when reductions begin.

0040952 My main concern is for realistic, meaningful and exciting training. The type of warrior the Army wants and needs will be most attracted and retained by the opportunity for realistic training.

0040955 There is no feed back on what the Army plans for force reduction. Serveice for the single soldier and families have greatly been reduced in the last five years. The quality of life especially in Europe is at very low levels.

0040957 I want to make only one point! I really love serving the US Army and hope to continue to do so, however, I know that the major changes that are going to occur will have a great influence on my future, and I probably have little control over most of these changes.

0040958 Reference whether the best will stay in (Questions 13-14 & 54): The Army will for the most part, be able to determine who of the NCOs to best select for retention. The current NCOER is fair, just and to the point. Inflation is quickly recognized. First termers may well be at the mercy of congressional whims. There is much uncertainty among these soldiers. Will junior Army leadership be provided guidelines on how to distinguish to the "powers that be" who to BEST retain? We need it. As regards officers, hard to tell. The officer corps is generally too OER-oriented. Not all, but many officers work towards attaining good OER support form bullets rather concentrating on military preparedness. High visibility projects and politicing seem to take precedence at all levels of the chain of command. With the upcoming cuts, leaders are going to be seriously challenged to prepare their soldiers and equipment for war.

I don't have the confidence that I'd like to have that preparedness is actually going to remain at the forefront. Many of my peers are planning to leafve at the end of their obligation NOT because of changing world events, but general dissatisfaction and, to some degree, dissillusionment with the officer corps. The impact of the impending cuts has been an increase of cut-throat competition among those prone to the OER. All of us know this is occurring, but there is a marked lack of self-critique or evaluation among the corps as a whole. We tend to protect ourselves rather than question our actions and motivations. Enough said.

0040966 I believe that the Army leadership is very concerned about the morale and welfare of soldiers. Unfortunately Congress controls what happens to us. I have no faith in their concern for anyone but themselves.

0040970 I want to make the Army my life. My goal is to make LTC with BN CMD.

0040971 #69. Service to the nation is the essence of being in the Army. I am concerned that as the international environment chagnes, the Army will not successfully adapt, and it will become irrelevant to the needs of our society. Under those circumstances, job satisfaction would be nil. #90 Network of contacts I have developed.

0040973 There are three areas as an Orthopaedic Surgeon that greatly concern me: equipment, support personnel, promotions. I know I will never be paid the same as my civilian counterparts, that is just a fact of life. I can tolerate the lower pay if my work conditions are good. "Good" means quality equipment (not necessarily a "Lamborgini" but definitely not a VW Beetle) that can be repaired/replaced quickly and does not take a year to procur. Many of my collegees state the pay IS an issue but, the DECIDING factory to separate from the medical corp is the difficulty with office and operating room equipment and support personnel. This brings up the second part of support personnel. My friends in orivate practice have several (2-5) persons working for them in their office. We (in the Army) are lucky to have that to share for a whole department! Medical operations have a different tooth (MD) to task (suppor personnel) ratio than the "line officers" would like to see. A lost issue is MC promotions/career advancement. In spite of good intensions and COL/LTC Armor/Inf./FA, etc. does not hve a good idea of what a doctor does or is required of the doctor. (I spent 5 yrs. as an Armor officer) yet it appears our last LTC board was predominately line officers. It appears that secondary zone selections go to those with field experience. This preclude many of the critical surgical specialties because of the 5-6 years/training necessary to develop the surgical skills. This alienates some of the surgical people we are desparately trying to retain.

0040979 Sorry for the delay, I PCSed from Korea just before this was sent to me. I just received it. Hope the data is still helpful.

0040989 the force is wondering what is going to happen to the Army and other services in terms of year-end strength and the size of the force in Europe. The longer it takes to resolve these issues, the more it hurts morale. The U.S. has traditionally had difficulty mobilizing; it may be a mistake to reduce the force so quickly. I've always been under the impression that RA majors will be allowed to reach retirement eligibility.

0040991 Question 90. The type of majors offered at different schools. Generally speaking the Army lacks leadership. I have met one colonel in the whole Army who hold troops concerns over his own personal gain. Careerism and psygofancy ensure the best and worst soldiers get out and the Army promotes mediocracy.

0041001 I believe that education and severance pay are the primary concerns of most service members. Health care and relocation seem to be the next concerns. I believe the services are off base with regard to overseas assignments. It seems that the majority of soldiers prefer CONUS assignments, especially married personnel I think most families do not like PCS moves and favor longer term assignments.

0041003 1. A MAJOR concern for those that stay in is the loss of training funds and unit strength which we will see, ie..."Hollow Army theory".

0041005 The average soldier in my unit would prefer to see weapons procurement cut or reduced to provide more funds for training. A prime example is the B-2 Bomber. We have little or no use for such a costly weapon system. Give us the money and remove all training restrictions. There is no substitute for a well trained infantryman.

0041008 I am presently a company commander. So far, so good, but I know if anything less than an "above center of mass rating" is rendered, my chances of competing are lessened greatly. I certainly hope for a long outstanding career but in todays Army, a junior officer or company grade officer walks a tight rope called "command".

0041009 #110-5 year stabilization for CONUS.

0041010 90-"Dress for Succes" training; how to be interviewed for a job.

0041012 I am already qualified and serving in special forces assignment. My concern is that an influx of company grade officers with previous company command opportunities will adversely affect those of us who have spent their entire commissioned careers in special forces.

0041016 These days, if you are in the '87 year group, it's hard to know exactly what your future in the military will be like. We just went through a retention board, our CPT's board has been postponed until September, so many of our peers are rushing out of the Army, etc. Answering some of these questions was difficult because my husband & I are keeping our options open. Ref Question #90: Interview techniques. 2 very significant things just happened that are making me lean towards getting out at the end of my 5 years: 1) My friend, also a female MI 1LT from my BN, just got out and landed a job through MRI that pays 34k, includes a company car & gas card, full health/dental coverage, etc. She has no specific qualifications for this job except that she's a female successful MI officer. She said the hardest thing was trying to decide which offer to accept. 2) I just received a two-block on my OER. A two-block can't hurt me, but it angers me because I I deserve a one-block. I'm a primary staff officer (BMO) and hve relly turned around maintenance ops since taking over 6 months ago. No other LT works as many hours or interfaces with the Bn Ldr as much except for S1. I'm the first LT to have the job & was chosen because, according to the Bn Ldr, I was his strongest platoon leader/XO. My last OER, he also gave me a two-block because he said he was re-doing his profile-after I walked out of his office, he gave the next male LT a one-block. When I questioned him over this OER's two-block, he said I haven't had the job long enough, but next OER he was sure I'd earn a one-block (he had said he was sure I'd earn one on this one 6 months ago). Afterwards, a company level male LT walked in and got a one-block. The only female I've seen receive a one-block is the daughter of a two-star general who takes a very active interest in his daughter's career. I'm not being petty, I just ask myself, "Why bother"? All but one female LT I've known in the Bn has gotten out or is getting out (most of the male LTs also, so I guess even the guys can't be encouraged to stay in). I'm not down on the Army-I am very glad I joined the Army, and will always stay active in the reserves or guard. If I get out, my husband (an Armor 1LT) will probably do the same.

0041017 It seems that over the past 13 years the "rules" for making it in the Army keep changing. My year group, 77, has received the brunt of this. I did everything right, but the rules changed. Peace is causing the last one but somehow-those of us that hve given the "get ahead years" should be guaranteed the opportunity to at least make twenty years. I have dedicated 20 years in hours already to help build and maintain the worlds greatest Army. Now, 1 out of 3 are facing having to leave it.

0041018 One of the major reasons for answering some of the questions in the manner I have, is I am an OCS, (prior service) graduate and have not completed an undergraduate degree. My main reason for wanting to stay in the Army is at age 35 with no degree I feel I could not find a job of equal pay and benefits. The degree compeltion program is of the utmost importance to me. I would gladly serve until 20 years if given the opportunity to attend college.

0041020 I believe the current greatest source of career discontent is due to lengthy periods of "promotable" status and perception of inconsistencies and inequities associated with board results.

0041023 Bottom line: Current concerns are not family oriented, but assignment related. My feelings on RIF and officer elimination: I am not convinced the OER system eliminates the poor officers and retains the competent. There is too much favoritism.

0041026 Pay scales for our SSG's, SFC's, MSG's and SGM's are incredibly poor. With a reducing Army we must raise their pay!

0041028 #69 I am a rebranched office from in to SC. I am currently attending the SOAC course.

0041034 After giving 15 yrs. of dedicated services., anything less than retention until retirement at 50% basic pay without reducing other benefits. payable on termination of active duty. Q. #39 OER completed in May 90, completed copy has not been prduced so this question can not be answered. Q. #75. Any decision concerning separation/severence compensation should be based on the assumption that the soldiers doesn't have any reserves financial resources.

0041037 We need to know which units are going away. Don't cut strength without FIRST cutting force structure. No one seems to know or is willing to let the info out yet.

0041038 Job security is very important. this a major reason I volunteered for service. Another reason for joining the service is because I personnely enjoy my job and I want to serve my country. I dont fear job security but it cant be overlooked as something unimportant I will provide for my family. It may not be easy but it must be done.

0041039 In Naples Italy, we suffer from a lack of timely information. Most of the information we recieve is accurate, but its always late and may well have changed by the time we receive it.

0041044 The Army's leaders don't understand the frustration that junior officer and enlist personnel are currently exepriencing. this lack of understanding will seriously jeopardizing their credibiliity, subsequently effecting the moral and quality of the Army. The seperation pkg. being considered are totally inadequate to the personnel sacrificice and hard work that we give the Army during our prime earning years!!

0041045 Question 29 Advice depends on the individuals situation and goals. Question 93 and 94 What abouth the choice to stay wherever you are currently stationed when involuntarily separated and not moving? Before forcing involuntary separations, offer an opportunity for all service members to voluntarily separate WITH separation pay. Those who are really committed to the Army will

stay while those who want to get out can do so in an effective manner. My wife is also a commissioned officer I answered the questions based on her staying in the Army.

0041049 There is a great deal of uncertainity concerning the future of the Army. An effort must be made to insure the ground truth is passed to the correct level. The chain of command must provide current information so that junior officers and junior enlisted and junior nco's can make a decision base on current information. Information should not be held back.

0041053 #107 Although I agree pin an point can be lengthened I believe a more relaxed policy on frocking should be implemented eespecially since frocking has no impact on pay. We should give promotablen the rank authority even if we are going to make them wait for the pay.

0041058 I have already been eliminiated by RIF, an unjust system managed by paper. Included is the OER which eliminated me, it is a referred OER with errors. Also included are letters of recommendation from the two officers who wrote the OER. I actually only served for them directly for 3 mths., due to being my Brigade representatives to 3rd Bde. ou a Division CPX. Let Division Cdrs cut by designating to them numbers especially many useless civil service EMPLOYEES not slots. Look at my remaining OES and tell me thats fair.

0041063 1. While Dape (and HQDA) has attempted to draw up national drawdown plan. media reports tend to unhinge confidence building e.g. Congressional staffer reports Pentagon cant give national plan so Congress will set one. 2. Have just returned to field after 2 yrs. in TA Rerscom; find field CDRS like chain-teaching but are still pessimistic about chances for maintaining readiness and protected quality.

0041064 I am not a typical respondent to this survey. I am currently attending graduate school as a ILT. I have completed my M.S. and hope to begin work in my PH.D. in the fall. Here are my concerns. 1. Congress cant meet gramm. Redmann requirements and a $100 billion segnestration occurs. How will the Army handle a %15-20 budget cut. As a junior combat army officer Armor not assigned to a troop unit, I believe I am more vulnerable to early dismissal (in spite of my selection for advanced degree completion) than my peers in line unit. 2. As an Armor officer. I believe our primary mission of fighting on a European battlefield has been successfully completed. Since the Soviets have agreed to leave Germany by 1944, I believe that any remaining U.S.heavy Armor will be returned to the U.S. and that the Conus armor units will be predominantly reserve component. Therefore, assuming I am still on duty, and assuming I have a functional area 51 research and devlop. to what branch should I transfer to remain competitive for promotion, if any? My graduate field of study is aeronautics and astronautics so ordnance, Air Defense, and possible Signal Corps. comes to mind. 3. I fully expect and understand promotion slowdowns. Furthermore the Army rightfully promtoes officers whi best maintain their combat skills. I expect that with a PH.D. I will not be in a positon to serve in assignments to maintain those skills. Will the Army still have room for my type when it shrinks to 500,000.

0041066 My primary consideration of whether or not to make the Army my career is my family. If my family reaches the point where they feel they cannot support me by making the necessary sacrifices implicit to Army life, I will leave otherwise I will remain, regardless of the situation and do the best I can at whatever assignment I recieve Q107 I feel that with RIF'S the Army should abandon "up or out" and adopt a promotion system more in line with one like the Canadian Army.

0041070 #38. I take work alternative so score is not available. With promotion times lengthening, I think an adjustment in the pay scale should be made. i.e. max pay for majors should come at 20 or 22 years.

0041071 Much of the survey dealt with comments regarding senior Army leadership which is not driving the force cut train; the congress is. It is the direction that Congres has taken over the past several years that gives me the most concern, I feel the Army leadership can be trusted to make the choices necessary in Congress will give them the lattitude and not whine and block the steps necessary to reduce the force in a planned and systematic manner.

0041072 It is difficult to beleive the Army is sincere in starting its concern for the career aspiration/satisfaction level of those who have dedicated the best years of their life to being all they can be when 0-5 command select boards results are obviously skewed toward youth. Case in point the F490 05 command select rate was 75% promotable majors. This effectively possed command and put any 05 at an immediate disadvantage to command at the authorized grade.

0041073 The current trend seems to he that 1st time soldiers aren't reenlisting due to uncertainty in job security. I am concerned that we may encourage our ebst soldiers to leave the military and be left with a low quality force.

0041075 1.Sorry I got this in late im TDY CAS3 and just got it. 2.I am very concerned about job security. After spending 9 yrs in the service, I'm not really in touch with the outside. I have not heard anything definitive from anybody about the cuts. 3.Iam concerned that we are eliminating younger officers and keeping those who are eligible for retirement...who will lear our platoons and companies if we go to war? 4.#29 is situationally dependent.

0041078 Good cost saving measure but bad for morale. Most soldiers don't want to be "stuck" in a unit for five years, especially a bad unit!

0041079 (Re-sequenced from 0011085) Yes. Due to my wife's job occupation (Spanish teacher), she's not able to teach within her specialty field here in Germany. So I would like to send her home to the states so she can be able to teach. My chain of command says there are no early return of dependents now. So I have to send her myself. It seems to me that with all the housing problems the Army has in Europe, it would be very beneficial for the Army to move my spouse/household. It would also be cheaper than doing it in 1991. This is one of the main reasons, that I will seek to get an early out. The only thing I'm really concerned about at this time concerning an early out is how it will affect my G.I. Bill. Please feel free to contact me day or night on other issues concerning the U.S. Army today.

0041080 Very inclusive, Thorough survey! My MRD is this January 91 so my responses are affected by this fact, if the Army wereto keep me in, in a chance of 0-6, I might have changed some responses.Anyhow we have a tough job ahead This uncertainty iscausing a lot of stress on our soldiers. A lot of go getters, "super achievers", 11 170 doubt leave ASAP and not wait for the Army'sfinal decision. But, hopefully they will join the RC'S and help keep our nation strong. As an adviser the N Carolina National Guardthese last 3 1/7 years I have seen lot of active duty types leave and, with in 6-12 months join the NA. GUARD however One aspectof all this should be also be considered if a lot of super solid soldiers leave the AC it will be difficult for them to get into a NationalGuard unit because of the Guard is desires to recruit from within the state, no slots for E5-E9 and 03-05 im the guard in other wordsthe guard is not really prone to give up their NCO officer slots because this would reduce potential for promotion of their guardsmen.I beleive it owuld be good for the Guard however to be infused with AC folks. If we INCREASED the size of the RC'S this would takecare of my concern. In any event if we are open honest to our soldiers about the future and we do this as quickly as possible andwe give them some time and perhaps some money to seek new jobs, careers, locations, we will make the meritable reductions aspainless as possible. I think your survey addresses just about every variable associated with this dilemma. Good luck.

0041083 I am DEFINITELY getting out of the Army at the end of my overseas tour. This has been my plan since the day I signedmy ROTC contract. Several of the quesitons about job searches, etc. are not applicable to me. My boyfriend and I own a businessin Harrisonburg, VA so I'll be employed there when I ets. If eligible, I would GLADLY accept an early release. To my knowledge thereare no programs that I am eligible for, but I am looking. In my shor time on active duty 1 1/2 yrs. I've already become verydisillusioned. The biggest problem I've noticed is a severe LACK OF DISCIPLINE. Soldiers of all ranks get away with anything theywant it seems, and go unpunished. This worries me when I think of the possobility of war. Units don't train for war; they train forevaluations and CL'S far too much emphasis is placed on scores and making oneself look good on paper. Careerists abound. Irealize apple polishers exist in the civilian realm as well, but to see an officer who obviously lives and breathes for his OER istruthfully, sickening Soldiers see it, too. The paperwork required to chapter someone is rediculous. It seems to me that therequirement for troop cuts and the number of low quality soldiers we have should work hand in hand as a suggestion units couldbe given a percentage of people to chapter. Each chain of command and discuss names. Protecting soldiers and their careers isvery important, but some people are truly a drain on their unit. I think troop cuts are a wonderful idea. With the political situationchanging for the better, we can better use the money for domestic programs. I hope the BEST soldiers stay in and form a smallcohesive Army that wants to do the job and do it well.

0041089 35. Pay is too limited in high costs areas, such aas Wash D.C. note congressional pay and congressional staff pay. 46.Lower strength will lead to more reqts. to staff increasingly capital resource challenges 56-62 Greater liklihood of reductions increasesindiv needs to secure alternative employment at more competitive younger age. Fad experience has resulted in lowercompetitiveness for selection. 71. Health, dental, dependent benefits hve dissipated; barely effective, especially in Wash. D.C. longdemands on service members sours wives on military life which seems to rob husband/fathers of quality times with children andsharing quality family unit experiences. Lower strengths likely to lead to more staff requirements for field care (staff) officers. 90.Job fairs and close coord. with quality, proven, effective job placement groups is advantageous coord. w large industries by DODleaders to coord job recruitment would be excellent option. 112. Or another mix of years, totalling 8.

0041092 I and my family have moved seven times since 1983. This is to much! If OUR committment to the U.S. Army where lessI would have retired. Moving is expensive benefits don't begin to cover costs. Baq-vha are a joke when it comes to affordable andreasonable housing in CT, Wash D.C., FL, IL, and HI.

0041093 Everyone wants to belong to a "strac" unit. Many officers, NCOs and EMs get very frustrated with personnel that are notextremely competent or professional. We must continue to remove the Army we seem to put out the messgae that marginalperformance is acceptable. By demanding professionls both in recruiting and retention, the Army will become a much more efficientmachine. Healthcare and quality of life are extremely important to soldiers of all levels. Both are at "low levels" of rating. Retiredsoldiers continue to see health benefits decrease and active duty soldiers have to wait longer and longer for their medical care.Housing conditions on many posts are an embarrassment. We must upgrade these areas to recruit and retain professionals. We askthe world of the soldiers in the Army and then we reward them with inadequate health care and insufficient housing. If we wantprofessionals we must treat our men as professionals in every area. I would be more than happy to answer any questions you have.

0041094 Please note my address is as listed below. It is essential that the definition of success be changed. Not all "successful"officers will command in the future, nor have the opportunity to earn multiple badges.

0041095 I am currently an assignment officer for signal corps majors at PERSCOM. I am concerned with the build down process.I feel we must cultivate a feeling of trust and credibility with the soldiers in the field as we all go through this inevitable process. Thefeedback I receive from my population reflects a great deal of anxiety exists in the field. This is based upon articles in publicationssuch as the ARMY TIMES, that often predict the future.

0041103 believe that official/unofficial pubs are putting outtoo much conflicting info of force reductions. The truth changesdaily. Who do we believe? I joined with an implied contract for atleast 20 years. I consider myself well above average for my yeargroup but I am still extremely concerned about my career. Too muchnow depends on being in the right place at the right time. Bestqualified does not equate to best promotion opportunities and"career enhancing" assignments.

0041105 In order to save money in recent years the Army hasreduced benefits and Congress has decreased pay raises versusreducing the size of the Army. These actions are eroding the moraleof the Army. I would rather see a smaller Army with good benefitsand pay (i.e. better morale) than a larger Army with reducedbenefits and pay. A smaller Army with better morale will be agreater asset to our National Security and will be a moreattractive and enjoyable place to work and live. The Army is in such a state of flux right now, "Who will be cut?", "What will becut"?, "And by how much"? That there is some anxiety on the part ofall soldiers. The Army needs to push for the final resolution ofthe above question as quickly as possible to reduce the anxiety ofits soldiers.

0041109 88. Mention job interviews - training.

0041111 Racism in the military and how it impact upon theavailability of the "tough jobs" and OER's.

0041112 VHA is a joke! I have recently been assigned to USARecruiting Command HQ, Ft. Sheridan, IL. VHA is $233.00. Add thatto BAQ of 495 for a total $828.00. A three bedroom house rents for$1100-1200/month 20 miles from post. Quarters, field grade are notavailable for 6-8 months. Question: Why not institute a "rent plus"policy in CONUS like I saw in Europe '81-'84? Please avoid budgetreasons, and answer me in terms of reduction in family stress andfinancial burdens! Thank You.

0041115 90. Would like to know data bases of Reserve and NationalGuard units job vacancies by position, rank & advancementopportunities. (including projected vacancies).

0041117 I feel more information should be passed to the lowerofficer ranks. The Army Times is our only source of information.Uncertainty is growing, in both the junior officer and enlistedranks, as far as job security is concerned.

0041121 An item left out was where we feel cuts SHOULD be madefirst - ie: start cutting mil. spending on equipment, researsh,NON-personnel related actions.

0041124 I consider myself very lucky to be a dual rated pilot(helicopter/airplane). This is a job wall that is very much indemand in the civilian sector. If I did not have this skill I wouldbe extremely concerned (much more so than indicated on this survey)with the future of the Army and my ability to transition into acivilian job

0041125 Soldiers want their superiors to fight for them onsecurity of their job & families. I understand military personnelare at the whims of the Congressional leaders that want todismantle this country's defenses due to current world affairs. Theuniformed services are rapidly losing confidence in their leaderswho months ago gave themselves a $75,000.00 pay increase to do thisto our Army.

0041126 I have received a great deal of satisfaction from my Army"career". I am, however, very concerned that because of personnel cuts I may be RIF'd from further service, negating everything I'veworked for over the last 14 years. I strongly believe that theservice can meet mandated cuts by reducing accessions, and offering money to those who voluntarily decide to leave.

0041128 serve in my current grade in order to ensure the opportunity toretire from active duty. I entered the service "knowing" that Icould work myself to death at something I knew I was good atwithout ever having to worry about job security. All bets are nowoff and I can't help but feel that I've been misled by the system This is also causing a great deal of concern in ROTC, for as anextension center OIC, I cannot convince many prospects or seniorcadets that the Army will be there for them in the long run. It isdefinitely having an impact on recruitment and morale. Iappreciate the opportunity to share some of my concerns/thoughtswith you.

0041129 As you can see from my comments (eg. #39, 40, 42, 65, 71,72, 74, 81), some VERY temporary factors directly influence theanswer in ways NOT provided for by the available responseselections "Not Sure" is different form "Don't Know", which isdifficult from "Don't Care", which is different from"Doesn't/Didn't/Wouldn't matter". response options FAIL to accountfor this (eg 31, 93, 94). Page 3, para 3 says "location" matters -current location is NOT addressed in Q's. Having read & done thesurvey - I'd be SKEPTICAL of the validity of any "results" werethey presented to me for use in diclsion making.

0041132 #69 - I am most concerned that those deciding endstrength numbers are not taking mission readiness, troop welfareand morale into account. Congress is not interested in the Army -they are interested in votes and spending money in their homedistricts.

0041135 Q90 - help in relating Army careers to civilianpositions. The Army leadership is doing a (profanity)-poor job of"managing change". If junior officers did comparable work it wouldreflect in their OER. Of course, general officers have over 20years and don't really care THAT much, so long as it appears thingsare handled well.

0041139 69. I am concerned about loss of retirement benefits wheneconomy falters under huge debt burden. I am scheduled to retire in2+ months. This questionaire is fine - but basically it is time todevelop flexible and meaningful management programs from the topdown and redesign how people are treated & utilized in the Army.All old assumptions & structures must go! Those with traditional mental inflexibility must also go!

0041142 With 16 years in the Army, I find little choice but tocontinue in (the Army). My wife and children depend on it.Unfortunately, we are politically irrevelant; we ARE the peacedividend!

0041144 I enjoyed filling out this survey out for you. This typeof exercise is a very important and helpful tool to planeffectively for the future. Please... feel free to call on meagain!

0041145 I just got to this command today, so I don't know howwell it functions. However, in my previous unit the leadershipnever discussed promotions, RIF etc. It was very bad for my moralebecause I get looked at for promotion and my concern is very highbecause of the reductions. More information needs to get to thecompany grade officers.

0041152 I DO NOT enjoy the possibility of being forced out within4 years of retirement. The Army asked a lot out of myself and myfamily and we gave NOW what is the Army going to do for me?

0041162 Interesting survey. but... left out questions aboutimpact of Joint Service, functional area service and requirements.As I am currently serving in both a joint and functional job, whichfollowed a recruiting assignment, I feel that this has potentially hurt my career.

0041168 Question 93 & 94 should have had a choice "don't know".A lot would depend on the job market. That is why I did not answerthose two questions.

0041169 Question 69. Career options for spouse.

0041170 The current methods of selecting officers for seniorpromotion (Col, LTC) demand that an officer "manage" his careervery carefully. For example, in most branches you have little or nochance to make Col if you co not have BN CMD Time. BN CMD time isbased on 1 or more years as a BN XO, S-3 as a Major. This meansthat at the 12-13 year mark, if you do not get to a BN S-3/XO job,you already know your highest potential is LTC. If you do not getBN CMD, no amound of "good work" will get you to Col. This is agreat dissatisfier - but since the Army already has us locked infor 20 yrs - who cares!

0041175 69. My uncertainty about staying in the U.S. is apersonal one that has not changed because of the new developmentsin the Army. I just don't know if I want to make the Army a career.

0041177 I have been enlightened by some of the questions within└^\^Vh)A0*0*0* ^D ^D^\└ this survey. I am very interested to get some form of feedback onthe answers (results) of the survey.

0041179 #13 - The current OER system is clear and understood, butfails to identify cases of raters/sr raters who are laterrelieved/poor leaders. Their input on junior officer and enlistedcareers (their judgement) may create domino effect of ruinedrecords or advancing less qualified. #18 - 19 - I am singletracked. #44 - Probability of internal civil war(s) is possible. Idon't see us getting involved willingly. #54 - I have seen anofficer promoted to Major who cannot see well enough to get acivilian driver's license. I have consciously postponed marriage to see results of this fails YG81 Majors list. This list is controlling all my futureplans quite literally. #104 - I have talked to several captains whoare only holding onto the Army for severance pay. They want out,but they want a compensation of severence pay with a voluntaryexit. #54 - I command an EOD unit with junior soldiers maintainingpersonnel reliability program and top secret clearance standards ofconduct. Many civilian companies cannot maintain those employeestandards for higher pay, how long will the Army? We are losing ALLof our junior soldiers taking college benefits because they aren'tbeing paid for their worth.

0041180 I feel strongly that the Army should make its forcereductions with force structure and warfighting capability asprimary considerations. I am equally afraid that we will try to"protect" the officer corps and end up even more top-heavy than wealready are. We (officers) have become a bloated bureaucracy; it'sabout time we take some serious cuts, even if the "cuttees" includeme. Also, I believe that job satisfaction, realistic, toughtraining, good leadership environment, good command climate aremuch more important than benefits and promotion opportunities.

0041182 I answered this questionnaire as honest as I possiblycan. I feel it is a very thorough questionnaire. I plan on gettingout of the US Army when my three year obligation is up. My decisionto get out is not affected by cutbacks, changes in Europe or anymajor current policies. I do not want to make it a 20 year career during peace time. Hopefully mygetting out voluntarily during these changing times will save aplace for another outstanding officer who does want to make the USArmy a career.

0041183 A RIF of majors with 15 or more years will not helpachieve the 1995 downsizing goal. Most probably the RIF will betwice nonselect majors for promotion to LTC. They must retire at20 years and therefore become natural attrition losses prior to EOY. No need to RIF as you'll lose them anyway and still have tocut a junior grade officer. Why make the situation worse the majors(no retirement) and icnrease the budget expenditures (you'll haveto pay much more in separation pay up front than retirement in thefuture). More importantly, the breech of faith to these officerswith over 15 years of service is a severe lack of integrity by Armysenior leadership. It's too late to change the rules and not allowofficers with 15+ years to become eligible for retirement. RetireLTC and COL who are holding out for mot TIS. There is a severeadverse impact on morale among my peers (majors with 14-16 years ofservice). We perceive the senior leadership is willing to sacrificeus. If you don't protect officers with 15+ years, how do you expectjunior officers to believe they'll fare any better in the future? It's a matter of integrity, not just dollars.

0041184 I have very specific career goals. One track in the Armyand the other a civilian track. If I am not selected for theassignments I desire, I will resign and pursue a civilianengineering career. I feel this decision must be made at year 8/9,as a senior Captain being readied for his 3rd assignment and havingfinished company command.

0041185 Should only be offered to those personnel who areinvoluntarily separated from the service.

0041189 On finding job following possible separation; I am an Army Chaplain (56A) and would see position either in pastoral orreligious educational fields or serve as a counselor. None of thesefall into catagories served by job find agencies so much of thatsection (questions 88-94) does not apply.

0041190 1. Strongly suggest if severance pay is rolled over to anIRA it not be taxed. If necessary call severance pay by anothername to get this change. This is an urgent issue! 2. Recommend whensoldiers are involuntarily discharged they should have up to 180days (not 90) so they scan locate a job. When they find a jobwithin that 180 days they should be released from active duty with2 weeks notice. This 2 weeks notice is given by the soldier. 3. Themilitary retirement plan should be overhauled immediately. Itshould be managed like civilian retirement unds & monies leave withthe soldier when the soldier discontinues service.

0041191 I am a physician in my residency in orthopedics most ofthe above questions do not apply.

0041193 I have absolutely no confidence in either the intendeduse of this survey or in the verocity of oft repeated claims thatsoldier care is of primary concern to decision makers.

0041194 #29 Depends on how I felt they would fit into the Army if they would, I'd recommend it. #30 Up to him - I really don'tcare. 41,42 Answered based on unit to which this survey was mailed to which I left 4 months ago.

0041197 I answered the initial questions a sif my unit stillexisted. My unit, 441IN, inactivated on 13July90.

0041199 I believe the approach DA has in resizing the Army isexcellent. But, when this intent is passed to the listening level(me), COMMANDERS express it as NEGATIVE. This negative attitudesfrom the leftovers of Vietnam era closes the minds of us future(now) leaders. Consider two additional alternatives as you proceed: 1) As the total force decreases, keep the health care force at the present strength. This would greatly help reduce the disparity between available & OHassets. 2) Innovative pers mgmt policies such as the commissioningof PA's. Create more alternatives adn you will retain more qualitypersonnel.

0041205 The apparent downsizing of the Army's heavy forcestructure (ie armor, mech, inf) is a concern. As an armor officer,it is becoming apparent that many job opportunities that, arenormally considered in the csareer progression for promotion andselection by schooling boards are becoming fewer and lessavailable. This situation further casts a shadow on my future inthe military!

0041206 The retention will be based on performance evaluations ofthe first few years of service. A more aggressive and regularevaluation program should be adopted. Two or three OERS from onesenior rater may not produce fair and accurate information for aboard action.

0041207 West Point is an expensive source of commissioning. Thisexpense may not be justified in view of the few that remain onactive duty after their obligation is compelted. DA should examinethe cost savings of reducing the number of academy students as wellas the recently announce dcuts in ROTC - a source of quality,well-rounded officers.

0041215 Change DOPMA so that RA officers can transistion toFederal jobs upon retirement/separation!!

0041216 The Army should attempt to protect personnel more andadvanced weapons systems less.

0041218 1. As the pin on point for LTC lengthens even reductionin time in grade fro 3 to 2 years is insufficient. Should allowpromotion & simultaneous retirement if eligible. 2. The punitivenature of the 1947 dual compensation act for RA officers should beremoved. This would permit those officers who desire to leaveactive duty & pursue a second career in the area they have greatestexpertise.

0041219 My idea of keeping the best force possible, particularlyfor officers, is to hold the line on benefits and pay, and toincrease them if possible. Few officers are in the military becausethey can make more money in the military than the civilian world:they are here because they want to be. However, cutting thebenefits & pay would force many to look elsewhere.

0041227 Ref Q#90 - SM's should recseive periodic updates of 88d.Ref Q #110 - Cost savings across the Army would be great, althoughI would NOT be happy if I were at HQ AFSouth for 5 yrs. I stronglybelieve that soldirs here are out of the "main stream" army,hurting young officers & enlisted by putting them behind theircontemporaries...not in touch w/"Army"!

0041241 What assits are available for soldiers to find out wherethey stand in the civilian market. Where would I go to see whatjobs are available.

0041242 14. Many very good 1LT's that I know have decided onseparation due to the uncertainty behind the latest promotion boardto Captain!

0041247 I have compelte confidence that the Senior Leadership ofthe Army will make the right decisions to perserve a quality Army.However, I don't have the same confidence that our electedofficials (ie Congress, Senate) will apporach this issue with thesame enthusiasm for DOD service members. I look forward to servingin a lean and mean Army.

0041249 My career plans at this time are to stay in the Army for20 or 20 plus years. I would like to see an increase in salary andan increased promotion rate, but realize this would be difficult.My fears include: decreased promotions, benefit reductions, andRIF's.

0041251 Q21 NA - have not been asgnd F.A. yet. Q28 & 29 aremisleading. Most of my friends would be advised to join ROTC orattend USMA. Q35a. Hazardous duty pay for parachutists barelycovers the cost of a whole or universal life insurance policy. Q69.I've seen too many outstanding officers get passed over forpromotion; thus, my confidence in force reduction methods andimplementation is extremely low. Q93. Where I moved would depend onthe civilian job I found. Q110. Cost-saving: yes. Career enhancing: no.

0041256 To reduce family hardships, PX, commissary, & otherquality of life service should remain permanent for those thatleave the service.

0041257 I separated voluntarily on 18May90, the only transitionalhelp I needed or wanted was to find a reserve unit in theSacramento Ca. aresa. It has so far been impossible to contact "1"reserve unit. A better transition from active to reserve would behelpful!

0041259 Ref. #69: A traditionally poor ability of the Army tofocus on it's potential threats and an inability to convey a wellthought out force structure to congress. To be blunt, "pork barrel"politics will decide what is cut during the scaledown. Ref #90:Extension of the Montgomery Bill for education in light of currentevents it has altered my plans for further education. Note: surveydelayed due to PCS leave.

0041260 I am a competent computer scientist with a masters degreein information systems management. I am not concerned about beinginvoluntarily separated because the opportunities are better on theoutisde. The Army needs me more than I need the Army and my careermanagers know it. We have problems keeping good people in the 67Dcareer field because the job market is outstanding in the civilianmarket for information managers. Incentive pay programs should beimplemented for computer science graduates if the Army expects tocompete with civilian corporations.

0041263 I am an Infantryman. I have little or no desire to beanything else. If I were selected to re-branch (unlikely) I wouldleave. As it is, I feel my chances of promotion are slim and willprobably be evicted w/in 2 years. This is due (I believe) topersonality versus performance (question 23), and, of course,reduction in force. I have no concerns regarding civilianemployment. While not actively looking, I have received severaloffers.

0041269 1) Question #55 Congress, not the Army, will reduce Armystrength. 2) Question #60 I strongly believe the Army WILL TRY toprotect benefits. 3) Soldiers, especially enlisted and juniorofficers, serving in Europe are being exploited by dept. of defensein many areas of service/quality of life. a) the community bankingsystem is a disgrace. It exists solely to profit the bank. It DOESNOT provide a service for the soldier. b) The A.P.O. mail systemis atrocious and the hours it is open are totally unsatisfactory.c) Saccharine is carcinogenic and is not used in the states. Yetcommissary and AAFES sell only soft drinks and other products whichcontain saccharine. d) There are others too numerous to list!

0041272 1. Why isn't the Army telling its people what is going onwith reductions? Most soldiers have no idesa what is going on andwhat is going to happen to them. 2. I am not convinced the world is safe. Therefore,as a whole we should exercise caution so we are not again sold out byour basicly uneducated American public.

0041273 Question #90 - personal communication for face to faceinterviews.

0041278 My main issue is my desire for significant jobsatisfaction. I would liek to have a job wehre I would be able tospecialize in a particular area of interest to me and be able toperform it without constant interruptions due to extraneous eventsthat have little relation to my work. Furthermore, my overallcareer objectives have changed significantly since graduating fromUSMA and now I am looking at the opportunities that interest meavailable only in the civilian world.

0041281 Basic issues my soldiers and officer have are: 1) Stopbeating around the bush, get on w/ the RIF, the wait is moredemoralizing than the threat of involuntary separation. 2) Forsoldiers over 10 yrs. (Off, WO, Enl) some severance pay should beentitled. Soldiers here legislatures say they won't make the RIFpainful if they can help it. Soldiers say its "MONEY" that TALKS!3. For the lucky ones who make it past the RIF, take care of thesesoldiesr with the finest people, quality of life, and pay increasesequal to civilian cost of living index. To do anything less willresult in a lower caliber volunteer force with poor standards.

0041283 When cross-referenced, some of my answers/comments may seem confusing or contradictory. I had already submitted my resignation when I received this survey. The downsizing of the force just made my decision all the easier. Morale among my fellow company-grade officers is rther low because of all the uncertainty surrounding the future. While the Army leadership is trusted, Congress is not. Those (profanity) have an easy target in the miltiary, but just watch how they protect their own pork barrel projects. They are going to violate the "psychological contract" and cause a great deal of bitterness and resentment.

0041286 I owe $20,000 in student loans from law school. These loans were deferred for my initial 3 year obligation and then I began paying on them 2 years ago. I cannot afford to continue these payments on my salary as a Cpt. The JAGC PP & TO has put out information on a loan forgiveness program that has been proposed as an incentive to draw new attorneys. Since the loans are already deferred upon application, it makes more sense to offer the loan forgivness option to JAGS with over 3 years as an incentive to stay longer. I know that I definitely would and so would many of my colleagues.

0041289 Job interviewing. My greatest concern is for the Majors w/ 16 1/2-17 1/2 years of service...to kick these individuals out or any other soldier with more than 15 years of service would be a travesty. A substantial morale problem would evolve and the feeling of job security would be lost.

0041294 Questions 98 & 99 should have had a neither response. For someone like myself, who desires to make the military a career, the prospects of special forces or any assignment option does not make staying in more or less appealing. Likewise the prospects of serving in a reserve component, while very desirable if forced out, does not make leaving the service more or less appealing. Focing out good, hardworking people, officer or enlisted, due to a whim of Congress is never appealing. Question 92 Ask about home of record. A more appropriate question would have been what is your state of residence. Home of record is where you entered the service many years ago. A soldier now may have no ties to this outdate concept. I for one have no connection with Arlington, Virginia, my home of record. Many years ago I changed my state of residence to California, where I plan to retire and where my wife is from. It is to my state of residence where I pay taxes and vote. With this in mind the difference between a career soldiers current residence and where he/she would move would in al likelyhood be very close. Question 35: Job security: Until the past year I was very satisfied. Now, however, with the indecision, rumors, and multitude of newspapesr storeis about force reduction, I am very unsatisfied with job security. Will I have a career & an honest chance to be promted to LTC is the great unknown at this time.

0041296 Sir, I am a professor of military science. (U. Wisc., LaCrosse) The uncertain future of the US Army has affected our recruiting efforts. Students ask what future they have in the Army when the Army is eliminating officers.

0041301 Survey was received after PCS.

0041307 Every week statistics are coming out on how many troops are going to be cut. Each week the stats are different. The good soldiers are going to get out because they aren't afraid of finding a job. The slugs are going to stay in because they have nowhere to go and hope they don't get cut. We can only preach for so long on how we are professionals and we aren't in for the money we can handle that but quit messing with our futures because any big 10 company will offer all the benefits the military service does at 3 times the wage!!!

0041308 1) Survey does not include dependants such as family members over 21 years of age with specific demands of support for officer. 2) Recent crisis such as deaths in family and the necessity to reevaluate ones financial situation adds degree of uncertainty to several questions.

0041313 Fully qualified reserve officers should be guaranteed a position in the active reserves on completion of any active duty service.

0041316 #28-30 for 2 yr. enlistment - not career - for all questions on "unti", I used my last real job not the school brigade. #58 Army leadership won't get to make that decision - Congress will.

0041323 Section V: personnel policies - those of us who do not intend to separate from the service and will stay as long as the Army will allow us should have a question to skip ALL of the redundant questions on separation!

0041324 Clearly a number of my fellow officers and I realize that we will NEVER be promoted in the current environment. With 9+ years in I'd be a fool to leave without separation pay. If offered full separation mpay in the next 12 months I would be happy to leave the Army prior to my second passover.

0041327 Early retirement (vested after 15 years of service) which allows for a pension, will have the desired effect of reducing the numbesr of mid-career officers & NCO down to target figures. Fewer assessions, and lower sleection rates for promotion and selective early retirement boards are better means of managing a RIF than "tossing out" O4's & E7's with 11-16 years of service. Anyone with over 10 years has made their committment to the Army; the Army should protect these soldiers from any RIF.

0041330 Ref: 113 - I did not go to West Point to be in the Reserves. I would prefer USMA to remain a commissioning source for officers in the Regular Army.

0041332 Please be considerate when dealing with troop reduction numbers. There is a great feeling of mistrust of the government by the soldiers. A lot of good men and women have dedicated their lives to serving their country, only to be thrown out when Uncle Sam decides they are no longer needed. Please ensure that programs to assist these soldiers are established.

0041334 My primary concern is that we are entering a donor cycle where there will be no MEN, no MONEY, and no MISSION until the dust settles. I do not wish to continue my career past retirement eligibility in that environment.

0041335 I am concerned absout the erosion of health care for family members on post. I am concerned about officers focusing on careerism rather than selfless service. I am concerned about the resources for equality training for the soldiers. I am concerned about the reduction in making the needs of soldiers - housing, medical, dental, pay.

0041337 Ensure that those who stay are paid well & promoted. RIF the fat and keep the best.

0041347 My wife and I have participated in other ARI research efforts. We were promised the results of a spouse survey conductedin the late 80's. No results were ever sent to us. Ask someone else for "specific" or "in-depth" information.

0041357 As a USUHS medical student my situation is abnormal (ie 11 years obligated service). This should be taken into account when evaluating my answers. In addition, as a physician (1992) I doubt force reductions will affect me. If they did, it would be hard to convince me to stay in the Army with my projected earning potential outside.

0041359 The biggest concern I have now is job security. Also although not in the YG that went through the retention board I think that factors on OER's that were not considered a black mark prior to the Forced Reduction.

0041362 Q90. How to prepare for an interview.

0041364 "Messing" w/retirement benefits will have a huge impact on my caeer decisions. Lengthening pin-on-point is not working now - don't make it worse than it already is. Do not allow ANYONE to be "protected" from involuntary separation - the Army has a lot of dead wood that it could stand to lose - those folks know it for the most part and are leaving - as evidenced by the numbers of early outs.

0041365 Just opened on 1August, due to leave and emergency ministry needs of the unit. Please forgive the late attention to this document.

0041371 Question 90. Training for job interviews and how to handle/cope w/stress of job search rejections/failure.

0041374 The need of service academies (during reductions and budget cuts) when ROTC programs can produce same quality officers at a fraction of the cost.

Enlisted Personnel Comments (10#####)

1000001 Involuntary separation - more consideration and concern should be given to those soldiers that have served for over 15 years. They have given the army some of their best years, and now being faced with the fear of being forced out. Out here in the field there is a lot of fear, because they just don't know what the future holds for them. In Washington they're only seeing numbers, here you're lookign at the soldiers and their families.

1000002 I believe unwarranted pressure is being placed on the senior NCO's and Officers due to this RIF. It is affecting their ability to make sound judgements that are based on what they know is fair adn right. They are looking at whatever gives them the highest rating on their NCOER or OER. They know their evaluation report is the single most important factor controlling their career. And so do their superiors. I casn already see it at my level. It is having a negative impact on the combat readiness of every unit and the level of professionalism in our service. Leaders are allowing their personal goals to interfere with the health and welfare of their soldiers. The "Good old boy" system is bescoming more prevalent. Quality time with families has decreased while work hours have increased (and for all intents and purposes these extra hours have very little to do with performance or mission accomplishment). All of these are observations I have made since the initial word was released on the Army plans to reduce its forces. I would like to suggest that Lt. Gen. Ono forget protocol just for a moment and go unannounced to all of the major commands. ASk the enlisted, the NCO's & the junior officers how they are doing even now, being affected by this inevitable change. Only they will a more clear concise picture become apparent, regarding the problems already being caused by the RIF program. And onsce they are acknowledged they can be dealt with swiftly and effectively so we can continue on with our jobs knowing that everything that can possibly be done to make this downsizing fair has been done.

1000004 I strongly disagree with the separation of soldiers who are good at their job and want to stay in the Army. There are enough inadequate NCO's and disgruntled lower enlisted soldiers to fill the discharge slots. I believe that every soldier should be offered an early out. (90days) If there are still too many soldiers after this, then slowly progressing and stagnent soldiers should be forced out. People with a history of bad conduct should not be allowed to stay in the Army. ONLY honest and dependable people should be allowed to stay in the military. I strongly feel that anyone, regardless of time in service, or time left on current commitment, should be allowed to leave the Army. If they do not want to be here their attitude hurts morale and they, in most cases, do not contriubte anything to the unit. This is especsially true for people who are leaving the service and are simply waiting their ETS date. Put simply, if they want out, put them out, post haste.

1000010 I think families of soldiers should have more information bout their spouses careers and pay raises, early outs, paycuts etc. I also think the army should consider how important family life is today in the United States.

1000011 With the current army system all the good soldiers (the warriors) are leaving all the bookworm, wimp, soldiers are running the army. I have seen some good soldiers get kicked out for little or nothing while the brown nosers get ahead. I feel that if we had an all out war ie. WW III the U.S. would be in very bad shape.

1000019 As we look for reasons to cut down the force, we must not forget the soldiers who work really hard. And sometimes it's not their fault they must work outside their own MUS, and you can see the results from their SQT scores. It's the commander that choose where soldier work no matter what the job maybe And the Army faults the soldier by putting a bar to reenlistment on him is this really fair. Also we are trying to force the mid-career soldier out, what about the NCO witeh 20 or more years just hanging around doing nothing.

1000020 QMP - why are soldiers put out for not progressing, when they try to go to school, but DA, and chain of command will not let them do to being mission essential. Why do cut off score stay, so high for certain MOS's, and be so low for others. Example: mechanics to E-6 998 - 11b 550.

1000023 I would like to know how do the Army pick who gets involuntary separated and when will it take affect? What is the Army's plan for forces return from overseas? How does the separation pay work and do everyone receive it? With the reduction in Army forces will new recruites be coming in (how does this reflect on current reduction plan)? What MOS cut off score is set between 450-600 for sergeant? What MOS will be drop from the Army? When and what Army's post or fort will be closing? At my unit (brigade level) civilian are being let go. Is this happen all throughout Army or just certain commands? Will SM be placed in their position (if so, why was not this concern first)? Also what happens to the family member who lose their job during this cutback? Will the Army turn into quick reaction force (task force) throughout? With probabiltiy of the pull out Amry of Korea will the Army to another country for force in placement (Thailand, Japan etc.)?

1000024 Make secondary MOS in different CMF mandatory Change time on station to apply for drill sergeant to 24 months.

1000025 I believe that an initial cut of troops could be accomplished by letting all soldiers out that don't want to be in, being in the middle of their enlistment or anywhere in between. These soldiers should retain their college fund (if service requirements for the GI Bill and or Army college fund has been met). There would be no severence pay this way. I feel this would be the best way for initial cuts of troops with less expense to the government.

1000027 I feel that people who don't even know or really care about the real world are making decisions based on paperwork.

1000030 Ques. #95 - already spent 7 years with Special Forces.

1000036 I feel that the military is moving kind of fast and who know what the future hold. What I mean by that is the troops cuts, especially career soldier who want to stay in but being forced out. Should be looked at very closely. I feel that supply MOS move to must and only stand in the states for a short time. I have been in the military for 10 years and have spent 6 yrs. overseas. Presently on order for Germany now.

1000037 If some of my answers seem contradictory it is because I have received an army ROTC nursing scholarship. I am looking forward to working in this field & subsequently plan to stay in the service until the 25 yr. mark. I think the cuts are on track. The word is out that if you don't want to be here we can help you". Please get rid of all these people and QMP's before you send good soldiers home! Everyone (the majority) knows cuts are necessary. How about some kind of transitional support plan versus the lump sum of ech. The lump sum would only be issued when the serviceman proved he had a good job. If the soldier could not prove this he would have to enroll in Vo-Tech or college. He would then be paid monthly increments with a "kicker" upon graduation. This would prevent the military from flooding the unskilled labor market and overtaxing the country's socsial services. If he can neither show proof of an adequate job nor ongoing training to achieve that end he gets nothing or small increments equalling welfare, but not in addition to welfare.

1000039 I feel the focus of retaining & recruiting more defined. I have an associates degree and am continuing my degree thru the Univ. of Maryland. Officers are given the opportunity to complete their degree full time after completing their first assignment. If enlisted personnel were given this same opportunity more soldiers might stay. Along with this, I feel ALL MOS's should be more combat trained, thus making an education only part of the soldier's complete profession. If our Army must be smaller, it must be quite unique, well-rounded & easily adaptable. I realize college is not for everyone. I also know just because someone has a degree, it does not necessarily mean they are intelligent or capable of using common sense. Each soldier must weigh their decisions to be in the Army, whether it is due to PREFERENCE or CONVICTION. I feel the latter of the two is the most desirable by far. There are good soldiers in the army. Programs must be set up to make the profession of the Army more desirable to those with higher aptitudes for learning and adapting. When I joined the Army, I felt I just PREFERRED this life asa civilian. Today I feel more CONVICTION for the Army then ever before.

1000041 Benefits upon retirement.

1000042 Grade - SP4. Max-service - 5. Separation pay (payable over 6 months) tax free - none. SP4 (P) - 6 - none. SGT - 10 - none. SGT (P) - 12 - none. SSG - 14 - $15,000. SSG P - 16 - $17,000. SFC - 20 - $20,000. SFC P - 22 - $21,000. MSGT1SG - 24 - $25,000. SGMT CSM - 28 - $35,000. 1. Eliminate soldiers who are overweight, if not to Army standards within 6 month period. 2. Eliminate soldiers who use drugs. 3. Eliminate soldiers who fail two consecutive PT test given six months apart. 4. Eliminate soldiers who have not taken a PT test in an eighteen month period due to temporary profiles.

1000044 I am taking advantage of the Army's early out program and have been accepted and enrolled in college. My college education depends heavily on my early out approval. I have no plans in making the army a career. I came in for G.I. Bill and am taking advantage of the early out.

1000048 1. ETS overweight soldiers NLT 6 months after discovered overweight. 2. Pay more attention to unit P.T. scores. Thats where a lot of weak NCO's and soldiers are first identified. 3. Design an E-6 thru E-8 board where by actual promotion boards are held in person. That way, the best will be chosen on basis of experience, personality, bearing, and jsut overall impressions. These boards will be held (in person) on all eligible E-5 thru E-8's posts. Bottlenecks, fatboys, and weak leaders will be identified and QMP'ed. 4. I work very hard as an E-5(P) and I work for an E-5(P) that has been overweight, cannot pas a P.T. test in 4 yr. that's terrible. 5. Sorry this was late, I just got back from Panama (JOTC).

1000053 Basically I think a soldier needs to know where HE stands in the army and has a right to know the army's plans. We took a chance to sacrifice our lives for this country and deserve the most our leaders csan give to help us.

1000063 A lot of bad soldiers are put in leader positions, and are not doing a good job. A good NCO with good leadership qualities should be in charge regardless of seniority or rank. I've seen a lot of discrimination. Believe it or not, more blacks are prejudiced than whites. I respect a lot of higher ranking soldiers but some I donht becsause they don't even respect themselves. What kind of army lets its people get married, pregnant and live off post.

1000067 Help keep good soldiers in the army please.

1000071 Retirement benefits - health care.

1000074 There are many of us who have joined the Army for an education. In my current MOS, I find it unlikely that I could find a job with enough pay to support a family. I have applied for schools to enhance my education in the civilian sector. And while the Army has been more than gracious to send me to schools to enhance my military education, I have little more schooling now to help me in the civilian world now than when I joined the army more than three years ago. Maybe some of us would not be as apprehensive about this issue if we could get a trade we could support a family with and be happy with before we would be seperated from the military.

1000074 How troop cuts will affect OCS.

1000077 I enlisted in the Army in August 81. I seperated in Feb. 86 due to a hardship in the family. I subsmitted a waiver and was accepted to reenlistment in April 89. I wanted to reenlist at my prior MOS (95B) however, I was informed that it was over strength and I would have to enlist into a different MOS (54B). With all of the cutbacks, it makes more sense to me that I be allowed to reenlist as a 95B (Sgr E-5 when seperated) rather than have the Army pay the expense to train me in a different MOS (E-2 as a 54B chemical operations specialist).

1000081 Get Gramm-Rudman out of army business and let the president and joint chiefs of staff run the military. That's the problem with this country now, too much politics. Tell the politicians to stick to making laws and the state of the economy. Another thing, congress gets an outstanding raise while military is lucky to get their 4% raise. I think we need to fire some congressmen if the economy is in that bad of a condition.

1000083 I really like what this nation is all about and I'm also willing to die for it. But I also know for a fact if the army can spend so much money for all of these civilians to make decisions on cutting troop force. Then who will decide to make a cut for civilians? After all, who does this nation depend on for the most support? I know, no question, the troops. Then why can't we set up plan to defend the ones that are defending this nation. It would save this nation a lot of money. When you look at it there are enlisted doing just about every job the military offers. Then take in consideration who gets paid the least, but is under contract to do the most, and there you have it the enlisted. So wouldn't you think it's cheaper to keep her (enlisted)!

1000085 88. Job placement service.

1000086 I think that qualitive management should start at the company level. If BARS were placed on substandard soldiers, it would eliminate personnel that are not doing their job. I feel commanders could do a better job than DA because they know the soldiers and their performance. DA is just looking at a file. Also retention NCO's should not have quotas to meet, they are trying to reenlist any soldier just for the numbers.

1000087 I have been in the army reserves for 12 years. Then joined active army. I was ANE-5 for 8 years and had to go back to an E-2. I think that is stupid. I'm an E-4 now and know more about my new MOS as 94B than some NCO's that have 19 years. The army lost 6 year of my reserve records, so I couldn't get promoted until I found them. The army has stupid rule about this matter that seem UNFAIR.

1000090 #88 - Physical before leaving service. #101 - 1st priority should be removing substandard soldiers who have been passed over at least 3 times.

1000091 1- Soldiers who refuse/decline 1SG or CSM assignments should be released from active duty. 2- Soldiers who are released from the NCOES system as academic failures or for DWI incidents. 3- Establish a passover system similar to the officer corps for soldiers who are not selected for promotion over a 3 year period.

1000094 I can say this: I am a relatively intelligent, hard working, good soldier. I come from a hardworking middle class family. Since I've joined the Army I've grown to be prejudiced, when before I wasn't. I've been stolen from on numerous occassions when my thigns have been locked up or supposedly "guarded". I've taken orders from NCO's and officers who have less than half of my intelligence and knowhow of the job. I've had to work and live with people whom before I came in I would not have associated with. I've lbeen lied to, stolen from, and crapped on, on several occasions with no power to do anything about it without paying a much bigger price than it was worth. I have learned some things from my MOS that will benefit me and I have met some of the best people I'll ever know. But the bad things greatly outweigh the good things. I could go on and on but that's beside the point. The point is "I want out" and I want out with an honorable. I have given the service my best and have kept my nose clean. But I'm tired of giving and steadily getting jerked around. I want a job where I can do my own thing and get along with the people around me, and if not I can quit and go on to something else at anytime.

1000097 Decisions to stay based on lack of medical care for dependents having to wait too long to see unqualified doctors, unreliability of champus, falling further behind in equality to civilian pay having to have a highly restricted dental insurance plan. Not sure if retirement benefits live up to serving 20 years of service. Overweight program not enforced equally if buddy-buddy with people in chain of command.

1000098 I believe congress is making a lot of mistakes with budget cuts. They do not appear to care about soldiers or retirees. It would be nice if someone would open their eyes. The army needs to back off and look at the officers, but not enough enlisted and warrants.

1000099 Most soldiers I've talked with are unhappy about eroding benefits.

1000102 In reference to question 101 I believe we should reduce the NCO corps by involuntarily separating NCO's with unsatisfactory performance. I also believe that senior NCO's should retire at 20 years. I understand we need some that are required to stay longer but not 30 years. In the current QMP program, section chiefs and company commanders should have more of a say so on who should be involuntarily separated and not someone that has never met the person that is being considered for QMP. Military persons who leave the service or are forced out, without finishing their obligated service time, under chapters that include either a bar or unable to adopt SHOULD NOT be allowed to gather benefits that soldiers are eligible for when they fullfill their obligation. (ie. money, honorable discharges, etc.) This would save the army some money and the quality of personnel would improve due to the weeding out of "chapter cases" and of those that do not want to be in the army. I like to think of this philosophy as "Getting rid of those that do not want to be in the army first then those that do not want to leave."

1000106 I will stay if I make E-8 if not I will retire. 102 - Some people would stay in 20 as a Sp 4 if they could. I feel that your survey instrument is an invalid measurement tool for the issues contained therein.

1000107 Set together guidelines on how long enlisted and officers can stay in the army per pay grade. Give officers an SQT test.

1000110 Question 88. Testing for civil service/job compatable skills while on active duty. Comments discontinue the over 30 retention program and put APFT scores, marksmanship and MOS (SQT) on NCOER's for QMP. Marginal or below separation. Allow post supported programs, MSA etc. to be opened to commercial bid. Bring in more contracters for moral support. Turn over closed housing on closed posts to retirees.

1000111 I have recently been court-martialed for a crime that I am innocent of committing. The judge at my court-martial was incompetent adn extremely unprofessional. Why would ANYONE wish to stay in the army when people like Judge LTC. (Name) have so much power over their lives, unless they are exactly 100% satisfied with the way they are living? The army needs to cutback those personnel who are unqualified for their job by on the the job observation - NOT by test scores because the book IS wrong half the time nor by the non-purposeful mistakes in one's past. Please send follow-up mail.

1000113 #67 Being in a unit where I can't put a 4187 form in until I have been here for 2 years is very disappointing. I would like to be stationed at Ft. Richardson, Alaska, and am unable to apply. I won't re-up because of it.

1000114 I am a SSG E-6 with over 18 years. I was reduced from SFC E-7 in 1986 by summer court martial. Then as now, I have always performed well above standards, and in positions of higher pay grade. To ask if soldiers with court martials should be eliminated I say ask the unit commander on a one by one basis. I have less than two years to retire, if offered enough, I would gladly leave service job due to my current promotion prospects, most of my peers would not. We have enough deadwood in the army at all pay grades to meet strength reduction needs if commanders at battalion level were given the right tools. And centralized action would take good soldiers, and leave poor soldiers, decentralized separations would work best.

1000122 I strongly recommend separation pay for individuals receiving involuntary early outs. To compensate for the time needed to seek other employment. If not for the individual, do it for their families.

1000130 Pay and promotions is a continuous concern that needs to be addressed more definitive. Pay increases are subject to the whims of congress and do not reflect the economic conditions of soldiers especially lower enlisted and junior officers. Since promotions affect pay many married lower enlisted soldiers perceive themselves as victims of the system. Retention in MOS that's not a shortage MOS where soldier may be qualified because of education or other training but not allowed to enlist for.

1000132 The pay system for enlisted personnel is a joke, especially the pay for all NCO's across the board when an O2 over 2 makes more than an SFC (E-7) over 14 years and the same O2 over 3 makes more than an MSG(E8) over 18 yrs. there is something

drastically wrong with that system. Everyone knows the NCO are the backbone of the service and in most cases a lot of units can do without so many officers. Pay the senior NCO's what we're worth after all we train most every officer.

1000133 Cut priority list. A) get rid of E-4 (down) with over 10 yrs. in service. B) get rid of E-5 with over 14 yrs. in service. C) get rid of E-6 with over 17 yrs. in service. D) get rid of O-3 (down) with over 12 yrs. in service. E) get rid of W-2 (down) with over 10 yrs. in service. F) get rid of profile personnel. * get rid of drug offenders and 2x alcohol offenders. Remaining cuts can come from voluntary paid separation at 10 yrs. and voluntary 1k yr. retirement.

1000135 Thank you! The survey was interesting.

1000136 The army promotion system needs to put more weight in the MOS qualification. Soldiers in technical jobs are being promoted on APFT, weapons qualification, and CTT. These soldiers cost the military an incredible amount of money by not being proficient on the m ulti-million dollar piece of equipment they are expected to maintain. Let's go back to technicians!

000141 Priority 1 - soldier needs to work in his MOS. Priority 2 - soldier needs to do "live" work in his MOS. Problem 1 - soldier never actually works in MOS. Problem 2 - soldier works with fabricated infor. Problem 3 - soldier spends too much time in Motor Pool M.I. soldiers have these problems because they are not put on a strategic post. Then the commanders sometimes does not know what to do with them. These are the army's top ten percent and need to be utilized. They spend 1 1/2 yrs. learnign a language that they never use. Then 6 months at AIT and SP there time in a MOTOR POOL for the rest of their enlistment. Look at this way, the Army puts them thru 2 1/2 yrs. of college (equivilent in college hrs.) then sends these soldiers to work in the motor pool. Please utilize these soldiers.

1000137 The cuts in the Army are important issues to me. I support my mother so my financial stability is important. I see a lot of good soldiers scoming in right now, but because of bad leadership, prejudice & poor guidance their getting out. Soldiers should be taught to be proficient in their jobs. I want to change MOS cause I'm not working in Mines, I need more of a challenge. I scored low on my SQT for this reason. I feel we are paid poorly, cause we do work long & hard hours. We are away from families weeks & months at a time. When people are ET5 they should be better prepared on how to tackle the civilian job market. There is a lot of good, young soldiers coming in now, they should be encouraged to strive towards higher goals. There is far too much prejudice, senior NCO's are overweight and out of touch with the new Army. Some don't care. People should be allowed to work MOS. My boyfriend is in the Army also, we were planning on getting married but because of current situation it's on hold. I feel I'll make it far in the Army because I know what it takes to make it. I have been pproperly trained & guided during my term. The Army does offer you the chance to move ahead. But proper guidance & training is essential. Troops need to be more motivated, know that someone is on their side & backing them.

1000150 Many things have influenced my decision on not to reenlist. A lot of my decision stems from the sexual harrassment that takes place in the military. Then when it's reported, nothing is doen to correct it. I am also fed up with the way the army preaches about how they take care of the army family, then medical facilities turn them away. I also feel that the army promotion system is very discriminatory. Good people always seem to get the bad deal. The same is true in the army weight control program. I have seen people who can pass a tape test, that try to lose weight, and watch what they eat, then I see people who are overweight, could never pass a tape test, and don't even try to lose weight and donht watch what they eat. The army chapters the one that tries and keeps the one that doesn't. These are only a few of many reasons that have influenced my decision. The 3 years I have been in the army I have enjoyed, but at the same time have really hurt my life and that of my family.

1000151 There is retention pay for the medical branch where the pay is grossly imbalanced with the outside. The pay difference between qualified aviation mechanics in the army and the civilian world is close to the same imbalance. A good aviation mechanic can earn up to $35,000 yr pay starting out in the open market, while a Sgt (E-5) makes approx. $23,000/year. I believe there is a need for aviation incentive pay for enlisted aviation branch members. The budget cuts are also affecting the morale of the sincere soldier. The first thing that the 1st ID cut was the civilian contracts to the dining facilities. This required the military cooks to take over these chow halls, resulting in a decrease of the quality of mess.

1000154 Far too many unqualified soldiers (duds!) are getting over on the Army. They are promoted for time in service, and receive awards for the same. The result is that promotional allocations are WASTED on these soldiers are QUALIFIED PERSONNEL are NOT getting their due. Partly resulting from this, is the condition that poorly qualified personnel stay in longer & get promotional allocations & are promoted over qualified personnel. The qualified soldiers faith in the system wanes & gets out. Therefore the Army will quickly turn into a group of "duds" getting over, because all of the qualified personnel, suffering under this system of reverse logic, are marking time on their calendars until their ETS date.

1000157 The way the involuntary separation as well as the promotion system is very impersonal therefore, you lose better soldeirs than the ones you keep and promote by numbers and not dedication to service and professionalism and plain ol' hard workers. With this separation many-a-quality LEADERS with real EXPERIENCE and eyars of DEDICATION of not only their lives but their families lives will be thanked for their time and service in a most inappropriate manner.

1000160 Before soldiers such as myself are QMP'D, the board should look at the individuals qualifications. ie..airborne, ranger, instructor, rigger, sniper etc...some of us are more valuable to the Army than a board member sitting behind a desk while very know!

1000162 If you involuntarily separated soldiers you will be making a unwise decsision, this will be very bad for any soldier. I feel that if a soldier stays in the army past four years, he loves what he is doing and loves the Army. It will be very hard for a person to adapt to dong anything else, and if he or she has a family it would be much harder. I think that this is very wrong.

1000167 I would honestly like a lot more information concerning the R.I.F. because one of my children requires a lot of medical attention and in the civilian world it would be quite expensive. I am presently trying to improve my military record so that I may reenlist in the Army. I am scared because the army has doen a lot for my family and it would be extremely hard to make it on my own without the Army's help.

1000170 Too much emphasis on leadership/too little emphasis on job skills. We need to bring back the "professional" specialist. A person who is not promoted out of a job but is a professional at what they do.

1000177 This reduction in forces would be very upsetting to NCO's who have 6 years or less 'til retirement, (Vietnam era soldiers) because they have already, for the most part, committed themselves to do 20 years. They in turn, have lost a lot of options and will be at a distinct disadvantage if forced back into a civilian environment sooner than expected. Their lives have already been set around an expected Army career. Don't hurt those that have really supported the army.

1000178 It would behoove the Army to consider a change in the present promotions system to pay grades E-5 and E-6. Promotion boards allow for personality differences or discriminations. To take part, however the real changes needed would make promotion cutoffs fair and equal to "all". Why should one individual have 650 promotion points and be promoted while another has 800 promotion points but will not be promoted because of MOS. "All" soldiers should be consdiered equally. I believe it's food for thought.

1000180 54. Loss of trust in a system that I have invested my all for. 56. I believe they will make the attempt, but Air Force will have the advantage over us, (multi-billion dollar missiles & fewer people). 88. Family stress counseling; financial assistance in job/home hunting and interest free loan provided by gov't. 104. Min. of 550. 105. min. of 675.

1000184 Item 25. - I would have to talk to the individual and see if he/she have the desires or ambitions to warrant recommending a military career. Item 88. - training for personal interviews and how to apply military skills to that civilian job market. Item 92. - I would move to the state that would provide best job offer or opportunity for employment - could not answer any other way at this time final comment: I personally find myself torn between military career (more than 20) and a career in the civilian world. It is very hard to answer a lot of these questions without knowing what the real choices are or will be. I'm sure I am not the only soldier who cannot retire (under 19 yrs 6 mos.) but could also face a force out with 17 yrs. active duty without retirement. I will say when anyone looks at the proposed trusted separation pay and what the soldier woudl receive upon retirement at 20 yrs. is a slap in the facse to career soldiers (NCO's) who have served with pride and distinction only to be told "take $40,000 separation and donht worry that if you could have retired at 20 yrs. you would collect close to $250,000 in benefits. I would however even accept it as my fate if it is deemed to be in the best interests of the military as determined by congress. But I would have one concern and that is the education of my children and I would very much accept involuntary separation, pitifully low severencse pay (approx. $40,000 in my rank & tig) and no help in job hunting or transition if my GI Bill benefits could be given to my children. Finally on the last page you say things are moving "rapidly" let's not move so rapid that the plan, options and related information and decisions do not make it to the very last soldier, sailor, airman or marine. Knowledge is power and without it a lot of soldiers will make some bad decisions not only for themselves and families but ultimately for the Army and DOD.

1000185 67. Benefits are slowly fading away. You should address ht. & wt. limitations in your next survey.

1000187 Throughout this survey, I have noticed the topic of separation of quality personnel (ie. question 101). I understand the feelings behind these questions. The fear of good soldiers being scared off by the dismissals. I agree with that, but I feel it would

not be a major factor if the personnel who whould be dismissed are dismissed. If it is known that the lazy and undesirables personnel will be dismissed, the feelings of the good soldiers will not be blemished.

1000193 I think if you let those who want out early let them go first. As long as they didn't receive a bonus. As for the G.I. Bill let them receive the proper amount for the time of servicse completed.

1000194 I feel that selective promotion boards for E-5/E-6 should be conducted by NCO's from a unit other than the soldiers own, so an unbiased opinion can be formed. I also strongly disagree with the thirty year system, I feel that once twenty eyars of service is reached, the soldiers record should be reviewed for separation. Too many jobs and too much money are being wasted on imcompetent and seemingly senile men holding lucrative positions of power. I feel that if these persons were "deleted" then more jobs of lower enlisted soldiers could be saved as well as money. My views on military pay are that the soldier is severly underpaid - especially combat arms. Why do military civilians receive higher pay than the men who are willing to risk their lives for their country. If most of these civilian nonessential jobs were ommitted perhaps the individual soldier might receive the pay he deserves. It's ridiculous to have civilians working with military equipment and military paperwork being paid extremely more than the soldier of whom they RUDELY serve.

1000195 The main resason I plan to get out, is because of slow promotions. In my MOS (31M) the best I can expect to get is E-6. A fellow soldier jsut made E-6 after having over 900 points for several years. Talking to other soldiers most would just get out and go back home, if the Army would release them from their committment. (Something to consider for overstrength NOS's) I would voluntarily leave the Army if I received a separation pay to live on until I found a job, or paid time off to find a job. The pay in the Army isn't THAT bad but the opportunity for promotion is slow and unfair. There is not enough focus put on the soldiers performance in his MOS from day to day. They do what they have to, to get promotion points but don't perform in their MOS very well.

1000198 I would be interested in seeing the results of this survey and what is done with them.

1000200 Point for promoted to staff sergeants are very high in the MOS of IIC.

1000201 MOS with no civilian job potential! Aiding career soldiers transferring into civilian work force (finding a decent job). Decreasing health & dental benefits.

1000202 Did not understand some questions.

1000209 Most soldiers are concerned about pay, quality of life and most important benefits - ie. health, dental, retirement pay. Also, a more serious aspect is ex-spouses receiving a portion of retirement benefits. Additionally we know the Army will do it's best to preserve our benefits - but very few of our cogressional leaders have served in the military and what the politicians say & do and put into law - the army will be powerless to protect those benefits.

1000210 I wish not to make comment at this time.

1000211 I am PCS'ing to Korea. however, it is totally bogus and unfair to not get severance pay for enlisted outs when officers do. What makes him or his family any better than mine? SRB program needs to stay but should be a flat rate for everyone. What makes you think a 11B works harder than a 31M? Look in the dayroom sometime. The 11B does a roadmarch, then gets the rest of the day off. The 31M goes back to work!

1000213 #49 The Army Times appears to be overzealous in its attempt to cover the reduction issue. The stories widely vary from week to week and seems to be based on rumor control #81 Separation pay for those being forced out is a crucial issue. It should be considered for soldiers whose performance and career record warrants it. #56 I have confidence that the Army leadership is aware of those things which makes a quality Army. #17 there are only a few MOS's which would be distateful. Would prefer 91-CMF, 71-CMF 63 CMF.

1000214 Don't be self serving and politicking so much You need to care more about the people in the system. We have feelings and are not machines, you should look close!!! At this chain of cmd the (Unit) & subordinate co.'s are broken and are eating what used to be good soldiers.

1000216 I personally would like to go full time national guard and wrok on their helicopters and fly the border of the U.S. looking for drug smugglers. If not that, working for customs on the DEA on their helicopters and flying with them on drug interception missions. I personally feel the drug trade is a great threat to our national seacurity. I feel that could be an alternative thrown into the draw down. Thank you very much.

1000221 A career in today's Army is getting tougher. A cash settlement to soldiers who volunteer for early outs would be beneficial to Army families.

1000226 I will be attending ANCOC starting in November of this year and will then move on to Fort Lewis Wa. But no address is known at this time.

1000227 I want you to understand that a lot of the re-up questions that you asked, I replied with reenlist because I have almost 14 years in and I do not want to give all that time to Uncle Sam for nothing. So I will try for 20. Also, the promotion system to SFCS sucks. I should have been promoted years ago. Check out my records. I have over 4 years time in SFC slots, a 2 year degree and I am a member of the SGT morales club. My DOR 82, why have I not been promoted? I think I have proved myself. What else shoudl I do? If you must get rid of soldiers please do it without regard to sex, race, creed or color, keep the best man/woman for the job. Don't do it like the SFC/MSG/CSM promotion boards. Make a system like SGT/SSG promotions. The person with the most points gets the stripe (or job). It is always said that the best soldiers are picked on SFC boards on up. That is a joke and I know it to be true.

1000228 I was accepted to college in March. In April I put in a 4187 to be seperated 90 days early to apply for college and take my placement tests. In May my 4187 came back disapproved stating I was ineligible because I am only serving a 3 year enlistment. I wrote my congressman and he sent a congressional inquirey to DA. The inquiry came back from DA stating I was ineligible because of 3 year enlistment. A wee laker DA comes out with a voluntary separation program. Now my ETS date is 30July and I will probably miss the first semester of college. I do not understand why the Army turned me down for an early out one week and then the next week say anyone that ETS before Dec90 can get an early separation.

1000229 Choice of installations from hardship tour to conus. Many soldiers paln on returning to a specific post and relocate or leave dependents at that post.

1000231 I don't believe there is a clear and set answer to most of these issues. Especially when it is dealing with personnel - soldiers who went into the service to help defend and protect their country. They shoudl be treated special. For a lot of these issues I feel the unit or company should make decisions dealing with personnel, the soldiers should be able to talk it thru with his/her chain of command to make the decision for everyone (concerning troop reductions) instead of coming from high above.

1000233 The current reduction in force program is not consistent. Soldiers are only allowed a certain amount of years to make rank. There is a freeze on promotions because of budget restraints. It appears to be hopeless and causes morale to be low. There isn't anything to give the soldiers the incentive to try harder toward career enhancement.

1000235 I have recently come back into the Army is 1987 as a 63W10 (mechanic) and have a 71L secondary MOS. I greatly enjoy my secondary MOS because I have worked it throughout my military career starting in 1977. I do not know or like my PMOS but I am forced to stay in it and will possibly be QMP'd because of it because I can't pass a Mechanic's SQT. I DO NOT know anything about 63W and have tried to get out of it. The Army should give you what you are really good and excel in and that's 71L for me.

1000237 I'm getting out!

1000245 I feel that the Army has hurt their morale by coming out and saying the Army must decrease, way before its time. Only the true soldier keeps a good attitude towards this situation. The NCO case in itself should be responsible for the reduction of its Army it belongs to them they know who is not carrying their own weight.

1000249 I believe the biggest impact on the soldiers is the accurate lack of information being fed through at this post visitors from D.A. are saying that major cuts are coming prepare to get out while official publications coming from the same office is saying something else. At my level we don't hear involuntarily seperated, we hear QMP. So anything you have done wrong (in someone elses opinion) will get you kicked out and not "asked to leave".

1000251 I feel that in view of the large cut-backs scheduled over the next 5 years, we must pay close attention to the retention of NCO's. There are far too many NCO's riding the system. They may not have any negative information in their files but they are BORDERLINE SOLDIERS at best!

1000252 With future cuts in the military: I would like to see personnel allowed to "make" their retirement and then if needed have them stay or ask them to retire. I'd rather see personnel attrited than involuntary release.

1000254 I truly believe that the reduction of troops will result in weeding out the "duds". I am concerned that high quality soldiers may leave the service due to insufficient benefits and chance for promotion. I strongly feel that thorough research should be done before any bold moves are made to reduce troop strength.

1000255 I want to stay in the Army at all cost. But in my MOS at my rank I hve not been offered the chance to change my MOS. In my MOS 27E promotinos are terrible, and I have changed my MOS to meet the Army's needs. I have tried to get rid of bad soldiers but they just get transferred and remain in the Army. I served in Korea and that showed me how soft the Army has become, I joined to get tough and strong to defend my country for freedom.

1000270 The stopping of separate rations pay has a very negative effect on a household. I'm in the field often but my family isn't! The quality of soldiers and work environment in the MOS I'm in is causing me to look at civilian employment.

1000271 A job seminar where employers are matched to job applicants should be conducted on each post.

1000272 Item 41 reduces the chances of conventional war, but increase the chances of nuclear war.

1000275 Company & Battalion level reenlistment NCO's: They should not be rotated in and out, NCO's should be qualified before taking over reenlistment. For a soldier such as I, ready to reenlist questions I have, they don't know. 88: as part of clearing the unit, the Army should have classes on civilian job market. And how to prepare yourself: I can understand the importance of this survey, but if you cannot send the survey out in time then it is not my responsibility to have it done on time!

1000279 Many NCO's would take an early retirement at 10 or 15 yrs. Promotion/QMP Boards do not get a true picture of those they promote. NCO's with DVI's being promoted for example.

1000280 Once selected for involuntary separation, how much time should the soldier have to prepare for separation and should he be allowed to extend for this period if desired?

1000281 I think that every soldier's case or future options should be looked at as an individual and his work habits and motivation. Also his true feelings for the service and his choices.

1000282 The grade of people enlisting in the Army today is terrible and basic training is a joke. Stop taking criminals and drug addicts.

1000284 Sources of uncertainty in my Army career: 1. Work overload. 2. Inconvenient, unregulated work schedule.

1000285 52b,c,d-the "best" will get out of the service. 54-A smaller Army does not make for a better Army. 56-Army leaders will hopefully do their best. 58-They will try but not totally succeed. 109-Depends on when the time lost/conviction occured in soldiers care (1st-2 years-okay).

1000287 As a Spec 4, I am constantly seeing other Spc 4 (P) being promoted when they aren't eve NCO material. As a bandsman, I feel that a SQT is essential in choosing those for promotion instead of making points alone.

1000288 Question #93-Depends on if we are offered separation pay and the amount. Question #94-I feel that everybody has a chance of being involuntary separated know matter what your records have or don't have in it. Question #100-yes, but only go back so many years (ie. 2 or 3) because the soldier has paid the price for what he or she has done. Question #104 and 105-I feel for sergeants should be 550 or 600 and staff sergeants 650 or 700.

1000289 I believe if you just ask soldiers if they wanted out (honorably) some won't.

1000290 If a soldier is forced out of the military he should be given severance pay and have some kind of job placement program.

1000291 It is obvious that cuts must take place. I feel the Army should give soldiers in overstrength MOS's the option to reclassify to a shortage or separate-allow approx. 120 days to decide. Do not hurt promotion opportunities it will destroy morale. Weeding out the marginal performers will create an even more competitive atmosphere for those of us still around thus increasing the Army's overall force quality.

1000292 Question 67). A forced reduction is needed, my only request is that the Army act fairly & rapidly. Right now it seems there's a lot of talk, but not much action. I feel like the Army is holding this force reduction over the soldiers head. It seems like if you make the smallest mistake, it could cost the soldier his/her career.

1000293 I am being separated for being pregnant so all my opinions are biased.

1000294 Not enough information is reaching soldiers, for example which MOS's will be more affected, how promotions are going to be affected, and will pay increases be affected. Not enough information is being put out if there is going to be reductions across the board; lower enlisted, senior enlisted, and officer strengths.

1000295 Education is a strong concern. The total education benefits I'm eligible for total $8,700, after contributing $2,300. The maximum I am allowed. I am not covered by the GI Bill or the Montgomery Bills. Dedicate yourself to your work (14 hr not uncommon) or go to school? Impossible with continuous deployments.

1000299 Because of the changing situations in Eastern Europe and the better relations with the Soviet Union, I feel that a reduction of the Army manpower is a mistake. We should maintain a strong Army at all times. Manpower should be left at 100%. Let us not get caught short. There are NCO's who remain in the Army because of their willingness to serve their country. I am one of them. To separate a soldier after serving a given numbers of years would be an injustice. I feel that a grave mistake will be made by cutting our forces.

1000302 Information concerning the actual number of personnel that will be needed in each MOS would be helpful.

1000303 I feel that more emphasis should be put on the fact that the unit(s) have too much power. Disciniplary actions should be maintained at a higher level. Too much personal feeling is put into punishment by the 1SG & CO.

1000306 There is one item not covered in your survey, or in any of the periodicals or DA messages sent down. What are you going to do with the personnel who brake in service (in my case-88 days to fight for custody of my child) and were reduced in rank (my case E-6 on E-7 primary zone consideration). We have been done a grave injustice, and now fare the probability of QMP action. We have not been discussed at all. What are you going to do with us? We have already been reduced in rank, without any consideraton shown for past work ethics or attitude and now we are on the QMP "Bubble". Are you going to continue the blatant missing of available assets, (what civilian organization trains people for 10 years or more, and then demotes them when they leave the company and return after a couple of months?) by continuing the process and initiating QMP procedures? This is a question I, and many of my contemporaries would like to know the answer to. You'll notice several inconsistencies in my answers-these are direct result of the circumstances I am no in. Once a senior NCO on the rise, then 3 months later junior soldier, and all because I cared for my child to a great enough extent to get out of the Army that I love dearly, and fight for custody of that child. What, I now ask after 13 years of giving you, the Army, are you going to do for ME!?!

1000309 88. Include inform. on employers seeking employees currently seeking personnel in certain MOS's.

1000313 I found it hard to answer some of these questions because I am taking the voluntary 90 day early out and readjusted EFS date is less than two months away.

1000314 Use SQT scores for QMP.

1000316 It seems to other soldiers and myself that people are getting promoted who don't deserve it! NEVER drive a vehicle more than 20,000 miles. People who want out should be able to get out with an Honorable Discharge and let them out even if they have 3 years left in service! This will let people get promoted and lazy people out!

1000323 The Army should allow soldiers more time for civilian educatioon. Care more for soldier families and feelings.

1000325 #88-I would like to find out if we get kicked out if we can work for anoother government agency.

1000326 #67. I have decided to get out of the Army at the end of my enlistment. If I were staying in, I would be concerned with my lack of experience, the impending Congressional actions, but mostly I am concerned with who will be separated from the Army

(involuntarily). I know some very weak NCO's who are E-6's and would be better E-4's. They have no leadership abilities, are NOT motivated; yet I am supposed to "look up" to them & try to model myself after them!?! On the other hand, I also know some strong NCO's who don't get to show their leadership abilities because they are not in a position to do so. The Army NEEDS strong NCO's...Don't kick them out.

1000335 I recommend the Army release those soldiers that no longer wish to be a member by establishing a 'Voluntary Out Program' between a specified time frame (Example: 90 day period). The request will be placed on a 418 and sent to DA for selection to insure that no MOS drops below strength. Separation from the Army will first be recommended for approval or disapproval by the soldiers chain of command. The transportation cost and any other expense will be the soldiers responsibility except for those over-seas. The soldiers over-seas should be transported along with their baggage to a military installation closest to their home. I personally feel that a soldier cripples the mission when he/she doesn't wish to be here. This more often results in some type of UCMJ action being placed on the soldier which cost the Army lots of money. I personally feel the 'Voluntary Out Program' will not result a 'Berlin Wall' type effect when people came by the thousands to West Berlin. Even if tye do DA still selects those that will be separated from the Army. This will give those soldiers that do not wish to be part of this great Army the opportunity to get out. The soldiers that truly believe in the Army will remain. After those soldiers that wished to be released are released then and only then separate those marginal soldiers. This I think is a fair process of elimination. This a simple and cheaper way to discharge soldiers without all the red tape. LETS SAVE MONEY!!!!!!

1000337 There are entirely too many overweight personnel and too many soldiers being promoted who do not fully qualify-they get good ratings just so their bosses can get rid of them & put someone else in who WILL do the job.

1000338 Why was it necessary if a soldier is prior service and hs less than a 6 month break in service be retrained and placed into a separate MOS, this is not cost effective to the Army. My old MOS was 67Y10 which in all units was critically short handed, but in order to enlist back into the Army I had to become a 31V10. As a sergeant I see the good ole boy attitude from senior NCO's that allow soldiers to be rated higher and stay "Army" which cuts down on my promotion opportunities.

1000344 In many of the questions I answered, it would appear that I'm inconsistant-I would like to clarify. As an E-6, I would not stay in the Army 20 years und present conditions. Lack of joint-domicile support, or duty station choices are major concerns for me. However, I am presently attending medical school & I plan on re-entering the Army as a physician & I would like to stay until retirement.

1000346 Since being selected to participate in this survey, my situation has changed. I am now a "frocked" CSM assigned to Fort Riley. I was officially notified 29 Mar 90 of my selection for promotion to CSM and immediate re-assignment to Fort Riley which resulted in leaving my family in Lawton, Ok. until we can find a suitable renter and get permission to rent. This situation has affected several of the answers I gave on the survey.

1000351 1) With reduction in force/early retirement, I am concerned about three areas: A. Both medical and retirement benefits for myself and my family, how or would they be reduced? B. To save costs and benefit myself, word "PDA" be allowed to finish off an enlistment contract instead of PCS? C. From past experience, Vietnam Era, I have noticed that the Army tends to use "record" information (different types of score cards) and makes no allowance for "Field Commander input" concerning soldier separation, resulting in the Army losing valuable experienced soldiers in which to train younger troops.

1000352 If I were forced to leave the Army it would very, very hard even impossible to support my family in the current economy. I feel bad for anyone who is cut and not able to support their families.

1000354 #114 I have not yet become eligible for reenlistment. But when I do I should receive a bonus which is IA.

1000355 #88 A class that helps you learn how to have a great interview what questions to ask THEM-how to answer certain questions-clothing etc..Since the beginning of my enlistment I have seen morale decreased. Many officers/NCO's I've seen should NOT be in charge of troops due to their religious beliefs, discrimination and incompentence.

1000357 Should screen soldiers records better to see if they compete for career progressino schools. My subordinates have went to NCOC before me and I have more testing, prom. pts, SQT score better and still not selected for BNCOL. I've been overlooked. POOR SYSTEM. Also promotion enhancements are very poor. PROMOTE the soldiers who qualify.

1000362 My MOS is 44B10 (metal worker) and I work with a direct aviation support battalion. This battalion has none of the facilities such as an arc welder, which I really can't perform my job to the best of my ability without.

1000363 In the event of involuntary separations, soldiers should be selected on their merit ie, weight, pt, education, efficiency reports. (Example) soldiers who has served eighteen years in TDA units and only have a high school diploma, had the time to attend college and didn't find it important, he should be separated before a soldier who has taken the time for self improvement: the more educated the force, the more efficient and effective job performance by the force as a whole will result.

1000364 88-Program similiar to the old "Project Transition" utilized in the early 70's after Vietnam.

1000365 Promotable soldiers with less than 700 prom points should also be considered in the reduction of forces along with soldiers with disciplinary problems or cannot cope up with military life. There should be a faster process of discharging soldiers who opt to be discharged and not wait a very long time for actions to finalize.

1000366 Like the others I have worked very hard at starting my military career and have received a lot of recognition for my self sacrifice and dedication to duty and mission accomplishment. It is a very important decision for the Army to decide who stays and who goes. But for all the decision making boards the Army has, no one knows the Army's soldiers better than its direct leaders from squad leader-Comp. Commander they are the ones who know who works to max. effort and efficiency and who slacks off and doesn't meet the standards-I feel they are the ones who should be consulted, and be allowed to render input to the Army on WHO exactly the Army wants to retain or delete. To prevent the Army from kicking out quality soldiers and retaining slugs, of which we all feel. How to go about this. No one I've talked to is sure, however, one thing we are sure about is feedback from a company com. is very valuable and should be a very important part of this type of decision making.

1000367 I feel that most soldiers in the grade of SSG thru SGM. Do not want to be cheated by the reduction in force. Compensation would be and should be enough to ease the thought of being involuntarily released from active duty.

1000373 The army could possibly help soldiers that are separating by locally hosting quarterly job fairs and counseling soldiers on specific qualifications and opportunities based on MOS, years of service and aptitude statistics (I.E. award apprenticeship). Also, another way I believe reductions could be less drastic is to closely monitor separations, promotions, enlistments and reenlistments. Adopt one for one. Require reenlistment six month prior to ETS. Promotions tied to number separated, and enlistments on the quota of number separated or failing to re-up.

1000374 #67-Lack of assistance in preparing a soldier for the promotion boards (don't have training guides or go borrow one from some one else). No assistance in 62J MOS for SQT preparations.

1000376 The overall cost of living in the North Easten United States extremely high. I'm a MSG/E8 with 18 years of service and CANNOT afford to live in my own country nor can I even afford to purchase a house so my family can live a decent life while I'm away. I have no plans of staying in the Army over 20 years I feel that after 20 years staying would only decrease my chances of getting a civilian job on the outside.

1000378 67. Medical reclassification action without the benefit of new MOS training.

1000384 Being a 98G Arabic linguist I feel somewhat more secure due to the present situation in the Middle East. Some Arab linguists have inherent qualifications that DA appears to not take into consideration with regards to assignment/promo. These qualifications are paramount for review in all aspects of the current RIF/promotion policies. We are tracked Egyptian, Syrian, Saudi, or Iraqi. Experience dictates a need for (or priority for) Libyan, Lebanese, & Syrian. A mere handful of Arabic linguists have a working experience in Libyan, Lebanese, or possess a C-8 trailer and there are no indications of having such on our MPRJ. perhaps it should.

1000387 Question #34. APFT walk only. Question #72. Real estate agent. Question not asked: Severance pay, if enlisted soldiers are asked to leave the service before retirement due to non promotion at point of retention for grade severance pay should be given just like the existing program for officers or if not given to the enlisted discontinue paying the officers for being passed over.

1000388 Question #34 The reason for the 160 APRT score is that I did a 2 event instead of a 3 event. No push-ups were graded.

1000390 This is a very good questionnaire. I believe in my leadership. I do not believe that the CSA & major subordinate CDR's are getting a straight story from the civilian leadership. America always wants to be Jack Armstrong, or Charles Atlas, get whipped on first battle, get strong, win and be magnanimous. My input: Go regimental, eliminate re-up, lengthen enlistment to 6 yrs, for armor/armored cav., retire tired CSM's & SGM's for upward mobility, remember it takes 18 yrs to grow soldiers, 26 for sgts. and a well TRAINED force with serviceable weapons can defeat weaklings with state of the art, strength & balls bought a piece of today's events, a weak sister approach will lose it all.

1000393 I am concerned with education benefits. Sergeants are required to have an associates degree to be considered for promotion. Will I be able to afford to meet Army requirements financially. Question "95" Delta force should be expanded to a larger # while the regular force is being cut.

1000400 I think that the Army is a very prejudiced place of duty. I have seen blacks being promoted over whites just because of their color. I also think that the Army would be better if blacks were treated equal & not given 2nd & 3rd chances.

1000404 I wish to change my MOS but between rules & regs about going on levy I'm unable to forward my flight pocket. I believe my change in MOS would benefit the Army.

1000408 I also believe that if a soldier wants out of the Army that he/she should be able to get out with NO penalties. They should be on the street within 30 days of such notification. Senior NCO should not be permitted to slid out of the service. If they have no hopes of promotion to the next pay grade having 4 or more years left to retirement then they should be possible QMP candidates. SGTs that have over 10 years with active duty (without break in service) should also be possible QMP candidates if they have not been recommended to be promoted.

1000417 The Army should look at their stand on drugs. 1st offencers should be put out the service period. Regardless of rank, nor more second changes. Promotions should not be based on points alone. The Army needs to look at performance records and anything else that will tell the real story. I've seen too many NCOC5 that can't manage themselves yet alone a platoon. As far as base pay and allowance go, the Army needs to stand up and fight for bigger increases. Instead of taking what they offer.

1000418 12. SGT used in promotion, given MOS 71LF5, worked in postal-given 71L slot and tested, unfair, school trained in postal (F5).

1000419 One major problem is civilians supervising military. They (most) do not understand the Army ways and thinking which does not help the soldiers advance in any matter. It really hurts good soldiers being in the military and thinking as a civilian. They also should be trained to supervise or work with the soldier. This is a major concern of all ranks in the Army.

1000420 I'm in the 91 CMF, Practical Nurse, I want to further my education in the Army, as a warrant officer "P.A." I'm worried that the program will cease by the time I graduate from 91C school. S.F. All the way! new (Army).

1000421 Upon ETSing I am going to become a full time college student persuing a degree in Aviation. While attending school I will be in the ARMY NATIONAL GUARD and participation in the ARMY ROTC SMP PROGRAM. I plan to retire as a Commissioned Officer in the National Guard. This may help you to see why I chose some of the answers on this test as is.

1000432 The opportunity to place exactly the desired response to certain questions posed in this survey was unfortunate. I am grateful for the opportunity to express my feelings, however, and I am hopeful that I will hear more regarding them. I believe that if the Army were used for significant national needs/disaster relief that I would whole-heartedly continue to serve. An example would be manpower for forest fire prevention, border patrols/drug intervention, oil spill clean-ups, destroy the gang violence problem.

1000436 I believe that my views on overseas assignments may not be totally objective, as I have been at my first active duty assignment for 4 1/2 years. This has been grossly disturbing as I have watched incompetent or marginal soldiers come and go overseas, to and from my unit.

1000439 88 Post job fairs.

1000442 A large percentage of us are very concerned that many of the high quality enlistees will leave the Army rather than face the coming chaos caused by a congress unwilling to fund a smooth drawdown and an Army leadership unable to do more than follow orders and hope their people can handle whatever comes along, meanwhile doing a paper whitewash to protect their own endangered careers.

1000448 The army is in a buyers market and can dictate for or against the soldier currently against. Cost of living should be just that the amount due: cost of living. The Russians say the check (peace) is in the mail, you don't cut 'til the check's in hand. All policy

is doing is jerking the soldiers and their families around. Boxing, bowling, family programs, volly ball will not win wars, marksmanship will, as will competition to support the combat soldier.

1000449 Question 67: I don't like my MOS 98G3L and even though I've been working out of my primary MOS for over 2 1/2 years as an AT & T 3B15 computer system administrator and programmer, I've been denied the opportunity to change my MOS to 74F. The excuse the Army has given me is, "98GLA is very critically short"! But how short can it be, when I have been allowed to work out of it for 3 yrs. Army officials could care less about my career. My chances for E-7 in 98G work are fewer since my experience is very limited.

1000450 104-105 is this for 11B, combat arm MOS's 1/ou are not given time to take college classes due to training but perhaps that will change with the cuts also. Separation day is a must a non commissioned officer is no less. An officer in the United States Army. Most have a college education, but no lobby group, to speak of.

1000455 It's understandable to cut in U.S. Army Personnel. However, it's also a incentive to be the best. Only the best and most qualified soldier should be allowed to remain. This program has open a lot of soldier's eyes. To be best to compete with each other.

1000456 I would like to see force reductions done through higher enlistment and re-enlistment criteria rather than through involuntary force-outs or promotion slow downs. It would also be better to slow down initial enlistments and have more people retire upon reaching 20 years.

1000457 I think more info should be put on the new or newspaper, I believe chains of command are selective about what they tell their soldiers.

1000462 It seems all the politicians want to cut the military until it affects their home state, then they say "not here". Also they vote to give themselves a 50% pay raise while limiting us soldiers to 3-3.6%. This is HYPOCRISY at its highest. We are serving and making sacrifices for America AND Americans. We deserve better!

1000466 Career soldiers is what the Army needs, we have proven to the army that we are the Army. Whether in peace or in war. If cuts are necessary I think we should slow down on new recruits which need training an experience, that which the career force along with their families already possess. Yes we might have made a big mistake in our career time, but Lord knows we have paid and are still paying for it along with the future generations of our families.

1000474 There are a great deal of soldiers that love the Army, for what it stands for and does to mold a child into a wonderful soldier and human being. I myself would miss it dearly!

1000475 I think that the whole soldier's career and work performance should be looked at; e.g. the assignments the soldier has held and length held.

1000477 The E-7 selection system should be conducted locally. Too many good soldiers are passed over each year and the less qualified ones get promoted. Many soldiers look good on paper, but have very low performance in the field. The NCOER doesn't give a complete picture of an NCO. A face to face board would eliminate MOST sandbaggers.

1000478 #67 I am married to a European and plan to move to Europe to be with my husband. I have a job (civilian) and wish to pursue that in Holland. With all the cutbacks I've been hearing about I'd think it would be easier to get out, but I've done everything possible including losing my hair from stress. I'm not staying in the military for anything.

1000486 I understand the need for cutbacks. However, there are some people like myself who love the Army and planned to make a career out of it. Some of the ways the Army is cutting back is only getting rid of quality people who really care and the people that are kept in made plans to get out and don't have good positive attitudes.

1000496 The way officer's are dictating, the NCO core has left Ft. Riley. In other words my chain of command kiss to much ass

1000497 Point of view on forced separation-careerists, myself being one, committed ourselves by re-enlisting for a period of time, we didn't have the option to "involuntarily separate" ourselves. The Armed Forces should be required to execute its portion of the "re-enlistment contract".

1000502 I am sick & tired & fed up of being discriminated against because I choose to be single. A single person in the Army has no benefits or rights. The only reason I stay is because I love the Army!

1000509 1) The Army is reducing med/dental benefits too much. At Ft. Bragg NC my wife can't even get her teeth cleaned on post or get a med. appt. within a few weeks. She has to go to Primus or pay for it herself. (Champus is also too costly). 2) For soldiers who want to change their MOS: the Army should look at more than just numbers on compouters. i.e. special skills, education in new area, prior service MOS, different branch of service experience. Very frustrating to good soldiers who belong in a different MOS because they have the experience. 3) 82 ABN Div soldiers can't move unless they terminate. Causes good soldiers to get out!

1000510 As for the pay the military is always at least 10% behind our civilian counterparts. The benefits for the active duty as well as the retiree are slowly depleting. I plan on retiring at 22 years. The unit I am currently assigned is the 1/160th special operations aviation regiment/U.S. Army special operations command. We are always ready to do what has to be done and glad to do it. My duty position is Senior Aircraft Maint. Equip supervisor and I run the production control.

1000511 Re-write Regs.-Force Commander to make hard decisions-eg. weight control program, drug/ad. abuse, child/family abuse. Better identify substantial soldiers--allow NCO ER/AER to include self referrals to drug/alc. programs, etc. Enforce Army standards.

1000513 Survey is too repetitive.

1000514 Some question that answer I don't know, should on looked at on an individual basis. Also some sergeants, enjoy working with troops, ensuring the task is understood, supervise, completed.

1000519 The problem with the reduction is that there are too many E-9, E-8, E-7. with no real job or purpose. Those are the personnel who should go first. If you reduce you would need the younger and stronger body and mind to win a war. These old E-9, E-8 & E-7 are just looking for a pay check and higher retirement. They should go first. The promote the best to those positions.

1000521 I would just like to comment on the fact that a lot of good soldiers who have served their country well, will find it extremely difficult to find comparable employment in the civilian arena due to a sever lack of skills pursuant to their MOS. Combat arms personnel will have an extreme disadvantage if they were suddenly thrust into the civilian community! Thank you for the opportunity to be heard.

1000527 Some questions repetitive.

1000528 Single soldiers have a higher stress factor about life. I myself base the next reenlistment on whether I find a girlfriend/wife. If one thing I could get to make me happy is to be active in the drug war.

1000530 Being a career minded soldier in hopes of being promoted soon. This survey scares the hell out of me. Soldiers who love the ways of military life should be allowed to continue their service. After almost eleven years of dedicated service I find myself feeling apprehensive towards my future. You should allow the soldiers who desire early retirement to do so.

1000531 My biggest fear in the world is that I will get a QMP notice and must leave the Army with no wy of supporting myself of my family after 17 years of dediated service to my country.

1000532 Decisions are never easy.

1000535 Questions? Why does the Army don't give good soldiers the opportunity to stay till they retire, wouldn't it be better to make reenlistment of new soldier reduce, rather than letting us go who have done proved ourselves and have mouths to feed, and making the Army our bread & butter?

1000536 I know a lot of good things about the Army, however, most of my grief probably comes from the unit where I am presently stationed. The working and living conditions are less than satisfactory. I suppose I'll probably reenlist for another unit or a reserve unit if I go to college.

1000537 Personnel with more than 20 years been request to leave the service. Some MOS considering as non combat are being judged wrongly by example does that are in fully conjunction with combat MOS such as Medic, cook, etc.

1000538 You will find my answers will reflect a great deal of apathy towards the current U.S. Army and I obviously have zero intentions of reenlisting. Therefore you may decide to remove my answers from the others you received. I only filled this questionnaire out because I felt it my duty to do so.

1000539 Offer soldiers early out instead of levy.

1000540 Question 109, 110, and 112 should be done on case by case. Personnel with 13 yr. wiht inten. to retired should go 20 yr. to retired.

1000542 I think that a soldier should be able to change his or her MOS. If they go through to right channels. What good is it keeping the soldier in an MOS that they do not enjoy, they will not do their job to the best of their ability. I am not doing my job to the best of my ability because I don't like my job, nor my MOS, doing what you like to do makes you do your job better?

1000543 I see other NCOs who are promotable that don't deserve it, but became promotable only because they came from units with easy promotion boards, then I see other NCOs, who do fantastic work, who are very knowledgeable about the M.O.S., who gets high praise constantly from their superiors, who are both liked and highly respected by their subordinates, that can't pass a promotion board because the board is far too tough to pass. And none of the board members know just how much he/she has done except for one person.

1000544 Although I see a need for Force Reduction, I am concerned that quality people will be separated from service with little regard to their job performance. There are several instances where EER's, awards or decorations or military/civilian schooling cannot show the true nature/capabilities of the individual soldier. Time (for schooling) personality conflicts (with superiors for EER's and awards) and any number of other factors may not show the true nature of the beast.

1000546 I know some soldiers who are considered over-weight and they pass the PT test and the tape test but are still over-weight because of their size, this factor makes staying in the Army or any promotions or advancements very hard for them. I also think the Army should conduct urinalysis tests more often, and the punishment for positive results should be more severe, and not take months and months to complete.

1000549 The Army needs to look at itself, there are a lot of good soldiers in the Army. The Army needs to keep the good one's, even promote them based on a good EER/NCOER rating the point system is a joke. Keep the Army strong!

1000550 Promotions should be readily available for E-4-P who are well qualified and hold a E-5, E-6 slot in their workplace. Glad I could be of help.

1000551 Most soldiers don't think about civilian life matters until they either make a decision to get out on notified of their early releases. Soldiers that decide to make a career of the military expects their benefits to be the same as it was when they signed up.

1000555 I have been setting on ones 925+ points for almost one year and cannot get promoted to E-6. This does not motivate me at all. If I could get rankd and a good school I would most likely reenlist. I like to progress & advance. In not doing this I feel failure! I will look for rewards in the civilian sector. I have a BS and I am ASCP certified. I should be able to find a position.

1000558 Senior N.C.O. E-7 and above that have these P-3 profile and officers that protect each other is over weight should be the ones considered for separation, because they are holding the slots for young hard charging soldier to advance. 23 years should be the retirement mark for enlisted soldiers and 27 for officers that will also open the door for younger soldiers to move up in rank and knowledge of the Army that the higher ranksj don't want to release and you can have a total country combat ready.

1000561 I believe that everyone is a bit worried. If involuntary cuts are made then those people deserve a full explanation and be shown their way.

1000567 I think soldiers who have any kind of trouble with civilian police should not be allowed to stay in the military. They just make THE ARMY AND IT'S GOOD SOLDIERS LOOK BAD. Also soldiers who decide not to extend so they won't go overseas should get the early out since they show no interest in their military career.

1000568 If the Gov. could find a way to give soldiers a better pay each month, we could take care of our bills that we have and maybe also have a nice little bit of money saved up for when we get out or re-enlist. But for now, it's hard to pay for all the bills I have & still try and save. I could make much more money in the civilian world.

1000570 88. Have Army send resumes to companies hiring veterans to each soldiers personal goals and job.

1000573 My concern is that soldiers wanting to stay in the Army will be QMP'ed, but soldiers are just drawing a check will be retained.

1000577 Sirs-The fact of the forth coming draw down is frightening enough for the career soldier who has squandered his youth serving a system which has no intention of honoring it's commitments (admittedly implied) to the solder, but the current "tap dancing" between Congress, the Executive Branch, and Mr. Cheney is producing nothing but posturing without a clue as to who, how, or even why, we will be cut. For God's sake give us the critereon of how the cuts will be made and what meager attempts to justify the upcoming massive breach of faith will be utilized.

1000580 Outstanding survey! A lot of time has been put forth and analyzied. Appreciate to have had the opportunity to take part in this survey. Any additional information I may be able to provide PLEASE don't hesitate to ask. Sincerely-SSG A .

1000581 Too many enlisted are being allowed to stay in after UCMJ action or disciplinary actions. Many sergeants are making no attempt to better themselves/increase their promotion pts. the time soldiers are allowed to stagnate at one grade should be reduced. Find some way to reduce the numbers of NCOs WITHOUT freezing promo pts!

1000583 I feel that the Army should force non-productive soldier out regardless of randk and years-ie-ES(P) with 12 yrs. and hve 733 promotion points, compared to an ES(P) with 8 yrs. in with 850 promotion points. It is highly likely that the soldier with 870 points will be more productive oppose to the one with 733.

1000584 Question 88-a college degree.

1000586 I feel that the pay has to be the worst for contribution of a soldier. Being a soldier is a 24 hr. job. Therefore I feel that Congress should give us at least 6%-10% pay raise. Afterall, a soldier is really thought as a job that is not counted. Only a soldier would have went to Panama to capture the enemy. Since we risk our lives, we should get the pay that says "Thank you"!!

1000587 I am under competition for an ROTC scholarship. It is my firm desire to continue to serve my country as an officer. I do believe that the Army will benefit from my continued service. I also plan to enlist in the Tennessee National Guard as an officer trainee under the dual membership program. I have already been accepted by David Lipscomb Univ. at Nashville, Tn. and I have been accepted by the Professor of Military Science at Vanderbilt University, Nashville Tennessee. Have a nice day.

1000598 #104/105 cutoffs are bogus-in 98CMF it is very rare to be promoted with 450/550 cutoff. Virtually all soldiers have higher scores. #109/110/112 making blanket determinations is probably illegal and generally unfair-each case is different. #90/91 H.O.R. is Florida-future residence undecided-would move to state with best combo or employment opportunities, qual of life, expenses, etc. to be determined. Background-I am SSG with 19+ yrs, not on promotion list. If selected, would stay in, but will probably be forced to retire as E6 with 20 yrs.

1000600 A few of these questons their were no answers for because you and only you can answer. I really feel there's going to be big reduction of force and I hope the Army carefully pick for quality soldiers to stay in and also let the soldiers who are released get a chance to establish something before being put out. It would only make another problem for our society to deal with and we don't need that. I feel that the Army will do the best for the Army and it's employees.

1000601 I am very much concerned with military defense goals, not only as a soldier, but also as an American citizen. With forced reduction, the U.S. government is not fulfilling its promises of an enlightening, long term, career. If a soldier is forced, and tomorrow, the U.S. needs soldiers, how can one not be justifiable in telling his/her children, not to enlist in the military. Right now, there's so much contradiction, one does not know who or what to believe. On one end, i hear force reduction, on the other end, I hear new programs being intitated, such as new training policies. I would like to recommend A) not to waste money, time, or personnel to institue new programs that will no longer be feasible or viable, once the reduction becomes effective. B) Don't waste the government's money or manpower, conducting surveys. Surveys accomplish nothing but tends to generalize a condition to an extent that not everyone will be pleased, and the problem to broad to fix. C) Focus on the immediate needs, i.e., if there is a forced-reduction, the immediate needs are obvious 1) Job placement 2) relocation. The U.S. government is run by the people, not machines. People who think and feel. If forced reduction becomes effective 1) civilian & military will have low morale. Jobs are hard to find already. The country will be overly injected with the economic problem of unemployment and crime rate WILL increase. The international threat may have decreased but, within the U.S., crime threat will be increased. History has shown us that people will do what they have to do to survive. Drugs and crime WILL increase as unemployment deals heavily with the economic situation of the U.S.

1000602 I am very much concerned about my career because rank is very hard to get now days, because of the cut off scores are so high.

1000603 I feel the Army has too many combat soldiers which also means too many support personnel. I feel these numbers should be greatly reduced, increase in pay, more stress on civilian education, and increase military training to obtain a multi-purpose soldier, capable of working in more than one specific area.

1000606 1) Change reenlistment policy for all soldiers with 10 or more years at ETS, to reenlist for 6 years only. 2) Soldiers who signs a declination of continued service statement, most separate after 90 days. 3) Allow soldiers to move from Conus to Conus assignment with a minimum of 36 months on station. 4) Force initial term soldiers and mid career soldiers in over strength MOS's to retraining into a shortage MOS upon reenlistment. Open up more school seats.

1000608 In downsizing the Army the quality of life for the soldiers and his family must be of prime concern. A reduction in manpower must include the need for numbers of military installations that are kept open. With the fewer dollars to operate with, the

Army must consider less installations but upgrade community, social, recreational, living and work areas (improve the quality). If the force is to be less then the goal must be a much higher degree of quality of life.

1000609 I believe that budget constraints will directly affect the size of military. But the result would be 99% devastating to those who would be compelled/forced to separate from service earlier than expected. Present economic & political events in Europe have nothing to do with combat readiness & competency of American troops. Our readiness & competency should be maintained & it is PREMATURE to reduce our military size & capabilities in the next 20 years. It is more on BUDGET & EXPENDITURES not Europe, but we should re-evaluate & re-direct sophisticated weapons.

1000610 To whom it may concern: As you know, I am stationed at Ft. Polk, La. For reasons unknown to me, it is known as a model installation. I have seen a lot of good soldiers, who could have helped the Army eith ETS or be chaptered out because of this "model" installation. It really upsets me when I see this happening. From what I have seen, it's the application of a lot of undue stress put on these soldiers. A lot of careerists ETSed from Ft. Polk due to this fact. We definitely need a higher standard of living for our families.

1000615 Why do the Army releave the best soldiers and keep the old ones. That's not doing their jobs. I've been in for five years with two duty station under by belt, and its the same thing.

1000617 1) QMP soldiers and NCO's who don't meet standards more often. 2) Don't allow senior NCO's to "hang around" on active duty after 20 years. 3) Promotion boards need to select soldiers who excel above standards instead of who has the most time in service or grade. 4) Spend more money modernizing barracks and living quarters. Most are substandard!!

1000618 I think that instead of putting soldiers out, who want to be here, you should put the one's out who don't want to.

1000620 I'm currently stationed in Schwabisch Gmund, W. Germany, where housing is limited. The U.S. government should take a more active role in assuring that there is available housing for soldiers, wherever a 3 year, dependent sponsored tour, is promised. I'm an E-5, who's been married for 4 years, but separated from my family for 2 years, because of a Korean hardship tour and lack of housing here in Germany. I consider myself a good soldier that is an asset to the U.S. Army, but it the Army doesn't wake up and realize that a strong (together) family is essential to a strong country and defense, it will lose good soldiers such as myself, and be stuck with marginal soldiers, just looking for a free ride.

1000624 The Army needs more programs that let you get out early. I was recently selected to go to a Police Academy but I could not get out since there is no program available since I ETS in Oct. 91. I'm an MP and definitely want to get civilian law enforcement. When departments hire, some only have academies 1 time a year so you have to ETS at that time period which is wrong as in my case. I should be able to ETS to a law enforcement job at any time since I'm still serving my country. It's not like I'm just going to go home and do nothing. If you offer early outs BE SURE TO WRITE ME please!

1000627 There's no doubt that the Armed Forces are going to lose a lot of good soldiers. Presently I am working in a civilian run organization and it is my opinion that in order to save the gov't. money there should be some cut backs on the "other side" of the house as well. In my experience I have seen the gov't pay double for jobs they want done-contractors who don't fulfill their end of the bargain & the military who are detailed to do it. I'm not really sure how it is in the "real army", but I know that my opinions are shared by many others. I'm not sure if cutting civilians is possible or how much it will actually help; but I do know that replacing military with contractors is much more costly. I don't think it's fair that those of us who are proud of our country should be the ones being shafted. I realize that there is no "easy way out", but I believe that there are plenty of other shortcuts that can be taken in order to prevent involuntary separations. Feel free to call whenever you need anymore opinions from us little people!

1000630 I believe my decisions as well as those of other soldiers are dependent on the actions taken by Congress and the military upper echelon. I believe they should 1) offer early retirement 2) offoer voluntary early out. Hopefully, the best soldiers will remain and those not suited to the military will seek employment elsewhere. In my 4+ years in the military I have noticed that 40% of the people in most units do almost all the work. It is these people that should be targeted for retainment. I do hope that a)those involuntarily separated receive at least one years salary b)be offered education benefits c)be given career counseling and the name of a "head hunter" d)EXTENDED medical coverage e)AMPLE advanced notice of separation. Congress may not be keen on spending any more than they absolutely have to but if they don't then there is goind to be a lot of "frustrated" unemployed soldiers on the streets of America. Besides, if we can financially assist other countries throughout the world we most certainly can take care of our own people. I have plenty to say on this issue. Please feel free to contact me.

1000633 Soldiers who has a P-3 profile should be separated from Army. SQT testing should be discontinued to save money. Promotions should be based on the soldiers knowing how to do the job instead of the Army saying they have potential to do the job.

1000636 1. I feel that if good soldiers are involuntarily separated from service, there should be some type of severance pay. 2. Soldiers are not being informed of the cuts, I.E. as to who will be cut. We need to get more info to the soldiers.

1000638 There are some things that need to be reviewed on a casee by case basis, ie.; QMP, Bar Reenlistment to CM convictions, etc.

1000639 I can only speak for myself, I joined the Army because I wanted to. It was at the end of Vietnam, when the military was not very popular. In the late 70's the complaint was that the NCO corp had no back bone, I stayed. In the early 80's they said the enlisted of 70's are NCO's who are weak and have very little schooling, I stayed. Now the late 80's early 90's and we have the best Army and the NCO's are the back bone of the Army. I still want to stay. I never have been given a bonus in 16 years of service. Money is not the issue. And now Uncle Sam might tell me it can't stay.

1000640 It seems the easy way to reduce troops is by cutting back on re-cruiting, and lengthening the early out program (instead of offering a "90 day drop", give the non-career soldiers the opportunity to leave the service as soon as is required). This alone would cut troops significantly, while clearing the picture up so a fair and appropriate system could be implemented if career soldiers are still required to be involuntarily dropped.

1000643 We, the leaders of the Army, must be cautious to avoid the perception that we are not committed to our soldiers. Committment is a two-way street. If we expect dedicated professional subordinates we must be seen on their side. Cull the herd-expedite the elimination program ie 0-5 CDR's have more elimination authority.

1000644 The "Good Ole Boy" concept is being used much too often for retaining NCO's that are habitual PT failures, weight control failures, and in constant trouble with the law (more than one D.U.I.). We nee dto get rid of these people and make room for those of us who can meet Army standards and get the job done w/out ridiculing ourselves, the unit, and the Army as a whole. Army standards are too low. People are getting more chances that they deserve.

1000645 If you want to cut forces, why not just ask people if they want out? I'm sure there are several people who do. Then the people who like it, and wnat to stay in can. If you want to save money, you could try deleting some of the forms we have to fill out to get things accomplished that saves on the cost of the paper, and the man hours spent filling them out.

1000646 I feel the United States is being to pre-mature into thinking that because of the events in Eastern Block countries we should reduce our forces. I feel the U.S. should maintain its forces a/this present level and continue to be perpared as before. It's harder to build an Army up than to maintain one that is strong enough to start with.

1000647 I feel the changes in Eastern Europe are being over emphasized. There are many other areas of conflict which may require a large, well trained light/heavy force. However, if cuts are to be made it should be after things have stabilized in Europe, and an accurate, detail assessment of the threat can be made. Hasty cuts will only demoralize the force, and in the event of a large scoale crisis our preparedness would be hampered.

1000650 Question #40 B & C are difficult to answer because I am in Department of Enlisted Training (D.O.E.T.). My unit does not have ARTEPS. So these questions could not be answered We are AIT instructoors. (93C, 93P, & 93B).

1000651 When the Department of Army starts cutting soldiers and NCO's who are satisfactory in their perfoormance then it is time to leave. Too many times soldiers/NCO's are equal in everybng but race, and the minority wins! Minorities have more of a chance, with fewer qualivications to be advance over a similar "white" soldier/NCO. Look to get rid of those NCO/soldiers who are "Dead Weight", regardless of race.

1000653 This survey seems more directed towards men who are: 1) contemplating re-enlistment 2) like the Army system 3) have family i.e. wife & kids. I am not dissatisfied w/the Army in general, I just don't want to make a career of it.

1000654 MOS's 75B, soldiers been on active duty from 1 Aug 74 to present never received any type of bonus & are still on active duty. The MOS is critical to BN PAC. Most soldiers are getting bonus & leave the Army.

1000655 Should congressional hearing be held on the proposed "rifs" I would be more than happy to testify. I find the possibility of being forced out of the Army after 1k years of honorable service and sacrifice to be almost criminal in nature. Private companies, have in the past, fired employees or 'layed' off employees with or without severance pay in deliberate attempts to avoid paying retirement benefits. That our government leaders are contemplating this with soldiers is a betrayal of confidence & trust, had I wanted this for myself and my family I would have gone into the mining or logging industry! SEVERANCE PAY IS A JOKE! Some may take it and run but it will be a cold day in hell when I do. The Army is not a job or a career-it is my life and the only one I have ever known since childhood. (My father was 29 year vet). That our "political" leaders should dump millions and billions of $ into Boondoggle projects like the B-1 (Hi-tech stelth) and military foreign aid to stab-in-the-back governments while sacrificing the Army's most valuable resourse is pathetic. Our most valuable resourse as a nation has ALWAYS been its people and so to with the Army! One reason to cut the Army's strength I have heard are the development in Europe. These "developments" should be watched more closely than ever. Eurphoric optimism is a deadly weakness The names of political parties in Eastern Europe are changin but the faces of its leadership ARE NOT! Back to the issue at hand--I shudder to think what a mass or major RIF would cause to individuals

who have served with honor and distinction. Don't get me wrong, the Army should not be used as a social welfare system but you cannot stab your career force in the back without serious consequences. For some reason a newscast about some disgruntled postal employee come to mind. This is not a monoply game where rules are written as we play to only benefit the bank, the biggest wrong now personally is that as a detailed recruiter I must sell the Army to America's youth as a viable career opportunity. "The Army takes care of its own".

1000657 The chain of command is TOO willing to put a good or bad soldier out of the Army for minor mistakes, and or not thoroughly investigating the extend of the mistake, to make the higher command look good!

1000659 The affects on the military are dependent on our Congressmen and women understanding and completely realizing the consequences of their actions. Rather than appease THEIR OWN desires and beliefs, they had better display the farsightedness our fore fathers, especially Thomas Jefferson, demonstrated.

1000666 The Army has been very valuable as far as personal-skills gain. I will be leaving at the end of this enlistment (college) but value what the Army has taught me.

1000671 I think the Army gives young people an excellent opportunity to mature and earn money for college. I have almost completed my 3 years in the Army and I feel that I am a much stronger person now because of my experiences. I believe the Army not only serves to defend our nation, but also educates and strengthens Americans as much as any institution in the U.S. Any reductins in force will hurt America and Americans.

1000683 We always hear about E-5(P) with over 15 yrs to be QMP why is our MOS cutoff so high? Mine is 998-999, 91B to E-6, I have 840 pts. Why-QMP me? Do we have too many senior NCO-91B or what? I would like to know if possible. Thank you.

1000684 After 10 yrs. of service enlisteds should be given separation pay, you've given anywhere from 10-18 yrs. to your career and then told you have to give it up in 90 days with nothing. If you have a clear record and are performing your job satisfactorily I feel you should not be forced out.

1000688 I think you should have another 90 day drop at the fiscal year for soldiers ETS thru July 91.

1000691 Re: Promotions based on who you know, and if your air borne qualified?

1000694 The QMP program is very good but not good enough. In order to have a younger Army & an Army that progress, we must retain only the NCO's that can set the example-PHYSICALLY and MENTALLY. Today, I do not see that. Also behavioral adjustment is not bring used to the extent possible for what is know as multiple offenses. We lose a lot of outstanding soldiers because of this.

1000697 You need to quit asking the same questions over and over again.

1000700 I answered as best as I understood the questions. I personally would like the military to be my career. I admit I had a late start behind others in beefing up my career but I am very confident that I'm the type of soldier the military need to retain. The military have been good to me and I believe that with my current assignment (H1) the Army has given me a second chance to enhance my career and to go forward.

1000703 Adopt a different promotion system (something like AF) I work in Aviation and the board system asks questins that nave nothing to do with my job, besides we Aviation people even sit on the boards, therefore they don't fully understand the situations in which we are put into. Everything is structured as in the Infantry. Promotion is also based on SQT, a test that evaluates the experience level you have already attained, not the level you are trying to move to. Retainability could be improved by not requiring soldiers to perform much more important duties that their MOS, such as guard, CQ, police call, training. Other branches of services have overcome this problem. Why can't we? Aviation was recently restructured, a lot of areas have fallen short, person equipment, organization. Surveys such as this could really be beneficial in TOE and TOA organization. At least for ideas to be considered.

1000705 I feel that when making cuts from the personnel strength in the years to come...you'll let soldiers who want out-OUT!! #2. Soldiers that have Article 15's & redundant offenses-out!! #3. Soldiers who aren't attending schools are working to better themselves-out!!! Regarding schools & courses. The Correspondent Courses are not "fair" for promotion pts, because some soldiers just copy answers from others who have the same course & probably have copied their answers too! I've seen too many unworthy soldiers get promoted because of this "CHEAT" system.

1000706 I feel that the U.S. Government should be careful in troop reductions especially in Europe because, there is coming a time in the very near future, combat troops are going to be needed. I have seen some good soldiers leave the Army because, fear of involuntary outs. If we don't take care of them now in the time of need we are not going to get their support.

1000713 1. Some of these questions were very hard to answer due to the fact that everything is still up in the air about the cuts. You need to be more specific. (Example) Use more-what will happen if-instead of (suppose).

1000716 Soldiers in overseas tours who have school aged children should be allowed to PCS during the non school months. All soldiers who come up positive on urinalysis the first time regardless of rank should be separated within 90 days. Soldiers with profiles that are not war related should be given 6 mo. to get better or be released unless it is for pregnancy.

1000717 Overall satisfactin in the Army could probably be increased by having honest recruiters. I.E. recruiters who don't promise everything and deliver nothing.

1000719 Keep the quality as high as possible by forcing the mediocre soldiers out. These are soldiers who do the absolute minimum to get paid and treat the Army as a welfare state. How to do this? Raise minimum at scores for recruitment and retention to 100+ (105-107) you will effect your 25% manpower cut and ensure a better, smarter Army in one fell swoop. As a combat veteran of Vietnam and Panama, I believe we can do quite well with a leaner force. (Spec. OPNS).

1000722 I hate Army surveys because they take too much time to complete.

1000724 To my knowledge no information whatsoever has been put out about this present and upcoming situation to the IET soldiers here at DLI.

1000729 I have been stationed at Meddac, Ft. Riley since Nov. 1985 and never have I seen so many senior NCO's have total disregard for the NCO creed. There is so much lack of concern for the welfare of the soldiers and double standards within this unit. The Army would do good in ridding these NCO's and if the Army would realize that medical institutions face a real life mission daily even in peace time. Also more emphasis needs to be placed on retirement benefits there aren't too many more left for the government to take. Also what the hell are we defending this country for if people are allowed to burn the FLAG!!!

1000731 I am a soldier of nearly 11 1/2 yrs. I'd like too know why certain support MOS's are logged back and forth abroad when some specialties never leave CONUS. My reason for asking is that I have been overseas on 3 complete tours and yet I'm finding as I speak with personnel in my exact field who have never been outside CONUS and are eager to go. That was my reason for signing a declionation statement because I felt I served enough time abroad for NAO.

1000733 I continue to feel that the Army treats its single soldiers with a total 100% disregard for their feelings. The Army is spending a lot of time, money, and effort to ensure military family members are taken care of at the expense of the single soldier. I.E. A private w/family has a better quality of life than does a SGT or SSG with 10 years if the NCO is single. This needs to change.

1000740 #58 The Army will try but Congress won't care. #110 Civil convictions before or after they came on active duty. #113 But needs to be equal across the board.

1000743 The Army is not just a job for me. It is a profession that enhanced maturity, and a way of life. I am currently in a cavalry unit headed for deactivation 15 Stp 90. It is stressful times around the unit for soldiers not well informed of their future. Throughout the military, there are elite, average and substandard soldiers (E-1, E-9, 0-1-09). Some made it thru the system and are in position of authority. However, past performance/conduct may no longer represent the person.

1000748 1. Soldiers need to be able to change there MOS's so that they can obtain, civilian job training skills, while in the Army, for instance I am in combat arms, my MOS related training cannot be used in the civilian sector. I would love to change my MOS, but it is almost impossible to do that. 2. While a soldier is stationed in a CONUS assignment, let the soldier go to a technical or vocational school, during duty hours, but not count towards retirement.

1000763 I feel there is no need for this survey to know about spouses finances/income or depth owed.

1000764 Reference assignments-Is the Army going to approve requests for service members location of retirement assignments? Will service members be able to reduce overseas tours by 3 mths-6 mths in order to be eligible for a retirement assignment in the states at 20 years.

1000769 88. Job fools essentials-civilian job listing comparable to MOS-ie...11B (Infantry)-supervisory or peace keeping are probably to only jobs related.

1000773 I feel that there is no one is concerned about upholding promises made to soldiers, (implied or actual) years ago when they come in. After more than 17 yrs. AFS I feel very apprehnsive and unsure about my future in the Army, even though I have been selected for promotion to E-8. After only a couple of years Army service I planned ot go 30+, if I could. However, under today's chan, ng events I'm taking it one day at a time. I'll probably leave when I get 20 yrs. and can find a decent job.

1000775 The war on drugs in the Army is a pillow fight. Current retirement benefits are NOTHING. The game of cut throat has already started. So politics will enter in who stays and who leaves.

1000778 It is hard to understand that after 12 yrs. of giving 110% that someone can be cut from the Army.

1000781 I think a volunteer separation program should be implemented for any soldier and once approved give the soldier sufficient time to find a job or give some kind of separation pay.

1000782 In my opinion, I think since the Army is talking about reduction they should give everyone the choice to get out if they wanted regardless of their ETS date. This way the Army could probably do away with mandatory separation. I was forced to extend 8 months when I got to my current assignment. If I had a choice to get out of the Army in 90 days I would do so. I'm sure there are a lot of people who share this opinion. I think this way the Army would have better quality soldiers. THINK ABOUT IT.

1000785 I am waiting on bona fide info about early retirement programs in the Army (12 yrs., 15 yrs.) I would re-enlist to meet the criteria to get that certain percentage of retirement pay.

1000786 It is repeatedly stated that NCO's should "take care of soldiers" but I have seen nothing reinforcing this. Especially the single soldiers seem to get the brunt of this nonchalence. NCO's should care more about their subordinates.

1000789 It seems like the future of the Army is very unpredictable even if you want to make the Army your career, the soldier may not have that option.

1000791 There are soldiers in my unit that want to get out early because the don't want to go overseas, and they ask me everyday of ways to get out without really messing up, they want to get barred to reenlist. In overall they just want out. I really don't know what to tell them, the Army wants to get rid of soldiers, but the ones who really want to get out they won't let them out because they are lower enlisted soldiers. Also I think soldiers who get DLH shouldn't be in the Army. Even soldiers who have lost time if they can't produce reasons for their act. When the Army starts looking at soldiers records for bad conduct they should look at his NCOER'S, physical test, weight, GT scores and a soldiers SQT score to determine whether they should be allowed to stay or go. Also the length of time of events. I think everyone deserves a second chance. Except people who do drugs, shouldn't be given a second chance regardless of rank. Anyone who has 10 years or more are a target because the are close to retirement. All I have to say is, I don't know what the Army is coming to. I would like to stay in a little longer or have a chance to serve in the reserves. The Army means a lot to me, it's a way of life that I thrive on. If changing my MOS would allow me to stay longer I would. I have three goal left that I would like to complete before I ETS, sniper school, cirbourne, and range school. If the Army gave the choice of going to special forces, rangers or getting out, I would go to where needed. Thanks for letting me express my felling.

1000798 I think it would help the soldiers who do not get affected by the forces, to be granted more family activities. That's one thing I have noticed about the services, the family is sort of left holding the bag.

1000801 I feel that if a soldier is involuntarily separated, he should have the first opportunity at a government job.

1000803 Morale sucks! Living quarters are cramped & crowded and mail is always two weeks late. Pay is ok and on time. Food is fine. P.T. is fun. But they never give us any time to take care of personal stuff.

1000806 #88 Need classes to teach soldiers on how to talk and present their job skills in a way that is understandable to the civilian. The Army needs to initiate a policy that has an individual stating his intent to take a ISG position upon promotion to E-8 or get out. I'm currently assigned to CMTC OPS group in Hohenfels W. Germany and know of four E-7 promotables who have had E-8 jobs offered or asked if they would be interested. These individuals are sitting back enjoying life waiting to be promoted and want to stay in this current assignment working in an E-7 slot. As of the date two of the individuals have recently been promoted to E-8. One individual has stated numerous times that he doesn't want a ISG position due to too much responsibility. I've talked to these individuals about this matter and they're not concerned that other soldiers who want to be an E-8 and be in a ISG position can't due to the unavailability of slots. These individuals are riding on the Army's shoulders for what they can get away with. I take pride in being a professional soldier and NCO and I'm not going to cry constantly to my superiors. This is a time where the Army really needs to address matters of this sort when talking about keeping the RIGHT soldiers! This survey has the potential to start some positive actions in the Army of today and the future and I only hope that the many of NCO's and officers alike who consider themselves professional soldiers have spoken truthfully in their surveys and comments.

1000812 It should be made easier for soldiers to change their MOS's to better serve the Army. There are people in the Army who have civilian training that could best serve if they were allowed to.

1000820 It seems as if the more qualified medical personnel could be driven out of active duty by the sudden onslaught stressing the CTT & SQT as important qualifying tests. It seems no positive actions are based on job skill & performance but based instead on how you look before a board & how well you do on SQT (even though it has little or no relevance to your job). Increased CTT

may be important to a reduced force but should not conflict with research, and it definitely should not be used against those of us who signed on previous to the reduction in force. There shouldn't be any renigging on the contracts either-in regards to benefits, eligibility, etc...

1000822 88. Basically all of them are concerns. Our elected officials, and some high ranking officers really (in my opinion) care about their own careers.

1000830 I am somewhat concerned that the question(s) of reducing the number(s) of new recruits being allowed into the "military" services were not addressed in this survey as a means of troop reduction. Enlistee reduction and troop attrition will yield the same results with less impact on military readiness and families.

1000833 The military needs to get back to the basics of soldiering, not politics. The military used to be a great place to start. Now, one can bearly get started. Too much B.S! If the militaries standards were kept up I would stay in for life. Because, then I would not have to worry about watching my backside for brown nosers.

1000836 As a soldier with some college etc., I feel the cut back should include E-1, E-5 who want to get out be given that right with full benefits. E-6 and up to general, with DUI, drugs, court mart. be cut back as of benefits, income, but the thing to keep in mind you are not a perfect person, so take (please) that as if saying "who, is the man in the mirror"?

1000837 I think the Army is bribing high school students into the Army with the college fund. Most of the new soldiers do their time thinking about the benefits than the job they were trained to do, and have the attitude that they don't have to put up with taking orders. I can understand that this is a way to increase strength and cut the budget, but the experienced soldiers are being pushed out.

1000844 The Army has gotten to be "a great place to start" but NOT to stay. Perhaps it would be more cost effective and better for morale if there was an extensive OJT program rather than sending soldiers away to the career producing schools. If possible weed out "potential" problems at the recruiters desk, i.e. single parents, low GT scores, history of discipline problems in school or bad police record.

1000847 Because of EXTREMELY high stress due to my work environment and family problems at home, I don't think I will be in the military very much longer. My mother is having some problems at home and requires my presence there. Currently I am working on getting a Chapter 6, but this may not work and because my mom's doctor has relocated to Washington state and her new doctor doesn't know enough about her situation to give a state to me to support my requirements for a Chapter 6. I feel REALLY stressed out right now. Today I have an appointment to go see the chaplain about my problems, but I feel like my back is against the wall. I can't be promoted or given any awards/schoil because I declined to extend to meet my overseas tour. There's nothing else I can see the Army giving me that will benefit me any. All I want to do is get out to take care of my mon and go to school. When/if this Chapter 6 falls through, I just know I'm going to SNAP! I think I'm going CRAZY!!

1000850 In my 18 1/2 yrs. in the Army I have heard it all. Go to school and you will get promoted. Go where the Army sends you and you can make it. All I have really seen and heard are lies. If it were up to me to do all over again I would not. You work hard for 18 1/2 yrs. and then they try to do away with you before you retire. They take all your benefits from you and forget abut you. People make up this Army and the leadership forgets that. If I make 20 yrs. I'm lucky, no thanks to the U.S. Army. I know you think I have a bad attitude, well the Army has given it to me.

1000851 Though the PT test is a fair one, the rumors of adding pull-ups or longer runs is not what the Army needs.

1000852 When counselings are given, directly, how many does it take, written out and presented to Cdr, before a soldier may be looked at for reclass or out-processed due to his/her work load, times at place of duty, down time, (times on the sick-call roster). Here at this unit, we are keeping very close track on all aspects, but I have not seen a clear answer, at least not one to (1) use as a warning tool or (2) unfavorable actions i.e. bar to reenlist.

1000856 In a time when soldiers benefits are being taken away, childcare is being used for civilians when military need it, the PX prices are no better than K-Mart, housing looks like 'the projects', promotions are harder coming, it is only too obvious that the Army is no place for anyone who looks to those benefits as incentives. Morale will continue to decrease and soon the Army will be left with it's due. People who have no place left to go.

1000860 QMP is a scary issue, especially if you have a large family and have been in the Army for over 10 years. (Have been dedicated to the military life). Yet because of over strength MOS's cannot get promoted! It's NOT fair! We have goals of retirement! I'm a Sgt.(p). I'm dedicated PROFESSIONAL, yet still E-5 since my D.O.R. Nov 1983. Can't attain (998)! I do everything to achieve better. I see another soldier in another MOS have 4 years in the Army and get promoted to E-6! Yet I am even more professional than him. It's not fair!

1000862 Ques. #115-All SSG promotion scores are not 550. #112-I do not agree with force retirements because of declinement of duty. I am presently in a situation where as I can take a bar for re-enlistment or go overseas. I do not want to take an overseas assignment at this time especially since it is a three year tour. Thre should be more options and less encouragement to retire.

1000866 I'm sorry about not getting this in on time, but I was in the field. I would just like to say that I believe that the quality of Army life will go up with the trooop cuts, along w/chances to promotion.

1000868 In my MOS (77W) I have not done my job in the 3 1/2 yrs. that I have been in. If a soldier enlists for a certain job then he should be able to do the job he was taught. I also think the Army is too racial. For instance, black soldiers can get over on white soldiers just because the NCOIC is black. But if a white NCO lets the white get over then the black soldier can sat that it is discrimination. Discrimination is a big problem in today's Army.

1000869 I think the best way to reduce the force is to ask the soldiers if they wanted to get out. If the question was asked to me, I would gladly get out.

1000870 Current difficulties I have with quality of life and increase in family/work stress are due to the fact that I have just transferred to an overseas assignment that is experiencing an extreme housing shortage (Babonhausen, FRG).

1000872 I would like to become a warrant or commissioned officerr but don't know what. Like to stay into Admin/Personnel but for warrant, personnel has been deleted from that program. As for commissioned, I'm still getting information. Undecided to take what option because commissioned adjutant is overstrength. Only sure thing being offered is helicopter pilot but I don't know anything about helicopters. I only have 15 monts left befor my enlistment is terminated.

1000874 I feel the Army should have a voluntarily out program for all ranks. I also feel that all armed services should stop recruiting for at least 2 years, what's the sense of putting soldiers out of the service when you still are trying to recruit new ones?

1000879 I do not want to be, nor does my family want to be in Germany. The Army framed me by sending me here, forcing me to extend one extra year because if I didn't extend, the Army would not have let my family come. Now, I have to wait 13 more months before I can get into college. I can't get any college here because the workload is stressed too hard and my chain of command from battalion on down does not care. I am an M.P. that works EVERY day. I hate Germany. I did not sign up to come here. But I was forced to. My job interferes with my personal life with my family and I don't enjoy my job because we have NO morale or esprit de corpo in my unit, unlike the 545 MP Co, 1 Cav Div, Ft. Hood, my last unit. Overall, I am totally dissatisfied with the ways of living (housing, pay, etc.) in the Army, and the ways the Army treats its people, I'm sick of it. I would like to get out of the Army as soon as possible, but I must serve the "extra" time first. To me, the Army is a form of communism itself. And I can't think of one person who joined to "fight for country". And my family came before any order.

1000880 In the letter it stated troop cuts are now inevitable. Why are we not told about these events, and why do they not cut soldiers who do not want to remain on active duty. I got out of the Army in 88 and remained a civilian, for 11 months, with the lost of one rank from E-5 to E-4 I reentered. Now it seems I may hve to leave again. Not really what I had hoped for. Please send more information to me on what is occuring to our military and individual soldiers. If I am cut I'm really not in danger. I know longer have a family do to divorce. I do want to remain an active duty to fulfill my goals. I'm sure there are many other soldiers who would too. Thank you sir, for allowing my expressions on this matter.

1000882 I am currently under consideration for QMP, uncertain about possibility of retirement, proposed compensation not enough for years in service, let E-1 thru O-9 who want out to leave in face of R.I.F. not involuntary separation for those who want to stay, most information on R.I.F. from chain of command (etc.) is on proposals, definite answers are needed on who, where, and when! My intention was 20 yr. career. Since 1985's change in promotion criteria cut off scores for most 68 series MOS has been in excess of 900 pts, if I had not been on orders for overseas assignments at time of reenlistment I would have reenlisted for an MOS that had low cut off score like 550 if there was one! All service members who want to stay will be better performers than those who just want out regardless of having a 2-4-6 year obligation! Let those soldiers who want out leave first regardless of commitment prior to any involuntary separations.

1000885 I received this survey on 28 Jun 90. It followed me here to Germany. My new unit is (name). I hope this does not indicate that I will be considered involuntarily separated from service.

1000886 I think if people want early outs, they should be given first opportunity. As for promotion to E-5 being 450, sure if everyone can get it that easy, not just a few MOS's. Some of us have to work for over 800 points. I plan on getting out of regular Army before they release too many and there are not too many jobs left. You never know when you're going to get cut now, Army's getting picky about everything. I think the military is letting its guard down too fast. It's letting too many people go too early. #18 I would like to be a helicopter pilot. That's what I came in the Army to be. I wear glasses and they say that will stop me. I can't get a straight answer from anyone.

1000892 Concern about retention: Many soldiers who currently stay on active duty are just putting in time until retirement, and are not an asset to soldiers who are trying to keep the Army's readiness at a higher level. Your QMP program should look at all the NCOs and officers who have a profile when the time for APFT arrives.

1000896 Q-67 I am having problem with medical side of Army life.

1000897 1) You should not use AR15 to QMP soldier because they were to help soldier not kick soldiers out. 2) If the cut takes affect the Army should get a higher pay raise. 3) If we are having money problems, how come Congress got a 50% pay raise when most soldiers have side jobs to make ends meet. 4) Question 105 cut off score you hve is wrong, the score does not go below 700 pt. 5) QMP need to put out all over weight soldiers regardless of RANK. Please reply about remarks, what is the standards for QMP.

1000899 I would like to know exactly what is the status of the severence pay issue. I personally feel this will affect very few people from all that I have read. There are a great many people who feel the same. A lot of people have expressed the fact that if it were offered to them they would leave the Army early.

1000900 I think that when the Army starts it's cuts that senior NCOs and officers become more involved in making sure good soldiers stay/bad soldiers go. (i.e. constant overweighters, alcoholics/drug abusers, lazy ones).

1000902 the US Army is a great place to start and finish, if only we could get rid of the bums. We have soldiers that get a pay check but do nothing (IE no schools, overweight) than you have a super soldier that makes one mistake nd his career is over. I was reduced from E-5(P) to CPC because a pvt side I offended her by using foul talk, my career was over. First time in trouble, and one man that talked to me so bad during my AR-15 called me everything but a soldier, is this what the US Army is coming to.

1000905 1) I think early out is a good program with 1 yr. drop. But if a soldier wants to stay he should be allowed to. 2) Separation pay for soldier 3-4 yr. end the service who wnat to stay in.

1000906 I suggest we reconsider our motives for reducing the force and consider how we can retain the best qualified "soldiers". PT and SQT scores and NCOers do not always present the whole story. Also, keep in mind qualified technicians in every field are valuable assets. Not everyone is a leader, nor can they be given the fact a limited slots are available. Do not let the budget be our motivating factor. It could be a decision many of us may not get to enjoy. The Soviet threat has not dimenished as much as we may like to think.

1000908 Since I have been at language school for a year and now am attending AIT, I haven't had any experience in my future MOS. My husband and I have been in the Army for 1 year and 5 months undergoing the same training. To reenlist, depends on whether I enjoy and work well in my MOS, whether there is a bonus. I/We decide to attend college, or seek civilian employment. Therefore, I can not accurately respond to any questions concerning MOS, reenlisting or making the Army a career.

1000914 I think the Army has too many SGT & SSG that were not qualified. (4 yrs ago), then the Army would never lower the points quality SP/4's to get promoted. Dropping the PCDC points could change 1st & 2nd term soldiers minds of staying in the Army. Soldiers that are just riding the Army for the money & not producing should be put out (fast) & not take forever to do it. Promotions for E-1-E-4 are too slow for good soldiers. People with college get treated special & promoted faster.

1000916 I am approaching 18 yrs. service and have 5 yrs. on this contract remaining. Like most NCO's in my position I will be looking for a promotion which would be the deciding factor for me to stay in or retire at 20 yrs.

1000918 Career soldiers who face the posibility of being separated from the service should receive equitable compensation. All decisions to reduce the size of the military should strong consider the implications of soldier morale and future re-enlistments.

1000920 I think that some considerations should be given to ideal of giving more separation pay to those soldiers who may be involuntarily separated on shor notice returning from oversea areas because of insufficent time to plan for possible transition to civilian life. Another ideal that needs to be considered is giving personnel in the above situation if in an overseas area 30-45 days transition leave (non chargeable).

1000921 Exactly what are the guide lines for an individual to be considered for involuntary separation?

1000926 Thanks for the opportunity to express comments For many soldiers, young and old the Army is our nations strength, and is all that is known for many. There's much confusion and misunderstanding of why reduction, involuntary separation seems its aimed at the NCO corps primarily. Everytime we see the Army Times there's a new cut in the NCO corps, enlisted as well. Through better operating efficiency, control of waste, revised policies concerning equipment, manufacturing and resources, the Army can meet its budget goals without sacrificing so much of its manpower in combat arms.

1000929 Why give young soldiers bonuses to stay in the Army and then after they give the best years of their lives to the Army involuntarily separate them without separation pay? If you use the AMOUNot of MILITARY SCHOOLING that an individual has as criteria to stay in the Army, you might want to look at the person who always was too valuable to the unit to go to them!

1000934 It's hard to say what the best thing to do is. I know many E-5(P)'s that don't like college & can't get promoted but they are 100 x's better than many of the E-6's I've met. It's not a good situation. The more soldiers that are dismissed the more difficult it will be to find good jobs-unemployment will definitely rise.

1000935 Because of retiring a lot of questions don't apply. There should be job transitions for people leaving early.

1000937 I think that a soldier who has demonstrated through his accomplishments and his desire to excell should be allowed to continue his career goals. This type of soldier is also an asset to the Army as well. I think that reenlistment should be based on performance of duty and not just a quota to be filled. There's many career soldiers out there who think about one thing (their families) and when he thinks about his family he performs. The bottom line is there's a lot of us out there who love the Army and would rather do anything to defent it and our nation.

1000938 Q101-105 You need to look very hard at the promotion board members that promote soldiers with less than 80% on their last SQT!

1000944 The difficulty in involuntary separations is the same as that with the PT/weight control program-doing it "by the book" isn't the answer. Journalists who are the best writer/photographers aren't the ones who get promoted, just as some soldiers slightly overweight by regulation are far stronger and have better endurance than those who meet standards. The best people don't always get promoted, and the best soldiers won't get retained, necessarily.

1000947 I feel that a soldier, who dedicates his/her self to the Army for so many years of hard work, should not be put out of the Army. His record should show how competitive he is with todays soldiers. I, myself, enjoy being in the Army training and taking care of soldier and Army equipment. It would hurt me dearly if I had to leave the Army before I'm ready to. Thank you very much.

1000954 Several issues brought up in this questionnaire are critical to motivation, quality performance and opinions of the Army and it's intention by senior NCO's. As a senior NCO a question was asked by a private as to whether making the Army a career is a good idea, for the first time in my military I did not know how to respond to this question. Please be careful in your decisions!

1000961 I am a soldier CPL/(E-4)(P) who is very squared away. I sit and a whole lot of soldiers who get promoted ahead of me who do not deserve it and this is my biggest complaint. My cutoff stays at 998 while others drop constantly to promote a whole lot of duds.

1000962 I feel my current station of duty and my enlistment are pretty secure due to being in a special ops unit (quest. 95).

1000965 Since 1985 when I first joined the Army civilian personnel has treated service members very poorly especially in the business world in which I have encountered recently. Punishment should be imposed on those people who disrespect us. This isn't much but at last we can feel better about dealing with civilian personnel.

1000966 83) If involuntary separation were to happen, I think a job fair for those involuntarily separated would be a great idea. Involuntarily separated enlisted soldiers need a severance pay system implemented before the Army reverts to this form of cut.

1000967 Question #21 is a little unfair for me to answer. I joined the Army right after high school. Therefore, I have no idea about the civilian world. Also my husband is in the military. He has been in for 17 yrs. and I 16 yrs. #77 is difficult to answer also.

1000970 There seems to be too many senior enlisted and officer positions currently in the Army. I would like to see this high level rank structure reduced to a more competitive degree. Throughout my career, I have noticed that staff positions, especially at the brigade and higher level are too top heavy. If these positions are reduced in rank/grade millions of dollars would be saved without hurting readiness.

1000973 Soldiers at company level discuss and show concern, about the planned force cuts. They do this just about every day. My personal opinion is that cuts should be done, by following this criteria. 1. Ask for volunteers each time cuts have to be made. 2. Soldiers who are overweight, who have disciplinary actions against them can't pass a P.T. test and soldiers that have more than 5 years in grade should be removed from military service. Do not remove soldiers using their time in service as a guideline. There are too many soldiers that excels Army standards, in whichever time bracket the Army uses.

1000974 Some soldiers are forced to leave their family because of financial problems and proceed to their next assignment unaccompanied. These soldiers are treated like 3rd class citizens at their next posting being "geographical bachelors" a term from hell.

1000982 The cutbacks, scaledown & perceived promotions potential of my MOS has driven me to retire 4 years early. I don't have a 4 yr. degree & haven't a job lined up but I won't stay w/this organization any longer. The BLATANT double standard, lack of proper management skills & abilities of most E8-E9's, and the garbage of "do more with less" has DRIVEN me out!! Upper level mgt. has NO IDEA of how their decisions effect the soldier and the business end of their ineptitude!

1000983 Questions 115 & 116 did not address the soldiers who faced reenlistment when no bonus was avail., although their MOS was still listed as under-strength. This meant only two choices; either reenlist for present MOS without a bonus or get out. Ref. questions 14a, 60, 107c & 108c: I don't have enough time in service under the present guidelines to retire until 20 years have been served. Offer an immediate retirement (vested interest) to those soldiers with AT LEAST 10 yrs. in service. (Will reduce payroll budget, eliminate need for force-outs & eliminate perception that govt. reniged on promise.

1000984 Bonus' for re-enlistment good incentive for most soldiers. QMP program is not effectively selecting the NCO's that should be separated from service. Better to have quality than strength.

1000985 I think you should allow soldiers to ETS early, ask for volunteers before you involuntary separate them.

1000988 Question 67 My biggest uncertainty is what my military skills will do for me when I apply for a civilian job. I would like to work as a 25P in the military but, I've been told there isn't any chance for me to change my MOS during this tour and I'm not sure I'll reenlist to get the 25P MOS. I would stay in the Army if could be guaranteed duty in the U.S. It is very important to me to be near or stationed in Michigan. That more then anything would be my biggest concern.

1000989 You are encouraging an entice "new breed" of useless idiots to stay in while brushing TRUE SOLDIERS to the way side. The QMP is about 50% effective. However, you SCREW some very good men and woman. I made E-5 in 2 1/2 years at the age of 20 and am, in no way, encouraged to stay. Therefore, I will separate in July. And, yes, I'll miss the army but I will laugh at you and your POLITICAL system.

1000993 We need separation pay if involuntarily separated.

1000995 The military has a lot of discrimination still going on. Mainly "favoritism" is going on and commands & NCO's have allowed certain people get over for so long that now it's starting to catch up with them. We need to stick to the standards that we have. Go into some of these offices, "Buzzard Point, Hoffman I, II, etc.." and get these people who are "OVERWEIGHT", burnt out and deal with them. Soldiers need more support, a voice among the boss to help us, not "BS" us. Most of all we need more $ money $, the cost of living is killing us!

1000996 The following are a few soldier issues that should be considered in future decisions. 1. Early retirement at 15 years service at 35% pay. 2. Two year continued medical and dental care if involuntarily separated. 3. Discontinue retention beyond 30 years for SM/CSM. 4. Reduce the length of time E4/E5 can remain on promotion list to maximum of 2 years.

1000997 The reasons should be given when not selected for promotion, this would enable soldier to correct the problem.

1000998 QMP needs to be involved before a substandard soldier obtains 10 years of service.

1001001 Attempting to differentiate between the soldiers who are "career" and those who are on an "enlistment to enlistment" mind set maybe achieved by this survey. However, a more in-depth study should be conducted to determine exactly who those soldiers are. A program could then be initiated making it easier and more advantageous to some to leave the Army. I have in mind commanders reenlistment counseling. Let that be one study tool.

1001003 If the U.S. Army would stop send all the bums to good schools for points, and the good soldier get stuck behind to do (profanity) jobs maybe morale would be higher and we could keep the good soldiers. And if units would look at the soldier over all job performance past incl. instead of just of present maybe things like attitude and morale be higher instead co. commander & 1st Sgt. like to make the (profanity) look good and don't give a (profanity) about their troops. They just chew them out and don't even bother to see what happened to a good soldier they had once.

1001006 Q56-58 My personal feelings are that politics & public opinion will have a larger influence on the outcome of the future of the military then will our military leaders. Cost cutting can be accomplished by means other than force reduction. (i.e.-allowing soldiers to perform their jobs rather than contracting out to civilians-eg. medical, corps of engineers, increase military role in drug enforcement).

1001008 I think a good way to build quality soldiers is to give them more freedom to choose assignments. I am in a MEDDAC right now and has been in OB/Gyn for 13 months. I really want to be on an ambulance crew, I have 6 yrs emergency experience but because I haven't been able to get time to go to EMT school I have been denied. The course cost is =$300.00 and the hospital pays only if I am on a crew, but I have to be an EMT to get on.

1001012 I think all the budget cuts (military) is definitely wrong! Just as soon as they cut the forces, we'll be weak and we'll probably go to war. I'm ETSing in July 90, not because I hate the Army. I've had the best times of my life in the Army. I think everybody should come in for 2 yrs. I can say that I was proud to be a GRUNT!!

1001013 I'd like to be able to transfer to another unit that's on the same post I am right now, but can't. I don't like the unit I'm in now and this will be the only viewpoint I will be able to get on the Army. Maybe if I had other experiences to draw on I would be motivated to stay in the Army longer than just my original enlistment term.

1001016 Myself and most of my peers can see how our MOS is beginning to lose its appeal, primarily because of the slowing of NCO promotions. I am always trying to better myself, both monetarily and personal prestige. The Army's best soldier is going to be the first civilian career seeking man when an impregnable barrier comes between him and bettering himself. Don't lose the best by stopping promotions, weed out the bad.

1001017 What the Army stands for is outstanding, but unfortuantely the Army does not woork that way. The personal running or in leadership positions, in my opinion have forgot what the Army is about. I loved basic & AIT, but today's Army is POLITICS, take care of yourself, it's stupid-I'm too smart for this bull. I can be a civilian, get paid, get benefits, and go home everyday and forget work. I cam in the Army to be a service, to learn, to care, now I have a bad attitude and no respect.

1001018 Due to the extreme inadequacies of my current Unit Command I am a poor source of information because I am very prejudice agains the Army. However, if strength cuts are necessary, those that are inadequate or show no potential for a progressive career need to be separated. And last the Army is not a job or career I would recommend to anybody.

1001021 I plan to return with 30 years service in 2 yr. 9 mos. The position I hold has been eliminated, therefore I will not be replaced upon retirement. Advisor postions at state HQ should remain.

1001022 Recruiters should be an all voluntary force. #117 & 118: Never had bonus.

1001024 Q679 Unsure if DA will offer early reduced retirement. I would be interested, offers immediate top grade reductions in strength, and short and long term retirement savings for DOD. Q88. Need training and easy access into the civil service system. Forced out soldiers should be able to compete for jobs currently open only under the merit promotion system.

1001025 I feel that a diligent effort should be made to provide jobs for soldiers who are involuntarily separated or will face sever hardship without immediate employment.

1001027 1) I would consider it of paramount importance that the federal & state gov't. levels give involuntary dismissed military personnel a priority in available jobs for which they are qualified. 2) Question 25 (not answered) is so loaded it's ridiculous. It depends. 3) Contrary to studies conducted & published by the "Army Times" career soldiers 10+ yrs do consider retirement extremely important. 4) Whether I or any soldier owns a house or not should be a factor. I do. 5) Nowhere does it ask the soldier in this, what his MOS is. Secs like a factor in understanding answers. I'm an 18C in special forces! 6) The officer corp is already so competitive that it's a concern of mine. What quality officers will be attracted to such a career where the promotion opportunities are even more dismal? They're already cutting each others throats in the hallways for promotion advantages over one another. With the necessary cuts a revamping of their system is in order. 7) Go into those restricted fiches & get more serious with QMP with higher stds. 8) With CONUS stationing, attmept a stabilization plan for SM's & their families. With an increase in station tour time comes satisfaction of both the (MAJORITY) of families & SM's. 9) Cut those support elements that can be replaced by the civilian work force (who could even be those soldiers cut). A civilian is cheaper than a soldier in many cases & readiness need not be affected. Good example, ordinance corp, AG. 10) Cut those soldiers who are not part of the combat force or are not part who could be converted to a fighting force ina conventional war if necessary, ie. women, profiles. 11) Raise all stds. across the board & tie them to retention or bars SQT, APRT, CTT, Schools.

1001030 For those of us who will have 15-17 years TIS when the lay-offs begin, it is essential to honor the prior assurances of retirement (if not chapter'd out, QMP'd, court-martialed, etc.) with at least a pro-rated system, such as that proposed by Sen. John Glenn (D-Ohio). For all soldiers, esp. the longer they've been in the Army, the layoffs won't work well for them or the US economy unless they're given job training (education or vocational) of some sort, so that they'll have marketable job skills (e.g., be employable). Many soldiers came in the Army right or soon after high scshool, and have no civilian job experience or skills. For most particularly combat arms, their Army skills, duty and experience has little to no transfer ability or marketbility as civilian job skills. (What can a tanker, artilleryman, etc. relate his Army "job" experience to in the civ. job market?) Do we (as professional career soldiers, or as citizens) want to see our soldiers who've served honorably get booted out involuntarily to mostly have to become burger-flippers at MacDonald's, pump gas, etc., or have to go on welfare? We'd only be asking for trouble (morale, socially, economically, etc.). At worst, many might opt or be "pushed" into the underground economy as criminals, such as drug dealers, runners and so on. It's very profitable, easy to get into, and unlikely to get caught & less to be prosecuted successfully. Let's be part of the solution, and not contribute to the problem.

1001032 That people the have dedicated their life to the Army from 10 yrs. and up should let them finish their terms, for retirement at least 20 yrs.

1001035 I have seen far too many soldiers who are promoted above their peers simply because they are more educated. Many of these promoted soldiers have ideals that are very much contrary to Army policy and standards. Some are even to the point of being disloyal to our country. I feel, education prior to military service should not weigh too heavily on a promotion scale.

1001036 It seems we are required to do just as much without money, parts, or soldiers. It seems the Army is just dreaming up ways to separate people, and that performers will stay in an unsatisfying Army while marginal people will be separated with pay even.

1001042 Answering these questions was difficult in that I plan to get out because I'm afraid that in my MOS 75D I will not be promoted to Sgt. or higher. I don't see any career progression for myself in the Army. It is very belittling to see a "Rag Bag" or unqualified soldier in another MOS be promoted ahead of me because their points in their MOS are so low. I don't believe the best soldiers are being promoted in both officer & NCO fields. Why is it that soldiers are being promoted for "the right" jobs or "enough points" when they are not necessarily qualified for the next higher rank. Is everyone being on OER's/NCOER's. Is that why boards are promoting people they shouldn't? For specialist to sergeant promotions why are we not promoted equally? If the US were to go to war my unit could do the admin. jobs it's wartime mission. But as far as having to fight with M-16's or set up perimeters etc. I'm afraid we'd die. They say the Russian doctrine to infiltrate the rear. Well that's where I'd be untrained but willing to do the best I can to defend myself and fellow soldiers. Are all AG units untrained in this aspect?

1001043 In reference to question eightyeight, items A,B,C,E,F and J are also essential job tools.

1001048 Comment on job tools: salaries for varying type of job (ie hourly monthly, yearly).

1001058 There are too many units in the Army that allow soldiers who have failed the APFT, to keep retaking it. The commanders of units are too lenient and give too many chances. The same is with the overweight program. Soldiers keep "riding" the system until retirement. This is not fair.

1001059 Wate response due to leave. Job security is very threatened. Do not simply toss out the knowledge and experience senior NCO's possess.

1001060 Promotion system stinks.

1001064 Most NCO's, junior & senior, know their job, it is when the commander and above doubt you. They then make things hard for you no matter how well you do your job. Females are getting it hard, there are less burdens if we are not around. Some commands can't accept the fact that we can do a better job than some of our male counterparts. I enjoy my job, but I can do better with less hassles and better opportunities outside. Some commanders and first sergeants along with Bn staff don't like to see someone that is ahead of the game. It is a shame that they can turn so many good people/soldiers sour from giving them a hard time for nothing. So why should we stay in when we could get a better job outside without all the headaches?

1001065 Everybody is scared of being put out and most people say they are just going to get out. And the services are changing too fast, all they are doing is hurting themselves.

1001066 If you were involuntarily released from active duty the United States Army should find you a job. (or) Give you job training. (mailman etc.)

1001067 Some of information seems to not be relevant to current situations, or events.

1001068 I think the Army will use the QMP program instead of paying separation pay, in the hope of saving money. Not caring of the soldier.

1001071 Ease up on the criterium for various MOS's.

1001072 I was very happy I received one of the surveys. I was afraid too many fed-up or uncaring soldiers would receive them. I think it is very important that the senior Army leaders remember there are those soldiers that view the Army as a way of life and don't want to give up on it. There are those that are serving & don't like it or are here only for the scholastic benefits. The ones that don't meet the standards, or are using the system need to be weeded out. Yes the present promotion system & selection for separation process are very good systems. BUT, there is always someone pulling strings or owing a favor to an old buddy, so the systems fail a little. The standards & the regulations need to be carefully followed. It is very demoralizing to see a very good soldier lose out because someone owe's someone, those standards are set in black & white & not at all hard to follow. There should be no prodding or pussyfooting, either play the game or remove those soldiers who can't meet your reduction requirements. I truly believe there are enough soldiers riding the system to meet the reduction quota.

1001076 67. Involuntary manpower reductions have made it impossible for an E-7 to know if he'll ever get promoted or if he's going to be QMP'd for whatever reason. Information is lacsking about the QMP criteria being used for this reducstion. Current QMP candidates have little or no appeal opportunities. 88. Federal/civil service job opportunities SFC's have been put in the position of uncertainity with the new QMP. No one knows what's being looked for. It's to the point now that most of us have so much time invested in the Army that we'd like to continue on to retirement.Changing rules as a person nears retirement is not the thign to do. By reducing the force at such NCO level expense, these new soldiers (E1-E4) will be watching and what's to keep the Army from doing the same to them. We're going to lose a lot of good young soldiers this way.

1001077 #67 No official information on what action is under/or being taken with manpower changes. #88. State employment availibilities (National availibilities for military type jobs MOS's). #91 Only becuase of MOS type of job employment possibilities with aircraft. #113 Need more info on current QMP changes. Frequency of changes hard to keep up with official info.

1001078 That the Army can be a better place if we do the job we signed for always, constantly, experience comes by doing, all the time. Also everyone are human being treat them that way and their families and with a good fram of mind they will do their job excellently, the soldiers that are forced out help them to get on their feet we have the rep of secured job, getting kicked out is just like getting fired.

1001084 To keep quality soldiers in the svc. during this time of reduction, we are going to have to increase pay, start promoting on level of experience/competence, not just because someone punched the right tickets. We need to fight harder to stop the erosion of our benefits. We need to start taking better care of our soldiers, ie. more realistic training, bullets, etc. We need better training, education, more field/maneuver time, and a higher quality of life to retain quality soldiers. Congressmen don't need $30,000.00 a year raises. Soldiers just need to stay up with inflation rates. It's embarrassign to see young soldiers on food stamps.

1001085 1) ETSing the Army to a foreign coutnry. 2) Issues concerning non-U.S. citizen spouses and dependents.

1001087 Having been in the Army three years and coming time to reenlist. I'm finding that it isn't so easy. Working in a MOS that I don't like, and wanting to change to something I want to do. But can't do because there isn't no slots for me. Because people are enlisting in these slots. Doesn't it make more sense to train someone who's alredy in the Army. Then tto train someone the Army knows nothing about. I want to stay in the Army but I refuse to remain doing something I dislike. So it's either get something that's better for myself and my family, other than better for Army like always. If the Army can't give it's quality soldiers what they want, they're going to lose a lot of good soldiers. The Quality Management Program is A JOKE, I've seen two of our best NCO's get QMP because they were E-5 too long. That makes no sense. Doesn't that save money. If they were E-6 you'd have to pay them more, right?

1001090 In regard to question 104, 105 I have never seen those scores that low ever in my MOS 77F.

1001093 More information on where the Army is workind and/or heading in the future needs to be put out.

1001094 If I was eligible for an early out, I would take it along with several others here at Ft. Polk, now.

1001098 Ref. to question 88. I feel that it is the responsibility of the Army to prepare all service members who are being involuntarily released. All of the job tools listed in question 86 are very necessary in preparing the soldier for enter the civilian job market. Also you owe it to the career soldier who has given so much to an organization that he/she believes in. It's not right toleave us high and dry.

1001099 The Army does not have leaders in leadership positions. When I enlisted to the Army I wanted law enforcement, the Army ony wants enlisted personnel to follow rules & regulations. The reason I want out is because there are too many catch 22's so to speak & plus I can make more money in the civ. world.

1001104 I think the first thing to look for in reducing the force are soldiers ie. overweigfht, PT failures, SQT failures, P-3 profiles and constant profiles to avoid certain duties and PT tests. Start there first you would probably be surprised at the high number of soldiers in the above cagegories. Do not take the units word because a lot of the soldiers will not be mentioned. You should compile a team to physically go to units and check personally. I wouldn't mind being a part of that team.

1001108 The most efective ways to cut Army strength is to let soldiers who want to get out go at any time. But in the event of war they must return to active duty. Stricter PT like 5 days a week longer runs would make more people get out also mroe field time, so the only soldiers you have left are the motivated professionals the Army wants to keep. (Actions speak louder than words or paper files)!

1001115 Not enough choices concerning questions #88. Of course you think you write the book of knowledge. This test is retarded. The questions are stupid. Give me a break.

1001117 If cutbacks has become so important the military should stop recruiting soldiers. The most important thing is to weed out the bad soldiers.

1001119 We have been the deterent of war for over 35 to 40 years. I have been sent overseas to places I didnht want to be, but accepted the assignments. I feel our government is doing the services an injustice by cutting the forces that made world peace a reality, not that it has yet happened. Americas grace will fall when she calls to the rolls, during a world crisis the people she fired, and the men and women answer hell no, you go. It will be then that we will be at our adversaries mercy.

1001120 For most of the past 4 years, promotion cut-off scores in my MOS have been in the 990's. Promotions should be viewed a little more on merit (job performance, board performance, soldierly skills) than on how many SGT's, SSG's, etc. We already have. If a soldier's name comes up to attend a school (Pldc, BNCOC) & if there is a requirement for time remaining in service upon graduation, a soldier who does not have enough time remaining on his enlistment to meet that requirement should not be forced to reenlist or sign a bar to reenlist. A time left in service requirement should be treated the same way as a APFT or SQT requirement. If he has not passed his most recent APFT or SQT, he is exempt from goint to this school. And, if he does not meet the time-remaining in service requirement, he should also be exempt from going, unless he voluntarily wants to re enlist to go to this school. No punitive action should be taken against him if he does not wish to re enlist.

1001124 I would hope that ALL soldiers who would welcome an early separation from the Army on a voluntary basis would be given that chance (regardless of time in service or time still to be served). BEFORE involuntary cuts would be made. I welcome further inquires on your part.

1001125 The Army needs to do more to insure it's memebers are employed and secure before throwing them out on the street.

1001131 After hearing so many peers and subordinates voicing loudly their displeasure with Army life, let them ETS or involuntarily separate from service. That could be about 10 percent of the cuts! Unless you face to face with a soldier you cannot accurately assess his/her worth the record CANNOT say it all! We must all judge caliber and ES prite!! We're losing the wrong soldiers, period.

1001136 The purpose of this survey seems to be how to reduce the force. Why not get rid of soldiers who want out before any QMP's. I suggest a 4187 for ETS in 90 days. Begin it on FY91 with ending date of Jan91. Criteria could be the same as current program for early out, but allow ANYONE who wants out to get out in 90 days. Allow unit CDR's approval authority w/referal to battalion or brigade CDR for shortage MOS's. In Jan91 make SM in reenlistment window either reup or ETS by May91. then if still needed begin QMP board's. If you believe this is a viable alternative, I will be glad to help w/further details.

1001141 I think the army should be smaller, but better paid. Too many quality soldiers leave the Army because they can make more moeny in the civilian world. The Army should be more involved in the war on drugs. Promotions should be based more on leadership qualities and personal traits. Not on who csan "suck up the most schools" for the promotion points.

1001143 My only comment is that the military should not be so ignorant towards soldiers with maritial problems.

1001144 If they cut the forces they need to deactivate units first so acstive units will not suffer in troop loss.

1001145 Individuals identified by QMP should be separateds in 90 days, no admin boards - sole parents - first time drug offenders - individuals who fail to meet height/weight standards - APFT failures - second time SQT failures - personnel who fail to have BAR to re-up lifted after secsond review - second time DWI offenders - personnel who decsline attendance to schools, assignments, and additional responsibilities.

1001146 The E-7 promotion/ANCOE board needs to pay more attention to the young fast moving E-6's. The younger E-6's, less than 10 yrs., that have very good records seem to get bypassed bsy the older marginal E-6's who are selected for promotions/ANCOE. It seems that LONGEVITY is all that the board is looking at.

1001149 A good soldier is pressured to get out of the Army due to the changes coming while a below average soldier probably would stand a better chance of staying in. I don't understand why, but something must be done to turn things around.

1001150 I think the chain of command should give early auto to the persons that request them and see where that would bput the Army. I think people should not be forced out that really want to serve their country. Get the duds and the people that don't wnat to be here out. I want to say.

1001155 On question #110, that should bapply to soldiers who get a civil conviction while in the service. Question #91 was hard to answer truthfully, becsause many soldiers don't know where they will live at ETS. Many soldiers have a home of record that they would not go back to for various reasons. (ie. Job situation schools, etc) It is hard to answer because not everyone knows the job situation, etc. in various other states that they would possibly like to relocate to.

1001160 I believe that there are a lot of people who wnat out of the Army. I think that they should be allowed out. This would cut the troop numbers considerably. Early out programs would cut the numbers considerably. A lot of troops came in just to get the money to go to college. Once they got it they have to kill time. They want out so they can start college but are forced to finish their time.

1001163 1. QMP program should have been implemented in early 80's. 2. In aviation units too many soldiers are still working out of their MOS's and they are bonus personnel. 3. Aviation retainability of personnel is becoming a problem in grades E1-E5. 4. Too many aviation personnel are overweight.

1001167 The financial areas concern most soldiers. If they have families and are forced to leave the economic hardship could be very harmful. For the single soldiers the fear is they will bear "most" if not all of the cuts. The uncertainty, however, is the biggest problem. The SQT test scores, PT test scores and the GT scores are helpful, but lack a true measure of the soldiers true performance and worth. The lower commanders should b egiven and take the responsibility in making the decisions based on need and the soldiers true worth to the Army.

1001168 My 18+ yrs in the military have been rewarding and fulfilling for the most part. However, I now am a sole parent of 2 children and realize that in their interests and the Army's, I should opt for retirement when eligible. Consequently concerns that weren't of importance a year ago, are now rising to the forefront. While I doubt that I would be separated prior to my retirement, if that should occur and without severqance pay - it would be disastrous. I do believe the Army is doing all that it can, as timely as it can, considering the changing world scenario and the ever-dwindling budget, to inform soldiers of proposed changes to the force structure. Emphasis should be placed on ease of transition and timely notification of those involuntarily separated. Keep people in that should stay in - make QMP tougher, raise GT scores for reenlistment, etc. As on active duty, pay and job satisfaction as well as quality of life are important issues. Push for severance pay for those enlisted who have devoted 12 & years, and display sensitivity to those families disrupted by their sponsors pending separation.

1001169 I do not believe that your survey addressed one of the most critical issues of quality soldier retention - specifically family quality of life issues. Many good soldiers (of which I consider myself one) would find it difficult, if not impossible, to remain in the military should the standard of living drop below it's current levels. A good soldier will endure a great deal of personal dissatisfaction, if he believes it is for the good of his country. But as a husband and father, he can scarcely expect his spouse and children to do the same, based solely upon devotion to duty, especially if they feel that the standard of living which they have is far lower than that of their civilian peers. Regarding education, my own education is complete. However, to many of my peers and subordinates future education benefits are of extreme importance. Please feel free to contact me as part of your indepth survey. I have listed my own home address on the previos page.

1001172 I really don't have anything to say except that I hate the Army with a passion. If I could leave tomorrow I'd be packed and on my way!!

1001173 You have soldiers in combat MOS. If they are forced to get out, what experience do you think they have. A lot of people depend on the Army for support. They serve their country because they want to. To involuntary separate them would probably hurt them more than ETS. So I think you should think of the soldier who is here to protect their country not just for the benefits of college, or money.

1001176 My main concern at this point of my career is the limited amount of career opportunities available to a soldier in the enlisted field. Presently, the pressure is on to reduce the force and "eliminate" soldiers who not proven to be proficient, but resources are very limited. Advancement in skills training, (on the civilian sector) is lacking and adequate career options seem unresourceful. Presently I am an E-6 with 5 yrs. in service and my military option for advancement is limited 1) skill school 2) recruiter; with the reduction of force meeting "quotas" seems fruitless. It is my strong opinion that the Armed forces wants a "basic force" E-1 To E-4's. There are many soldiers who try very hard to suceed to push forth, but negative barriers always seem toprevail. Please take a look at those senior NCO who have "retired" on ACTIVE DUTY making it impossible to promote upcoming soldiers (serious rumor). Please open the avenue for soldiers instead of trying to get rid of us. You also have my blessing in doing away with less ambitious ones.

1001178 I feel if the troops will be cut down then there should be more soldiers being promoted. Soldiers should be given at lest a minimum of 6 months notification for involuntary release from active duty, and also be given certain benefits depending on how long he/she has been in, and how close he/she is to retiring. Soldiers should also be given severance pay depending on the pay grade and total years served enlisted & officers.

1001184 Job fairs (NCOA).

1001187 Reduction in force must first consider bads performer.

1001188 I feel as a NCO in todays Army that before anyone is put out of the military that a lot should be considered, espescially where the soldier leaving the military has children to take care of. Also, now that it seems that overseas assignments are somewhat

slowing down then the options for troops in the states should be able to choose other places in the states when coming up for reenlistment. Please if you can let me know it the option will be ope.. to all ranks no matter how many years he/she has in the military.

1001192 With all the talk of reducing troop strength in Europe, the Army puts me on levy to Germany even though I left less than 2 years ago after serving an unaccompanied tour. Why? Because I hit 19 years active service and this is the Army's way of forcing me to quit as soon as I reach 20, or locking me in for another 2 or 3 years. Is this the way to treat loyal soldiers? It leaves a bad taste in my mouth. I am not the only one that this happens to. Two other finance E-8's came down on levy at the same time. I remember reading in the Army Times that a soldier wrote of the same experience in 1972, instead of being able to remain where he was and settle into the civilian economy. Two (2) times I was at Ft. Hood before and each time remained for almost four (4) years. The first time I reenlisted to leave and the second time I requested to go on levy (for the 1st time in my career). Why is this time different? Because your computer searches (is programmed) to find soldiers reaching 19 years active service and puts them on levy.

1001193 91V Career field should have MSG slots - I was promoted to MSG in my secondary MOS (91B5M) and was not properly reared to handle 91B - I was an extremely competent 91V (for 12 years). Problem with that career progression - no easy solution though - except step levels for technical MOS's.

1001196 One of the more important issue's about jobs, and job search tools is how much you could make, wht kind of work you can find, that you are good at, and how long you will keep that job. Before being layeds off, and just trying to make it in civilian life, with a family and having been in the military so long.

1001198 While in garrison in the infantry, we are more or less janitors. There is a certain amount of stress resulting from the trivial work that we do in garrison. We need somethign to work our brains, further our education every once in a while.

1001199 Presently leaving Army para 16. Hope in the future the Army will allow ahrd workers to remain without forcing them into senior leadership positions. Somehow, soldiers with childrend should have spescial consideration.

1001200 I think the major cuts is going to affect our Armed forces very much, because it will force some good troops out of the service and that's a lot of experience out of the NCO & officers ranks down to the Pvt's.

1001203 Throughtout my military career I have seen a lot of things which caused my distaste for the Army, I'm proud to serve my country & would die in its defense, but I see people in my chain of command who only wish to look good and could care less for their subordinates, who look the other way for their friends and exaggerate punishment for others, or are promoted because of points but can't do their (profanity) job. I also have no desire to go overseas, if I could remain CONUS for my 20 I'd definitely stay in. There are plenty of soldiers who would love to stay or go back overseas. I don't know why the Army feels that everyone should go overseas. Over my left breast pocket it says "US ARMY", not German Army or Korean Army. They both have their own armies I don't see their troops with bases here. Their big boys, they should be able to take care of themselves. I am an outstanding soldier with a deep concern for my country and my fellow soldiers. But I also love my family very much and when work and my family start to conflict one has to go, and it sure as (profanity) wonht be my family again. I would be happy to serve at any CONUS installation, but overseas and extensive TDY's are not conducive to a happy family. I hope I have been of some help. If you would like to discuss any of these matters at further length please call, I hope we can be of help to each other.

1001205 I feel that more emphasis should be placed on leadership, managsement, & career-oriented subjects in military leadership schools (PLDC, BNCOC) instead of common tasks that are taught at the unit level.

1001206 I am preparing to PCS; for further info please send correspondence to my have address listed below.

1001211 #18. Current PMOS 18E SMOS 18F A MOS 18B would work any 18 series MOS or 11 series if needed.

1001212 Role of single parents in reduced army. Role of HIVT soldiers in reduced army.

1001215 Pay & promotions are my main concerns. I see too many duds in my field that are E-5 & E-6 to think the promotion system works properly. I should be paid for the amount of quality work I do compared to others I see in my unit. There is too much placed on time in service, instesad of what each soldier actually can do. I am good, I should be compensated.

1001219 Get tough on the dead wood: require mandatory computer scored M16 qualification with 30 days prior to reenlistment. Tape measuring of overweight personnel to be done and monitored by local medical clinics. 6 mmonth reviews for 1 year after weight standard achieved. SQT scores less than 70 two years in a row to qualify for a BAR to reenlistment.

1001220 The upcoming drawdown will affect many personnel in the military, how the dept. of the Army decides to do this is still not clear. What I do know is that one consideration not yet addressed is age at time of involuntary separation. The older an individual is the harder it is to move into the civilian job market, this is not true for all MOS's but is still an important factor. I have planned

all along to complete at lest 20 years. I have been planning to switch MOS's but it is a selected MOS. I will be applying for the Army's Physician's assistant program. If I were to involuntarily discharged it would pose a financial hardship for myself and my family. I have a very sincere desire to complete 20 years as an 18 or physicians assistant if I am accepted and successfully complete the course.

1001228 As a single father I am extremely concerned about possible financial problems occurring upon separation. Child support is a hard crunch when your not employed.

1001236 The military pay being so low is causing the personnel to look for secsond incomes. This is causing the better personnel to find better jobs in the local job markets. Many are leaving only a few are committed enough to stay. I myself work part time very few hours to actually equal my military pay. Commitment is all that is keeping me. Allowing civilian opinion to dictate military policy will damage the force in the long run. Duty, honor & country should not require financial hardships.

1001238 1. Force reduction should be done very carefully being there are so many changes going on around the world. 2. Military personnel married or not, single parents or personnel with E.F.M. should all be treated equally. 3. Put out personnel with bad records they are just here for an easy paycheck. Keep soldiers whose recsords show they love the military regardless of sex, race.

1001239 112 - Forcing a soldier to extend to meet an overseas tour obligation is unfair. 55. The Army should not be used for drug control unless we will be able to do it effectively. The current Army promotion system lacks gravely in promoting qualified soldiers into appropriate leadership positions. Qualified and competent NCO's continually leave the Army because of lck of promotion incentive (ie. A cutoff score of 998).

1001241 I think a soldier should be allowed to complete his tour, and should be told as soon as possible if he may reinlist or not. Reductions should be made through initial inlistments, instead of soldiers who thought they could have job security and a career in a very unsecure and changing world. It is not good management to fire your most reliable workers.

1001242 Q-67. A 15 yr. retirement would enhance the overall benefits in the military, even if a 80% medical and 39% base were implemented. Q-104&105. Some personnel would much rather stay specialists or sergeants and step levels would probably benefit the overall program.

1001244 I feel that a personal fische should be used as a source of info. for separation boards and promotion. Because someone can make their record look good because their bad record is not seen at these boards. Thank you for the chance to partake in this survey.

1001246 After 18 years active service, having passed over for promotion several times, I am staying in 2 more years to retire. I have seen many less qualified people promoted ahead of me. I think the promotion system is totally bankrupt and in need of an enema. I will definitely retire at 20 years and pursue a more rewarding career in the civilian secstor. I have always enjoyed, and been proud of serving in the military.

1001247 You should have made some reference to joint military couples. I am an E8 with 24 years of service and plan to retire at 27 years. However, my wife has 11 years and plans on staying for 20. No reference was made as to military couples, I believe you would get different repleis to sesction IV.

1001249 All I can say is that if you (the Army in general) are going to be cutting large masses out of areas in Europe remember intelligensce is always there first and last to leave. If there is a needed electronic warefare intel system operating, who keeps it up & running? If there are mass scuts you will be losoing highly trained and highly intelligent people. Honestly, dropping most reenlistment bonuses was a bad idea. Please look it over again!

1001250 Although I am a SSG(P) with only ten years in service. I am deeply concerned with my future in the Army. I have invested lots of time and effort to insure a good future for not only me but my family. There is lots of room for improvement in the QMP program. People with DWI's, drug convictions, or bad civilian records should be the first to go. Also there are a lot of E-7's that should be put out of the servicse that already have 20 years in service. Most only stay in because they say this is the easiest job they ever had so why should they get out and work. This has been going on for a long time, now is the time to do something about it. There is also lots of waste and abuse of government property going on. Parts ordered for vehicles that are not needed. Replacing items that could be easily fixed. It's sads to see a new seat ordered when the old one jsut needed a piece of tape to fix it. I totally agree that non performers should be put out. All records should be reviewed, no restricted files. Too many soldiers get by with a slap on the wrist. I know soldiers who have gotten DWI's and still were promoted. I know of another E-6 that has at least 3-4 DWI's and he is still in the service! I don't say these things to "drop dimes" but many of us quality soldiers feel very threatened when we should have nothing else on our mind but our mission accomplishment. I cannot stand seeing a soldier get by his whole career and then milk the Army once he already has 20 years in. Thank you for letting me give my opinions.

1001251 The biggest problem that faces todays young soldier is the uncertainty of every phase of Army life from assignment to pay. There is no focus for him/her. We have no leadership that is SOLDIER ORIENTED!!

1001252 Bonus should be for every MOS and equal. Commanders (or anyone else) shouldn't be allowed to give or take away points for promotion if they only go by what's written. They should come to yourwork and see for themselves your job production and ask your supervisors for comments. Yes, I'm in the Army but I work for the Air Force. I worked mid shift (2200-0800) for 3 1/2 years. Of course my commander doesn't see me. But I substitute my sleep time for his formations.

1001253 Question #88 I would like to see a 2 month relocation allowance plus severance pay. As we frequent movers know it takes a lot of cast to resettle a family. 2) There are many active duty members (officers and enlisted who would get out voluntarily if offered on a one time a fiscal year basis.

1001255 Soldiers should always to have the chance to work in his/her MOS regardless of location in the United States.

1001260 I still disagree with the E7-E9 promotion system. I have been an E7(P) for 6 months assigned as a first sergeant in the largest CAV squadron in the Army (Ft. Knox) prior to this assignment I was a first sergeant for 12 months of an air CAV troop in Europe as an E7. The jobs have been great but I sure would like to get paid for it. I get the responsibility of a 1SG but no pay, while other E8's have no responsibility, nor 1SG time and get paid for it. I would like to see a pro-rateds pay system introduced based on your responsibilities not just pay grade. Somehow it doesn't seem fair that an E7 bandmember should receive the same pay as an E7 who is a first sergeant of 150 peopel in a combat arms unit. We should also look at how many jobs held by civlians can be turned back over to the military. For example, dining facilities, clerks, security personnel. A stronger look should be given for immediate separation for, DUi's, drug abuser, positive urinalysis 2 ART 15's within 18 months, indebtedness (extreme cases) AWOL's for more than 5 days. Talking to my NCO's, their biggest concern is the protection of benefits and pay.

1001262 Soldiers need to know what the future holds. Too much uncertainty right now.

1001265 Being in the Army has open my eyes to many things. The most important is: the promotion boards for E-4 to E-5 and E-5 to E-6, are a joke. There are too many sergeasnts and staff sergesants who cannot do the work of privates. This needs to be looked at.

1001268 I intend to leave the Army regardless of any changes.

1001271 The Army has it's good points and it's bads ones. I feel that one of the bad points is the quality of medical care that is given. A lot of times to see a doctor (or D.A.) one has to wait for hours. I know that the "free" care is abused by many people but some people are really ill and it takes hours to have them seen by a doctor. I also feel that if I got out of the Army and became a dependent wife (my husband is a soldier in the Army) that I would not have to go through all the problems a regular soldier has to go through to get medical care. I've been on both sides and I feel that dependents get better care. Thank you for giving me this opportunity tc help.

1001274 If the Army checks a soldiers recsord to decide whether or not they should be permitted to stay should take into accoutn that good soldiers don't just do what the book says they think on their own, NCO's that don't like people thinking on their own will try to ruin the thinkers. Then the Army will get no better.

1001279 #103 Promotable SGT's should be slotted in the positions to whisch they are promotable, therefore the Army will be paying an E-5 to do the job of an E-6 (saving money) and not stagnating the promotions in the grade.

1001280 Your QMP is not tough enough. I feel that once a soldier is pick up under the QMP then that soldier should have to get out within 90 days no matter what. Now if that soldiers chain of command writes a good write up, that soldier most likely will get to stay in until he or she reaches 20 years. If you think that a soldier is unproductive anought to QMP than you make that soldier get out then. Why have a restricted fiche if you are going to look at for schools & promotion. Anyway just because a soldier has something in his restricted fiche doesn't mean that he or she isn't one hell of a good soldier. I feel that you are heading for an Army of all "yes" soldiers and I don't think that is what you need. How many times have you seen a "yes" man tell a commander, "Sir, maybe it should be done this way?" which is really the best way. How many of those "yes" men have you seen that really care and takes care of his or her soldiers? You don't want NCO's in the Army that has made a mistake over the years. No one can do any job without making a mistake sometime, but it is always the NCO that it trying to do his job right that pays the price. The Army needs to take a long hard look at the double standards betwen officers & enlisted. Here at Ft. Silc the double standards are enough to make you sick!!

1001281 Do away with the move-up or get out system that would solve a lot of problem.

1001282 I think a soldiers main care is if they get involuntarily released from the Army. How will they take care of their families and themselves especially if they have been in for a while.

1001283 To whom it may concern: My answers have been very negative due to the fact 90% of the peopel are shown a complete different picture when they enlist compared to what it really is. I'm in a situation where I don't have enough experience to leave. But left a good job - now I feel I've held my end of the deal, but was lied to by the Army. 50% of the soldiers will be on unemployment.CALL for some ideas.

1001284 I can not retire until I complete a all other tour in Germany, I will retire from the overseas scommand that I will be assigned to. The Army always sends a senior NCO to Germany just prior to him being able to submit his retirement paperwork. This financially hurts the soldier and his family memebers. A senior NCO should have 3 years in the United States to save money and search for a job prior to retirement.

1001287 With the politics around the world changing, the Army needs to restructure and be more aware of putting the right MOS's for the right job.

1001298 You have career soldiers and good soldiers who wil lput their lives on the line, and go out of their way to be good soldiers, and who have madse the Army their way of life, and has given their all. So now the Army is cutting back and may be asking these same professional soldiers to leave. But the bills are still there along with the dedication to the Army. What will they do?

1001302 A more reliable and not so much a harsh chain of command. On involuntary separation, first make it a voluntary self selesction by asking soldiers if they want out, with Army time to look for a replacement job. Second, does this first to soldiers that are E-4 and below.

1001303 Right now the Army has done everything it could by keeping the wrong soldiers in the Army. My MOS 95B30 has a very weak senior NCO conps who is scared to remove die-weight soldiers. They just let them move on with a pat on the back. The officers are only out for their own career!! This has caused me to have a very poor attitude about the Army. All I want to do is soldier! NCO (not a stripe weaner) can't do his job without support of senior NCO's and officers. Without that support, I feel I should just leve the Army, and start a new life. The reason for serving, and feelings are gone. No one wnats to change, just kept things the same until some gets killed for no reason.

1001304 Decisions on reenlistment depends on what duty station, Schofield Bks Hi isn't a very good place to serve; Too expensive and 3/7 isn't a very good unit. If every duty station is like this one! wouldn't reenlist.

1001305 It would be most heartening for a soldier to know that when he/she reached a certain tiem in service that they would be retained and not dropped like a hot potato. With the many senior NCO cuts in the near future the quality and readiness of our forces will drop far below any other time in our history.

1001319 I didn't apprecsiate the repetitive questions. We need BETTER representation in congress. Lower EM's should have more imput on Army future.

1001321 Question #12 The current evaluation/selection for promotion is fack. The studio where the picture is taken goes overboard. They stuff the soldiers uniform. Most of the people are overweight or shows a obese appearance. The Army needs to monitor places like these. The Army needs to pay more attention to height, weight and then compare to individuals pictures.

1001323 Soldiers in the grade of SSG and higher should have more choices upon reenlistment. A private that is new in the Army has more opportunities than someone with 10 years of fruitful service. 10 years ago, recruiters did not give accurate information on what is available, allowing experienced soldiers to change MOS would keep better soldiers in the Army. Also, more of a selection on next assignemnts would keep the best qualified soldiers in the Army.

1001325 Ref #88 - I feel some sort of tool should be included to assist dependent wives for employment if their spouse was involuntarily separated from the service.

1001327 Don't reduce benefits any further if you hope to keep qualified NCO's. Keep bonuses and SRB's. Allow soldiers who want out, to volunteer to leave. Before you start selecsting Qualified NCO's who hope to make the US Army a career to leave.

1001328 This is a good questionaire, but does not take into consideration the following, college level of soldier, peers over him (either good or bad), reenlistment options at the time. I have a job taht deals with Junion and Senior NCO's and almost everyone has the same Questions about separation pay, job security, promotions, QMP program and where to find this information. Most articles just hit the surface.

1001331 #67 Other - being able to return to Germany.

1001337 I think that you should give survey to the spouse and get her views too. Some of the questions I could not answer because there was not enough of an answer to realy complete it. You should have room to write in an answer so that you could get a better

answer. Some of the answers were not what I wanted so I chose the best I could. On the rating system. I think that it's good, but it's only someone evaluation. There is a lot of other things that could and does come into it.

1001338 I hear that the reduction of forces is mainly dealing with enlisted. Why? In the past year I see officers create jobs for more officers. Good example is the Ranger Training Brigade. When they created it, it open more positions for officers. With in a Ranger Training company there are 3 positions for an O-3s. Two of the CPTs are PLT trainers who control E-7s and E-6s. Is it necessary to have a CPT to watch overs uch rank?

1001339 "SOLDIER (N) a member of the profession of arms." How can someone not think of it as a career? Granted, most of those who hold public office either served for a short period (wartime) or with the reserves or National Guard, (the "citizens soldier") can not associate a "phase" of their lives as a career. They chose to go on to other professions, such as law, business, politics. But it is the career soldier, the one who stands guard in pecetime performing dangerous training,m so tht dsemocracy may continue to grow and flourish. Could we have succeded in Panama without the professionalism display by the peacetiem Army? Did the threat of conflict in the Middleeast lessen? Did the Soviet Army go away? In a crisis, will our politicians put our nations security in the hands of a "hollow" defence departmetn? Will we throw away our skilled, dedicated people simply to cut costs? Could a fortune 500 company do this and continue to thrive? Oh, maybe you don't think this is a good comparison. Well then, lets slash your local fire department, after all, you'll only need them if your home catches on fire. Let's forget fire prevention then. We sacrifice much to serve our country. We ask congress only for decent wages money for good equipment and training, and after long and faithful service, a retirement we can live with. For this we put our lives on the line, and because of this you are enjoying the fruits of our labor, the peace.

1001342 I feel the Army as to many Lt. slots. In my MOS I am responsible to tesach him my job, his job. I don't mind this but it seems Lt.s seem to wait to be shift to a staff job.

1001344 Comments to question 88, extend unemployment payment to 26 weeks. Comments to question 102. Most specialists at the ten year mark are still young enough to compete in the civilian work force for jobs. Those soldiers who are top performers will have already been promoted to Sergeant by the 13th year. Therefore a Specialist who have not been promote by the 10th year should be denied retention. Comment to question 103. By a soldiers 13th year he should have made sergeant and on the promotion standing list for Staff Sergesant. Therefore allowing retention to twenty years. After ten eyars, a soldier should have made a career choice. And if that choice is a military course he should be retaine dup to retirement eligibility point.

1001350 I think the soldiers that should be retained are the one's that best do their job, not the person who's uniform is spit & polish but never gets his hands dirty. Get rid of the people who are lazy and sham out all day, and the NCO's who are only out for personal gain and don't care about their soldiers - NCO's & officers are supposed to look out for the welfare of the troops not work them late then get them up early for inspections - SEERS & OERS are sometiems deceiving - they're all politics and politics have no business in the Army - we're all soldiers not politicians.

1001357 There will always be soldiers below average that will slip thru the cracks and ride the Army out. This just gives good young soldiers a bads attitude and they jsut say no more and get out. Senior leaders hate to be the bad guy so they let below average NCO's and soldiers hang around and give them an average NCOER. (That is what I hate about the Army.)

1001360 #88 How to be a civilian again.

1001361 Reference 88 - I believe how to conduct oneself on an interview is valuable instruction. Ref. 113 - I believe QMP is often based on one poor rating given by a biased/prejudiced rater. Ratings (EER/NCOEER) are too hap-hazard, exaggerated, biased. There is too much boredom and lack of MEANINGFUL commitment in too many Army MOS. Often the best, brightest soldiers get discouraged fastest and elave first. Those who remain often lack inagination, but can follow orders, without contributing innovation. I would stay beyond 20 years if active duty, if I were stimulated in my job. I am very bored. Boredom does not mean I lack things to keep me busy. Boredom means I am not learning anything new, nor do I see value or get commend support for what I do. Boredom refers to the degree of involvement in what a soldier does, not how busy the solder is. I believe with that definition, too many soldiers Armywide are intesnly bored. I definitely am, so I will retire. Retirement, for me, is not based on dissatisfaction with Army life, salary or lack of promotion opportunities. Boredome is why I'm retiring. I believe duties and rank slots are totally inconsistent. I theoretically hold an E7 position but PFC can do the work. I see no correlation between rank slots and associated duties. There are too many nonjobs in the Army. A slot on an organizational chart does not a job make. Unfortunately, strict adherence to structure also means nonjobs, whisch just happen to appear on slots on organizational charts, persist when they should be eliminated. I talk with soldiers everyday. It is amazing how many tell me they have worked at nonjobs. Thank you for letting me take this survey.

1001362 My experience with the Army has not been a very positive one. Bad soldiers are constantly rewarded with time off of work - to do remedial P.T. or straighten out finances, tickets, etc. while good soldiers are foced to take up extra work to cover for them. It is a paperming which sickens me. My family were mostly Marines and I have never heard of such a waste of time and money. Another beef I have is the Army does not use its personnel adequately. I hold a B.S. in Health Science and even volunteered to be

switched over to preventative medicine when I learned they were short of staff. I am more than qualified and yet I am merely used as a chaperone in an OB/Gyn clinic.

1001363 I being a good soldier if given the opportunity would leave the service. I have better opportunities outside. The OMP is dragging its feet. Time & money is being wasted. Get the slugs out.

1001367 I'm more concerned w/ poor ledership negative attitudes late supenses & unprofessionalism. That will have a profound affect on whether or not I'll stay in!! And of course getting promoted!!

1001372 I woudl rather work with a professional adn dedicated private or specialist with extensive length of service than an NCO just doing enough to get by and collect retirement. Don't get rid of the "average person" we all can't be blonde haired and blue eyed, 5' 10"; 165 lbs. and score 290 on APFT. Don't mess with benefits; health, dental, pensions, education. The Army is not just a job, it's a way of life; preserve it!!

1001374 Due to the current events happening in the Eastern bloc countries, i feel we are living in a time much more dangerous than all the years of the cold war combined. Thanks to our politicians and our elite news media the American people are led to believe that because of those events, there is no chance of a major war. They are sadly mistaken, because these gov'ts. are unstable at best, and anybody could become a leader. Remember Germany was unstable before a corporal name Adolf Hitler worked his way up the ranks, to be leader of that country.

1001378 In my opinion the promotion system in the Army can be very unfair people getting promoted who are a regular attendant at sick call and frequently have priority, boarderline overweight or over weight, people getting put in before others because they kiss ass or are friends instead of who has seniority and is better qualified and does the work perfectly.

1001381 Within an MOS like field artillery, there is no real job qualification after a military career and with budget cuts there is no room for advancement. This makes soldiers wish to change their MOS or get out while they have a chance to gain qualification in another career. In branches like the AirForce, men are given job skills which they can use for a long time in the military and also in civilian jobs. Field artillery locks men in a combat job with no security. Once you reach six years of service, there is no real, possible way to change your MOS and advance career-wise, and this hurts, and possibly de-motivates upper NCO's in field artillery. EMS are questioning whether they will have a military job in four years, whisch weakens morale and weakens our fighting force which will surely show if a foreign threat ever surfaces.

1001387 I feel that the new Army force-out program is going to hurt many hard working soldiers and their families. I feel that our congress or whoever is responsible for this issue needs to re-evaluated this whole idea.

1001388 I think one of the things that is overlooked the most, when making a decision to retain someone, is the quality of their work. I see officers and enlisted soldiers on a regular basis get paid for not doing anything for several hours of there time each day. In short the Army pays them for 8 hours of work and get in return about 4-5 hours of work. I also, on a side note, think overall the medical care for lower enlisted soldiers is poor.

1001389 If a SM is forced out he and his family should be well prepared. At least 12 months the soldiers should know if he forced out. And some type of separation pay should be provide to offset the financial shock.

1001391 Question 58) I believe the Secretary of the Army, & defense, the President, & congress really don't give a (profanity) in regards to the forces. They dumped us, and now they want to cover us up at the most convenient opportunity for themselves. They got a job & guaranteed pension, wht do they REALLY care. Q59 - I am stuck here for 2 years with no opportunity to PCS, in an instructor slot that is not doing me a bit of good. Q88 - offer MAC flights or some travel assistance.

1001392 I truely believe that the civilians jobs should be done away with instead of the soldiers military career. Unless, the soldier is a burdsen to the Army. The people who work for the Army try to find ways to save the Army money who not do away with the Civilians jobs first because they cost the Army more money than the average soldier does. I also think the time limit on next rank for E-5's and above should be moved up at least by another year. The reasons why I feel the civilians jobs should be cut first is because they aren't mentally and physically ready for war like todays soldier. If you just start putting soldiers out of the Army for no apparent reason they are not going to want to serve when the Army really needs them and thats in the time of war.

1001396 I am electing to ETS because my husband & I are both active duty & with one child, another due in a couple weeks, the Army just doesn't meet my needs. I think the promotion boards for E5-E6 need to be changesd. I think written tests in their MOS's & leadership questions should be done. I'm still undecided about this reduction. I'd just have to wait & see the results.

1001397 1) Disseminate facsts, even down to the lowest grades. RUMORS are ever growing about this topic & concern private and above.

1001399 #12: This question relates directly to number eleven. The current evaluation/selection system is effective in promoting, primarily, those soldiers who are "well educated". A soldier who entered service right out of high school, worked a real-time mission throughout his career, and put forth maximum effort to learn all aspects of his/her MOS had little opportunity to attend college courses or Army schools. Meanwhile, a soldier with a degree in, let's say accounting, racks up promotion points for this education although the degree has no impact on the soldier's duty assignments or MOS. For MI soldiers assigned to "strategic" units, attendance at Army schools is almost an impossibility. #13: With the inevitable inflation of the NCO-ER, it is difficult to say whether or not marginal soldiers will be identified as such. In cases where these soldiers are identified as marginal or sub-standard, the current system could be used to selesct those for separation. But this should have been happening all along, shouldn't it? #18: I would reenlist as a 98C with, perhaps, yet another language. I feel that this would make me an even more valuable asset to the Army of today and tomorrow. This would cause me to deal with an ethical dilemna. I do not feel that the BEAR program is a good one; I do not feel that a soldier in the grade of E-5 or above should be permitted to change his/her MOS. #52: Promotions are slow in the 98 CMF under the current system. Given a downsizing of the Army, I can only imagine that they will become even slower. I believe that the best (and how is best being defined?) NCO's and junior enlisted soldiers will begin to realize their strengths and move on. Sharp soldiers will leave the Army to pursue careers in which promotions, bonsues, etc. are awarded based upon pure performance, merit, and ability rather than time spent in the Army (sometiems referred to as "seniority"). #61: Last year at this time I was not sure that I would stay in longer than eight years. A year before that I consdired making the Army a career. Today I feel that, rther than struggle for twenty years in an organization that expects 110% and gives back, many times, less than 100% I would look for a better life elsewhere. #79: I do not work a second job because I am financially strapped. I desire a quality of life that cannot be obtained with an Army paycheck. I'm planning ahead. #82: I've ranked education second only because a paycheck will always be necessary for survival. Education is one of the primary reasons tht I've decided to leave the Army. If I stay in the Army, it would take me at least six to seven years, as a part time student, to complete a four year degree. And what would this degree afford me in the Army? Nothing except extra promotion points for SSG/E-6 and a better chance at selection for SFC/E-7. No thanks. If I spend the time, money, and effort to obtain a college education, I certainly expect to achieve more than another slow promotion (and uncompetitive pay) within the enlisted ranks. #84: I have applied for civilian jobs in order to find out which of my skills are marketable and areas upon which I may improve to become more marketable. The Army offers no guidance in these matters. #85: I'm currently seeking information about civilian jobs, the U.S. Army Reservde, the National Guard, and nay other possible forms of employment. With eighteen months remaining until the end of my enlistment, I feel that I must begin to plan now. I have a wife, a mortgage, and a standard of living that I wish to maintain and improve. #100 109 110: For as long as the Army remains concerned about maintaining a disciplined, high quality force, DA boards should have access to restricted fiche, and take long, hard looks and court martial and civil convictions. Yes, soldiers make mistakes. A board should be able to recognize those. Repeat offenders, however, should be the first ones to be eliminated. #102 103: Allowing a promotable specialist to stay on active duty until 13 years of service or a promotable Sergeant to stay until 20 years is ridiculous right now. These soldiers are obviously not doing everything possible to get themselves promoted. Points do not stand at 998 for five, six, seven years. If promotion points are extremely high in an MOS, then soldiers should use the BEAR program. The Army needs to consider the caliber of soldier that would be satisfied at his/her present rank for such a long period of time. The Army wants go-getters and hard chargers. The type of soldier that finds himself waiting to get promoted does not fit into the hard charger category. #104 105: Promotion eligibility scores should be raised by at leat one hundred points. Most soldiers enter the Army with at least 450 points. We need NCOs that are willing to work to get promoted. We already have enough "Zebras"... if soldiers are forced to work for a promotion, many of the lazy ones will feel that it's just not worth it and leave the Army. ...and finally: Thank you for the opportunity to be a part of this survey. I saw this as a rare, golden opportunity to express some opinions which may have gone forever unheard. I sincerely hope that the data collected will be used to make our Army the best that it could possibly be. I have my regrets about leaving... but I simply cannot tolerate the imcompetence and apathy that exist in the Army today. Perhaps in the years to come the Army will be what it should be. I may then return. For now, however, I cannot afford (speaking financially and mentally) to stay, struggle, and wait. Good luck.

1001403 I feel that (in my duty station and possibly others) people are being out from the army because their PT scores are not the greatest. I feel that people in my MOS (where it is necessary to know what you are doing) should not be punished for not being a master fitness person but because he/she is unable to perform their duty correctly or accurately.

1001407 Most of the NCO's in my unit are in the dark about all of these reductions. We are not getting very much information and are concerned. The reason I am leaving the Army is because I was sent on a 21 day training deployment within hours after my wife miscarried our baby. It was the hardest thing I've ever done, to leave her like that. I will never do it again.

1001410 Page 16 101 - This question asks if they should cut soldiers who are doing their job satisfactorily when there are so many slugs just sitting around collecting their paychecks that should be cut. The reason I will not re enlist is that the Army has become too political. The slug soldiers are teaming up and (profanity) over the good ones chances at promotion and schools are non-existent because of these so-called "leaders".

1001412 1. Living conditions in the barracks are substandard ie. overcrowding, over control by chain of command (SOP's, lack of privacy due to constant micromanagement of living space). 2. Chow hall food is very high fat and unhealthy-little alternative for athletes or health conscious individuals. 3. Double standards (officers/NCO's/enlisted). 4. Lack of school opportunities or advancement when chain of command finds out career plans don't include the Army. This started happening two years from ETS. Does not contribute to putting 100% into remainint time. 5. Poor support from main post despite being by far the largeswt unit on

Ft. Benning. (197th). 6. Many of my fellow soldiers feel the Army is a refuge for people who could not make it on the outside world - not people who are highly motivated about serving the country. 7. Too many file and forget paperwork drills for example - risk surveys. 8. Long hours in garrison 10-12 hour days with too many draws on personal weekend time. For the actual amount of work we do 6-8 hour days are plenty. Note: these opinions were solicited from a group of my peers as well as my personal feelings.

1001413 #88 attendance to job seekers seminars. #101 The reduction should be done by involuntary separation by getting a standard of soldiers trying to better themselves through bettering themselves, they better the Army. No soldier should be released for doing a satisfactory job nor should promotions be cut.

1001417 Let me make my answers a little clearer. I'm a 98G its a critical MOS. I'm married to another service member. Knowing this you might understand my answers better. Personally I think the Army needs to be called. I've worked with people that I've wondered now they ever got in. It's time we improved the quality of Americas elite.

1001420 Reference #109-110 - reenlistment/separation would depend on type and seriousness of court martial conviction or civil infraction. Reference #16 - have converted to OOR as primary MOS (current duty) from primary MOS of 12BRAVO.

1001421 Question 88 other answers would be: d,c.

1001424 If the Army wants to save money without forcing people out then reduce the number of people inducted into the Army. Reduce bonuses. Don't have people sitting around or casual 6, 8. or 12 months doing absolutely nothing, and costing the Army $15,000 a year on average. Stop wasting food in the mess halls. Don't pay civilians $7.00 an hour to be mess-hall head coutners when soldiers could do it for free. Don't pay someone $850. to drive across the country when it only cost him $250. Scrap star wars, stop building nuclear bombs. If you do these things then you could give us a pay raise and still save money. Don't pay the infantryman the same as the pencil pusher. The infantry man works much harder and deserves much more money. Get the picture? You may note a discrepency between #32 and #33. I say that I am poorly prepared in job because I am not done with AIT, but that my own job performance is above average since I'm at the top of my AIT class now.

1001425 1) RIF's in the long run may be a good way to help the national budget but I feel that there are alternatives. If RIF's continue, pick out soldiers who want out and those who "need out". 2) Promotions should not be held back on. I have been up for E-4 (for 6 mo.) and have not been able to be advanced. I am #3 on the E-4 list and have been that way for a while, more than likely. Stop the freeze on promotions and give the next guy a chance. This can also be used for weeding soldiers for RIF's like an elimination type process. 3) soldiers on a permanant profile which may keep them from being promoted should be forced to RETIRE so that a slot for that rank may be offered to a soldier who can perform on a 100% basis, as, someone holding an E-6 slot and can't be promoted is just preventing the next guy to advance to E-6. 4) DON'T make the Army any tougher for some, it is tough and making it harder is going to possibly weed out a good or well performing soldier, who in which the Army is already tough won't have a chance. 5) Early out's with severance pay may be a good idea, but the Army should make severance pay based on what it would take for someone to get on their feet in the civilian world, as it is a lot more expensive in the civilian world. Maybe job placement would be a good idea as well. 6) As far as allowing a soldier with civil convictions to re enlist should be left entirely up to the soldier him/herself to decide at the time of re-up, unless his convictious ways continued throughout his tour in the Army. After all he was allowed to join the Army knowing there was a conviction in his/her past. 7) Felony offences should not be allowed in even with a waiverable type offense. 8) Overrall: YES i do feel threatened of my future with the Army due to RIF's, it's causing slowdown's in my progression, and at times can cause stress.

1001428 There have been no bonus for 91B series after the first SRB - I think this should be rectified.

1001431 Stop spendign so much money overseas! Leave the equipment but send the soldiers and family members home. Dual-basing is the key to an effective, efficient, and inevitably leaner force that can be deployed whereever needed in times of crisis. Trying to support the current massive military infrastructure with fewer dollars and fewer soldiers wil lleave a hollow, inefficient Army that looks good only on paper.

1001434 1. I do not think personnel should be judged for there past, but evaluated at the time of evaluation! 2. I believe overweight soldiers, P3, P4 profiles, SQT failures and AFPT failures should be considered at the time of said failures for QMP/involuntary separation. 3. By sending soldier to tech. school and paying half their wages would achieve all cuts needed.

1001435 1) Severance pay should be put into effect. 2) With the cuts in the military personnel, pay parity should exist between military and civilian sectors. 3) streamline the 63 series MOS as to not have the different series dump into one particular MOS (ie. 63420, 63320, 63B20, 63T20, etc promoted to 63B30.

1001444 I don't think that the enlisted soldiers should be evaluated so much on GT score. There are many excellent soldiers that have low GT scores that are altogether better than some soldiers with very high GT score. Soldiers in some units don't have the opportunity to get the education he or she needs to do the mission of the units. I feel that GT score & civilian education such not be a big push in the enlisted ranks. The SQT test yes, and the military education yes.

1001445 With the way the defense budget is always a target by the time I would have reached 20 years of service there probably will be no benefits of any kind in the military. I also see no hope for a raise to get the military salary out of "just surviving level" so how would we pay for medical or other services. From wehat I have experienced in the military having been to 3 different posts, the Army to be so organized is in reality, very disorganized. To me, the Army is a form of communistic rules. I understand there must be a certain amount of say, "total control" but in too many ways, it is carried too far, by NCO's. I will be out of the Army by the end of July by way of a chapter 16 because I turned down PLDC, being barred by choice. I am returning to my hometown to care for my aging father.

1001450 Increase pay for leadership positions ie. FLT. Sgt., CSM, ISG.

1001451 Sorry for the late return. This survey sat in our mail room for 10 days before I was even notified. If I can be of further assistance please don't hesitate to contact me. TRAIN-TO-LEAD!

1001452 I have talked with several soldiers myself, I believe that you or the agency should be able to look into the restricted fiche to determine eligibility of retaining a soldier. If he's a "good" soldier he should have nothing to hide. The majority of soldiers that say no, are the ones that have something in it. I also believe that if a soldier wants out it shouldn't matter how much time in service he has, as long as he's not serving on a bonus or any other type of benefit give to him by the Army ie. GI Bill etc. that way it will cut down on the number of people that will be more than likely picke at random by rank. I really hope the Army will come out with an exceptional weeding out process. Tahnk you for your time.

1001457 I do not feel that it's fair for soldiers that have completed back to back overseas tours, be sent back overseas after only 2 yrs. in CONUS.

1001458 When men first come in the Army, they should only get a 2 yr. contract. This way if they like it they'll stay, if not get out and not be a problem.

1001463 You ask no questions about spouse employment as it is/was affected by a PCS move. Example: My spouse is a career federal civil service worker (GS-9/11). Current hiring freeze has left her unemployed for 1 year since a PCS to CONUS from Europe. Spouse employment affects soldiers and their family.

1001465 The main obstacle in my unit is promotion the point system should be changed. Soldiers who have priorities should hve first choice if they have to leave their present assignment such as the soldier professional and personal ability.

1001467 If given the opportunity, many people would leave voluntarily simply because the don't like the Army. Before putting people out involuntarily, a larger portion should be given the opportunity to leave voluntarily.

1001470 #105 My cut off score is 800-999 and has been for the past 9 years. If it were 550 I would have been promoted YEARS ago. My MOS is 96R. I have given the US Army my all, and I don't think if fair to be kick out, saying 16 yrs. don't mean anything and I have a clean record. Thank you.

1001471 I would like to see that a sergeant and staff sergeant over 15 years of military service, be allowed to retire. Let sergeant and staff sergeant newly promoted to know their job in a professional manner, according to their MOS, before they get pay for their rank.

1001473 The people that should be put out are the wimpy AIT students that want out and the fat-sit-on-their-butt-all-day career soldiers that are just holding up promotions. Others of us are not re-enlisting because oru MOS was opened to Sgt's & SSG's from other fields instead of promoting good CPL(P)'s & SPC(P)'s-with points at 998 there is no future for us!

1001474 I believe the promotion system for E-5 to E-6 should be the same as E-6 to E-7.

1001478 Many officer positioons can be done by already well qualified NCO's-why not can overly paid officers and let senior NCO's earn their own say!

1001481 In order to better explain my answers in this survey let me state I am currently awaiting a medical board. However, during my tenure in the United States Army several factors have contributed to my attitudes and decisions. At this time I feel it important to expound upon certain responses to your survey. In response to question 11, although I am not promotable at this time, and according to my medical board never will be, there are certain unofficial criteria that may better determine promotion in the U.S. Army. As the system now stands the old boy, chum, network of NCO's is prevalent. If you do not fit into a certain sexual or ethnic or sexual quota your chances for further promotion in the Army is limited. The E.O. program has become an over abused vehicle. I speak from personal experience in which a black female E-6 was brought up on serious charges by me, and is still currently serving as an E-I with little or no disciplinary action. This NCO had been "fired" from at least 3 duty MOSs while here at Ft. Bliss and was relieved once for incompetence. Upon the conclusion of the investigation this E-6 was given a suspended Article 15, and she was

relieved of duty at that time for incompetence. Recommendations were forwarded to the Brigade Command Sergeant Major that she be allowed duty in her PMOS, somewhere else on post, so that her PMOS competence may be reviewed. At the present time she is currently working as a duty NCO HHB 56 ADA. The probable reason for this lack of action was the possibility of an E. O. complaint from this black female. I contend that the so called majority have little or no recourse in the present E.O. system. That because of this flawed system, necessary disciplinary action becomes a matter of "do we want to fight the complaint". I am not advocating a white supremacy or any such action. Instead I suggest an impartial system in which we may all participate equally. As it stands now the quality soldier, black, white, hispanic, and any other race or denomination, has and does suffer at the hands of the participants in the U.S. Army Social Welfare System. I do not contend that a soldier is a participant in this Welfare System simply by utilizing those programs available to the soldier. Instead it is the individual who believes that the Government/Army owes that individual a living. These are the people who scream and yell at every disciplinary action, who if not promoted on their time schedule file E.O. complaints. These individuals once they have completed their 20 plus years demand a Medical Board so that they can add to their retirement, (I witness the truth of the last statement because I currently work in the Medical Board Section at William Beaumont Army Medical Center). In order to stress the importance that the U.S. Government and Army put on these issues look at the survey itself. The second, third, and fourth questions deal with the question of ethnicticity. Why does this become a factor when a survey is meant to gather information regarding the careers of the enlisted. I noticed that I was not asked for information regarding my current education level or the education level that I entered the Army with. It would seem that this factor would prove more beneficial, than whether or not I was black or hispanic. In regard to the current evaluation/selection system let me state that the system in question should take into consideration the disciplinary action accrued by the soldier during his tenure in rank. For instance, a soldier relieved from duty for incompetence should not be allowed advancement to any rank and should be automatically QMPed for the good of the service. However, by the same token those who have undergone minor actions for minor charges should be allowed to overcome those charges by modifying the existing point system. This could be accomplished by instituting a credit and debit point system in the point system. I feel that I must qualify my answers to questions 24-33. Let me begin by saying that as a matter of course the military today is no longer to be considered a viable career opportunity unless an individual is in need of benefits such as the Montgomery G.I. bill. With the juggling of the military budget from military to CPO in the early 1980s, an individual is better off serving the nation through civil service, as opposed to a military career. The civil service are paid more and treated better in government facilities than the military. It is also true that with the constant retirement cut-backs all military retirement is being lost. The most evident is the lack of medical care for the retired veteran and the proposed cut backs that have been proposed by the Veterans Administration. The Military could run ITSELF much more cost effectively if it would abolish civilian contracts and return the control of military matters to the military and not the civilians. It costs less to pay a civilian work force. It is also true that the civilians do not recognize the chain of command or regulations that are necessary to the armed forces. However, since the Carter administration attempted to disguise the national military debt and unemployment rate by turning the Army over to the civilian population, the civil service has become a much more lucrative service alternative to the military. The survey asked for my opinions on such issues as job security, benefits, pay, quality of life, and work opportunities. In my estimation the above mentioned matters simply do not exist. The cut-backs in the military budget have attempted to, and in some cases have lowered or eliminated any benefits to the soldier and his family. At this given time if a soldier does not have a family he is many times, forced to live in substandard billets that, due to budget cuts, cannot be properly repaired. There is also a matter of a lack of privacy in the billets. The subject of job security should not even be brought up at this time. It appears that due to the military cut-backs the issue of job security is soon to be a moot topic. Unless, the Army can come to terms with its lack of quality control, racial tensions, educational qualifications, and moral problems caused by the cutbacks we will be unable to retain qualified enlisted personnel. The Army is unable to retain many of the qualified enlisted personnel it needs in order to make its system work. Instead of Army needlessly cuts back on benefits pay, and job security. When this happens the qualified individuals abandon the armed forces as they feel the armed forces abandoned them. The outside world offers greatere opportunities to the qualified individual than the Army ever would. What is left is a hodge-podged mix of underqualified individuals, who will be qualified soon and enter the civilian work force, and the participants in the Army Social Welfare System. In essence I have been severly dissapointed in the armed forces. Upon entering the service I had planned to make the service my career and now I question the motives of congress and the higher command. It seems that both have concerns of their own that do not extend to the soldier or his family. It would seem, through examination of the media, that the government of the United States expects the service to be the general scape goat for all budget problems. They forget that in order to maintain a qualified fighting force they must be able to maintain a corp of talented and qualified enlisted. This will not be possible if the current trend runs its course. In this day and age of so called political miracles, the destruction of the Berlin Wall, revolution in Romania, and the end of the Eastern Bloc, we as a nation have prematurely bought into an age Aquarius. The public has been convinced that peace is going to prevail in the world. To be honest I hope it does, however, not all the facts are in at this time. We don't know how the readjustment of the Eastern Bloc is going to effect the western world. Until such time that the final toll is taken and we as a society are sure of the implications of the current changes in the world, there is and will be a need for a strong, qualified military.

1001482 I just hope we never get engaged in another Vietnam, because if we do, and all this reductions are taking place, once they put all these veterans out, I would strongly agree that this veterans would not come back in if called upon for active service and nobody can't blame them, they were there when they were needed, but once they're not needed, they want to give them the boot. They should reduce CSM, SGM to 25 years instead of 30 year retention/and ISG to 22 years, especially SGM's, a good ISG can take the reigns of SGM it's been done.

1001484 Pay too low. Care for family members poor. Taking away too many retiree benefits, not making it worthwhile to retire.

1001485 UCMJ/Civil convictions should be evaluated by the unit ISE/CO for retention/elimination for E-6 & below. There should be no restricted fiche for E-7 & above. With current info it is hard to support reenlistment for GOOD soldiers. They might do better as civilians.

1001486 #12 Soldier was selected for promotion to E9 after being dropped from USASMA for PT failure (4 times). #31 SR NCO's (E8 & E9) are not paid comparable to their officer counterparts/at some point (15 yrs) experience should equal 4 yrs of college/most SR NCO's have 2-4 yrs college. #54 Depends if force structure is reduced to match troop reductions. Can't continue same mission & obligations with less troops if one is reduced, they both must be.

1001488 To some extent, DA should get a few representatives from different units & have this survey more openly discussed. Some of these questions are open for discussion & may give you a better understanding of current issues & feelings.

1001492 For SFC's and above maybe a reduced benefit package with a reasonable separation pay for voluntary retirement at say teh 10-15 yr mark with full medical and life insurance and a small increase in pay when that individual reaches 60 to 65.

1001494 For most of the soldiers I have talked to are pretty much set on giving up the Army as a career. It seems that promotion is pretty much out of the question, and all of our time is spent at work. There is no time for college after duty hours and if there were, there is no time for studying. We can't get promoted without college but we don't need college to get into the Army. I have a family and I am living in a high cost living area. If I take time to go to college (that will not improve my job performance anyway) I will not be able to spend any time with my family.

1001496 I think if a soldier is happy with his job and rank and does a good job of the Army he should be allowed to stay in the Army 20 years and retire at his rank. Also the Army should give an NCO some sev. pay and time and pay to look for a home and work (40 days) before separation from the Army for the sake of him and his family. Sir the Army should be very careful on how they cut th a lot of family. We be job and homeless. They've been loyal to the Army so don't screw the soldier.

1001497 I feel the way the Army treats its lower ranking soldiers is deplorable. I also believe that the people who are in a non-combat MOS should not earn as much as someone who is in a combat MOS. There are plenty of intelligent people in the compat MOS's who can do the jobs that most of the non-combat MOS's do and without goint thru AIT for it. Combat MOS's definitely work harder are under more stress. And hate these MOS for it, but are seeminly stuck becaues of all the changes that have come about in the past few years. Also sending a brand new pvt out w/AIT to Korea is a very bad idea. Especially if there MOS is in the combat field. Thank you for reading my comments. If you do.

1001506 I feel more emphais on overall performance should be considered for both promotions and retain-ability, not just SQT, PT test & weapons qualifications. Very poor soldiers can do well in those 3 areas and still be a social detrimant to the unit and undermine the morale. Some of these questions were difficult because at this time I am not considering reenlisting (I am a first-termer w/an ETS of Jan 91) although a couple of months ago I was seriously considering it. I have tried to answer the questions with an open mind to reenlistment.

1001507 Have a written exam, not multiple choces and add the grades to the current promotion eligibility point system. This should allow anyone to look at the results and ensure only those soldiers with the ability to communicate are retained.

1001508 I feel, as well as many other soldiers, that enlisted soldiers should be allowed separation pay if they are involuntarily separated.

1001511 I believe that soldiers that are married, their spouses should remain in the states. This would reduce cost overseas on housing and medical needs.

1001512 For those soldiers like me who plan to ETS and get a college education with no plans for reenlistment, we should be eligible for the "early drop" regardless. I missed the "early drop" by 7 days, (ETS Jan 91), because I didn't fit the "criteria" of having an ETS date between Sept-Dec 31.

1001514 While working in the medical profession, I have expenenced both professional and unprofessional performances. Tis includes both civilian and military work sectors. For example 1) working the military technicians long hrs (225-350 per month) in a military hospital is both dangerous for both to the patient and the technician. This is due to lack of military personnel 2) Having incoming not immediately checking into the hospital for duty But having attending 7thAG for 10 days. This is a waste of valuable military time and government money. They only need 3 days max from their command to in process. 3) Not planning ahead to get trained military personnel when people are leaving the unit or training military personnel for those positions. 4) Having military personnel taking 2nd or 3rd jobs to have ends meet. Both for single and married personnel. Because the command will not make exceptions to policy to have them receive BAQ/VMA funding, which was awarding to them in a previous assignment. 5) Not recognizing military when their people do good job. I would recommend anyone else to join the Air Force than Army because of the treatment I have seen in my assignment.

1001515 I feel soldiers such as myself who would like to go full-time reserve should be able to do so without having to serve oon active duty first.

1001516 I would like to see this government at some point in time consider the enlisted soldiers and their families by not putting them out in the civilian world and, the only thing they receive from this great country is hardship and depression. After all they did volunteer to guard and protect this great country and its allies, and would have given their life to keep America the beautiful free, they showed their love for their country by serving in the armed forces.

1001520 Currently have 18 yrs 6 mos time on active duty & will be 46 yrs. old upon retirement (6 yr break in service/20 yr retirement). At the time the procedure for future cuts is still being formulated (as far as I know), the least damaging means to reduce strength: slow down/freeze initial enlistments. Allow personnel reductions through attrition. Those eligible for retirement should be retired. I am sure I am not alone in stating I am planning on military pension & retirement benefits as a base in my future livelyhood. This idea should be applied towards all DOD employees. This allows all of us-seniors & juniors to plan a future with substantial job security.

1001523 Question #101: The reduction should come from those who have "bad" marks against them. Thus will open the eyes of those lower ranking individuals working for a promotion.

1001524 I am unsatisfied with the small percentage of pay increase that we receive each year. The percentage of pay is just enough to allow for the increase in food, gas, electric, etc. We as soldiers serving our country should receive a better increase in pay each year, you will see a lot more soldiers staying in. (Quality soldiers) A lot of soldiers get out of the military (good soldiers) because there are better paying jobs on the outside without obtaining a degree.

1001525 Today's Army is lax, undisciplined and unprepared for war. I will leave the Army as soon as my wife completes her nursing degree. I will go to college and also become a nurse. I would return to the Army if offered a commission. Otherwise, I will probably seek employment at a military hospital. NCO's no longer have the authority to instill discipline in unruly privates. I agree with a reduced force but we need to train harder, work longer and raise morale!

1001526 I feel that the QMP needs to get tougher. There are far too many SSG's retiring these days. We need to get rid of the "dirtballs" so that we can promote good soldiers. I've also noted an upswing of senior NCO's (SFC-CSM) just hanging around after 20 years (IE 21-25 yrs.). We need to "dust off" the old so that the fresh meat can move up.

1001527 Many of the mid term and career NCO's in grade SSG/SFC are uncertain about the Army and their future. Many feel the government is failing them in all areas. The military and the civilian job market, and many military families are separating because the spouse can no longer guarantee the family future. They feel the bottom is falling out of the working element of the NCO core. SSG/SFC and many good NCO's are getting out in anger because of the let down.

1001528 Get information on what's going on in Congress. Also on reduction of forces in Germany and other countries overseas.

1001530 I think that soldiers who are doing their jobs satisfactory should be allowed to stay in the Army if they choose to do so. It is the people who do substandard or poor work that the Army should make it easier to get rid of. Promotions need to be looked over and go back to the old promotion point work sheet. The cut off scores also need to come way down to help soldier in combat service support MOS's to get promoted.

1001536 I'm not sure if my answers reflect this but what I tired to say through this survey is that the Army has been very good for me and I think that people who are unsure of their future at a relatively early point in life can't go wrong by join the Army. But...for all the good things that have come, for me, the negatives have been more abundant. There is no way I'd reenlist and miss more of my life at home, and troop cuts mean nothing to me. Despite the good things, I can't wait to get out.

1001537 Wake up! From information we've received it seems like the mid-termers and younger soldiers are getting a raw deal. Young soldiers are your future, whether or not we go to war makes no difference. Get rid of the 20+ years gang and allow some new blood to reach into the system. When we only have generals & privates it will be too (profanity) late. We have to follow the policies that you make. Please make some good ones. We need them.

1001538 I believe that a soldier already serving an enlistment in the Army should be given a choice whether he/she wants to stay in the Army or not. If the Army needs to involuntarily separate soldiers, the individuals that should be separated should be soldiers desiring to ETS ASAP and soldiers with poor records and/or court martial convictions. A board would be the best way to select soldiers to be separated.

1001540 I know that there is going to be many reductions in the next several years. The only thing bothering me is that I do my job well and I have a number of years in the military already. When I joined I wanted to make the Army a career and now I'm unsure that I will get that chance. I just wish someone could tell me if I will be able to or not. Thank you.

1001543 In my unit there are a lot of SM that would like to get out of the Army but have too much time left for an early out. If they could get out tomorro they would, but they have no way to do it. If there was a system were they could just get out it would help in the reduction of SM without involuntarily separation!!

1001545 The Army (military) is not a great place to be if not for the retirement system (all or nothing) I would have left years ago (Don't like wasted years).

1001547 Questions 107c, 108c I think there should have been more of an open question, for those questions.

1001549 A lot of chiefs not enough Indians...

1001551 My CMF 95c I am very uncertain about the future of this field I came in in 1973 for the CMF field and have remained in it for over 16 years. With troop reductions it really makes me wonder about my CMV and being able to retire as the Army is my life. I entered at age 17 and know nothing else but I am confident if forced to leave the Army due to elimination of my MOS. I could get a job but not without financial hardship on my family and undo stress on myself.

1001554 The QMP is looking at the wrong group of soldiers. It's putting out the E-4's, E-5 and E-6's. When it should be looking at the senior NCO's who are just haning on and taking away from the other soldiers who need to get promoted. When most E-7's, E-8's, and E-9's are overweight slobs just milking the military for a few more dollars. And if the Government would let soldiers do the job they were trained for instead of paying civilians 3 times more money to do the same job. They could give us a decent pay raise. And if it's because the civilians have more training then the money they save in not hiring them they could give the soldiers the extra training.

1001557 Q67-The politicians do not know what they are talking about and have double standards for themself via everybody else.

1001561 On questions 117 & 118 I am not sure I am checking my options and at this point am still undecided on what to go into or stay where I am at. The NCO's above me and that are supposed to take care of their soldiers has more bearing on me staying in the Army more than all this about Rif's. Is the good NCO's can be retained and can show that they can take care of the soldiers I believe the good & smart soldiers can also be retained. For example my ISG will be one of the main reasons I reenlist he really cares about his troops and it shows in our unit.

1001564 Lowered time-remaining requirements for promotions would allow soldiers to accept promotions without having to extend.

1001565 The main reason morale is so bad in our unit is the schedule we work. My schedule has been the source of 90% of the stress on the job and at home. During an 18 month period about two years ago we had over 20 divorces in my company alone. I believe if soldiers weren't treated like animals they might have more enthusiasm for the Army or the U.S. I know very few people who really give a crap what happens to the Army should we go to war. Besides with current world events, I don't see the Soviets as a threat AT ALL in the near future. As a result it's very difficult to "train for war" when we know darn well there won't be one. I think the U.S. should cut the military down to the bone and get on with making peace. We just don't need a big Army anymore-and soldiers know that, so don't expect them to get motivated to fight a phantom enemy.

1001570 Probably you haven't consider the educational background of the survey participants. I've never answer one before. I would like you to consider my comments not only as my personal views but also as an analyst student of all things that are affecting our careers. One comment: The office of the deputy chief of staff for personnel should look more close to the academic records of all S.M. in order to classify personnel according to its potential. Recruiting command doesn't passes the most accurat etool to classify and assign personnel according to the ASUAB results. Doesn't this survey examine the potential of its participants. It appears more like a clinical profile according to the type of questions. Question 67 answers misses exactly the point: Army itself with its system of classifying and reclassifying personnel is the primary source of any uncertainty. I know what I want but too much red tape, incompetent people handling personal records makes me wonder if I'm going to get any positive result. In the meantime families are kept separated and everyone pays the consequences. An unhappy soldier that does his best in his job which his family man hundred or thousands miles away. You want the best Army (not number one) show that there is a real concern on how you are going to dismantle this large machinery without dropping our defense system CONUS and OCONUS. And most important of all lets have a projected plan that includes a five and ten year armed forces strength with a plan a for the deterrence of foreign potential and plan b for the deterrence of the domestic enemy. The one causes our social distress, most likely the war drug. And plan c for the possible power balance in the world between East and West. Definitely this requires personnel that can deal this type situations. I don't know if we have specialist on this matter but it would be worth looking for this kind of individuals for the new that is needed.

1001571 Loss of benefits kill the Army's MORALE.

1001573 To provide an individual who has been notified of early separation a chance and opportunity to work in area of interest within the civilian sector for about 6 to 12 months prior to separation. This will assist the service member in a easy transition and will improve the relationship between the military and outgoing service maybe on assisting to secure a job. And also will influence others to leave the service early, to help reduce the force.

1001575 The Army should try hard to give soldiers, first termers, people who progress in rank, and stay out of trouble any reenlistment option they need. I'm a 1st termer & have stayed out of trouble etc., but not one seat is open in MOS74F. That's hard to believe. I will separate on 14 July 1990.

1001576 I am currently assigned with 1st special forces group in Ft. Lewis and my MOS is 18E, so even though I do understand you line of questions, I believe that my particular MOS will not be affected at all from the reductions. The choice to stay or go will be mine.

1001577 I do not plan to reenlist. The quality of life for me and my family is not what I could make it on the outside. I believe that the Army needs to concentrate on finding QUALITY people. I am a 76P10. The outlook for my MOS promotions is poor, due to poor management at branch level. E-5's and E-6's from, say, a combat MOS, that get reclassified end up in support branches...supply, ordinance etc....This makes it difficult for good E-4-P's to get promoted. The money isn't good enough for me to wait 10 years to get QMP'd. I consider myself a good soldier...or at least I WAS. I got into a unit with poor morale and have become extremely discouraged. I work hard & play hard, and am working to improve my personal & military lives-but I'm still waiting for these great Army "opportunities" to open up for me.

1001578 With all the changes going on in the Army a private has not much of a chance. I feel hate on the Armys part because of inflation, as a PFC I still don't have enough money being married and have a baby. I just barely make it. If I had the chance to get out with my bills paid off and the GI bill I would do this.

1001579 Since the budget cuts are going to happen, recommend enlisted soldiers be granted separation pay equal to the length of service rendered to their country. There are many soldiers in the field who have made many personal commitments to serve their country and are proud to be US soldiers. Most offices who are involuntrary separate were given severence pay to retransition into civilian life. Enlisted soldiers deserve the same benefits. My comments are both honest and candid.

1001580 Ques 889 Additional funds to suppliment GI bill money to offset tuition cost. Aslo family support money to defer costs while in schooling.

1001588 There is just too many people thinking about the reductions and not really providing hard facts about what it means to me and my soldiers. Many are worried about reenlisting if they will be involuntarily separated in a few years. We need some answers so we can plan our future and take care of our families. If we have outstanding records we have to have job security and be able to make plan for the future. But if you are going to get rid of 25% of the soldiers DO IT so we can start new careers before we get much older. This is going to have a very negative effect of the U.S. Army and we need to get it over with.

1001590 I, and or probably speaking on the behalf of my fellow NCO's, that we fully understand the forces reductions, but we do hope that the reduction officials take the considerations on keeping the best quality leaders for the future Army. Most staff sergeants I know, includes myself, in the early age of 30's, and been active duty for 13 years, Army management is the only career we've experienced.

1001591 In question 103, you must consider cut-off scores by mos, the unit(s) assigned to ant the time required to get college education (points) speciality MOS's have higher cut-off scores, in my case w/any number of other MOS's (11M,11B, etc.) I would be a E-6 waiting to make E-m. Question 104, in certain MOS's I believe the score to be too low, for many soldiers all they have to do is go before the board, get 150 from the board, get 250 from the commander, and have a couple of awards and no education and they can become an NCO and be expected to lend and teach our E-1, E-4's. Question 105-For certain MOS's, they push 1200-1500 soldiers a year thru the school.

1001592 -73. How in the world could I have savings when I have to pay all my childrens dental bills and Champus co-payments? -799. Second job sounds nice, but what about deployment? -88. Job placement assistance! In general: I feel if soldiers are involuntarily separated and have at least 5 years on active service they should be given civilian job placement assistance, go to front of the line for government job placement consideration and some type of separation pay. Maybe continued pay & benefits for six months or until they find a job.

1001593 Soldier with profile that doesn't meet Army standard. Profile soldier shouldn't be promoted.

1001595 1. Enlisted soldiers with a top secret SCI clearance shouldhave an additional skill identifier or be placed in a control group for futher assignments considerations, and promotional opportunities. Because we have to have and maintain a higher standard and

higher morality in order to maintain a SCI clearance. 2. Would a soldier with a top secret clearance be considered for involuntary separaton over one that does not have a clearance.

1001598 If given the opportunity I would voluntarily separate from the Army right now. Even with all the cuts substandard NCO's/soldiers and officers will always surface in the system. I would prefer starting a career in the civilian world than stay in the Army.

1001599 Retirement is MAIN concern. Too many changes to be secure in my future after military retirement. I feel I would be better off getting out ASAP.

1001601 67. The constant changes are making it difficult to obtain a civilian education, and as a dual military couple (myself on active duty, and my wife on AGR status) we are hearing of discussions of force outs of the senior member? As a M.P., I would not have a problem finding a career in the civilian law enforcement field. However, the process takes great lengths of time. This is made even more difficult by having to travel across the country on leave to test, and I only have so much leave.

1001603 Quest. #67-Rather than be given medals or awards as incentives, I'd prefer money. I have yet to find an MOS that captures my complete interest, or motivates me to make a career of it.

1001605 I've been in the Army 3 years and have been at Ft. Riley for the last 2 1/2 and let me say that Fort Riley sucks. Troop morale is in my unit is zero. I believe that Fort Riley should not be authorized their own book of regulations, since I've been here that's all I've heard about. I've always been told that this is the Ft. Riley way. My overall opinion of the Army is that if I could leave today I would have been gone yesterday.

I also believe that NTC is a wast of Army money and time for the simple fact that units do absolutely nothing different in the field at NTC than they do at their regular place of duty. It is also very dangerous such as our last rotation from here at Riley. We are causing death and injury to our own people for something we could have done right here. I'm engaged to be married soon and I'm not too thrilled about it cause the Army is no place for someone with a family. I would give reasons and more complaints but there's not enough paper to get in touch and I'll be more than glad to down grade Fort Riley and the Army and I can guarantee that most everyone will agree.

1001606 You can't obtain accurate information from these surveys. Many of the questions had two answers for me, or my answer was not offered. I would like nothing more than to be able to reenlist in the Army if I could be confident in my ability to fairly advance in the ranks. By the current system you capabilities and work performance is not taken into consideraton. I have seen too many lazy and incapable soldiers obtain rank unfairly. This is th main reason why myself and my peers are leaving the Army. When a soldier is not allowed to advance in a timely and fair manner the soldier will feel as he or she is failing his family. With the amount of pay and the lack of respect given to soldiers our living conditions are not up to standards. Without confidence in our senior officers and NCO's to do what is beneficial to lower ranks (E1-E4), staying int the Army seems futile not to mention risking our futures. I would like to state that some things and conditions in the Army are super. This makes leaving the Army as hard to do as it is. No where else can you make such good friends. For the Army to keep its best soldiers they need to communicate with them and to basically understand a soldiers concerns and their hopes for them and their families future.

1001611 I think that DA selection boards, should be the ones to promote E4 to E5 instead of a promotion board. It may mean that the soldier may have to work harder to provide the necessary paperwork to make DA select them. Instead of having non-leading E4's pass a promotion board who have had reductions, article 15's, SQT failure, and very low PT standards. Just because they can pass a soldiers promotion board.

1001613 I have spent the last 14 years of my life dedicated to the U.S. Army. My family & I have put up with people in foreign countries that dislike us, & people in the states that have no respect for us & what we do. To think that the Army will now turn its back on us is disgusting. I feel the current selection system of promotions to E-7 and up is terrible. I put my E7 stripe on my shoulder in 1 week. I wore my E-6 stripes for 9 years. I have little concept of another additional slowdown in the promotion system. I have a college degree, finished ANCOC in 1986, I have every Army school that pertains to my MOS, I'm instructor qualified with 5 years in the classroom & have been a Tech writer also for this length of time. I have also watched totally inadequate people promoted year after year. Please don't let the DA Board control the cuts in personnel strength. It's going to be bad enough already.

1001618 I am concerned that enlisted will be the first to go in a RIF, that senior commanders have taken a CYA attitude. I have watched my benefits erode to the point of their being worthless. There is an attitude of elitism among inexperienced junior offices which is going to get people billed. The Army is all talk, little action, and hypocrisy is what gets many an OER and senior enlisted NCOER written. Who are we kidding? If I didn't have 15 years invested, I and my family would quit tomorrow.

1001620 You have examined some critical issues. However, you have left some out. Intangibles commodities, such as dignity and happiness are also important. The present quality of education for NCO's is a mockery of academics. Is it really necessary to retard individual growth and accomplishment by rank structure? Then, of course, there are other issues to examine such as; equal pay &

allowances regardless of marital status; inadequate housing for single enlisted personnel, a promotion system which does not draw adequately from enlisted/wo grades into officer grades; a system which creates 'Jacks of all trades' but masters none....

1001627 I suggest that with no exception, all military personnel that served 20 yrs. of active & computed equivalency of reserve time should retire voluntarily or involuntarily. Personnel who are misbehaving or having difficulties being in the organization should be released w/the reasonable benefits they'r entitled to.

1001628 The most important issue that is being brought up in benefits for the spouse/dependents. It's being cut back and those soldiers are wondering if it's worth staying in anymore. For those who plan on getting out, I think they should be entitled to a 90 day drop. The Army has no use for the person who plans on leaving the service. He should be entitled to an early out.

1001632 Ref. #67. There is a lot of negative publicity not explained through the chain of command. Everything is all right does not meet the needs of soldiers. Ref. #21. I enjoy both physical and mental labor. I especially enjoy the simplicity of efficency. Ref. #25. I have counseled prospective soldiers and soldiers on this subject. This is a personal decision; I have enjoyed being in the Army.

1001633 When this enlistment is up I will need to extend for 6 mos. to meet retirement. If I had 10 or less yrs. of service I would not reenlist as things are today.

1001644 #101 NCO's who are doing a good job should not be forced out or held back on promotions. There are enough dud Sgt's not acting like NCO's that can be put out of the Army. And we will keep a quality Army and maybe can make more money for those of us that make it.

1001645 1) As a result of the Army's budget cuts/force reductions and it's uncertainty in regards to who gets cut and when soldiers across the board are "EXTREMELY" dissatisfied with the Army and feel they/we can do just as good or perhaps better in the civilian sector as far as job security goes. 2) As in question #11 currently I do not feel I will be promoted based on "my" abilities and interests ie having a high SQT score, A high PT score, educatoin both military & civilian and over 850 points to see others get promoted with substantially less points in other MOS's is extremely frustrating after being on a promotion list for years. Yet these individuals have low PT, low SQT scores, and less education. This what the Army will retain! Basically the Army contract I signed seems somewhat worthless now and less meaningful!

1001651 Provide more information through the chain of command in reference to the reduction of forces.

1001652 I have served my country with my head held high. To know today that my future is about to come to an end is very unbearable. The Army has been my life. Even after I was raped I never got anything from the Army as far as counseling. I fought back by myself and families. Who had the right to say that a soldier with a clean record may go? Is this fair to me and other soldiers?

1001659 1. DA needs to look into an early retirement program for soldiers with 15 yrs. of active duty svc. obtaining at least 55% of basic pay for E5 thru E7. 2. Require soldiers with 23 yrs. of AD or more to submit retirement paper. 3. If salaries will be required to separate from the service there needs to be a separation pay/service pay alloted to them, especially to soldiers with 8 yrs. and over to help support their family and themselves. ADAPT to the new environment. 4. Soldiers are concerned about relocating and employment upon termination of their service from the military. If soldiers are required to separate from the service request an unemployment comparison for at least 4-6 months be established with the government. 5. The DA promotion cutoff sure needs needs to be re-evaluated. This Army hs many outstanding, dedicated, hardworking, potential leaders, who are technical & technical proficient and in the rank of E5(P), but who feels that the Army has shop supporting them in many areas and ONE is promotion. These soldiers have done just about everything possible to obtain the next rank. But as each month approaches they observe the cutoff service and skill ther is no charge (998). These good soldiers are losing confidence in their leaders ability to make the right decisions for them.

1001661 Database of employers that recognize military hands on training the Army does not recognize civilian correspondence cources complete when trying to change you MOS (that are recognized by the national home study council and educational institues that participate in the SOCAD program). The Army gives a soldier 60 promotion points for completing 300 hrs. of correspondence courses and 60 promotion points to a soldier that, takes college courses during lunch and after duty hours, spends his own money and 3 years of his time, has received an associate degree.

1001663 I plan on completing this enlistment then re-enlist in a reserve unit while attending college then continuing with active duty.

1001665 I would like to be contacted ASAP! about this issue.

1001666 I'm leaning on staying in until I decide to leave and feel that no one should force me out.

1001667 In response to question 88. I feel that if troop cuts are in the future, the Army should identify these people in advance and reinstitute a job training program such as project transition to prepare the person prior to discharge. After all the resources are available and if done the right way it would benefit the Army as well as the person concerned. Also we should take a look at the 1 million other ways to cut cost, before anyone is discharged.

1001672 Question 88-reason I marked not sure is because the Army is all I have ever done-I have never experienced any other type of work. Question 92-because their in-laws could take care of my two very young children-then my wife and I could both look for employment. Question 93-I couldn't afford too unless some extremely good financial Assistance was given to me. Question 95-doesn't matter really. Question 108A depends on the amount of separaton pay being received.

1001673 Concerning QMP and promotions, I know it is impossible for the borads to have a blinds eye view of soldiers performing their duties. But as you have probably heard before a lot of good soldieer are not bein promoted and are being forced to leave early. Whereas soldiers who are not performing as well are being promoted. I know there are a lot of things that come into play with these but if there was a way you could actually see individuals I think a lot of things would change.

1001674 I will be separated in about 1 month.

1001678 A lot of the questions asked are redundant. Others supply an incomplete list of possible responses.

1001680 Too much emphasize is placed on physical fitness when job performance is lacking. Reductions of force should happen due to poor job performance before poor physical fitness. Pro-pay as an incentive should be reinstated.

1001681 Soldiers should not be given less than 6 months notification that they are being separated. Preparation is most critical. If given enough time, anyone could separate without difficulty. Separation pay is a must. To begin a new life style in debt would be extremely difficult to overcome. In the end, the Army's BEST soldiers would make the transition from military tc civilian with the least amount of difficulty.

1001683 Many good and highly qualified NCO's will leave the Army (Junior NCO's) because the cutoff scores are unachieveable. We are not going to wait for the scores to drop within our reach. The only way it seems possible to make rank is to have a 4 yr. degree and to do subcourses 24 hrs. a day. I am airborne, ranger, and air assault qualified, I have an E-1, B, ACI, B, numerous AAMS, an ARCOM, I have graduated BNCOC, I have graduated numerous other schools. I worked one grade above mine for 3 yrs. All of this and I hit a veritable non-promotable wall. I have proven I am capable of being promoted but it is unattainable, so like other soldiers in my predicament, my time as a soldier is done.

1001686 Need more separation info on soldiers who have more than 16 yr. service. Separation pay would know way offset the loss in potential retirement pay, if not allowed to retire. Also feel those NCO's with more than 24 yrs. service should be forced to retire, unless shortages in there CMS structure. The Army needs to be concerned on reenlistmen of young soldiers who plan to make a career of the Army. What can they expect 5 yrs. from now! Will they be on the cutting board? Before there was job security now there is none. (In my eyes). If it does come down to separating good soldiers, the best course of action is those with 16 yrs. or more service be retired at a lesser percentage rate depending on number of years served. Example (soldiers with 16 years be fully retired at 40% base pay and 2.5% for each year after). This would be the best course of action and would save the government money.

1001691 I don't understand why the Army cutting NCO who gave the best part of their life, after 15-16 year and longer. It shows me and every soldiers that the military don't care about us anymore.

1001696 My feelings are that if I could leave the Army tomorrow, without having to pay back my bonus, and being able to receive my bill. I would leave. If not, I would stay in until my ETS date of 04 Nov 94.

1001703 I do not want to be contacted again. The Army will do whatever it wants to, regardless of any questionnaire or prior agreement with the involved soldiers or DOD civilians.

1001706 Try to make you chain of command & NCO support channel aware of problems that we the soldiers have, and to be fair about everything and don't make it where soldiers want to get out because of the senior personnel, and leaders. If soldiers want to get out, fine but when senior personnel make things so bad that they want to get out, well that's not the way it should be.

1001708 A lot of my future plans with the Army, depend on promotion I believe that the promotion system needs to be revised. (Less emphasis on P.T. score and more on evaluation of hands-on performance of MOS). I've seen people that could do P.T. and memorize information, but actually performing MOS they were dangerous (because they didn't know what they were doing).

1001713 #67. Lack of trained NCO's & officers who are willing to make sound command decisions without going higher for the answer. Lack of common sense in the Army as a whole

1001721 The cuts will be much less painful if career soldiers are allowed to chance to the MOS's where he is needed and allow him to retire.

1001723 I believe that promotions is earned through professional ability-not gimmies-not because of skin color-not because of sex-but because of the professional ability of the soldier. I think that in order to be an (officer) you need to be at least an E6 staff sgt/then to officer.

1001724 (From question #67) I am uncertain as to the wisdom of ETS'ing at the end of my enlistment or re-enlisting, for I have developed a life-long relationship. A lot of my decisions depend on her.

1001725 I'm very concerned with the cut-backs. I wonder would I lose my job. Can someone help me in this??

1001728 #101-Either way, a quality NCO is getting treated unfairly.

1001736 1. How much of this percentage of cutbacks comes from the officer corp-the majority of whom have no combat experience! 2. Why can't we use the available manpower to go to third world countries as a labor force to help them overcome their poverty! 3. How can you ask people to put ones life on the line whether they ever do or not, without giving them any hope of long term success. How would you feel knowing that your existance was at the stroke of someones pen without that individual ever seeing you personally!

1001737 I think for myself that it has been the job or my employment of the job that has kept me in. I do think that the Army should not be allowed to play word games and assign you where it has no relation to your MOS. If this becomes necessary they should offer the soldier out. No punishments, just out.

1001739 To answer question 88. If I do make the Army my career a college education is the tools that are needed to progress in the reduction of the Army. To answer question 95. Being in a medical MOS(91A) and airborne qualified (reenlisted for Ft. Bragg) I would jump at the opportunity to go Special forces or Ranger and or work with DEA on drug problems or for career progression.

1001740 My only qualm is the QMP issue if a soldier is getting kicked out for a Art, 15, they received back in their early career and already did their punishment, why should 10 years down the line they get QMP over the same Art 15.

1001742 I intend to stay on active duty for 25 to 30 years; however, information I receive about reductions is usually mixed up or jumbled. One day it's one thing, then it changes. My suggestion is using QMP, get rid of all the SSG's and above who are overweight or 'Profiled' to the point they can't perform their MOS in combat. Allow colonels in command of brigades to separate REL to SPC who fit the above category. Have SGT's take DA photos so they may be reviewed by QMP also. I also support(ed) the centralized SSG board. It would give some outstanding SGT's a chance against some of the 'Rag Bag' SSG's that QMP missed. Another suggestion-urinalysis. Current Pvl-SPC have a 'second chance'. Get rid of it. Make the consequences the same as they are for NCO's. Get caught and your 90 days from ETS. This could probably eliminate a lot of personnel. Finally, as addressed in questions 93, 97, & 98. A voluntary ETS might be offered to people with at least 2 yrs. svc and no bonus. Just let them get out. A lot of us, and I am included here, really don't want to leave the Army.

1001744 67-Reduced benefits i.e.-medical, civilian educaton opportunities, retirement, etc. Pay hikes that are less than inflation. Across-the-board pay hikes that increase pay gap between senior officers and the enlisted. A 15 yr. retirement with a cash settlement in excess of $100,000 would be accepted with much enthusiasm by most NCO's.

1001745 My major concern after reading and completing this survey is: will I receive the Army College Fund and how difficult will it be? I do plan to just finish the time I enlisted for and hope that I am not "kicked" out because I do not want to stay in the Army.

1001746 Question #88. There should be retraining for soldiers in combat MOS's that are released so that they have a wider selection of civilian jobs! Also, there are numerous conflicting reports on separation severance pay all of which do point towards officers receiving large payments when they already are in better positions then the enlisted who might not receive any pay or benefits once they land in the civilian job market. The officers will have better opportunities to gain well pay jobs. The Army runs on its enlisted personnel. They shoul d helpo those men once they release them.

1001749 I feel as though the field soldiers are not getting the information fast enough on the effect of what could happen and the likelyhood that he might be forced out of the service. One way to possibly reduce some of the money flow would be a better waste management program "in forced"! There is a lot of items being wasted and no one frets/winks an eye.

1001753 1. It is essential that quality troop strength remain in balanced proportion to quality equipment and facilities. 2. Minimum GT scores of 100 should be enforce[illegible]itment and retention, at all grades. 3. Soldiers, in a reduced force, must have live ammun:tion and real field maneuvers t[illegible].ain a viable defensive force. NCO's won't stay in a "shadow force" which trains with blank or subcaliber round, no fuel and "out box"-read that-paper maneuvers.

1001756 Having been in the Army for over three years and six months I hve come to genuinely dislike the Army. Army personnel are too concerned in their petty jealousies, back stabbing and uncaring of other individuals around them. The Army (and its personnel) are too concerned in keeping good soldiers down and always in trouble. There is also a general concensus that the meaner, the dumber, the more arogent, and lazy a soldier is the more rank a soldier will make. Personally, the idea of being turned in a brainless drone with no autonomy of thought, feeling and belief is a violation of the very right we soldiers in the Army are trying to defend and uphold. Unfortunately, if a soldier does not act like a brainless drone, that soldier will be repremanded until he behaves like a sheep in a flock. It is also my belief that the Army wastes too much of its potential, be it materials, time, or personnel (the old proverb of being lead by the unable). I also feel a profund sense of sadness upon leaving the Army, because the Army was to be my home, for at least 20 years. The sadness coming from the realization that, high standards, ideals, and th e possibility for great achievement, that an Army life could give was not evident in a soldiers everyday life. I am profoundly griefed when I feel this way considering I wanted to enter airbourne, ranger and special forces units.

1001758 I'm a 98GL PL 10. This is my second time in the Army. I separated in 1988, I was in from 85-88 as a 13B. I came back in without a bonus and have spent my entire time up till now in schools (DLI, Goodfellow TTC). As a 98G PL(Polish) I'm lucky, I'm going to Ft. Meade, the majority of my class is going to Hell (Ft. Hood) from what I've heard about Hell no one on their first hitch re-enlists after that experience.

1001762 Our Army today, during the time of cutbacks, has to be the most educated, physically fit, and most loyal Army in the world. We all have to take steps to insure that we retain the people with those assets and weed out those who have undesirable traits.

1001763 Senator Daniel Inouye, D-Hawaii, articulated a lot of my concerns during his speech on the senate floor, 12 Jun 90, he also presented a plan I feel worthy of consideration. For your reference, I have included an article from the June 25, 90 Senator Inouye has my vote. Correction: I believe the plan is from the Congressional Budget Office.

1001766 Previously re-enlisted for new MOS and wrongly lost rank. Board of corrections gave rank back but has still (after 1 year plus) not made up mind about whether I would have made EG.

1001767 I only have one question: What is the criteria that will be use to determine who will be involuntary separated from the armed forces?

1001769 Medical benefits are a major concern. It is becoming harder for retirees to be seen for medical and dental problems. Retirees have spent in some cases 20 or more years serving their country. Yet upon retirement you are placed in to a third class category as far as medical treatment. Additionally the pay in the military isn't that high of a rate. The prepared statement I received from finance said that I receive. $43,000 in money and benefits. However, if you hve a healthy family and can only use some of your benefits, then you say should increase not stay the same as everyone elses. The military needs to monitor more on fraud & abuse of government property and funds. Wastefulness is evident everywhere. One of my major consequences is that our representatives and senators, can vote themselves a large raise every year, however, only give the military a 4% raise. The pay scale for enlisted needs to increase in order to attract a higher caliber of people. Think of some PFC or SPC married with three or four children in a high cost living area receiving monitary help from local/state run programs to support them. This is only one example.

1001770 Service members who are involuntarily separated from military service should be informed or notified well in advance, so they can prepare themselves (jobs, relocation of family members, education, etc.). Emphasis should be placed on taking measures to institute effective programs to help prepare service members for separation. The chain-of-command should play a major role ensuring these programs are enforced and handled with top priority, to ensure a smooth transaction.

1001773 You should allow people who want to get out, get out so that people who wish to stay in are not forced out.

1001774 Why not cut back on raises for us but lower or cut out our Federal Income Tax.

1001775 Survey took 4 1/2 hr. to complete.

1001778 The uncertainty that many soldiers have about career opportunities with U.S. Army.

1001779 1. Questions that indicate "retiring" are based on current career plans; I will retire at earliest feasible date. Retirement plan based on complexity of joint domicile assignment availability. My grade & my spouse's grade are senior enough to present petzscom w/significant assignment problems. 2. Re-Q#110-Answer "NO" if civil conviction occured during current service obligation. 3. Strongly urge you to consider quality reduction vice RIF format for any reduction mandated. Among management tools available now are: a. Weight control program-eliminate/reduce program time limits-stringent enforcement. b. Drug and alcohol-reduce number of "incidents" required for elimination. Tighten rehabilitation rules. 4. Study cost benefit gained by reduction of service obligations for promotion/school attendance. Find "break even" point fore each category, and allow personnel to ETS, resign, or retire based on "break even" point attainment and application for waiver. Waiver approved at appropriate level (unit, post, macom, DA) based on readiness and overall strength for MOS and grade.

1001782 A lot of questions should have an answer stating case by case especially about retention.

1001783 Question #88-Prefer job placement program. Need restructuring/reorganization of NCO and officer corps', today they are one in the same.

1001787 86 F,I5,K. DA boards for pormotion aren't promoting by the creation sent down, i.e.: SQT score, update Plato, GT score. People in my unit got promoted to SFC with low GT & SQT score or court martial convictions.

1001791 1) ANCOES should not be mandatory for E-7's who do not plan to make E-89 2) E-7's who decline ANCOES should not be QMP'd. 3) NCO schools should be revamped to teach professional NCO's instead of teaching NCO's how to harrass their troops.

1001795 It would be beneficial to know what MOS's the Army is going to need more of in the future and what career moves a soldier needs to do to progress to his full capability.

1001797 #88-VA benefits.

1001798 I think any soldier in the Army, after two DWI's in one month or so, should be Q&Ped.

1001799 The Army should retire all E-5/6 with 1k yrs or more. All SFC should retire within 20 yrs. 50%. Anybody over 25 yrs. in the Army is getting over no job. They should retire also. Any soldier who have between 12 or 14 yrs. in the Army and is not an SSG(E6) the Army should put them out. Everyone in the Army should get the opportunity to go and try the civilian life and don't spend 30 or 35 yrs. in the Army. That is why and get out at 20 yrs. (Two more yrs.) and the problem in today's Army is too many young officers and over half of them don't know what is the Army about.

1001801 Stop sending me these stupid surveys. If you want info, interview soldiers and ask them how they feel.

1001805 One issue which effects a soldier decision to become a career soldier-is more options and bonus. Soldier with over twenty yrs should be highly considered for elimination, this will strengthen the forces.

1001811 1. Promote good soldiers like myself to master sargeant. 2. Give more surveys of this sort before making decisions to change the Army structure. 3. Let the soldier make some suggestion of what should be changed in the Army.

1001813 1019 Why not separate soldiers who are not doing their job.

1001815 Pay still lags far behind the civilian sector. Benefits continue to decline-ie; health care, dental. School benefits are less than 10 yrs. ago. Hours worked for pay received is not adequate, most soldiers put in twice as many hours per week for 10%-13% less pay. Not enough compensaton for family separations. Things are getting much worse-I would never consider staying to retirement if I had just joined the military.

1001817 I am attempting to separate from the Army based on an unfulfilled contract. Plus, if I serve my entire four years, I will receive NO training in my AIT MOS.

1001819 I think that soldiers who are sole parents should be given more information when they go overseas and what is happening to them. Also with the housing in Germany the sole parents should be given more help.

1001821 Allow service members having 18 yrs. or more choose their assignment, as during this time frame we have given those years to do with us as you see fit, but there must be a consideration given to us in our final years as we are now thinking of where we would like to retire, job information, training, education, medical/dental programs, etc. are then at our finger tips for this retirement transition. This would make for a better minded soldier because we then don't have the stress factor you just asked about in your survey ques. 80-89.

1001822 The current changes in the Army, due to budget cuts, do not bother me that much. I do, however, hope that the decides to upgrade their standard of living for soldiers who live in billets. If they are going to make it mandatory for soldiers to live in billets, it should be a comfortable, nice place to live. After all these are not just rooms, they are a persons home.

1001824 Many questions were difficult to give an answer to because the reply would depend on the over-all situation. The general concerns amoung soldiers I have spoken with has been concern especially among those with families who have committed over 10 years in service. It is also a concern that many new soldiers seem to be WILLING to separate from active duty but are not being allowed to resulting in extensive time & money to retrain these people.

1001825 I feel soldiers should have the choice of what country to go to when they PCS. Would not send soldiers to Germany.

1001827 I feel separation pay will be a useful tool in helping soldiers adjust to civilian employment.

1001829 I am going on 11 years time in grade as an E-6! I have completed ANCOC, two officer basic courses, have 3 yrs. of college and perform well. I was a drill sgt at Ft. Knox, I was boarded for a reserve commission in 1983 but was turned down. I have not made E-7 yet and it seems I never will! But I still bust my rump to do my job even if the "higher ups" have chosen to ignor my qualifications. Scouts out!!

1001831 1. The promotions system is not totally reliable. There have been many SSG selected for SFC that are overweight, not qualified in their MOS (SQT) and have profiles, while other soldiers who meets all standards are not being promoted. Question. Do the promotion board take that into consideration when promoting? 2. There are soldiers that have worked very hard to make a career of the Army (19E,11b combat soldiers) now the promotion system have changed from sequence numbers to MOS criteria. It may take years to be promoted under the system. Would those soldiers be placed on the QMP list?

1001832 I feel that a lot of soldiers no matter what their rank will suffer. I just hope that it doesn't drive them over the breaking point. Some MOS doesn't have a civilian counterpart like Patriot Launcher crewman.

1001834 In ref: to the separation of soldiers with 15 yrs. or more, it would be an injustice to separate them at this time, for they have worked, and tried to obtain a goal & set standards that the military has placed upon them. To go into the restricted riles & dig up information that the soldier has paid for, and wish not to be brought up again, & the service uses this as a weapon to separate them is double standards. Promotion point are too low for soldiers who go before the promotions board. The Army will get smaller & the best way to see who, whats to stay & achieve the standards that the Army will place was these soldiers is to up the standards & points to get recommended to be eligible to get promoted. Soldiers will have to get civ. & mil. educations first. All basic soldiering skills will be used & therefore only those who strive to be "all you can be" will get promoted.

1001839 Q.67-I have been put on QMP list for having 12 yrs. in service. Have plans of P.A. school which could be lost if QMP.

1001841 It seems that force reduction and the effects it will have on the soldier is the major issue of this survey. I beleive offering early outs for soldiers who do not desire to stay in service is one way to meet these reductions. QMP program can also work, although they need to look closely at the soldiers being considered for QMP. These soldiers have put a lot of their time towards making careers in the Army, and I have seen good soldiers being considered for QMP.

1001842 My brother is a staff sergeant in the Army, and it would make my mother (or should I say) our mother happy if I excelled as he has done.

1001843 If force cuts are really necessary, here is a suggestion-let the people who want to separate go, you will meet the percentage of personnel to be released in oh, about 4 hours. So all you will have left are men & women who really want to be in the service. Please think about this, I sure have.

1001848 My current assignment, though I am leaving in 30 days, has not received ample replacements. My squads are working weeks aat a time with no days off. These problems need to be looked into. Command gives the same answers, "It's over my head". This stressful environment is making fine soldiers leave, who may otherwise opt to reenlist. This is a problem that needs searching into.

1001850 If forced to involuntarily leave the Army, I believe it would be essential for the Army to provide as much information as possible regarding civilian occupation relating to Army MOS training and to provide either sufficient warning of involuntary separation or separation pay to allow soldiers to better prepare for civilian employment. Although the Army has had a very positive effect on my lifestyle and marketability in the civilian workplace, I never intended to reenlist beyond my term of initial enlistment.

1001851 Why does it take so long to chapter out a bad soldier, (drugs, bad conduct, etc.). I always thought keep the good and out with the bad. I am a good soldier and proud of it, I wnat to reenlist but things are getting bad. They're keeping all these bad people, why? I like the Army, I want it to get better not worse!! A concerned soldier.

1001855 You ask me how is the morale in the company I said low and also if my peers are ready for war I said yes. the reason I'm saying this is for the soldiers living in the bks. The barracks are old. The floors are mix females and males. There are too many soldiers per room. The way I describe this is an underworld of decrimination the soldiers had tried everything but nobody help even BN doesn't help. Please make their life and privacy better, I'm married, live off port trying to make it but they need more help then me. Ft. Campbell Ky. 42223.

1001858 1). I think it would be foolish for are Army to GET RID of are most experienced soldiers who have been in 8 or more years and already made the Army their choice of profession. We most certainly are not in it for the money. Those who have the misconception that they receive a bonus to stay in are freeloaders and have not place in the Army. I like JFK's words "Ask not what your country can do for you-but what can you do for your country". 2) I'm a soldier not a politician, but I'm not blind either. I think

our government is reacting hasty over this Soviets peace proposal, doe we trust them so much that we're going to drop our guard down and some other Soviet leader will do away with Gorbachev and take control of the Soviet Union and take the first punch at us because we're stupid. I wonder just how many communist sympathizers we have in our government. 3) Overseas assignments, like Germany should be paying us for our commitment to their security and wealth, if it wasn't for us and other NATO countries they would be like East Germany, but they'll charge us for every little thing that breaks or damages, who won WW II? Japan pays us for our military assistance, why not Germany. Think about it! 4). I don't like to see young people coming in the Army for three years of service with the only intention is getting money for sschool. Their non productive and unmotivated, who's fault is that? I'd like to see an enlistment program where everyones for 2-3 years is in combat arms MOS then left with the option to change MOS after their first commitment, then we'll see if they are serious about the Army.

1001861 Not enough information available to active duty soldiers about the reserves or guard.

1001863 Why couldn't I get a change of MOS when I reenlisted?

1001864 I do agree that the Army needs to cut the troop strengths, do to the results of recent world events. However, I strongly believe that there are many soldiers who do desire early outs and involuntarily releases, and should not have the hassle of all the red tape to do so. If they want out, let them out. Then there are also many other soldiers whom have a great deal of rank on their sholders, who are WELL overweight, with P3 profiles and just sitting back waiting on their retirement. I feel that these soldiers can not lead their troops in the time of a war, and should be involuntarily released. They may do their jobs very well, but it they can't run beside me and lead me in time of war, they need to get out. Then you have the soldiers who don't know their MOS, don't care to learn their MOS, have low SQT's, NCO-ER's, and low PT test. I believe that they should be involuntarily released. This would be a great starting place. And the downsizing would become much lower. My greatest concern is for those soldiers (like me) who DO want to make the Army a career but have no choice or have no say so in the matter because they may be INVOLUNTARILY released. Let's look hard to KEEP the good soldiers in, and have the INVOLUNTARY releases for those soldiers whom in my opinion most deserve it. Once again this is only MY OPINION. I would like to request a response to the above made comments.

1001868 I believe the Army is an excellent career for myself and a secure future for my family. It is my hope that reductions will be made by adhering to quality standards and releasing soldiers who do not put forth the effort required, if I understand comments from command correctly, I am certain of my future and career with the military.

1001871 88. Cont. how to transfer military skills and training to college credit. It looks better to have some college credit on any job application.

1001874 I think the Army ought to come up with a job placement program or at least give job referrals. I think the Army ought to think more about a service members family more. When the soldier is sent overseas make sure there is adequate enough housing. That can really affect his or her job performance.

1001875 Toughen up QMP standards, use restricted fiche if it comes to separating 2 seemingly equal SM's of the same MOS.

1001876 I feel the promotion system is really in need of a definite over haul. Each year 2 have competed, I have adjusted my points by 20 or 30 each time, only to have the scores drop to within a few. I still have 180 points to max out, what will happen then!! Will the points stop moving at all or what. It's really bad when a soldier who has been doing the same job as you, but has very few points get promoted, just because of his MOS.

1001877 Soldiers that want to get out should be released within 30 days.

1001883 No. 67 cont-Army married couple program. My husband is active duty so for some of the questions I could separate and still receive benefits.

1001884 I believe that qualificatin for involuntary separation, or retention be decided at unit level because unit commanders and 1st Sgts. are better able to evaluate a soldiers duty performance.

1001892 I feel the promotion boards for senior NCO's are very biased and promote soldiers with profiles and such soldiers that do not have and pride in the Army at all.

1001898 Call or visit me. Not enough room.

1001899 People should be able to retire no matter what the rank. More pay. More benefits.

1001901 The Army is still a long way away from satisfying the needs of single soldiers. A lot of people (soldiers) are afraid of the civilian world, so they won't get out.

1001905 My suggestion to aide in the reduction of forces is to allow soldiers with more than 6 yrs. of active duty but less than 15 years resign from active duty under honorable conditions from active duty. (Soldier will receive bonus payments after he/she has completed commitment). Soldiers with 15 yr. a/d but less than 18 yr. retire with severance pay.

1001907 Financial classes! One point should be made clear about promotions, civil education should not be factor for promotion. Because I've been in line units and leadership positioons and every assignment and was picked for drill sergeant duty, but yet have not been picked up for E-7, I guess being a leader who take care of soldiers above his own needs just doesn't count any name (11B3X 9 yrs. time in grade).

1001908 I do not have enough information on this subject to give completely accurate answers.

1020005 1. With current climate in Europe why not allow CONUS to CONUS PCS in lieu of PCS OCONUS or out. 2. In last 3 years I have had NO Branch/career advice (where Iam, where I should be, is my current. Assignment a plus or minus for promotion, career enhancing etc.

1020007 Why are individuals of lessor abilities placed in equally or higher job positions as the position for which released? "screw up move-up"? This I do not comprehend!

1020009 If you are going to force us out of the Army you should give us enough separation pay the current scale is a a slap in the face to those people with 10 years or more.

1020015 I feel that the reduction should begin with the overweight out of shape, profiled, and incompetent (failing SQT) soldiers, to specifically include Senior NCO'S and officers. Until the personnel making the decisions on strength cuts look closely at these soldiers the Army will be full of fat, lazy slobs.

1020016 Promotions, I have been on a promotion status for over 2 1/2 years and because of time and money I have not been able tc attend as much college as I would like. This is the only sections on my 3355 I have not maxed out! I feel (so does my change of command) that I am more qualified for E-6's in my MOS! The most important thing for me now, for my career, is to get PROMOTED! I would like to explain further Please contact me!

1020018 Will the Current system of promotion be revised and how? What will replace the poitns for SQT is no longer given? Will involuntary separtions be left up to unit or batallion commanders? If involuntary separation is left up to the commander will in be fair and impartial ? until 8 Oct.

1020021 As a first line Supervisor I deal from day to day with young soldiers who have not been in the a year yet. The majority of these soldiers can not cope with the military life style set forth today. Given the chance to say anyone wanting out of their contract now with not strings attached, it is my belief that there would be a great number of partakers of this opportunity. While the Army Strives for a higher educated soldier they are not getting a better qualified soldier.

1020022 Right now I'm working as a recruiter in Los Angeles so it hard to talk about my jmos recruiting is alot different then being a IGR.

1020023 88. Full ARL Partial Financial Assistance For Special, Or Votech Schools.

1020026 Answer to question #67. I received a civil conviction in Oct. 89. Question #18.-I Am unsure of what mos. Anything, basically as long as it what not a combat mos. (11B, 12B, 12F, etc).

1020028 Some question needs more than the answers you give (I.E. question Z5) so I didn't answer it, and it was more but I did give answers to them. I dont have any suggestion to the soldier's career issues but Iam a member of NCOA and I try to keep up on these issues.

1020031 Ref Question 18: Optional Career Field Would Be Calibration Or Bio/Medical Systems Repair. If Selected For Long Term Tour (3 yrs) I Would Not Hesitate To Reenlist To Meet Tour Requirements. At This Point I Am Undecided To Go Over 20 Years Of Serivce, But Would If Promotion Opportunities Improve I Deem Myself As An Above Average Soldier But I Still Had Over 8 Yrs. Time In Grade When I Made E-7. Others Less Qualified Made It In 4-5 Yrs.

1020034 The Army as a wahole has some from livable to stressful Pay does not cover the cost of acceptable living today. To much money is spent on unnecessary field exercises i.e. (NTC, Miles Ages, and equipment destroyed by MILES) and Army and unit morale is ruined, from Lies told by higher Command that it works when the Lower enlisted Know that it doesn't .

1020040 An area that must not be ignored is the continuing erosion or perceived erosian of benefits. For a service man to wait 2-3 hours in the hospital emergancy room to have his child examined and still be called a benefit is a little difficult to swallow. This is a commonplace occurance at my duty station. We should examine the way we throw money at some of these problems because afteer the problems are more leadership related Well I'm just babbling now! Thanks.

1020046 I feel that this survey touched on alot of key areas that soldiers in general have a negative outlook on. I found myself wishing that there was a "Why do you feel this way" answer blank after many of the questions. To sum up all negative points about being a careerist in one synopsis would be in vain. I can. say if it is honestly a concern of the Army as to what potential careerists are concerned about when they consider the army as a career they should personally interview these type of soldiers. A survey such as this only gets to the surface issues at hand and in no way gives you any ideas as to what cuases these feelings. On the other hand maybe thats all the Department of the Army wants to know. The problem area, with no reasons as to why its a problem area or what ideas an individual in the field has that may be an effective and efficient solution to the problem. This kind of one sided thinking is consistent in todays army. I'm not proud of it but its true. Im a twentyone year old male. I joined the army right out of high school. I had high exspectations of the army. I came in as an E-1 and on my iniative and hard work I was advanced to E-4 at an accelerated pace. I held many jobs that were "NCO" jobs and completed them no questions asked. I was recognized for my performance at many local levels. From the unit level right up to commanding general at Ft Riley K.S. I've been an E-4P since Nov. 89, which I realize is not a real long time. I've come into contact with many soldiers in the aviation branch MOS'S that hold promotion scores upwards of 750 points who have been promotable for 3 years. Thats not a very bright future for me. Especially since the lowest that the score has dropped in the last 3 yrs, to my knowledge is 852. I have no malice or ill intent when I comment on tis survey I just don't feel it holds any solutions to any problems intended. I'm sorry to say that the soldier's who are really hard workers and have iniative, see the service as a dead end and will get out. This is common with many people I have talked to. I would very much like to share my views in person. I feel much more would come of it. Feel free to contact me. I will be honest with you.

1020055 I think that the Army should leave the infantry alone, and force out all of these overweight, service members in those other MOS.'S.

1020057 From listening to my peers and those below, it seems that there is always personell who are not going to reenlist no matter what and they are counting the days down to E.T.S. I feel those people should be able to go Early and if they received a bonus they would have the option of por-rated percentage payback and be able to get out early. I feel a voluntary get out would get rid of a lot of people and keep heart breaks down to a minimum. I also feel an early retirement system would also let a lot of people with 14 years in only waiting on retirement would leave also.

1020059 Soldiers involved in DUI should be released from the service. Army should pay attention in promotion, few number of promotion in senior NCO get received and promoted even though soldiers were involved in drugs, alcohol related, family abuse. These cases or incidents were not leader potential.

1020063 88. I feel the type of release from active duty may effect the attitude of younger soldiers. I am prior service and when you are in the civilian job market I feel that some type of counseling should be offered to those who are "down on themselves" About finding a job. People with that type of persona WILL NOT get hired.

1020064 If you want soldiers to leave the Army take away all chance of getting extra money besides their pay. All your going to do is force good soldiers out and keep (profanity) soldiers. Because they can't do anything else/i.e. (1st Lieutenant-Major)

1020065 Being a single parent, I worry that we will be the first to be looked at even though since my divorce (1987) I have fulfilled all that has been asked of me (field duty, REFORGER deployment etc.)

1020069 Everyone is concerned about these proubable reductions in forces, but most of the stress lies in the mid-grade NCO'S. (E-5 & E-6). Could you somehow pass wore info down to us directly. We like our jobs like you like yours.

1020073 Soldiers need programs that assist in counseling for adult education, job search information, resumes, strategies for making it in the civilian job markets. They should contact professional civilian counselors who know what is required to survive in the current civilian job markets. (I.E. for job search, resumes, Health benefits, insurance, cost of living in the real world. Educate these soldiers who have no choice but to get out, it will make for smoother transitions.

1020075 V1 Comments. Since first hearing of the troop reduction Europe, I have heard many first term soldiers expressing their views and ideas. Alot of these first term soldiers would like to recieve a early out but aren't eligible. Many of these soldiers have 6 mths to a year left before theier ETS date. Also a majority of these first terms have said at one time or the other that they would like to do some reserve or guard time. I don't know if it will do any good but here is a suggestion a few fellow soldiers and myself, have come up with. option 1 -for soldiers, that don't plan on reenlistment. soldier signs ban of reenlistment. sends 4187 in for Early out BENEFITS: same as chapter 16 recieves honorable discharge. Option 2 Soldiers that plan on Reserve or Guard time soidier sends 4187 in for early out elects to do remaining enlistment in Reserves or Guard has a chance to enlist for Active Guard or Active Reserve has a chance to enlist in Guard or Reserve (3-4 year enlistment) BENEFITS honorable discharge, same benefits as if would haven't

got a early out and would have finished his or her enlistment with t honorable discharge.I appreciate you taking the time to read this. Like I said it is only a suggestion from some of the first term soldier I described in the beginning of my letter. Again thank you.

1020079 I feel that the Army's promotion system for E-4 to E-5 and E-5 to E-6 and E-6 thru E-9 needs a lot of looking at. Currently a lot of young soldiers that are outstanding performers in their jobs are not getting promoted. The reason: because they dont have college before they come in. Alot of the people that get promoted have big college credit but they can't lead soldiers to the motorpool much less in combat. Alot of the E-5, E-6, E-7 have no common sense what so ever and this makes me very unhappy. With every problem there should be a solution. Don't get me wrong college is important and I stress this to all my soldiers but I feel that there should be a more personel look at Job performance. I don't mean the NCO-ER I mean thier should be a test given in the next skill level and the individual should have to be able to perform these task to standard without assistance. And a score should be given to that individual and they should be placed on a list and every time the mos needs someone in that rank take the top man off the list. Other things that should be taken into consideration are P.T., NCO schools, TIS, TIG, SQT And the promotion board points. College should be used for selecting E-7 thru E-9. The idead the army has is to promote quality NCO'S but I feel they have placed to much emphasis on civilian Education, and not enough on hands on job performance lets face it people like me in combat arms needs to know our jobs more than college. I have got college since I have been in the military but my main goal has been to train my soldiers and myself for combat a lot of NCO'S just want to do enough to get buy ad get promoted. They are here strictly for the pay and not to train. I hope to here from someone on my ideas, Thank you, for letting me respond to this survey.

1020083 If there was one thing I could change it would be Senior Enlisted promotions only one zone of consideration, no more primary and secondary zones. This would no longer have any effect on me, because I have requested retirement.

1020088 #112 No-depending upon the reasons For deletions-may be Family Problems. Any Question answered "I don't know" I would need more informations on that subject before passing judgement. #115 I currently reenlisted for same mos no bonus -5yrs. Because I was told there were only two options F1 & F2 The Army wasn't offering much on Reenlistment.

1020090 Presently on chapter discharge status, miated at my own request.

1020092 Some NCO'S are in an MOS and would like to be in another MOS. They should be allowed to change to the one they would ENJOY doing the MOST.

1020097 Every soldier should have an opportunity to answer one of these surveys.

1020098 I was on leave when the survey arrived, I am forward it ASAP.

1020105 I want to make the Army a career But I'm wondering if i can make it that far without being released involuntarily.

1020112 I think troop reduction is a big mistake. I will effect the Army's overall readiness. We cut people and then we go to war, what will happen then. Well, the gov't will ask those they kicked out to come back. It's wrong, also away I feel is that it give congress more money to play with (I.E. There big pay raises) I have nothing against our country. It's I don't think some of the people in congress do a good job or even care about a Soldier. Yes, the one who puts his life on the line in combat.

1020114 1. People being selected for promotions because of quotas. i.e. black, female. 2. A peacetime Army should be used more in the War against Drug's I have not seen the Army used at all. 3. The phrase The Army Family is incorrect. There is no possible way to have a noraml family life in the military. 4. The Army is forcing good profesionl soldiers out of the Army by not offering them what they are worth. i.e. civilian salaries compared to military pay, cost of living raising 4% and Congress issuing a 3% raise.

1020120 I don't think the Army cares about Jr. Enlisted SMS. The promotion scoring process stinks. It is very unfair for 1 MOS to get cutoff scores different from another. Some people only have to pass the E-5, E-6 board, while others (more qualified) has to bust their butts.

1020121 1. There is and abundance of illiterate Senior Enlisted Personel that have passed through the system. Weed them out instead of getting rid of good people. 2. People that are unqualified but because minority quotas must be filled are being promoted instead of those more qualified. 3. Too many E-9'S padding their "Retirement checks" by staying Past 22 years and holding contrived positions. 4. Separation pay and re-location allowances must be paid to Quality Soldiers! 5. Reliable equipment, qaulity trainign and better pay for a smaller force, is a must!!

1020125 Ques. 88 The DOD Should find everybody that get drop from the roles of the military a job!

1020127 I believe that Army aviation is the backbone of the Army and its doctrine of fighting. I am currently an enlisted person with goals of becoming an Army aviator and serving my country as long as I possibly can. That is why my main concern is how these reductions will effect warrant officer candidate school (flight school) as well as the rest of Army aviation. As for Question 117, the bonuses for most aviation MOS'S have already been done away with

1020129 My MOS is 44 EIP. The out off score has not dropped below 990 in 5 or 6 years. I have 854 pts. for E-5 but still way short. Everybody I want to the board with and people who went after me made their E-5. I don't know why the score hasn't dropped it needs to. One of the best soldiers I have ever seen just E.T.S. because he couldn't get promotes. I think for this MOS you should the soldiers who first came in the Army for this MOS (44E) and not let E-5 or above come into this MOS so we can have a chance at making E-5 Thats one of the main reasons I'm going to get out ofthe Army.

1020130 To whom it may concern I hope this census really helps in determining the future of my Army career and many others like me.

1020134 It is important that the financial needs of soldiers are met, they are to be in voluntarily separated.

1020136 I think DA should cut out all bonuses for all MOS'S if a SM does not like his or her job they will find another. This will save the DA a lot of money. I also think SQT is (skills qualification test) should NOT determine promotions. Some people no their jobs very well, however cannot do well on test. Maybe go back to hands on testing. That really shows how well a soldier knows his or her job.

1020137 Q88. Dependability, self confident, leadership.

1020139 If I have to leave the Army involuntary I then suppose I would have to do so. But my reason for comming into the Army is to at least serve my cuntry for even one, enlistment, if all my present bills are payed and my G.I. bills still available I would go with an early out.

1020140 Most EU and below would look forward to an early out as long as benefits are not cut such as GI Bill and Army College Fund. if the early out is cutting more than 3 months off ETS date some severance pay would be nice. As far as reducing the NCO corps. is concerned. I feel that their SQT test, troop morale level, promotion poitns and PT test, in that order should influence your decisions In my opinion Troop Morale is very important. An NCO can have high score in everything but if they lack the leadership abilities to promote good morale, they are severly jeopardize the Army's mission Without a good morale the troops well take long to complete a mission, and probably won't do a very good job with all the cut backs planned a low morale level. Would probably have a much greater effect on the over all mission so I hope that an NCO'S effect on their Troop morale will play a large part in your decisions.

1020142 It appears someone is taking the right steps to smoothly reduce the armed forces while keeping the welfare and concerns of those men and women affected by these reductions. Those types of concerns will prevent a bitter taste that will always be remembered by those men and women who have proudly served their country in the armed forces.

1020143 No comment, Good selection of question.

1020146 I would like more information on medical care benefits on involuntary separation soldiers dependants.

1020149 Q67: Can my family remain stationary and I still have enough time with them? Is Is (name) related to (name).

1020150 Senior NCO'S should recieve better pay, they deserve more than their paid. And also a reenlistment bonus also for Senior NCO'S should be available of course the Army has the attitude that my soldiers with over 10yrs. that if you be in that lony, their of course your going to realized until retirement, so why waste our money paying these senior NCOS . Just look at the out that come in the Army and after AIT get a bonus, later chaptered out. Why not give it to an NCO who deserves it and which has severed his first and second enlistment. Let the new men earn his right to recieve a cash bonus.

1020153 I think that the Army should keep good soldiers. I REALLY REALLY enjoy the Army but family problems (Parents) forced me to leave. My reenlistment NCO and LTC tried to get me Ft. Bragg (which I would of Reenlisted for) (I would of been 30 min. from home) But I was 4 quality pts. short. They requested a exception to policy to allow me a conus to conus move but DA disapproved. Oh w Well.

1020155 Some of my answers were affected by the fact that I served 3 years in the Army Reserve in a leadership position and worked hard to gain my rank which I lost when I came on active duty (SPC down to PV2) and then having soldiers with less experience then I outrank me also I hvae two MOS. 54B10 and 91A10.school trained but I do not recieve promotion points for this while a soldier who goes to a civilian school for the equivelant training (Exp. 91A and EMT) does get promotion points .

1020165 I strongly believe that the Army should bring back the "Project Transition that we had in the earlt 1970's".

1020168 Soldiers should be able to reenlist for another stateside duty if they should decide to stay in. Even though they are already at a stateside duty station. Please reply.

1020169 I think that the current promotion station is wrong I think no one should stay in the service for 25 years, People give all the time to the Army and then its time to leave with 15 a more year

1020171 1. How to convert military and civilian training received while in the military to civilan terms and language. 2. Question #18 don't hve an AR 611-201 to find MOS. 3. Question #66 A,B,C, need another choice for answer 4. Question #74 None of your business. 5.Question #92 depends on where I can find a job 6. Many questions were to general and the answers can be taken the wrong way. 7. listed on the back are SOME of my suggestions on reducing military spending. 7. A. Don't recruit so many people and slow promotions. B. Down size from the top by decreasing the number of 06 and above officer positions. They make the most money and the military spends the most maintain the things they want. C. Reduce the number of personnel overseas. It would save alot of money on PCS moves, Cola, OHA. D. Close military posts and bases in high cost areas withing the United States (like Ft Devens, MA) E. Cut the number of contracts to Civilain Companies when work can be done by military personnel (i.e. paving roads on military posts and bases that can be done by engineer units as training rather than contracting out. F. Start decreasing spending on major weapon systems NOW to have the money in future ficial years. Many weapons system, communications systems, etc are nice but to hve the personnel to use them is even better.

1020172 My wife and I are both in the Military both of us combined work twice as hard as our civilian counterparts but see each other much less and earn less. Every soldier I know can only say where just making it. It will always be rough on G.I.'S to have a fruitfull life.

1020177 Military personnel in combat MOS'S should be paid more money, halardous pay, work involved hours worked compared to other MOS'S. The Army Benefits anad pay our not keeping with civilian jobs, OHA, VHA figures are most inaccurate.

1020182 I feel that the NCO'S records should be scanned more accuratly to see if any NCMT action has been taken or any letters of reprimand. Have ever been imposed on SM, also all non commisioned officers that cannot ad here to standards set forth in Army req. 600-9 should be eliminated from the service immediatly. Because they are holding the true professional NCO'S back.

1020184 #67 I am concerned about whether the army cares about my $18,702 to work in my MOS they gave me. I am currently not working my MOS or any MOS and my 1sg and SGM refuse to re-assign me or release me to units that DO NEED ME!

1020185 In the future you should entertain enlisted soldiers prior to sending questionaires out. It is very apparent vivilians or officers wrote this survey without enlisted support. I'm in favor to conscription. and not reduction in military service even if it increases the end strength and taxes. This would cure many of this societies problems.

1020187 If theres a reduction in force I hope theres a severance pay. Its a shame to devote yourself to a career then be discarded. At least it would give soldiers a chance. equal opportunity and those of us over 35 should be allowed to apply for the MOS I am one of those sergeants on the E5 promotion list. I have 9 years in the Army and 798 promotion pts. I am 42 years old attending college at night and taking military correspondance courses. I don't believe any sergeant E-5 should reenlist in the Army if they can't attain E-6 by there 11th year in service. Its a shame some some of us carry 4 and 5 additional duties pluss our own job and watch sergeants getting promoted ahead of us because they have more education (thus more pts.) but realistically work wise there useless. The system carries them and promotes them. I personally think our promotion system is poor. Its based on military schools civilian education not on experience and job knowledge. Some of us do work and love our job but theres got to be a better promotion system to weed out the incompetants that can answer board questions but do as little asa possible on a daily basis.Question #66A is misleading These issues have influence me, but I still would like to make the Army a career. Question #67 Other unit is now airborne I have no plans onn becomming airborne how will it effect me will it become mandatory for 96F to be airborne qualified? If I choose another MOS such as oor reenlistment I am not qualified to submit a DA4187 because of Age. Why? I am older than any batallion reenlistment NCO on Ft Bragg, but my mission results are at the top. Is age really a factor on tetention or enlistement? Or is this age discriminator really a result of personnel not willing to sacrifice time and effort to get the job done. Realizing of course at my age most people retire. I am not most people and if people can go airboen if they want to at age 42 why not reenlistment/retention course. Then to tell me I'm in a restricted MOS and DA won't select individuals for recruiter/retention NCO school from it. Do I then submmit a DA4187 for my secondary MOS 96B? Yes I have a lot of questions and am getting few answers, but I will make and yes I could b1 in 4 to leave the Army on a forced-out, but no I won't volunteer for it and yet it causes a lot of conflict for me and my children I love the Army and think my units the best in the Armyand that every person in the Army has a function. The Army has to cut back that a fact no one can deny, but by cut-backs it will have an effect on the whole machine I wonder how manny people it will take just to fill my job will one additional dut be given to five different NCO'S. Who may look better on paper or will one be sufficient Have I devoted myself to a career for 9 years just to be thrown out? If so at least PROMOTE those who are retained ast will then have my job and there own because the Article 15's were in her restricted (name) was promoted she'll probably make E8 next. So much for quality. 1. Reduce enlistment into the Army. 2. Increase eligibility points for promotion, But PROMOTE. 3. Make the Army Equal Opportunity MOS'S if its not a combat MOS. 4. Attrition. 5. Mandatory retirement. 6. DA access to restricted (name) there's an E7 Female in my batch who had 8 article 15's finally got the.

1020188 There should be at least some quesdtions pertaining to enlisted upward mobility through the officier ranks.

1020191 Totally professional consideration of desires for assignments which meet the needs of the Army. This is complaint #1! total lack of concern and respect for Senior NCO's by all levels of the chain of command.

1020192 Allow soldiers that would like to get out GET OUT this would reduce some troops.

1020193 Whatever anxiety I feel pertaining to changes in many personnel and/or benefit cuts, the primary source of it is the INCONSISTANCY of published information. Of all the individuals and committees studying possible areas of cutting back, it is difficult to know which are acting in the best interest of the soldier and the various missions the Army maintains.

1020201 I feel that the Army Does not take care of single service members. I.E.Barracks, when a E-5/E-6 is forced to live in the barracks with fewer priviledges than a pvt who is married something is amiss. It shows how important the "nuts and bolts" leaders are but in reality they could care less. And if your single. forget anytime off because you continually hear the phrase "you'll have the next holiday off he's married he needs to be home!! Well I in 7 years of service have yet to have the opportunity to spend Christmas with family.

1020202 I am leaving the Army after 10 yrs. because to continue to increase my knowledge I must go to college. Due to my MOS'S I have not had the opportunity to attend college. Hopefully I will attend Medical School and return to active duty when completed. Many of our "benefits" very poor and are mostly filled with political hot air. The proper running of this Army and Armed Forces has become all political.

1020203 I'm in special (IBEWT) forces and I can say, from experience that the Army is recruiting smarter soldiers but they are also are recruiting as you would say, a lack of common sense, soldiers, that is all the Army is looking is GT scores. If the Army brings the troop level down be prepared to lose of a lot of good hard working soldiers for some computer whiz kids! That's why I'm leaving active duty.

1020206 Item 67 I am intending marriage within the next 2 years. My girlfriend has two children by a previous marriage. I want a source of income/lifestyle that will most benefit my future family. In

1020206 addition: Why were PT test standards raised and height weight standars established despite the fact that most Army Dining Facilities serve fried/high calorie main meals at least 3 times a week?

1020209 #67 The Army becoming more concerned with keep families together the majority of the time.

1020210 I would like to see it easier to change MOS'S even after 2 terms of enlistment. Specifically I have been told I will have a hard time getting out of my MOS (98G-Korean) because it a critical one. I think soldiers experiencing a wider variety of MOS'S will be more well-rounded and perhaps will get more job satisfaction due to the lack of monotony in being locked in to a specific slot. I would definately consider retirement if I could change MOS'S a few times.

1020214 I think that the Army waste a lot money on personnel who wants to "get out" of the Army, and who do not accept overseas assignment and I think those personnel need to be voh out without delay. Soldiers in my of E8 & 49 staying in TOO Long. DA promotion needs to be re-evaluated E-6-E7 should be on division level and E6 should not advance to E7 in my secondar zone.

1020216 A soldier should not be judged by education alone. A soldier who works better with hands on should not be shut out because he/she has a low GT score etc.

1020219 The military leaders need to make it mandatory for promotion to SFC and above a current DA Photo if not more than 12 months and most current record of conduct of not more than 12 months a must. The last selection board selected a lot of NCO'S guilty of DWI convictions, spouse abuse, alcoholism, and crimes. Also the soldiers were overweight, can't pass a physical fitness test, etc.

1020221 r.e. question 110 unless convictions were while on active duty, then my answer would be no.

1020223 The Army Promotion system isn't that good for Sgt. to Ssg. in Army Avn. line units. We don't get the time to go to college because we are always working long into the night fixing A/C. I think the Army Promotion system for Sgt to Ssg. should be based on performance in the Army and on are EERS.

1020224 By only being in the Army for about a year and a few months, I am uncertain and unfamiliar with specific issues and questions this survey haas presented. Hopefully my continued service in the Army will educate me more.

1020225 I personally think if the Armed Forces were to separating soldiers, they should first eliminate soldiers which are non-deployable for any reason, eliminate soldiers who do not perform their jibs well. I think cut backs are going to hut a lot of soldiers and I also feel the qualified hard chargers will hurt also in all ranks.

1020226 Ref. question 67 The attitude and level of intelligence of todays NCO'S.

1020227 Lets get rid of the unproductive soldiers ie. no security clearance-profiles from PT etc.

1020229 I want to no why you took away the Soldier Sep-12ct when they go to a Field exercise, although you say it's For the Soldier you and I know both it's used on the Family as well.

1020233 I joined the Army for educational benefits for college I plan to complete my time in service and return to college I was however injured in an automibile accidnet and have been on profile for nearly a year. If I were totally healthy I would never have to worry about being cut now, I'm uncertain my only problem now is PLDC I have made my cutoff for E-5 and only require the PLDC school for promotion.

1020235 When the Army starts considering QMRing soldiers, selected individuals should go down and look at OMPing soldiers work performance instead of just time in the service.

1020236 A major factor in working a career decision is your first assignment. Your first assignment is your first impression of the "real" Army. A bad first assignment says to you, "the whole Army is this way." So you feel "this place sucks. I don't want to stay in." While a good first assignment makes you feel the opposite.

1020243 Needs better personal in the Army and NCOS'S needs to be more concern to help a soldier whether trying to get OMU out the Army. The language of NCO'S need to change of the cross words that comes out and expect you not to say something back to them. Treat each person equal.

1020244 I feel that alot of soldiers would stay in the Army longer if they were in a job that they like to do. This way they would be doing what they really want to do. And another thing is alot of soldiers in combat arms find it hard to go to college classes because of all the comittments.

1020249 Definate plans should be published NOW, to allow soldiers to know hwat their options will be. At the soldier level all we have is speculation and uncertainity. We are loosing the wrong soldiers.

1020251 At this time I have no definite comment that would be beneficial to this survey. I hope that the information will help better situations for the future armed service soldier.

1020253 I feel it is wrong not to let soldier reclassify to a secondary MOS when the soldier has worked in his secondary MOS for more than a year. Dissatisfied with there primary MOS'S. Forget overages and shortages, its bull, alot of soldiers work outside there MOS in overage MOS'S, yet units never are full strength on these overage MOS'S. Example 63B and 95B, Iv'e had 95B for 12 years, But have worked as a 63B for almost 9 of those years. Tried repeatdly through reenlistment and 4187 action to get my secondary change to my primary. Always the same reply, "due to Overages". 6313 MOS you are denied your request for reclass. So I'm assigned to units as a 95B, yet work as a 63B, my chose. I dislike the 95B MOS and would gladly work as a 63B for the rest of my military career. If I have to stay a 95B for 20 years. I may get out when this next enlistment is up. I feel reclass should go on a one-on-one basis.

1020254 Most units I've seen are corrupt. The chain of command is laughable. Soldiers spend more time mowing grass than they'll ever spend working their MOS. The 3 years I spent in the Army have been a complete waste of my time!

1020255 While I would not reenlist after my enlistment, I would probably remian if I were commissioned (I have a 4 year degree.) What I would like to see is more officers with enlisted experience be commissioned and a more active informing to selecting process to promote the program.

1020258 Ques. 88, dataloses of employees intyerested in hiring veterans, education planning.

1020259 Some of the questions were very difficult to answer because there was not always a clear cut answer.

1020262 When reading threw these questions, I realized the opportunity was there for my early release from the Army. I am now concerning myself with where to live , and job to get. A lot of items in the job search tool's section and would like to get that information. The hospital that I work in W.A.C.H. Ft. Irwin has close opportunities to find employment in a major residential area for over 200 miles.

1020267 Cut back on recruiting about 50-60% (not our professionals) Stop wasting money on senseless projects (DA) your budget management is loose (considerably)

1020274 I am a young E-4 who very much enjoys the Army. I don't plan on staying for 20 years. Initially I wanted to stay till my 4 years is up. But I fear not having a job in law enforcement for six month-1 year because of no residency in that state. I feel that soldiers that have careers set up already should go before those who do not I feel the Army should allow soldiers time off -30 days leave w/o it be taken off earned leave days. Should have that chance for law enforc. it is very hard, virtually impossible for us to get a job lined up because most agencies want the soldier to be legally separated from the military before they even accept your application and it can take up to a year to be accepted into an academy; after you establish residency and are sparated from the military. This is my biggest and most important concern.

1020277 #67 Retirement benefits being eroded. This survey reached me 10 days after I retired. I answered as though I was still in with retirement in in sight. 20 years ago I came into the Army because of the benefits. Today I pay $145.00 a month for supplemental medical insurance. If a rift is going to happen don't take away the benefits enough has already been taken. I would gladly entertain further questions. The Army was good to me. Don't rift during school times, wait till kids are out of school. Think of the family. I understand the cuts and believe they are needed. Themilitary family should be large factor. Children have enough problems moving normally. Military personnel can do jobs that some civilians presently have, thus effectivley cutting more. Since a cut is coming prepare the ones that must leave with a minimal expense. Provide every opportunity to help themsleves, but training is out of the question.

1020282 With the budget cuts of today, it risky and nerve racking with whats going to happen to the Armed Forces. I wish those people in Washington would make up there minds. They don't realize how much strain this puts on the soldiers that are going to be affected by it. I have lost alot of respect for these people. The severance pay is one of the big issues I can't believe they would just put soldiers out on the streets without trying to help them. The officers in the Army get severance pay alot of them have college. it won't be so hard for them to get a job. That's another subject enlisted soldiers with college. Thats supposedly what the Army is looking for. Yes college for officers is important but alot of them spend time in staff jobs. The enlisted soldier spends alot of time on line with soldiers. I've seen NCO'S with college degrees, and they are the weakest NCO'S I've everseen. I'm not saying they all are, but most of them couldn't lead soldiers to water. Soldiers without college intend to work alot harder then soldiers with college. I personally don't think college is everything. Do I need a college degree to drive a truck in the military.

1020283 #88 It is important that the job I get enable me to adequately live, ie; pay all my bills, live in a health wise environment, have extra money for emergencies. One issue I would like to bring to someone's attention is as follows: I am stationed in Hanau, Germany. Certain RESTRICTIONS have been placed on military personnel and their dependents in my area and in other communities in Germany We are not permitted to wear spandex tops, spandex shorts, halter tops, tank tops, or shorts or skirts which AAFES personnel consider to be improper. Since we are American citizens and still protected by the Unites States Constitution I, and many others, consider these restrictions to be UNCONSTITUTIONAL. Are individuals in higher positions permitted to make restriction that violate the United States Constitution? It is my understanding that if someone wishes to change a policy or a law that is protected by the constitution they must submit it through our legislative system. Why is a government regulated operation permitted to restrict American citizens outside of the U.S.? Do we have a different president or legislation that permits these people to restrict us? If so, I would like to know. I would appreciate any help you could give myself and others affected by these restrictions.

1020287 We need to "weed out" the non-progressors non-performers and keep quality NCO'S, There are still too many E-59 above not performing to standards.

1020288 I am a 91C-Practical Nurse and I am planning to continue my education to become a Registered Nurse. I would like to contiue in the Army as an officer but am doubtful that the drawbacks of being an Army nurse as opposed to a civilan nurse would make it worth my while. Also I work with many retirees who's retirement benefits have decreased over the years/from what they originally went into the Army for. I don't see this trend changing and have therefor never truely considered the Army a career but nearly as a stepping stone.

1020289 (84) Individual Financial Counseling/Financial classes.

1020295 And individual that wants a career of the military should not be based on his SQT score but on his job performance where he works. The arms should train more soldiers on computers since thats the way in civil life is headed. The army should not mess with people that have 18 yrs. of service and interested to retire in the next 12 years.

1020300 Reference Question #88 I feel that stress mgmt would be a needed tool for many personnel if involuntary released. I hear everyday people in the Army say that they want to get ou now, I feel if it was made available to them that the involuntary reduction would be small and most likely narrowed down to personnel not fit for the Military which could be reduced through the Quality management program ad chapter releases of lower enlisted not yet covered under QMP.

1010004 Most soldiers are confused about reductions and neither trust senior DA officials or most of all do not trust Congress.

1010006 If we're going to cut back on military forces, then let's also cut back on federal taxes and foreign aid; because the threat of war against us is supposedly diminishing! I think we should look at this situation really close. Sometimes, I wonder just where our priorities lay. Our government is supposed to be working for the people (in the United States), not for other countries. Maybe I'm out of line with this statement; but if I am, I hope to see something to change my mind.

1010009 Question 106, 107, 108, 117 & 118 are misleading - I'm eligible for retirement but no block of that category. I may or may not retire after this enlistment. Current plans are to do so but cannot definitely confirm still open for discussion with my spouse and children.

1010012 Soldiers who have twenty (20) or more years of active service or have any unfavorable or negative remarks in their record must be asked first for involuntary separation if the Army plans to reduce it's force.

1010014 I realize the Army must cut spending, however, why is it always personnel cuts that are first to be discussed. As we look to the future, it should be obvious that the military force's high-tech weapons will be useless without qualified operators. Having a well disciplined, well trained force that can quickly adapt seems much more important. Personally, I am serving for reasons that this survey never addressed: DUTY, HONOR, and COUNTRY. Best of luck on your difficult task.

1010015 I currently have 12 months time remaining before my ETS. I do not know enough about the force reduction to comfortably make a decision about my career. My biggest question is this: If I reenlist will I be wasting my time, if, 5 years from now the criteria changes for retention? In other words, will I serve approximately 12 years and get QMP'd because I cannot get promoted? Can I count on safely serving 20 years and retire? Job security in the Army is not very good.

1010020 I think that this AMP board should start looking into the unwanted pvt's in the Army, basic training has become so soft, that the pvt's coming to a new unit had an attitude and they do not respect the ranks of others above them. So they should start QMP them instead of the other soldiers.

1010021 For the last 3 years while stationed at Bamberg West Germany I lived in the barracks because of budget cuts I couldn't get statement of non-availability, but during the last years they found enough money to guild garages for officers in government housing. Thank you for showing me that single soldiers rate right below officer's automobiles.

1010022 My answers may seem contradictory because I love the Army but must leave it because there are no slots for a 98C3LRU in Oregon and the Oregon court says I must reside there to get custody of my children from my documented abusive ex-wife.

1010024 I can say after 10 years in service it would be a big letdown to find out the Army didn't need me anymore after I made the commitment to serve. The Army and my country asked me to reenlist, and didn't say if you do 3 more years we might let you go and we might let you stay. If that were the case I would have gotten out years ago.

1010027 1 - Need to look into matters concerning a fixed retirement for everyone (20 yrs) except for those who maintain the higher position within the military structure. E-9's and E-8's should be forced to retire at 20 yrs, because many lose interest in their work/purpose, therefore causing a morale problem.

1010033 Make allowances in the answers for soldiers whose MOS are being eliminated.

1010042 Define the differences between the terms RIF & QMP more clearly and (if approved) how would severance pay affect each of the above. I don't believe that soldiers fully understand that there really is a difference.

1010043 I think we need to look more at the after effect of looking into the restricted fish. this was supposed to be a chance for soldiers who made a mistake to be able to overcome it but if court martial would happen it would still be on record.

1010046 Question 86 Labor market info. Databases of job info. Indiv job counseling. Civil benefit packages. Military education planning. Paid time-off for relocation/job interviews.

1010047 I am presently stationed in undoubtedly the worst managed military post in the U.S. I am a 19K10, stationed at Ft. Polk, La. In the seven months I've been here we have had 2 tank gunneries in less than 3 months and I am now on a 30 day field problem. The problem is that our vehicles are in such poor condition we have to scavenge parts of 2 just to get one to move. I would estimate that 90% of all our vehicles are operating with deadline deficiencies. they spend all the money they get to send us to the field and none to repair vehicles. Also due to the fact that we go to the field so much we have no funds for post upkeep there for all our time in the rear is spent cutting grass instead of working on our vehicles. I didn't join the Army to spend all my time in garrison cutting grass and all my time in the field broken down. I am right now in the field sitting on a broken tank in a unit maintenance collection point with about a dozen other vehicles. In two weeks I've been here about 4 times. I came from Germany where we got things

straight before we went to the field. When I mention anything about vehicles here all they tell me is this is Ft. Polk you might as well get used to it. Well that answer and several other things have really changed my mind about the Army.

1010053 I enlisted in the U S Army for unusual reasons (by contemporary standards). By this, I mean personal reasons from the heart, not forcably by circumstance. I have done as well as anyone could have, & enjoyed my experience. Today is obviously not yesterday though. I applaud the current attempts, an 'A for effor t', as they will eventually rectify all problems. Yet the winds of change really don't care who's skin they chafe! I am having a difficult time with every aspect of personal & service life. Mistakes within this new system are being made by everyone at every level. This is just a bad time no matter who you are, good soldier or an abomination in BDU's. I believe ten years from now military service will be a healthy, competitive profession. Regardless, I have degrees to earn within the civil collegiant education system anyway. My closing statement might be I only regret being at the right place at the wrong time. Otherwise, I must say that any red-blooded American would only want what is best for the preservation of freedom & democracy any way.

1010054 One of the most frustrating aspects of my current and first permanent duty station is the immense impact that our poor officer can have on the lives of so many highly skilled, extensively trained soldiers. I am a 98C (electronic warfare SIGINT analyst) and an army trained Russian linguist. I was over two years into my first enlistment when I arrived at my first duty assignment. I am college educated and my GT score is 126. The Army has a lot of money invested in me and I am no idiot. I am typical of the 98G's and 98C's that comprise a large percentage of the soldiers in my battalion (excluding the combat service support MOS's). With this much Army time and money invested in those soldiers, it seems a crime to me to let one major, who I understand has been passed over for promotion more than once, make so many lives difficult that soldiers feel that they could not justify reenlistment to themselves. And, it's not that this situation is new or or that no one has been made aware of it. I personally know of one WO1 who has written so many letters after her attempts to remedy the situation within the Battalion that she has probably sacrificed her career. The point that I'm trying to make is that in these times of cutbacks and force reductions, the Army would do better to consider it's personnel more of an asset, rather than a commodity. And to realize that all soldiers are not the same. With the advanet of voluntary early outs, those choosing that option, it has been my experience, are exactly the ones the Army should be striving to retain. The truly quality soldiers are that way because they are quality people, and there will always be a place for quality people in the civilian workforce.

1010058 This is a pretty good survey, but there's a lot of issues not covered in the survey. In the survey you didn't ask how the soldiers are being treated, how like in my unit, my Lt. Col used funds for stuff for us to go on a field problem that we didn't need, also how the living conditions we live in really stink. We never have stuff to clean with when the Army wants something done. Also if the Army really wants to cut down on troops why doesn't it ask the troops who want to leave. I know of many soldiers who would leave now, that goes for people that are at least a year away from their term being up. Also the Army will always have people to come in, so another plan would be to ask people who sign up for 4 years after 2 years if they wanted out, you could get rid of some people that way. Also a lot of soldiers would like to be able to change their MOS afte 2 years that would keep a lot of good soldiers in. There's a lot more but I think the EM's who do all the work should have more of a choice and be given the things they deserve.

1010060 I would like to volunteer to be honorably released prior to my 4 year obligation.

1010073 There are a lot of bad feelings in the Army at this time over early outs being forced on N.C.O.'s. It's bad enough that I can't make E-6 because the cutoff is too high to make. Many N.C.O.'s such as myself have perfect records (all NCOERS are a successful two or above)(No article is)(expert on weapon)(250 or above on PT test) what more must I do to make SS6. I don't see a system on officers to regulate their rank scale (ref point system) if there are too many N.C.O.'s then bring back the SPC5, SPC6, SPC7. This way people can still make the next higher grade without flooding the system with N.C.O.'s.

1010074 Make promotions more obtainable.

1010076 The main reason I want to leave the Army is not because of the budget cuts but because I don't get to work in my MOS. I came in the Army to be in transportation not field artillery where I only do job about 2 times a week. The way I see it I am wasting the gov's money. The promotion system is totally messed up. How can a total overweight lazy bum whose MOS cutoff is 650 and a highly motivated and super soldier whose MOS cutoff is 998 and only drops to 800 and the bum gets his stripe.

1010077 Get out and talk to the soldiers face to face.

1010078 Your attempt to examine the issues is lacking in scope, much too long and needs to ask questions about real & current problems, not maybes and what ifs.

1010082 With cutting forces in Europe, why is it still so crowded that I can't get concurrent travel? Who is staying in all those guest house rooms that prevent my wife from going over with me.

1010083 It is the fault of senior NCO's that I am so negative Army.

1010084 Questions 24-25 & 26 are misleading - Q-24 I would recommend they talk to a recruiter and then decide themselves. Q-25 It depends on what they want, not me. Q-26 My children will make their own choices, but I would like military experiences in their lives. Q92 Where I found work.

1010086 I have served in the Army now to 16 years and I hope to stay longer (do 20 years or more). I hope that the information I have given will help you. If you need any more, let me know. I am a E7 Special Forces Weapons Sgt 18B Weapons. I am glad to see things like this. Some questions I could not give a very good response to because I don't have information on.

1010087 In my opinion no first time soldiers should be sent overseas, unless by choice. Most overseas units have low morale therefore young soldiers usually don't reenlist.

1010089 DA selection board from E-6 to E-7, E-7 to E-8, E8 & E9, I feel that the system does not select soldiers totally qualified or have displayed dedication to duty. For the same reason I feel that troop cuts will make the dedicated soldier leave. Also fear that if they decided to cut me, that I will be placed on the street and would have lost 15 yrs to the military for nothing.

1010090 Will they look at people taking early outs, early retirements, chapter's in to account for the cuts in force. What are there looking at and expect of us, who really don't know much? Q104. What MOS is this in? for early reitrement on E-6's and E-7's that had low severance pay with a good eprcent retirement pay you would find a lot fo them will to leave, just by leaving the soldier out in the cold will hurt others that are lucky to stay and cause more backstabbing. We have a lot all ready please don't give these people cause to do more.

1010097 I feel that soldiers should be evaluate don a one on one basis. Soldiers should be evaluated on their duty performance and attitude. Separation from the Army because of one mistake seems unfair. A soldier who constantly messes up or is a nuisance and doesn't perform their duties is the type of person I think should be separated. DA should take into consideration the effect separation would have on each soldier & his family.

1010098 88. Items "F", "M", & "N".

1010103 I will have 6 yrs in the Army. I did not reenlist for the assignment to W. Germany I had been there once before. I signed a bar. If I could have stayed here at Ft. Bragg for 20 yrs. I would have. It's not a good idea to move troops overseas unless voluntary, my husbad wouldn't of graducated college if I went and it would have caused financial hardship. Last year when I was an E-4 I was eligible for food stamps. The military pay is pretty terrible. I would have finished college by now had I not been deployed to Panama, Honduras etc., etc. several times. I would sign up and not ever go due to the military deployments. I just can't see anything the military offers that is worth it. I've been on sickcall 3 times in the last 2 yrs. So it's not medical, dentist 2 times, and my life insurance will be $8.00 or $50,000 coverage so to me even the benefits aren't that great.

1010105 Why is that the Army will punish the good soldier whom makes one mistake more than the one whom is always in trouble? And why is it that the officers that can communicate better with his troops not ble to make the promotion list? And why keep under educated NCO's in charge of troop whom never compelted grade school and have trouble with his troops.

1010109 Cut back on the soldiers that can't do their job. The one's that can't pass a RT test or SQT test. Try to keep the good soldiers in the Army. Just don't pick on people who have been in for say 3 or 4 years. They are the future in the Army.

1010112 Another jojb tool that would be important for service members involuntarily separated, would be information pertaining to civilian market in comparison to military job experiences.

1010113 I am worried that our reduction in strength and readiness will l eave us open for trouble in the Middle East, and South East Asia. In my belief, these will be areas of great concern during the next decade. I don't believe the Army has concerned itself, or trained enough for a possible conflict with China.

1010114 I am a good soldier in a bad unit, and this is my first enlistment. I am undecided to reenlist because of the unprofessional actions of the NCO's. This is not the Army, equal opportunity should be the same as well as the work load, but if your a good soldier you end up doing your job as well as covering for the "Joe" that shams and that same "Joe" gets promoted before you? Why isthat so. The promotion to SGT - the cut off score for my MOS is way to high 998 sometimes drops to 746-850. Bad motivation for SPC.

1010116 I PCS 20 days from receipt of this, and my wife is 8 months pregnant. I'm currently reassigned to a high combat ready unit. Many comments are based on "family" & friends both of which are military.

1010119 The "new" Army is totally slack. Many soldiers don't pull their weight. Promotion scheme is unrealistic. Soldiers who work hard don't have time for civilian education. Other soldiers use school to get over and in fact get promoted because they accumulate civilian education points. Soldiers who don't meet AR 600-9, training deficiences, SQT, APRT, and other standards are not being put out. The "new" Army babysits.

1010121 Being an reenlistment NCO for my unit I hear soldiers talking on how the DA should do away with the 90 day early out program and just have a early out program.

1010123 67) Training! It needs to fit Army mission as it directly affects unit mission ie: Combat support, combat service support, combat unit. 88) Yes, what do you do when you can't find a job and your unemployment checks stop coming. - What about training for spouses they support AAFES, NAVEX etc...they need to be trained too, it is only fair, as they are as much a part of the military as a soldier, sailor, airman, marine. 91) I don't know I haven't lived in my hometown FOR OVER 12 years. And I don't have much family left there.

1010124 Military pay is severly under the inflation rate and should be brought up ASAP. It is strange that most E-6 nad below qualify for welfare benefits. No wonder there is low morale!

1010128 There are soldiers like me who grew up in the Army and we can't imagine how to live and support our family in civilian life.

1010129 Take all NCO dudes out to make room for the soldiers who want and do their jobs with high morale and get go.

1010132 Be stronger - harder on the troops at basic. It produces a better more disciplined troop. That will weed out the bad ones and in turn you will have more unity at the permenent party level, because good people are more likely to work together as a unit. Bring back the SQT system. That is an incentive to study their job which makes a better worker a more PRODUCTIVE worker!

1010134 Many soldiers have served honorably and in good faith for many years. Some of them from the age of 18. The issue of being forced out is very emotional and some concern must be given to protect the careers of these soldiers concerned. We need to take into account those that are six to eight years of being eligible for retiring. Severance pay is good but there are things in which monitary cannot compensate for. Other concerns are transitioning from military to civilian life. In addition, what will be used in the selection process and will this result in a major human relations issue?

1010136 Program is needed to help soldiers leaving the Army, to get another career on the outside. Adjust military personnel to report to other than a formation, in order to improve college level advancement, courses, that aren't given on military installation.

1010138 Give job/skills training to soldier in MOS's that do not convert to the civilian work force ie. (combat arms). The training could be voluntary, not more than 90 day prior to separation. Training would be given in a military or DOD position.

1010139 I feel that some emphasis on some type job training & placement would be in order. Many of the NCO's that hold combat arms MOS's have not acquired the necessary skills other than supervisory to prepare them for the civilian workforce.

1010141 If a RIF is implemented for NCO's then there should be some stipulation or grandfathering to protect fully qualified NCO's who have served 12-18 yrs. of service to continue on for retirement if their original intent was making the Army a career. If a reduction is still in effect for these personnel then some form of retraining in a civilian marketable skill should be afforded them to make them more competitive once released.

1010142 In regards to number 67. I'm leaving the Army because I don't agree with the way the Army treats it's soldiers. 18 hour work days - invasion of privacy - poor living conditions (barracks). I've seen favoritism, for instance black NCO's favoring black EM's and so on. I've seen females bypass me and other male soldiers, such as going to the board regardless of the male soldiers time in grade and work habits - because the NCO's were afraid the female soldier would claim that they were not treated failry.

1010143 The pay & benefits for the service msut be improved, and only quality personnel shoudl be allowed to re enlist. The dividing of retirement pay because of divorce has had a serious impact. It is another benefit we have lost.

1010145 For question 105 - the current cutoff score for my MOS is 9930 nad it has basically stayed that way for quite sometime.

1010146 Chain of command in unit level changes standards on personal feelings. 89, state employment office.

1010147 ETS Lv in three (3) weeks 27Jun90.

1010148 Active duty military should be allowed to obtain more than 16 credit hours a year of civilian education.

1010153 I jsut woudl like to think you for wanting my comments. If I do by any chance get involuntary separated from the Army I don't regret the chance that I had to serve my country.

1010155 Personally, I've been screwed out of my 50% retirement and now, don't plan on retirement. I believe I would retire I got 50% instead of 40% at 20 yrs. Right now all I can do is get everything I can out of/from the Army, get out, and keep praying for a war.

1010157 1) Soldiers voting for the right person who can ensure enlisted receiving sep. pay as officers do. (we all serve our country). 2) Ensure QMP hits E-5(P) and E-6 who drink coffee/smoke cigarettes with 15/16/17 years in, I know eight (8) who are unproductive. 3) If you are unvoluntarily separated, receive a equal pay value of 3 months pay to get you started, it is not much less than the approaching separation pay for enlisted maybe that will ride? 4) Why have Lt. Col's who welcome new soldiers with "If you ain't sure, I can help, I've been here 10 months, and put out over a hundred") that is our morale welcoming. (HHB 1-11 FA.) Do we have too many little chiefs do a big chiefs job? Our rights come to question. 5) We are all equal, as in humans, not rank, but we should all receive some sor tof a boost to help one another, if not, what about our children, the next leaders in coming centuries.

1010161 My main concern is the present political climate in our country. I feel that the politicians will have very little regard for the overall welfare of the service members as the force is reduced. All they see are the dollars saved in the short term by each cut. I don't believe that anyone in the military has the power to stop, or protect our benefits, from the coming cuts. I am going to make my transition now to avoid the uncertainty of the future. I do this with regret.

1010162 The promotion system for E-5/E-6 only allows NCO's who can go to school to earn enough points to be promoted, NCO's in working units do not have that opportunity. Military schools teach how to pass, when if you can't learn the subject you shouldn't be there in the first place. The Army command determins policy and procedure yet units make their own policy which often completely supercesdes DA policy. It is unfortunate that the US Army HAS become a do what I want to with no discipline and massive micor-management.

1010164 Decision makers are eligible for retirement, the ones being cut are not.

1010169 To whom it may concern: Being a soldier is not bout pay, benefits, retirement or education. I had a break in service, my mind never could or would let me forget the pride and comradeship I had in the corps of engineers, or the priviliedges of defending our nation. I cannot express what would happen if the Army continues on its current path of destruction. Please use a tremendous amount of descretion when you decided on the life of a soldier.

1010170 It is my opinion that current recruiting & retention programs are going to assist the Army in keeping number of people on duty down. Specifically, by offering adn promoting college benefits, most recruits are not interested in soldiering jsut in getting college money. This, along with QMP and early out/retirement also affects readiness and motivation. It has been my experience that good soldirs are getting out before reitrement because they don't look as good on paper as soldiers that may have more educsaiton or higher GT scsores. The tactic of using past UCMJ actionns in determining whether an NCO is worth keeping or not is unreliable becuase curent standards adn punishments seem to be different than 10 years or so ago. I am not staying in the Army because I don't feel I can maintian a quality family life and perform to my standards on the job. I will probably enlist in the reserves because that obligation will not conflict with my priorities involving my family.

1010174 First priority should be providing information so mid career soldiers can plan. Second, every effort must be made to retain the top quality soldier, who has options and can leave Thwrd. soldiers must continue to believe our chain of command is concerned and do all they csan to prevent wholesale immediate cuts regardless of long range impact. I personally belivee that the continuing educaiton program is one of the most effective programs we have to encourage soldiers to remain in the service and continue their educaiton.

1010176 I personally think the Army should consider opening these restricted fiche mainly because the system isn't fair as far as punichment is concerned.

1010180 In my company mychain of command does not keep me informed about very much. They don't let me know when I need to do certain things. I work somewhere were I don't see my company. I work for some else and they don't keep me informed and with the experiences I have had with them it makes me not want to say in the Army because of my company they are not people oriented.

1010182 Too much field problems. Too much tank gunnerys. Away from family too much. Waste too much money on tanks. Commanders don't care about soldiers.

1010183 You may decide, after reading my answers, that I am a low-quality soldier. That is not so. I am well respected by my entire chain of command, and could expect to make rank easily and quickly within my MOS. However, I do not think the quality of life for the soldier (especially the single soldier) is high enouth to warrant re-enlistment 1) housing is ATROCIOUS (what civilian do you know who would willingly share a 1-room 8x20 ft apartment with another person 2) off time is rare. (I get apporximately 3 days per month.) 3) Work hours are too long (every workday is AT LEAST 12 hrs.) 4) There is no such thing as personal or private for an enlisted soldier. The quality of life for civilians ahs improved at an amazing pace in the United States during the last century. While in the

military there have been improvements they have been so few and far between, tht the disparity between civilian and soldier lifestyle has grown into an unbreachable chasm. The effect this has had on soldiers I've known has been to separate them into three groups. 1) Those who value their self-respecst and personal interest above job security. These soldiers will not re-enlist under any conditions. 2) Those who value job security above all other considerations. These soldiesr will stay in the Army unless forced out. Unfortunately this class of person frequently includes those persons who could not honestly expect to do well in civilian life, and those who csannot decide what to do with their lives. Neither of these two types is desirable for a soldier, but they will soon come to make up a large porportion of the NCO's our Army. (And in fact, have already begun to do so.) The third and final group consists of those soldiers who still BELIEVE in the Army to the point that they are willing to put it before personal considrations. Given the Army's lukewarm response to such devotion, it is not surprising that this group is growing ever smaller. Of the soldiers I have known, only about 1 in 100 fit this category, which is unfortunate, as these are the best of soldiers, and the ONLY ones really qualified to be NCO's. The point is this: The quality of soldier obtained is directly proportional to the quality of life offered. If the best go unrewarded, they will go elsewhere. I am happy to give my opinion to you, and will be happy to respond to any questions give. In case you are curious, I am a SPC promotable with a high promotion point count, a high SQT score, a high GT score, a BA in English literature, BS in speech, and an expert infantryman, and am Airbourne qualified, so you see I am not saying these things in response to an inablity to do well in the Army.

1010184 One way to cut back thats not looked at is to find those senior NCO's & officers that make the Army such a piss poor place for the junior enlisted, in the Army. That aloen would cut 40-50% of bad apples. I'm overly convinced that the Army is a good career, but there are so many bad people the really make it a living hell for someone they just don't like. My suggestion is to plant someone E-5 & below in some of these combat unit and weed out most of these bad senior NOC's. I personally will VOLUNTEER! Please i know this is an unusual request but may I have a response this letter.

1010185 Soldier will lose their hoems, csar, saving and most of all their families, a lot of soldiers have made committments and mad eplans to retire in the Army.

1010187 From my experience as an NCO there are a lot of personal in grades E-1 thru E-6 that are leaving the Army voluntarily now. And I feel that persons like myself, that truly believe in what the Army stands for. And are truly devoted to the United States Army, should be allowed to continue to devote their lives to the United States of America by serving in the Armed Froces that PROTECT HER!!

1010188 I feel that the Army shouldn't be so concerned about the soldiers GT. score isn't above 100. Because no matter what his or her GT. score is if he goes to combat no matter what his GT is he will die the same as a soldier with 100 or higher GT.

1010190 Reductions in the military are going to take place but I believe that people shouldn't belive everything they see about Europe/Russias new goal of freedom. One day the US military will be needed, but it may be too late. Without a ready force or even selective service system it will take a long time to be prepared. Beware of a wolf in sheeps clothing.

1010192 I am very concerned with present attitude of Congress toward the military. It is very unclear at the present time if even the "good" soldiers will be able to stay in the Army. It seems that Washington will cut the Armed Forces to the bone. There has been no official word to the Military on keeping our benefits or even our jobs. I have seen good, QUALITY soldiers leave the service for this reason. Without a secure future, or career we WILL lose the BEST SOLDIERS.

1010194 The Army should allow soldiers that wish to separate before ETS, to do so honorably. Instead, local commands are not allowing soldiers to use early outs. The Army portrays to the public that many soldiers will be leaving active duty soon. I hope this process happens in the near future because so far it has not.

1010195 My comments toward the Army is that the Army is great, it is the people in charge that make you want to get out.

1010196 #67 Higher ranking personnel are afraid the lower ranking will out rank them someday or take their job. So they (higher) take rank away from the soldier over some things.

1010197 #110 only if before enter service. Problems I've noticed in my company our average day 04/05-1900 hrs all the SM say they are going to get out. SQT is next month and they want us to study CTT, battle drills, these SM never take a SQT before, they have no idea what SQT is all aobsut. 11 series SQT test should be written by some one in the 11 series, what we do daily is not what ison the test. As a NCO we can't say anything, because careerist NCOER comes from our higher and that is what decide how far we go in the Army. Last year SQT test had at 4 system on it. I've never seen an AT4, the soldiers say they see it in basic, and the question on the test had to do with the red button, in the book everything is black & white. Infantry SQT test determine whether or not we progress or we go home: I will gladly appreiciate your help, sir. I received this correspondence late.

1010199 Response to question 67. My primary concern is at this time my civilian education. I have found that because of my MOS (19K MI Armor Crewman) my opportunities to earn college credit while on active duty have been greatly reduced. I find myself extremely wary to enroll in any college courses when I cannot be assured I will be able to complete them. Soldiers like msot

everybody else are simply looking for a stble job. I have seen many NCO's and Senior NCO's who have felt they would find a more stable job in the civilian world. Unfortunately, I have found that it is the mroe exceptional NCO's that feel this way. They realize the worth of their skills and knowledge in the civilian world and have the self-confidence necessary in making such a change in careers. The NCO's that have only been barely making feel their best bet is to stick with the Army and take their chances. This is not always the case but it is more often than not. I feel that before any soldier is involuntarily separated he should be evaluated taking into account his career to date, achievements and the opinions of his superiors. If this is done prior to any involuntary separations, I believe it would help preserve morale and retain our best soldiers. After all, if a soldier is confident he has done well and his career shows it then he should have little to fear. I believe this will help maintain a better quality soldier.

1010202 #101 Just involuntary separation and with severance pay based on time in service. #113 QMP could be much tougher so long as you received severance pay, based on time in service.

1010203 I feel that if someone wants to separate from the Army let them go. Why keep someone who doesn't want to stay. Don't you think their job performance drops or lowers when they don't like what they do!

1010205 If we manage to reduce the Force strength by 25% in 5-7 yrs., will not the lcoal civilian popluation feel the tightening of the job market, thus causing more people to become reliant on the state socail welfare system?

1010208 I am civilian school trained and have received a SMOS due to this, I have treid and failed to be allowed to change my PMOS to this SMOS. I would like to stay in but would also like to work at a job I enjoy. I have trouble understanding this, especially when the Army spends money to retrain people for this same job. It seems that if people are happy with their jobs then they cause less problems, work better and make better soldiers. Just remember there isn't an Army for officers without enlisted soldiers.

1010209 I expect in the next 2 to 3 years, the number of AD soldiers will decrease rapidly. Just as any other budget cuts those left will also feel the impacst. Unfortunately, some good soldiers will also fall prey to the Army's blind way of screenign the good form bad soldiers. I think this new severance pay, just might help a few of the good soldiers adjust to the work force of their new civilian life. It's only fair to help some poor enlisted soldier feel a little more secure about his dependents (family & debtors).

1010210 Question #5: I would consider retiring before 20 years if adequate benefits were offered. Question #25: This depends on the goals and needs of the individual. Question #66c: This is a True/False question containing two eustions. True my uncertainty is increased, however, I still plan to compelte a 20 yar Army career.

1010213 Survey repeats too many questions too many times!

1010215 I feel the upcoming troop reductions will not affect the individuals who are best qualified for service in the Army. If reductions are made fairly, we will have a higher caliber of soldier remaining in the Army. I am satisfied with my time in the Army, but I plan to pursue a civilian career. The lessons and skills I have learned will stay with me no matter how I make my living.

1010217 As a young soldier in the Army, I speak for all in, saying this, I know respect for an NCO, but it has to work both ways. For an example, if an NCO or officer is talk to you and the lower ranking personnel has something to say and is right, and the NCO or officer does not like it all he has to do is say, "at ease," and if you don't, they say that's disrespecst. (Not me) I feel if I'm right I'm going to speak even if he says "at ease".

1010224 I feel that if a soldier has to leave involuntarily, specific information should be given on employers giving immediate jobs to veterans, such as law enforcement agencies.

1010230 88. Guaranteed VA training for a job on the outside. Sign a contract with DA when separated from service after training a job will be waiting. If training is not needed or completed individual must pay back that portion thereof.

1010231 1) After watching the early out program, it appears that only the best qualified soldiers are leaving. The Army will be left with only the personnel that would not be able to make a living other than in the Army. The overall quality of the Army is suffering. Good soldiesr are leaving because of the poor opportunities in the Military. 2) get rid of 2-year enlistments.

1010234 I am a Vietnam era veteran. I am not going to receive same benefits as when I joined the Army adsn if involuntarily separated prior to my retirement I feel very strongly that I should get a compensation towards all of the time I have put in to the service.

1010235 1) Most MOS (jobs) will not let soldiers have second jobs. (ie 63D F.A.)

1010239 I have received a Court Martial, yet I continue to be in the top 10% of my peer group. I don't feel I should be forced out, I paid my due because of it! Why should I be punished twice?

1010241 A soldier should be promoted or eligible to remain on active duty by job performance/skills first, education second. I have been on active duty over 14 years. I have been a Sergeant over 10 years. Except for this past year were I have completed over one year of college education. I have had little or no opportunities for a higher education. Many soldiers have the same problem. My job performance, skill and knowledge is higher than most senior NCO's working the same MOS. I am an NCO first, a soldier second and have compelte faith and loyalty to my country. I go where I am needed by the Army.

1010243 There is no proper way to answer some of these questions. I think the questions should be more specific. I personally think the Army needs to be a little more people oriented. Training should more urban. I also think NCO pay should be realigned much closer to officer pay. There should definitely be a cut in officer strength especially from O3 and below. One officer for every 15 enlisted is enough, way to fat with officers, junior grade. Thank you.

1010245 Get tough on QMP. Quit giving people second and third chances. As a recruiter I know that it is hard to get in, but as a soldier I know that once you get in it's easy to stay. If a person is overweight, uncapable of doing his job or has problems that directly relfect his work habits show him the door. We let only quality people enter the service therefore we should ONLY maintain quality soldiers.

1010249 I believe most soldiers understand the current need to reduce total Army strength. Soldiers that I have spoken to view voluntary separation, QMP as the first step that should be taken to reduce current strength. Recruiting efforts tapered slightly. Career incentives should remain to keep the best soldiers. Parity between csivilian and Army pay. Many soldiers have questioned the large gap in pay between officers and enlisted. Does an O-6 over 17 years really need all of the BAQ pay they get or conversly, does not an E-1 - E-4 need more BAQ than that of O-4 - O-9?

1010250 The only problem I have is that I see too many E-5's with 5-6 years time in grade and they cannot get promoted good people excellent at their job. But then I see E-6's and E-7's that could not change a light bulb without a TM. They stay in because they are friends with important people and, the E5's have to get out. I am an E4(P) adsn soon I will have to face the same problem as the E-5's. I only can hope I am lucky enough to be able to stay in. I have always doen my job to the best I know how, but my career is uncertain. If I could get more information from this I would know how best to plan my future. Thank you.

1010253 I am a 98G RU. I, four fellow 98G RU, and two 97ERU ETSing within a two month period. We are passing up a 4A bonus. There are many more soldiers in our BN also planning on ETSing. My main personal reasons are: my PIT SGT (SFC,male) who showed preferential treatment to females in the PIT and gave the impression he was (profanity) one of his team chiefs. Both were married to other people. NCO's adn O's who were neither nethnically or tactically proficient. Seeing NCO's who treid to take care of their people punished. Unfair use of the Art15. A chain of command that only cared about themselves and not bout thier troops.

1010256 I feel that they should pull out of MOST European and Asian countries and do like the US did before WWI and try to mainly take care of our own, especially the Armed Forces. We try to take care of everyone else and at the same time letting Americans go unemployed, hungry, and duing drugs. This is unacceptable behavior.

1010261 67) Staying in the Army would mean time away from my family (hardship tours). Plus some enlissted housing area's are liek ghettos, I would not subjecst my family to that lifestyle. I think that today's Army is based on a family lifestyle, if it was more ready to support the Army families no matter where the duty assignment the Army would be ble to keep the kind of PEOPLE that are best.

1010263 A survey of this type is not of much use unless it is filled out ONLY by those at least considering an active Army career. Since I never considered re-enlisting I should not have been included in this survey. I would suggest sending the surveys to company commanders and have them select peronnel of the apporpriate attitude to fill them out.

1010268 I am a SPC. In the US Army my ETS date is 10Oct90. I put in for the volunteer early-out 2 1/2 weeks ago. PAC has been sitting on it. IF it gets approved I will ETS 10Jul90 in which I have a great chance for a job in the aviation field but the employer can only hold the job for me for a short period of time. I volunteered to get out to help keep a better soldier in, and it will benefit me also. My father got the job for me. I need out before I lose a great opportunity. I also feel that I should be released because I have bad time, AWOL 10 days! I got caught up in a bad situation when on leave from Korea and I had no idea that all I had to do was turn myself in to the M.P.'s. There are a lot of things 1st timers are not aware of. I took my punishment like a soldier and carried on with my duty's as always. I got my article 15 and two weeks I got an award for my hard work while in the field at Team Spirit '90. I work HARD continuously even in the worst of times. I requested early-out so a soldier with a clean slate could make a career. The Army is not for me, I waited too long to join and I am a survivor in the civilian world. I do appreciate the opportunity ot serve my country. Thanks! Another reason I want ou t is tht my MOS 67Y is over strength and I can't re-enlist for it. But they don't want to let me go. I need to get that job before this placse drives me CRAZY!! HELP ME PLEASE. A.S.A.P.

1010269 As a long time barracks resident, and NCO, I believe something should be done to make the quality of life better for the signal soldiers. This csould include increasing the square footage alloted per man, increasing how much money is paid as rebate, and build more barracks space.

1010271 If you involuntarily separate an enlisted person who has given over 14 years of service, pls remember that if they have stayed in that long, that they most likely would have stayed in for 20 years & by taking away their retirement you will have made the time that they did spend in be like it was all done for free. Pls remember them when you decide the separation pay.

1010272 Good soldier never get a change for education or sschools that a dud gets. If you don't know why csall me.

1010273 88) "Dressing for the job" (code for dressing for the job that being consider.) 101) The reduce of the NCO corps should be qualitative management programs, medical discharge adn early retirement and Bar to Reenlist (disciplinary "serious offenses).

1010274 I would like to see an employment job-search program for spouses (ref question 88). I would like to see a voluntary early retirement (before 20 years of AFS) program adopted that pays a 2 1/2 percent per year of AFS annuity.

1010275 Soldiers retiring costs the government. KEEPING retirement eligible soldiers on active duty SAVES personnel costs: if retired soldiers receive retirement pay the Army must assign another soldier to do the retirees former job. (retired pay of retiree + active duty pay of new soldier to do same job.)

1010276 I am a 19E working out of my MOS. I cannot change my MOS according to the memorandum pertaining to reenlistment/reclassification in/out calls. I scsored a 94 on my last SQT. Became promotable after only 1 yr. 4 mos active duty. I have maxed out the Qualty Points, yet I can't get promoted because my promotion points are 998. We the phasing out of my MOS, the reduction of Forces, not being able to get out of my MOS, & the unlikeliness of my promotion points to drop, I doubt I will get promoted in the near future.

1010277 Q88. How to present/sell yourself at job interview. 102. If there is a very good chance for promotion for the next grade within 1 yrs. time it would be OK. 103. It depends on the amount of yrs. they already have. 105. That depends on the MOS. 111. I would say yes, depending on the cut in forces & the threat. The Army would need these experienced soldiers for combat, should there be a need.

1010282 If the Force is going to be cut - then make it the best trained Force. I have seen too much money taken away from training - not making assets available. I am now seeing mission essential equipment being reduced and the on hand equipment will be used mroe and cost more to repair. ie. MP patrol vehicles.

1010283 I am presently undergoing the medical examination board (MEB) and am being discharged although I would like to reclassify under a new MOS.

1010285 Emphasis needs to be placed on "truely" caring for enlisted families, instead of the token programs that look good on paper, but do not work for real. Family housing is terrible. Dependent medical and dental care is nonexistant. Cost of living VS pay are not even close. The Army should know by now that the "family" is the backbone of the Army.

1010286 I am currently on the 6th month of an involuntary 36 month recruiting tour. Detailed recruiters need more concern and contact from their respesctive branches for career development in their fields. With QMP, alternatives programs (ie separation pay), and smaller recruiting goals, cutbacks should go smoothly a long as the Army controls the pace. My concern is that Congress will remove the control from the Army staff and force feed accelerated cutbacks. by offering a small bonus to personnel in an overstrength MOS for reclassification into shortage areas, realignment should go more smoothly. Big business needs to becoem a key palyer by supporting and employing members separateds by the budget cuts. People enlist based on promises ands guarantees made by their government, we must live up to these promises or give them comparable compensation.

1010292 67) I'm extremely concerned about what retirement benefits would still exist to allow me smcoth and beneficial career change at age 42-50.

1010294 If history has taught us anything is to never drop your guard, we have always de-mobilized, cut down troops & equipment, we wanted peace so bad tht we thought if we put our weapons down everyone else would, we have been wrong in the past and I believe we are wrong now...no one knows this more than our military leaders, yet they cannot or will not convey and sell our civilian leaders on this...someone once said to forget what history has taught us is to commit the same errors again. point: reducing the, our, mil. strenght will affect everyone but more than this, it will effect our liberty. We will pay the price!!

1010297 Dear sir, for the past two years I have been thinking about one day, Feb1,1992, my ETS date. However, while in the Army I've tried my hardest to do the best job I can. Right now I have a civilian job locked in with my fathers company which will guarantee me 3,000 a month, far more than what I'm making now. So the way I see it I'm losing 2,000 a month until I ETS. In the Army all that I've seen is the double standard, "do as I say not as I do." That makes no sense in setting an example. There was no question in this survey that asked if the Army asked me to voluntarily, honorably leave service would I? Definitely yes! My idea to the Army is, to cut back on troop strength ask for volunteers to leave that meet a certain criteria at least half of their enlistment completed, gainful employment or college waiting, the way I see it if you let an E-4 out that wants out that opens up on allocation for a PFC who wants

to stay in. In my unit 90% of E-4 and E-5 and 50% of E-6 are leaving the Army because morale is so low for E-5 and E-6 it's easy to leave but not for an experienced E-4 to help the Army cut back and to help me progress career wise I would volunteer to leave service. Right now I have saved enough money to coast for up to two months unemployed.

1010309 1) Soldiers in combat MOS should not have separate rations taken while in the field. We are already suffering by being away from family members and the added cost of wear & tear on BDU's & equipment (in which we have to pay for). The Air Force and Navy receive extra pay for field or seay duty. What's the reason for our loses? 2) It takes too long for "DUD" soldiers & NCO's to be chaptered out. We need to improve our system to move "dead weight." 3) Thanks for the opportunity to respond to this survey.

1010311 My opinion of the QMP system that the military is using is a real government short cut. The government needs to take time and extreme research on every individual soldier. These are real people and not just numbers. You can't make one flow chart or program for every one in the military. Personally I know two excellent NCO's bseing kicked out. They are the best NCO's in the unit.

1010317 The Army or the Armed Forces Services shoudl consider retiring those peronnel (enlisted or officers) with more than 20 years of service.

1010318 Before you force anybody out, make sure depts are paid before leaving and help to provide a fresh start somewhere else.

1010321 One major topic is the choice of duty assignments is basicly a thing of the past. Understanding that soldiers are needed at particular strenghs at all posts, the opportunity should be more available to us to "CHOOSE" where we the soldier would like to be stationed. Married couples program - The Army needs to do a better job at getting married couples assigned together as not to cause hardships among the family. I am living witness of a SGT in my unit who thought that she and her husband were enrolled in the program. His social was on her LES but after a class about the program, this SGT called to find out if she was on this program. Comes to find out she and her husband were not on the program. Her husband is in Germany and she is here at Fort Jackson. They have been married for around 2 1/2 years and basicly separated most of that time. This should not be. This program needs to be re-evaluated and revamped to ensure that another mistake like this doesn't happen again.

1010323 Promotion issues are a strong issue in MOS's with high cutoff scores. I am a promotable E-5 in 43E and have been for nearly three years and now have accumulated 883 points. I will graduate with a four year degree after seven years of night school in four mos. (Oct90) and have been selected for OCS with a classdate in Nov90. It is highly likely that I will be commissioned a 2LT before I make E6, something is wrong with the promotion system. Therer are too many senior NCOs in my MOS working out of their field who cannot pass PT tests, SQTs, and weight control policy and room needs to be made utilizing these criteria so the lower ranks may advance at a predictable rate.

1010326 We need to concentrate on two areas no matter how we reduce. 1. First and foremost, we need to get rid of ALL the dead weight within the NCO, senior NCO, Warrant and Officer ranks. We are too ready to take acstions on only the lower enlisted and too ready to look aweay from the upper ranks. 2. Sescondly, we need to make it both competitive to enter the service (in particular Army), and beneficial for those that wish to compete and stay in.

1010327 67. Returning to a spit & polish Army w/less realistic worthwhile training Sr NCO & Officers are damaging morale by trying to put soldiers out early. The sword of Damiclies is hard to work beneath.

1010330 The current Army policy on promotion is unfair to soldiers in TO&E units with specialty MOS's. When you read of "old" class IV soldiers being promoted, ahead of qualified soldiers or of personnel who have opportunities to get civilian education getting promoted that is disheartening. A severance pay with job opportunities for soldiers who will be involuntarily released would ease the pain & burden of these separations.

1010333 There were a majority of questions asked that doesn't distinguish between sexes and we both know there are MOS's tht females aren't allowed in. As for promotions MOS that are more physical (11B) for the lognest had low cut off scores and everyboyd else struggled then they changed to high value scores where is the break for the all needed paper pushers. You freezed enlisted cut offs in 1Jan92, what happened to the officers. If the Army selects soldier to get out the Army to be you're said we don't need you so why join Active Reserve. If war comes along and then all of a sudden we are needed, you're not supposed to have it both ways. Tension is still high in world affairs no matter what little good parts are being broadcasted out to the public when the stuff hit the fan then what happens to all those leaders that were let go. If the Army does go into this reduction of personnel, I feel that a lot of good soldiers will be forced out. I think it should ask for volunteers first because there are a lot of soldiers in the Army who would like to get out now before they invest too many years and be forced into the frame of mind I'm at half point now I'll ride it out. Offer the severance pay and then see how the strength figures change. Retire over 20 personnel, form new leaders everything not a book war. Wars are won on the battlefield not in the conference rooms and offices.

1010334 I think that promotions in the Army are unfairly decided and one promotion technique shoudl be employed throughout the Armed Forces.

1010335 I think DA selection board shouldn't have access to disciplinary data on restricted fiches cause many soldiers during his csareer sometimes make mistakes, and you cannot convict someones action twice.

1010337 I would like to remain past 20 yrs., but I would like to return to Korea after a 1 yr stateside asgmt. If I cannot accomplish this, I will probably retire and return in the DA civil SVC. I will probably look for a second paying job in my statside asgmt.

1010343 Perhaps the question as to whether or not an individual would seek a warrant officer position, in a related specialty, if he/she were required to choose a different MOS or job skill.

1010344 No comments at all everything is perfect...

1010348 I am concerned with the ever shrinking health, dental, etc. benefits for my dependents in the eyars to come with all the cut backs going on. I have other comments, but at this time, I have a lack of time to address them properly, as I am departing for a field training exercise.

1010350 I am not enrolled in the Montgomery GI Bill, but I think it would be very beneficial to be able to transfer the education benefit to my spouse. I am over 40 and will not be going back to school, on the other hand my wife is 27 and could use a tuition assistance program.

1010352 #92 Anywhere.

1010354 The MAN and not his number needs to be looked at before deciding who is to leave and who is to stay. Many olders soldiers started without even the benefit of a high school diploma - yet "we" are the Army in loyalty and discipline. #105 is not correct - very fewe MOS's have a score of 550. Changes are a way of life but "please" for our country's sake get thefacts right.

1010355 The qualitative management program is too tough. We losing some of best leaders that can do the job what about those who don't have a job. They are there hiding I've seen plenty. We need to come up with a system to locate, evaluate them for QMP not the ones who have a job. What happened to the slogan "The Army takes care of it's own." I came to into the Army to improve my life, the Army has been my life please don't shorten it.

1010356 The main problem that soldiers face is leaving with dignity. For example soldiers being sent overseas, and one year later he's informed that he or she has been selected for QMP and has less than 45 days to move her family back to CONUS. this is very hard mentally and financially. The money for relocation places an undue strain. Everyone seems to be up in arms about severance pay. The time of notification to all soldiers to prepare is what is important. Why can't the Army adopt the policy of the Air Force. Which is when a soldier has sleecsted for involuntary elimination for any reason, he or she be allowed to complete their overseas committment. This will allow time for preparation for the move. Soldiers generally understand what is happening and why. The problem is the general attitude the no one cares. Proper notification allowing soldiers to leave with some dignity after giving their country their youth and was there when they were needed. For example this survey should have been cut, if the attitudes of the soldier really meant something. Better late than never. Don't allow soldiers to leave with a bad feeling towards our Army and Country. Because we may need them again.

1010366 Ref question #67: poor medical care, Congress giving the military pay raises that are eaten up 6 mos prior by inflation & cost of living. Cutting my retirement benefits. If I was not so in love and proud of my country, I'd get out.

1010372 I wish that someone would take a hard look at the way Sgt and SSG promotions work. It is very hard to meet the scores that DA set. I know people in my unit with scores of 850 and still don't meet DA standards. There has to be a better way! Even with reduction of troops.

1010376 I think with the need of budget cuts, soldiers who wish to leave the Army be given the time and chance to look and prepare for a new job and place to live.

1010377 In today's Army, many soldier with new families are trying to get off to a good start. I feel the Army should help the service member get planted on his or her feet before involuntary separation.

1010378 Single soldiers will not be affected as much by separating however, generally speaking, they make better soldiers. I think that a high scshool deploma should be mandatory for enlistment and maybe a review of their scholastic aptitude test (SAT).

1010379 Information on other family income is not necessary it is not there job that might be cut or forced out. Need more information on cuts.

1010381 Ceasar once said no great country can truly be destroyed for the outside until it destroys itself from the inside. What is happening to ours, are we to trust an enemy for 40 years and reduce our strength to an outnumbered 11 to 1 ratio. And what

happened to the pride of serving your country, this was a voluntary enlistment to leave my country not for my country to employ me. What are combat trained soldiers to do get out and start a life only to be called back to duty to fight a country that we trusted. And where will the savings of these acts go? Sure there are conservative cuts needed but why do we continue to spend millions on countries we once destroyed, "They woke the sleeping giant." Why are the reforms on military insteads of other countries, industries. We allow animals to burn our flag and keep death row prisoners alive and pay for their food and clothes because peopel say it's constitutional. Well who are these people no one I know so where does this decision come form. I love my country and yes it needs a change but I don't believe this is it. We need one great leader to stand up and say enough is enough, someone willing to take the chance of failure but who may suceed, please GEN do this for us.

1010383 I have served in the US Army over seven yrs. I have never been so disappointed with a post (this is my third). We are constantly on detail. I don't have enough time to apply myself at work (at work its catch). Training is outstanding. I am going to school but right now I feel that the Army has nothing to offer that would make me re-enlist. Preference training, which I stated above it is outstanding but it is not MOS related plus it is entirely too long. Two to three Wednesday a month for the entire day which I think is a waste PT program is Monday, Wednesday, Friday which is very good. But what really ticks me off is hwo they treat the soldiers that live in the barracks. I know I used to be one of those soldiers.

1010384 I trust the Army to make intelligent decisions. My concern is that personnel cuts will be taken out of the Army's hands by Congress for example, and then we all lose. (question no 53)

1010386 No "maybe" answer on some questions. Wife is currently 4 1/2 mos pregnant. My worries on this issue were nto covered. I currently am involved in a PCS move. Unable to answer below questions. Reassigned 21st AG Repl. Det., Ft. Hood, Texas. **BRING BACK THE BERET!!**

1010387 It seems that the promotions and pay are the first cut, in the budget. It is hard to look at the Army as a career with the current cut bakcs. Promotion seems to slow and difficult to get for the admin. MOS's.

1010388 If you offer voluntary termination early with separation pay and/or educational benefits you would get more takers than you need. You didn't ask anything about dual couples. If I was eligible for SF or other high speed schools I would go for it.

1010390 I have been a UH-1 Helicopter mechanic for 12+ yrs. I have served as an academic isntructor for MOS 67N for 3 yrs. and received nothing but laudatory comments from subordinates and supervisors alike. I'm very skilled in my job and always put the mission first. My promotion cut off score to E-6 is high (always ahs been) and I lack the civlian educaiton required to raise my points sufficiently. I have watched, over the years, sub-standard soldiers get promoted over me simply because of the "mess-up-move-up" system. These are people that don't get the job done and therefore are IN THE WAY. They are the ones who are sent to schools etc. while people like myself bust ass on the flight line to keep the aircraft flying! Civilian educaiton is a msut, I agree, however, promotions should be awarded by ON THE JOB performance more. In time of conflict I feel the US will have the best education Army of inept, unreal troops it has ever fielded. Quality cannot always be judged on paper!

1010391 Being stationed overseas here in a remote site - Sinop Turkey isn't too bad but however I think that the (DA) should give special recognition to the soldiers over here and give them a return assignemnt of thier choice due to this place being very isolated at times, this question has been brought of numerous times and also doing this will possibly pick up the moral once again around here.

1010397 Question 18 - I can't recall the MOS number of CID, thats what I 'OS I would change to.

1010399 Neither DA boards not local boards should have access to restricted fiche for any level (E-1 thru E-9, including CSM). Looking at the profiel of the latest E9 board, I am convinced that is the reason I was not selected. I also believe the Army is practicing age discsrimination when making selections for SGM & CSM.

1010400 1. The topic on promotions is never correct because we have soldiers that are smart book wise but hanth on they but don't have it. 2. Cut off scores are always too high. 3. I hope the Army take a good look at the qualty of soldier they ahve in and slow recruiting that would help a lot.

1010407 I and other senior NCOs have the concern that the Army reduction cuts will be balanced on the backs of the enlisted force. The current "black humor" is, How will there be an Army of 300,000 with 250,000 being officers? We are convinced that no enlisted man will ever see severance pay and that the majority of cuts will be int he combat arms, the force LEAST qualified for the job market. Dedicated NCOs in the combat arms almost never compelte a bachelors degree and suffer physical abuse unknown in other branches. In contrast the combat arms officer is always being prepared for life after service. He is sent to courses which enhance marketability, graduate degree programs and other self aggrandizing assignemnts. So, if the Army is to do something FOR and not against the enlisted force it will take actions to be convincing - words & slogans will not suffice. however, none of us are holding our breath as "self service" seems to be the motto of the senior officer. As can be noted, I have NO confidence that a fair and equitable system can or will be devised and implemented.

1010413 I understand fully what the dept of the Army is doing. I would appreciate the dept. of the Army having the right judgement in choosing the most qualified/squared away soldiers, who have served their country proudly as the peopel who are retained in the US Army. Please don't cut our Army defnese by just common numbers. Please keep the good, and cut the bad!

1010415 Sorry this wasn't sent in sooner but I've been TDY at Ft Campbell, Ky. for 5 weeks.

1010419 I am a frustrated soldier, I have been in the Army for 3 1/2 years and have 750 (approx) promotion points. I have watched my promotion points since I came in and have seen them drop once to 920 points. I find it difficult to reach that poitn, even though I have been doing correspondence courses & go to school at night it will take years to get close to that point. While allowed I see soldiers getting promoted with less points than I currently have. I have always excelled in the various tasks the Army has used to measure its soldiers skill & readiness of its soldiers, but I can't get promoted in my MOS. As it stands now I may be able to reenlist for 4 yars, but after that I will be forced to leave.

1010423 Separation pay for enlisted is curcial and necessary. Question #88

1010424 The Army needs to have a better type of program for selecting people to retain in the Army. Every day I see people who ride the system and get paid to do nothing. I call it retired active duty. Not just NCO but some officers too. E-5 - E-9 and O-4 - O-5.

1010428 1. I feel 30 yrs military service is enough for any person. 2. I don't feel a lot of soldiers, including myself understand the reduction in force system to its full extent. 3. A lot of my peers with 10-15 yrs in say that if the Army offered them $30,000 to lave early they would.

1010432 I think a brochure of numbers to contact for information on early out programs should be given out or information ballats on Army cuts in depth should be passed on.

1010435 #67: Not enough pay and not enough opportunity for continued college educaiton.

1010440 I made SSG with 5 1/2 years in service. I feel I have a good chance to make at least SFC. But it seems like all of the quality people are getting out. I want to get in the job market early, before all of the people get force dout. I don't agree with the separation pay system. If I got forced out today I wouldn't get anything from the Army while an E-5(P) with 13 or 14 years would get $21,000 even though he didn't work or go to school to get more promotion pts.

1010441 1) I believe that early voluntary retirements c er the next 3-4 years for E7-E9's might be realistic, if you allowed bonuses for those who csould not voluntarily retire because they are in a critical MOS or job position. This would help reduce the forces through voluntary attrition. The cost to the country would be less than if we set 25% out into the job market with no cushions. 2) Bring back the old chapter 5 from AR635-200 when we could separate those individuals honorabsly who request release from the service of their commander. If they don't like being in the service, why keep them? Having been a legar specialist for the last 15 years and a teacher/coach for three years, I feel that when people are forced to do something they hate, they do it badly.Many get in trouble and recieve UCMJ article 15's, which some hit the big time and are court-martialed. This, as before, would have to be selective, according to the needs of the units and the Army's mission overall.

1010445 Ref. 88. Training for a civilian job.

1010446 Include essay answers to questions, and look at NCO/EM input toward OERS in overseas and stateside units.

1010452 88. 1) Human relations 2) the different styles of leadership.

1010461 I'm very concerned about my future in the Army. I love the Army and w uld like to make it a career. I am presently a DA selected recruiter. Quality of life in recruiting is definitely different. My biggest concern is what will happen if I fail as a recruiter.

1010462 Sorry for the delay, I was involved in Tactical Maneuvers.

1010465 In my MOS the cutoff score is 998. QMP is hard to judge when lookign at my 6 yrs service still an E-4 and has 830 promotion points & can't get E-5. Also, E-5's are csoming into my MOS, as an E-4, the points don't drop so an experienced E-4 can take over as a qualified NCO, they let these E-5's in. My question is, in your eyes, who would be a better leader? I will always take an experienced E-4 rather than a green NCO.

1010469 In order to reduce the size of the enlisted careerists and allow for promotion of the lwoer grades, an early retirement should be authorized for the next 2 fiscsal years only. An 18 year vet could receive 45% and a 19 year vet 47 1/2%. Its too crowded in career fields as you enter the ranks of the senior enlisted and this would thin the crowd FAIRLY, something the Army isn't well known for at times.

1010479 I think the Army promotional system is unfair; service members are basically penalized if they're not in a combat MOS. The promotion system should be based as Air Force: Personal job knowledge and overall soldier skills, the process of reader exams.

1010480 Comment: I have been promotable for 3 yrs. now. Due to ratification of lthe INF trety my cutoff went to 998 and has only come down to the high 800's. I am currently attending college to earn more points and also better my educaiton however, I chose to reclass into 13M. Hey people lower the cutoff scores so I can get promoted I am very overdue!!! so are many of my fellow NCO's!!

1010482 What are the plans for letting new people in the Army? What about a plan for a one time early retirement say at 18 years to see if some people would volunteer?

1010488 Quality of life for the average soldier compared to a civlian with the same amount of experience at their job is painfully low. I fully support troop reductions and the reductions of amounts of equipment being used, howver, ! beleive that the quality of equipment or combat readiness should not have to suffer. Keep only the best, discharge the rest! Some of the best NCO's I have ever worked for are getting out because they don't have civilian schooling and cannot get promoted, and at the same time some of the worst are getting promoted because they hasd a degree when they came in. Living at pvoerty level stinks!!

1010491 I enjoyed this questionaire and would like to do it again. Excellent questions on all issues.

1010492 I feel and so coes most of the NOCs in my unit feel; that there is too much politics involved in deciding when we the soldiers should get raises & promotion we feel if we had more information on WHO & HOW they decide about these situations we would understand why these events are happening. Thank you for giving me the chance to give my opinions on these areas.

1010498 It is essentioal eo evaluate the time a soldier has been in service working as a civilian is different provide classes on apearance, attitude, confidence, and work environments. Explain the importance of health/dental/life insurance. Provide a listing of companies and cost - if it is easy for the soldier they might do it and it will save them trouble later. Identify soldiers early enough to allow them sufficient time ro prepare for their departure. 3-6 months CONUS - 6-8 months overseas. If soldier is overseas provide permissive TDY (30-60 days) and funds (flight-housing) to allow soldier a chance to find a job and housing - if soldier is married and spouse is employed with Govt. allow them to also go to states to get ready for relocation - if soldiers are married to other soldier - allow one of the soldier to remain on active duty 1 yr after 1st soldiers departure.

1010502 I have one problem w/the present career management program. For numerous reasons (ie, inflated NCO-ers, weak supervisors, etc) I feel peoples records do not accurately reifect their abilities causing the wrong peopel to be affected by the cuts, ie. good soldiers being cut, sub-standard performers being allowed to stay on. I do no, however, have any kind of simple solution to the problems). I woudl also be interested in DA/DOD civilian job opportunities.

1010503 Sir: I feel that if the Armed Forces were to gather a list of employers who need QUALIFIED hard workign employees to fill vacancies within their companies, corporations etc. and post this list for personnel to send resumes to apply for positions that appeal to them and furthermore set a program so a service member who has found a job could submit a 4187 for termination of service to, which would be processed within 30 days. I feel this program would be easy for service members and cheaper for the gorvernment.

1010504 I and my wife are now looking intently at the direction the military is going and weighing our options. We are postponing a decision until we see exacstly what direction is better for us. I'd rather know now that I need to look for other employment while youth and opportunities are still on my side, not when I'm 35 with 18 yrs. in and then be faced with starting over.

1010506 Get rid of all soldiers who refuse to advance. Keep ONLY the overachievers!

1010511 The survey that's being done is very good and most parts are to point. I am in combat arms ADA. I learned my job from the bottom up and the Army has been good to me and I'll know that they are going to do the right thing for soldiers that are forced to leave early. The Army should go back to the old promotion system it would benefit the soldiers that really know their jobs not the one's that live behind the desk and have time to go to school and get the points and people like myself have to do the field work. If they are going to work behind a desk make them change there MOS. They come from behind a desk and go on line and they don't know nothing, cause a bullet doesn't have a college education. I am just tired along with alot of other soldiers who are out in the field and all these other guys sitting behind a desk in our MOS's Army wide getting the education and we don't have time cause of field excerises. I don't blame them I blame the system and maybe I should have done that way but I wanted to know my job to the best of my alility for the day we go to war I want to be ready or at least think I'm ready. Thanks for listening for these are thoughts that I had in my mind and I had a chance to teil it.

1010515 The QMP program does not cover all the bases. I see good soldiers penalized and the "sorry" ones stay in, therefore, should we get involved in a "conflict" people will die and objectives will not get met. Because the people in charge ie: don't know how to lead or their jobs. " That is the reason why you should get out and talk to the "little guy", not just the senior officers and

NCO's. So you can get the pieces that make up the big picture. To enclude military schools and send observers out to "watch and learn". Otherwise the 10% dud factor will have dangerous and deadly results.

1010519 In todays Army there are alot of new soldiers coming into the Army that are not as disciplined as those in the past 5 years, but they are more acknowledgeable than alot of senior NCO's who just look forward to retirement. Senior NCO's grade of SSG (P) & above need to review their job performances to teach newer solders and to show them that they know what they are accomplishign and that Senior NCO's really do know what their line of work is; not only in supervising but also performance skill levels. If an NCO has been doing that same and particular job for over 10 years they should have/know the job to the max percentage nothing less than 70% should be expected. Families and dependents should be paid more attention, because if your family is happy and comfortable will full support by the chain of command a soldiers performance and abilities will improve a great deal. Privates make this Army and their recognition sh ould be a little more acknowledgeable by their supervisors then their attitudes and moral will always be positive.

1010522 This questionare was confusing and some questions were hard to understand.

1010523 I was TDY when this form arrived. I have completed and returned ASAP.

1010528 In item #IV. I really would need more information on QMP to base my plans if I was QMP'd. What are the standards as far as SQT, GT score, APFT?

1010535 Current promotions to SSG, SFC are so slow that it is not profitable nor rewarding to stay in as an E-5 (P) past 10 years. A soldiers age becomes greater than the level of responsibility he is entrusted with. This becomes very frustrating for young NCO's who wish to excel and achieve within the present system.

1010536 I think that the Army should find the people a soldiers job or give them better training in their skill so that when the time comes for them to leave they will not have a problem. If you think about it when the Armed forces are cut down the unemployment and crime rate will rise if these people are not trained ot get a job at civilian standards, also alot of the Army policies were broken to save money for the Army and not spent on the soldiers. Also the Army drills teamwork and say that they are for the soldier, but realaly are not. If I could start over I would not start in the Army because the leaders don't care, it's alot of favortism, and it shows no support for family. The only thing the Army has taught me is tactic, having a drive to complete a goal that I set in life.

1010539 I think the current promotion system to E5-6 is inappropriate. How can you justify SM's appearing before a board which doesn't pertain to duty/job or MOS, then base promotion scores on a MOS basis. These indiv should be eval by a group of supervisors or/and senior enlisted of the same MOS or career progression & be eval on their knowledge of MOS, SQT, EER's should also be considered. It may even be appropriate to test for next higher grade somewhat similar to AF promotion system.

1010540 Congress gets a 50% pay raise...but the Army fights to get a 3 or 4% pay raise...Give me a break.

1010544 Question 67. Whether or not I would be allowed to continue my career in Germany with my German wife & family.

1010548 I beleive that more emphasis shoudl be placed on cutting back on units which are no longer of importance to the Army before making a cut across the board.

1010554 1)New recruites should have a four year obligation on active duty, and a two year obligation in the Army Reserve or National Guard, total service obligation incurred set at six years. 2)Early involuntary separations should be geared to an evaluation of the total soldier; not limited to NCO ers or satisfactory performance of assigned duties. 3)Reductions must include all branches of service. How do we fill the void? Are civilian employee reductions/increases built into the reduction of force plan? 4)A sergeant should not be allowed to stay on active duty more than eigght years. A staff sergeant not more than 15 years without promotion to the next higher grade. Reduce retention to 20 years for Sergeant First Class, and 24 years for Master Sergeants. 5)Errosion of medical, dental, and educational benefits is a serious concern for retirement elligiable soldiers. If there is a reduction of reenlistment bonus/selective reenlistment bonuses, there should be an increase in overall base pay. I personally would rather see all states hold military retirement pay taxable to the state, if the military basic pay table was more compareable to corperate pay tables.

1010562 More cross training within the MOS so that soldiers will be able to perform different job functions in case they decide to go into the civilian world they would have more options.

1010565 My opinion of the Army is equally high and low. I like the Army, but there are too many "chiefs and not enough indians", meaning that the people in charge always want to do things their way. If something needs done, tell someone to do it, and let them do it. I like the Army, but not the stupid (profanity) (profanity) in it!!!

1010566 Question 88 - There should be listings of civil service and other government jobs available to veterans with certain skills and experiences!

1010569 Asking questions 49 to 51, If I do not know the most current information than how can I judge the information sources. First SGT's/COR's shoudl not talk to troops as if they control who is to be included in future cuts, like threats made against us. A monthly newsletter should be printed by the Dept of the Army with the most current info & status of future reductions and soon to be obsolete equip & forts. The Army Time's is not official and is not trusted by alot of career soldiers.

1010570 I feel that soldiers who have made a decision to serve his or her country should be given the chance to continue his or her career, and if forced out they should be provided with the same oportunities as an officer who might be forced out.

1010571 You can never plan for leave or personal time off because things (plans) are constantly changing. The whole system runs by crises management. Leaders do not protect/support their troops from "higher up" because of fear of jeopardizing teir own careers.

1010572 I would like to see the QMP board work like it should, I'm really tired of seeing SGT's with 8-10 years TIG. I would like the Army to start using these surveys, listen to the soldiers, and maybe help them instead of hurt them. Promotion should not be as hard for the people that more than excel Army standards. E-4 w/10 yrs should not makeas much as E-5 w/3 yrs. Education. These days it's almost a must to have a college education for promotions to E-7 & above. Yet the Army and units don't help soldiers accomplish this goal.

1010576 Force redution, make cuts by weeding out: 1. Non deployable. 2. Perm-profiles. 3. Convictions (UCMJ) 4. Loss time. 5. Non producers (NCO-ER/OER)

1010577 My ETS date is 1 Jan 1991. My plans are to let my enlistment expire and to return to the Army Reserve.

1010579 Reference questions 104 and 105, whose cutoff scores are 450 and 550? Certainly not those of us who are combt service support. When surveys such as this one are written they should encompass everyone in the Army, not just Combat Arms Soldiers.

1010580 Review and medcically reitre the P3 profiles.

1010583 It would be hard to jsutify any cuts, on example: EER, OER. Bad Senior NCO will give selected (favorites) good scores & reverse to good NCO by bad senior; true also w/officers. Any soldiers leaving the Army need all the help they can get, especially those w/families! I appreciate a chance to comment. Thank you.

1010588 Be more specific in questioning.

1010590 The forced Sep tours are very stressfull on family memebers and self. It causes a lot of moral problems on myself and very much effect my job performance. I think all tours overseas by married personell should be accompanied.

1010592 With the force reduction: The uncertainty of how many (25, 30, 50% or more), when, and under what circumstances are causing morale problems NOW! Soldiers face bravely what they know, but currently the only thing known is "it's coming." With proposed severance plans: counseling, job finding asst., etc. is helpful, but for career soldiers facing posible early separation, money is what provides food & shelter. The career soldiers that I talk with are generally not upset about the possibility of early outs, but feel left in the dark about their futures and are concerned about being treated with dignity and being fairly compensates.

1010593 I feel that the military and government is moving too fast. The threat of Eastern Block countries has reduced but I don't feel it over.

1010597 I think the Army should keep the good soldiers & release the ones who want out or are no good and lazy.

1010598 I know personnel who would like an early out of some sort and will probably not get it. I know personnel who would not like an early out, but probably will get one involuntarily. I think some sort of voluntary out should be offered first to terminate careers of soldiers who do not wish to continue with the Army. Then set standards to "weed out" sholdiers who do not meet a certain criteria. Thus keeping the more motivated, loyal and intelligent soldiers...the better soldier.

1010601 I truly believe that if there was a space for comments after each question you would be given a much better picture of the respondents opinion. Most of these questions aren't accurately answered by agree or disagree/yes or no the respondent should be able to explain exactly why the feel the way they do. 91. Not sure where I would go. My husband is also in the Army therefore if I was forced out and he wasn't, I would be where ever he goes. 101. I don't believe promotion opportunities should be reduced or satisfactory soldiers separated. I believe there are enough soldiers that truly want to get out of the Army and enough incompetent soldiers therefore it is unnecessary to separate satisfactory soldiers. Also if good soldiers cannot get promoted because of little to no opportunities. They won't stay in the Army. Nobody wants to lay dormant. (Stay the same grade for years and years). 102 & 103. If HIGH QUALITY specialists and sergents are being prevented from being promoted then they should be allowed to stay. 107. Most people that stay in the Army do so because they enjoy it. However, there are those who try and ride the system, the dead wood is what separation should be focused on. I would stay in the Army and IF my case came up then I find out exactly what is going on.

109 & 110. This should determine on a case by case basis depending on the circumstances. 112. Depends on the circumstances. 113. I'm not aware of exactly what this program is. I believe some rules are too rigid because there are always exceptions. All situations aren't just black or white. Thank you for sending me this survey.

1010602 I think that soldiers who are forced to separate should be compensated for it. As a SSG, I know that it would take the sting out of the separation, and keep myself and my family OFF of welfare. I love the Army and hope to continue serving.

1010605 88. Job training and gov't. guarantees of hiring preference.

1010608 *The Army promotion system* is a joke anyway you look at it. You use written tests on people who do their job so repetitively that it's insignificant. You test on things like what lever too pull and give a picture that's unclear. SQT's CAN be hands on TOO.

1010611 1. I think a big question is why so many people have to wait so long on medical review boards and in the mean time relaying and drawing pay. 2. Why do we have overweight personnel in charge of training. It sure doesn't help morale.

1010615 You should kick out all people with drug or DUI records. Because it's obvious they don't care about themselves or their families or the Army or the Army's image. The Army should do away with cigarettes, because in Vietnam soldiers were killed because of leftover butts and smoke odors. Ban cigarettes from the Army & snuff, & all tobacco products. It will make a CLEARNER, HEALTHIER Army. You should also cut the age to 30 instead of 35 concerning the age limit to entering the Armed Forces. Recruiters for the Army should screen the people more before trying to put them in the Army. Make sure they have a high school diploma, no GED's that means they dropped out, or have attitude problems. Only a few that had to drop out for above normal conditions: such as, both parents out of work, parents divorced, & parent is sick or hospitalized or on welfare should be an acception to the rule. Because if you let just about anybody in the Army or armed forces when the cuts come down you lose all the important people & still have all the trouble makers, & attitude problems, drugs, & alcoholics. So, please make the right decisions!

1010616 I think that if all possible is to provide some information about discharged soldiers and their success rate for finding employment. And whether their salaries are comparable to what they were making. This information could be used in the Retention Program. Also an employment assistance program between civilian companies and the govt. for an effective job placement program for discharged soldiers.

1010617 I feel the US Army does not give soldiers quality learning time in their MOS. I also feel the Army does not take proper measures to insure that the best qualifying people enter the Army IE...personality, education, character (this is a recruiters responsibility)! I strongly feel that the Army promotion system allows unqualified personnel to be promoted, while hard working soldiers are left out, ie...one soldier is a bad worker, so he is left alone at work by his supervisor, which allows him or her to complete correspondence courses. On the other hand a good working soldier is worked during the work day & has no time for military improvement. From an E-4's point of view, I see many problems with the U.S. Army system-probably much more than can be expressed on this paper. I also see many answers to these problems, but as an E-4, I & other enlisted soldiers a like do not play a significant role in changing the Army system.

1010626 #67. Morale is low, lack of concern. Everyone is too busy watching their own back. Too political and backstabbing. Poor equipment, and just an overall lack of caring for others, (and families) needs. Also too much "do as I say not as I do". 1st. sgt. been here two years NEVER gone to the field once!

1010631 I think senior NCO's are getting the short end of the stick by getting QMP'd after 15-19 years and no separation pay. I think they should be entitled to some kind of retirement pay, whatever the amount.

1010635 Presently, no confirmed information on overseas outbacks has been received. Statements made by senior members are very speculative and are being used to threaten soldiers into an insecure mode which has in turn driven morale down extremely low.

1010636 1) I would retire all E-6's with 18 yeards service with full pay and benefits. By doing this you would save two years wages. Give them the same pay & benefits as if they did 20 years. 2). Also offer this program to E-7 and up. 3) Officers with more that 20 years should also be considered for separation at 20 years. 4) If you gave a separation pay at an early time out, i.e. 10 yrs. 15-18 yrs. more soldiers would be apt to go for it.

1010638 The separation pay needs to be controlled in such a way, so that an "unsatisfactory" soldier (low job performance) can not just choose to get out of his own free will, and make away with thousands of dollars in separation pay, when he was just looking for a "scape goat" to get out of the service anyway.

1010640 If there are going to be cuts, please make them soon. I'm 36 yr's. old and the longer you put off the cut, the harder it will be to start over.

1010644 88. Job placement in govt. jobs. The personnel that we have now cannot do hands on work. But can take test and pass.

1010646 Question 88. 1. Another essential job tool would be the establishment of a committee to fill vacancies and future vacancies in the federal work force with ex-service members who are involuntarily separated and have skills commensurate to respective vacancies in the federal workforce. Question 113. I do not feel the QMP is tough enough on soldiers with physically limiting profiles, after all we are soldiers and our job is to fight and win in combat. Soldiers with physically limiting profiles should be brought before a disability board and possibly given a percentage of disability up to original retirement date (not in all cases). But they should be the first to go.

1010647 With the upcoming decrease in the size of our Army, I feel that the Army must take extreme care in its criteria for separation. I believe that individuals slated for separation need to be reviewed very carefully so that qualiyt soldiers aren't separated from service.

1010649 We have many female soldiers who are single and pregnant, who ride sick call and influence NCO's of the opposite sex to let them get over. Therefore a new guideline or regulation should be enacted on single female soldiers getting pregnant. Also you should ask for volunteers who want to get out, a lot of DUOES want out.

1010652 We are all worried about force reductions. The chain of command needs to get out solid information quickly to dispell/stop the rumors that are flying around. For instance, the other day I was told by the director of family services at out post that soldiers with exceptional family members would be the first to be considered for early separation.

1010653 Question 67-The fact that military benefits are being out.

1010657 I feel the Army will (can) take care of itself. Don't let congress run us over! We must continue with mission first. However, don't cut the mission short, it is much larger than congress seems to think. If cuts must be made, get input from unit level. Don't put out the good/exceptional soldier, leaving the marginal ones to fight our battles.

1010660 1. Have new soldiers station close to home, stabilize as long as possible. To put cuts in moving cost. 2. For high tech MOS after training. They should stay in military longer. 3. Reevaluate QMP vs. promotion system, because it takes longer for promotion these days. Also, things get overlooked, ie people who fail a career enhancing shook and get picked up for SFC.

1010662 Defer NCO-er form 2766-1 reason I think it cannot be use accurate because people can write what want on it. Example: A senior noncommission officer this year got a D.U.I. while drill sergeant duty and nothing happen to refleet on his NCO-er like conduct on and off duty his NCO-er were (inflated) blow-up.

1010663 1. I don't think commanders should stop soldiers from taking 90 day drops when offered. 2. If a soldier/NCO wishes to resign he should be allowed to with approval at the lowest possible level in order to expedite. 3. QMP may see a good record (awards, education, etc.) but during my tours in the Army the man that did the best job didn't go to school, etc. The dud that everyone wanted out of the way did so he ended up with the best record but is still the dud.

1010669 Reference item #37-Senior "Do not meet minimum qualifications".

1010670 88. Communication skills.

1010671 I do not feel that soldiers with over 15 yrs. should be released from service. These are the most highly qualified soldiers you have. In the event of a crisis they would also be the first called back. Cuts should be made from enlistments, disciplinary, and from soldiers with high amounts of time in grade. To have a large amount of time in grade indicates either the soldier is not good enough to be promoted or that it is due to MOS needs. The latter of these two deserve careful consideration.

1010684 I believe the topic "Foreign Service Tour Extension" should be addressed in this survey. That issue affects many soldiers living overseas. Some of us make career decisions based on the probability of extending our tours overseas.

1010685 Ref. 88. I feel that giving veterans (any veteran) point(s) preference in civil service jobs would enhance all current soldiers attitude towards leaving the military during an enforced RIF. Ref (all questions asking expected length of mil. serv.). Throughout there

were questions asking how long I expected to serve in the military. I am currently at mid-term, a E6 with a year in grade with 3 1/2 years left in service. I at least expect to finish my current obligation and don't know about going til 20. Regardless of manpower cutbacks, I'm just waiting to see what happens.

1010687 I think DA needs to take a good look at the promotion system for E-5 & E-6, it sucks! I'm tired of seeing someone with no time in service get promoted because his cutoff is low. Time in service get promoted because his cutoff is low. Time in service and time and grade should be north promotion points! Also overweights and perm. profiles should be 1st to go if there is cuts.

1010689 Let troops set a reasonable date in the future to voluntarily ETS out and then hold them to it. There are plenty of troops who want to stay in or new people wanting in.

1010693 I feel that the military is moving too fast in cutting their defense, trying to save money. We all honestly know that no one will ever see the so called "money saved" from base and housing closings. As a result a lot of good hard working people are goint to get put out. It's easy to sit behind a desk and say get rid this group or that group. I believe that it should be left up to units as to who go and who doesn't. That way the command knows from the RET SGT who's a good soldier, one the military needs, and who's not. Regardless of the reform between East and West Germany, Russia is still a nation that doesn't believe in God. They are Communist and they will always be that. I hate to say it, but the U.S. is headed in the same direction. We are getting away from God too. The military should be watchful so we won't get stabbed in the back.

1010696 Referring to question 88 another good tool for younger soldiers, like myself for use after I leave the Army would be a College/tech. school interview/scarce program and also a MOS placement for jobs in the civilian job market.

1010698 Unfortunately, this survey arrived days prior to my ETS to the states as a result of being discharged. Perhaps I shouldn't have participated but desired to anyway while I'm still considered to be an active duty service-member. In the future, you should include/design surveys with questions applicable to those being discharged!

1010703 In the fast paced changes that are taking place in the world, I hve a great uncertainty of whether or not I will be one of those individuals being released from the Army. Though I'm confident that the Army QMP system will make the right choices for cuts. There are alot of rumors on what units are being cut or moved. But nothing is being said as a definite. I feel that once the decisions are made the soldiers-should be the first to know so they can start making plans for their futures.

1010705 I have been an E-4 (SPC) since October of 1986. In my own opinion, the reason I haven't been put in for promotion is the personally biased opinions of my past and present section sergeants. I believe I would make a good NCO, and assist any of the EM's placed under me, far better than the NCO's presently placed above me. My family suffers because my superiors refuse to acknowledge the needs of their troops, I am not the only soldier stuck in this situation.

1010716 To separate a soldier just by what a piece of paper says is cold. You can't measure that soldiers heart or desire.

1010717 I am a SSG with less than 6 yrs. in the Army. I am completing my master's degree right now. I ETS in March next year and I am considering 2 options-go commissioned in a specific job slot utilizing my degree or go civilian. Staying in the Army is neither financially appealing nor self-gratifying. My responses in this survey are influenced by these sentiments.

1010718 #67 I expect further gap between pay raises & inflation.

1010719 Who will be targeted in cutbacks i.e. overweight, non performers, pt failures. An 18 year retirement should be offered. Force out some of the people who have over 20 years, cut back on senior promotions. The current separation pay that has been shown in the Army times is a joke! I'm an E-8 with 16 yrs. service, I could not make it on 38,000 dollars. I also don't think you owe severence pay to anyone who has less than 15 years in.

1010726 Sometimes two hard tour in route would demoralize a young soldier with big capabilities. In my case, I am a 3 year collegial young soldier that in my last 2 years of service I been in the 2nd Infantry Division (6 miles from the DMZ) without my family and I'm now in 1st Inf. Div., when I could be in any other better place. PS. I'm not Infantryman.

1010734 Ref #8: I expect I would be successful whatever my chosen career. Ref #44-46: The Army has surprised me greatly in the past. I and my peers believe that the Army has an implied agreement that as long as we are functioning as successful NCO's, we will be able to fulfill our career goals. Whether this is true or not there is grave concern in the ranks of an impending breach of this trust.

1010744 I'm a soldier and I wholeheartedly understand budget cuts, restraints etc. What I'm concerned about more so than all else is how the downsizing of America's forces could drastically affect our preparedness or ability to continue a sustained, intense conflict. I offer the following (enclosed) copy of an excerpt from a senior school professor to help us thinking.

1010746 I think that there are alot of unproductive people in the Army, and maybe if they were thrown out instead of carried through it would give us responsible soldiers a chance to advance and better ourselves. I still think if Congress took a paycut wed be better off. A pay raise larger than what we've recieved would also help.

1010747 Information on Veterans small business loans.

1010751 I believe all personnel with excess of 20 yrs. should be forced to retire during cut backs. This would open up promotions for the worthy soldiers who have worked so hard. With this in mind, #yrs. for E-grades can be reduced to cut soldiers who are not making improvements for promotion. We have a bottle neck effect in promotions. We need good younger soldiers to lead, New leaders for a new type of army.

1010755 Question III The plural of Sergeant major is Sergeants major, not Sergenat majors.

1010756 I feel there are to many officers and senior NCO'S that are overweight and cannot pass apt test. E7 help each other out "you give me a good score I will do the same for your" that type of thinking E7's both overweight taping each other of course there going to pass. It isn't controlled enough. Also I feel that keeping soldiers in the are with profiles (permandent) is silly, how will they fight in war and how can they train for war properly.

1010758 The information on separation changes are not reaching down to the soldier level. Many soldiers are worried about their future in the Army. Many soldiers feel if they are passed over by one promotion board then they are in danger of QMP.

1010761 This unit do not help in keeping people in the Army. They have you working so much that it takes moral down. They never do training by training schedules so when an inspection we end up working later hours and have no time with families. I hardly ever do work in my job.

1010762 Question 88-Job training.

1010765 The determinants used as criteria for RIF and whether or not the career soldier will suffer the most. I think a serious look needs to be taken that all soldiers whether officers/warrants or NCO'S are not meant to head. A level could be established for those who would just stay the mechanic (SPC) for 20 years and maintain a set pay. For that particular mos. up or out is old in light of pending budget. Then you have (happy) worker bees and leaders those who have the potential to move forward will and the others will be happy staying where they are. It works in the civilian sector. Every dock worker will not make loading dock manager, however each dock work can retire from that job level 20-35 years of service without losing dignity and carrying the stigma of losing a job for never having moved up in the business.

1010769 They are a lot of NCO'S who get by that I feel don't really take care of there soldiers because they are to busy with themselves. Me I'm a hard working person that believe the Army should get rid of dead meat who's restricted fiche show things we don't know. Those people get promoted. Believe me I know a few. Look at job performance and above all dedication. Some are not dedicated. I love the Army I chose it. It didn't choose me.

1010770 I beleive the military needs to be more lenient in situations pertaining to a troop who has possibly gotten in trouble once. To my understanding once a person does do something regardless of what it maybe it is held agianst him/her regardless of rank. I believe the military is and will continue to lose good soldiers because of this. On the other side of the coin the military needs to be more forceful when it comes to insepctions of vehicles and or generators or any equipment that will help us to be ready for combat. The budget that goes to battalions sometimes is insuffcient to keep equipment going. If anything the military should put more emphasis on this issue, I just seperated from the military the culture shock I recieved in returning state side from Korea was difficult. The military should try and help soldiers not only to adapt to returning to the U.S.A. but also how to adopt to being overseas. I just joined the reserves and this survey is greatly appreciated I hope it does some good.

1010772 67. Seeing people/soldiers being cut out of a jobe that affects their career goal and family care sources. There should be cuts where money is going to not assential asset like research, government quarters, having housing allowance controls how much is spent and people watch what they spend. Minimize maintenance by controlling what is spent on essential parts and what is not. MWR recieves to much funding using soldiers to do maintenance where civilians are hired for a bigger paycheck.

1010774 My main concern with being involuntarily seperated is finding a job that pays enough so my wife wont have to work and keeping my kids out of daycare. The Civilain Employees care less about a employees family and benefits. It seems that when jobs are in need the employees offer less because they know they can fill the position. My main reason for coming back into the service is because Civilian Life is made more to benefit the single workers than the married.

1010775 A small percentage of the Army's quota for troop reduction's, would be met if some soldier's could receive the educational benefits, that they enlisted for. I know personally I would take an involuntary early out with a honorable discharge and my educational benefits.

1010776 We need a better officer's corps. Too many are ROTC graduates who have very little interest in the Army besides the educational benefits. Most care very little about those who work for them causing low unit morale. Having little interest in the Army and yet putting them in charge of people is dangerous to readiness.

1010777 @27 Overseas is apart of service not a reason for enlistment for me, #530 I will suffer only in terms of increased workload.

1010779 Question 101. I think the question should be... who are not performing their duties satisfactorily if it were reworded then just by involuntary separation would apply.

1010782 Too many changes to quick these changes are affecting our jobs and family as well, can't these congressman see that or they don't care becasue it's not affecting there pockets or families and careers.

1010783 I will stay with the Army over 20 years if I can be an officer. I'll take Criminal Justice at California University.

1010786 I don't feel the senior officers or NCO'S really care about separations of the lower enlisted because they are already assured that they won't be touched.

1010788 I am a young soldier in the Army, planning on making it a career. There are many soldiers who want to leave, that need to go, they should be the one's who go. Disturbing a person family and financial life is very wrong, I know you wouldn't want that to happen to you.

1010790 I think that there should be a survey that the spouse as well as the sponsor could answer, directing toward the same issues.

1010791 Before the Army or any service thinks about troop cuts, they should think about the people which you are. Which is more important? A stealth (bomber) or soldiers the only one that will win a war is the side that has the most and best trained soldiers. We have too many chiefs and not enough Indians. Their people out their that want out of the service (early out) with 1 or 2 yrs. In the serivce is always saying give 100% we give, but when its time for the service to give, they give 10% then maybe 25% here they can never give 100% back to the soldiers.

1010792 I think that the troop cut should be voluntarily done by starting at company level and approved at Bn. level then sent on to the Department of the Army. That way you will get rid of the people that will be of no use to the Army, because the Co. know his men better than a computer, and what kind of job performance he expects and who will perform whether he has an artc. 15 or not.

1010793 If the Army wants to involuntary separate people all they have to do is inact separation pay and have a DA form to fill out. They would have more than enough volunteers, I would be one myself.

1010794 I don't care about the military anymore -If I could get out of the Army now I would do just that no questions asked.

1010795 I am currently PCS'ing to Korea.

1010797 I feel that the Army will hurt itself in the long run if they make NCO'S get out before they have the chance to do twenty. My advice is to put the over twenty out first. They are just taking pay and sitting on their DUFFS wake up and smell the coffee.

1010799 Some questions required a "wait and see" response that wasn't listed. That's my attitude right now. My wife is also in the Army and is a sergeant. We are concerned about any possible changes that would affect our status.

1010801 I feel the Army is not promoted the best people. They need to forget quota's and promote the best without affirmative action. Start treating the 19 D branch as they do the 11B/11M and 19K/19E. We're bottle necked because we don't have a different MOS for different vehicles. It's killing us for our share of promotions.

1010802 You people need to realize that nobody really has a particular job. So in all actuality you have a lot of lowlifes doing nothing and getting promoted. If you want to cut back and make the Armbetter go visit folks in the Air Force. When Early outs come down expect a lot of good EM'S, NCO'S and Officers to depart. Everyones getting fed up with the Army.

1010805 I feel that soldiers with 15 years to 20 years on active duty should not be involuntarily separated, except soldiers who warrent separation under past QMP criteria. With my current financial situation involuntary separation would create harden hardship for myself and family. My views should not directly reflect on me, or used against me.

1010808 I'm very concerned with the cuts in the force because I am a single parent. My daughter is only 3yrs. I have read the Army Times Headline-Single Parents may face force outs-and I have truly started to panic. My financial situation, my military training for civilian employment looks grim. I'm trying to finish college but I realize that in the Army I have a better opportunity to do so.

1010810 Q67. It is hard to be certain with all the changes on how to lower Army manpower. I have a knee problem and am uncertain of my carreers future. I have a child who is handicapped so the benefits. I would get from retirement would be essential I and others with 18 or less years face the same uncertainty about the reduction. I could not consider taking a voluntary separation or involuntary either. Should be done with all aspects of personal and family items.

1010812 There are soldiers who want to go up in rank but something gets in the soldiers way. I personally have seen a lot of sergeant who want to go up and want to be the best they can be. But sometime you be at wrong place at the wrong time. And some NCO cannot deal with problems they face. Today soldiers are very good especially the one who in around 1975 up 1979. I think a great change came after that time period. But we still have super soldier. But we have some NCO who will get to a position and forget the soldiers who have less experience and forget they need to be trained so they can be successful and his supervisor. I can say I see a lot and I have experienced all different type or environment in today Army. I see strong unit and I have seen weak units. But it has to do with the leader and what type of program they want to have. But any unit can be good only if someone look at the big picture and put them in place.

1010814 Seperation pay is currently only available to commissioned officers. The enlisted personnel and their families are in jsut as much need of financial support immediately after an involuntary separation if not more. An officer has a college education their for increased job opportunities so if the enlsited force outs have the reduced job opportunity who is in greater need of severance pay?

1010816 As troops reduction and equipment modernization is reduced or eliminated, the quality of Army soldiers increase. With that in mind those who stay should receive the best quality care, is medical, dental, educational for the active duty member and his dependants. The most important issue is pay. We struggle to meet ends month need and live from paycheck to paycheck. It better thank some bit as a soldier that defend the country is not balance. Lets balance the budget at both ends of the spectrum.

1010818 Overweight soldiers should not be retrained I feel this is a problem in the Army. If the Army pay scale approached that of the civilian sector retention of qaulity soldiers/NCO'S would be enhanced. Enforce the "QMP" standards. There are too many SGT/SSG sliding by I'am an achiever shouldn't I be afforded the opportunity to excell without dead beats in the way? (no disrecpect intended)!!

1010820 I think the promotion cutoff score of 550 is to low for any rank. I believe a good promotion score is between 850-950 points. Personnel with scores like that have usually proven to be well rounded soldiers. I also believe that cutoff score of 998 is to high, with a score so high a lot of quality personnel are never given a chance.

1010821 Two more important questions: 1. Do your chain of command support Education ans. No, only if it supports his position. 2. Are senior NCO'S informed on new policies ans: No!!

1010822 Personel who have technical MOS'S x-ray tech's, aviation etc., who have very high cut off scores should be protected from QMP and involuntary separation or be given separation pay to include opportunity to attend civilian schools to become certified as a techinican or mechanic example: a 67N mechanic w/8 more years experience will be a E5 or E6 doing the civilian related job of a A&P mechanic or aviation shop foreman. Please contact me for more information & ideas. SGT (name)

1010824 One of the best qualities in which kept the soldeir in the service while working unpredictable hours and not knowing when you would be leaving is the job security and benefits your family. Now these things are no longer available.

1010826 I feel the best way to reduce current strength is to cut back on new soldiers entering the Military. This would have an impact also on budget constraints by reducing "Advertising" (very expensive) the number of "training posts" and the number of soldiers in recruiting and DI.

1010828 I believe it is not necessary to ask the same Question 2 or 3 times in the same survey.

1010829 What I have seen as the most important issue in my area is the promotion criteria. Too often have local soldiers been promoted to E-5, who many around me feel are not deserving. In several cases it is easy to agree that many soldiers who have "made the points" should not have been promoted based solely on that factor. There are many soldiers in my own company who, do to mission requirements, just can not find the time to put in the extra work necessary to "make the points". I feel the entire promotion system needs to be worked in order to look more thoroughly at the individual soldier who may in fact be deserving the promotion even though he/she is unable to attain the points necessary. The current system is just too generalized to recognize an individuals unique capabilities or achievements.

1010830 Basic pays sucks bonus's are rarely available GI Bill doesn't provide enough info. and widespread usage. College time isn't allowed enough while in the Army. These things help keep the low morale I've seen during my obligation to the Army. Its a shame to serve your country and be treated so lowly compared to civilian employment.

1010833 Date: 24 June 1990 By the time you recieve this I will be clearing my base(spang.) And on my way to my next duty station. (Whitesands N.M.)

1010837 The Army is the best career choice I think I could have made. To better the force standards and requirements should be increased, for example: GT scores PT qualifications, weight standards, MOS standars.

1010838 I think the Army should offer soldiers like me with 4 yrs. left that won't or would like to finish it in a Reserve or National Guard unit. I would volunteer to get out earlier if I could go to a Reserve or National guard unit and keep my benefits.

1010839 As the army continues to trim its forces the expansion of the Army's special operations community will undoubtedly be inevitable. We must learn to pay more attention to these forces and create a larger support net to enable these elite troops to train to standard. Education, Health and dental benefits as well as Pay allowances, should be closely examined and upgraded in the 90's or the Army stands to lose quality, committed soldiers who are unable to deal with the environment todays Army is creating.

1010841 Ref quest. 67: The stress DOD is putting on the individual soldier and families with the uncertainty of whether they have a job tomorrow.

1010842 I was stationed in the U.S., bought a house, did 6 months, overseas, came backk and was forced to make a quick decision to re-up, or extend, get out. Had approxiamtely 3 months to decide. Now that I'm in Korea, I thoroughly regret my decision. To go along with QMP I feel if people would like to volunteer to get out without a severance pay we should be allowed to which would save alot of money.

1010843 Q-88. Assistance to wife on education on the USA and citizenship. I believe as much assistance as possible should be given to separating soldiers as the government can give. We needto judge only performance of the soldiers in the Army not, his past doing criminal actions, he has proven himself. I also think you need to get on a personnal level with every separation. Show them the reasons and if they can show you your flaw in discussions then so be it.

1010844 We need to promote soldiers how work hard for their unit. We are promoting people how go to college not soldiers.

1010848 In my case the Army was/is an opportunity to enhance personal strengths necessary. I beleive, for succeeding in the civilain sector. Also, the Army is a more than adequate provider of job security, thus ensuring me that I may take care of my child. If I were to be separated involuntarily, my life and my childs would be in severe question. I depend on the Army now for financial security, health benefits and educational benefits to follow my termination in service.

1010853 I feel some of the middle commands don't really care about budget cuts because I have my dependents on a short tour area and higher command (8th Army) has a program for shortage MOS in Korea and 19th Supcom has a different policy that says its up to company commanders to decide and my commander says you cannot stay here because you have been here for two years and you need to go back to the states. I am trying to save the Army money on PCS moves and the middle command says no I think you been here to long.

1010854 Answer to Question 88. More understanding in dealing with sm of lesser rank is needed. Since the Army is getting smaller you need more senior SM to talk TO you not AT you Also pay need to be more comparative to our civilian counter parts. Thank you.

1010858 I believe that the Army does give some incredibly usefule experience to soldiers but they (the Army) are unwilling to treat the truely motivated soldiers with the respect they deserve, also, the Army is unwilling to give the extra training to those motivated soldier who really want it. Schools such as Scuba, Airborne, Air Assult, Pathfinders, and the Q-course. These schools should be open to any soldier/any MOS. Only then will the truely motivated and deserving soldiers stay in the Army. .

1010859 The Army has to many MOS'S witch could be made into one MOS such as 63B, 63S can be one save Army money cut time and effort, if the Army would evaluate things alot closer they would save money and wouldn't have to cut so much.

1010860 Question 88 Response, My military career stands for itself. All my recorse show is doing my best. I would use it through the use of my own files. Personal opinion You trained me, you built me I serve you, if you want to throw away my talent-think twice, I am an asset to your next WAR.

1010861 I was unsure of how to answer some of the questions on this survey, especially on troop reductions that seem almost a certainty. I only hope our elected representatives. And top military leaders will consider every option available when cuts are made. When considering qualified soldiers with 10 plus years duty or more should be given every opportunity to complete their careers or at least leave the service with dignity and financial compensation.

1010863 Question 88, KA.

1010867 Offer 90 days drops to everyone.

1010870 Seperation from military service should be either voluntary, or the soldeirs that don't meet a higher standard of dedication, and ability to do his or her job should be forcefully retired, an cut from service. Otherwise the quality of the Armed Forces could suffer. Hence our national security could suffer as well.

1010873 I would like to get station for 2 years in Ft Sam Houston. They told me if I wanted to reenlist for 3 years. I will get it. But I'am not a citizen (until September) I want to see if I can get the same assignment for doing 2 years.

1010874 I feel that overall this was a very good survey. I also feel that some of the questions could not be answered.

1010878 Job placement if involuntarily seperated. A chance to get a headstart before being involuntarily seperated.

1010881 Now days its seems Army benefits are hard to become qualified for. This is the first time in 10 years I have felt unappreciated, abandoned. You sure needed us in Granada, and Panamma. I don't know if I would qualify, but I would like to try for Special Forces, Anti-Terrorist, anything for my coumntry.

1010883 In view of the attention being given to force reductions and budget cuts, the Army should allow any service member (officer, warrant officer, and enlisted) retirement eligible to voluntarily retire. Approvals of waivers for service obligations up to 1 year should be granted. This would allow members who have unselfishly given of themselves for 20 years or more to retire under somekind of personal planning.

1010884 I have seen too mmany seniors NCO'S failing SAT below 40-20% for 3 to 4 years straight. They should also be screen for QMP.

1010886 I currently enjoy the Army but I am afraid of being a troop cut after I have committed to trying to reach retirement at 20yrs. Do I get out of the Army while I am young or risk trying to do 20yrs. and become a troop cut casualty, left in the civillian world with a family and no job. Right now is a real confusing time.

1010890 A great uncertainty is arising in todays soldier, with budget cuts reductions of the forces and promotions. The idea of retaining quality soldiers has great merit, but the best soldiers will no longer be the best, they will be average, and will have to compete for fewer promotion slots. The thought of cutting back on benefits is ludicrous. They are the primary reason most people enlist in the first place. Finally, I feel the idea of expecting someone to join a Reserve or NG component after they have been asked to voluntarily separate from the service is ridiculous. Most soldiers would take this as a personal afront, since the Army wants to retain quality soldiers, to be asked this would mean they are sub standard. For regular service but adequate in the event they needed in a pinch.

1010891 My main concern is for the single parents in the Army especially the fathers who don't have custody of the child or childeren. The fathers who aren't receiving BAQ and are paying for the support of their dependents out of their base salary. I've been trying to get BAQ for the past 3 1/2 years and I have not received anything yet, I've never been married and I've been to court to ensure my name is on the birth certificate, I pay child support and yet the Army still won't recognize this issue. I think I'am being discriminated against because I 'am A FATHER with no maarriage involved and I care enough about my dependents to provide for their well being and the Army will not acknowledge or recognize my value for recieving BAQ. It was a mutual agreement not to marry and to go to court to insure proper responsibility and names for all involved for my children as a MALE (father) I am discriminated against where hardship is placed upon me, with thewithholding of benefits that all other families recieve. Married families recieve BAQ, Divorced families with children involved no MATTER WHO has custody of the children (the service member or the non-service member) recieve BAQ. Yet my service rendered as a service member, no marriage I am recognized as not being worthy to recieve this benefit for my care of my children. So, in actuality my children are not recognized as being worthy to recieve from their Uncle Sam their dues, because their parents chose not to marry with the good in mind for all of us.

1010892 Cutting the strength of our forces at this time is a mistake. Wait five years then react to world change.

1010894 1. Promotion system needs to be revaluated. 2. Overseas tours (unaccompanied) should be optional for soldiers with families. 3. Cuts should be evaluated further. 4. Records, should be evaluated on a one on one level.

1010895 Better pay would allow me to pay my own medical ins. do away with hospital care use the VA hospital for training military, personnel, and treating army and dependents. Cut 50% of the civilians jobs use military to do that work. Civilian jobs should only go to military people. The USAF has the computer to do US Army pay so get one system and let the pop do it all. EO must work to ensure fair treatment for retaining and promotion of NCO'S.

1010897 1. Got through basic alost 2 years ago. Are drill Sgts. really necessary after basic? I know I'm still a trainee, but id rather not be made to feel like an onion head when half of my enlistment is already going I like to think I'm past that stage by now. 2.

When I was at D.L.I. I was assured that I would be sent to Goodfellow AFB (my alt) when my clearance was confirmed AND NOT BEFORE. Well, they did it anyway I'm at goodfellow and I have no clearance. I would have started class right away had I the clearance, but now I must wait until at least Aug. for the next class to start. Meanwhile, the people I have known, trained with and close to throughout the last year and will be done and gone. Not to sound like a whiner, but in Montgomery I felt pretty good about myself. I had what I needed to make Army life livable I am an experimental guitarist, and have depended on my music as a way to express myself as words cannot Montgomerys musical opportunities were boundless I have never been happier than with the things I got there. And 4 months before leaving D.L.I. I finally met someone that made me feel like Ihd never felt before. Here its a dead end. Without a clearance, I'm useless just another pair of boots. A 5th wheel in a bicycle. Theres nothing musical here for me, and I have not been able to contact (name) since I left D.L.I. I wonder what she's doing thinking that's a bad ffeeling.

1010901 I feel there should be more consideration of job security for family members so financial pressures would not be so bad if involuntary separation effect the soldier.

1010907 As a single soldier living in the billets for the past 4 years the thing that got me the most was that I had no supreme privacy ie: health & welfare inspections. Why is it that a senior NCO should be able tell me to open my wall locker and have him search everything that I own. Some of this may be private and personal. I also think that the overweight program should be redesigned . I have never been on this program. but have seen people who should be, but aren't because of the tape test. I have seen fat men get over because they have fat necks, whereas someone with a skinny neck gets put on this program. Body fat percentage needs to be tallied in a different manor. I also think that the DA select system for promotion in the best way for promotion. I have seen too many people do thier buddy a favor by sending them in fron of a promotion board. This is how you end up with a weak NCO corps.

1010911 Weather or not a person should not be allowed to reenlist with a court martial or civil actions should also depend on whay they did wrong.

1010914 Resume writing.

1010915 Force reductions are going to happen and there's no way that will be easy on all soldiers. So decisions have to be made using alot of variables. It's going to be difficult. Good luck!

1010916 If the force structure is reduced significantly over the next few years, start by cutting the overweight/worthless IET'ers. Spend some of the money saved to develop a more consolidated, high speed approach that will attract top notch recruits. Stop questioning morale and focus in the Army and do more to reinforce it. Quick, thorough, and well planned RIF's can both save money and build esprit (granted some seperated soldiers may be unhappy, some always will). Stop assuming these are more facts/data to gather and act responsibly NOW.

1010917 Selective application of standards of performance, disciplinary action and developmental opportunities make ALL questions regarding vol, invol separation/retention questionable. Racial and gender based discrimination will probably be major issues (extenvating or mitigating) in future decisions regarding soldier separation. The "good ole boy" network is still functional, but with sophistication and the wisdom to remain convert in thier actions.

1010920 I feel that the promotion board should be changed to a written test because everyone is not able to talk in front of others. Also, I think PLDC should be a little easier because everyone may not of been in oon Army unit where they get the training they need for PLDC!

1010921 There is a sense of fear among soldiers concerning the proposed cuts. Many soldiers are seeking early out programs in my unit. The danger is that the best soldiers are the ones who want out. I have three soldiers out of a section of IZ who have earlied out in the last month.

1010927 I think that recruiters should be evaluated. They are hiding the truth and/or literally lying to people to convince them to join. Do they have quotus to meet?? People should be told the complete truth. They should know exactly what to expect, so that they can decide what is best for them. A person who has been lied to or not told the complete facts and finds that the military life is totally different from what he/she expects will not be happy. Therefore the individual will not be able to perform well in their job and will not be able to excel. Promotion should be on an individual basis. The credit a person has or how the individual performs on the job and as a soldier. It should not be based on a group. And a person should not be held back simply because there are plenty of people in a certain grade. Also if a person make a mistake it should not be held against him FOREVER. One person should not to able to keep a person from getting promoted. It seems that some of the higher enlisted & officers only look for faults in people and won't change their opinion of the individual no matter how hard the individual tries to excel. I think there should be a stronger effort to keep married couples together, whether both are military or one a civilian. I think that there should be a concern for a couples marriage and keeping a family together. A married person should be given a choice of whether he or she desires to accept a hardship tour and if the individual decides to decline he should not be banned from reenlistment because he doesn't want to be separated from the family during peace time. Separations can be understandable during war.

1010928 CMF 91 is mismanaged their is no control of career issues. Resume presentation, selling ones self. Soldiers are not judged properly. Soldiers that are in TOE units that can sometimes attend college courses only two, to three times annually are evaluated the same as a soldier that has never been in a field unit. The privates know it and most do not have college degrees.

1010932 I beleive that the Army should start cutting troops begining with QMP, overweight and PT failures. There is a lot of E5's with 18 years and E-4's with 9 and 10 years in service doing nothing to get promoted. The QMP system is not hard enough.

1010937 Your have dictated my answers.

1010939 Question 88 additional job tools: I think if soldiers were told upon ETS'ing what jobs their skills matched and where those jobs were and how to get them in the civilian world getting out would be alot easier, especially for combat MOS's where their job has little or no realtion to the civilian world. Additionally, promotions, especially E-2, E-4 are often given away dueto marital status, high visibility and cheese eating. The down to earth line broop busting his butt who has over a year in rank... who gets passd over for promotion by some headquarters (profanity) with 6 months in rank and hardly a year in service isn't gonna want to reup and have it happen again. A board for specialist would be a good idea.

1010940 I beleive soldiers involentary seperated should be allowed to join the Army Reserve or Guard. Even if they get severence pay.

1010941 I do not think that for a enlisted sodlier a college degree should way such a heavy decicife factor on weather a soldier should be retained or desmissed from military service.

1010944 Q67. With all of the changes in E Europe, being a Hungarian interrogation makes me wonder if I will be needed as a hungarian interrogator.

1010947 You must take into consideration that I am also the last of the draftees. And for me to have stayed in so long being a draftee at the cost of losing my wife, to continue my military career and being a single parent of two or more I must have thought alot of the country I serve. Although the SQT tests are not actually geared on hwat one really does in his MOS (example 76V30). Although it is covered in my MOS I never worked in patroleum in all the years I been in the Army but the tests say I must know the answers or fail. And one cannot really describe on paper everything they learned over 20 years. Also take in consideration I am already overseas. What do the soldiers and families overseas have to say about overseas especially being stationed in 2nd I.D.

1010950 In technical MOS's such as mine and associated, up or out seems unfortunate. Upon termination of my current enlistment I wish to pursue a linguistic MOS. Preferably Russian. For questions 104 & 105, my and associated MOS's the promotional points seldom descend below 950. The questions seem odd to me. I am in transit, PCSing to Korea.

1010953 M&N paid time off - not charged to leave - to visit areas where you wish to relocate and for job interviews.

1010958 I would be more willing to stay on and in active duty if single parents and soldiers w/dependants enrolled in the EFMP would not be put on levy for overseas hardship tours. I'm also speaking for myself cause I am currently getting divorced and I have custody of my oldest son (9 yrs) from my 1st marriage. His (my son) IQ is 3 points above that of a child that is mentally retarded. I also on leaving for Korea Nov 90. And I will not give him back to his mother for 1 year no matter what!

1010962 I do not think that mistakes made by a soldier early in his/her career should affect them later or in ther career.

1010963 It appears that the chain of command is either undecided or not providing enough information to personnel. The information that they are receiving is contradictory.

1010965 I was in the Air Force for 3 1/2 years and was involuntarily separated because of a reduction in force. It put a major strain on my family. I think that the Army should let the people out who want to get out no matter how much time is left in their current obligation and get rid of the people who are not performing. Speaking for myself I do not want to get forced out again while the Army is keeping fat, overweight, drug addicts, and people who want to get out anyway.

1010966 I beleive that careful consideration needs to be taken before RIF begins - Could 1st Sgt & Commanders reccommend soldiers to be eliminated? They know these people better than anyone.

1010967 Some of the questions in this survey are to personel and were not answered. Also when thinking of reduction why not reduce the number of Sgt Major and 1st Sgt with 20 years or more.

1010969 As a Sergeant First Class with 14 years of service (last 4 years served in Germany) I feel that if the involuntarily cuts of NCO's overseas is terrible and will have adverse affects on every family. I wish the Army would review a plan that identifies NCO's who will be involuntarily separated from the service. Relocate the NCO & family back to Conus. Allow the NCo about 4-6 or 6-8

months to find a job. If the NCO finds a job before the 4-6 or 6-8 months allow him/her to leave the Army ASAP. Furthermore, if Army soldiers in Conus find a job, allow them to leave before their contract expires.

1010971 I think that the higher up should inform the lower CM through the chain of command about the upcoming events in the Army, and the different benefits they have to offer us to benefit us and/or ready us for early involuntary outs.

1010972 I'm now concerned about getting into aviation. I've sumitted a flight packet. I'm qualified, but the age limit changes. I would love to be a pilot, but why does the Army set the limit to age 28? Please explain this to me. I've been in a combat MOS for 13 years. Now I'm looking at life after the Army. If I can't go to flight school, I would like to become a Crew Chief. Please send me information on my concerns. Thank you.

1010974 I think the E-7 board is a little slow in selecting soldiers who haven't had the time because of thier job to attend college crs. But have good records anyway. I think that the selection board looks over all of the Army's blue collar workers. And they should take a long look at us soldies who really are the back bone of the Army, the ones who really get the job done and live for the words be, know and do.

1010990 The reductionsa in the military branches is a great mistake. Every ware that the US has participated in, it had a reduced force in the beginning and was ill prepared. We may not be as fortunate for the next war. The decrease in retirement benefits will keep good soldiers from making a career out of the Army.

1010992 I believe that first term soldiers who wish to be released from active duty due to the cut back should be provided with more information on how to go about collecting benefits and what steps to take to make the process faster. Most first term soldiers in my unit have no intentions of re-enlisting. Beleiving that enlisting to begin with was a mistake.

1010993 I received the late notice for this survey one day prior to getting the survey. Recieved and completed the same day 27 June 90. Some answers where not good to describe the question. Please contact me if I can be of further assistance.

1010996 I personally do not understand criteria that DA uses in troop assigments. In my case, I'm airborn, parachute rigger, and infantry qualified. When I requested to go to an airborne unit the request was denied. Instead I was sent to a hechenized infentry unit in Germany. My feeling is that I could have been move effective and fited in much better in an airborne unit. Especially since I plan to apply for special forces training. Believe me there is many of us out there in those circumstances. Good troops stuck in bad units.

1011005 Although I have college I see alot of qualified soldiers not able to go to school because of families and educational cut backs.

1011006 Thank you for giving me the opportunity to participate in this survey. I can assure you that there are many NCO's who are concerned about the reduction in force issue service wide and whose careers and lifestyles would be greatly affected.

1011011 Many enlisted soldiers are not being counseled the way it is intended for the NCOER. Soldiers are not given the opportunity to enhance their careers to meet the Army's criteria such as enrolling in college courses. Soldiers in combat MOS's are often in the field and are unable to attend college. This is an strong and important issue that has been long overlooked.

1011012 Q67-The way DA boards select people for promotion/seperation (using discriminators-certain points in a persons record that will stereotype him/her). Get rid of the boards-decentralize the process. Q100,109,110-These question are very vague concerning mistakes a person might have made. You cannot blanket these decisions. They must be on a case by case basis. NO DISCRIMINATORS!

1011016 The Army needs some type of program to help soldiers separating and retiring from the Army find a job.

1011017 I have enjoyed my military career and will retire after the current reenlistment (1993), but, if I had to do the same in todays Army I would probably not reenlist after the first enlistment. Too much doubt, politics, and downgrade of benefits.

1011019 Take note of soldier life with their career is very much important to the value family standing and job future.

1011024 I have a couple of friends in the Army and they have served over 4 yrs. Active duty. Through my unit they both have requested chapters that wouldn't give them anything less than a general discharge and they were denied by my chain of command. I feel that if a soldier wishes to be separated from the Army voluntarily, that there should not be any problem to the soldier doing so.

1011026 Let soldiers that declined enrollment for the Montgomery GI Bill be allowed to enroll. I have 4 years service and go to school at night. If I was able to get in the GI bill program I could afford to get out.

1011027 The early out would work best for military but if you're looking to save money get rid of 75% of DOD civilian and let the military personnel take care of their own, ie: instead of DOD civilian engineers, utilize military engineers.

1011039 During times of limited promotion opportunity a two-fold problem exists which is affecting the decisions of many potential career oriented junior NCO's. First, while the Army has a QMP established it does not seem to target the senior NCO's enough. "Qualified NCO" is a very general statement with regards to retention of any NCO but it becomes disturbing to watch as some senior NCO's continue to serve while the DA selection board may pass them over for promotion - they can retire as an E-7 seemingly without much regard fur their "contribution opportunity." The other problem is the standardization within the promotion system. Most of my peers in my MOS - 97E with a KP identifier - have decided to ETS because as we sit with 850-950 promotion points several mother MOS's continue to promote with very low scores. The need for certain skills is understandable but while the Army stresses education, BSEP and GT improvement it continues to promote in MOS's with lower achievement in these areas while offering no avenue for advancement for highly qualified soldier in an MOS which is "full". LTG (name) former I corps commander, talked of a program for advancement of soldiers on promotion lists for one year with a command waiver but I have seen nothing to see what came of his idea. These observations echo the feelings of soldiers with whom I've worked, both CONUS and OCONUS; many have since ETS'd. The Army provides several support MOS's value and expensive training, that is marketable in the civilian sector yet career progression seems slight so many soldiers decided to take these skills and ETS.

1011043 Question #67 - 1) changing benefits, reduction in benefits! 2) selection process for promotion and assignment. Question #88 - veteran job opportunity assistance!

1011044 The new EER system is bogus just like the old one. It is not an accurate indicator of the soldiers quality or if he should be promoted. A simpler system to separate those deserving and those not would be to let the soldier manage his own career. Right now a soldier is made to keep his career straight even though he may not care. ie. A soldier is not only informed that he needs to get a DA photo, take the Sqt, CTT, and etc. he is given a date for those events and he is checked on to see that he has completed them. I think if you inform the individual of what he needs and let him manage his own career you can better separate the good from mediocre. Another example is career progression schools soldiers are made to go. And just about everyone who goes passes. If it were made voluntary only those soldiers who really wanted to stay in the Army and be promoted would be competing for promotion slots. One more comemnt on separating good soldiers from the Army. I don't think good soldiers should be separated from the Army. It isn't right for the military to draft soldiers when they're needed (Vietnam & other wars) then discard volunteers at times of less risk. There will always be a need for good soldiers. Sometimes civilians forget that soldiers are not only there for armed defense but they also perform many civic action missions to include dangerous ones such as disaster rescue, relief and cleanup.

1011048 I'm very scared what is happening to my future and the Army's future. I do intend to remain in the Army as long as possible. I feel the soldiers who at this time want out, should be given the chance to leave, the soldier who wants to remain, let him stay, this is a soldier who knows what the Army's about and what he wants. The unwanted soldiers will probably leave voluntarily, and make more room for the hard charger that wants to remain. Ask the soldiers what they want. They are the one's who make the Army their career. They are the ones who work and train with other soldiers. I hope the leaders who make the decision on who stays or goes doesn't pick the good soldier to INVOLUNTARILY leave. Ask the bad soldier to go first. I'm concerned with my family, I have a small child, will I be compensated or have I just thrown away 5 years of my life. I am better off financially than most of my subordinates & peers. I believe 20% of my unit would leave the Army if asked. It is hard workign with a soldier who doesn't want to be in the Army. He just looks at the Army as a mistake, and is just buying his time till ETS not caring, just marking time. Keep quality, not quantity. The morale in my unit is low, we are overworked in peace time. The Army is becoming an organization where if you got rank you have no problems. Will we win the next war with just senior NCO's and officers? My leaders (O-5 and above) are not worried about their future, they'll be here after the cuts. The pay is good in the service, but 50% of my drive and determination comes from being proud of my country and what the US Army stands for not a promotion, ACS or where I'm stationed.

1011052 I think the Army should ask soldiers if they want to get out early, to go to their pac for paperwork for early outs. If soldiers don't want to be in the Army they are not going to do a 100% of their skills. The soldiers that want to stay, even if they don't get a bonus will do the Army much more good than somebody that don't want to be in the Army!

1011053 What, if any are the opportunities or programs to help vererans start their own businesses?

1011054 THere are a good number of quality soldiers in the Army that don't deserve to be put out for some of the petty things the Army seems to be zeroing in on (ie profiles, weight, weapon qualification). I think the Army shoudl make more cuts at the bottom and not on those people who expected this to do their career. Why not, within limits, get rid of the people who don't want to be here? My suggestion: have a "hiring freeze" (in all MOS's possible) and allow people who want out - out. Also, the people with 15+ yrs. in - leave them alone about their weight, PT, etc. (or at least don't put them out) How important is it how much someone weighs when there is an important decision to be made but no one qualified enough left to make it!

1011059 Separation pay for enlisteds who served honorably and terminated due to force reduction requirements only must be implemented - enlisteds have more of a need for this benefit due to a generally "less qualified status" for the civilians work force than the average officer.

1011060 to question #34. I have no score of my last APFT. It was an alternate test due to physical profile. #41 I see the changes in East - Europe first hand, having left Hungary 10 years ago, and visiting my mother often since having U.S. citizenship. #73. It's no cash - available assets (paid off car, etc). #95. I enlisted to make SF my career. unfortunately I have a ruptured leg muscle and a permanent profile.

1011062 To whom it may concern: I have no qualms about what I'm doing while being in the Army. After this enlsitment I'm going to "full-time" college; then I will make my decision on getting back with the military and making it a career.

1011063 To start cut's the Army should use a voluntary early outplan. You should try and find soldiers that do not want to retire and let them out early. Get rid of cutoff score.

1011069 I believe that if soldiers were offered "early out" for up to 12 months, the army could reduce the force by letting the soldiers volutneer to leave. If the Army needed to reduce the force after that, get rid of soldiers with deragotory information on file.

1011071 At this time in my career with 15 yrs. service and an enlistment that takes me over 20 I will retire.

1011075 The officer ranks should be reduced to one percent of total force. A mandatory twenty year retirement should be put in for all ranks. All personnel should be able to give a 90 day notice any time after doing a six year obligation. Anyone who wants out should be allowed to get out.

1011076 1. Force reduction is necessary although a voluntary reduction would be the most effective. The discontented soldier would be willing to separate. 2. For NCO and officer reduction - no board would be acceptable. Although unit commander recommendations should be the only consideration. 3. If a board is used to select reductions, all stops should be pulled and anyone with AR15's field grade, DWI's, DUI's drug and alcohol incidents to include those who were in rehab. treatment. 4. Keep the good, hard, and successful people in, not the personnel mentioned above.

1011078 #88. Job interview training. Rejection acceptance counseling.

1011080 Q. 104 - what MOS has this low of a score -105.

1011084 Young soldiers like myself expected to learn more combat skills that could be used in the Army and civilian life. Many NCO's aren't even qualified to lead troops. The promotion point system is unfair. Promoting troops on points rather than merit and hardwork is wrong. NCO's don't know how to lead by example anymore.

1011085 Ref. Question 88, pg14: comment: related skills apprenticeship program for certain MOS's - providing a soldier an awareness of what he has to offer commercially as opposed to its military applications (one week duration).

1011087 67. The cuts & reductions of retirees benefits

1011089 I think that if you gave everyone currently on active duty the opportunity to get out of their contract honorably, troop cuts would be much easier and troop morale would go up. Just because a man made a choice to join for 4, 5 or 6 years when he was a civilian, doesn't mean he is happy with his choice after he finds out how political and disorganized the Army is once he is in. Also, why not give equal pay for equal work? Single soldiers get the short end of the stick when it comes to quarters and meals. Messhalls serve "grade C" but edible "meat".

1011093 I believe a lot of good soldiers are being force to get out of the Army. This effects their families especially single parent soldiers. There should be a better program for single parent soldiers. My decision to get out of the Army was in order to keep my family together. My husband is a GI also and they wanted to send him one place and myself another.

1011094 My entire enlistment was so I could support myself through the rest of my education. The Army is not the only work I know so it won't be that hard to get out.

1011098 I'm in a cobmat MOS. With cutbacks in training these MOS's won't get enough training which makes job satisfaction very low.

1011099 The Army is definitely ruining life for most soldiers' Take, take, take, should be our congress motto! You will pay $32.00 for a plastic tool that costs $2.49 at True Value, then let a soldier be taken care of. I'm slowly becoming disgusted with Army life. You lie to us continuously about what is going on, move us around I've never even worked my MOS ever. You pay civilians to do what you've trained me to do. Then you'll try to throw me out through QMP because I'm not familiar with my job!

1011102 I definitely think the Army should have a voluntary release program for soldiers that do not wish to stay in the Army. (Question 51). Also I wish the Army would update all of its old doctrines and regulations no one needs the hassles of a 20 year old

regulation, tht can get you for speaking your mind to an under educated NCO that only has the authority because he didn't have to go thru the tough criteria for E5 as we do today. In conclusion the Army's problem today is lack of caring, educated, intelligent NOC's and officers (in my opinion). I urge you to contact me (vocally) to get more information on my opinion of the Army.

1011104 Having to leave my family for 1 year to go to Korea or Panama later if I got married adn reenlisted.

1011107 Career opportunities and education opportunities for spouses is an area that needs to be addressed in questions dealing with decisions in both active duty and after separation or retirement. Some questions that do not allow multipel answers should allow them because of the changing situation in the Army and in the world. Examples are questions 18, 60, 61 and 92. Questions about alternate MOS's one would care to work in if your own was no longer available should also be included in this survey.

1011110 Equal opportunity.

1011115 I think troop cuts are heppening too fast. Especially people who are committed to doing 20 yrs. Then all of a sudden no career or job with car & house payments due.

1011119 Try to get some of the dud seniors out of the Army and let the one's that work w/peopel stay in. I like th*e Army it's some of the higher people who I hate.

1011122 I feel the soldiers who should be targeted for involuntary separation are the ones who have ANY article 15's, DWI's, urinalysis failures, etc. These people, even though it may be a first offense are not what the Army needs in its smaller more efficient force of the future. People who have been progressing too slowly should be considered also. Example: E-4 w 6+ yrs., E-5 w 10+ yrs., E-6 w 16+ yrs., in serv. It's evident that these are the (dead weight). Promotion standards should be toughened to include mandatory college credit for promotion to E-5. Promotion points of 750+ for E-6. DA should keenly evaluate the officer strength situation - too strong?

1011127 To whom it may concern. From my point of view with no disrespect intended, I feel the Army does not want to get rid of people. I say this because I'm currently seeking discharge for reasons of money, family and depression. I feel you will reduce more and quicker by making a board of career soldiers and offering anyone with a serious problem and wants out. By then letting them go. This would keep the ones who want to be here in and the others out, that way whoever wnated in would not get cheated out of a life. I happen to feel if this was a issue taking serious you would have a lot of reductions and less mistakes of picking wrong ones out. I feel this way strongly and I would say if offered an early discharge I would jump at the chance.

1011133 If an early retirement were offered after 15 yrs AD - I would take it. As would my husband who is also in the Army. The Army's promotion system needs to be revamped - some good, hardworking soldiers are not getting promoted & consequently are put out while some deadbeats (ie don't pull their weight) are being retained and promoted just because they've made cutoff.

1011137 Even though I understand the situation with shortage MOS's there are a lot of good soldiers in such MOS's like myself that don't like what is going on with spearations and budget cuts it is making it hard to do a good job and to be honest I just want to get out before it gets any worse and yet in my situation I am not even eligible for an early out.

1011138 Pay would be my no. 1 concern. 12% under inflation. A good soldier that has devoted so many years paying attention to detail to his job, taking on responsibilities, and most of all caring for his soldiers will soon realise one day he will never be recognized or rewarded enough for the sacrifice he has given his country his freedom or his people. Time.

1011142 With the present system too many of the older soldiers stay when they should be retired ie. I have had SGM's say they were retired on active duty and they treat subordinates as if they are bothering them, even with a valid problem that only they can help with. And I have noted that in Europe the SOF community is not trained and used to its full potential and all we get is lip service from the USAREUR chain of command.

1011143 Currently I have been working on applications to the US Military Academy Prep School and to West Point. I already have my Congressional Recommendation. If one of these opportunities work out or possibility of becoming a Warrant Officer I would probably make the Army a career, otherwise I will leave at ETS or earlier if possible to continue my education.

1011145 Individuals that transfer from an 11B MOS that are in the pay grade of SSG/E-6 should be selected to their next higher pay grade by their PMOS not their newly acquired MOS. This does not allow for fair promotions due to the fact tht 11B's have a lot more opportunities for combat schools and schools in general than non combat arms soldiers.

1011148 1. Career managemetn for Senior NCO's is sorely lacking. We continue to be treated as "nubmers on paper" and "bodies in slots." Almost no consideration is made for skills, previous assignments, and the soldiers career needs. Soldiers are allowed to avoid time in tacstical units through this hit or miss process and the "buddy system." 2. Four years is too long for a tour in Hawaii. This is a high cost area whisch can be an isolation tour for soldiesr and their families stationed at Schofield Barracks. Four years

here, or anywhere can be detrimental to a soldiers career; as he or she is languishing while peers in more prestigious assignments are advancing.

1011149 I think you could offer early outs to people who want out and total Army morale would rise.

1011154 I wish to briefly explain an apparent contradiction. I am presently eligible for retirement, however IF selected for promotion (E-8) I will fulfill the two year obligation increased by acceptance of promotion. If not selected by the presnt selection board my intentions are to retire June 1991 with total active duty time 21 eyars and 4 months.

1011157 First of all, I am a prior member of the Air Force. I feel that the Army should restructure its promotion system to something more along their (Air Force) system. Troop cuts, in my opinion, should be aligned towards volunteers, unfavorable personnel and only those personnel that senior members feel are not or no longer performing to standards. I also was a participant in operation jsut cause and everyone I came in contact during that period performend (again, in my opinion) very professionally and I think that support personnel should receive more training for combat than just initial entry training. I know a lot of people who were not prepared to sit in foxholes all night because it was apparent that they had no idea what to expect or what was expected of them. I further feel that the military should find some way of giving its members higher pay raises. Two and four percent is a mockery of what personnel on the outside are making. Something a little more competitive would increase the Army's chances of retaining highly skilled personnel. If you need more information, I am more than willing to let you know how I feel.

1011158 They have slated my MOS as overstrength and are forcing MOS changes. 5 years ago they were short and put peopel in this MOS. Now I'm going to have to pay for the Armys lack of forsight.

1011159 1) Perhaps certain questions should be specific for certain ranks. ie. SGT and SSG only answer certain questions. SGM only answer certain questions, etc. 2) Please use "spell-checker" disk or a dictionary before mailing letters from (name) office. See letter.

1011160 Clearly check records before involuntarily separating soldiers. Also separation pay should be given to soldiers with a minimum of five years.

1011161 I think that a considerble number of soldiers could be retained by eliminating civilian employees that are doing jobs we are trained for and capable of doing for far less money than the civilians are being paid.

1011163 Army weight program needs improvement. Three different people can tape a soldier and have different measurement.

1011169 1. The system needs to find a better pay program. 2. Pay shoudl be as good or better as a civ. job. I bet you would get top people for the Army today. 3. Me and fellow soldiers would work like dogs if we work at our jbos just our jobs. 4. Pay us our full pay and let us pay for our own dental and health insurance. I bet the Army would save money. The reason is you get people going sisck call and to the dentist just to get out of work. Need to check the system out carefully and find out what you find out.

1011175 If the Germans wish us to leave their coutnry. I am worried that there will be a flood of soldiers on the US job market. I also do not like the term "troops being layed off". The military is more than jsut an employer or company it is a stesady and secure way of life, well it used to be.

1011176 This survey pointed many external factors that affect a soldiers career decision. However, I experience many internal situation within my unit that changed my outlook on the Army. Favoritism is the root of many problems that I have seen. A lack of concern by my direct chain of command and NCO support chain. Promotion of individuals because of favoritism. I've always been told that life isn't fair but I know now that the Army isn't too.

1011177 Why is it that enlisted are getting the short end of the stick. You paid for some officers college, pay them more for doing nothing, and in turn give them a larger separation pay (with talk of increasing that amount!). The enlisted are the backbone of the Armed Forces, they've paid their dues with no special privileges, they deserve better compensation! We've become frustrated with trying to improve ourselves with selections to Warrant Officer, but the selection boards has put our packets on hold for over a year. What is in store for our future?

1011178 I would love to stay in the Army but not as a 31K A93H. I have been in the Army 4 yrs., never been in any trouble (no article 15) my GT score is 101, not high enough for 93H. I've been trying to go to BSEP before my ETS date (FEB91) But it looks liek I wont make it. I think the Army will lose this good soldier. A soldire willign to learn, can be taught anything, no matter GT score (93H).

1011184 Career soldiers who have 10 years or more service should be able to retire at 20 years. These soldiers should be given option for early out, not forced out. In next five years, recruiting new soldiers should be cut back and ask first termers for eearly release from the military. And ask soldiers with over 20 years of service for early reitrement from the service. Career soldiers should be able to retire from service without worrying about early release.

1011186 In reference to question #101 - involuntarily separate those NCO's who perform unsatisfactorilly, and are substandard. There are too many NCO's in the Army for a free ride. This action should be left up to the CSM at battalion level. In reference to questions #109-110 - only keep the best, only enlist the best. This is an Army of professionals.I reference to questions #114-118 - All combat arm MOS's should maintain a bonus as an incentive to keep quality NOC's & soldiers. On the other hand, company commanders should monitor this program to ensure the sub-standard NCO/soldier doesn't have the opporutnity to reenlist. With the current reduciton dilema, the company commanders/first sergeants should make the recommendations for involuntary separations. They're the people who know which individuals are weak & who is strong. Paper doesn't reflect a good NCO or soldier.

1011191 Leave the soldier with 15 years or more alone as far as QMP goes. Scan the officer ranks closer for job termination.

1011192 Question: Why does our government allow the Army or Armed Services to recruit a person who may have had a good life style on a promise that they may stay in the Armed Services a certain number of years to include until retirement and then change the rules for the so called betterment of the service? Who's service? second question: Why is an officer allowed to be compensated for being cut from the military and an enlisted soldier is not, I have never understood this? Question: Why is there such a gap between officer pay and enlsited pay? Question: Why does America take better care of our foreign allies than they do their own soldiers who pay the taxes, salaries, etc. Which pay our elected officials to put us out old and unemployed? I woudl presume with the unemployment rate steadily climbing in the US that eventually we won't be able to afford an Armed Forces and eventually a government. These surveys speak more of the negative ie. getting rid of good soldiers and not compensating that individual for his hard work and lost time. Not to mention sacrificing your lilfe and being under paid for it. Think about it.

1011199 DA should try to get out the information to the troops in the field. I heard my Karasene was closing down from German TV, not my chain of command, that's pretty sad; if you ask me!! The restricted fiche should stay that way, RESTRICTED. When the promotion boards meet, they need to read our NCO-er, believe it or not all of us don't walk on wter. Those over-inflated NCO-er really hurt us NCO's, who really do the job, and get rated properly. Just don't look at the numbers. Also, you need to take a look at NCO's who homestead. I've done three oversears tours already, (two in Korea, one Germany), and I know of NCO who are on their first overseas tour with over 10 years in or have stayed in Germany for 6 years. I enjoy the overseas tour, and look forward to hard & long tours it helps my personal development. I love the Army, it gives me and my family a lot and it turn we've given it our lifes blood. I'd lvoe to do 20+ years in military service for my country, our country. But if you tell me I'm not wanted or needed it would be as if an old and trusted friend has plunged a double edged dagger in my heart. I REALLY LOVE BEING A SOLDIER OF THE UNITED STATES OF AMERICA.

1011201 First I would like to personally thank the dept. of the Army for letting the soldier get involved in the actions which are being taken against us. I personally believe that pt scores should be raised to 200 pts min for passing I belileve SQT should be given to everyone and we need to go back to the old promotion system of the early 80's. I beleive people should be judged on job performance judged as soldiers not as a number in a computer or what unit they're in or waht country they're stationed. I believe that if we went to war we would be in a world of hurt. People need to go back to basics, the cut of war not how to buff a floor or check a latrene. We need real training. Hand to hand, force on force heavy CTT. 6 days a week we're cleaning barracks, mopping floors, laying wax, doing police csall etc. That's not the Army I was in in the early 80's. I believe we're all soldiers not janitors. I believe we all need a purpose in life. I beleive also tht the GT score to get into S.F. or Rowgers should be lowered to 100. So the person who is Gun Hoe can go. I believe that the soldier is in the Army not the wife or dependent son or daughter and the cahin of command should leaave alone. These are a few things that bother me. I came bck in the Army to make it my life I have full family support. Again thank you for sending this survey. If you did have time to read his you may ask other soldiers the same and see if this is happening elsewhere. I'm sure it is, and am more than willing to answer more.

1011202 When I reenlist I didn't want the bonus. When I reenlist I did it becsause I like my job. I have not make my mind up that I was saying or getting out. When I don't like my job any longer will be time to go. I enjoy being a 12B. I have alway did my job above Army standard. I own that to the US Army and US people. I love the Army. If I took time out to think of everything going on in the Army. I wouldn't ahve tiem to do my job. I feel the people that is worrying about getting kick out is the one that does not do their job. Some EER is blow up. Make some people what they are not and other is getting short cut.

1011203 I think soldiers who are willing to separate the Army and want to stay overseas should receive the same support as all other veterans, to the extent of the available overseas facilities.

1011204 CSM assignments need to be thoroughly studied and not based on who you know. I could explain in more detail, but do not have the space.

1011206 As far as medical goes, my unit is not using the UCOM project failry towards the LOWER ENLISTED. Also my unti is VERY much understaffed for the population in Baumholder. 40 health csare workers to provide service for the almost 25,000 service members and dependents. This is also compounded by the hiring freeze. I am also an active duty soldier of the 766 Med Det. I would like to reiterate the fact that all medical and dental care are NOT at a very high standard. If reduction is necessary for the military do NOT reduce MOS's dealing with the health fo the soldiers and family memebers. I have met far too many people in the military who do not understand simple hygiene both dental & health wise. Also many people join the military with the basic thought

that they and their family memebers need no longer worry about health and dental. Yet everyday we msut turn people away because we have inadequate staffing. Every day people are sent away becausewe cannot afford the time, manpower or materials to be spent on their problesm yet they DO have a medical need. The solution is not in making the health care service members work harder or longer! We already do. The problem lies with insufficient staffing. Regarding early separation, if my wife and I had enough money to fully pay our bills that we owe and also leave us with a substantial savings we would more than likely leave active duty with the intention of joining the reserves or guard, go back to school and return in the military as officers int he medical and legal areas. Thank you for your time!

1011209 I feel that questions on dual military coupels should have been addressed here. I am currently going through a chapter 8 discharge, and as a result will have to pay back the last eyar of my reenlistment bonus. The major deciding factors for me have been, 1) tht my husband & I will nto be assigned together at his next duty assignment & 2) he willb e denied reenlistment after his next duty assignment.

1011210 I just don't believe in staying in the Army if I am not fulfilling my MOS responsibilities. I am a 29N filling a 63H slot in my present unit.

1011211 Have no comments at this time period.

1011216 I think the benefits for dependents are extremely inadequate. The health/dental care programs for dependents have a much lower standard than those offered by civilian employers. The promotion/evaluation system is extremely esy to manipulate. There shoudl be some type of qualitative pty for enlsited soldiers in difficult MOS's, doing the same job as officers/warrant officers. ex: 95D. Promotion points for enlisted soldiers should be comparable in every MOS! This would eliminate the transfering of soldiers to MOS's only to get promoted, even though they do not like the job. The length of tours should be the same time for all places (yrs). This would assist the dependents in their employment, because the dependent cannot tell the employer how long they will be staying in the area. There is a very low perscent of military spouses workign compared to civilian spouses, because of continuous moving and financial reasons. This lowers the family standard of living. The pay rate for lower enlisted, should include a variable for number of dependants. Most E-1 thru E-4 with 2 or more dependants are living below poverty level.

1011218 I don't like the survey, because some of the questions try to make all soldiers choose the same answers and to plot against other soldiers to stay in. In my opinion, no matter how big or how you mkaek the reduciton of soldiers, you will still have officers and NCO's who can't lead.

1011220 I re-enlisted this month for 6 yrs., which takes me to 20. This should explain some otherwise somewhat skewed answers in the survey. Tough decisions msut be made, understand that...voluntary RIF should ALWAYS be considered before involuntary. The full range of performance evaluation records should be screened to determine RIF/QMP. Release of soldiers en masse into civilian work force is a prime factor for consideration during draw-down discussions. Thank you for the opportunity to respond.

1011222 I fail to see how questions 33,34,35,36,37,73 and 74 can at all relate to an analysis of collective attitudes and concerns about Force reductions. I also have a problem with certain questions, especially no. 101, in that no listed possible response acstually represents the true answer to which I would respond.

1011223 At this time a good job anywhere in the civilian world is uncertain. Mainly in my hometown (Chicago) where I think my race (Negro) would be a downfall.

1011227 The needs of todays soldiers are the same no matter what pay grade. That need is to know if there will be a place in four or five years in the Army for them. If there are to be as many cuts as expected then the Army should start getting soldiers ready.

1011229 My only request is be fair across the board, regardless, if reduction must come.

1011230 #67. I feel that my MOS 62J (gen cons machine op) is one job that may feel the budget crunch. My experiences in the Army so far show me tht the 62J's are nto used very often. #88 Civil servant tests should be offered to soldiers being involuntarily separated. DOD applications should also be made available.

1011231 I feel if reductions are this important, that all soldiers should be able to voluntarily separate from teh service - no matter where they are serving at the present. It seems that you are only after the NCO's and officers, there are a lot of E5 and belows that would happily leaave now! Give them the opportunity.

1011236 On question number 100, DA board member shouldn't be able to have access to disciplinary data on the restricted fiche and also on court martial and AWOL, if a servicemember has had one and have been going strong after that he should be allowed to stay in the Army. There is no one who having made a mistake no one is perfect and DA board member don't look at that, all they want to do is be selected to sit on the board. How woudl they feel if staff sergeant sat on their board. How many times do you have to be considered before being recommend for E-7.

1011238 To help w/ troop reductions. E-4P's w/more than 8 yrs. discharged w/ sep. pay. E-5 W/more than 12 yrs discharged w/sep apy E-5P w/more than 15 yrs discharged w/sep pay. E-6 w/ more than 15 yrs retire early.

1011242 When the cutbacks actually begin & soldiers are involuntarily cut, dual service members such as myself, should be allowed to leave the service w/spouse if the spouse desires. Each should receive their own benefits & possible severance pay. Strongly recommend pay (severance), extended housing & extended medical benefits and/or Gov't coverage. Should retain SGIF. Should receive job infor & up to 90 days (w/pay) to relocate & obtain job. However, those soldiers being seperated because fo UCMT convictions etc., should NOT receive anything. Volunteers should be solicited first w/pay.

1011243 Separation pay for soldiers with 4 1/2 years of service no matter what grade. More accurate information about separations and early outs, perferably between months of April till Sept, Dec & Jan.

1011244 #88 Local newspapers & face to face interviewing.

1011248 I think the Army already takes good care of the soldier. The only thing I think the Army needs to do is get a line on the crazy politics tht make it seem impossible to pursue a career in the Army. Soldiers are not politically motivated. But they do read the paper. And the politics have always scared soldiers good or bad because it creates an uncertainty of the Army's future and an Army without a future don't need future soldiers.

1011249 I bellieve that age may significantly correlate with views on career issues and should be one datum collected.

1011250 I think the people running the Military better back up and regroup with all of the troop cuts. They're just opening up the US for an attack that we will not be able to repel. We need what we got and the best soldiers are the ones they are going to lose.

1011251 Enlisted soldiers are very concerned about separation pay to allow them to survive if involuntarily separated.

1011252 I beleive soldiers who meet and keep the standards should be retained. Those who do not should be released. The standards are not hard to keep, it all falls back on the individual whether he wants to be the best he can or slide by. The ones who are allowed to slide by make it harder for the ones who do not. If you can't put out, "get out." There are many good soldiers out there and just as many bad. The standard rule would greatly reduce the strength without hurting the good.

1011254 As you can tell, I am tired of the Army. Mostly, I'm tired of seeing single soldiers being treated like second-class citizens. Maybe if the Army hadn't wasted so much money on married soldiers, the tax-payer wouldn't be coming down so hard.

1011256 67. That my principles wouldn't allow me to "kiss-ass" to get where I wanted to go in the Army. That I wouldn't have what it takes to sustain the current oligarchy. That I wouldn't have the heart to ignore my soldiers needs or not to stand up to nonsense or incompetency in order to further my career.

1011257 F.T.A.

1011258 I would like to take an early out only if I could keep the G.I. Bill.

1011259 ASAP approve separation (severance) pay for all soldiers who WANT to leave the U.S. Army. Problem solved!

1011262 I feel that soldiers apply for Joint Domicile should not have to wait more than 30 days for approval & the spouse should be at the other persons post within 60 days. Separation between soldiers just cause they are newly married is wrong! Also the Army needs to speed up the name change process! I have been maried since April 13, 1990 & the Army still has me listed as My name is (name).

1011268 1. Let those go that want out! Soldiers that do not want to be in the Army should be able to get out first. (Are they good soldiers if their hearts aren't in it). 2. Try to keep the good soldiers and put out the bad ones! (Constant discipline problems). 3. Do not punish good soldiers because of reductions. 4. History often repeats itself-don't reduce us to minimum just to retrain and start over!! 5. I love being a soldier and will someday be CSM!!

1011270 I went to school as a 77w10 which is water purification. I am a first timer, my first assignment was in a support unit. I've been in Germany for 2 1/2 years working as a 77F wasn't trained for the MOS and didn't go to school. The Army put you where as you are needed whether or not you were trained for that MOS or not.

1011278 Several of my answers don't apply to this survey. In many cases I marked "don't care" about what happens after separation-that's because my wife is Dutch and I'll be living in Holland with full social benefits frm the Dutch government. If a soldier is forced out, then he/she should be presented with the circumstances which let to this DA decision. Assistance should be given to young soldiers who have families with small children.

1011279 Most single soldiers are dissatisfied with quality of life in Army. We enduce too many assaults on our privacy in barracks and too many demands on time not expected of soldiers with families. The pay is low, hours long, work conditions substandard, food inadequate and gratitude minimal. Nothing at this point would convince me to re-enlist. Also soldiers serving overseas would usually prefer stateside duty. Europe is nice but we're totally separated from our families & with force reductions little hope of long leaves. I have over 30 days leave due, but mission requirements prevent use of it. I'm not worried about reductions, there's always room for a good soldier, and I know many like myself who would voluntarily separate if afforded the opportunity. #88-Job fairs.

1011282 Feel free to contact me at anytime. This is serious business. The survey isn't in detail, but I'm hoping the system works out the best solution.

1011288 Ref question 88: If I was identified as being separated early, I want at least 6 months stateside time left in the Army so I may make the transition without financial difficulties. I have personally heard CSM (name) and Gen. (name) speak on topics ranging from promotions to reductions in force. I got more out of these leaders in 3 hours of discussion than I have listening to my chain of command and the media. They are honest about the fact that we don't know what's going to happen until the CFE is signed. If our senior military leaders don't get anything accomplished, please try and convince the congress that the Russians HAVE NOT moved a (profanity) thing and that we shouldn't pull any troops out of Germany or make reductions. As a soldier, I don't want the thought that as a light 500,000 soldier Army, I'm just dead meat because time of war there are not enough soldiers to fight and WIN! Let's start having junior leaders start calling the shots as we see them. A substandard performer is just that.

1011293 From my perspective, I fill not on me but E-5/E-6/and E-7. Think if you have an officer/enlisted member with 20 years of service active or mover, they should be able to leave the service, retire because in civilian life 20 years, you are retired. That's the American way. That will meet the Army needs for cuts in force. 20 or more retire. When I look at an E-7 or above with more than 20 years of servie, I think (R-TOD). RETIRED ON DUTY. I love your survey.

1011296 Dear Sir, I have been selected for attendence at U.S. Army officer candidate school on 14 October 90. Upon successful completion of the course, I will be commissioned into the field artillery branch. I alwo will attend Airborne/Ranger training. In light of this, please discount my response sheet, as I cannot be representative of any sizable portion of the Army.

1011298 I think if you have to make troop cuts, let everybody who wants to leave the Army go now. And I think the Army looks at the scores on paper too much (Sgt., weapons qualification, p.t. & promotion points). There are many soldiers who look average on paper but are some of the best leaders & soldiers who look good on paper but aren't worth the rank they are wearing.

1011299 Let us stay in one place longer for we can buy a house and have some plae to live after 20 or so years. (And make it for you can leave if possible slots are open). Instead of sending individuals one at a time to school, send a teacher to the unit and train them as a team instead of an individual. It makes things more efficient.

1011301 88. Job tools-NCOA has a transition seminar that is superb. The qualitative management program should be relooked. I had chain of command backing all the way through my division commander (name) and my appeatl still got disapproved.

1011302 The question of profiles (permanent) was not addressed in this survey, I think also that with the reduction of force we should try to improve the quality of life for whats left, in all area's to include dental, medical, and housing. Pay will continue to be an issue, but why don't we take a look at the enormous difference of pay between the officer corps and the NCO corps?

1011304 If I was separated from the Army, it would not affect my boyfriend, (we are getting married in 3 months) because he is in the Army too. As for my job my MOS is 31C, but am working as a 71L. I like my job as a 31L better than a 31C. I am working on my Bachelors Degree in pre-med & prefer being in the medical field.

1011306 I think that the current issues concerning cutbacks has effected the attitudes of soldiers nationwide and overseas. Because of this factor, the Army has developed a new area involving stress. The factors concerning this type of stress has had an impact on the attitudes and job performance of soldiers-including myselft. As a result, my attitude toward the Army has changed. It is not as positive as once before.

1011308 I would like to say thanks for having the opportunity to cooperation in the survey. Well okay I have 11 years in the military, I am a Sgt.(P), but I am very skill qualified in my MOS My duty MOS is 76C20 but I have worked 76Y20 and 76Y30 job almost all my career, and now I am under QMP status because of years of service My military career was very important to me because I wanted to be Army and all I can be. I am no less skill qualified then a soldier with a MOS with less promition criteria.

1011309 I think if you wish to reduce the Army, the offer of voluntary separation with severance pay, may help in making peoples minds up. There probably is a lot of people who would be willing to leave but are scared that they would have nothing to start a new life with. There are probably a lot of people who would leave but are also scared about wasted years, that all their hard work is worth nothing as they will have to start from the beginning and have to start building up their years to retirement. eg. A soldier with 10 yrs. in the Army gets out and unless he gets a Federal job he has to start building up his years again from number 1.

1011311 I think that some of the tests the Army requires I.E. GT & SQT, does not tell whether soldier knows his/her job or can accomplish a mission. Some soldiers are not good test takers. Because of these tests, some soldiers goals & careers are very limited. In conclusion I think that these tests should be terminated.

1011312 One of my questions is why some NCO's and officers can hide things in the restricted fiche, and still get promoted and soldiers just as good or better work with nothing to hide don't. Why don't they use this restricted fiche to help promote & to separate soldiers. I do believe you will be surprised at what you find from SGT all the way to general in these fiche's.

1011313 I will be getting out of the Army and going to school full time in a few months. This has been my intention for two years and has nothing to do with the reduction in forces. My only concerns with the troop reduction are 1) Civilian jobs will become limited as more people compete for a limited number of jobs, and 2) soviet leader (name) will not be in power forever, and when he leaves, all of our flanks will be wide open. Why else tear down the Berlin wall? History ALWAYS repeats itself. Please remember that. My husband is in the Air Force and I paid my $1200.00 for the GI Bill so most of the questions did not concern me. But there are many E-6's & E-7's who get paid for occupying space behind a desk. Many use work time to shop at the PX or commissary. 1989's year of the NCO was a joke. From what I have seen, E-4's & E-5's hold the true leadership positions. THIS NEEDS TO CHANGE! I don't get paid enough to babysit E-6's because they hold "leadership" positions, load gets heavy. Whatever happened to LEAD BY EXAMPLE?

1011315 My case was different because I was in a wrong MOS, which is a 62J (engineer). I'm willing to change my MOS in any medical field if I have a chance, or if the Army will provide a little help to continue my medical education then I will sign-up for another year of service. I am an immigrant and my comment about the Army is not bad the only thing I want is a little help to pursue my education then the Army can render my service in the job I know well. I know that a lot of people looking forward to continue their education and belong to a different MOS which is not related to what career they going to. So the think I could say give an opportunity adn chance to those people who are capable to one MOS that they are fit and belong to that MOS. I say this because I'm one of those people who was assigned to a different MOS which it shouldn't be the right MOS. I'd like to write some more but I guess this is enough.

1011316 There is no way that the cuts are going to be completely fair because the Army doesn't know each soldier individually. I would love the opportunity to express my view in person to whomever would like to hear them. Question 101 is not fair-don't reduce promotion opportunities and it's hard to cut soldiers who are doing their jobs.

1011325 Biggest issue is promotion. Too many soldiers are being forced into 71L MOS and I cannot get promoted. I have 892 pts. I'm failing to get points. I'm currently a drill sergeant trying to succeed and can't. What choice do I have. I've been to BNCOC and finished 4th in my class, so I know I'm no dud.

1011327 There is much concern in my unit about possible changes with military cuts and a lot of confusion and turmoils. New policies should be implemented as soon as possible and not leave soldiers in the dark. I had planned to put 20 yrs. in the military w/retirement pay. Early outs would put me and many soldiers like me under extreme hardships.

1011328 Soldiers that are pregnant and not married is not of the greatest interest for combat rediness and profiles should be thoroughly checked by doctors and involuntarily separated, to include personnel past 20 years of active service eligible already so that others can progress and be all that we want to be.

1011332 #67-I recently received a "P3" profile. I read in an AR that I must be medically boarded before I reenlist in 1994. The doctor said that I don't get boarded unless I have a "P4". I don't know if I can stay in the Army. #92-I have no idea. I don't know what the current QMP program is based on.

1011333 Reply to question 88. Information on every state interested in hiring former military members for civil jobs. Have overseas tours shorten to single without dependants 12 to 18 months. Married soldiers with or without children 2 years. This will reduce some of the overseas budget. In the process of reducing soldiers; a voluntary branch or corps of former military memebers can renovate housing, bridges and forest similar to the 1930's New Deal plan.

1011336 This questionaire should not have any compound questions or answers. It is too much to ask of a person on "maybe's", "suppose" "what if" etc. This questionaire could have been specific by rank or at least by MOS or old and time in service.

1011340 Reductions in force is inevitable. NCO's who continue to improve at least one thing per year should not be involuntarily separated if they are performing to standard. Perhaps standards should be raised but the opportunities to meet these new standards should be available. Voluntary early outs should be offered for second termers and beyond. Soldiers over 20 yrs should be notified for retirement. NCO's voluntairly separated should be given normal separation pay, severance pay of 1 year of base pay and family member should have the same benefits of those who retire from the service. Force reductions should be done mostly with rank stabilization, force retirement for those over twenty year, involuntary separation for those who don't meet the standard, what ever these standards may be. Soldiers with article 1S's in their restricted fiche that were received while in training should have no effect

on his/her eligibility to stay in the service, however, those who have derogatory information in the fiche and have 3 or more years in service should have this information reviewed for the purpose of separation.

1011345 86. Education benefits in addition to what is there. 117. There isn't a bonus in any of the C zones. There should have been questions & answers dealing with a 15 year retirement. I would have answered more.

1011346 I would like to see every good soldier receive a fair chance at a military career, but I do not believe in retaining unmotivated people just for retirement purposes. I feel QMP should be a very important consideration in determining troop reductions.

1011347 All I have to say is, if you want to reduce troop size, just offer early outs. Why force a soldier who wants to stay in to leave the service when there are plenty of soldiers who would love to get out now.

1011348 1. Make retirement mandatory after 20 years for officers and enlisted irregardless of their rank! 2. Force soldiers to do PCS moves every three to four years; this keeps units viable and fresh! Because of the buddy system there are too many "paper soldiers"! 3. Require career soldiers to take tough assignments or get out! 4. Thhe Army does not need "yes men or women". 5. Quit treating single soldiers as if they were "second class soldiers". Would you like to live in an area 9 feet x 10 feet? I don't think so!

1011349 I feel by talking to people in my unit that voluntary separations would help cut the U.S. Army without affecting people that would want to stay. Myself I would voluntarily want to separate from the Army right now if it was offered. I have no plans on staying in the Army after my enlistment. I feel that the Army has nothing further for me.

1011351 Reenlistment in Special Forces only allows a soldier to reup for present duty assignment. Very few options are available and relocating to another special forces group is not an option. This causes many soldiers who are not satisfied with the operational area of the group to ETS or reup in hopes of a change later to allow reassignments from one group to another (like me).

1011353 A lot of soldiers today know that the cuts are coming. We are all waiting to see if our great country of ours will do us justice, and give us the separation pay we deserve or just throw us into the crowded street. It really don't make sense to me. The government is already giving the officers separation pay and they are the ones that already have a college education. Take an officer and an enlisted soldier and place them on a competitive job and who do you think will get the job first? That's right the officer and he already has his separation pay in the bank. I think you get the picture. But let's see if you can do the right thing. So take care of all soldiers or take care of none.

1011354 I am currently trying to apply for an ROTC scholarship and I am worried about A. getting the scholarship & B. getting an active duty slot upon graduation.

1011359 Everybody should retire at 20 years no matter what your rank is (enlisted only). In order to go past 20 years you should request in writing 2 years out.

1011360 I don't feel that changing retirement/retainability rules is fair for soldiers who joined under the assumption they would be able to serve 20 years as long as they performed and kept their records clean. Give new rules a start date and everyone joining after that date will know what is ahead of them. These changes are being initiated by soldiers/civilians who don't have to worry about being affected by them very much.

1011361 I think that the enlisted soldier will get screwed then the officers will. There will be a lot/too many good soldiers forced out because of poor methods that will be adopted to cut the force.

1011365 With the impending troop cuts on the horizon I believe that it is in the best interests of the Armed Forces to keep the very best soldiers, Marines, Airmen etc. I consider myself to be good enough to stay on through the troop cuts but I will not stay in after my first enlistment. My main reason along with others is the difficulty we have trying to get a civilian education. I believe that the Army could and would retain the very best soldiers is we could have more opportunities to enroll in college courses. I understand that the mission is first, but I believe something could be worked out.

1011366 I think Unit, Battalion, & Brigade Commanders should get more involved in selection of personnel to be involuntarily released from the Army, A DA board cannot truly see the faults/potential of a soldier.

1011368 None of the question should be yes or no nor true or false, & also some of the questions are being asked twice. That's not necessary.

1011371 I feel that my biggest concern is my daughters education. She will attend a Catholic school and the cost is somewhat higher than a public school. If I cannot rely on a Army retirement in 6 yrs from now, she will not get the quality education I want for her. Job security is very important for me at this point, I feel that retirement is essential so that I can maintain my standard of living. I will buy a house if they Army lets me retire.

1011373 The Army is not for everyone. My motivation factor is keyed to my happiness. I haven't seen my wife in 7 months, thanks to the Army. How motivated am I? Just let me go.

1011376 My wife is also in the military, and although I am not the real "bread winner" in the traditional role, I believe that MY separation from the service would not seriously affect us, financially. The psychological impact though, would cause quite a bit of a problem, the feeling of failing would be too great. It would take some time to transition and accept myself as being successful again.

1011377 1. VRA training for hired veterans will help. 2. Veteran preferences over regular civilians in work forces. 3. Paid compensation of base pay until employed if involuntarily separation occur. 4. With the cut of score at over 998 it is almost impossible for a college graduate to reach that mark to be promoted. How about the soldier who has a job that will not allow him training at night courses, college & apprenticeship?

1011389 I feel if more soldiers were given the opportunity to get out, than reduction of the force wouldn't be a problem. What I fear most is the quality of soldiers left would be low. The best soldiers would exit first unless close to retirement. I feel that getting info. out to units in Germany on who, where & how they plan to reduce troops here, would help. That's a big concern to everyone here.

1011393 Some other appropriate job tools that are essential are a refresher course on how to respond and dress properly to make a "great first impression" for an interview.

1011394 I am a white 20 year old, and I don't belive that I have a place in the Army. Our NCO-club pay rap/black music all the time, and my last unit did too. The Stars & Stripes bookstore sells magazines and books that are very racist against white people. Books by Malcolm X, magazines like JET and EBONY are anti-white. If the Army is really against discrimination, why is this happening? A black person can say "nigger" anytime, but white people get in big trouble. Our PX carries more rap/black music than anything else. Why would I continue in the Army when it is catered to blacks? My enlistment ends in 49 days, and I will never reenlist. The officers harass the soldiers unjustly and treat lower enlisted like cattle.

1011396 I have tried to answer these questions to the best of my ability, but feel my opinions are biased. I have learned quite a lot in the Army and I am grateful, but I feel it is time for me to move on and the Army no longer satisfies my personal needs. I am not going to reenlist. If I were offered an early-out option I would choose to take it.

1011400 1. The Army should have a different system in reclassification. I should be in a way that once a person sign in the Army& find out that he or she does not like the MOS he or she is in, it will be nice to be able to switch into something that the soldier will be happy doing & will be more productive. 2. Choice in overseas assignments.

1011403 1. I feel that some questions could be answered other than DOES NOT APPLY even if a soldier is near retirement. 2. Question 23. Present ETS (Ret) 28 June 91. Eligibility - 21 Mar 91. 3. Have not yet requested retirement.

1011407 I understand this has been voiced before but I must state the only reason I plan on getting out of the Army on ETS date is due to financial burden. A married enlisted living off post due to lack of housing has it very hard with what BAQ so low, these soldiers are living substandardly & in the poverty line.

1011410 I feel that if you really would like to understand, the soldier's career issues and decisions. You would send every soldier this or other upcoming surveys.

1011414 Because I couldn't stay in the U.S. my first enlistment because I was in the National Guard I lost a woman I really love my wife. Now if I get involuntarily separated everything is lost. I won't have anything. Being in the Army is my only love now. A lot of people depend on me.

1011423 Interesting survey - very in depth! My decision has been made to leave the Army with or without changes in the military personel system. I consider myself as "above average" for a soldier; my record shows it. But the military seems to be losing what is even more important than money, and that is "caring"!

1011424 I wish people that cheat to get promoted be caught, & court martialed. It's getting so bad here at [redacted] It's who you know, not what you know.

1011425 My greatest concern is having avenues open thru which I can further my military career. As a special forces soldier of 9 yrs. I am ready for some new academic challenges. Options are limited though due many factors including: Age (35), education level, 14 (with limited opportunity to excell due to work constraints), SFC DOR 1 June 88.

1011430 88) My management and leadership training.

1011432 (Survey error; question 37 of this survey is incorrect. The senior rater overall potential block should have the word "successful" replaced by the word "excellent" or the word "potential" in the question must be changed to performance.) Comments: 1. Consideration should be given to service members of units that deploy their soldiers on frequent long term (3 months or longer) deplloyments so that the service member has an opportunity to remain in a garrison environment immediately after completing a long term deployment. Example: Many special operation units deploy their soldiers on long term deployments for 3-6 months and in cases for as long as 1 year. During the time immediately following the soldier's return to garrison (which generally lasts from 14-30 days) the unit plans extensive field training exercises, ARTEP exercises, and field certification exercises. Consideration should be given to evaluate soldier's and unit's performance and conduct field exercises and evaluation exercises in conjuntion with individual and unit deployments, especially real world mission deployments (which are most common). The soldier should have a minimum of 14 days in garrison that allows them to spend nights, evenings, and weekends at their quarters or residence upon the completion of each 3 month deployment. Daily training, such as, soldier skill training, marksmanship training, etc. would continue during this time. This would allow soldiers to have quality maintenance time, quality family time, and quality recreation time without sacrificing unit readiness. 2. Senior E-6/SSG and E-7/SFC soldiers in special operations career management fields should not be locked into that field exclusively. Senior E-6 and E-7 soldiers should be afforded the opportunity to command a platoon in a conventional unit within the boundaries of their MOS. The time allowed to perform this conventional command time should be from 18-24 months. Many SOF soldiers in the grade of E-5 through E-7 already command foreign platoon size elements for short durations in foreign countries. These soldiers should experience commanding a conventional U.S. Forces Platoon. They could pass an immense wealth of knowledge and training experience on to the conventional platoon as well as gain critically needed leadership experience and training needed to be proficient in a special operations MOS. 3. The qualitative management program needs to be more strictly enforced. There are an awful amount of incompetent NCO's, soldiers, officers, and warrant officers who for one reason or other have avoided QMP action, many of these individuals have more than 20 years active duty and still remain on active duty. Mostly this is due to commanders who are not honest in evaluating poor performance and incompetent soldiers out of fear that it will reflect on their leadership evaluation. Too many soldiers in the Army are not technically proficient in their MOS. Too many senior NCO's (E-7, E-8 and E-9) do not have any leadership ability and can make leadership decisions. Many of these individuals do not want to make honest decisions. They would rather create policies and make decisions that they feel will increase their PERSONAL PRESTIGE with commanders at the expense of training or unit morale. The majority of these senior NCO's have more.

1011434 The Armed Forces need to take in consideration the combat arms MOS. They need to think about cross-training the soldiers in a MOS that they can use just in case they are forced out. They also need to think aobut the soldiers with permanent profiles that can't work in their MOS. We need to enforce the over-weight program and soldiers who can't pass the P.T. test.

1011435 Please be advised that I completed this questionaire after being chaptered out of the Army (Chapter 16-5), which I myself requested and initiated. I had no desire whatsoever to remain in the Army after working two long, hard years, and having a CO who was waiting eagerly to Article 15 every MP under his command who ever made a mistake. I was lucky to get out of there with an honorable discharge, because he wanted to burn me too, but couldn't because I hadn't done anything wrong.

1020301 It is my belief that the top Army officials do know the concerns of the soldiers but can't do more than what they already are doing since it is congress that appropriates the military's budget.

1020303 Question #67 How many years needed to be eligable for 100% retirement? There are alot of rumors going around. Question #11 As long as the ones who are forced to reitre early have the same retirement options as the ones hve after 30 years retention. The Army also needs to have a way so soldier w/familiar (this is the only criteria) to recieve funds for PCS and ETS moves. Also I have noticed that in the units I've been in married personnel are sent on harship tours. Although the Army needs to cut back and its cheaper to send one person overseas than a whole family the Army should not split a family in half. The Army needs to focus in on the family more and also the single soldier.

1020314 I feel that soldiers who are leaving the military due to force cuts should be allowed to attend a project transistion course to better prepare them to compete with the civilian sector. Also be given a sum of money to help sustain their family until employment is found.

1020316 I feel there are a few more things that could be considered when (DA) looks at promotion and the overall qualified soldier such as for one; Field time and training and being in combat arms units which allow no time for bettering your education ad school attendance.

1020318 I am a female SFC married to a MSG I have 14 years in, he has almost 20. We both plan to stay in until I retire. If I am offered E9 near the 20 year mark-I would stay in to take the stripe. Neither of us had considered, until the recent surge in infor on force cuts, that we wouldn't be able to continue our career's as planned. I feel we are both unlikely candidates for early retirement/force out. (It always happens to the other guy-right?)

1020319 Having a support MOS 54B3P Chemical Operations NCO I feel this MOS willbe greatly reduced in restructing the Army if 25% cuts are made. My secondary MOS is 73D Accounting which I changed in 1983 at the suggestion of a letter a recieved from DA.

1020320 I feel that the cuts should start with the people that have over 20 years and that are holding meaningless jobs. I see privates coming in the Army that are married having to live off Post Borne up to 30 miles out. The lowest paid individuals having to struggle to get a place to live a car to drive and support a family. On post housing is a big issue why not the lower enlisted first instead of the officiers and NCO'S. Let the personnel that want out of the army out. Reduce personell quotas for recruiters.

1020328 Other job tool that could be essential civil service.

1020333 Under the QMP soldier should be evaluation under their NOE-ER; and their progress in the Army and if soldiers cannot pass the PT. using the 2A is not fair to some soldier because your 2-A is keep up by some personnal that do not care. For example my 2-A is total wrong; promotion point; job title; and school. So how are you gone to use this to judge my soldier' skills. Since I have been in the Army I have seen soldier that knows their book knowledge but cannot march a soldier to the mess hall.

1020335 The Force Reduction talks are very alarming to many soldiers here that like their life, the Army, their MOS and work very hard on top of being good leaders and good people. There are plenty others who don't like the Army, hate their MOS, and want out, they do as little as possible and spend the day complaining and dragging down morale, while their command spends time dealing with the problems they cause. Many of us here, would like to see only the people who want to be here, stay - so that we can get on to having a more dedicated, reliable Army. The people staying would be the ones who want to work, do things right, to make a better Army, an ever improving Army. I think this is the type of Army America deserves. Thank you for your time and concern. I appreciate your interest in my opinion. PS - Please excuse my messy writing. I had to fit writing this in on a flight to Map Depot.

1020337 It seems I cannot get promoted w/o a college degree. I have no time in any of the 4 units I've been in to go to school. I am a 62E2P E5.

1020338 The one thing that will force me to ETS will be my exwife being able to get up to 50% of my reitred pay if this does not change I will separate at my next reup date.

1020339 #67 - other: Troop reductions have led to more of a "C.Y.A." attitude among borderline NCOs than any of us ever imagined. I am with the 32nd AADCOM and many of my comments are a direct reflection of its leadership from the bottom to the top. 1) I empathize with tough decisions (often unpopular) at any command level. However, we more often than not cure only the symptoms of our problems rather than attacking its core. 2) The Army could reduce somewhat simply by asking first termers "who want to leave"? More than a few would accept. 3) I agree that METL is important and should be stressed. However, our jobs as NCOs have become increasingly tougher as it seems we are being tasked to do more with less. Our soldiers need personal and professional development in order to make them feel good about what they are doing for the Army. Otherwise, work becomes repetitious and unrewarding. I have been verbally counseled several times for using such techniques as hip pocket training or simply filling voids on the training schedule because it is not METL related. 4) Many NCOs are disgruntled because they are signed for several million dollars worth of equipment and responsible for several individuals yet we get micromanaged by "command guidance" as high as the AADCOM level. Trust us!! 5) The promotion from E-1 to E-4 is far too quick. The promotion system to E-5 and E-6 needs restructuring NOW! If anything, urge commanders to establish criteria for earning commanders points and then ask for a recommended value from the promotable soldier's immediate supervisor, platoon sergeant, platoon leader. 6) I fully realize the Armed Forces are faced with extremely complex and difficult decisions. Compounding these are power struggles in the Congress and among commanders regarding weapon system developments, career progressions, fear of losing constituent support, etc. It is a selfish, sad yet very real situation. At some point in time, these people must swallow their pride just as we do while we try to convince our families, our soldiers, and ourselves that "things will get better. We'll get more information soon. Hang in there". Sooner or later the issues of soldier and family care must become more than lip service. Otherwise, the Army will continue to lose motivated, qualified, and energetic young leaders such as myself. NOTE: This survey was missent to the incorrect APO and was not received until 30 June 90.

1020342 I believe Congress should take a closer look and reconsider the different pay scale between NCOs and officers. NCOs are the backbone of Army. NCOs are what makes the Army, but we are still being discriminated against.

1020344 Many questions cannot be precisely answered due lack of specifics.

1020345 Question 67 - My MOS(67H), the aircraft are being completely phased-out of the Army inventory by 1997.

1020350 88. Fill tools listed.

1020351 I feel with the projected amount of cuts, the Army will have to make more than the average soldiers get out, but we are goint to lose some very very good leaders and potential leaders.

1020353 Everybody in the Military is wondering whether they will be next to get the boot.

1020359 I will be PCS'ing to Fort Lee, VA sometime in August 1990. This was one of the most interesting surveys to date I've taken part in. The questions were realistic as well as eye opening ideas. Thank You for the opportunity to participate.

1020360 It is my most sincere hope, that as the Army strength is reduced, that quality of life (ie: pay, benefits, and housing) are not reduced. Hopefully this will be a positive step in the Army as we become 100% professional soldiers and finally get rid of personnel who have either retired on active duty or have not been meeting the standards of performance.

1020361 Promote on merit not points. Have a soldiers time in grade & service count points (too many soldiers lost points when the promotiion system was revised. PT test scores equal promotion points (ie: 240 pt 240 prom pts).

1020362 It is in my opinion, that the best way for the Army to reduce its size with satisfactory results, is to simply allow all service members 30 days to leave the Army on a voluntary basis, with benefits. However there could be exception.

1020365 I am eligible for a medical retirement thats why a lot of my answers say I am retiring and some of my answers show I have only 12 years service.

1020366 Page 14 Q88) Training on how to present yourself for job interviews.

1020367 I am currently under contract through my retirement date. Some answers will conflict based on my status. All questions were answered based on the fact the US Government will honor my enlistment contract and will allow me to stay to my retirement date. Army benefits are getting less and less (ie: medical, dental, rec serv. clubs 6ct). Add on 30 yr retirement plan makes it tough to get newer 301 diors to stay in for 30 with cuts expected.

1020368 The Army has little or no policy on Army spouses. There are 4-5 couples in my Br. I do not have the same rights pay, benefits as a soldier w/a civilian wife. Out of the last 6 month we have spent 4 1/2 with one of as in the field. Talk about hard to maintain a household.

1020369 104 & 105 = How many MOS have these scores?

1020372 Yes, check your personnel records. I have ETS and care little about what happens in the Army these days. It was an experience that I will never forget. If we ever go to war I'll gladly put the uniform back on and serve to the best of my ability. Thank You.

1020378 88. Education.

1020380 I like to say one thing that needs to be looked at This is not always the best get the chance for promotions because a lot of individuals and people to promotion boards because they are friends. Some cannot post their SQT test. Also theres Spc. promotable and SGT promotable that don't have the chance to go to school (college courses) because time don't permit or work is so intense or chain of command don't support the individual This is causing personnel who have an easy assignment to get more promotion points thru schools than that individual who qualify on his MOS. I think if you would compare EER and SQTs by were they station and how they keep up on their job you will see all the unqualify people have been promoted and have someone lower picking up his slack.

1020381 Actually I have already separated from the Army Although I Was basically satisfied with my Military Service but I separated due to quality of life concerns for my daughter and experience I had had with inflexibility on the part of Commanders in dealing child care issues. Army changes and lack of career opportunities were major factors in my decision.

1020383 Keep giving voluntary early outs. A lot of soldiers who want out will be happy, and it will make room for the soldier who do want to make the Army a career.

1020385 The Army needs to make a clear and easy to understand policy, not eyewash or confusion, briefing on what happens TO ME program. Use military not civilian employees to get the word out. Soldiers as myself that have served for our twenty years and have families that programmed our careers board on the 28 or 30 year service fear for the worst. Our careers could be shortened based on numerous outlying policy or policies to be announced later Family planning, college for children could all be affected thus causing extreme hardship on service members and family Who so ever make the plans to state who stays in or is asked to get out must apply the principals I've noted. Soldiers don't like to be forced to listen to a civilian at an education center telling them what if. This program needs the personal touch. The touch of someone that truly knows and cares. The worst thing we can do to our most deserving soldiers is to give them a I don't know answer and don't give a (profanity) attitude. The Army must take care of its own.

1020394 I believe that some of your questions should ask about duel military.

1020403 In this survey, many questions are reiterated over and over again.

1020410 I feel that a reduced Army will be an effective Army. I feel that training will suffer at the onset of a reduction, but within 2-5 yrs training will be at the best level it's been at in my 10 yrs of service. Hopefully pay and benefits will increase after the initial reductions, with a smaller force payrolls, training funds, and cost of benefits will decrease, so hopefully a smaller force will be a slightly better payed force.

1020419 A job placement service for a separating soldier.

1020420 I believe the Army has done good by giving early outs and 90 day drops. There's lots of soldiers that want out, our unit has come out with a reenlistment opportunity that allows us to have 6 mos. of schooling. (college courses etc) the chances of me reenlisting are very high, but how long will it be before I get notified about being involuntarily selected for an early out?

1020421 Pg 16 question 105 - my cutoff score isn't 550. It's 997. ARMY PROMOTION SYSTEM IS TERRIBLE. Level of health care is improving but is still far below civilian standards. Housing is substandard for enlisted & waiting list is too long.

1020428 If this is a career issue why so many personnel question? It look like I will most likely get a QMP letter after this. I am glad I got this chance to be heard. With all the fast changes and cuts the Army is going to lose a lot of good people. The QMP need to be look at. There are still E-5 in the Army after 13-14 years. And we are getting rid of manpower but getting more equipment. The new people coming in the Army today don't want to be here, get the college fun and get out. If I make 20 years I will be lucky. That's the way everyone thinks. Sorry I took so long, but it was mailed to a different address.

1020432 Too many cutbacks have affected Military service especially overseas which greatly increase stress within marriages. With poor standards of living for both single and married soldiers and low incomes. This and the total lack of concern for individuals by supervisors at work are the reasons why I would decline to reenlist without any hesitation.

1020433 Ref #67 - Whether or not I can plan to retire in 11 years or not. I am in recruiting now as an OOR. A year ago when I convented over cutbacks were not an issue. USAREC Philosophy is that as a OOR if you are not successful you get relieved and where do you go with a bad EER? After spending 4 years out of my initial MOS how does the Army look at me if I go back? I don't feel a soldier should be separated by a board who knows nothing about him. All the board has is his record, that record can be influenced by his superiors opinion of him at the time of his evaluating. Personal opinions of subordiates (if unjustified) can wrongfully end a good soldiers career.

1020436 I just returned from TDY with the US Army Marksmanship Unit, this is the reason this survey is late. "I JUST RECEIVED IT". A soldier is no different than anyone else, job security is important, and we take pride in what we do. Soldiers put in very long hard hours. Be considerate in your reductions, we are prepared to defend our country even though the threat is not as great.

1020437 My current commander influences the career decisions of a large group of the company. Most of the time this influence is in more negative ways then positive. I think officers should be governed by a lot of the rules "they" apply to the NCO's. Surveys could be done periodically to examine the units feelings concerning morale, confidence and unstandering of the actions of Unit Commanders, Battalion Commanders etc... My unit has no faith in the current C.O. of either Battalion or my unit. That hurts re-up potential and affects career decisions.

1020438 Question #88 - where and how to apply for GI loans to establish a business.

1020439 1) Start using physical readiness test scores to decide on retention or separation. 2) Get a new and better tape test for soldiers who are not meeting weight standards and appearance.

1020442 1. Do away with restricted fiche. Let a soldier be evaluated for promotion/separation by his entire file. 2. Do away entirely with up or out program. If a soldier is performing well and wants to stay 20 yrs, no matter what his rank, let him stay. High ranks cause high salaries.

1020444 #67. When will we get paid for the long hours and early death due to stress? Better yet. When can I afford a decent house & car for my family? My Civilian Peers don't need to ask these questions. If I were reasonably secure in the knowledge that I Could retire after 20 years as an E-7 I would definately finish my career in the Army.

1020445 Question #25 The decision is up to the individual considering the option. #26 The decision would be left up to my child.

1020446 Question 101 - how would you like to get canned for no reason. The more you cutback promotions, the more good soldiers will leave and you will have only the losers who can only make it in the Army and not have courage to try something else. What kind of leaders would you have then?

1020449 The military should do more for low ranking (E-1 thru E-4) soldiers who are married. Myself and my wife are a team, if you want me you must also respect the needs of my spouse. Things like post housing for E-1 - E-4 is necessary for retention purposes.

I mean a soldiers first 2 yrs in the Army are on a waiting list for a house, that gives me an already bad view of the military. In short help soldiers & families and those families might be here at reinlistment time.

1020452 Dear Sirs, I feel that if involuntary cuts are initiated, many highly-qualified people would be forced to leave the service, adversely affecting morale and readiness. An attractive alternative would be voluntary separation with separation pay & limited health benefits. That way personnel who wished to separate early would have first option, with further cuts undertaken as necessary. Thanks for the survey.

1020453 Any soldier with more than 3 article 15's within 1 year. Company or field grade be saparated. Soldiers who score under 75% on their SQT two years consecutively be separated, NCO's with 2 unsut. EER's be separated.

1020465 I came in the Army directly after H.S. graduation and have volunteered for tough and challenging assignments. I was promoted to E-6 at 4 yrs in service and have been soldier or NCO of the year at EVERY assignment, also a member of the USAREVR SQT morales club for leadership. Because of substandard NCO's being allowed to stay and hold up my promotion I have decided that if I have no chance of making E-7 within this enlistment I will ETS. I love the Army but being a career E-6 is not in my future. I have volunteered for recruiting and currently excel at it.

1020468 I have comments on the QMP methods, if DA takes the time to review records and send letters to soldiers they should go ahead and QMP them! Not give them 90 days to appeal. There must have been something in their records to begin with to put them on QMP notice. There is entirely too many SGT-SFC in the Army that is just receiving a paycheck! Too many could care less if they get promoted or not and the sure don't want anymore responsibilities because they may have to start working for their paychecks. I think if the Army really sat down and thought about it they could eliminate a lot of soldiers without hurting the good ones. Take EVERYONE that is barred to reenlist first then take everyone that is flagged and start weeding through them. I think the education plans are good to recruit soldiers, but too many of the young soldiers are just coming in to get that free MONEY. They could care less about policies, dicipline or the Army in general. They do their 2 or 3 years and hit the road. I could probably go on and on but I think you all have enough to think about.

1020473 A research of all soldiers currently employed by the U.S. Armed Forces should be made of their attitude of the reduction.

1020476 I think health care benefits should be looked at a lot more closer for people who are involuntarily separated because when they make the trasition to civilian life they are at a disadvantage, but the worries of health would increase that disadvantage, however there is one good thing the 1200 dollar buy-in GI bill I think that would be great. Some enlisted soldiers think the separation pay could improve. At least half starting with the lowest grade E-3.

1020477 I have already decided to leave military service for reasons that have little or nothing to do with the current "force reduction" situation. I do have some strong thoughts or concerns: 1) Service in the active military is voluntary. We volunteer to serve our country. Uncle Sam does not actually "owe" us anything. The military service is its own entity and cannot (should not) civilianize itself. Soldiers who EXPECT big severence pay monies should get out anyway and find the protection of a labor union. 2) Instead of money - ALL veterans (all soldiers who have served w/at least 5 yrs w/good conduct discharges) should receive BETTER benefits and preferences in hiring. We need better assistance in the civilian job market *As a veteran w/almost 10 years of service I would like to be treated w/the same respect/preferences as our Vietnam & Vietnam era veterans. I have given my youth to Uncl Sam also, that I did not serve during a war/conflict should not effect my "veteran status". And what was Panama & Grenada, anyway?

1020481 Due to the short amount of time I have left until retirement. My attitude and/or involvement with most of these questions is with a lesser degree of interest than if I had this questionaire 5 or 10 years ago.

1020482 I have noticed throughout my tour here at my present duty station, that 95% of my peers leave the Army. Morale here is low most of the time. The leadership here is questionable most of the time. I do not plan to stay in the Army.

1020483 My answers are based on the fact that I plan to reenlist for ARNG or USA Reserves and retire from either of those 2 - not active duty.

1020484 The Army spends thousands to send me to 930 school. When reporting to my gaining unit I find no training for me and no one to train me. Now we have no money for ATC training in our unit. Ref #39 I do little work in my MOS mostly details in the company. Ref #48 I would like info on personnel reductions. #67 I have had many Army schools and have 864 promo. points but, don't see a promotion soon.

1020488 Stop cutting soldiers paychecks! Save money by stop buying unneeded weapons, and stay out of world affairs that the U.S. has no business in. Stop making it harder & harder for the US soldier to make a living in the military and maybe they might actually want to stay and serve.

1020489 I have had a rather poor experience in the military and would prefer to get out as soon as possible. If you are going to allow people to voluntarily terminate, then, please, allow me to be the first.

1020490 Have the brass on top talk to the Jr. Soldier about the Army not just send him a survey.

1020491 88. Job placement.

1020494 Question 88: child care for working parents.

1020496 88. Job listings for Govn't Employment, so years in service are not wasted.

1020500 Good NCO's should be kept in the service, they shouldn't be involuntarily separated. Soldiers that have been bringing problems to the Army should be the ones to go out. The army should slow the recruiting down so you can better balance the cuts in personnel.

1020502 The Army's troop reductions are making staying in the Army more enticing. The fact that those soldiers who are not pulling their weight will be leaving is a very positive prospect. My only hope is that the cuts will come hard and tough making for a more elite armed forces immediately.

1020508 I am very interested in the voluntary separation of enlisted personnel in first enlistmant. Please send more invormation concerning the above. Thanks.

1020511 I would like to see credit given for soldiers with PNOC, both points and otherwise. A lot of soldiers, if allowed, would change their MOS at re-up time, ie: Combat Arms to M.P. or Helicoptor Repair.

1020512 I think that individuals that freeze up the promotion system should be the first to go followed by those who are "trouble makers" article 15' cort marshalls and those types of things, and then those who just want out no matter what. The rank or time in service!

1020520 #100 - DA Boards must have access to the restricted fiche if they are to look at the whole soldier.

1020530 Need to put more emphasis on physical fitness training, overweight program, and drug and alcohol programs.

1020533 The lack of information about what is going to happen.

1020534 Question 67: the treatment of women and promotions.

1020538 I thank you for the opportunity to let you know how I see the probglem the Army faces. I have been in the Army for 8 years and have a perfect record except for a AWOL (1 day) in basic training. I was wrong and I made a mistake, BUT I would be very dissapointed if the Army held that against me after all these years. I would advise you to be concerned with the soldier and his present status. Habitual problems of course are a different matter. I can tell you that most of my subordinates, peers, and leaders are quite worried about the upcoming cuts. I am a person who loves the Army and has no intention of getting out, BUT some ideas are very enticing. Early retirement (15 years) is definately one. Severance pay with college benefits is another. Most of my peers feel as I do about those matters and we all are saying basically the same thing. That is, that we wish the Army would do what they have to do, as quickly as possible, so we can get on with our lives, whether that be military or civilian. One more thing before I Finish. EER's are real important as a gauge of ones success, but do keep in mind that they are bloated. Look for the hard facts to tell you about the soldier. You can't get around poor PT, SQT, or other specific figure reports. Thanks for listening and I'll be glad to help in other ways if I'm needed. The Army is still a great place to be!

1020542 We have seen this type of reduction in the past after WWI, WWII and Korea. I'm mighty afraid that our military will be damaged by reduction, just because the wall is down don't get lax, we give millions and billion in aid to other countries ie: Egypt, Saudi Arabia, etc, potential enemies, looking for people with book knowledge, not common sense will show when it comes to combat. We should look at the people that want to get out or that just can't adjust or need to retire. A lot of people will be hurt and anyday a crisis can happen in the Middle East - Central America - Eastern Europe resulting in war. We need to maintain a strong Army and just kicking people out who have served proudly is not fair. I think D.A. is moving to fast with the reduction, as I stated before anything could happen. Radical could take over the USSR and crush freedom minded Eastern Europe, to safeguard communist resulting into a serious crisis. The Army has been good to me and this the only life I know and I Want to continue serving my country not to be discarded after serving with a good record. Thank You.

1020543 I think instead of getting rid of soldiers involuntarily the Army should ask for volunteers to leave the Army.

1020547 I feel if a soldier could gete more fun out of training that it would make him/her feel needed, or that what she/he does is important. I know that your primary job is very important but soldiers that would like to should be able to do other jobs of quality skills that may help him/her. Sometimes a soldiers decisions are based upon how well he/she are treated mentally and physically during their military career. Good treatment could make a better soldier or maybe not.

1020552 Discriminating factors are necessary to cut back. I recommend soldiers who been on the weight control program more than once be eliminated. DA photos should be taken in class B uniform. Drug use even at PVT-SPC level should result in separation from service. Too many senior NCO's on "profile".

1020553 With the coming cut-backs I will take a side step into a reserve unit while I obtain my degree. I will make my decision in a few years (whether or not to return to active duty) once I can see the smoke clearing from the budget problems of today.

1020554 I am returning as soon as possible.

1020555 Right now, I am taking reenlistments one at a time. I also doing my best to not let this unit I am currently assign affect my future enlistments. I am waiting for this Battalion to decide whether they are going to chapter me for not doing 6 weeks in Track 3 (CCC).

1020560 Concerned about SQT tests in the 98 series CMF. Depending on the language, some soldiers NEVER hear their target language OR write any type of report required on the SQT. Language skills are very perishable and most units do not have good language maintenance programs, and little or no SQT training. Boards who judge and NCO by his/her SQT result get an unfair view of the NCO.

1020561 *Ref 65 - there is a definate drop in need for my MOS (language)...*

1020562 I have some comments. But at this time I have broken thumb and it's very hard to write with a case.

1020564 Separation pay each soldiers who have been on active duty more than 6 yrs don't matter what rank. If SSG have 13 years or more should be able to retie. and have progress in his or her MOS.

1020567 More NCO's must be screened for their job competence not just what they have done at their promotion board. There are too many NCO's that have gotten by on their board alone and do not know enough to excell in their PMOs.

1020571 I would really like more information on what upcoming troop cut & how it will effect me, more information on what I can do to help myself to stay in the Army until retirement and what I must do, what I can do to get promoted faster, what the promotion status is, pay raises if we (soldiers) to get pay raises. What can I do IF I decide to get out of the Army what job opportunties await me after my military career.

1020575 #88. Info and counseling on Govt job and vacancies.

1020577 If a large percentage of troop cutbacks are approved, then offer 90 day drops to individuals, ETS'ing anytime in 1991, instead of a chosen time period. Make it available all year.

1020579 ?#92. Move depends on job.

1020581 I feel the Army should allow all soldiers with 12 years or more of service remain on active duty until retirement if they so feel like retiring. Protect the professional soldier and their families - they've given a big chunk of their lives to the Army and the Army should repay their loyalty.

1020586 I don't want to comment anymore. Since I joined the service I've done a lot of comments but nothing happened. I didn't see any importance given to any of them on other peoples comments. The Army doesn't listen it decides on its own. That's probably why there's a lot of stupid NCO's who forgot what they've learned in the trainings they've gone through.

1020588 I have no interest in staying in the military at all. I have a perfect career opportunity in the civilian job market at this moment. I've been trying to find out information on the early release program but none of it complies to me. If at all possible please send me information on how I can get an early release now or in the near future.

1020592 Combine services (A.F., Navy, Marines, Army, Coast Guard) into one service. Stop all the spending on unneeded surveys. (like commissaries, PX).

1020593 Make it easier to change MOS's and to stay in one place longer before having to PCS. Have housing ready for family right away when PCSing overseas, so families can come over at the same time, this waiting for 14 months or so is for the birds and very hard on the family and on the soldier.

1020594 There are so many soldiers who want to go. I believe if all the (profanity) paperwork would be done in a reasonable time we could cut the Armed Forces to 20% in the next year. The overweight program is another "biggin" we have an estimate 10% overweight in the service today.

1020601 Question #103. Reference SGT(P). Only if NCOER shows above average performance. Also, I think DA should go to selection board for SSG. You could have a very above average NCO whose cut off score has been 998 for the last couple of years. Question #111 - only candidates for Sergeant Major of the Army should be allowed to stay over 30 years.

1020604 Re #67. Most of the experienced NCO's will leave the Army upon attaining 20 yrs service. The emphasis on education will leave an educated but improperly trained force as is evidenced by the many soldiers who cannot properly dismantle a rifle. The political, rather than military goals of the officer corps has endangered the quality leadership demanded of a space age Army. For 18 years I have lived to expect war and condition myself to "willingly" die for my country. Today I Am not so sure about that "willingness". It is not my intention to be caused to get killed by some educated but incompetent leader. Uncertainty? The promotion system for Senior NCOs. Will the criteria change so that selection is based primarily on assignments and military managerial experience in combat units or will the system continue to select based on inflated EERS, Drill Sergeants School, Recruiting, etc. When will experienced leadership come from? What structure of potential enemy force to train for? While the family is important too great an emphasis is directed there and the "willing" soldier is deprived. Will the emphasis on the family continues to affect morale? De-emphasise education and the family. Emphasise quality medical and dental care, leadership with strong ethical and morale values, and guarantee a solid education upon honorable service. The only way to know if it will work is to try it. The dedicated and loyal profession will stay the parasites will seek other hosts.

1020607 I volunteered to be released, but my higher HQ sent my paperwork back without action. They stated I had to chapter out with a valid reason. I do not wish to chapter out, so therefore I will make the best of it. I do feel the Army is looking at force reduction in the wrong way. There are too many good soldiers that will let go. Why? because they don't have a college degree or something similiar. I don't feel book knowledge makes a good soldier. I see a lot of soldiers with a tremendous amount of book knowledge, but they do not know how to lead soldiers. Only time and experience does. The NGOER, for example, is still inflated and if this rater does not like him or has something against him can do things to make the NCO look bad, who may otherwise be a good NCO. The NCOER could destroy an NCO's career or maybe involuntarily released. Anything can look about on paper. I feel someone should talk to soldiers (and listen) as to where they feel the budget can be cut. For example, I'm stationed in Belgium and I see a jet aircraft practice landing and taking off. Now, I don't understand why and maybe there's a good reason, but I feel 4 hours is a bit much. I can imagine how much that cost and do it 2 times a month. I hear soldiers state that they have ideas on how to reduce the budget, but nobody ask. Even in 1981 I saw waste of money. Then, I was in the infrantry and we went on a team spirit exercise (Korea). We were there about 30 days and the only training we did was the training the platoon leader put together to keep us from being bored. HQ command said we were "ready reserve". I know it cost quite a bit of money to send units on these excercises, so you'd think they'd want to get their moneys worth in training. Question 67 - people should not fear being released from the Army - I believe they join because they believe in their country and their government. I sure a lot of people join just for a job, but those people can be weeded out by recruiters. I hope you understand what I'm trying to say in the next part. There's no longer any competition in the civilian workforce. I mean real competition, which is probably why the government pays $99 for a toilet seat. The government also does not stick to their guns. What I mean is that when contracting puts out a contract for bid, they should stick to that contract. If the contracted company fails to produce a quality product at the bid price, then that company should be dropped and black listed (no longer able to bid on a government contract).

1020608 I think in my line of work, 63T Bradley Fighting Vehicle Mechanic, THT A LOT OF THE NCO'S ARE INCOMPETENT AND ARE A WASTE OF ARMY MONEY. A new system should be set up to determine if they know their job. Also, I see a lot of money being wasted on maintenance and field problems. I'm talking about truly expensive parts (ie: engines) that are being replaced for no reason; Corring vehicles to the field that serve no purpose. If we could cure things like that, we could keep more soldiers instead of having to make troop reductions.

1020610 First I would like to apologize for not having typed this and making it more professional. I had addressed my Congressman (name) about these "ideas". My job is in the correction field (95C). I don't understand the big idea about our (military) law system. We have people going AWOL. With the new system Sec. of Def (name) has set forth, since soldiers do go AWOL, why not get them out of the service instead of good soldiers. The cost of maintaining custody of these prisoners does become costly. While I was at Ft Lewis, WA as a corrections NCO - my first month there - we had one particular prisoners case I would like to give example to: I asked him (prisoner X) what he did to come into jail. He told me that he was w/friend who got stopped. The police officer (civilian) ran a check on all the occupants. He was arrested for AWOL of several years. He was brought back into "the system", tired, reduced in rank from E-6 to E-3, and confined for two years - he was AIRFORCE. He told me that he was getting paid more as an E-3 than he was while working; plus he has a roof over his head and is fed 3 meals a day. Plus on top of that we, the taxpayers, are paying for his "room & board". I don't have the full figures for what we are paying for these prisoners to stay, but I figured about $1,200

$1,500 a month for each prisoner. IF a soldier does go AWOL, just fill out the necessary paperwork and get rid of him/her. I also noted that (while at Ft Lewis) prisoners were coming to our jail there. A few days later they were shipped out to Ft. Ord, CA for out processing out of the service. Then they get a trip back home. I don't see why we must pay for all of these expenses. 1) Bring confined ($) 2) Shipment to Ft ORD which included a DOD policeman as escort ($, plus TDY for DOD) 3) then their shipment back to their home of record ($). Why can't they go to the nearest facility (military post) to conduct their out processing instead of confining them and shipping them out so our tax dollars (or governments money) will be saved. Now these prisoners who, for example, larceny. If a soldier breaks into your car (breaking a window) and steals your radio - once the person is found I feel he should work at some kind of detail to where he could be paid to the victims property can be replaced. Once the victim has his property replaced - get rid of the prisoner. Another one of my pet peeves is the idea of our (the soldiers) pay raise. I would like to know how I can be paid - according to standards - below poverty level??? That wonderful pay raise of 3.5% did real good (sarcastically speaking). As I checked out our commissary (at Ft Lewis), the pay raise was actually a pay decrease. The prices in the stores all went up 6-15% - why? Also why can the government ask for a 50-51% pay raise and get a 28% pay raise. Work I heard was that they can't live in two states w/out two houses - (profanity), I can't even afford one house for my wife & 5 kids. I feel we need to set our priorities straight on what we need to spend our money on. Thank you for your putting up w/me and letting it get off my chest.

1020612 #67 The Army promotion system putting more merits to civilian education other than job performance will not necessarily retain and promote quality and job proficient soldiers.

1020618 If the powers to be can learn anythingg from history, it should be that an Army needs to keep its basic leadership in tact, NCO's, and remove its costly nonproductive Senior leaders. We need Officers in war but not to run the day to day of a peace time Army.

1020619 My family and I have known no other way of life except servicing our country. We hope to retire in 9 years, and we also hope that our way of life will not be taken away.

1020625 Soldiers are concerned with their future. Job security, quality of life issues, pay and benefits. As we discuss a smaller force, these areas are continously addressed by our congressional and senior military leaders. We are being told "many things", but in all actuality we're being told nothing. Let's get the facts straight - and take care of those that take care of us!

1020630 I feel that it is important for the Army should keep up with the soldiers attitude by sending out more surveys such as this. Question: why did you us the term "qualified NCO's in question #107 and the term "qualified Sergeants and Staff Sergeants" in question #108? Do you feel there is a difference between them?

1020636 I really don't know what would help! I just know that if I am forced out after 18 years of dedicated selfless services if there is a war or conflict. I won't be the one singing who's sorry now. How about keeping your experienced soldiers and cut down on recruiting. Also give soldiers the option to leave on resign from duty if they wish.

1020637 88. If the employer subsidize relocation expenses. 101. Involuntary of those not meeting the standards. My primary interest is electrician, most of the jobs on military installation is done by civilians, the Army should consider Military personnel being trained and employed in this and other jobs held by cililians.

1020639 Because of my June leave this report of survey is late

1020642 In the U.S. today, there is so much unemployment With the Army, now and all the cuts there will be even more. I just wish there was a better way, without people having to lose their jobs.

1020646 I feel that my Army leadership are doing the best possible arguing/debating with Congress about future cuts, but their hands are tied because of Congress indecision. Most important to me is for Congress to make a final decision on these personnel cuts so I know where I stand on a future in the Army!

1020648 If the Army does not trim the force by involuntary separations, the only soldiers left will be the ones who could not get employment elsewhere. If I were told that I could leave service in 30 days, no strings or loss of benefits, I would, and so would many other soldiers. Why pay people to leave when many of us are more than willing to go on our own? In reference to current promotion system, it does nothing to promote for leadership ability, simply schooling and ability to get a decent assignment with an easy board and an easy Commander. This would not be a good system for involuntary separation.

1020649 We are unable to keep the best in the Army, due to over inflated NCOER's. I have to say that the new system is a little better than the old one, but Commanders & Senior enlisted personnel have not been rating soldiers (NCO's) fairly. For example since the new NCOER system, I have seen NCOER's returned, because the rater was too hard on the soldier. Another issue is retention of first termers. We have a quality worksheet for 1st termers In my opinion in order to keep the best soldiers for the future we must be tough with 1st termers. First termers should not be allowed to reenlist unless they have a minimum of 60 pts, for example a

soldier on a 4 yr term should be as a minimum be EA(P), 75 SQT, GT 105, 3 line scores of 100, HSDG and reenlist for the needs of the Army. Soldiers in leadership positions such as PSG, Section Chiefs, Team Chiefs and Soldiers who have worked on different positions and always seeking responsibilities should be promoted to the next higher grades. In my opinion the Army can voluntarily release many soldiers. By simply making it easy to chapter a soldier. Cut out all the red tape. If a soldier wants to get out it should only take 30 days, regardless of rank. Right now a soldier must be a trouble maker in order to get out. Let's get rid of the ones that don't want to be a soldier anymore.

1020651 67. Current overseas changes.

1020652 My goal is to apply to OCS in Jan 91 now I'm uncertain of the chances - with the cutbacks etc. If the Officer Corp. is getting cut now, what chance will I have to even get in (commissioned)? I would like to do 20, stay Army as an Officer but uncertain of future?

1020657 Due to the conflicting information I receive it is impossible to make decisiions at this time, but if the separation pay listed in the July 2 Army Times is correct, and that pay is taxes as a normap payment a SSG with 12 yrs in as myself would only receive around $19,000. To throw away their career. This pay would need to be at least 7-10 times the listed amount for me to consider that option.

1020658 When I joined the Army I had no intentions of being a career soldier. My chain of commands appreciation of my abilities, awards and promotions changed my mind. Military benefits also played a role although some benefits are not worth its hype. Should the Army cut back on any of these, the reason for staying would diminish. I know of soldiers who want out and should be let out. The Army should reduce incoming recruits who have no loyalty except the college fund. Career soldiers have loyalty and the best should be kept in without intimidation.

1020659 Some responses may seem contradictory due to the fact I am pending a medical disability board. Is a good possibility of MEDICAL retirement within next 12 months.

1020662 Mental Health Care (88).

1020665 Benefits (family medical and dental). Pay (comparative with civilian for hours worked). Career change (allow changes to other moses at higher grade levels). Availability of materials to perform mission. Availability of personnel to perform mission. NCO ER system. More choices for answers on survey (space for own comments).

1020667 Much has been written about "categories" of soldiers to be looked at for QMP action, eg. single parents. So far I have read nothing of looking at soldiers who are non-deployable due to P-3 profiles. There are many soldiers who are concerned that they may face involuntary separation based on their being sole parents or dual military couples - not based on their performance - while soldiers are permitted to remain on active duty who cannot participate in PT, parades, road marches, etc, let alone deploy should the necessity ever arise.

1020668 I feel that future considerations of NCO-ER, that only the NCO chain be the raters and not by the officers. The NCO does not rate the officer, so why does the officer have that right. Additionally, the SQT are somewhat unfair toward the soldier. Not all MOS's have an SQT test. And not all soldiers have the opportunity to be efficient in their MOS, due to assignments and some do not even work their MOS.

1020669 #68 The promotion system messed up. The Army wants book smart people not common sense or know how people.

1020674 I would really like to raise my GT score to fly Cobra helicoptors.

1020681 I hope my response to this survey will help you on the answer you need to keep our proud working strong and even better. Thank you for interest of the lower enlisted soldier.

1020683 1) Separations should be forced on SM's with bad performance records. 2) Promotions after the cuts, unit level cmd's should be able to request promotions for E-5 & below to fill need slots & promotions well deserved. 3) I don't know if the cuts are going to effect me but my goal is 20 yrs. & I would also like to be a Warrant Officer, school are hard to get accepted to.

1020687 I don't think you should of ask for SSN's. I think you would have gotten a more honest response about some of these questions.

1020690 Current duty station stabalization would be conducive to consistency in operations and a boost for a soldiers morale and willingness to reenlist. Also a cost factor to be considered.

1020692 There is currently too much printed speculation without enough facts being provided which even though I am what I consider an above average NCO, I still am in turmoil in fear that some unknown factor I haven't considered could affect my retention.

1020693 QMP program is not nearly tough enough! Many unproductive people slip by. I would like to see a 10 yr/25% retirement. DA promotion boards for E-7/E-8/E-9 are not selective enough. A guy in my unit who scored a 62 on SQT was selected for E-7?!

1020699 #67 I have a variety of skills (not school trained) that I could do with little or no more training. The biggest problem is that nothing is in my records. I would like to do a variety of jobs, not just my primary MOS. I have skills in carpentry, electronics, cooking, mechanics, driving, supply, typing (sorry, no skills in computers). In essence, I am a jack of all trades. I hope you do contact me! ETS 160691. I have been on leave, and returned 5July90. I do appreciate the opportunity to help establish a better understanding as to what is expected in the current workforce. I am willing to make more comments and recommendations for future surveys.

1020700 1) Make more information available for special interests (ie. Ranger, Special Forces, Delta Force, Airborne, Airassault, Pathfinder, Scuba Sschool etc.) as in an address posted on unit bulletin board or phone #. 2) Set up program where soldiers who want to change their MOS can go and talk to people working in that MOS & see what it is they really do. 3) Offer more unit programs where soldiers with special interests. As listed in comment 1. can get in better shape with others like themselves w/group support. 4) Have inservice recruiter talk 1 on 1 with every soldier in unit to see what he/she want from the Army & if possible help him/her try to get it for him/her during current enlistment. 5) Add a question or two about female soldiers in "combat arms" MOS. 6) Send a letter to people who turned in survey to let them know you received it (& to say it matters to us what our soldiers think and feel). 7) Ask soldiers what type of extra military training they are interested in. 8) Ask about personnel attached to other units in field & their own in rear (ADA, field artillery, engineer, etc.) question 39. 9) In question 18 try to find out why someone would change to another MOS, not just what they would change to. 10) Send out more surveys like this one, I liked it.

1020703 BSudget cuts should be made within the system. Rather than cutting back on troop strength, the Army could make some kind of attempt to eliminate waste and unecessary spending.

1020708 The Army should discontinue the up or out & QMP programs since a board such as QMP does not have all the facts in a great many cases when they decide who stays & who goes.

1020710 Question #88 - housing assistance I believe that many of the questions were too vague and did not allow for definite and thorough answers. (ie #'s 59 b,c,d).

1020711 *Married couples program. Child care.* Education benefits.

1020715 As a 98G3LKP, EW/SIGINT Voice Intercept Supervisor ("Korean Linguist"), I feel that events in Europe do not, or at least should not, have much effect on my career. It's wonderful that "Peace is breaking out all over," of course, but there are still several threats to peace, and US interests, in the Far East. Unfortunately, management of my career field, assignments, etc., seems to be "broke." Until recently, I was assigned to the 751st MI Battalion, Field Station Korea, where I was performing certain of my MOS duties for the first time in years, in some cases for the first time ever. Also, the woman I want to marry (also an Army NCO) was on levy for Korea. I applied for extension, but was turned down by Language Branch of MI Branch. When I arrived here at Fort Lewis I discovered that my Platoon Sergeant, who is three months senior to me as a Staff Sergeant, was on levy to return to Korea, with orders for the 501st MI Brigrade (the parent unit of the 751st.) He does not want to go to Korea; he wants to be close to his family. I attempted to substitute for him, but we were told that I had not been stateside long enough. So now, instead of two happy NCOs, the Army has two dissatisfied ones. It seems to me that there are three losers here: my friend, myself, and the Army, not to mention the possibility that his marriage will break up, like all too many other Army marriages I have seen, if he has to spend yet another year in Korea. (He is barely a year back from his last Korean tour.) I have seen so many careers being mismanaged since my arrival here that I can only conclude that someone ahs come up with this nefarious scheme to reduce manpower by making as many career soldiers and their families as possible dissatisfeid with Army life. Myself, I truly enjoyed my time at FSK. There is no way I can feel the sense of purpose here, at a unit that is being deactivated. Perhaps part of the problem is that no one seems to have the slightest idea what is going to happen to the personnel assigned to the Ninth Infantry Division who are not transferred to the Independent Motorized Brigade. The higher the rank of the person putting out the information, the less reasonable the information seems. If the Brigade is being activated early next year, and our unit is giving up all of it's equipment for it, why wait until late next year to de-activate? I would like to believe that the "Army Leadership," as the survey put it, will make the best decisions about how to reduce the Army without castrating our combat power, and tht "they" are aware of the frustrations and anxiety that accompany the possible loss of one's job or career, and will attempt to "protect my benefits and retirement." I do not, however, trust Congress to make rational decisions on this topic. I frankly doubt whether Congress gives a damn about me and my doubts and fears, or my benefits, career and/or retirement loss. I am sure that the gerneals would liek to give me severance pay; Congress won't even give a raise that matches inflation, even in a year when they vote themselves a 50% raise! I should trust them? As for the QMP policies: I have a friend who was recently forced out (bar to re-enlistment) because he was a feew pounds overweight. He was a very competent soldier, and a good NCO. He is 36 years old, but can max the 18 years old's APFT. His blood pressure is 100/60, and his pulse was low as well. His cholesterol level is 160, very low. Why was he barred? How was the Army losing by his being a few pounds over? We used to joke that he could "live in the woods on bark and leaves and still gain weight." He's one ot those guys who just cannot

lose weight permanently, at lesat, not and maintain anything like a healthy quality of life. The questions about changing MOS's were hard to answer; the last person I saw cshange from 98G Korean to anything else was a friend assigned to the defense Language Institute in 1986 who managed to re-enlist for 98G Russian. Most of the people in this MOS who would change, are interested in second language; the rest want another MOS in the 98CMF! 98C, mostly. (Traffic Analyst.) I have seen several people lget out of the Army and join the reserves, because the reserves were more reasonable about changing languages. On a related topic, I have heard talk of cutting the reserve Components as well as the "real" Army. In some ways, this bothers me most of all of all the rumors I have heard floating around about what is to happen; we may, indeed, be able to afford a smaller standing army, but what if we're wrong about the world situation and we get into a protracted conflict somewhere? Will the Twelve Division Army (or whatever figure they're talking about) be able to hold the line until we have trained new soldiers, without a substantial Reserve/National Guard structure to fall back on? Having been intimately acquainted with Korea for the last ten years, I am aware of the beating the US Army took in the first ten months or so of it's deployment there in 1950-51; the rush to disarm after WWII had been so precipitous that it had units were gutted, equipment mothballed without being preserved, and what feeble units left were without funds for field training. The Marines, by contrast, had been left pretty much inviolate. (It must be nice to be politially imune...) And when they deployed to Korea, they had filled out their ranks with reservists, months before the Army was allowed to call up the National Guard. One last thing. I would have enlisted anyway, but I definitely would have been disappointed to have remained stateside my whole first tour. I have known many who enlisted, or re-enlisted, specifically for that overseas tour. I know many who would getout if they couldn't go overseas again. More, I think American society would be losing out, as well as the Army. They say travel abroad is educaitonal, and gives one "polish." Perhaps that isn't the word to use--I know few American 20 year olds who could be said to be "polished"--but I think they, and we, definitely gain by their experience. Frankly, I think that (name) "Dual Basing" plan (see the 9July Army Times) is a crock, and quite likely a "Trojan Horse" to trick the military into agreeing to reduce overseas manpower, expecting to get six month rotations for training, etc., which will then not materialize. There would certainly seem to be problems with the scheme, even if it does happen. But Dual Basing would be preferable to no overseas assignments at all. That's all. Thank you for including me in this forum. It is certainly rare enough that I am given the official opportunity to vent my spleen this way.

1020719 To whom it may concern: I have a great deal of concern and uncertainty regarding the troop and budget cuts within the military. My greatest concern is the quality of soldier that will remain in the Army throughout these strict cut-backs. I fing it truly offensive to be regarded by a number. And thats what all those "stars" at the pentagon are looking at, a (profanity) number. By putting a soldier on levy 8 mos. before their ETS date, and telling them either take the tour or get out of the Army within 90 days, thats bull, and the Army is losing a lot of good soldiers because of it. I've seen over a half dozen highly qualified NCO's in this unit leave solely for that reason. My next and equally important concern is that of the pay, lifestyle, and overall quality of life of the enlisted soldier we are the movers and shakers in this army we are the ones that implement and make all the great things happen. We are the defenders of this great nation, and just how does our country repay us. By relocating us in the ghetto and giving us food stamps to survive. You would think that by defending this csountry and our constitution and everything it stands for we could at least be guaranteed a lifestyle equal to or slightly above that of the poverty level. But no, now we're back to that number game again. I hope these surveys will provide you with the answers you're looking for and I hope your army can meet the numbers prescribed in the defense cuts, I'm sure it will, it's inevitible.

1020720 67) Reenlistment options.

1020725 You need to lower the cut off score for E-5 PS 11C to make E-6 or you are going to lose a lot of good NCO's.

1020726 More educational benefits for both the soldier and his dependent. Job secsurity for the civilian life to assure the dependents can help the soldier after he deports the military because he is no longer his or her sponser they "sponser each other".

1020729 Yes I have a comment, soldiers like me that are not US citizens and were sent overseas we have to have more facilities to become US citizens, so we can apply for federal jobs without disadvantges.

1020732 I think that a lot of personnel are being promoted that do not deserve to be. Look around at some of the E-I and above, they are not half as good as I have seen some E-5 and below. I think think that a lot of people that have jobs that let them go to scshool, and other opportunities (like females) get it easy. I am in a unit that, yes we have the opportunity to go to school, but not like non-combat personnel in support battalions have.

1020734 Question 101 NCO & officers should be forced to separate for unsatisfactory performance two or more article 15s. Not through reduced promotion opportunities. Also cut off score should be about (650-750) for Sergeant and (775-850) for Staff Sergeant (112) This should be doen case by case. Some soldiers have very valid reasons for declining overseas assignments.

1020737 Question 109 if court martial or lost time was in present enlistment I would say no. If in a previous enlistment I would say yes. Same with 110.

1020739 Implement technical competency tests for decisions to be made for personnel cuts. Physical fitness is important but THINK about the higher technology required today. Rid the military of illiterates who think sports, a high & tight, & a pressed uniform is the idea of a soldier. Eliminate the 1000 pnt. system. Go for knowledge. Go for experience. Hire a vet.

1020740 The problem lies in cutting soldiers who don't want to leave. You should cut those who do want to leave, then see what you have left. I trust you would have more than enough cuts.

1020742 #1 Combat force NCOs should not becsome sales force NCO ie Recruiters. #2 NCO should have total flexibility in the following: 1-geographical location. 2-MOS reclassification. 3-Military schools.

1020746 Only being in the Army for a short 16 months. I am totally disappointed with the type and quality of the junion NCOs E5-E7.

1020748 I received this late but am mailing this out the day I received it. Some of your questions I had more than one answer or I just useds my own judgement on. Some of the questions needed to be more in depth to answer without really being undecided, some you needed to look at both sides of the situation which was not given.

1020749 Educational benefits were supposed to be "grandfathered" for VietNam era GI Bill veterans and they were until the Montgomery GI Bill. Now, many of my benefits have been reduced or eliminated. This is one of the benefits which I expected to utilize when I retired after 20 years of active federal service. Other questions concerning the QMP whicsh were asked: This system of checks and balances are good for policy the slow progression & undesirables. Should soldiers (NCO's) be held accountable for ART 15's or other acts that were incurred as a private, early in a promising career.

1020750 I am currently statoned in Berlin, Germany. I am serving year five of six consecutive years overseas. The most stressful aspect of the forces cutback is facing the possibility of being military overseas to US civilian, in the stateside job market, overnight. This survey does not query current assignment and, if overseas, how long the person has been stationed outside the US.

1020751 I've made my comments on two separate sheets of paper. Sorry for using additional sheets of paper.

1020752 My decision in leaving the Army has been based entirely on my feelings and incidents that had taken place during my 3 yrs. active duty in Hawaii. As far as I'm concerned, if you don't look out for yourself in your military career, and try to advance by connections (friends, etc.) you will be left behind.

1020753 There are many E-4's & E-3's who know more about the job than some E-5's and E-6's but because the Army carried those Sergeants for 6 or 7 yrs. they are in charge and sometimes screw things up.

1020757 You will find out how the Army really is by asking the people who do the most work the lower enlisted men.

1020760 Some answers could not be accurately answered, due to the fact that I have to retire, due to age.

1020761 1) This survey was written from the viewpoint of a young soldier. It needs revision to add the thoughts of the senior member. Look at 66 a,b,c,67. 2) The only reason I plan to retire so soon is because I don't wish to stay on active duty past 9 years with my present wife. What other "profession" (loose) gives the spouse 1/2 of a mans retirement?? 3) How to write a SF form 171.

1020767 A lot of the problem with keeping good soldiers in the Army (military) has a lot to do with local command. Things such as prejudice, favoritism, and sexual favors are a great determent.

1020768 My main concerns about the Army today is first, the pay is much too low for the risk that we take with our life, I'm a 12B20 thats a demolition specialist/engineer. The Army does not consider your family. I recseive $174. separate ration pay, where's the ration pay for my family? they also need to eat. Hardship tour is another subject. I'm presently in Korea 2D Engineer BN HHC, I'm not allowed to receive separate rations, only E-7 and above. The bottom line is the Army could care less about your family. They advertise the soldiers family is first, but that's a lot of b.s. Those high ranking officials don't know what its like to live on $1000 a month. paying csar note, rent, child care, and utilities, also Congress should consider giving the Army more than a 4% or 5% raise that does not make any difference. I think with a good pay increase, and maybe better benefits, you civilians thats taking over the Army need to come to the source, and thats the individual soldier. This survey is OK, but to get the hard facts you all need to ask questions face-to-face. If possible I would like some type of reply, please.

1020769 I have a lot of mixed emotions at this point. I want to make the Army my career, but because I am a single parent I may be forced to leave early. I think this is discrimination against the single parent. Since becoming a part of the 7th ID light, I have been threatened to be kicked out and told they have no need for single parents. My plt thinks highly of me, but the LSG and CSM hold me back from promotion. How should I feel!

1020775 After serving 4 years in the Marine Corps, I became accustomed to a certain amount of professionalism. The chain of command at Ft. Riley is sadly lacking in that quality. I am constantly bombarded with half-truths and misinformation. I have become totally disillusioned with the Army. Circumstances and treatment would have to drastically change before I would ever consider re-enlistment. I appreciate the opportunity to express my opinions absout this post.

1020781 To whom it may concern, I do not know the extent, or exactly how the Force will be reduced, all I know is what the media is printing, and if it is true, I don't agree with it. There will be a lot of substandard soldiers and leaders staying in the Army, and there will be a lot of outstanding soldiers as well as leaders being forced to leave in order for us to maintain an Army of excellence we must re-evaluate our soldiers and leaders. Our soldiers deserve outstanding and the best leadership we can give them, and our leaders deserve quality soldiers. I fully understand that nothing and no one is perfect, but with outstanding leaders and soldiers we won't be far from it. As far as the soldiers that will be involuntarily released from the service, they have served just as hard and dedicated just as much of their life to this outfit, as any of us; they've bled, cried, and broke a few bones, but they still served our country well, and proud. The world would not be where it is if it was not for them, and I think consideration should be taken to reward ALL of these soldiers, not just the ones with over seven years of service, no one soldier is better than the other, we are all family. I love the Army, and I love my country, and I am very proud of it; but I don't want the soldiers who have to be dismissed, to have hard feelings toward the Army or our country. Please keep these thoughts in mind for our soldiers.

1020782 We definitely need to develop a system to separate the substandard soldiers. Currently, there are many soldiers with numerous article 15s and negative counselings that commandesr are failing to separate. Also, there are NCOs whose performance is unsatisfactory, however, supervisors fail to indicate this on NCO-ERs. These NCOs are carried through the system the same as school children being passed on to next higher grades without knowing how to read & write. I PSC 1Aug90, the following information is new duty station.

1020785 If selecstion boards were more thorough in reveiw of the personnel selected is: flags, other disciplinary actions, our promotion system would not have the problems it has now. So many undeserving slip through. This affects whole Army morale. We have soldiers on wewlfare, then paying excessive amounts for equipment. The Army has an effective and adequate management system, we just need to abide by it.

1020787 Q24 - Service to country is a moral obligation; military service is educational. Q25 - Would encourage to enlist in any military service. Q27 - I was drafted. Travel/family/benefits had no bearing on my initial term. Q49 - too many rumors; too much posturing in the news by Sec. Def. and Congress on dollar issues. Q55 - Just one example of "domestic" enemies referred to in enlistment oath. Q56-58 - Congress and military leaders play politicsal football every year with our pay and benefits - it's only going to get worse. Q109-110 Many soldiers have become successful senior NCO's despite convictions early in their careers - depends upon the individual and the crime. Q113 The current QMP doesn't work. Good people are being lost in the paper shuffle. Over the past 22 years - from a draft to a volunteer Army - there has been a degradation of implied and actual benefits. The trials, tribulations and just plain day-to-day bullshit of being in today's Army are not adequately balanced against current pay, benefits, and retirement. The military is a good starting point - entry level pay & benefits and college opportunities are good, as are life experiences. People in the military are more urbane, sophisticated and world knowledgable than their stay-at-hoem counterparts. But the country and the heirarchy don't appreciate this nor reward it beyond entry level. The price of freedom is costly and the people who pay the bills want a military as cheaply as they can get. Without a recognizable enemy, it's hard to see a need for a large force. However, there are many domestic actions that could benefit from maintaining such a force. The war on drugs, disaster relief are but two.

1020793 The military should retire all soldiers who have reached or exceeded 20 years active duty. The military should change the retirement eligibility of 20 years to 15 years thereby reducing the military force and saving the government money.

1020796 I think the cut back is a bads idea not for me mainly, but for the friends I met, and the attitude they had before they came in the Army, and the Army has changed them a great deal. I think that it has a lot more like them who need some good discipline from the Army, so they would make better boys & girls for tomottow future.

1020801 We have non-productive soldiers serving in the US Army E5 with 14-16 yrs of service that are promotable with less than 725 points and promotion points are stedily decreasing. What are you going to do with these 71l?

1020808 I have already serveds an enlistment in the Army Reserve & the Army National Guard in my home state. Even though they were well equiped. They lacked the discipline & bearing I needed to excel in my military career.

1020814 No 18. Chaplain assistant. no 88. Job training. no 91. If need be I'll go anywhere to get a job.

1020816 I have served overseas for the past two years. In that time I've seen things go flip-flop from day to night. To best sum up what I've seen in my unit would be to say that we have gone from ready and well trained to a unit struggling with budget cuts, motor pools with rusting vehicles, qualified E-3's not getting E-4, peopel trying to justify things by a mission nobody believes is real, and morale dropping to an all time low.

1020818 The things I would like to see change in the Army is: The MOS's that support the units should not be held back from performing their job. I have seen that experience happen. Because 76Y are supposed to deal with small arms along with supply. I don't think it's fair that we should be held back from performing the job we're trained for. I would also liek to see married soldiers be appointed with their spouse as soon as possible. Without the hassel from their PAC NCO.

1020821 Lack of inforamtion concerning career opportunities (IE promotions, eligiblity and retention). I have recently seen career soldiers change their minds about re-enlistment because of uncertain career opportunities.

1020822 Following are several suggestions that may better prepare a soldier for continue military duty or help to create a better merger into civilian life. 1. A soldiers career opportunity would be greatly enhanced if a period was provided during the year to allow the service member an opportunity to participate (enroll) in career training classes, be they vocational or academic. 2. Soldiers should be allowed and given the opportunity to attend MOS related schools other than basic and primary NCO courses, whether the schools are offered in CONUS or out. 3. Soldiers and the soldiers family members, who may be a part of the "world of work" should be given current data base information on the status of jobs in their csareer field, location of jobs, and career change possibilities. This kind of information may help the soldier and his family members to make a better socio-economic adjustment upon release from the service be it voluntary or involuntary.

1020827 Rangers lead the way. Period.

1020828 It seems as though that those soldiers with college behind them are the cream of the crop. This is not true! A lot of soldiers, such as myself, get caught in units that school opportunities are near to none. 6 of my 9 years I have been in a Divanty Unit that stays in the field, and we all know mission comes first even though education is publicized. I can guarantee I know my job. You pay me far better than the majority of the brainy graduates in my grade and MOS. Check SQT scores not degrees. SQT determines how well you know your job and our job is what we get paid for.

1020830 The questionaire asked too many times on how long I would stay in the Army and woudl I reenlist, I wouldn't know I still have 3 1/2 years on my first enlistment. You always asked about the good NCO's, what about the bad ones, they're the one's tht need to be out.

1020831 I believe the state of the US military memebers at this point in time is one of cconcern, we are obligated to our enlistment, no matter what the number of years, why can't the US military honor this obligation like we do? The basic belief is tht we enlist, and if we are called, we are ready to provide even the ultimate sacrifice, and now we face uncertainty. I think, as well as fellow soldiers, that you should ask peopel if they want out before starting the involuntary separations, if a soldier doesn't want to be in the Army, it affects his job performance as well as those around him. Second, I believe QMP times should be lowered as followed, SP4-6yrs; SP4P8yrs; SGT 12yrs; SGTP 16 yrs; SSG 20 yrs.; as I am a SP4(P) with 26 months time in service, 5 months time in grade. The next targeted should be the soldiers with disciplinary problems; ie. DUI, Article 15's, Alcohol related incidents; drug problems etc. The last group are ususally one in the same, overweight and PT failures; these soldiers usually lack motivation and over 3/4 of these people that are released from these programs will go on to be readmitted into the same program within a year. I think these changes could be good for the Army if handled correctly, you could weed out some of the bad soldiers; I just hope you practice what you preach, ie. "keep a good soldier in the Army."

1020832 A big decision in career choosing would be if there was more information on ROTC and the job prospects (MOS) and options available after compelting the course. Also very important would be more adequate information on security of keeping the job. There should also be more guarantees one csan absolutely depend on. The enlistment counseling should include more information on what is permanent and what could change in all aspects.

1020833 I feel that the so called "peace dividend" should be given to the people who msot deserve it, the soldiers and veterans of America, or at least a major sum of it. We made all of this poesible by VOLUNTEERING to serve, we have endured many hardships for our country, (I for one with great pride), and I think that it is time for us to receive A LITTLE in return.

1020835 Some MOS's a promoting to fast a getting bad NCO's that means those bads NOC need to go. So why promote them. Particularly patriot 16T. Patriot can not withstand a troop reduction. Because they are operating with less then they need as it is. In general the Army will get better people but in some cases specaal care msut be taken to insure quality troop stay in adn bad ones leave the Army.

1020837 67. Current change of MOS - how will affect my career 88 Recommendation of job skills issued from Army for employers to view.

1020839 Questions 109, 110&111 should be considered on a case by case basis.

1020840 Godo job. Need more information on cut.

1020842 Sorry this is negative input. However theater area Army command, is the worst command I have ever been in, in my 20 years of Military Service. I ahve been proud to serve my country for 20 years. And have been satisfied with my career. However Tuucom has definitely prompted me to leave Military SErvice earlier than I would have liked to.

1020850 I think that there are enough people in the military who want out, or will not be able to take the stress of higher required, SQT, PT scores. People who won't accept overseas duty. DWI's, overweight and serious vern & actions, DWI's. If they all were out of my Army you wouldn't have to worry about involuntary separations for people who do want to make it a career. If a person wants to make it bad enough, like me he will drive on and do it.

1020855 I really do enjoy the Army. The Army has been good to me. It gve me a start to be somebody. I've traveled around the world, saw a lot of places. I love the Army.

1020857 Would my Federal time count with civilian job? Where do I take a civil service test. When can I apply for a federal job? What restrictions are there for applying for federal job.

1020860 67. If there should be some type of reunification in Korea as in Germany, many 98G KP soldiers may facse the issue of reclassifying if KP field shoudl be reduced. 95. I tried to apply for Special Forces while on my last tour in Korea, 98G Branch will not release anyone.

1020862 We received a briefing from our Battalion Commander about the "caling down of the Army." Under the civlian sector the transparency said increase recruitment in colleges and universities, why? At Fort Bragg and other Army posts there are many civilians doing Army jobs and are getting paid a lot more money...why is that? If the Army is scaling down, why don't they get rid of the civilians doing military jobs. Thus the Army would save more money and reduce the amount of personnel.

1020866 I received this survey on 2 of July 90.

1020871 Question #67 other: I would not even consider a career in the Army for many reasons. Many officers and NCO's are so fearful of losing their jobvs, it is all taken out on lower enlisted personnel. There is no job secsurity. Good NCO's are being QMPd for things done when they were PVTs 5 and 10 years ago. I would not risk a 30 year career in the Army knowing one small mistake could get me barred. Reentering the civlian workforce after 10, 15 or even 20 years would be very difficult for someone who hs dedicated all this time. I will leave the Army the first change I get while able to retain the benefits of my GI Bill.

1020872 I'm just a young specialist serving on my first four years enlistment. I love my country, the US Army and I believe in what I'm doing. I'm an outstanding soldier because my morale is always high no matter what and I always seek self improvement. However, this toop reductions have me concerned. I think DA should give some authority to the company or battalion commandrs to weed out the bad, non producing soldiers. This method would be more effective than any other method. I also think the officer corp should be reduced. DA shoudl require for officer candidates to serve at lest 2 years enlisted prior to a commission, except West Pointers. ROTC is bringing plenty of college degrees in the Army but a lot of undedication to Honor and duty.

1020874 Question 67; what MOS or job will the Army consider suitble. Need to outline specific outlines of what Army wants.

1020882 I think the csurrent promotion system to Sgt & SSG doesn't promote the most qualified soldiers. I see some of the most useless people being promoted to Sgt & they shouldn't be a SPC. I'm qualified but can't maek 998 & you won't keep me back anymore.

1020884 My feeling is that reduction in force will cause great damage to the US Army (maybe other branches). I have found that most young soldiers aren't in to give their best to their country. Being an instructor at the Signal School, Ft. Gordon, Ga., I asked recruits "Why they joind the Army?" Most responded, "I am only here for the college fund." This meant to me that I was wasting valuable time training these soldiers because they're here for financial assistnace only. Myself alone with many other noncomissioned officer have spent most of our lives serving our country. We have lost relatives, friends and wives during this period. A survey of the divorce within the service of person (10 or more) would reveal a great number. This is to say most NCO have given up happiness to serve their country. There goal of retirement is at hand, to say goodby woudl certainly be a blow to self-morale. We have worked for lesser wages than our civilian counter-part, with great stress. Our family (the military wife who didn't give up) have been there, raising our children and hope and pray for the day, they can settle down in one location. Reduction in force is certainly going to hurt a great deal of wonderful patriotic persons in many ways. Thank you for giving me the opportunity to suppose my fellow soldier.

1020894 I think that eacsh soldier should be looked at as an individual, not catagorized by rank or time in service. A soldier may have enlisted at a young age, not with making the military their career, and changed their mind later. Of course if no attempts at improving oneself or military education or standards are made then its obvious the soldier is wasting time in the service. But if a soldier is showing some progress then I feel they should be allowed to remain in service. The Army can benefit mroe from a soldier thats been in a few years, and has military experience and background, more so than a new privage. It also costs less to give an old soldier a job and can expect it to be done, than to train a new soldier how to do the job.

1020899 THere were some questions I didn't understand but I answered the best I knew how. If I was told to leave active service today my first place I would look for work would be at an Army Guard or Reserve unit on a full-time basis. I was in the Guard for 6 yrs. before joining full time Army. But they are probably getting cut backs also.

1020900 I personally feel that the Army cares more bout the mission than the soldier. Just maybe it is the chain-of-command that does not understand that a "soldier" is still a human being and their root of determination, strength, happiness, and motivation stems with their family (the immediate one). I am a single parent and it has not been by choice but I have been treated by the male soldiers (whether it be enlisted or officer) as if I became pregnant alone. Put some blame on your "real" soldiers also.

1020901 1) Not speaking for all soldiers, bsut there are soldiers who come itno the military for 2 to 4 years only seekign the Military education benefits but not planning on making the military a career which poses a problem of dedication. 2) Career soldiers should be allowed to retire without being involuntarily separated after 20 years of service.

1020903 I love the Army very, very much, as a matter of fact, with all my heart. I'm extremely motivated and dedicated. However, the mentality/compitence of our leaders today, (not to mention all the ignorance) has made me fully convinced that the Army is no* necessarily going in the right direction. Please, please officers, leave the soldiering to us, "the NCO's".

1020911 What's the use in all this? You guys never do anything for, or listen to the lower enlisted, because you care only about the brass and the Army itself. It's all style and no substance. If it wasn't for the lower enlisted, the Brass would never get promoted. You can keep your favoritism.

1020914 The recruiter are not always in the best interest of the applicant. I have a college degree and my choices were the 88M or don't reenlist. I hate my MOS I'm more qualified for communications, my unit doesn't care they just push paper work. Can you help me?

1020916 The chain of command needs help.

1020917 The Army's financial system has a great affect on many soldiers. If the Army makes a mistake with your pay, it's like pulling teeth to get it back. It takes too long to get YOUR money back, sometimes months and in one case of mine a year. The attitude of all the finance units I've been under (5) is theirs (the Army's or the individuals) and you can live without it until we (the finance personnel) work it out, even though it's your money and you haven't received it through some mistake of the Army. One, of many examples that happend to me personally occured in Sept. 88. My Les came out stting I hads gotten a mid-month payment (in other words my check was split in two) and I have never had midmonth pay since I enlisted in the Army, nor have I ever put paperwork in for midmonth. This occured 2 months after a PCS move when my family was still waiting stateside until housing was available. No one has been able to explain to me why this happened to this very day and the problem wasn't corrected until February of the following year and it took a SMAG to get me a casual pay in February. This was through no fault of my chain of command, because I was at finance on a weekly basis. My major complaint is tht even though every system has it's flaws the Army's finance system should have a quicker & more efficietn way of helping people & not just with one casual pay. This kind of finance problem has happened to me 3 times since my 6 years of active duty. Thank you for your time & concern.

1020921 A. Find a job training.

1020922 Please notify soldiers who are being involuntarily separated in advance so they can be prepared financially. Thank you.

1020923 As for myself even though I plan on staying in for 21 years and I only have 12 years in the Army, I worry about getting a job when I get out and if I will be able to support my family. I think information on job opportunities or job fairs should be more frequent because not everyone can go to them if they do have them and be in more than one placse or even go to each major command.

1020925 I believe that the simplest way to cut back is to offer a voluntary early out, and I think there would be a lot of soldiers to take advantge of the opportunity.

1020926 With all of the reductions here in Germany it is my opinion that my fellow soldier and myself tht the selection of cuts so far have been unfair in some ways. We have seen good soldiers put out. Everyone is on edge to see who will be next. Throughout the questionaire I have marked quite a few uncertainty answers. Mostly because I don't know whether it will be beneficial for me to stay in the respecst of one wrong move and your gone. Every soldier makes mistakes.

1020927 Get rid of the points system promote on merit!!

1020930 With all the cut in todays Army I believe the Army need to get a better hold on the number of personnel that are presently working but of their school MOS. but making the MOS's overstrength and holding up constant promotion for those who like myself have worked the MOS and gone to all the school to do the job to the best of the Army standards.

1020934 I think MORE and BETTER family benefits, less moving from station to station for married couples, and more housing for families, would boost the morale for a lot of married families starting new careers in the United States Army. A single soldier can adapt to changes quicker and easier than a married man or woman away from their family.

1020935 I think the soldiers who are to be cut, should be the less productive, and sub-standard soldiers. Records can speak for themselves.

1020937 Reference Question 49a. Chain of command "somewhat reliable": Although the Chain of Command's integrity is intact, the amount of information put out from unit/battalion commanders to (name) and his corps commanders is so sketchy tht soldiers are all questioning their futures adn are extremely eager to know spescific guidelines for retention eligibility. Most feel they will wake up one morning with walking papers tacked on the bulletin board before standards are known.

1020946 Some of the questions here are very unfair. #101 for instance. The answer is neither, but you didn't list that option. What happened to VOLUNTARY separation? Why intentionally hurt soldiers when you have thousands like myself who will leave if given an honorable discharge. As for poor performing soldiers, who can best determine them, a review of record board or a unit commander.

1020948 Soldiers need compensation and some kind of employment opportunities.

1020949 Who is going to do the cutting? I don't think I could trust the people in my immediate chain-of-command to fire people. Too many old workhorses in our modern Army that aren't willing to change.

1020958 I think it's real cheap of your institute to make the person being surveyed pay to send this back to you.

1020959 The substantial GAP of pay & allowances of enlisted & officers!! The Army caters so much more to the wants of officers than the needs of enlisted. Your promotion points system for enlisted is geared to taking points from soldiers. As far as job tools: Interview sesson counseling do's & don'ts of an interview, The Army should institute a hiring agency to find their soldiers "JOBS"!! Without a doubt there should be deparation severence pay for enlisted! Why has it been for officers all along?

1020966 The first reason is that I was amazed at how many people are in leadership positions and don't do their jobs. Second the people in leadership positions tend to show very childish and unprofessional attitudes. Third people in my current unit tend to get punished for the smallest things but get almost nothing in the way of awards.

1020967 Q67 - The Army continues to publicize claims of fairness in promotions and "weeding out" substandard NCO's. This is definitely not the case. Units continue to use the old-boy network to shuffle along substandard troops through required promotions & schools. Example: in my unit an E-5 w/over 9 yrs. active service is being promoted after continually showing his inability to lead a squad (E-6 position). The good NCO's are not being shown any incentive to put in time or effort as they have done in the past. The line of thought is that if you stay in, sooner or later you'll get promoted. (Profanity) NCO-er's are rampant. Everything is inflated.

1020971 If we look long and hard enough we can always find some wrongs. Let's not be so quick to get rid of good people in the Army. Let's look at some contractors & civilians etc...Let soldiers take over csivilian jobs. My MOS is 95B. I am for the alert 3 years a recruiter.

1020972 You are shooting yourself in the foot by cutting down on promotions, this will force QUALITY NCO's out. Work on ALL of the INFERIOR NCO's out there who should have been QMPd long ago!

1020979 I feel tht a soldiers career decisions are mostly influenced by the soldiers current unit morale. Concerning first term soldiers, if the unit is below standards. The soldiers attitude towards the military will be poor and his work performance will suffer.

1020980 We have a very corrupt Army here in Germany. Perhaps if soldiers were guaranteed that their chain of command worked w/o ramifications - if soldiers saw tht our gov't. was doing just something to stop the Warrant from robbing our Gov't of millions (landlord fees etc.) & demanded respect & fair treatment, if our chain of command were earning awards on their own insteads of having enlisted Sr. NCO's shoot & qualify in their superiors name etc. Then we could have high morale & STANDARDS, few soldiers are seldom found in the Army that are JUST interested in being combat ready & soldiering. I'll be forced to write my Congressman because I have standards & pride in my country. Use my chain of command? Sure, if I want to suffer political ramifications. I'll just have to remain anonymous. A lot of bogus officers & NCO's who have connections & get away with bloody murder are goint to have to be weeded out before we can consider this Army one cohesive unit.

1020984 I think some of the questions have more than one answer. There's a lot of questions that a lot of soldiers like myself have not come in contact with yet.

1020985 The eroding retirement benefits are making it hard to want to retire at 20 years of hard work & long hours.

1020986 I don't agree with Army cutbacks, we are setting our country up for a fall. There are ways to cut back on the Army budget. By getting rid of the many "overweight", undisciplined, and soldiers who don't want to be in the Army. Rather than cutting, good quality soldiers. Also we "must" keep females out of the combat arms.

1020987 Call me, I could write you a book! But I promise it will not be what you want to hear. Like this survey, nothing more than to make the "higher up" happy. "tell us what we want to hear!" I would never continue to work for a "bassakwards" company such as the US Army!

1020988 You did not ask about living conditions which also play a role in troop retention. In my barracks the urinals overflow & I have killed eight roaches in my room. Our living quarters are highly inadequate. Also, as a 98G Arabic linguist you find that we NEVER get to do our job here at Ft. Campbell, we go out to the field to practice but it is all a serious WASTE of time and MONEY. If the time came we had to go to war, I fear for my fellow soldiers & my own live because of lack of practical training. I hope that all above information is helpful and that all opinions are covered under the PRIVACY ACT.

1020989 The thing I've got tired of seeing in the Army, more than anything else; is that some of the best leaders and hardest workers I've seen, have not got promoted because they never went to college. While others, who have a hard time telling one end of a shovel from the other, get promoted due to the extra points from college.

1020990 I think soldiers sold work at their MOS but further the IR education and not look only for the Army as a possibility for the future but a stepping stone.

1020991 A deep analysis of my answers may reveal a confusing situation. I am currently scheduled to go to the warrant officer course in Jan 91 which changes my status in the military. My career goal is to serve the U.S. government, in any capacity, to the fullest extent. This may mean as a soldier, DOD civilian or as a government employee. My deepest concern about remaining an enlisted soldier in the military is the decline in the family morale and living conditions my family faces. My spouse is one of those few spouses who do not change their citizenship (to U.S.) because they want to escape poverty from their home country. She did so because she values and respects my dedication and devotion to my duties and my country. She also realized that a life in the military has it's ups and downs and is prepared to support a "family decision". This means, as my benefits decrease (i.e. free health care, spouse job preference, costly dental costs and my ability to live a life commensurate with those of similar duties in the civilian sector decreases, we are prepared for 'RIF's, involuntary separtion, or voluntary separation.) I am very confident I have the skills and education to secure a very good job as a civilian. However, my goal is to be able to complete at least a 25 year career with the U.S. Army as a warrant officer. I have been totally honest in filling out this survey, and my comments appear rather sloppy, but I appreciate the opportunity to provide my input into the program. Thank you.

1020996 I have mix emotions about a career in the military because at these times with all the cutbacks, my wife and I feel staying in Army may not be a wise decision. But the boat I'm in has me here in Europe with my E.T.S. coming in ten months. And I just can't see myself setting out overseas. And coming back to the states with nowhere to work or live. Nothing against my fellow members in the staes but when we cut start from there. And gradually send the USAEUR soldiers back to fill the slots.

1021000 Question 66 & 67 & 70 I am retiring.

1021009 Cut strength by 50% or better put "HOW LOW CAN YOU GO?

1021013 Consideration must be taken in making reductions as to what the soldier has done to better themselves as far as education, military schooling, switching to shortage MOS's to better both the Army and themselves. Dwelling on an individual's past might not always be the best decision when making cuts. Be very careful on your decisions we are talking about the American people and our patriotic way of life. I'm not happy with the quality of soldiers these days. The low stress basic training and the offering of large bonuses and G.I. bills. Has created a large group of military personnel to do just barely what they have to, and then get out. And a majority of them when asked why they're here, they'll tell you, for the college ofr bonus. For four years they dodge the Army ways by doing little as possible. Giving off negative waves and having no morale or esprit de corps. Always doing the bare minimum.

1021021 #88: Veteran preference programs. Utilization of the military (MP's) in fighting the drug war would greatly reduce the expense and provide a group of personnel less likely to be bribed due to turnover of personnel. This is in reference to question #55.

1021023 I feel the Army is making amove towards the better as a whole but to have no choice when selected for drill sergeant/recruiter duty makes a person really think if it's all worthwhile. The fact that someone cared to give a survey to get the soldier's opinion is good & should be done more often to help the Army save money with realistic ideas.

1021024 I would be more inclined to stay in the Army if further eduucation opportunities were available. Due to commitments, I have been unable to attend any significant college classes that are available to other soldiers who aren't on jump status, don't get alerted, don't do anything except police call & PT. It is very upsetting that these soldiers are "getting over" while we get to suffer for being there when the balloon goes up!

1021027 88 - B C E 95 - I am in special forces 110 - It should be evaluated on a case by case basis. Job performance should be the most important factor.

1021029 I would choose a different MOS for the experience to be under me for a civilian job. Also, if soldiers were given the opportunity to leave with all benefits specially those that came in for cnefit 80% would choose to leave voluntary.

1021031 Although the military has provided me with an experience that I'll always look back upon and smile as a feeling of pride sweeps over me, I know that I will be able to do more with my life as a civilian. The Army has been a source of both disappointment and elation. The training is tough and realistic, however, one feels like a boxer living a regimented life style, enduring hardship and pain to be the best, yet is never allowed to step into the ring. The purpose for such training is clear but takes its effect on morale and motivation. Downsizing is inevitable. Thus it would be sage if the Army first asked for personnel who so desire, to leave voluntarily. Then, if the Army required further reduction, implement one year early outs and mandatory cuts. This will afford soldiers with the opportunity to immediately enter civilian life if they wish, yet maintain benefits. Furthermore, depending upon the reaction of such a program, individuals who may have wanted to stay in the military but would hav been forced out under the original plan for downsizing may be able to continue their military careers. Involuntary force cuts will no doubt purge the Army of many "duds" but at the same time create higher levels of stress and paranoia among career soldiers. In addition, good soldiers will also fall prey to the downsizing. Put in its most simplest form, if a soldier wants out, let him/her out without negative repercussions. If a capable soldier wishes to remain, let him/her remain.

1021034 If you do involuntairly put soldiers out they should definitely receive a substantial separation pay. We talk about putting soldiers out of service, where are they're replacements coming from? Are we going to change the TOENE for personnel. In our MOs we have never been up to full strength. How are we going to fix that.

1021040 I would like to know the full story behind this survey. I am very suspecious.

1021041 Dedication to duty, and value to the srvice should be the decision of immediate commander/chain of command they know the soldier currently. Standards for physical training have gotten completely out of hand. Physical capabilities have almost completely overshadowed mental. For retention/promotion/job selection. Exceeding standards is fine but must have a limit for quality of life and health. Check how many arthritic knees now against past times. How much does it cost. I think too much.

1021042 Being in the Army has given my family and me the chance to travel and meet different kinds of people. The pay is a little short of what it should be. Educational resources are available, but opportunities to use them limited by conflicts with work. I am, at 36, too old to work in combat arms much longer, but would re-enlist for a technical M.O.S. My response was delayed due TOPCs.

1021048 I think that you should let the 1SG & COR's have more say-so about who gets put out, because they know more about who is doing there job in the Army.

1021049 Have a job lined up, just waiting to get out. I would like to get a drop from the Army. My parents would be supporting not as much as they can through college. Question 101. I think DA should just let soldiers that would like to get out, get out. But I feel they should at least go into Resaerve or National Guard.

1021051 The quality of the soldier is not looked at close enough for promotion to E5 & E6. As long as they pass the board and take college courses they will be promoted. I think they should go more according to soldering rather than civilian education.

1021052 At this point in my career I am looking in the direction of different government service to go into in case of troop reduction. I would greatly be willing to help in the future to help gather other information. Reassignment is necessary.

1021055 Today many soldiers are upset about rank. It's understandible about some benefits. Do to rank or time in service. But many times get so wrapped up in it. The lower enlisted E-1 to E-4 are just left out to struggle. When higher ranking can afford and we can't. Take more time to evaluate the down right need of lower ranking. Especially married. Thanks.

1021058 The QMP is not effective because to many neo's escpeically E-6 and above have a friend in a high position to keep them from being QMP'd. Like a 556 - in my BN. 50 lbs overweight but the CSM hunting buddy. Many medics overweight but since they run the weighin's they aren't. I believe congress should weed out the bad people in the Army. But don't cut forces to meet a quota that will just leave an unprepared US and a higher chance of losing the next war. The chances of another war are increased by a reduced and ill prepared Army. Alot of DOD employees ae getting big paychecks for jobs that the deadweight of the Army coudl do. (or support units). Also many manufacturers are selling low quality equipment to the US for high prices (not very patriotic).

1021060 During troop reduction, I think that the Commanders will keep their friends instead of the troops that are best for the job. I've seen this kind of thing happen at my current unit.

1021061 Q189 and 110 need to be on a case by case basis. The soldiers that have been in combat arms MOS, have no skills that the civilian market place needs. Some type of program should be set up for soldiers retiring and involuntarily seperated to help them find a good job after they're honorable service.

1021062 Although I agree that DA boards should have access to soldiers disiplinary data for promotion and involuntary separation. I see too many qualified NCO's being QMP's for one shortcoming, while NCO's with a history of less than average evaluation reports are allowed to progress through the ranks and reenlist. This distrubs me!

1021063 I see a lot of overweight enlisted, and officers-personnel with profiles that are reclassed into support MOS's. Those of us whom are in support type MOS's are being subjected to high cut off scores due to the reclass profile program. I hear scuttle about single parents beign looked at strongly. I am a single parent - and have accomplished more since I've been divorced than married. My SQT is high, PT, and NCOER. My personal staus as a single parent has not hindered my performance, mission. Low cut off scores to E-5, SGT/E-6, SSG, in combat type MOS's ie: 450 PTS, 550 PTS-low 700's I feel is unjustified. Under the promotion system since 1985 to get promoted in SPT job skill MOS's you have to really work hard to achieve 800 pt or better. Compared to fields that have low cut off scores which requires little or no more effort to make the grade. Our current defense budget now is spending seventy plus, billion dollars on a project (Steith Bomer) justified in a reduced force. I work 15-18 hours a day and feel I should earn more than what we are getting paid. We the military could receive a 20% pay raise and the Gov would still save money from what it cost to build, operate a weapon like the Stelth. The Gov ie: installational level also waste alot of paper ie: merit promo. Excess DB's etc. Alot of which ends up in File 13. Gov. aid to all of these foriegn countries in times of disaster who gave aid to the US when SF CA had an earthquake. When Exxon Valdez dumped millions of gal of oil off the Alaska coast who rendered aid besides the US Gov. The Panama situation w/Norieaga - Philaphines w/Marcos. And the list goes on. Yet we can't even take care of our own people who are homeless, hungry, yet we are reducing our force which is still smaller than USSR.

1021064 I think anybody NOT going above & beyond Army standards should be released. But the ones that do should be advanced in rank not depending as much on promotion points but by merit.

1021067 Promotion boards seem to blame the soldier for thier duty at "cushy" jobs, whereas in fact the NCO has little or no say in what assignment is given to them. The soldier should not be held responsible for what types of assignments they have. All positions are for the good of the Army or they would not exist.

1021068 #88. Job fairs.

1021069 At present many careerist NCO's are very concerned about the news of future reductions in the force. After 10 years or more of dedicated service to ones Army and country it is hard to believe that a good NCO would be asked to leave. Only the sick, lame and lazy which there is alot of in the Army should get the boot. Leave the soldier who meets the standards alone.

1021071 All myanswers are based on the present conditions the military is going through. If there were hope of being promoted, more educational benefits I would gladly stay in the Army for 20 yrs. Right now the military doesn't offer very much. All the benefits are being taken away from the soldier. Which in turn makes you want to seek something else.

1021075 Check the records of soldiers, (schools,disciplinary) etc and if they are slugs just collecting a paycheck get rid of them. Be all you can be.

1021076 If soldiers are to be seperated involuntarily, severance pay is a MUST! The system of promotion and QMP in the military is not fiar and euqitable. Too many soldiers who can't or won't do their jobs get promoted while good soldiers get QMP. Seperate soldiers who have permanent profiles - what good is a soldier in combat who can't run, bned, lift things etc... Involuntarily seperating soldiers who are married to other soldiers is unfair. They are just as deployable as anyone else in the Army. Plus they save the Army money on moves, BAQ etc... Seperate sole parents - they are not deployabe unless someone else cares for the dependents. Give soldiers plenty of notice for QMP and allow them paid time to find another job. Reducing the strength of the military to quickly will only serve to hurt the US economy. More unemployment, less productivity. QMP ALL soldiers who use drugs. QMP soldiers who recieve too many article 15's are court martialed or convicted of DWI.

1021078 Any Army career is uncertain. Since I have been in the Army I've seen the good soldiers set aside, or forgotten, and the bad soldiers promoted. The bad ones I mean get promoted at the same time or even sooner. These are sldiers that get over every day on the Army systems. I'm not in love with the Army, but I do my work. I've seen some large sections and only 1 or 2 people carry that section, while everyone else bullshits all day. These people bring forward low morale. Also, it is so easy to get into trouble in the Army. 20 years without losing rank or punishment would be very hard. Alot of NCO's try to bust people. Why? I guess they don't realize that high moral is the key to a good Army. Things could be so easy but are made hard because of these type NCO's & these type lazy soldier. I feel I am a good soldier, I have 8 months left and the way I feel about reenlisting is I'm dead set against it. Not that that matters to anyone, but its a point I make in that, the good people are getting cut. A program needs to be started in that instead of making cuts put more emphasis on weeding out he lazy people and the people with attitudes & people who don't want to work with anyone else & kick these people out with not benefits. Then the Army will be a good place to work.

1021079 The Army should take a better look at their good soldiers. Alot of good soldiers are being passed over as far as promotions and in some cases good assignments.

1021081 All I can tell you are my concerns. And my basic concerns are being with my family, serving my country, job security, retirement potential, medical coverage, and overall quality of life.

1021082 Should have QMP boards at Bde level. Personnel at DA level do not have the full picture of the soldiers.

1021085 Myself and my fellow soldiers all agree that enlisted soldiers forced separation should be compensated. Officers forced separation should not be compensated.

1021086 I think this survey gets to be very personal with the individual completing it. This survey also makes an individual feel like a reduction target. The survey would be better if it was not as personal.

1021089 I work as an Army recuriter out of Pueblo, Co. I really don't understand the concept that the Army is taking. Our mission every month have gone UP not down, plus now the mission is quality. (scoring 50 or better on the Asuab test). Where is the reductions. It sure isn't from our mission. If you need to cut back, cut back on people entering and people who have already put in 20 yrs and are just holding spaces for those who need to move up. I have been an E5 since 1981. I sat and watched people in my MOs which at the time was the old 91B grandfather claused without having to attend the long school of 91B which is now in affect. I was involuntarily put in for the long 91B school and was accepted into the 1st class they had. I wanted 91C. i have given & given to the Army only at this time in my life to be forced out. I came in when VEAD was in affect. $8100.00 is not going to do me alot of good for schooling without a paycheck. Aslo, I was 27 yrs old before I was sure what I wanted to do when i retire from the Army. I didnot take classes in the Army using the tuition assistance before that because I don't believe in wasting money. When I turned 27 I started to attend night school while stationed at Walker Reed in Washington DC. On 22 May 1987 I was hit with duty for recruiting. Needless to say all my plans for assistance with college went out the window. I don't see how working from 0800-2000 at night can allow you time for college. They don't offer Sunday classes. Oh and I know everyone says everyone can go to school if you show me a way that I can afford and give me the tuition to go I will go. Being a recruiter can definately break you. I feel that the Army has done alot for me but I also feel I have done alot for the Army and have always strived to do my best in anything I have attended as shown by my record. Why should I be discharged when others can stay who have over 20 yrs. I've put in 11 years of my life and enjoy it. Also new broadcast want defense money spent for education instead of defense. Why not make these kids who qualify, work for their money. I feel it should be mandatory that anyone who cannot pay for college be made to enter military then given money to go to college. That way instead of wasting money, which most kids do their 1st & 2nd yrs of collge (good government money is wasted), they could mature and then go to school.

1021094 Concerning the downsizing of the Army, let the people, who want to get out, go. Don't force out the people who want to stay unless they don't meet the required standards.

1021095 Consideration should be given to separating soldiers on the over weigh program for more than 90 days. Consideration should be given to separating soldiers who fail their APRT two consective times.

1021100 A memorandum should be sent to every installation, informing the NCO's and I hope officers, of the most likely reasons for an early out.

1021101 QMP are VERY unfair when stationed outside the US, it doesn't afford us any time to search for a job to care for our families before we are literally put on the streets.

1021103 The Army system set up to devise a much smaller Army is very intense. I beleive that a thorough screening is required. The system of involuntary separation should not be used for just any soldier. The soldiers who fail to meet standards and the ones who fail to progress should be looked at first. The soldiers who have nothing derogatory should be compensated for involuntary separation. They contributed to the militarys strength and it is inhumane to just put them out without preparing them for it.

1021109 I am very concerned, because I received a court marshal conviction in Nov 1985. I was reduced from a SFC to SSG. Even with the reduction I decided to continue my Army career. I was granted the approval to reenlist June 1989 for 5 years, which places me 3 months short of my 20 year eligible retirement dat (30 Sept 94). With the completion of 16 years active service (as of 30 Sept 90) will I be involuntarily released because of my court-marshal or will I be denied a 3 months extension which will give me 20 years active duty service that makes me eligible for retirement?

1021113 104-450! I wish it was 450 (cutoff score) cutoff went down one point, from 998 to 997 in June. IF it was 450 I would have made SGT in 1987, and be a SSG right now. I am not a dud, I jsut picked the wrong MOS. I know my JOB and was a CPL Squad Leader for 11 months at Fort Bragg. Then made a PCS move to a pershing II unit. To where I was SCREWED by a PAC clerk (71L).

1021114 The Army must be very careful in cutting the force back. 1. It would be the perfect opportunity for enemy countries to advance on us during this stage. 2. We will aslo be loosing good high standard soldiers, in all ranks, if they get caught in the involuntary cut back. 3. Our manpower, maintenance, and equipment readiness woudl decrease drasticly. 4. Cut back on all combat MOS's would cause more stress on combat units, because of personnel strength. 5. Our soldiers in Europe is the best thing that

could happen for our military forces. We need keep our guard up in Europe, because it gives our service the opportunity to train with the German, Italian, British and all the rest f NATO. Our European command forces is our strongest right now, and we must keep it that way. USSR has claimed they have reduced their Army. The only thing they did was shift troops around. They are playing a chess game and they are repositioning their peices. Our government is very blind in seeing this. So, what do we do? We want to show Russia how nice we are by reducing our soldiers in Germany like they have supposedly done. We are leaving ourselves open and not being ready. Don't trust RUSSIA. If the Army needs to cut back because of money and reduce our size then we need to do it smartly and farely by: 1. Kick soldiers out if they cannot meet weight standards. 2. Kick soldiers out for DUI's (driving under influence of alcohol). 3. Kick soldiers out who deal and use drugs. 4. Kick soldiers out if their GT score is below 100. 5. Kick soldiers out if they cannot make 80% on SQT test. 6. QMP soldiers because current grade E-4 for 10 years service. 7. Kick soldiers out if they are not working in their MOS. 8. Kick soldiers out if they do not have a GED or high school diploma. 9. Reduce personnel in non combat MOS's. *Keep our combat units strong and ready*

1021116 Why don't the QMP section look at all the soldiers that have recieved ART-15 field grade or higher and dismiss them all.

1021121 A major concern to me and fellow careerists is the new re-up policy. I'm due to re-up and the only option is regular Army. I seem to be in a dead end MOS (cut-off score 998 for five years now), and would have liked to change my job. However, the Army seems to be closing down career options & opportunities for career soldiers. It's not a very good sell tactic.

1021122 I think the Army should extend if medical benefits to personnal seperating from the service for at less 6 months after separation. I think they should move some units out of Europe but not all, because I feel there still is a threat! The Army should give personnel a long enough warning before they seperate military personnel.

1021133 A fear of mine is soldiers that invest more than ten years of service and are involuntarily seperated will there be separation pay? What is the guide lines for selectign those to be involuntarily seperated? ie: case by case record check, deactivation. As a career soldier (Senior NCO), my daily attention is on my mission and my soldiers ... Should I start concentrating more of my concerns to job possibilities as a civilian...? The bottom line is, we are very uncertain on a great many key points. Until the issues are clearly decided it's very tough to make a consious decision.

1021134 Issues on soldiers married to other soldiers ie: how the Army marrid couple program and joint domick benefits or not benefit couples.

1021135 This is my first enlistment. I plan to ETS at the time my enlistment is over. What I am seeing are a lot of people like myself who are going to leave. I feel that I am doing a good job, have never failed a PT test, & have the highest SQT score for my MOS in my battalion. But the Army career is not seen by myself & others as the best decision. If this could be changed, perhaps after the force reductions, more first timers could be convinced to stay in.

1021136 105. You need to check the points needed for promotion to SSG. They are NOT at 550! I believe anywhere between 700-800 pts is a fair point average.

1021139 88. That data base are broken down by states.

1021140 I have good intentions on making the Army a career. I'm just so worried I will devote 10 to 15 years of my life and be forced out. Not that I am a substandard soldier, in fact I am very motivated I worry about being in the wrong place at the wrong time. Paper work doesn't make a good soldier!

1021148 I feel that no soldier should be allowed to stay on active duty for over 20 yrs. If a specialist can't make Sgt in 6-7 yrs, then he should be QMP'd.

1021150 In my particular experiences in the Army, I have come to realize that quality needs to be a key issue. I believe that this reduction in size should be constructed around an analyzation procedure that investigates such specifies as criminal records, GT scores, military & civilian education, physical fitness, and leadership skills. Everything in the Army is too easy to pass and or complete. The Army should be more selective, and pay more to a smaller group of soldiers.

1021153 Would like to make my comments face to face, to be able to look in your eyes and tell you or who ever my personal feeling about whats happening now and what the problems we soldiers are having in the field.

1021154 I haven't any comment about the survey, I feel it was well prepared.

1021155 Will the reduction in size enable high school graduates of the forecoming years to be able to enlist or will it be limited? With the reduction, the soldiers forced out without much education or civilian employment to be able to support their families? Will separation benefits & health benefits be a benefit for a soldier who could not obtain civilian employment. With the release of so much percentage of soldiers would thie war on drugs become better or worse. Would the Army require soldiers to stay combat ready in

theevent of being called to fulfill their contract? Could the Army facilities closed become temporary housing for soldiers in the transition stage?

1021158 I think if you let people out like (involuntarily) it would be best. Alot of people does nc* like the Army. If they had a voluntarily get out plan that would work best. I would probably get out also.

1021160 I have been at the University of DE for 2 months without receiving anything but paper work from my GI Bill. Just another promise unfulfilled.

1021164 A smaller Army means fewer promotions, while, and increasing civilian population means more job opportunities for qualified personnel.

1021167 I presonally feel these question are unfair to me, and other soldier. If you where at anytime in the armed services you already know how our soldier career are being affected. We has a nation and a strong nation should keep our armed forces at full strength at all time. We can not balance the budget off the Armed forces and expect to be very effective. I am going to close white these quotations. Late PRESIDENT ROOSEVELT once said "We will not sleep again". Unquote. (pearl harbor). I say today we are not sleeping, we are snoring. "When we think it is peace and quietness, sudden distruction." unquote. I am a soldier, I will fight for my country. It is very good to try and make peace. But did we the Congress, the Armed Forces sit down and make a LONG RANGE PLANNING or WAS IT A SHORT RANGE PLANNING. BERLIN WALL ETC. Everything appears to happen overnight.

1021170 Q#88. Military jobs that have direct civilian counter parts that soldiers be given direct paths to these jobs when they are goverment controlled and short of pople. Example the FAA is short of controllers and will be. Lay out direct routes for transition so that people won't get lost in the change over saving the government expense for related type costs.

1021171 Many more soldiers desire to terminate their enlistment if surverance pay is approved than the Army high command really knows about. If the serverance pay was approved just about any ISG in any unit in the US Army could get at least 2 soldiers per week to voluntarily accept the severance pay and end his service.

1021174 MOS 29s & 29f are about to be combined. The promotion in these two MOS's are already terrible. The Army should open up the MOS for those who want to change to tanother and should provide special training for those changes. Soldiers in 29s have been 7 years E-5 and that should not be allowed to happen. Let's get busy and fix this.

1021176 You asked about cost martials & civil convictions (#109/110), I could not give a good answer due to the fact that I think you need to now a soldiers personality and strength of character to base a decision of QMP. I also feel that soldiers like myself are going to be released after this enlistment in an overstrength MOS when they reach their 16-18 yr mark for retirement. I hope that does not happen because of the lose of insitutional knowledge.

1021179 Up until recently I had no doubt about staying in the Army 20+ years. Now I am having second thoughts. Mainly because in my present job I feel my career is in jeopardy if I fail the most basic detail. I have heard the "threats" made to others in my job and although no specific "threats" have been made to me I cannot help but feel they're right around the corner any time I fail to make mission. This feeling makes it extremely hard to keep a positive attitude that is required. I will continue to serve the Army in whatever capacity it requires of me however I am looking forward to goin gbak to my PMOS.

1021183 I feel that the promotion system is not fiar to all soldiers. You can't get promoted in all MOS most time you don't get the time to go to school in my MOS (63H) because of the work load. Now it is hurting me because I don't have that many credit hours, I only have 730 pints in order to get promoted in this MOS you need at least 800 points.

1021184 Instead of "cutbacks" on benefits, there should be cutbacks on the fat paychecks of the ones who sit in Washington making life miserable for those of us who actually WORK for a living. Furthermore foreign aid? Come on guys, we ned as much if not more "aid" right here in our own home: the U.S.A.

1021185 1)Financial planning is my main concern. Soldiers who are newly married iwth children either don't have enough money or are over extended on credit. I see alot of poor people in the Army who live from paycheck to paycheck. They have no money in savings, and everything they make goes to creditors. Before someone is involuntarily seperated, the US Government should assist them in every aspect that they can. Sending them at ACS or AER is not the answer. separation pay might be the answer. 2. It seems that no one really knows how this (involuntary separation) is working. Who, what, where, when and how. I would like to know these answers to these questions. Also what if any benefits are being cut?

1021189 Due to rapidly changing policies, it is difficult to imagine what will happen in the next 2-5 years. Alot of my decisions will be based on existing conditions at that time. I'm currently working out of my MOS. The same applies to many combat arms soldies in units htat are understrength in particular MOSs. Specifically 75B (admin) 76 (supply). This should be addressed because of the strain that goes with achieving a mission without the right people.

1021190 I wish to remain in the Army for my full 20 yeras. But with current E-5 promotion slow downs in my MOS of 75D10 it is hard to stay in. My only hope of promotion and a career in the Army is a MOS change at my reenlistment. A shortage MOS is my current goal. I have a college degree but I wish to serve my country.

1021191 Yes, I was woundering about separation pay for enlisted? And also with my low SQT score would i be pink-slip by the end of the year. If I am please inform me, so I can be ready for that! Could I have a copy of my military micro-fish? Pre-service Navy 82-86.

1021192 Alot of us feel left out of the very important issue of what happens to us in the future. Though the Sergent Major of the Army speaks for the enlisted side of the house, I still feel the enlisted should speak for themselves. After all, the Sergeant Majors not the one faced with the possibility of a force out. I myself have been soldering for 8 1/2 years for the Army. I enjoy it, have no bad marks on my report card what so ever, yet I can't be promoted due to my MOS. So it looks as though I may be mediocre, but I'm not, I'm just a victim of being in the wrong MOS at the wrong time!

1021204 A point comes to the attention of individuals who are the situtation of going from the Army to civilian employment and this road is not all easy. Cutbacks are going to have an affect across the board in the US Military, and not just the ARMY. I'm just a public servant responsible for the defense of the nation. I'm very proud to serve in the United States Army.

1021212 In regards to question # 109, I think any board should review a soldiers entire file and not use n eincident to make a decision to eliminate a soldier. I speak from experience, my chain of command saw it as an isolated incident. I believe I have already paid for myself, and learned from it. I have also continued to be the soldier, and NCO I know I am capable of being.

1021215 88) Attitude. Willingness to get out here and look.

1021216 What I lost when I joined the Army and later reenlisted was a chance to got to college. If you want to discharge me before I finish 20 years of service you should also give enough money to go to a 4 year college. Anything beyond that is on me. If I can not RETIRE from the Army then I have WASTED MY ENTIRE LIFE and it all AMOUNTS TO NOTHING.

1021217 I feel that E-7's with 20 years should be asked to retire. They seem to hold up a slot which could taken by an E-6 and better their chance for promotion.

1021220 Because of all the talk of cutbacks and changes I am seeing the Army. I will retire when eligable at the end of my current enlistment with all the talk of base closing it leaves us with an unclear or unsure future in regards to Military careers, investments and I am not really sure were the Military stands even with the people.

1021222 First, the mission continues. I think soldiers who are doing an outstanding job should be given the chance to make his/her own choice to voluntary separate from the service not because they failed PT test or SQT. Soldiers who should be involuntary separated are soldiers with DUI, bad EER etc & I think thats what the service I looking for. Give the good soldier a chance. In time of war he/she will be right back in the service. A soldier is the Army's greatest asset. Don't let a good thing go. Sorry it took so long of rme to reply. I am in the middle of PCSing.

1021223 Several soldiers I know are worried the cuts will come from qualified people and the "dead wood" will be somewhat untouched, due to buddies writing other buddies good NCOER's, and isolated personalty conflicts resulting in unfair, untruthful NCOER's. Mistakes made in past as low enlisted soldiers, etc. I see soldiers getting good job assignments, promotions, etc. Even tho they faail height & weight standards, APFRT, SQT etc.

1021226 There are a few ambiguous questions in this survey. Those that I did not answer were for this reason not because they were too personal; futhermore there were a few questions that I felt could not be answered with a yes or no answer.

1021227 Someone who has put in 10 years or more has pretty much made up their minds to make this a career. It seems to me, the Military needs experience. Get rid of problem soldiers and the soldiers who have not gone over 10 years. Look at the profiles and soldiers over wieght or can't pass their P.T. test. There are alot of ways with out letting some out that don't want out. The lower ranks need to know the creiteria for the reduction.

1021228 I am currently detailed as a recruiter. you sould allow all detailed recruiters to go back to their MOS now! Out here they are always trying to ruin our opportunities for retirement. I was originally under the Viet Nam era GI Bill used 1/2 of it now I have nothing. Give me my benefits back.

1021229 quest #67 Self imposed bar. Declined overseas tour.

1021230 Why does the Army hire so many below standard civlians when their are soldiers qualified to do the same job. instead the soldier does make work all day.

1021233 I have been in for 6 1/2 years, since I have been in I have seen alot of soldiers get promoted that shouldn't have been. I think the promotion system is screwed up and its forcing good soldiers like myself to have to leave to seek better employment. I do not have the time or money to go to college. Nor do I think correspondence course are exceptable for promotion points, because people cheat on them. So I get passed over on promotion by a guy whose parents had money & sent him to college or tech school but doesn't know anything about what hes doing. Get your act together & promote who need to lead this Army.

1021234 For me, the Army was a great experience. I've learned plenty about communication and I'm still learning. I'm not staying in the Army long because I've already planed to go to college as an architect. Since the Army is getting smaller, I guess I can do one more term before I get out. But for the rest of the soldiers, it will be hard to determine the good from the bad.

1021237 Enough emphasis can't be employed when it comes to determining the cuts that are going to take place in the future. However, tremendous thought and consideration must be given before destroying someones life. Believe it or not, that's what's going to happen, simply do to the fact that a great deal of Military personnel know nothing but the life of the Military. Also, that's their only means of income.

1021238 There should be more concern for the single soldiers. Morale for single soldiers is very low. Have more early outs.

1021239 I strongly believe that the training in BCT/AIT need to be such to instill discipline in the men. Most of the problems I encounter with new soldiers are caused by a lack of discipline. I also think that BCT/AIT should do more to prepare a soldier for war, as they did before VOLAR began.

1021241 Need more civilian job tool classes due to the increase cut in soldiers.

1021244 Your research will identify some marginal soldiers. However the soldiers know who is pulling and who is riding. Get rid of dead weight fast ie: early out for those who don't plan on career/overweight out from E-1-010/officer corps needs to be cut in half start from 7 up and work down/ PT failure out/ cut your recruiting force in half/ single parents out - check records for those who claim married but are not living w/spouse or haven't for years.) Get to our units, ask questions, talk to soldiers. They will tell you what if fact - verify it and take action.

1021245 The reduction in force should be idealy taken care of by attition. Soldiers should be given every opportunity to earn the retirement benefits Sold to them upon entry into the Military. Most senior soldiers joined when the Military was a very popular career choice. They dhould not be usjustly punished because of the positive changes in the world environment.

1021247 I plan on leaving the Military before retirement because I would have to stay in for 30 yrs instead of 20 yrs for not making the cut off date. Also, this is my first duty station. And from people I have talked with says that the Army is not like this place. Being that I do not inted to re-enlist, this will be my only duty station.

1021248 #67 Quality of enlisted/officer personnel! I feel the quality of enlisted personnel all levels E-1 thru E-9 suffers in quality. The Army needs to close complete bases & sites in Germany to effectively reduce the forces AND save billions of dollars at the same time.

1021250 I have decided to stay in the Army until I have completed 20 years. I'm very concerned about the HEALTH and DENTAL benefits for my family and me. I'd like to see these benefits somehow included (maybe at a higher deductible rate and/or for a limited time period) in a plan for soldeirs who are involuntarily separated. Separation pay is nice, but it doesn't do much to cover these two areas.

1021251 I have always had a gripe with the promotion system. I think soldiers should be promoted according to job performance and soldiering abilities. I have seen too many E-4's taking E-5 slots and raising the cut-off score simply by copying correspondence couses from fiends etc. I think that an easy way to make E-5. I am also promotable but have not been promoted because of constantly rising cut-off scores. But I do civilian school and correspondence courses. I think another possibility for troop cuts are E-4's that have been in 7-8 yrs and E-5's that have been in 13-14 years etc. Another yet, or few others yet are soldiers overweight who won't try to lose it, soldiers who fail SQT tests, etc. But of course those are just my opinions.

1021252 Ref #88: A Military "employment agency" that civilian employers or companies could use much like a placement office at a university.

1021253 Questions 109 & 110 I think depend on the situation.

1021254 Survey received 3 July 90.

1021257 Why do so many non Military personnel hold Military jobs, that the Military could fill from within its own ranks? Does America appreciate todays soldiers. The victors of the cold war?

1021259 I think decision on involuntarily separation should not be based alone on someone records or educaton. Because there are some very good soldiers out here and due to the units mission do not have the chance or time to get college but are very hard works and leaders.

1021261 You didn't ask if I was married to a service member. Therefore you might not understand some of my answers.

1021262 88. Jobs that give you time off for school and training alone with pay/more about the job benefits.

1021263 Reference to ques #67, 112. I reenlisted for two years with one year stabilization, I came down on orders to go to Korea with 9 months left in service my initial plan was to fulfill my commitment and get out. To separate me involuntarily at this time and myself to replace my present income would be "slim to none". IF I was told at the time I signed my D.C.S.S. I would of involuntarily forced out it would be different. I feel if I have a contract with the Army the E.T.S. date should be honored at both ends. However, if properly counseled would be alright.

1021268 I think that soldiers that work hard and strive to be the best should stay and be offered more bonuses for staying.

1021276 Your survey is quite interesting, but how will I find the outcome of this survey.

1021278 NCO's that are just using the Army as a drug need to be put out of the Army because they are just wasting the Army's money. That money can be of good use to the troops advantage. Some NCO's just care more about their rank & "cheese" points they can get from SGM, (SM, ISG, or OFFICERS.) The troops are left on their own & never are acknowledged because is thinking of themselves. There needs to be someone for the E-4 and below. We are people too. We help make NCO's look good w/good training & care.

1021280 Soldier's who serve 6 or more years should receive separation pay regardless of how separated. They had planned on going 20 years but decided to leave for other reasons ie: medical that is not severe enough to be put out, or can't provide a good life for their family. These soldiers put a lot of time into the Army & took away a lot of time from their lives. They deserve something in return. It's a lot more than than millions of other Americans did!

1021282 I don't think that NCO-ER's should be used to base decisions on QMP/reductions. I've seen some NCO's unfairly rated by superiors who just plain didn't like them personally and rated them that weay. I'm currently appealing an unjust ER myself, look into this, because some good NCO's are getting messed over on paper that could unfairly cause extreme hardships.

1021287 In reference to Question #88 - yes. Offer vocational skills classes to give people a more competitive edge in todays job market.

1021289 The biggest concern I have is the fact that I am stationed overseas, and if I am forced out during my current assignment I will be at a distinct dissadvantage, with soldiers being forced out at CONUS stations, in the civilian job market.

1021291 I am very concerned about job security. I believe there is a great possibility that my credibility may be lost over time causing me to lose my job & be kicked out before I Can. possibly go to school to keep up with the Army's credibility standards.

1021292 There were too many contradicting questions in this survey. I don't believe that a person could actually answer all these questions truthfully without contradicting themselves. Personally I think that the government is looking to hard into force cuts when they should be looking into the prices paid for repair parts and some other items that military units have. I hope that the cuts would never happen, because wars are not planned for, they just happen, and I hope that if it ever happens, we don't get caught with our guard down.

1021294 I think that at this time of changing there is a lot of good people out there that the Army will lose it. All these cuts take effect. Right now I feel that every year cuts hurt more and more the retirement benefits, including health, dental and overall. Social security cuts, that make anybody think if it is worth stay or not I love my country but some times I wonder if it is worth given 20 year to the military or to civilian workforce.

1021297 I feel that promotions to E-7 - E-9 will be even more political than they are now.

1021298 Once a soldier has a permanent profile they should be made to get out of the service. Also soldiers that get QMP'd shouldn't be allowed to appeal the action.

1021305 1. Since the Army is cutting its forces the Army should then reduce the amount of recruits. 2. I strongly agree with Sergeants, promotable to retire at 20 years.

1021306 My wife and I are both in the military. Some of the questions are difficult to anser from a SM married to SM point of view.

1021307 Lack of consideration for Sr. NCO's and benefits for the higher paygrades in proportion to their time in service.

1021310 I am disgruntled with the fact that Infantrymen have relatively little free time in comparison with other MOS's. Their quality of life at a TO & E unit STINKS. I am on recruiting duty now and still don't have time to earn a college degree, yet I tell kids they can go to college so they will enlist into the Army. If I go back to the Infantry after being on Recruiter Duty, I STRONGLY DESERVE a good follow-on assingment if I'm forced out ot the Army. When I was with the 315 Cav in W. Germany, we could go to school and a dedicated person could earn 15 semester hours per year. I did. Hopefully I can go this fall even though I'm on Recruiter Duty and have been for 1 1/2 years. If you want to maintain a quality fighting force, you need to combine education w/training. You need to get rid of fat people and trouble makers and duds. You need to consider the Infantryman with a 130 GT who could easily do other jobs in the Army and wants to, but is stuck out in the (profanity) field 6 months out of the year, which 50% of the time will result in divorce. I've seen it. If the Army wants to cut back, make these old 21-30 year veterans retire who sit at desk jobs. give better incentives for highly qualified people to go into Combat Arms upon REENLISTMENT. Stop stressing out the Combat Arms units so much. Make the pay scale for E-5 thru E-7 proportionally higher so that soldiers won't worry about their finances if they are not allowed promotion during the cutbacks. Get rid of the deadwood by forcing out people who have been WELL-SCREENED and may be unfit. Stop blowing money on useless projects. If you must force someone out, who is otherwise qualified, you should reimburse him/her in kind.

1021317 Not at this time.

1021322 Look I know the army is going to trim down but I still want to get my retirement. If I don't make it to 20 yrs. then I will retire from the Army Reserve. QMP's are tough but I don't think the Army can control Congress.

1021325 I believe the Army should slow down on cutting forces too rapidly, because there's no idea of what the Soviet Union is planning when we cut our force to 500,000 in the next few years.

1021327 Reducing benefits and family separations influenced my decision to leave more than anything else.

1021328 Many promotable soldiers like myself worry if we are wasting time making the Army a career. In combat units that spend long amounts of time in the field, we cannot get the college hours necessary to build up points. We therefore end up on standing lists for long time periods and become QMP targets. Many MOS's cutoff scores are unrealistically too high. Because of that I've seen many fine NCO's get discouraged and leave the service. The usual comment is "Why should I stay in a job that I can't advance in and wait to be fired". No part of a service member's record should be off limits to promotion boards. Also soldiers willing to go to shortage MOS's should be allowed to, no matter how many years they have in.

1021330 Often decision are made that effect junior soldiers by senior officers and civilians without real concern or contact with the soldiers the changes will be implemented on. Please throughout these actions you will take to reduce the force keep in contact with soldiers at all levels. I and other NCO's believe officer should be require to do two or more years enlisted service before they receive their commissions. This would benefit the Army in the following ways. It would provide the Army with officers who understand their soldiers at grass root. There are organizations in the Army that there are almost no soldiers assigned (isn't this the Army?) Many of these positions where efficiently handle by soldiers in the pass (what happened). Soldiers are trained to work as a team and unless there is a morale problem do so. Soldiers work overtime, weekends and holidays without overtime pay and will do work that civilians refuse to do or are not capable of doing. (For instance a 71L can function in a variety of administrative positions but can be call upon to work in numerous location and conditions. He or she can be call upon to cut grass or move supplies and equipment and will do it, his contract does not need to be changed).

1021332 Every day I see sub-standard/NCO's/officers being retained. The people keeping them in will also be responsible for the elimination of the real professionals. I feel there should be a standard for everyone. NCO-ER's are not standard. A sub-standard officer rating a sub-standard NCO will probably result in an excellent NCO-ER and an excellent officer rating an excellent NCO will result in a satisfactory NCO-ER (different standards) resulting in retention of the sub-standard NCO and elimination of the excellent NCO. Everyone sees it but does nothing about it.

1021336 Let soldiers with no serious convictions in pay grades E-1 re-enlist at their next enlistment date for only 2 yrs. /Cut back bonuses in every MOS / all new soldiers entering the Army after fiscal year Oct. 91' could only stay in there obligatory first enlistment / Cut troops extensively more overseas. / Get more in-depth promotion program-detail individual.

1021337 Q67) What is going to happen to military pay. I belong to a Pershing Unit and many of my soldiers will NOT reenlist because of the way we have been treated. As far as I can see the Department of the Army has let the bad soldiers float all the way to most of the top positions.

1021344 I feel, soldiers that have proven to be a continuous problem should be the first to be release. Why should soldiers (i.e. CSM's, Gen's) be allowed to stay past 30 years and hold up young deserving soldiers from their chance to advance.

1021348 With the reduction in force likely, the savings should be passed on to the soldier in terms of pay and allowances. 1. Soldiers need to be compensated for variable housing allowances in high cost of living areas, i.e. California, Washington DC, etc. 2. Soldiers pay should be comparable with his civilian counterpart or the service will lose a huge majority of highly QUALIFIED people in the next 5 years. 3. Conclusion: If on one hand we're going to cut back/reduce, then on the other hand we will need to compensate!

1021350 I feel the Army leadership is doing what it can to make the upcoming reductions as easy as possible for the individual soldiers. I only wish Congress would quickly decide how much and in what amount of time.

1021357 Some of my answers may be slightly confusing because I am now in the Bear Program Por 98C w/Korean language and have not as yet reenlisted, but I considered the answers as if I had. I think if the Army reduces it's strength they should start with all soldiers w/court martials, fed. offenses etc. and then continue on down to lower offenses. If a soldier is involuntarily separated for the troop cuts he/she should be notified at least 2 months prior to separation and be given classes on how to use Army benefits to his/her best advantage. The majority of the soldiers I know have given a lot to the Army & I think the Army should see that each and every one involuntarily separated be given a push in the right direction in the civilian world.

1021358 I am concerned with my family's health and welfare. The Army has provided us with a lot. But we all need to be concerned with, what is out there in the world that a soldier is offered to him and still keep his or her life style the same.

1021362 Too (profanity) long!!

1021367 I believe the current promotion system should reflect points for time in grade/service, and college degrees not related to your MOS should not count as much. I believe to current QMP is unfair in highly technical MOS's where the points never drop (i.e. 82D Geodetic survey) and many others. I know many good NCO's (myself included) that know their job inside and out, and that are willing to be sent anywhere to perform their job, but will probably be QMPed out because of others that look good on paper but hides every time a job comes around. I also believe that all schools in the military should be self paced. I will be leaving the first of Aug. 90 for my advanced course which is 16 wks. I know that I could complete the school in 8 wks or less if it were self paced thereby saving the gov't money. This must be true in many other cases. Another way to reduce forces would be a program that would let people who really don't want to be in the service a way out. We have in our office a person that just want to be here, it"s not the duty station or the MOS they just don't like the service. These people are no good for the section and have bad attitudes that reflect on the section. These people could be put on a 3,6,9 month program to pay for the education they have received in their MOS. This should be used for first term soldiers only. This may not be the best way to get rid of these people but something should be done to get rid of these deadbeats.

1021368 I believe that if the soldier has served 3/4's of his enlistment and has decided that he will E.T.S. then it would be beneficial for both the soldier to E.T.S. at that time.

1021371 Ref 67. The uncertainty has created some turmoil in the Army, 15 yr. retirement could work. Ref 88. Job placement, and veteran hiring preferances programs.

1021373 The Army would be a much better place if ARMY REGULATIONS could not be altered. I.E. - Ft. Campbell's regulations are Army regulations "TWISTED!" to meet it's (Ft Campbell's) reputation. At first I wanted to make the Army a career until I came to Ft Campbell. Ft Campbell has soured me. I will refer people and friends to other branches of service because of this!

1021374 I am currently assigned to USAREC.

1021378 I have 19 1/2 years active duty! I planned to be promoted long before this point. But yet I see SFC's MSG etc. with overweight, can't do P.T. etc. going right on up the ladder. I'm just lucky to get in 20 for retirement I suppose. The promotion system needs some very serious changes. Especially with the upcoming reductions.

1021381 On behalf of the many soldiers around me each day we are all concerned about the future of the Army. Why can't those of us who took the opportunity to enlist find now that our future is very unclear and may not have the opportunity to retire from the Army. We really wish there were other solutions.

1021384 Personal problems. Job relations with peers. Financial status. A normal life- There are some issues that affect soldiers decisions. If enough severance pay is offered I would probably get out before retirement within 5 years!

1021393 My answers may not be so accurate as at this time I am been forced to ETS because of a DUI conviction anyway I will be sending you a full detail discription of my eleven years in the Army and how I really feel. Thank you.

1021394 Q.104 What MOS is this. My cutoff is 998.

1021395 I feel many questions, this survey lack sufficient amplification of questions to answer adequately.

1021399 The biggest concern is. I have 15 years. That I will be involuntarily cut regardless of record. Just cut across the board. I have 6 children and am 42 years. If I was involuntarily separated I would have to start over. That would be very hard.

1021400 I think this survey was a good idea and would be helpful in your future plans. I hope this will also help the people who are qualified and want to stay in the Army as I. So I hope you would take that in perspective. Thank you.

1021401 #88 - Educational training to retrain for a job in civilian life (new field).

1021403 The only problem I have is why are admin points so high when everyone elses are continually dropping please respond back ref my question. Thank you.

1021407 Working in MI as I do, reductions don't worry me too much, but it seems to me your questions were extremely pointed. I left several blank simply because the choices were pointing definitely to one direction or other, leaving no middle ground. If you want people's honest opinions, you must give them more freedom in the manner in which they may respond to your question.

1021409 This questionaire is late returning because I've just returned from leave.

1021411 The reason I'm late getting the survey in, is that I was not available at the unit.

1021415 #88 - yes - A program to give us 2 to 4 years of paid college if we are asked to separate early from the military!

1021419 I think a lot of good soldiers don't really plan on making the Army a career until they get NCO stripes. That (NCO stripes) has a lot to do with the way soldiers think and respond toward the Army. NCO stripes make soldiers feel important, they get put in charge instead of being told what to do etc.

1021427 Understand that a quality Army should be judged by each individual soldier. The Army should begin grading by professionalism and drop the continued personality game. Soon I will be a civilian, and I will vote according to my belief in a morally strong and fair military. The military must instill in it's soldiers the Americanism of the past. One thing that has deeply disturbed me is the use of Mercedes Benz autos for staff cars here in the ROK. I have noticed a severe nose dive in morale since then.

1021430 Currently engineer units in Europe spend 70% or more of their time TDY, separated from families during this time separate rations are pulled and mess cards issued, placing most soldiers in a financial bind. This has had a major impact on retention within company & Battalion level.

1021432 I believe that the Army could greatly and easily reduce it's strength by offering a 10 year retirement with 25% of pay and full medical/dental care and PX-commisory privileges.

1021433 If at all possible I would like to see into active national guard in Texas. I have just been through a divorce with my wife and feel I need the change soon.

1021434 Question #67: I have no intention of staying in the Army.

1021438 In my opinion the QMP system does not work. I feel that a 10% force cut would be met with little difficulty if the NCOER and enlisted counseling systems were properly utilized. We have many soldiers who do little more than cash their paychecks every month. Many topnotch specialists and young NCO's are leaving the service because they work for non-motivated NCO's that interfere with their career and provide poor, if any leadership at all.

1021440 67. During my 6 yr. span in the Army maintenance & support MOS personnel I have been overlooked for promotions while combat arms soldiers have been quickly promoted. I do firmly agree that only the best soldiers should be retained but how could that be determined without interviewing that soldiers past & present chain of command, peers and taking into consideration that soldier's performance and also whether or not his/her family would be able to eat while that soldier was seeking employment.

1021441 The Army's NCO and officers will be the people who cannot succeed in the private sector, the ones who can will leave the service. I'm afraid the Army will be left with some very poor leaders; those that will do anything for a good NCO/OER instead of the right thing.

1021443 I have just arrived at a new unit, all of my answers are my feeling while assigned to my last unit. Being an E-6 who has made rank quickly (6 years) for the most part, I am very scared about what will happen to me down the road, say in 6 years, it will look like I haven't progressed when actually I just made it fast. Put a twenty-five year limit on active duty this will help promotions and save the Army money on retirement pay. Start 15 year retirement for promotion purposes.

1021447 I believe that separation pay is especially helpful to officer who are involuntarily released; enlisted personnel will greatly benefit from this program. Extending severance pay to enlisted personnel should be the number one thought for the Army leaders. After all, most of the soldiers are enlisted.

1021449 There have been problems in promotions as far as good soldiers are concerned. They are doing every possible thing to help promotion, including changing MOS because of the outrageous 998 cut off. Why are the below average being promoted in understrength MOS's and the superior not being promoted in balanced MOS's?

1021452 1. The military and government should place as many people in actual jobs as they could. 2. Compensation is the key issue we are all most concerned with right now and in the future. Don't get rid of anyone without showing them just how much you (military/government) really are concerned about them. 3. Insist that the impact on soldiers is kept to a minimum so as not to turn our worlds upside down, work with and remember us.

1021453 A lot of questions do not apply to some E-4's and under, answers need more options.

1021455 1. I believe that it is very important to (a) to make a complete and careful evalution of a soldier's records. (b) That the evaluators keep in mind that some raters will manipulate the new NCO-ER and distort the character & duty performance (due to dislike, jealousy or to get revenge) of a soldier. 2. This careful evaluation is necessary to preserve the careers of dedicated soldiers who are fit and doing a good job and to prevent them from being shafted.

1021461 It is very frustrating to try and be the best you can be when so many take advantage. I have people in my unit who do nothing all day, don't show for P.T., take long lunch hours, leave early, and show up late if they show up at all. We also have penciled PT test and weight ins. There are plenty of unfit soldiers without resulting in throwing out the good. I feel NCO rating scheme is a waste of paper. These NCO's need to be rated by the people that work under them. There are too many NCO's sure to pass all their work off to the enlisted under them. I see money wasted in the Army all the time if the military needs to cut the budget they need to ask us how before separating anyone. I am a 68L who since AIT have been sloted out off my MOS. I have been a clerk since arriving at Fort A. in Aug. 89. If that's not bad enough I am on levy for Germ in Dec. I want to go but, I can't believe the Army is wasting money PCSing people after such a short time in station. The Army is trying to get rid of single parents. It's wrong to group us together like that. I have 2 children ages 6 and 7 and have been divorced since Nov. 89. When my co. go to the field so do i. I take off less for personal reasons (i.e. doctor, dentist etc for children) than any of the married soldiers in my co. I see people take off to take wife and kids to their appointments when their wife have a car and don't work. I think the survey is good idea and I would be happy to respond to any more questions you have I love the Army I want to stay 20-30 years but it desperately needs some weeding out.

1021462 All aspects of soldier should be examined prior to an early separation from past record to current chain of command. Articles 15 and court martials should not be authorized to be placed on the restricted fiche.

1021464 I feel the Army has done much for me thus far and I plan to stay with the Army as long as possible. The current events have not threat to me right now but maybe in the future they may. I recently re-enlisted in a different MOS but have not completed AIT. I plan on making a career in this new MOS if the job is for me.

1021465 I am concerned that Congres will not allow the Army to make the best decisions for ourselves. I answered a lot of questions with don't know, because Congress doesn't know, and they control the budget. I did not receive this until 10 Jul 90. It was addressed incorrectly.

1021466 67 - Job satisfaction. Being utilized in areas in which I possess a high degree of talent and skill. Also the military has spent much time and money training me as a linguist and I have spent my own time and money doing the same. However the utilization they get from this skill is virtually none. I however am willing to be assigned anywhere where this could be of better use.

1021467 I don't think the Army of today was like yesterday's. Stateside bases that I have seen are not designed for the soldier. To be combat ready and to complete the mission you must take care of the soldier.

1021471 Since I been in the Army the soldiers that should really be asked questions about the equipment, the vans and the morale of the unit they are in. Are the soldiers who are in the field all the time and work with that van, and the equipment in it. We are the ones who have to get E-4-P, or owe E-5. When a one star, two star three, or four star general comes to field he doesn't (really) talk to us he talks DRB to our chain of command. Why are we always overlooked? If someone important came to my unit unannounced my chain would panic because they had no idea he, or she were coming. But the field soldier should be asked about improvement.

1021474 I would like to apologize for the delay in returning this survey however my unit was engaged in field training exercises when it arrived here.

1021475 I think instead of keeping those people who don't want to be in the Army and throwing out those who do is costing the Army money. If a person wants out he'll/she'll do anything (i.e. AWOL ART 15) and cost the Army money in the long run. I feel that no one no matter what rank should get a second chance when they come up "hot" on a urine test.

1021476 I feel confident that I will remain in the Army for twenty years longer if I choose.

1021479 Pg 11 #67 The Army puts too much emphasis on test scores. A lot of people can't take tests well but still are excellent workers & soldiers.

1021480 Army is getting tough on who they keep. There's a shortage of my rank in my unit. There's only two E-7 in my company of my MOS. I would like to finish my careern in US Army. I've done every thing the U.S. Army has asked me to and gone where they told me to go.

1021487 If cutbacks are made in benefits, pay and quality of life are made there will be a reduction in troops but the quality of those troops will be reduced as well.

1021488 I do not think that the use of the NCOER will be a good tool to use for cutting the strength of the Army. Reason: A person can dislike you, and rate you with personal feelings, but you may be one of the best soldiers in the Army. I think that any soldier chosen to be forced out of the Army is going to be put through changes that no one can express by writing, only by experience - especially those who don't deserve to be kicked out.

1021490 I believe that soldiers who will be separated should receive notification far enough in advance to prepare for the transition (6 mo).

1021493 1. I'm not sure that quality people will remain in the Army with the force reduction. Usually you lose quality people and keep the mediocre. 2. I am concerned with the erosionn of dependent care. I'm not thrilled with the dependent dental care. Quality medical care seems to be getting worse.

1021497 I think the drop is an excellent idea, but extend it to 6 months. If someone doesn't want to be here let them out.

1021501 I've been in this unit for 18 months, and every time I ask to be sent to the E-6 board they get me some kind of excuse, but yet they will seen there favor pet (PS) which is wrong. This kind of action should not be allowed. But who I am I just a nothing NCO trying to make it work.

1021507 I didn't receive this survey until the 3rd of July, but I completed it anyway. If I can go as far as I plan I will serve my country with the best of my ability & knowledge.

1021508 Those soldiers who meet all the standards and have gone to schools or taking classes to advance should be given some type of consideration. Soldiers with families would definitely suffer if they are forced out. The Army is becoming very competitive and that's good. But, please don't force all the good soldiers out and keep the duds because they look good on paper.

1021514 Release from active duty compensation should be as follows; 0-9 years - nothing, 10-15 years - PX, medical, commisory priv, 16-19 years - PX medical, commisary & 40% BP, 20 year - all privileges & 50% BP, 21-25 - all privileges & 50% BP. Nobody should be allowed to remain after 25 years on active duty.

1021515 67) I am currently working as a recruiter, and although I enjoy the Army as a career, I work ETS tomorrow to get out of recruiting. 70+ hrs/wk high stress low satisfaction. 88) Trying to convert our military trng to civilian related skills.

1011445 Just attempt to keep in mind that most career soldiers are in the Army because we like it. It is our chosen career field and we do not wish to leave it voluntarily, involuntarily or otherwise.

1011449 I only want, as an E-6, to hopefully make E-7, and be able to retire at 20 yrs.

1011451 The SM should have some type of warning if he or she is going to get involuntary kicked out I am not sure how they are doing it but they should give a six month notice so that SM can start planning.

1011459 I believe we must promote only the best soldiers and I feel it is not being done. I can really believe it is not being accomplished, because I have completed ANCOC in August 1987, I have been an E-6/SSG for 8 years and I know other SSG's that were promoted with court martials and other adverse actions in their records. That's why we need to lay everything on the table at those boards. Separation pay is a big factor to me and other soldiers in our unit, for this will help everyone adjust to civilian life. With this talk of reductions it is causing discontent among soldiers and their leaders. For they are feeling that they might not have a job in the rear future, for it just isn't clear as of yet.

1011469 I would very much like to comment on several issues discussed in this survey but the space provided is inadequate. Please reply if you would like my comments concerning issues in this survey.

1011479 1. Consider the prices of Ta 50 uniforms etc, compared to the clothing allowance. 2. The under qualified AOFES personel, the prices, and the poor service.

1011481 I see the major issues as being one of "good faith" - the perception that unspoken promises (i.e., retirement etc.) are about to be violated or forgotten when certainly we in the rank-and-file are expected to RELIGIOUSLY keep ours. A military member can put up with almost anything but losing faith. For what it is worth, I would be very interested in being a part of the group used for "more in-depth information" mentioned below.

1011488 I believe that we should reduce forces by voluntary measures. That way we will be getting rid of people that want to be out, not those that enjoy being in the service.

1011494 This survey does not give enough information on grey areas. I feel a lot of the subject contained herein cannot be answered by yes or no. Questions 20-24-25-41-42-69-70-72-89-99-100-102-103-107 and 108 did not have answers that I felt comfortable with. There is also nothing pertaining to the first term soldier who planned 1 term and then college. There are many of us in this position who would voluntarily leave service as soon as our minimum time requirement is served. Or if the Army opened a 90 day or 120 day drop extended beyond Dec. 31, 1990.

1011497 To whom it may concern, at this point I'm getting chaptered out of the Army.

1011503 Soldiers with 14-15 years in service will almost certainly be planning to spend 20 years in if the Army will let them. They are probably in a position which would require them to accept no likelihood of promotion or PCS, as well as reduced benefits, if required, rather than have to face finding a job immediately among a hostile civilian work force. Also, separation pay for those soldiers is ABSOLUTELY VITAL if involuntary separations are to become a reality.

1011505 Under the current 90 Voluntary Early Release program I meet all of the requirements. I wanted an early-out to attend Indiana University this fall. I would have received state and federal grants. I had already been accepted to the University, but my commander decided for me, that I was better off staying here. This shows how the Army has messed up the next year of my life. When I heard it was a voluntary early out I thought I should get it. But then again I was reminded I was still in the Army. Other people deciding what is best for me!!!

1011506 There are soldiers that want to get out but the Army won't let them. The Army should let soldiers that want to get out, leave! They should be counseled about their decisions and what they are going to lose (etc. benefits, education). I know that I have a family that I have to support. I know I want to stay and if that means I have to get better, I will. Also, if they have bonus have them pay it back if by all means in monthly installments.

1011507 Soldiers need more information about what is going on. Nobody can answer this because nobody knows the future of the Army. Not even the REMF's in D.C.!

1011509 I feel the ASVAB test is not being used correctly. I have seen soldiers that are in no way qualified for their MOS but yet they are not working in it. I feel that a lot of the soldiers in the Army would be happier if they could do the job they want, not one that their GT score decides for them. Also the Army should spend more time screening applicants. It seems like they let anyone in now. I see people waste Army money by getting chaptered because they want out.

1011510 I cannot respect a service that robs a soldier of the Army College Fund and makes the soldier earn the G.I. Bill all over again because the soldier was honest and told his recruiter that he smoked dope during high school ans was reclassified into another MOS after GRADUATING from the initial MOS because of the statement given BEFORE he joined the Army, and so lost his ACF and had to earn the G.I. Bill again even though his father died in service for it. The Army doesn't want good soldiers the Army wants "yes" people who are "cheeseeaters" and "buddy (profanity)". I'm probably going to get out and let the Army keep and promote these so called "good soldiers".

1011511 Proper dress attire.

1011515 Too much emphasis is placed on civilian education & a person's weight. Job knowledge and command's view of a soldier's retention potential should be the deciding factor. The commander should be DA's eyes more than a QMP board. Many soldiers are promoted and placed in supervisory positions above others due to civilian education. Many of these soldier's job knowledge is very inferior to those that they supervise.

1011516 The downsizing of the Army should take place. We have many soldiers that don't care. There are soldiers that haven't passed SQT tests and are not in good physical fitness condition, many, soldiers are overweight and these are just some of the things

that are wrong in the U.S. Army.

1011518 Soldiers who get promoted because of favorotism in my unit completely diminished my expectations of the Army and the confidence and trust I once had in the promotion system.

1011519 At this time I can only speak for myself in this area, maybe there are others that feel the same way. At this point in my life it would be beneficial for me to leave the service, join the Reserves and attend a college. I'm a dental lab tech. for the service, the skills I've learned will help me get a good part-time job while in college. The Army doesn't have a MOS in the career I'm seeking (youth ministry). Therefore it is again to my advantage to leave the service.

1011522 Female, 13 yr AD deadend MOS, 98HQB, am fluent in Spanish. The Army has NEVER once used my language, what a waste! Cannot reclass, been in too long, no skills for outside, that is Army trained, working on finishing BA degree in hotel mgmt. Can't let my brain go to a complete vegetable state, no stimulation in the Army, poor leadership, very low morale, separation pay would make a lot of people like me with 9 1/2 yrs TIG happy.

1011524 I am not totally unhappy with the Army as a whole. The Army has many positive aspects to it. It's just that better pay & conditions exist in the civilian sector. For the most part I have enjoyed my time in the service. I've grown up and learned a lot.

1011527 No ideas yet, for who to delete first, but plural for SGM and CSM is sargeant's major and comman sargeant's major. How about interviewing the candidates for deletion, soldiers. Does he train the troops correctly, is he passionate about the Army and his duties. Is he intelligent enough to be in his position. Does he recognize competence and incompetence within his troops. Is he a help or a hindrance.

1011532 I strongly feel no CSM or SGM should extend over 30 years. Their promotion scenario was over as soon as they reached the grade of E-9's. The higher in grade the older the NCO, the more difficult to become receptive to new ideas pertaining to training, living conditions, and ideas of the young subordinate NCO's and enlisted soldiers.

1011533 Promotions to E5 & E6 are unjust. A soldier should not get promoted because of his MOS strength. Promotions should be based on job performance, skill level knowledge, common skills testing. Overall military performance. The military is losing too many qualified soldiers due to the promotion system.

1011538 People should not judge a soldier's ability by paper work (i.e.) awards, violations, etc. But by his ability on the job. When a soldier joins the Army he is willing to give his life, when you voluntarily separate troops because of "money", keep that in mind.

1011539 I believe reduced forces is a good idea. But how is the Army going to accurately and efficiently get rid of the "sorry (profanity)" soldiers we now have?? For a bright and challengable young man, the Army is not the career stimulating enough. Reduce forces, raise pay and mostly... challenge the soldier (with numerous opportunities).

1011540 67) The only fear that I have at the present time about the force reduction is a substantial decrease in readiness & eventual decline in morale & pride resulting in a non-quality Army similar to that of the post Vietnam era. No good can come from a not ready to fight & win ARmy as a result of a draft initiation which would induct unfit personnel for combat (i.e. "draft dodgers", "crack heads", "flag burners", and other undesirables) who would again give the Armmy a bad name.

1011542 You mention Special Forces why not Rangers who were the first in Panama (Operation Just Cause).

1011543 Ref, Q#88 Salaries * My personal fear is seeing a soldier left out in the cold. I will assist in any way I can to better the life of a soldier.

1011544 Promotions. Cuts (allow soldiers to know what boards are looking for). Benefits (for early released soldiers). Education (for early released soldiers).

1011546 (67) I guess the hardest part about all the talk reductions involve people like me. Because people who want to know there is not any way to find out. Plus soldiers who want to stay overseas i.e. (Germany) have to leave. There are people who want to stay in certain places. I would just like to have the chance so that I would be able to have the opportunity to retire. And it would be to where I could have the chance.

1011548 Being stationed overseas for 4 years at an E-4 pay, my family and I are not able to take commercial flights back to the states. The present MAC flights system is also of no use to us, as we have a son in school and summer is the only opportunity to leave. The waiting list at present is 12 days, making it unrealistic for my family to vist home. We have been here for almost 2 years without seeing any of our family. I feel that this is demoralizing to the families which is directly felt by the soldier & the soldiers work may suffer as a result.

1011550 My responses are based on 14 yrs service today, 17 yrs at the end of this enlistment extension; with only 3 yrs left at that point until retirement, I have every intention of re-enlisting for retirement.

1011557 I see a lot of divorce in the Army and that's what scares me the most about the Army. I'm looking for the right girl for me and I don't want it ruined because I go to the field all the time or work late like my unit does all the time (3rd SPT BN). I see it happen all the time. I enjoyed filling this survey out.

1011559 Why would the Army allow soldiers to stay in past 20 yrs when they have P3 profiles! A lot of people below the range of E-6 ask the above question, these people with P3 profiles are the same ones that give the PT test. Some E-7's are over 20 yrs with no chance for promotion to E-8 and are just putting in their time until 24. Why not just make it mandatory retirement at 20 yrs for E-6 & E-7, (E-7 not on the E-8 list).

1011562 I think there's too many people in E-6 - E-7 slots, that came Army at the right time and got promoted. 3/4 of them that I've met in the Army are not worthy to hold so much authority because they abuse the privilege of their rank. So many of them can get away with anything, simply because they take care of each other more than the lower enlisted. This is one of the reasons I want to change my career plans. It's not the Army that's bad, it's the people running it.

1011568 Because of troop strength reductions, I along with many other soldiers believe the Army will cut too much too fast. The results will be only a weak, thin shell of an Army, that worries me very much. The soldiers in the Army have done what the Army has asked. Now after an 8 month that in a 46 year cold war, the Army wants to separate 25% of it's forces. That is not tactically smart, and it makes the soldier feel like he/she is not important. These things hurt morale.

1011570 Like most of my fellow soldiers, I am concerned about my future in the Army. Information about cutbacks and drawdowns is sketchy at best. I have three suggestions regarding a troop reduction: 1. limit enlistments in overstrength MOS to one term. 2. Retire soldiers who have completed over 20 years service, 3. Cut recruiting objectives.

1011572 I plan to change my MOS following my hopeful promotion to E-5 but fear I will not make it with the pending cuts.

1011574 I know what I am capable of, but will the US ARmy allow me to exceed & excel to my maximum abilities? I believe in separation from service of soldiers who can't or won't meet these standards or trouble makers with atittude problems. I plan on staying in service as long as I can. I ahve a dependent mother who's health & welfare come before my wants & needs. All I would like to do is change my MOS (bonus or not). DA wants me to go overseas (more $ out of US budget) and my dependent can't go due to health reasons. I am learning & gaining experience in 3 MOS where I am and it's a challenge I am enjoying. Out of 5 yrs service time, I have 4 yrs. 6 mo, in my MOS (primary). I want to learn & do something different by changing my primary MOS. A soldier will get bored if you keep him in the same job field forever & ever. The on-the-job-training program is terrific for secondary MOS's. I am hoping with the cutbacks that the majority of the asset soldiers to the Army are allowed to stay in and better themselves. Those are the soldiers with ambition and determination to be the best they can be and be the future leaders in the Army. The involuntary separation program should also week out those who are just E5's, E9's, O-6's and not NCO's or officers. The Army of today needs leaders who care about the soldier and supportive services who will listen to the soldier as well as the leaders. I hope I could be of some help & I am speaking on behalf of myself & some of my peers. I know what they've been through.

1011577 You didn't touch enough on the single soodier vs. married soldier. I could attach 5 sheets of paper and it wouldn't be enough. I have decided to get out of the Army definitely. You couldn't get me to reenlist. The only things that I would reenlist for is if I were married and have kids or if I get a bad medical problem before I get out. Otherwise, hell no.

1011581 I think the Army should send out people to do face to face surveys. And not just sit and look at records because they can be deceiving.

1011582 Quest #88 I think that to obtain a job in the civilian world that I would enjoy, and that best challenges my mental capacity it would be necessary for me to attend college. I think some sort of listing for schools that would be best for training me in these jobs would be good. Also I think some sort of supplementary income is necessary for soldiers with families who wish to attend school. Quest #101-103 I think to reduce Army strength we need an evaluation system that incorporates the opinions of peers as well as supervisors so as to eliminate all personnel who can't or don't perform to standards set by the Army, no matter what that individuals rank or time in service is, no matter whether it is an E-2 with 6 months TIS or an O-10 with 40 years TIS. Because as it is right now a lot of quality soldiers are getting out due to a lack of quality supervisors who are being kept in because of time in service. Quest #107 I don't that if my plan for peer evaluation was implemented, we would see too many "quality" senior NCO's being selected to leave the Army. Quest #109 & 110 I think that it would depend on the circumstances and severity of the crimes.

1011585 I think you should examine the education and the skill level of personnel such as, is the SM doing anything to further their civilian education, AWD military education i.e. military schools, PLDC, BWCOC, AWOC, correspondence courses. And get away from just vocal promotion boards and go back to hands on testing to evaluate the total soldier.

1011587 I do not feel that certain questions were given enough responses, i.e. Question 19, If I were to reenlist I would like to review the MOS I am eligible for, which come with bonus, and the amount of the bonus. Also, a few of the questions were either confusing in their wording or contained terms which I was unfamiliar with, most of which occured in section five, personnel policies.

1011588 The soldiers need more information regarding these matters.

1011591 Some MOS promotion scores stay above 800 they need to be dropped to or between 600-700.

1011598 Take an individual look at soldiers with outstanding performance records and afford them the opportunity to advance regardless of promotion points. For example a soldier who has 980 promotion points and still can't be promoted because the cutoff score is 998. I know the merit promotion system has addressed this problem to some degree but it hasn't had enough of an effect on the promotion system.

1011601 For personal reasons I have declined WO training and elected to seek civilian employment to Martin-Marietta Energy Systems. Upon receipt of their letter of acceptance I plan to apply for an "Opportunity of a lifetime" early transition. I am currently a 97B31G9 Counterintelligence/Technical Surveillance Countermeasures Special with 2 languages. I have already found a promising civilian job.

1011604 Based on AFN, TV news, etc.. it appears that DA and DOD have little control over size of reductions, construction, quality of life etc., here in Europe. Comments by (name) and (name) seem contradicted by news from the states. While soldiers are aware that the Army is making plans for a smooth transition they don't have confidence in a cut oriented Congress.

1011605 The thought of a smaller Army is scary. I personally think we'll get caught with our pants down. However soldiers like myself and others who are dedicated careerists will be flexible with the with the system to make it work. That's the type of Army we have to be (flexible). Futhermore, good soldiers who care will adapt to the new Army.

1011610 67) My uncertainties are mainly because I'm not sure of what the Army's choices will be on who's to be discharged but I am certain that I would like to make it a career. 72) That question concerning spouse occupation also cause uncertainties because my husband is going through the same as I am he's uncertain if he'll still have a job he's also in the military. 85) Seeking information about a job is a little difficult and limited in Germany so theres not much that can be done here. 102 & 103) people that have been in that long and haven't advanced show lack of motivation.

1011614 I feel that those soldiers with over 14 years of service should be eligible for either early retirement OR guaranteed preference for civil service employment at the location of their choice. Those soldiers between 14 and 18 years service could be given limited benefits as far as health and other normal retirement privileges until an alternate source of income is established either through federal or civilian employment. Those soldiers with less than 14 years could be eligible for separation pay of some kind if involuntarily separated. Soldiers with over 18 years should be eligible for full retirement if separated prior to 20 years. Also the Army needs to insure that soldiers who are to be separated are given sufficient notice and assistance in finding employment without cost to the SM in so far as leave is concerned. About 6 months prior notice should be sufficient. The emphasis should focus on that individuals can still serve their country. Whether military or civilian and enhancement of civil service opportunities for ex-military personnel would maintain some continuity of the living standards of the individual.

1011617 I feel that in some of the regulations, the Army may be a little too strong. People do make mistakes. You say that you are understanding, maybe when it comes to some people, but the hard working ones, who don't kiss up to the chain of command they are on their own, and the next thing they want to chapter you out for other than honorable. You need to really look into some of your reg.

1011620 #88 - approximate pay scales for different civilian jobs that are similar to military occupation specialties.

1011621 88 - 0 education plans by civilian employers.

1011622 The promotion system is totally unfair. It doesn't go by performance but by how many point you cheat from correspondence courses, and what time you graduated from your MOS. So, it would unfair to QMP E-4(P) & E-S(P) due to having the wrong MOS.

1011627 If involuntary separations are implemented, separation pay should be given. If separation pay remains as low as projected for enlisted soldiers, additional benefits should be added. Ex. PX and commissary for two years, or raise the amount of separation pay given for the dedicated service of the enlisted ranks.

1011630 Soldiers in combat arms MOS! Need more opportunities to attend college! These same MOS's spend too much time and money in the field doing repetitions and sometimes useless training. Time off for leave or pass is hardly available when soldiers want or need it. Support units lose records and make frequent careless errors especially unit Pac's.

1011631 I think you should recheck the promotion system it is not the best thing going by far. What about a written test? I think a lot of smart/excellent NCO are slipping thru the cracks.

1011632 My intent is to complete 20 years by September 1991 and retire - probably to back to teaching. I see a massive errosion of our benefits for retired and the quality of life inclinations particularly MEDICAL BENEFITS to almost disappear. There are an enormous number of outstanding soldiers, SGT and below that will simply be forced out. They don't have an established way to find jobs and have support to reenter the civilian market. I came in one step ahead of the draft, survived the period after Vietnam when drys were high and morale low. In a way, I'm happy to be leaving before morale again hits bottom. As demonstrated in Panama, we have built the finest American Army ever. Now, for the first time, we must draw down on Army volunteers. The cold war has been over, but the members of the military are not adking to get out. Army pay, severance pay, benefits packages is tempy and expensive. Medical has always ranked at the top of the quality of life. Should you cut the Army, you will also cut the medical people. How can anyone promise health care when today, at current strength, it can't be deduct to all our benfiars?

1011633 If you want to cut troop strength - all you have to do is let the people that want out, go home now!

1011636 I honestly think that if each BTRY, Battalion, BDE or whatever would hold a formation and ask who wanted to get out early I think that would solve our problem and not have quality NCO's thrown out of the service.

1011637 The Army is a wasteful and unnecessary part of the government. I am glad you people realize this, seeing as how you are shrinking the Army. If you want to release any privates. Let me know because I hate this (profanity).

1011641 This survey really does not apply to me. I will be ETSing in Sept 90. With the lack of promotions in my MOS I do not intend on staying in. I do not have any bad feelings. I have learned a lot & will use a lot of it in my future goals.

1011643 For soldiers who are being forced out an agent or agence could help very much in locating a job for the man also a firm could help the man to write a resume. This help could be free or a small amount paid for this service. Getting the family man who has put 15 yrs more in the service a job in the civilian sector must or should be a military priority!

1011644 #14e I have every intention of re-enlisting at the end of my current term of service. #16 Went to AIT for NB, was forced to change MOS to 11M. #20 Depends on what MOS I would have to take. #25 Honestly, my particular batallion stinks, even Sergeant . . members are ETSing because things are so bad here. #31b benefits seem to go more for dependants and support personnel than infantry. #40 see #25, we don't train for war, we "train" for Gratenwohr and Hehenfels. #93-118 If the Army would just ask for volunteers to get out, that may reduce the force, especially in battalians with leadership problems such as mine. Also, base involuntarily separating soldiers on SQT, APFT, and NCOER, making final decisions with a board.

1011646 #101 Shouldn't reduce NCO corps by either method.

1011649 I enjoy the Armed Forces and employ all challenges set before me by the Army. I thoroughly understand that the Department of Defense and Congress are utilizing all resources to properly reduce the Armed Forces without jeopardizing the security and defense of our Nation. My question is, "why does it seem that the reduction is not centered collectively accross the board". For example, "AT ALL LEVELS".

1011653 1. Put all over fat (Top NCO & Officers) out. and over 20 yrs. PT failure - give everyone one try on PT Test one fail, out. 2. Put ALL troublemakers out (drug, DUI etc) out. If you out troublemakers and the overfat & over 20 yrs soldiers you will have your 25% for 5 yrs. Stop letting Congressmen run military business things will move a lot faster.

1011659 1. Be aware that critical defense specialties such as computer programing and linguist needs will be in even shorter supply if there is not monetary incentive to work for the Army. 2. Be careful not to RIFT people with TS access, unless you can provide quick transition to agencies such as DIA, NSA, NSC, CIA...

1011661 Job security #1 issue/concern. PERSCOM is NOT getting the info to the soldiers! If I were Et-4 I'd get out NOW! Soldiers REQUIRE time off (uncharged leave) to properly resettle/find jobs! Separation pay needs to be untaxed! I would take a separation for $20K cleared or MORE! Separated soldiers should get preferred hiring for GS positions.

1011665 1. Give in a choice to get out early, reguardless of rank or time in service. 2. Why are officers considered high quality people than NCO's. We deserve something for our devotion to service.

1011668 Involuntary separation for female soldiers with two or more kids. Involuntary separation for soldiers with permanent profiles. Involuntary separation for soldiers who scores less than 280 on their PT Test. Involuntary separation for soldiers with bad NCO-ER. Involuntary separation for soldiers first time drug & alcohol. Involuntary separation for soldiers with more time in service that are not on the promotion list. Do not involuntary separate the Airborne soldiers.

1011670 When you start the full scale force reduction; offer early outs first. There are plenty of us who are satisfied with the Army; and whom wish to make it a career. Additionally, if you intend on keeping a post open; let us extend to stay here. This will help to reduce cost. Not to mention another happy soldier and family; which equals greater job performance. Thank you for the opportunity to express my views.

1011671 As long as you pay us for the time we served our country. I think the personal will have nothing more to say. And I am willing to get out "now" because the forces are going to "Go to (profanity" leave it up to the people who want and earned this early retirement.

1011672 My opinion about this early outs, is going to affect a lot of soldiers who have family (spouse and children), who really need to make a career from the military and be able to retire and support their families.

1011685 #88 Assistance in job placement and additional funds for small business loans for veterans. Transition training while still on active duty.

1011687 I think the unit 1SG or Commanders should be given the authority, so that if a soldier tell them they want to get out the Army, they could help the soldier get out in about a month, because now when a soldier said he or she wants to get out nothing happens, unless the person do something wrong. I have seen Commanders that said no to soldiers who wanted to get out. And that's not right.

1011688 Question 67. My uncertainty is due to thw wide variety of things in which I am interested. A career in the military is not one of those things. I have benefited greatly from my years of Military service. But I am ready for a career that will hold my interest for life, not just for the next 15 years. I feel that retirement is a shallow goal. Thank you, gentlemen, for including me in your survey.

1011699 88. If they have childcare available. My husband is in the Army also. One thing I feel the Army should have is adequate childcare for everyone. One suggestion is asking wives that don't work to babysit for people who do and let them have space on the job. Let them get the right training of course.

1011700 "My name is (name) I have been in the Army for 6 six years I made Eb in 5 five years". How come I never have worked in my MOS and how come I PCS every 12 to 15 months! My MOS is 88M30 my duty MOS is 13B30!

1011704 In appreciation of 32 months of service & Panama I was discharged on 6-13-90 and cheated out of my Marshall G1 bill benefits, no physician, dental & very little counseling, in other words the US Army (profanity) & I will pass the word.

1011711 I personally am a DOT. FAA Licensed Aircraft. Airframe and powerplant mechanic. I have 2 years college in Aviation maintenance. I am currently a Vulcan Sqd Ldr. If I cannot re-enlist for some kind of aviation maintenance and go Warrant Officer, I will separate from service in 1993. As for the the present QMP system, it's wishy washy. PT scores are falsefied along with body fat levels. Personnel are riding profials and I am getting tired of working with cry babies and wimps. Make it harder to enlist and make basic and AIT harder. Reduce the quota for recruiters and go for quality not quantity.

1011713 Every time we reduce force we always seem to get into a major conflict. WWII reduce/Korea reduce/Vietnam reduce - cost of living is rising rapidly Car insurance (NCOA) cost of food commissary (Renting/own housing military community). Transfer from soldier to civilian. More people retiring - it may take over a month before you can be seen by doctor. Best benefits & his health care.

1011714 Quite a few of your "yes or no" questions require a personal opinion! Those are the ones I marked "not sure". I think you'd get a better idea of the viewpoints of your soldiers if you were to speak with at least a few personally. The survey is fine but I think a lot of soldiers will do a "rush job" because they feel that nobody REALLY cares any & if it's not done, trouble will come... That's how I feel. When it comes to the "higher commands, I/we are just numbers on paper - not people.

1011716 I am retiring with 21 years of service. My son has active asthma and can't enter service. The up or out concept may have to be looked at due to the downsizing of the military and the slow down of promotions.

1011724 In Oct 89 my family and I decide for me to re-enlist for 5 year more and to go to Germany on 3 April 90 my son came down with Nephritic Syndrom. He was put on EFMP. My family may not get to go with. I have heard that a soldier with a family members on EFMP may get put out of the Army. If a doctor puts in a request for me not to go to Germany and I can't fulfill my commitment what will happen. Please respond to my comment. Thank You.

1011726 Congress gets a 50% pay raise while the military is lucky to get 4%.

1011728 Information or questions on reserve or guard units overseas for individuals who wish to leave active duty but reside overseas for employment purposes.

1011729 In a peace-time Army, finances are an overall priority to me and all soldiers I know. Most soldiers doubt the ability of high leadership to decide what is best to do, due to politics & other pressures outside Military a smaller, more flexible, mobile, better trained quality Army is desireable. A lot of second-term soldiers lack proffessionalism, and most new soldiers don't think it (professionalism) is important and lack a responsible level of discipline.

1011730 We should re-look and adjust the Reg's on P.T. Good soldiers will always do what they have to. We know every 6 months we will get a PT Test for record. If you don't pass you should be given seven calendar days to do a retake and if you fail give the person one more (7) seven calendar days to pass. After that if they don't make it, process them out. We don't have time to play with soldiers who don't stay in shape. The same thing with weight. A good soldier knows what he has to do and he will stay fit to fight.

1011735 I've been in the Army 1 1/2 years and am not satisfied with my lifestyle or direction. But the only way I would accept an early out is if I could get full G.T. bill & College Fund benefits. I've already committed too much time to sacrifice those benefits.

1011738 I am in Special Forces and would like to be more involved with Drug War situations.

1011742 1. Question 58 - I marked disagree because tho I believe the Army has key interests at heart, I have absolutely no faith in the Senate & House of Rep. I can read & have read the history of the US & know how we are treated when the threat is not a "clear & present danger" I remember all too well the cuts in benefits suffered after Vietnam. I can remember many promises made to me in Feb 63 that I will never see. The key point here is that the Army promised, but to paraphase a well known quote "the Army proposes, Congress disposes". 2. I failed to answer several other questions for the following reasons: a. Did not apply, altho no "does not apply" or "NA" choice was given. b. I have some experience with surveys and know that they can be designed to prove whatever is desired. c. Having had experience with surveys, I know that it is impossible to anticipate all concerns with appropriate answers. 3. I want you to understand that I have two concerns here: a. The safety of the United States and my daughter (future generations). b. I accepted promotion to E9 and an assignment to Germany based on the assumption that I would be allowed to serve my three years here then retire, as an E9 with 30 years service. All my plans are (or were) based on that premise. How can I plan now? Common sense tells me that I will finish my tour and retire with 30 years. But when has the Congress of the US been blessed with common sense when it comes to the Military?

1011744 A lot of the questions that are asked in this survey are difficult to answer, without knowing the person or serving more time. I was in the National Guard for 3 yrs before coming full time. I feel there are too many soldiers that want out, before selecting soldiers on your own. As fo, Senior enlisted & NCO's. You should talk to their command. I feel you need to enforce the overweight program more. Because to me that shows the individual soldiers do not care enough about himself how can he take pride in being a soldier. I'm sorry if there was any delays because of survey being late. Thank you for selecting me to do your survey I'm a young enlisted soldier, and am planning on making the Army a career, and would like to stay informed on what you decide. So if you have any information please send. THANKS.

1011749 I with the Army would better support SM married to SM couples.

1011752 Female soldiers can get over in the Army as specaly female medics. I think female medics should be sent to combat units.

1011757 Something should be done for the soldier that wants to stay in the Army but can't. It's the ones that want to stay are being put out for QMP, or cut off too high, etc. My feeling are that I would love to stay and trying very hard to meet all points.

1011766 Some questions are too cut and dry. Take for example 117 and 118; there are more things to consider than just do you or do you not receive a bonus. Many questions take only one factor into consideration; many times it is a combination of those factors that make up the final decision about staying in the Army, getting out of the Army, or changing ones MOS.

1011772 Involuntary separation based on time in service is unfair. I am eligible for promotion with over 900 pts but the scores have not dropped in my MOS - yet there are MOS's with scores of 450, for example - there's no competition there. The board system for E-5 is "totally" unfair. I know of people who were not asked ANY questions yet given a max of 200 pts when I went before a difficult board & I was extremely prepared. I am a good soldier. I haven't gotten promoted - totally UNFAIR.

1011774 I feel that the promotion system (points) are unreasonable (ex: my MOS points are 998 90% of the time). Also DA withdrew the points for time in service, time in grade and high school graduate in 1983/1982. Soldiers are getting promoted that enlist with GEO's. My opinion is that there are a lot of soldiers who strived for a HS diploma and received it. That they should received the points for their dedication. Sure the Military (Army) has stop accepting enlistee's without being a HS graduate (supposedly). I am a soldier with 11 yrs in the Military Service. I have never in my 11 yrs received ANY UCMJ actions, nor unsat EER (NCO-ER's). I can not make my MOS cutoff score for promotion. I am not financially able to receive any further civilian ed. due to having a large family (5 deps) I've taken all the Military Ed. I can and have all Military schools I can at my current grade. The DA hurt a lot of good soldiers, some left and some stayed because the ARMY WAS THEIR LIFE. AS IT IS MINE.

1011780 The leadership in the Army will make the right decision.

1011782 Uncertainty #67 What college I will enroll in after my ETS.

1011783 I think voluntary separation is great - it would prevent many unnecessary financial hardships! Personally, I would volunteer for separation because I would like to go back to college full time! But even though I do have a P-3 Profile, my chain of command still will not refer me for a medical board and possible separation.

1011785 I have several Budget/Force reduction ideas: 1. Eliminate the view of a SPC(P) staying in until 13, same for SGT(P) staying to 20. 2. Revamp the promotion system, stay with the current categories but make the poinsts tougher, e.g. SQT 70% passing + scores of 1-69 NO POINTS. Correspondence 15 hours for 1 point. 3. Change all schools into discriminators instead of ticket punches, more soldiers fail IPD courses than Army schools! 10% or so would help weed out the lower 10%. 4. Make BSEP an after hours study program. 5. Offer separation pay ONLY for reduction separations, not for poor performers passed over for promotion or QMP'ed. 6. Eliminate domestic services such as snow removal in housing areas + on post (sidewalks), cleaning services.

1011786 Information on Military MOS/related civilian jobs excepting military experience as a plus in hiring eligibility.

1011787 College education does not necessitate a person's value to the Army. Promotion points given for these educatiions are not a just way to judge a person's ability to be a leader. An educated person is not always a smart person.

1011788 My 18 years in the service have been fulfilling and interesting. The only thing that really bothers me is the overall uncertainty of who/what/when and where the cuts will be. I don't want to be forced out prior to retirement. I've given good years to the service, and I feel that I deserve the same in return. Those promises that I was made when I came in over 18 years ago should be honored when I retire, if I am still allowed to in two years.

1011790 I think the system is headed in the right direction. The people who care about their careers and their country will continue to improve themselves leaving the others fair game for elimination from service. On the other hand, the benefits and pay for those who will continue to serve in a smaller, more demanding Army, should improve significantly to retain a quality force.

1011791 67. I do not plan to make the Army a career.

1011794 a. If I were to leave the service before retirement I would need some way to pay for my medications and my families medications needed on a daily basis. b. Need a severance pay system comparable to officers or you dump a lot of people on welfare. c. Relocate those that are getting out under severence pay to an employer who said they would hire them. d. Eligibility for work training and pay more money for education to improve job skills.

1011798 Since the Army has no seniority procedures like civilians, it is somewhat necessary to remove senior NCOs who have been stagnating in their particular jobs. I believe there should be more to involuntarily separating soldiers besides "book procedures" like maybe giving the soldiers time to submit why they should be kept also by getting recommendations from fellow peers and supervisors. Some soldiers, do much better than what the books considers. Maybe they don't meet one or two requirements but that's sometimes no reason to lose what could be an outstanding soldier.

1011800 88 The Army might consider, if they are separating a NCO from the Army early or he wishes to get out, paying him regular duty pay until he has found a job or until his ETS date, whichever comes first. All information that is received about manpower cuts has been for the most part been rumor.

1011802 One reason I feel the Army will have problems retaining quality soldiers is the fact that many quality soldiers have left already. Also, the better soldiers get tired and frustrated of picking up after weak soldiers. Too many leaders I have come across don't care for their soldiers and don't take their jobs seriously enough. Most careerists in the Army seem to be here for one thing only, money and rank (because with more rank comes more MONEY and power). The new soldier will spot these ideas quickly. The weaker soldier uses it to his advantage by letting stronger soldiers take up the "load" he doesn't want to carry. The stronger soldier, at first, will willingly take the responsibility in order to accomplish the mission. Good soldiers also notice quality NCO's that must leave the Army for some reason. When that soldier sees how difficult a time the quality NCO has with the chain of command (who constantly may hassle the leaving NCO) or the problems he sees when this NCO cannot find a good job because of a lack of any degree, the soldier becomes more disheartened about the Army. Soldiers also notice the differences in pay. Quality soldiers quickly notice that although they work harder they still get the same pay as weak soldiers and usually no recognition for their efforts. Quality soldiers will also spot that a very experienced, hard working NCO will get the same pay as a very inexperienced, lazy, new officer. The officer will even get more benefits!? The soldiers also learn about NCO's leaving without any separation pay. So where will the new quality soldiers eventually end up? Usually they will go back to college, join the reserves, or go ROTC, or ETS while the weak soldier with little chance in the civilian world will have to stay in the Army effecting more new soldiers. What I always tell soldiers who tell me the problems "with the Army" is that, "It's not THE ARMY that's the problem, it's THE PEOPLE you have to work with."

1011804 If the DOD wishes to save money they should stop wasting money on worthless projects ie: B-2 Bomber, unneeded construction. Fancy golf course, nurses, etc. I joined the Army to be a soldier - not pampered. I believe the Marine Corps has a good

cost efficient program. I also could be mistaken. I believe we should pull 50% of our foreign stationed force back home. Let's stop wasting money abroad.

1011808 The quickest way to reduce the Army would to let people out who want to get out. Most people are afraid to tell anyone that they want out. Soldiers fear being treated badly once someone finds out they want out. I've seen people ask to get out and suddenly be considered a detail person and not work in their MOS for the last few months in service.

1011812 Most of the good NCO's are leaving the Army it seems that looks and eyewash is more important than the soldiers welfare. The NCOs that believe in the welfare of the troops is slowly disapearing and the good troops are getting out due to lack of leadership ability. I believe the only uneffected ones are special forces and that is my next place to go. If I do not get this I will leave the Army.

1011817 The quality of life in enlisted barracks is steadily going down everywhere I've been the barracks are grossly overcrowded.

1011819 Allow good soldiers to stay get rid of ALL substandard soldiers! If you need an example of "the standard" go to a light infantry platoon and you will most likely find it. QMP is not nearly tough enough!

1011820 Ref: 30B/44 being a U.S. Army Recruiter does not leave me with time for family and friends. The area I work requires approx 59-70 hrs per week. In context with that is a soldier is held responsible for decisions made by civilians. That a NCO has no operational control over. Ref: 48 can never have too much information. Ref: 89 I feel that the Army Ed. Center would be the best place as far as resources and different areas.

1011830 All I can say is that there are too many officers who are just looking to burn people for stupid reasons and over stupid things. They should be trying to help the soldier instead.

1011831 The Quality Management Program needs objective information in order to implement a real program. Too many inept sub-standard and non-deployable soldiers look like super soldiers in their supervisor statements but cannot do the job they are supposed to.

1011832 Why can't personnel who retire at 20 years join a National Guard Unit. This would greatly help the NG Readiness Posture? Retirement eligible personnel need help with the transition to civilian life. CHAMPUS should issue insurance type medical insurance cards to retirees.

1011833 Q88. Apperance (what to wear, would there be uniforms or regular cloths) haircuts etc.

1011835 There are MOS's in the Army today that I feel are a waste of time and need to be eliminated. Some of these are outdated and easily trained to the personal in the unit EY/88m could be rid of why have truck drivers and everyone has a mimlitary license for the vehicles in their unit also.

1030002 Soldiers with 20 years or more should be forced to retire. Volunteers should be separated from the Army first. It seems like the Army can't make up its mind on letting soldiers get out early. The Army stops commanders of the companys from approving early outs, now the soldiers have to go to their first Lt Colonel in their chain of command for approvel, because they have so many soldiers wanting early outs. I also think on paper, how can you pick a good soldier from a bad soldier. I know we have the EER system. It's good cause it suppose to show the performance of an NCO, and also is bad cause you have people rating, and they don't like you, get along with you. things like that are getting good soldiers released from the Army. I feel some of the reductions aren't as fair as it should be. A lot of these soldiers have families and it seems like no one is taking that into consideration.

1030005 I feel that the Army should start by separating soldiers who do not want to be a part of the military service. Therefore, enhancing the strength and quality of the military service.

1030006 You should look first at soldiers who don't meet the requirements of the Army. Example PT test, and overweight, bad EER's or doesn't do good on the job. Promotion look at the PERFORMANCE not just education. Younger soldiers have better opportunities than the older ones. 12th Grd or has college before he comes in. Therefore he is promoted but, can he perform or train as good as the other sodliers in the Army. You can't judge a soldier on who you know. A few things go a little deeper. There should not be a point system on peromotion. They should be Da selected by PERFORMANCE. It is hard to even set a appointment in the Army for dental or health. I think thats real bad. It is also hard to judge some of the questions you have in this survey.

1030009 Let people who want out-out!

1030012 Too much of the Army's evaluation and promotion criteria is left up to politics in the NCO and Officer ranks. One commander that doesn't agree with an NCo and has low values can ruin an NCO's career. This is the same with officers. Let's do something to eliminate the politics from evaluation and promotion to ensure that we retain the best soldiers.

1030014 This overseas station has not given me any motivation as to perceive current or future opportunities, due tot he fact, that quality of life is under standards and job opporutnities for highly qualified professionals as of Masters degree sustained by my wife, have been lacking in my supportive life as a soldier. Quality of life professionalism and ethic values should be the primary concern in the military system.

1030016 If I thought my comments would HELP I would gladly give them, but after 9 years of active duty. I begged my chain of command to help, but got nothing but excuses. Work on gettign the worthless NCO's out that are wasting government money. This is a mojor problem in our military system. They get 20 years and then its a free ride and still getting a full pay check. Call anytime.

1030022 Primary sources of uncertainity are whether I can return to the Army if I don't care for the civilian way of life. It used to be a person could return within a two year period if so desired. I'd like to have the same option stay in effect. If I was married, there is no doubt that I would stay in the Army. The benefits are the greatest I have ever seen. Since I'm single, I'd like to see if I could find a better paying job for a family I plan on in the future. I couldn't risk being without benefits or a paycheck if I was already a family man. I stayed in the National Guard for added benefits and because I liked what I did in the Army for myself. Everyone realizes the cutback is happening and i agree SQT and PT scores should reflect directly on a quality sodier. More so the Pt scores because SQT scores are more like beign able to remember the namual definitions and explanations. Skill qualification should also be measured in job performance and soldiers ability to perform as required. I do believe severance pay should stay in effect and i think it's a good idea, but I also believe that a person should be able to get back into the Army at least within a year if they can't keep it at 2 years.

1030023 Don't be so repititous in your questions. Some questions were asked 4 to 5 times.

1030030 I think putting peopel on levy when they are 6-8 months out is a very disceitful trick. They either have to reup or sign afar to reenlistment.

1030035 Alot of the questions in this research you wanted the persons point of view but with only the answers you gave. I think you would get more out of this research if after each question there was room for quick comment. Yes it would take longer but it doesn't make sense to give people a certain choice they must pick. Let them answer the questions in thier own words not yours. Please excuse the lateness of this research but I just returned from training exercises.

1030038 The promotion board for E-6 to E-7 is double jeopardy. Why I say that a man who got punished for a offense is getting punished twice by a selection board article is and the past should be the past.

1030045 DA officials should monitor the weight program and drug screening test more clearly for NCO's and Officers. If they do, it will be one of the best ways for involuntarily separation. After so many years dealing with this two factor still is not working at all. DA official should visit units without notice.

1030051 It is essential to include information on how to start ones own business and training on how to run ones own business.

1030054 At this point in my life and career I am uncertain about the future. I will know for sure if I plan for a 20 year career when I'm six months till ETS.

1030060 I just feel that if a soldier has completed 10 years of service and is a Sergeant in a promotable status, he should be able to retire or if forced out that soldier should be compensated for his time toward retirement. Congress could also establish a ten or fifteen year retirement plan.

1030062 Single soldiers need to be recognized more.

1030070 I feel that when a single soldier SGT and above reenlist for his second term should have the option of moving out of the barracks and drawing PAQ & seperate rations. Just because a soldier chooses to be single he should not be denied the chance to live a comfortably life and be payed accordingly. This would be very beneficial in seperating NCO & lower enlisted and will prevent fratinication and improper senior-subornate relationships.

1030072 Question 49- Due to the current political in-fighting, it is impossible to understand from day to day exactly what the situation is - both within and without the Army. Concerning retirement benefits. I am sure Army leaders will try to protect these, but I do not believe they will be successful - vs- congress. Q88 - Lists of employers looking for veterans with specific job skills by MOS. Many soldiers reenlist and the bonus has been low or na. Promotions: college has become an unfair advantage to many soldiers. Too many come into the service WITH COLLEGE. Many of these HIGH QUALITY sholdiers have very little leadership and training experience, but are promoted over mor eexperienced soldiers with less college. Those who attend night school and struggle to get through school are handed a raw deal. Too many of us come from families that could not afford school prior to military servcie, so once again the people with money are pushing the rest of us down. Solution: Only count college completed since entrance into the service for promotion purposes.

1030078 If the Army expects its soldiers to perform at the best of their abilities, I feel the soldier should be allowed to a)perform in thier exact MOS they were trained for. B)Stop being treated as hard labor prisoners, inferiors, children, or low class humans, and c)also, NCO's are not gods. They are REGULAR men and women like the rest of us.

1030081 People who can barely speak english are often promoted first. Peopel who are not US Citizens should not be in the Army. ie: Puerto Rico, Quam etc). Too much money is spent looking pretty, quality vehicle parts are rare, chow is at best above eating MRE's. Too many people like to play power games. (Kiss my (profanity) and you'll be promoted). Living quarters are to small for enlisted and NCO's. Parades take precedence over ifeld recovery and equipment turn in. NBC training is a waste of time, blood agents will eat through the filters and then we'll be hit again. Pointless.

1030082 Ref: question 88. Soldiers should be made aware of civilian opportunities related to their MOS. Also, special ocmpesation should be made by the gov't for involuntary separation in addition to separation pay. Welfare agencies nationwide are over crowded with people who perhaps cannot work, for whatever reasons. They are not ready for the influx of former soldiers with families who may not have been in the job market for up to twenty years. A service member has special needs to be involuntarily separated after years of service and thrown into the job market unprepared is a cold shoulder the nation, let alone the current administration, cannot afford to turn. Combat veteran or not, they have served in readiness that is responsible for todays talks. We can understand involuntary separation and some may welcome it, but we need help securing the welfare of our families. We deserve nothing less.

1030088 I feel that soldiers that did not recieve a bonus or other incentive should be allowed to get out of the Army prior to their obligation time. I would like more information on early seperarion.

1030089 Alot of us feel there is money wasted on government contracts and supply services. We feel the government could save alot of money by scrutinizing better who they do business with. The waste is with the government but, again it is the common soldier who is scrutinized for reductions and will suffer.

1030090 I have over 19 yrs in the United States Army. These survey questions for the most part don't apply to me. Ten years ago my views would not be the same. My suggestion is that this survey should be for personnel with ten years or less.

1030094 I think the beiggest issue about staying in the service is if I can find a better paying job. I am satisfied with my job but as it is my family and I are JUST getting by and with talk of budget cuts it doesn't look like it will get better.

1030095 Yes, the last survey I took I asked for results but did I get anything? (profanity) no!!

1030101 Somethings I consider important not included in your survey is the special need of the Chaplains. I don't feel we need to do away with the religious charector our ocuntry was founded on. Also, I am opposed to the idea of legitimizing homosexuals in the Army. The Army also needs the tough policy of no abortions as long as females are recruits. (exceptions of mothers life and rape). I have been to Europe, Latin America, and the USA, and we represent the ideals of freedom to a changing world, our standards and goals must be represented and held high.

1030102 BEQ for Senior NCO's.

1030104 I understand about reductions of force. But work loads is still there. I hope people doing this realize at some place personnel left will get burn out fast just trying to keep up. Reduction is fine but not at expense of others. I also hope they don't cut to danger point that will leave us open for any problems. Cutting benefits for ones who hae serviced even though our conflicts and war is not right. They and we deserve more. There should be program for early outs & retirement to aid in transition over to civilian life. Program for cut should be one to one basis. Board are doing ok, but don't save to fair sometimes.

1030106 15 yr retirement at 40% pay. #88 educaiton & retraining is vital. I think that violent crime would rise if they put alot of soldiers out the Army & on the street. Many would have bitter feelings. Personally I am 38 yrs old & I am a 94B (cook). The Airborne units are shor 94B. I am shor of personal and you want to cut back.

1030118 Classes or information on the importances of self preparation upon leaving the military at the event of involuntary separation or early outs, such as where to go for job information, planning ahead, interviews & education.

1030122 I personally disagree with military reductions. I also feel that if there are to by any, those that have not met standards, are overweight, and that are "home-steading" in "sham" jobs should be released first. Then, those with enough time to retire but hanging on for another pay-grade. The Army promotion system is a joke. I'm sorry to affend anyone, but anybody can pass a board to E-5 or E-6. When it comes to applying that knowledge thats a different story. Some non-qualified personnel and being sent to boards because of friendship, racial, and other reasons that make the NCO corp look pathetic.

1030129 If cuts are needed, separation pay is a must and I think many soldiers will go for it.

1030130 Well the soldier is human and can change his mind the way he or she answers the questions today may not be the way they feel tomorrow.

1030131 I believe that if your going to reduce the Army by separation. I think the Army should weed out the bad NCO's & Officers so that quality training for prepared readiness is not in trouble. Also, inforce drug & alcohol abuse by separation from Army on 1st offense.

1030132 My personal opinion is their are too many Col & Maj's with 25 and 26 years in that are here for the paycheck and don't give a (profanity) about the soldiers. So my 1st suggestion for saving money is get rid of them, or is it that every officer is to important? Most of them don't even know basic soldiering skills. To me it makes the whold US Army look sick.

1030134 My decision to leave the Army is due to the large amount of unqualified E-5's and above that have made friends in the "right places", in other words they make firneds with the people who write their EER's. Aslo, the current E-2 throught E-4 promotion system is also done by favoritism. Why should soldiers stay in when the system works like this.

1030138 I joined the Army for training experience and the chance to better myself. So far I love the Army but I worry that I might not get the chance to fulfill my career for the fact that I am a female in a combat MOS (31C). I like the MOS, but don't want to be QMPed because of the fact that I am female. I have been informed that those MOS's (combat) will be QMPed first - for the fact that we go to war with our male counterparts. I was aslo informed that instead of QMP, I might be reclassed in a shortage MOS. This poses the question of "will I be happy in an MOS that is chosen for me"? I have discovered throught the little amount of time that I have been in the Army that soldiers who are happy in their MOS and unit will put forth much more effort than those who are not happy. My company (B co 84th Eng BN) has this moral. This makes me want to stay in the Army, but if soldiers aren't happy, they don't give their all for the United States Army.

1030139 They have voluntary entry they should offer the same for release. The way promotion opportunities are in my present unit I'm very interested in an early out and ocmpletion of enlistment in a Nat'l guard unit.

1030141 Child care is an extremely important factor in my staying in the Army. Civilian child care centers do not provide services to meet hours worked and it is hard to find FCC homes to take a child during FTX's. We are dual military and if we didn't have a sister living with us to take care of our son, one of us would HAVE to leave the Army.

1030144 The single soldiers life is very degrading. We are forced to live in the barracks, eat at the mess hall and have no opportunity to buy a house, or to buy many other things because of lack of space. It is just the opposite for married people. It makes sense to me that a single soldier is the ideal soldier, quick to mobilize, not a family to worry about and yet it more attion is put on being married. The divorce rate, I know is high, and alot of people get married just to get out of the barracks. This is not right!! In the long run it cost the govt more money providing medical & dental care for these families.

1030150 I think that the best way to cut the forces would be to just offer to let soldiers get out if they want to regardless of time reamining. You would be surprised at the response. This way, you don't have to make life tough on everyone who wants to stay in.

1030153 Ref question 103: If an E5(P) is in the Army for 20 years this may attribute to the fact that he/she may be waiting to get promoted to pay grade E6 and continue serving his country to the "best of his ability". Just the same as "high quality sepcialists". If they wait 13 and 20 years they msut have the patience to wait an extra year or 2 to get promoted. This MAY show DA that the will to wait has a longer retention capabilities and make better SR NCO's in the years afterwords. Resulting in a more elite military force.

1030155 67. I feel that with a force redution the Army will be forced to "power down". ie: give Junior NCO's & officers more responsibility and allow them to make decisions. Coupled w/that I anticipate an across-the-board RIF. 88. Quit cutting TA! Essential resource for competitiveness. I 3 yrs IT has gone from 90% unlimited classes to 75% for only 18 sh annually. I feel the military must tighten up QMP standards but at the same time allow thorough appeals. B. The as yet unporven, untested (in the field) common skills test should not carry much weight. C. Soldiers desiring service beyond 20 yrs should receive critical biannual evaluations. D. Cange retention policies allowing detection & force out of "ROAD" soldiers.

1030160 The Army NOW has changed so much that I'm only going to do my enlistment and I'm out. The Army also, is not recognizing the people for awards as well as promotions. Also, they want brains in Army as well as super athletes. The Army will put out the soldiers that perform but, kick out the ones that are weak. Where I'm at right now the morale is so low that nothing can change the way I feel about the Army. I'll be much happier when this year is over with and then I am on a count down. One last thing. After duty hours we tend to go about our business and try to get away from the military life. I am single and I live in the barrcks. But, there are times I want to be able to have fun in my room but, why is it that some people critized you on hwat you do with your money. People like higher rank than myself. I feel as long as I'm not downtown causing trouble with MP or v hatever I should be recognized for my actions off duty as well as on. But, me and my roommates still do what we have to and just county our days until its time for us to go HOME!!!

1030165 I am trying very hard to have make my E-5 but my only trouble is my SQT. I study the task but when I recieve the test everything is totally different. For one, alot of the equipment that we're tested on I haven't seen since AIT which was 1985. Another thing is, I would like to reclassify to 74D but I'm being told it's balanced and that my MOs is balanced.Which is 63B. I've never really worked another MOS but I did go to trainin gfor SQT when it was held. I was also told that the only MOS I could re-enlist in is my current MOS and to be honest I don't think I'm mechanically inclined. I have a secondary of 71L and most of my militay career has been spent working in oderly rooms or S-1(pac). What I would like to know is whether or not you all ahve the authority to overridce what's being told to me by re-enlistment. I'm not interested in the bonus that this particular MOs provides but the job itself. I enjoy learing computer operations and would like to work at something I really enjoy doing. If it is at all possible to provide me with some sort of assistance please let me know. Thank you, last but not least if I'm going to learn a job such as 74D I would prefer to stay in the Army with it for several reasons. The pay I can't complain about, travel, mainly the benefits that would cost an arm and a leg especially when my husband and I decide to start a family.

1030167 Some questions you ask could not be answered by just a yes or no answer. If you give soldiers more chances to ask questions and supply them with the answers, you may clear up a lot of misunderstanding. Why cut back so hard on the Army? Are the other armed forces having the same cuts? Will this result in a draft?

1030168 Single soldiers and soldiers married to other military members W/O OTHER DEPENDENTS should be highly considered. Since cutbacks are priority thoese members in my eyes are getting back what they put in, however, dependents of military members get benefitws for being a dependent such as medical, BAQ, dental.

1030185 You talk about troop and budget cuts yet I'm in a unit that spends thousands of dollars to go to Pinion Cannyon just to train for NTC when we have a local training are that would make a great substitute for Pinion Canyon and I'm sick and tired of pay for rations in the field that I do not eat, and dental insurance is usless. I pay for benefits that only benefit the dentist.

1030193 I feel that any soldier who has more than 10 years in the Army should be allowed to stay in regardless of the QMP program, unless he/she has been busted or court marshalled.

1030194 Up until this point, the US Army has been fair. Four months ago I received orders to Panama. Thirteen days prior to my PCS date, they were deleted. Much to my surprise, and after making numerous plans to friends & relatives, I bacame extremely upset. I had requested Panama, got the assignment, then recieve the owrd on such short notice. I have fourteen months left to my ETS date (29 Sep 91), and now would like nothing more than an early separation from service so 2 can continue my college education. My unit, 2/23 inf, has offically deactivated and now seems to be the most appropriate time for this action. My views on cuttign Army personnel is to grade soldiers on all performances, such as mainly education scores, APFT scores, and counseling records. Take those with the worst scores and offer them an early out. Many will take it, the ones that do not should be given time to improve. Those that do not imporve should be involuntarily separated from service with benefits pending on the minimum amoun tof time they have served. Keep the best, throw out the rest. Nothing follows.

1030195 The Army should give the soldier the decision whether or not he/she wants to live in the barracks or on post. The soldier should be able to bring family memebers on all tours. For E-4 and above who know and understand the Army, you should allow a voluntarily early out. Alot of us would jump at the chance to get an early out up to 12 months or more.

1030197 In my opinion, I feel that every case concerning question like item 100, 102, 103. I think it shouldn't be done on a collective basis, but done on a individual basis, becauses each individual soldier is different, and every reason is not understood. It's not always th esoldiers fault, the way things are in this changing world.

1030199 Stop all reenlisment bonus ASAP it will cut the Army's strength and save money.

1030200 I feel that present troop reductions in the military are being pushed to hard and to fast.

1030206 Chances of going to school are slim. Unit's will not let you take college courses. They say you need 2 years. They won't give us time for one reason or another.

1030209 Simply put, I do not receive enough satisfaction or challenge from my current MOS(77H). I am currently pursuing a MOS change to 44E (machinist) and hope to be promoted, based on my proven abilities not by "how good I look in my records" as of late it appears to be more important to look good than be good. Also I perceive a large body of enlisted personnel wanting more of a challege from their respective MOS.

1030210 I do not believe the Army should cut back at all, but if it happens I hope that the people in charge will do their best to make sure that only the best stay in.

1030211 Pay raises, promotions, DX the duds.

1030213 With the tough decisions that must be faced with budgetory reductions, the U.S. Army will be reduced in size. Every soldier and most civilians realize this. Only the most qualified soldiers should be allowed to reach 20 yers. AFS. Also only sgts, SSG's and SFC's should be eligible to receive separation pay. MSG's should be allowed to reach 20 yrs. AFS unless QMP'd due to non-productivity or misconduct. If a soldier is QMP'd for non-productivity or misconduct, they should not receive separation pay. I have worked/stationed at the U.S. Army's enlistment eligibility activity since June 1987. The personnel assigned there have dealt with personnel quality control issues for four decades. Since it is an established, integral office, of personnel and deals with enlistment/reenlistment issues and personnel quality control on a daily basis, I suggest that you contact LTC. (name) for additional input. He has a staff that has dealt with issues of this nature.

1030215 I would most definitely stay in 20 years if I could change my MOS to something I would enjoy working in and look forward to going to work each day but as it is I cannot change MOS as an E-6. I would even take $ drop in rank.

1030217 I have no comments at this time.

1030221 I have heard various rumors that a soldier can separate from the service up to 6 months prior to ETS date, if it can be proved the soldier has been hired in the civilian workforce. Also, how much time remaining does a soldier need to have to return to CONUS from Korea? Please send any information on these two questions. If you are looking for soldiers to voluntary separate from the Army put my name at the top of the list.

1030223 Due to fin. status I must work a part time job just to get by. If I could I would work more hours at this part time job. Note: I received this on 10 July 1990. I received a letter concerning this about a week ago. Put back in the mail on 10 July 19909

1030229 I believe that the early out program would be a big cost saver for the Army. A soldier that takes and early out plans on getting out of the service anyways. A 3 month delay of time would only make a difference to the Army due to the fact that they have to pay for the soldier's time.

1030235 A lot of the questions will be helpful in many ways. In determining reductions, but on the other hand, several questions seem to be designed in a way that there was not a correct response to choose. But overall the majority of the questions were thoughtful, and in the soldiers best interest.

1030237 1. Why not authorize enlisted E4 w/5 yrs. and above severance pay for the time and committment they put into the Army? 2. Provide job placement with the government giving military personnel who were forced out on a honorable basis priority job placement and technical training for better ratings. 3. Rate soldiers for government employment before releasing them. Authorize temporary housing in military housing up to 6 months or until job placement is granted.

1030240 I attended ANCOCI in Feb. of 89. It made some of us E-6's wonder how the overweight policy works? Because some of the soldiers were overweight right up to graduation and still graduate with the class and also make E-7 at the same time? Why? Also why an individual not passing ANCOC for the second and third time and still get promoted to E-7. Why, I have no idea. If someone can't get promoted in their PMOS, why can't they change to a different field to improve their chance of promotion. I have been trying for 10 years now.

1030241 I hope the Army cuts won't affect myself, I had planned to stay 20 years. You should take a look at the fat people, and the soldiers with drug use that should be a large percent over the next 2 years. Also the soldiers with 20 years in, let them go?

1030243 I came into the Army for electronics training as a 29M10. I have achieved that and feel very good in doing my job. I don't mind the extra hours on field exercises. But I do worry about if I'll be able to continue and develop my expertise as a repairman. I hope to develop my skills where if I am forced out I can use them to secure a good job. I enjoy using my brainpower and repair skills to repair the equipment and to better utilize my time.

1030244 I am very concended about the direction the Army is moving these days. I wish I had more information to furnish my soldiers. Uncertaintly is the source of a number of morale problems, Army wide. I would be interested in any further survey material.

1030245 It's good the Army and congress decided to send us these surveys.

1030252 Yes, I do, If soldier requests or is forced to leave they should be allowed out at thier unit such as overseas. If a soldier wants to stay at his current unit, he should be allowed to do so. Not only would the Army save money but also morale would go up.

1030254 August 3 1990 I'll be in for 9 yrs. I have to MOS and still a E-4. I like the Army a lot but the promotion system has to change.

1030260 During my 12 yrs. of active duty I am currently at the worst unit and location. Up until being assigned here I would feel

good about promoting the Army, this unit and location has changed my outlook. I am hoping the unit returns stateside so I can work in a less stressful environment in a better unit & location still in Germany. Coming from the U.S. Army Parachute Team to 1/16th INF. would be like going from Heaven to (profanity). Also, you mail took 3 wks to get here!

1030266 Personally, I do not know how valid these answers will be to you. As of 09 Jul 90, my terminal leave is ended and I am separated from service. This is also the same day I received this in the mail. I served in the MOS of 98C and attended DLIFLC for Polish. I benefited from language training but was most disappointed with my MOS and the lack of its practical application towards my life's goals.

1030271 I really don't want to get out of the Army at this time. The main reason that I am is because of all the proposed troop reductions. I would really like to have the opportunity to have the Army college fund along with the GI Bill that I currently have. I feel that that would be a real asset for those of us that are planning on going back to college when we get out. I kind of think it is unfair that you are offering the chance for people to sign up for the GI Bill. These people don't have it right ow for one of two reasons. A) they denied it when they first enlisted, or B) they opted for the cash bonus when they enlisted instead. My MOS at the time that I enlisted had no bonus and no Army college fund. I'm a 29E and I signed up in June 1986. I have known other 29E's who have the Army college fund and I think that the bonus and benefits program have been run poorly.

1030279 1) With the cutbacks coming the Army should look at keeping better soldiers. These soldiers with low GT's, low SQT's, and no attempt to raise education level should be kicked out on the street ASAP. 2) We need cost of living increases to keep up with the outside world.

1030281 Right now all we are getting is rumors on what will happen in the Army, what we need is facts.

1030282 Plenty of severance pay should be paid under liberal policies. The force is a married one to a large extent with lots of crumb snatchers. These actions should no be taken quickly. We have a very unstable adversary in the USSR. This situation could produce surprises. Don't try to save money and lose a whole country if we get caught with our pants down. Are these real savings or just political games?

1030285 Stop retaining all the incompetant NCO's in the Army. Leave the promotions to the Platoon Sergeants or equal level supervisor. Do away with sergeants major and first sergeants on E-5 and E-6 promotion boards. E-5, E-6, and E-7's should sit on these boards.

1030288 Some questions should be decided on the situation I'm in at that time. We have some people that beat the system and the ones that do get caught are the best soldiers and the ones that don't are some of the worst soldier. I feel all soldier with a permanent profile should be eliminated from the service. Any female with more than two pregnancies should be terminated.

1030293 Soldiers leaving the Army should be given a list of federal jobs available in his/her city. I would like to get a federal job in Pittsburgh, Pa., if not a career job something to get/keep me on my feet.

1030294 Most of the negative feedback in my replies to this questionnaire are a result of my current position as an Army recuiter in N.Y.C. where NCO's are treated as privates, no slaves. Quality of life is just 3 words. A happy soldier is a productive soldier. I believe that if everyone were treated a little better none of the future events discussed would have any negative impacts on the soldiers & families community.

1030297 I think the cuts in the Army is good. There is no need for such a large force in a peace time Army. But I don't think the way their doing it is very effective at all. You are forcing out people who know no other life except that of the Army. They have no life to go back to, no job to go back to or to go to when they are forced out. Now me, on the other hand, have a life and a wealthy family to go back to. I would not be put out at all. The people you are forcing out should be able to stand on two feet when their on the outside. (ie, job, home, some assets). In short if teh Army asked me if I would take an early out I would-because I would be able to survive without the Army and what it has to offer. I just wish it was so easy to get out, because I would.

1030300 PT test: Men who are of short height (69"-down) allowed longer time on run or men of tall height (70"-up) allowed shorter time on run.

1030302 The Army needs to reevaluate the way the single soldier gets treated. A single E-5 makes less money for doing the same job as a married E-5. Single soldiers get assigned all missions that come up after duty hours. Single soldiers get little privacy in barracks. Single soldiers are cheaper for the Army to have, but the Army treats them like dirt. The Army would save a lot of money if they would take care of the single soldier.

1030305 When you asked about promotion points for E-5 & E-6 you failed to understand that they are not the same for different MOS's.

1030306 First of all I want to thank you guys for choosing me to do this survey but right now I'm out of active Army. I'm currently in the National Guard and I really concerned about the future of N.G. & reservists. I hope this survey will help you guys do the right thing.

1030307 In my opinion, a very effective way to reduce the force would be to simply ask who wants to get out of the service. Instead of keeping the ones that don't want to stay & getting rid of the ones that do want to.

1030308 1) I think that 76C20(P) should take SQT test for 76Y30 I'm a 76C20(P) BNCOC grad 76Y30 and still taking 76C20 SQT that hurts me because I'm not working the MOS. 2) I think the promotions for 76X30 need to be increased there are too many E-5(P) on the list 2454 in the PZ and 628 in SZ. I think promotions should be increased for all support MOS's. 3) I think combat arms MOS's are getting to many promotions, and bonuses. 76Y branch has the highest number of people on the promotion list. Please do something about this "ASAP". If you don't then there will be more supporting MOS's leaving the service voluntarily and this will hurt the Army in the long run.

1030310 I do not wish to stay in the Army beyond my current enlistment. I have been in for three years and done my MOS only twice. My first duty station was not even authorized to have my MOS so I worked in an MOS I knew very little about. If the Army did not need my MOS why did they offer it to me. I have had little or no experience in my MOS. I would not be very prepared to perform my MOS. I would not be very prepared to perform my MOS in a war time situation if needed. The Army wasted a lot of money to train me and then not use me.

1030312 The main reason I joined the Army was for job security. I worked at a civilian job for 6 years and was laid off. I thought the Army could offer job security, but it seems like all they're worried about is saving money. I think most leaders are too worried about getting a bad OER or EER so they fail to make decisions for fear of being separated from service. I think the changes have hurt the Army morale in my opinion is the lowest I've seen since I've been on active duty. A lot of my leaders and soldiers I lead are very worried about their future. As am I. We train very hard, put in countless hours away from family and friends to be ready for combat. We as soldiers sacrifice many things you take for granted. We know that's part of being a soldier and we gladly do the things we have to do to be ready to protect the U.S. anywhere in the world. I would just like to be able to do my duty without having to worry about getting the pink slip. I need job security. I need to know that if I keep training hard and completing my missions that the Army will take care of me, my soldiers and our families.

1030313 Question number 11 I have been trying to get promoted now for over 2 years. The units I have been in made it next to impossible to get school to add promotion pts. being they were in the field all the time. Personnel that do their job well or above average are being overlooked for Army schools because unit went release them this causes loss in morale and early separation for good soldiers. With budget cuts get rid of civilian employees why pay a civilian two to three times more than a soldier to do same job.

1030317 Concerning question 88 Government civil service jobs published information needs to be sent to the lowest level in the command possible on the QMP board. More information about congressional actions should be publisized more effectively. Should budget cuts need to be made other ways of savings could be one answer or a way of effectively screening enlistee's so that we would not have to waste money on training only to see them not meet the standards. Also no SRB offered for shortage MOS's or a reduced college benefit program. How much money do we spend on this?

1030318 1. E-7/SFC should be rated by a rank not less than E-8 INSG/0-3 with 7 or more years in the service. 2. E-6 or above should be allowed to retire, not kick out, if they are straight (no drugs, records, etc. and 15 years of service). 3. Better treatment to soldiers, more time for education, no cuts on benefits, dental for dependents is frustrating on most E-6 and below.

1030324 Ques. 56 I do not think that the Army leadership has anything to say about troop cuts. Ques. 59D. I think a lot of Army programs will not have the funds to operate. I would love to have the opportunity.

1030331 Sorry about the late response-my mail has not caught up since I PCS'd to Panama.

1030340 Question #90-I hve no home of record other than paying NY state tax. My parents died many years ago and there is no house. My home of record presently is where the Army sends me. My wife is a N.Y state resident because she has family living in Upstate N.Y.

1030341 Increase the schools opportunity for military training. Letter of lateness. PS. This survey arrived to my PO Box nearly 21 days late and was then sent to the field.

1030346 Cutoff scores too high for long periods of time specially in combat arms, MOS like 19D for SSG.

1030349 You had some good questions, but I could not give a good answer until I am face to face with the issues.

1030351 Reenlistment is not a question for me. I intend to complete as a minimum of 20 years. I see the promotion slow down as a major threat to me and my fellow soldiers. I don't wish to get separated and will do all available action to stay in service.

1030353 I feel one of the major problems in the Army is the promotion system. How can it be justified to promote someone over someone else who has more qualifications especially workign in the same field doing the same job ex. (mechanic) but different MOS just because of how low a cutoff score will drop? Good soldiers careers are being ruined because of a blind cutoff score system!

1030354 Job placement in civilian world is needed.

1030360 I need some information on the VA assistance in home loan and mortgage.

1030361 Question #67 - I would liek to asccpet a commission but am concerned about promotion in the officer ranks.

1030363 By allowing voluntary separations the Army will be getting rid of soldiers who are not motivated to stay. There is a lot of dead weight being carreid by soldiers who want out. A lot of promotion opportunity could be opened up for deserving soldiers by releasing those who really don't want to stay in. Why not extend 635-200 to allow a catagory for voluntary cuts. I am a legal specialist and process a lot of chapters. I get a lot of soldiers who ask for ways to get out early.

1030365 I'm not agree some times with the higher rank. They think they always right. Even when they see that other NCO's are doing wrong or mistreating a private. I seen E-7 abusing a PFC and no NCO would say a thing. I'm only a SPC4, I would like to know what can I do to defend my fellow soldiers.

1030369 Some soldiers want to get out because of: 1) overweight applies to only a few depending on your rank - 2) job performance applies to only a few depending on rank. 3) People getting promoted with bad attitudes to senior rank ie E-7. Doint what they want disobeying lawful & direct orders but because they are on promotion list they don't care because nothing is going to happen to them. 4) Promotion system/not efective because doesn't know what kind of soldier he or she is only by a picture & doesn't knwo how to do their job because in school all the time. 5) I could go on & on but do not have enough room.

1030371 I am already out of the Army because of the reducions, and because you decided that a diabetic like me was unfit for duty not even given me the chance to change my MOS and now I am having big financial and family problems because of your short notice and that is not all, I got diabetis in the Army and I have to accept only 20% of disability under pressure that you wre going to lower it to 10%. Thanks very much.

1030375 I think tht an early out program should be initiated for first term enlistments. This would prevent forced separation of soldiers who wish to reenlist. Also, care should be taken with the forced separation of NCO's. So that a smaller Army willb e a better Army. I feel if forced reduciton is unavoidable, some separation pay should be awarded and that any collge program should be honored per initial contract.

1030376 The on ething I have noticed is many soldiers would liek to leave the Army they should first start the separations by letting all the soldiers who don't wish to serve in the Army, let them go.

1030380 First of all the questions about the reserve, national guard unit was answered like so because I've been there, and also regular Army. The survey was nice, but my thoughts are solid because I've done both. Thanks for the survey "sorry for taking so long to send it back."

1030386 We have good program sthat are implemented poorly, ie. overweight & physical fitness testing. Officers in hospitals are big offenders of these. Their skills may be mission essential, but its bad for morale when you allow favoritism. They could be put out an dput on as civil service employees. Programs could be started that would benefit lower enlisted. Provide more civilian equivalent training to give lthe soldier more marketable skills upon release. Offer VoTech programs for those involuntarily separated with unmarketable skills,m for an opportunity to exist in a chnging workplace, ie upgrading skills. To provide an atmosphere that would provide fair cuts or QMP management. Teams should be implemented, that could operate at brigade level, and asist DA. Soldiers with existing contracts, that have not filled their commitment and are on line for involuntary separation, shoudl receive additional pay to buy out that contract as well as separation pay. Change the criteria for enlisted promotion. Give the enlisted the opportunity to get civilian college to progress; along the same liens as the officers.

1030387 Most soldiers on working in duty positions that's not their MOS. Failing their SQT. SQT and GT scares a lot of soldiers out. Make a test for the duty and job that's being performed as written on the NCOER, and delete the SQT more soldiers will have high morale and money would not be a problem as long as a decent yearly raise is made.

1030388 Question #67 - Whats the question - clarify - KISS. Question #112 - Breakdown for each area, OS, Army school. Question #60, 107c, 108c, ask the same question. Use only one. Too many of the same questions were asked. Clean up this survey before sending to the field. This type of correspondence makes me wonder if anyone was smart enough to screen this before printing.

1030389 1. At the end of this enlistment I will have 18 years 11 months of Federal service. I am still concerned about being kicked out early. I will extend 13 mo. for retirement. 2. Also there should be a program for job fairs for the enlisted with 20 years service & companies that help us find jobs like the officer corp I am a non commisioned officer. 3. Increase the pay & close the pay disparity between E6, E7, E8, E9 & senior O3, O4, O5 this should come into effect after 16 years an E6 with 20 years service should be making 30000 a year + benefits not 23000.

1030392 I was wondering is there any way that you can separate E-4s & E-4(P)'s. I like to know why E-4(P)s can't get the same respect as corpals pertaining to education. (class for NCOES).

1030393 More accurte look when promoting senior NCO's. There are too many worthless senior NCO's that are incompetant in their abilities to read.

1030394 When I first enlisted in the Army I did so because I wanted to serve my country. I took the college fund only as a back up. Now my primary concern is education. However, if due to troop cuts, I could get out early and get back the $1200.00 I paid into college fund I would almost certainly take the opportunity.

1030397 If you want to better the Army get rid of some of all the 12 year old E-4's and 12 year old E-5s that don't wnat to advance, and keep the ones that prove to and want to make it better than it is.

1030398 1) Too many E-7 and above homesteading! Make them move after a 4 year tour!! 2) Retirement benefits getting msaller every year! 3) Early retirement/out - severance pay very LOW!! 4) Troop cuts are placing undue hardships on those troops left on duty! 5) Pay me for the 2-million hours overtime, results in higher quality work.

1030402 I am very unhappy in the Army. I am being forced to change MOS's. This also ruins marital plans I have. I know the Army has a mission but soldiers, at this time ought to be able to voluntarily separate. I feel my career is over in the Army. The Army must have uniformity granted, but each soldier is an idividual. I want out period. My moreal ealong with my entire battalion is in the dumps. The Army jsut makes me want to become a serious alcoholic along with the rest of the troops. Our battalion should look at our high (highest) DWI and alcohol incidents as an internal satisfaction problem and not as an alcohol problem.

1030405 Soldiers are behind the civilian workforce in pay raises by 11% - that is a big retention problem. DA will not unlock soldiers out fo their Deros Date to go to a different MOS school under the reenlistment option program. That is also a big retention problem. The DA is losing too many good soldiers!

1030408 The retention of poor grade senior NCO's (such as those on overweight program unable to pass SQT and PT test are being allowed to stay in because they make all the paper work look good in the records for promotions. Several senior NCO's E-7 and up don't have the will to change with the Army and don't want to learn more about their jobs they would rather tell lower enlisted to do it.

1030409 I feel soldiers should be given the opportunity to prove themselves to the Army and not just be another no. on the system. I feel that most of Ithe cuts should come from good NCOs amking the decisions who goes and who doesn't. Not everybody is perfect and no one will be, I have seen NCOs that are better than some Officers. NCOs work with the troops so they should make the decisions.

1030412 I am part of a dual service couple. My husband is also a SSG US Army & we plan to stay for 20 years.

1030413 #67 I am seeking a career in Business Management.

1030417 One thing I think that would help retention is the availability of schools military and civilian. We don't get the opportunity like we are told when we first came in. I have to say I'm glad I chose special forces!

1030418 In a recent speech to members of the National Press Club, (name) stated "We must plan against existing capabilities, not intent. Despite change in Eastern Europe the Soviet Union's nuclear arsenal is no. 1 concern of the US defense establishment. The Soviet Union is the only country that can destroy the United States in 30 minutes, now and in the future." (name) called for caution along the way to a smaller Force. "As we get smaller, we need to get better. If we do it too fast, we won't get better - we'll get hollow." I strongly agree.

1030427 A soldiers willingness to improve his/her self msut be highly consdiered. (etc) Volunteering for more advanced military training, (Special Force, Rangers, Delta Force things like that. Also the soldiers civilian education level. College should be a must to remain on active duty during this reduction of forces.

1030428 Consideration should be given to soldiers who enlisted for patriotism and duty for country. I gave up 13 years of employment with the same civilian employer to enlist (with the "salesmanship" of the recruiter). I have no regrets of having served

in the Army, even though I could now be retired if I had stayed a civilian. The gratifying thing for me is that peace is on the threshold and every person ahs looked for that time. I believe that a downscaled retirement plan for soldiers with 15 years and more of service would be beneficial. Along with that, limited use of PX/commisary.

1030431 On 117 & 118 recetn changes in reenlistment procedures allow for no change in my MOS. 18. drafting engineer.

1030433 #109/Court martial (conviction sor lost time? I had 1 day AWOL when I was a private and 13 1/2 years later don't think it should be held against me again. #109 & 110 should be reviewed on a case by case basis I feel. #113/soldiers in the field don't get a lot of solid information about it. It seems from what we know that you're going after anybody for anything. In one of the other earlier questions asked about morale. Sure NOC's are suffering wondering is that Art 15 I got as a private on that one mediocre EER last year going to get me booted? Who's next? The family's are wondering what will they do? What about the bills? Where will they live? Soldiers do not make a lot of money and rarely have a large amount in savings. Yes, a lot of people are worried, you give most of your life to something and have it taken away. It is a major adjustment for soldiers and family. Many peopel have grown up in the Army and like the children who first enlisted at 17 or 18 have at times made some mistakes and stumbled along the way, but have matured to become well rounded NCO's with a decent career except for those couple of blemishing moments. Be careful who and for what you separated, be fair, just, and equal, thats all we can ask. Thanks.

1030434 The Army should used another system for promoting E-4's to E-5 and E-5 to E-6 besides a promotion board because anyone can study and answer question. The NCO corps shoudl get more involved with lower enlisted in their jobs and personal life to see if they need any help.

1030440 Instesads of cutting benefits, as is the rumor, to cut down forces, the US Army should force the undesirable soldier out (ie overweight, flagged for disciplinary action and soldiers that cannot pass PT test or SQT. In this way you will keep in the good soldiers. If the Army keeps cutting benefits a good majority of good soldiers will get out.

1030445 The current promotion point system at this time is not promoting, the most qualified soldiers. I would investigage the integrity of the fake PT scopres & range qualificsation. Honesty I see is not getting myself to E-5. It should be put back into the battalion or more local. This way you have to put out to get up.

1030450 I would like tos ay that, a job is a job, as long as it is meeting all the needs of todays situation. We will always need good people from all races of life to keep this would free and safe.

1030451 I am so happy to be witnessing a war of atrition going on in a system whisch was originally designed for any agressor (whicsh I believe may have been internally altered to favor those who would benefit the most) from a system gone awriting. Now that computers have iimited the paper chase its only natural for those commanding thsoe ever powerful buttons to be far removed from the soldier class who msut still put his or her life on the line everyday.

1030452 I know of no soldier (esp. with a family) that would willingly volunteer to terminate his service while overseas and go back to the states without a home, job or futre...would you? While a lot of soldiers volunteer to stay overseas, no one wants to be involuntarily extended through any type of coersive tactics; this duty puts our personal goals as well as the goals of our families on hold and precludes us from seeking alternative lifestyles, should they suddenly become necessary for continued existance. The rapid change in European politics affects those of us tht are here in numerous ways: 1) you frequently csan't go places due to demonstrators, 2) change of value of local currency affects how far the Americsan dollar will go, 3) restrictions go on and on... Job fairs are a good idea, as we certainly can't go out and solicit employment; they would be even better if they weren't scheduled for the same hours that we have to work, or if it were mandatory to release soldiers to attend. All of the job tools listed in this survey look very plausable, unfortunately they are not cost effective when you consider that they might prevent the government from purchasing a pair of pliers for $999.00 or a $500.00 hammer. Your survey asked about keeping soldiers in the Army with court-martial convictions, you neglected to ask about the high ranking (white collar) criminals that perpetuate these deals for high dollar tools and accessories. Think of the number of good, hard working, delinquent soldiers we could afford to keep in and pay if you get rid of these dead weight, pocket lining slobs. You don't need someone with a masters degree that's never picked up a tool heavier than, or more complicated than a pencil or compass to purchase what he feels is the ultimate pair of pliers or vice grips. You do need someone that works with them, knows what quality is needed, and how much they'd cost at the local hardware store. While we're on the subject of military cutbacks, shouldn't we start at the Pentagon? Where is their QUALITY CONTROL? And who's responsible for the Air Force's $42 ,000.00 FAX machine? Please pardon my sarcasm, but to waste so much money over so little value, and then turn our backs on the soldier/patriot that would use these tools and terminate his service seems ot be a gross conflict of interest.

1030453 1. For my initial enlistment I was in the draft period. 2. At the end of this enlistment I will have 20 years 27 days and plan to retire at that time.

1030454 There is a breakdown of Army discipline. NCO's are responsibsle for this. Several soldiers (privates through sergeants) are not taking any initiative to enhance their career through enrollment in correspondence and college courses. Sergeants with 10 years active service should be recommended for QMP action. A closer look should be taken at the recruiting process to ensure that

only the best persons are recruited into the service.

1030457 A few of these questions were not compelte (in my view). The main reason why I joined the Army was the Army colelge fund and to save money before returning to college. Also, as an officer I would make the Army a career. But my lack of knowledge towards this involuntary separation act has led me to uncertainity. Nevertheless, I would volunteer for an early out IF the fund and separation pay remaind intact.

1030459 Was on leave for 30 days when received.

1030461 As a NCO, force reduction can work if done right. Promotions to all E-grades and officer grades are much too fast. Keeping an E6 at his grade for 10 years even if very competent would be exceptable if his pay would increase for time served instead of his grade. I would stay a platton sergeant forever if I could. But I need a promotion for the money!!

1030462 Soldiers should be able to work more directly with their MOS. Also pay should be higher, politicians make too much, and thats when some cuts should bse taken. A married soldier should NOT be required to serve a "non-command" sponsered tour if the Army cares so much absout the soldier & their families. END.

1030463 The biggest problem is when a higher NCO or Officer don't like you. Your career is over, cause they won't let you go to schools, boards, etc. This is all a cause of a personality conflict. The Army is one big dictatorship. You should take a clcse look at some NCO's and officers and get them out! The second worst thing is to send a new soldier to a sorry unit, like 11Bs, to a pershing guard unit. Then places a retirement units for ole NCOs. They all look out for themselves and thats all I know. I was there. The Army's not bad place. But if you can't make the rank you'll be gone half way to retirement. Job security is not there anymore.

1030468 Many sources of information should be considered before fully qualified soldiers/NCO's should be involuntarily separated. Duty secstion's & CDR's may be the best place to start. Today's NCO realizes we msut offer borderline/underachievers for early separation/chapter as a way of reducint troop strengths while maintaining high quality soldiers. Some small incentives to separate may be all it takes to get some "road" status NCO's to move out. Soldiers serving past 20 who have not achieved some career milestones should be weeded out, after all they may retire. If we must separate fully qualified NCO's severance pay + an education program should be the least we should provide to those who have been providing peace all this time. After all we educate and pay severance pay to our officers and many NCO's ahve had to perform the duties, on occasion, in their absence. HQ's staffs should be hardest hit as most of the Army's over head hides there.

1030469 Although I like being in the Army; I probably won't reenlist. Reason being: I see a lot of soldiers who do a poor job because they don't care, or they only need time in grade to be eligible for promotion. I'm APFC, I do the best job I can out of pride. It bothers me when I have to work with NCO's whom are lazy adn just don't care, cuase all they worry about is, "promotion points" it's sad.

1030470 I am currently in training. After training I plan to get a degree as a registered nurse while on active duty. My overall plans in the next 2 to 3 yrs. is to get my commission. If I were to be "involuntarily separated" I would be gravely disappointed in not being able to finish a much hoped for career in the US Army. I think the devoted career soldier should be stronlgy considered before any cuts are considered. Thank you.

1030472 1. QMP needs to be looked at. I see too many NCO that are good being put out and dirt bags being kept. 2. Promotional boards what are they looking for ? You say what the criteria is and promote the oposite. 3. P3 profiles caused by military service on job injury should not be held against a SM for promotion. Especially P3 caused by hostial fire.

1030477 No one in a combat related MOS is going to reenlist unless they are a career NCO or they are forced to due to financial reasons. The things done on a daily basis to present combat soldiers with a level of stress are not going to work with well rounded intelligent people of this day in age. One lower enlisted soldier in the two years that I have been in my unit has reenlisted. That should tell you people something absout combat MOS's on Ft. Hood. I just want to get out and put my GI Bill, college fund to use.

1030485 I appreciate the to give my view a but recent event. But would like you to make a note question 3 you have black or negro I feel it time for change the world I am a Africsa American not a negro this is not the 60's it the 90's.

1030486 Question 67 cont: Uncertainty with, "what's in it for me". Promotions - I'm an E-4(P) with good records, 786 promo points, only three years in, improving myself rapidly, taking special interest in my work, and I don't see anything but, letters, coins, knifes, and a "Good job son." (These are great but not enough). I think job performance should have a STRONG efefct on PROMOTION - I have applied for Washington state patrol, and need only to leave the Army, what would you do?? All in all: I would like to see higher standards/and more for metting them.

1030494 My comment is about $ cutbacks. They are saying that they want to cut out some of the people out of the Army. I can understand that, but what I can't understand is why kick someone out of the Military, jsut because the Army says they're overweight a little, when you're going to have to pay a lot of money to put another person through basic training and AIT. It's not right.

Especially wehn that person depends on the paycheck coming in. Also, the deal bout flagging someone for being a little overweight, especially when the weight doesn't affecst the production of the soldier. Also, when this flag makes it so that a soldier has to be separated fro his family for TWO YEARS - INVOLUNTARILY!! It's not fair, and it's not right... I thought Army families were SUPPOSEDS TO BE SPECIAL!!

1030496 Since selective separation is envitable assurance for the soldier and their family is a must. Soldier who are asked to leave the service, shouldn't be forced to face a tough and competitive civilian economy without some military benefits. If severance pay cannot be approved. Then there should be alternatives (ie. commasary and health benefits such as: I.D. card for soldier and their family members to utilize the commasary for at least 10 years. This will not cost the Army anything but the price of an I.D. card, plus benefit US commasary world wide.

1030499 I currently have change of address csards in the military and civilian post offices. This was dated 900612 but I received it 900718. Sorry that this is late I've responded as soon as I received it.

1030505 Most of the questions in this survey did not really apply to me; I have been selected for and am currently going through the Warrant Officer flight training program. I attempted to answer the questions as I would have as a SGT(?) in my MOS prior to being accepted to my current assignment. I hope that my answers will still be of use. My MOS was 54B20.

1030506 Theres a lot of people who would get out if the option ever came up for early outs to anyone. Not just 90 days or so, but to just anyone. Big reduction then I bet!!

1030507 I believe the Army shoudl force the soldiers who have 20 yrs. or more active duty service to retire involuntarily so that junior enlisted soldiers and non-senior NCOs may have an opportunity to advance in the NCO ranks. Also every MOS should receive some type of pay bonus for reenlistment.

1030508 I have compelted my two year enlistment and am now in the Louisana National Guard.

1030511 NCOs member been using their ranks on soldiers too much and could not perform as an NCO as well.

1030514 I don't feel that prior service should make a difference for invol. sep.

1030520 Survey is late due to facst I was on TDY/leve thru 13July90 and was not given survey until 16July90.

1030524 If you would like to save some bucks, here are some helpful hints 1) cut down or cut out the Armys cerimonial functions, ie (change of commands, change of position). 2) Get rid of those who constantly misuse vehicles, ie (taking them home, giving girlfriends rides). 3) Get rid of those who score undr* a hundred on the GT portions of the ASVAB. 4) Curtail the shipping of expensive automobiles overseas. They only become more attractive targets, especsially in Korea. 5) Discontinue command sponsorships. There's no justification for troop and equipment cuts until the above items are achieved.

1030527 I'm already departing from the Army people who are staying in should fill this out.

1030528 The Army (and governemtn) is concentrating more in Foreign aid, SDI developemnt (etc) than on maintaining or increasing the power of its current force. Ie. the Gov't. will approve 2.4 billion dollars (ex.) for projects which have no immediate impact, yet can't scrounge in the budget for enough money to make service member's pay comparble to their civilian counterparts. This is quite disheartening considering the things we as soldiers are called upon to do in defending our country. I am also very weary of the US's lack-luster attitude towards its "new-found ally" in the Soviet Union. We should not relax so soon and let our guard totally down - even in Europe.

1030544 Actually, there are many issues that affect a soldiers career. Too many to even put in this survey, let alone this small space. But I do welcome the chance to perhaps discuss the reasons for answers here, and explain some problems from a field soldiers point of view. Thank You.

1030546 The survey does not give any focus on a soldiers feeling toward the chain of command. Everyday I hear about everybody being a politician and not caring. This makes it hard to resolve problems when it is essentially true. I realize this might be a localized problem but it is a high priority issue to soldiers stationed here.

1030550 I believe GSMs certain ones should be able to complete 30 yrs or more. Also this troop reduction could also be a disaster for the Army. Soldiers released involuntarily that is definately in my opinion is going to be nasty. Also as far as QMP and restricted fiche I think to a certain degree Board members should have brief look at each soldiers fiche going up for E-7 to E-9.

1030551 My current duty station is Greece, we receive very little information here. We are also going through mass PCS moves and I will have left by the time you recieve this, therefore I have not provided a phone number.

1030557 67 NCO's that are UNQUALIFIED being retained and NCO's that are QUALIFIED being involuntarily separated. 1. UNIT support of soldiers & their families. 2. NCO support of soldiers & their families.

1030559 It's time to realize that we can no longer afford to staff non tactical positions with senior NCO's. ie: Army Depots should not have SGM's/CSM's - Depot Senior Sergeants (E7) is perfectly adequate (in spite of the fact that the Cdrs are 06:) Also jobs like Senior NCOs in positions like the PX HQ System, (AAFES). SGM with morale welfare organizations; too many E8's SGM's performing duty that could be handled by lower grade personnel. Readiness group advisors in grade E8 G9 is ridiculous. E7's have the experience for these duties. Need to place an 06 in charge of the SGM Assignment Branch to help eliminate (the "good old boy; buddy system or assignments!)

1030564 Financial burdens put on an individual once involuntarily separated from the service. Most are forced to declare bankruptcy, which hurts them in further life plans; also being able to join other career opportunities ie: special forces and such. With these reductions this should be opened to all.

1030568 During the past 3 years I have seen the Army do things to their soldiers that civilians would not believe. Married people in the Army are constantly being treated better than single soldiers. They are paid more (BAW, Sep Rats, Vha) when a single soldier can't opt for the "benefits" I was forced to live in a room that was small compared to free world standards and the food was often inadequate & ill prepared. Most married people are only in the Army for the pay when it seems to me, single soldiers are the ones who want to make a difference.

1030569 My main concern besides job security & who will get cut is, I did buy a home and now that they are inactivating 2 AD I am concerned of what situation my family will be put in after having purchased this home.

1030572 I feel that the personnel cuts if they are necessary, should be done by cutting recruitment, normal attrition and voluntary early out.

1030577 I feel that the promotion system should be reviewed to many specialist, and Sergeants are getting promoted, and they don't know there job's this is hurting the lower enlisted troops. A test should be given. The first part is general knowledge, the other part deuls with that person job, you would get most of your reductions that way. You might think about a 10 year retirement program that also would reduce the Army manpower, let a soldier retire at 10 this would help him/her to find a place to live a job to find and still provide for his/her family; just kicking them out is not good.

1030578 We, as of soldier's are very worried about our career. And soldiers like myself who have families, and have dependent on the US - Army as a career. Are very worried. We think and talk about it all the time. It's a sudden change that is coming to our life, and it looks as though we have nothing to say about it. We have given the US Army 3, 4, 5, 6 - years of our life, we are strictly military. It's very hard to just move our family back into civilian world. It's a whole different world.

1030579 I feel the Army should take a close look at soldiers in nonprogressing MOS before they are involuntary relased from active duty.

1030581 Question 67: The good people (honorable, self sacrificing, caring) you are losing, the bad people (no morales, selfish, don't care about their job, their people, etc) you are keeping. I have a TMC dependency I need help with, my tactical proficiency was already excellent, and I cared. My people would have rather seen a fat, lazy person go instead of me. This is only one example. It worries me, what kind of people, you can't depend on, if WE have to go to war, there are in. Some people have problems, their degree, and ability to solve them count.

1030584 91A E-5 E-6 scores are 950 or higher, but Medics are probably among the most trained and intelligent soldiers. Who gets E-5 at 450?

1030590 Sir, I wish to apologize for the delay in returning this survey to you. At this time the most important thing that I can say is, I truly hope that the Army reviews all options and considerations before they start "ousting" good NCO's from the service. If you require any more information from me, please feel free to ask.

1030593 1. Bring back the specilist ranks and allow a soldier to choose which course he wants to take. A technician or a leader. A specialist or NCO. One of the problems we have with leadership is people who are not great NCO but excellent technicians and they are being forced out. Make the best use of them and allow NCO's to perform without many of the inefficient leading they have now. 2. Make step pay within a grade. Many soldiers want to be promoted not for the rank so much as for the economic advantage. I would have prefered to stay at a lower rank where I could more MOS related work. The system demands promotion or out. Look at step pay you could have some excellent soldiers who can't want to back but want to work. This also allows more time for a soldier to develop and gain experience before he is promoted. 3. Increase the points and criteria to became an NCO. Make it more demanding but put most of the decision on peers and leaders to make that decision at the same time use step pay to give soldiers time to develop properly.

1030594 Personally, I feel that different sub-units (specific MOS's) should wear particular items on or with their uniforms to demonstrate individual job qualifications & classes. For example, the LRSD unit on Schofield Brks HI wears a red beret! This shows LRSD. I feel the Infantry should have its own trademark to wear with the BDU's - A blue beret. Medics, engineers, & other MOS's should also have their own. You would be surprised at how this would effect everyday motivation & job performance!!!

1030596 I think the promotion system is wrong. You take a sergeant WHAY 550 point and a different MOS and he or she get promoted, and you take sergeant WHAY 852 point and can't get promoted same is wrong.

1030598 A great deal of those questions were difficult to answer without a list of benefits for each option. I would like to have more information available on the effect of the downsizing on overseas assignments & command sponsership.

1030603 Better the Army program for isolated post.

1030614 I think we should stop giving people money for college as an insentive to enlist. It is bringing a lot of soldiers in that don't want to do anything except do their time, get out and use their college fund. Those people are cronic complainers & bring other good soldiers down, (morale wise). I think the Army has too many people that don't fulfill the needs of the Army. They are concerned with their needs only. I wish someone would call me to get more input on daily activities of the Army.

1030617 The only thing is that being stationed at Ft Drum for my entire enlistment has made my attitude about staying in the Army. When I was in basic training and AIT, I really wanted to make the Army part of my live for a while, but since being stationed at Ft Drum, my whole outlook on the Army has changed drastically.

1030620 I received this survey just after ETSing. I really feel that this no longer applys to me. Some questions weren't possible to answer as a result of not being in the military.

1030623 I may stay in the Army (active duty) until retirement. Considering that I am offered more options (MOS's; station-of-choice) I would be more tempted to remain in my current MOS if the cutoff score were lower, and if there was a re-enlistment bonus.

1030624 Continue to offer incentives for retention. If not even your "cream of the crop" would look for alternatives. Start combining certain MOS fields. Look at the 98 field! You have unchallenged resources out there. You have people capable of taking on two or three languages plus retaining order of battle and analytical abilities.

1030625 I don't understand a few things about the cut backs I would like more information. Because I was stationed at Fort Sill with a little more than a year left and came down on levy so I Chose to decline to extend. Then I was told it came down from DA two months later I couldn't decline I had to go. And be away from my family how could any respect a decision like that. Then you ask for a chapter 16 they act like you're crazy and mistreat you and don't want to give it to you.

1030632 Soldiers are stuck at the rank of E-4P need help ther. I have 725 pts & can't be promoted. That's why I plan to get out.

1030633 After completeing this questionare, the more I thought about the Reduction the more nervous I became. I talked to peers about the reduction. Approximately half plan on retiring. If these individuals were forced out there would be a lot of anger, disappointment and depression. A voluntary early retirement may be appropriate for some. But others are looking forward to a 20 year retirement without a cut in retirement pay & benefits.

1030636 I feel if the Army is to make troop reduction it should be voluntary before involuntary for all ranks & time & units in the military why keep soldiers in the Army that don't want to be.

1030637 One of the main reasons for giving me a more negative attitude about making the Army a career is the unfair living conditions of the single soldiers living in the barracks. One of the conditions is the to total lack of provacy a single soldier is subjected to living in the barracks. It's bad enough we are forced to live in socially unecceptable living quarters, in therms of size and privacy. But also have to live with people who steal and are vulgar and possible mentally unstable. We are also subjected to room and wallocker inspection which can consume many hours of personal time with stress and frustration. I do understand the reason for needingg occatial health and welfare inspections, but to get in trouble for dust on mattress springs or having a dull mark on a highly waxed floor seems completely rediculous to me. If the standard of living for single soldiers was highered I believe that a number of the best soldiers would have reconsidered their departure from the active Army.

1030644 Times are always changing and I think the average soldier goes on the watch and wait type concept. I personally feel that most soldiers don't really know whether they're going to stay in or not. It's a very individual decision and the changes the Army is going through shouldn't effect the decisions of the "good" soldiers. I myself think that you should do what you think is best. You're going to anyway.

1030646 At this time I am a member of 2/41 INF BN, 2AD. My unit will in-activate 15 Aug, and all I have at this times is that I will

be going to Korea in Nov 90. So I can't supply you with a gaining unit to contact me after 15 Aug. I can tell you that morale is extremely low, and the majority of the soldiers I am in contact with, lead me to believe the current actions by Congress and the Senior Command have ruined the Army and military as an effective fighting force. What I've seen as far as priority of spending, has really caused me not to trust anyone's theories on spending. Ie: we were hauled off to Germany to reforge '90, spent approx $91 million, and were told we didn't have enough money to stay in the active service, and ZAD would in-activate. I don't know who some of you talked to, but reforger '90 was the biggest waste of time and money I've seen since basic training in 1970. I don't believe slashing the military manpower is going to help straighten out our screwed up priorities.

1030651 I am a SSG in the Military Intelligence (MI) field. The problem I see in the MI field is poor leadership throughout the NCO Corps. As in the case of most First Sergeants in MI, they are either soft (no backbone) or they seem borderline psychopathy. In my nine (9) years of service I've met only three (3) First Sergeants that I would consider good role models. Take overweight soldiers and PT Test failures most are not enrolled in remedial classes. And most don't receive any type of counseling. The senior NCO's in my field, for the most part, are sorry excuses for NCO's. Again I am drawing this from my 9 years in service, but it seems most of the Master Sergeants in my field unless they are holding a First Sergeant slot are holding down jobs a SPC-4 could do. They are tucked away in small offices grinding out their twenty years. I would strongly agree to some type of early out for these senior NCO's. And SFC's are just as bad, in my battalion I could count on two hands the number of SFC's holding an E-7 slot. Most are doing the job of a Staff Sergeant or Sergeant. There are also problems at the junior NCO level as well. While one sergeant may master his technical skill he/she are overweight or fail out of PT runs. On the other hand is the sergeant who is a PT animal but cannot grasp the technical aspect of their MOS. These problems coupled with the fact that you make rank quick in the MI field due to low promotion points and top heavy rank structure. These new sergeants are either short fused of lackadaisical with the soldiers they now have to lead and train, why? Look at their mentors the senior NCO's, the cycle just continues. I would like to see some of the following criteria used in cutting troop strength: Offer early outs at 18 years. Overweight soldiers showing no improvement within 90 days, begin chapter action. Soldiers who fail two consecutive PT tests within 90 days, begin chapter action. Problem soldiers are lost in PCS shuffle. If a soldier is flagged for whatever reason they should remain in that same command until flag is lifted or soldier is chaptered. Access restricted fiche. Soldiers who have two or more article 15's or one of either court marshal or civil conviction should be separated from service. Soldiers with P3 profiles should attend a medical review board and be given early outs possible with some type of disabiality payment. I would like to see some type of severance pay initiated for the enlisted soldiers who are notified for involuntary separation. These are my true and honest feelings about my field, I hope I have been of some help to you and the survey.

1030652 (Name) has the best plan!! Note: I PCS(D) from Berlin 21 May 90.

1030653 I'm in the 75th RGR Regt and there is too many E-5's that should be promoted to E-6 because the cutoff score is too high.

1030654 I have found the Army to be like the T.V. commercial (a great place to start), but as far as a career in today's Army I think not. I would like to say thank you for the start.

1030657 67. The chance of being sent back overseas is the main reason for my uncertainty about an Army career. If I could remain in one location throughout my career I would seriously consider retirement in the Military. 88. Information or transferring Military acquired skills over to the civilian world.

1030659 #14E could not be answered I plan to reenlist and make the Army a career. I do feel we are over reacting to the new moves in USSR we are reducing too fast and I think we are jeopardizing our own future as a free country.

1030664 Should let soldiers that want to get out, set out instead of throwing out good soldiers who have served their country faithfully for so many years.

1030666 My opinion is that the government should be very careful on deciding who gets out and who stays. We have a lot of good soldiers and it would be devasting to lose them for any reason.

1030673 1) Question 100 - If access to a soldier & restricted fiche is used - all Art 15's removed from other records MUST be replaced to give all a fair evaluation. 2) I do not feel that the DA selection process for E-7 & above is fair, especially for my field, OOR, where the field is small & the selection board usually has a "personal" knowledge of many of the personnel being screened. There is too much "taking care" of people involved vie pure qualifications.

1030675 I think that the Army should pay close attention to keeping good soldiers, NCO's, and Officers, and getting rid of those that are a burden to the Army and a waste of America's money.

1030676 I feel that since the Army spends so much money training a soldier in his/her PMOS, A E4/SPC should be allowed to be retained in the Army instead of recruiting someone off the street ie: to replace that E4/SPC - only if the E4 is a quality soldier. It doesn't make sense to put out soldiers who are satisfactory workers and then spend a lot of money retraining and taking a chance on new recruits. Soldiers who fail to excel and do not wish to make the Army a career should be given the option to early out or they

should be QMP'd.

1030679 The current Senior NCO Promotion System is ineffective. That's why I'm retiring. Example: I was selected to attend the SGM Academy FY 90 (class 37). Yet another fellow Senior NCO was selected for the SGM Academy as an alternate. He was promoted to E-9 and I wasn't. My records were good enough to get a class date and his weren't. Yet he received promotion.

1030681 There are individuals in the Army who continue to stay or re-enlist while they are on a permanent profile, overweight, who do not meet the APFT standards, etc. This individuals are being shadowed in one way or another. One way to promote soldiers is to get rid of the above soldiers. At the same time I do not expect the Army or my superiors to become head hunters.

1030683 Nothing is guarranteed in the Military. But after soldiers ETS, after QMPing unfit NCO's, after closing posts and relocating units of soldiers, and after eliminating officers passed over and soldiers with more than 20 years, where do the lower enlisted soldiers stand? Some will opt to get out early, some will just ETS. But what about the motivated private proud to serve? There is little hope for them. Will we be cut out too? And if so, how? Soldiers close to retirement are guarranteed those years. We aren't. The military knows where it wants to be 10-20 years from now. They even plan Military weaponry for it. Who will be the soldiers manning those weapons? The first 6 years of a military career are as sensitive as any. That's why so many get out then. If they don't, they usually go 20 years. It's a big decision to make, an even bigger chance to talke. We need more feedback. What about the lower enlisted, pay raises, will training suffer? These issues concern us too.

1030686 I feel that E-8's with a good record should be able to stay in for 30 years (exception policy).

1030695 I realize that our leaders are faced with tough decisions on reduction of the forces. Morale will be a big issue among the force. I believe by reducing recruitment, and effectively using the qualitative management program the Army could meet its goal effectively and fairly.

1030696 Please insure that the best soldiers get a choice and let go of people that really don't want to be here. Some soldiers will give their all for the Military, and then there are those who just wait for a check. Make sure that the best and most qualified soldiers stay.

1030698 Redo this survey. It is too long the questions repeat themselves and many don't apply.

1030700 From talking to my peers & other soldiers I strongly feel that if the Gov't asked the soldier if he wanted to get out or stay in that they would find a lot would get out, which mostly applies to the 1st term soldier, and some mid termers. I don't feel that paperwork can tell the story of a soldiers military career. I've noticed the EER doesn't always reflect the actual performance of a soldier. I am an E5(P) with 6 yrs almost 7 and feel that I'm progressing in my military career now trying to find ways to get enough points so I can make my E6. I feel that being overseas is a disadvantage when it comes to information relating to all the upcoming changes in the Army. It's hard to plan when you're unsure of your future which induces stress. I am also a single parent but very fortunate that it has never been a problem for me I came in for my own personal reasons that most would say was "dumb", but I've since learned that I can do whatever I put my mind to, so I feel that I can handle just about any situation. I think that a persons FINANCIAL status transitioning from military to civilian should also be considered, even if the Army didn't put the people in debt it should still be considered when it comes to benefits. No matter if I was involuntary separated or not, I have enjoyed serving in the Army & would still recommend that people stay in or come in if that is what they really want, that's the HONEST truth. I'd like more information on WHO is effected by the upcoming separations if possible.

1030702 What I don't understand is why I was trained on a job that I've never worked and I've also got a ASI that I will never use so what kind of future do I have in the Military also my MOS is almost useless in the civilian world so I do not plan to stay in.

1030703 I served 21 yrs in Special Operations Forces after 21-25 yrs, I felt that I couldn't keep up with the youngsters. Time to leave! I love the Army, but there are a lot of people that offer nothing after 15 yrs; the I made my rank so I will sit on my duff. They need to go. Smaller Army means a younger Army.

1030704 Thank you for the chance to answer the Army Career Satisfaction Survey. I find this quite unusual that during my entire enlisted career, I never once was solicited for such a survey. I now am at the end of my enlistment and now within about 120 days I have received two different surveys. I did not feel as an enlisted soldier that I could make a good life for my family and myself. I now have the chance to attend the advanced ROTC program at the university I am now attending and can only hope that I will receive a chance upon graduation from college to receive an active duty commission as a 2LT. I hope in their supposed infinite wisdom that congress doesn't merely force the Defense Department to throw our soldiers out on the street without GOOD programs to help those that maybe involuntarily separated. As for my family and I we had planned to make the ARMY my career as an officer, but now I am not so sure if there will be much of an Army or a spot on active duty for me when I graduate from college and complete the advanced ROTC program requirements. My wife and I have decided to try for an active duty commission after graduation despite all the pending cuts in defense spending. If I am involuntarily separated, my wife and I will be prepared, because Sir, I don't think the process of separation is always fair to the individual concerned. I responded to your survey in the hope that my

response may help others that are now on active duty. If you need to contact me you can at my address listed above. Please don't send correspondences to my military address in Korea.

1030705 No enlisted soldier should stay in the Army beyond 20 years except CSM's. They tend to become old and useless. Sorry I was late getting back. I was TDY from 1 May to 26 July.

1030707 Career issue no 1. (AWARDS) I am looking at the Military as my career. Currently I have served 10 yrs active duty. Why is it that only (mostly) Senior NCO's and Officers get submitted for the award of MSM. With the budget cuts etc. There are some NCO's in the pay grade of E5 like myself who deserves the recognition for superior dedication of service. Fairness at the field level is not happening. I have heard officers say Sgts don't get MSM's. I know better according to the regulation (AR 672-5-1). Finally if a soldier who warrants the award and receives it, and later must, or willfully separates from the military. That award will support the character of service rendered. Issue no 2 (housing) It takes too long to get government housing, average 24 months. I would have been in Govt quarters for 6 months prior to my PCS back to Germany, in Oct 90. Moving is stressful on the family. Issue no 4 (MOS).

1030708 I am retiring as an E-6 with 9 yrs time an grade, I came out on the E-7 list for this year but I had already put in my retirement papers, I have seen people in my MOS who were less qualified than me be promoted ahead of me, I think that promotion boards are unfair, and then when you have 19 years in they try to keep you in by waving a promotion in front of you, when I joined I had planned for 20 yrs and no more.

1030710 Most important is to remember that in this time of "cut back" the Army must not fail to remember the sacrifice that the Army family (dependents) have made, and the commitment the soldier has given. It is necessary and vital that both soldiers and families be cared for before, during and after a voluntary/unvoluntary separation.

1030712 Better pay for high tech skills will ensure retention of high quality soldiers even during troop cuts. Shorter working hours will significantly decrease family problems and increase overall morale.

1030713 Promotions: You need to vary assignments for support combat NCO's. I have spent my whole 75B career in Combat Arms. I have been continuously been pulled from college classes and not allowed to attend some higher schools, Air Assault, Airborne, Ranger School, because of my MOS. I lead the way during PT and Field training. I have gotten a couple of college courses on the weekends. Note: I was in school and received this 30 JUL 90.

1030716 I very much expect to make the Army my career. I have goals that I have set - which are very high. ie: (Drill Sgt, Ranger School, Airborne, CSM). The thought of separation concerns me very much. I like the Army a lot, and intend on making it my career. Thank You.

1030719 I do believe that most soldiers that planned to make a career of the Army, when they joined, and kept their noses clean, and worked hard are going to be the first ones to leave. Not because they want to but, due to the fact that they put the Army ahead of their own education, such as civilian. I believe the company commander is the best individual to help select soldiers that need to be separated.

1030721 #88. Job placement assistance - would provide less interference with soldier mission. #79 - desire second job evenings but hours not available, I am food service. Recommend those soldiers with desire to get out be offered release from contract. Not early release of 3 months but 9-12 months would aid in force reductions.

1030722 What's happening to our benefits? Seems like we pay more and more all the time. The Delta Dental Plan STINKS!!! What's our pay behind now? 12%, probably more. Increase pay. Allow people to be stationed where they desire, except of course in critical shortages. The Army is the worst service when it comes to taking care of their own. Exactly who will be cut when the ax falls? Midtermers, careerist or freshly enlisted. There's still no word about this most important aspect in the Congressional Budget cuts. Thanx for the opportunity.

1030724 I hope I have had some type of impact on the outcome of this matter. My greatest fear is the dreaded (pink slip) after seventeen years of service, and the placement of my family in a good environment such as the Army has offered. Family security is a soldiers first priority if he or she is married and for the single soldier who one day plan a family.

1030725 A lot of your questions were given vague response choices.

1030728 I myself came in the Army for the benefits that were given to me and my future family. Although these benefits are being reduced for example Dental for family, educatiion assistant, and other benefits.

1030730 You need to take a look at the senior NCO's and officers making their decisions of cutting NCO and officers in this troop reduction. They also might meet standards for being QMP. There are a lot of good Senior NCO's in the Army that have ART15's in their records, but that does not make them bad. I think some of those NCO's train soldiers better, because they have made mistakes

and will make sure the young soldiers will not make them.

1030731 When I started this I was a Cpl(P) and now I am an E-5, most of my answers shouldn't change. I would like to say that the Army should riff the people who have profiles and who are not progressing I also feel that the Army shouldn't move people who don't want to move. I am much better talking than I am at writting. Give me a call.

1030734 We as volunteer soldiers have entered a contact with the Military. To break it now, before it's up is to break faith. Besides we shouldn't be looking to reduce the forces too fast, because this is just a lure before the major storm. We want you all to look into every step that needs to be done; very, very carefully.

1030737 From 109 to 112 the answers for them are all considered in the situation.

1030738 I feel that the number of promotion points a person has does not effectively demonstrate his potential. ie: a bad soldier being sent to schools to be "out of the way" and a good soldier being kept back to work. I also feel that my chain of command is giving no information on the reduction issue. On this issue I hear a lot of "could be's & maybe's". There seems to be no definite information.

1030741 I don't feel giving an involuntary early out to soldiers with Article 15's in the past is fair. Some of the best NCO's have had Article 15's at one point and I think a lot of times article 15's can make a better person out of you. Also I feel the Army should ask for people to volunteer for early outs. I think they could get most of the early outs that way and people wouldn't be afraid of getting the boot.

1030745 My answers are based on leaving the Army to get married. I'm leaving voluntarilly but NOT because of ANY dissatisfaction with my Army job.

1030749 I believe the slow advancement from E-4 to E-5 is a major reason many good soldiers don't re-enlist. Many also don't get any recognition for doing a good job because "they are quote doing their job unquote". Many NCO's seldom award their troops.

1030751 I fly on terminal leave in 7 days so much of this was difficult to answer appropriately.

1030753 Item 88: job interview preparation and conduct course. 1. I see and increased need for a return of specialist ranks. There are many jobs in the Army tha demand a high degree of skill/job competece but no leadership skills. For example Iam a counterintelligence agent. I have 6 NCO'S working for me that are not in leadership positons. They all are good at their jobs but I do not fe el any of them are good NCO'S in the traditional sense because of two reasons. First, promotions are too fast. Soldiers are now getting promoted for pay grades instead of Rank (leadership ability) secondly, most non-combat arms soldiers do not get the troop leadership experience they need to move up past SGT/E-5. PLC and BNCOC are not the answer. My experience has shown these to be rigid schools teaching outdated lessons by substandard instructors. This produces less than glowing NCOER'S 2. I see the Army as extremely topheavy in both officer slots and general support units and personnel. The cuts should come from these areas to leave combat arms levels intact. 3. There is a lot of job dissatisfaction in the Army. Most MOS'S do not have usable job positions. Too much time is spent in training. If you get to do your job on a regular basis, you don't have to do so much training, most of which is only simulation anyway. Let soldiers Engineers perform their jobs and stop contracting out to civilians as an example. There are also vast shortage of trainign ammunitions. My unit has to borrow ammo everyyear just to qualify. We never get to practice. This hurts our chances at promotion because of lower scores. 4. The new NCOER, even though it is better than the old EER, was designed for combat Arms, NCO'S. It is much more difficult for support or even combat spport personnel to get excellence ratings without inflation.

1030756 I feel that this is a very good survey, how ever being on active duty for more than 18 years, I find that NCO'S with 2 or 3 convictions for DWI'S or other charges are still lending troops and are still getting promoted. I feel that the review board is a who you know board and not a board of standards. The young soldiers know the leaders who have 2 DWI'S in fact I know officers and NCO'S who have 2 or 3 DWI'S and is company commanders and deciding other soldiers future. How can this be.

1030757 They need to ask for volunteers to get cut first then force out what % you need too. Also be stricter on dicipline and if they recieve Art. 15's kick them out after their 2nd one don't spend time on a person who causes so much trouble. By offering schools to soldiers who are overseas would help morale and make people want to stay in and serve the overseas tour. I don't like my tour overseas and I can't get any good schools pathfinder rangers ect. or drill sgt!!

1030758 I feel a lot of the soldiers out here on recruiting duty, who did not volunteer, are afraid a bad tour of duty with USAREC will destroy their careers. Regardless if they were very good at their MOS piror to being placed in the "detailed" status. Also: I am presently clearing and enroute to Korea, HHC 1st signal Bde.

1030760 On question 109 depends on how serious the offense was.

1030763 88. Information on how to use or enter government employment system, such as CPO and GS rating system.

1030765 I am a well trained 91A10 E-4. Conditons in todays Army are rough everywhere concerning leadership. Leadership is 90% of todays problems. My instructions are to go 180 where quality leadership and teamwork exist. Where I can work as a medic (what I like to do) and not just pretend to be one.

1030770 I would like to see a post vietnam era style job transition point (on bases) started like in the 70's with needed job skills started with National top 20 jobs of the future being taught and offered that would be needed in America. Optional would be top 20 jobs that would require no college like "computer programmer". Or TDY to major corporations for in house tng.

1030771 #88 Job Placement 1. Stop Recruiting or slow down 90% to get levels of personnel town 2. We are top heavy, ret E-8, E-9, So soldiers can get promoted and move forward in career, in return we get higher morale, a more aggressive soldier and you will make my job more secure and I will have a battle ready soldier, if we are called to war again by the same people that want to cut the Army.

1030772 Because of reduction in forces, were loosing a lot of good quality soldiers, especially E-5's and below, they feel the Armed Forces is not for them, Attitudes and morale has dropped. Everyone feels that the Army isn't a secure place to be and its hard to convince them that it is.

1030773 It is impossible to formulate a mass reduction plan or standard to this level overweight before ANY involuntary outs are done the whole soldier concept MUST be taken into account, job performance, stability MOS knowledge. Lost time UCMJ/court martial and so on, RESTRICTED or NOT! 2. No one has addressed the issue of sacrificing experience for dollars. 3. As far as the Soviet Union goes with the current status of Europe: Germany was a "nice guy" also after WWII: And the Middle East is ALWAYS a threat!! 4. The issues and concerns of the United States (lets not forget the constitution) Reality so is the Career of this soldier. 8 years ago I chose the ARmy as my career. 5. Since congress is all fired up about saving money how much of a pay cut and force outs are they willing to take. Maybe cancel a few dinner parties, and business flights, and mistresses mink coats!!

1030774 #67. Uncertain about manpower cutbacks. I hop that these will be cutback (cutting back unecessary and worthless personnel) so that my job will be more challenging, therefore making a more rewarding career.

1030780 I think first and foremost in the final decision the security, safety and needs of the soldier needs to prevail just as the soldier himself does for his countty. (case closed)

1030783 I'm certain this will sound easier than it is, but is there any way to create a vouluntary separation from service? I do not plan to reenlist and would-will accept an early out program. I do want an honorable discharge and would like to keep some benefits.

1030784 My MOS is phasing out soon. With the troop cuts going into effect, things are relly hard here. There isn't enough people here to fill the slots for my MOS because nobody is coming in for it due to phase-out. If cuts are made, this will make things twice as hard. My MOS, 16P, should be phased out sooner before the cuts really start affecting my unit.

1030787 I believe everyone over 25 years of service should be forced to retire.

1030788 Some questions are repeated two and three times. Also not everyone can say whether they will stay until retirement or not because anything can happen, they want to but are still not sure about what they will do.

1030790 One major issue that greatly influences my decision as far as retiring from the Army is the new 30 yrs. retention for people who enlisted after 1985. I think 20 yrs. should be all that is required. I think that 30 yrs. makes for personell that are getting old and slower decision judgements. If the Army wants to cut back and make a lean mean fighting machine, then keep able body soldiers on active duty. At ages of 40-60 is time to go pass wisdom on to younger people. A soldier must be ready mentally...and physically.

1030791 One concern I have is how will SQT results effect involuntary release from Active Duty. I myself have a unique situation. I was an honor graduate from BNCOC. I have taken 2 SQT tests since graduation my 1st one I scored a 87% rated in the top 8% of my skill level. Last year I get to my new unit and a lot of people in my MOS are telling me they will throw out our test because so many people failed. With this in mind I took my test and was able to finish 91% of 196 questions I left 100 answers blank because I ran out of time. I recieved a 37%. But if you figure my percent just out of what I answered I have above a passing score of 60%. This is of concern to me and alot of other people within the 54B MOS.

1030793 I think that with all the cuts Equally to about 25% of reductions I would probally not got sighted. I've always, been a top notch soldier however I'm concern about those who have been also but that have not been recognized by their officer records. IE. no awards, no education etc.

1030794 I believe that is very important that a soldier should have the opportunity, to take an early out; and the he/she should get,

his/her Army GI Bill and the complete benefits. I think if early outs were offered it would make troop cutting much easier. I also believe it would help the problems of possibly of (involuntarily outs) to soldiers who would really like to stay!!

1030796 Only one thing I was on leaving from 2-18 of July; when the survey came in. Sorry, for the delay; Thank you.

1030800 I consider that more attention should be put into the career performances of soldiers as it refers to MOS os choice. Actually I have a Bachelors Degree and a lot of post-graduate courses in Biology, I wroked in Research and development for the Army in my prior service. When I came back into the Army I requested my old MOS, but it was denied because it wasn't open for prior service. Instead I got an electronics MOS which I like and perform good.

1030803 With all of the cutbacks in the military, personnel, retirement benefits, it makes wanting to stay in the military for a career a very difficult decision. I feel there is not enough parity between military pay and the civilian sector. I haven't been as satisfied with the medical and dental care for my dependents as I think the quality should be. the ARmy is making it harder to get promoted, so it makes the decision to make the Army a career more and more difficult. I hop some reforms are made soon to make me want to continue service in the military.

1030804 Among the soldiers who entered the Army for more than college money, most came into the Army for reasons similiar to my own. We love our country, we recognize the need to be strong if freedom is to flourish, and we like the idea of being able to make an active contribution and making a difference in the world, by helping to keep the U.S. strong. Patriotism is not dead. Many soldiers can barely subsist on the wages Congress has so begrudgingly neted out. Yet, there are no hardships they soldiers won't endure if they have the respect and suppcrt of those they serve. We fell betrayed by a self-seeking short sighted Congress whose members look after only their next election while clinging to their outdated and disproved socialist dogma.

1030807 I believe that we spend too much time planning/training to do our jobs, not enough time doing them. Also believe that too much emphasis is placed on PT. if a soldier can max/pass PT test, then they are squared away. What about their ability to do their jobs. Whether the Army wants to admit it or not, there is still discrimination around. My opinion is that the majority of this is "reverse discrimination."

1030808 #20. Depends on MOS I would be required to change to 45. The question doesn't make sense; every job asks you to do tasks you do not like. 66g. The expected changes and troop cuts have influenced me. 103. Depends on E-5P'S record including restricted fiche. Another consideration would be if the E-5 has a family or not. 104 and 105 Raise by 150 points.

1030811 To whom this may concern; my name is (name) I'm in ACO 1/327th Ft. Campbell KY This is my second post being station my 1st was Ft Bragg NC. Comparing the 2nd post Ft Bragg gets more money to train their soldiers. It seems every time my BN suppose to go somewhere we don't because they are out of money. Some soldiers are thinking about getting out rightout after there enlistment, if they could they would get out tomorrow. If tomorrow depart the Army ask for voluntary people to get I think a lot would leave with a good conduct.

1030813 SPC should be promoted Army wide. Not locally by being boarded, and on a yearly or twice a year basis, not monthly. Look at the Air Force system as an example..

1030814 You should include questions that are important to soldiers whose spouses are foreign nationals. My wife is German. The current trends in Europe and Army reductions have a special meaning to our family.

1030815 I am planning on leaving the Army after this enlistment. I will definitely try to join a reserve unit of guard unit. I bilieve that with 7 1/2 plus years of AD service (possibly a MS in Computer Science, god willing) my 4 years degree and my technical training, I will not have a problem finding employment. Bonuses do not make up the salary potential as a civilian. Pay is too low and raises do not keep pace with inflation (this is a particularly pointed issue with me in view of the fact that are Congress has no qualms in giving themselves huge pay raises on top of already very high incomes and also giving the fact that military pay (indeed most federal govt. pay) is a political football this is morally reprehensible. Higher education can be difficult and expensive, but a dream, I hope to turn into reality nevertheless. Also very important is the fact that much time is spent not doing one job, at least that is my experience. I'am an electronic technician. I do not want to spend my days working on trucks, driving people around, being a road guard, and attending the myriad briefings required. The benefits associated with active dutyare excellent at face value but fall short on closer examination. Tuition assistance, medical care and retirement come to mind. Since I've been in the Army, TA has been reduced and restricted every year. Indeed are year, in USAEUR, some commands ran out of money. Retirement has been reduced and likely will be reduced further. Medical care (another key component) and retirement especially for dependents is bad and getting worse. I do not have confidence in the system. Perhaps we should just chuck all these "benefits" and provide increased PX'S and commissonary and let soldiers live off the local economies. These are of course, personal opinions and viewpoints. Regardless of what is done in the Army or military in general, I am getting out as I said earlier. But I will always encourage young men and women to serve their country. I believe in my country and take pride in the fact that I have served it. I just wont make it a career and will advice others the same.

1030819 I would encourage anyone that is in high school to stay and finish high school and if you haven't gotten a summer job by the end of the school year to talek to an Army recruiter about enlistment in the Selective Service. If you come from a small touwn esp. Enlist just so you can see the other side of the world and to travel. It can help you to learn how to manage you finances, work with other people, learn new languages, meet interesting people, and the Army can teach you how to be a man/women. I know that it taught me alot. So many people have the misconception that the military (Army) is a bad place and they don't understand. The Army isn't bas it's the people in the Army that are bad. If we had more NCO'S to tell E-4'S and below what is expected from him/her and tell us when we are doing good and tell us what we need to improve on instead of trying to find fault in most of the things that we do. Then we wouldn't have conflicts. Also when you're speaking to a person you should have the right attitude. I think that things will be alot beter for both parties.

1030823 #67. One other uncertainty is the future quality of soldiers that I have to work with. General: Currently I plan to reenlist, preferably with a bonus, but unless the work environment changes and more competent senior NCO'S and Commanders are in charge of me I do not plan to make the Army a career. Overall I have a good job but burucracy many a time turns it into a bad experience.

1030824 I believe that in an organization as large as the Army, it is impossinle to fairly judge and this determine one's eligibility to stay in the Army. As when working with people from many walks of life you tend to encounter personality conflicts. In some cases these conflicts could result in bad NCOER OER or many other types of derogatories, Thus causing the present system to be prejudicial and inaccurate.

1030825 The Army should reduce the strength of new recruits over the next 5 yrs. Also reduce the time E-4'S and E-5'S may remain on active duty. 5 years is sufficient for E-9 and 10 yrs. for E-5. The current eligibility score for promotion to E-5 and E-6 is too low. Once soldiers attain last status they commence to complete correspondence coursesor civilian schooling to improve their score. Increasing the score would force them to educate themselves earlier and it would eliminate remaining the list so long.

1030828 Have more questions on whether the soldier plans to join the officer or warrant officer ranks.

1030829 Todays soldiers are biased on whether or not they should give their all to the military knowing at anytime they could be part of the cut. This also confuses soldiers on whether re-enlistment extension is a good idea knowing they can still be cut. Also some soldiers are in the military for reasons other than to actually dedicate themselves for service and country. And some of the ones who are truly dedicated to "our Army" and to support it with our flesh and blood may be getting a smack in the face.

1030834 Right now I'm with a Unit that is preparing to deactivate. The morale is low, and there is alot of uncertainty among the soldiers. I think most people are waiting to see what happens before they make any decisions.

1030835 Q. 88. J, H, F, I. Q. 104. I have not seen a cutoff score at 450 in years. Q. 105. Same as above.

1030837 Since the Army as a whole is placing such an emphasis on education, it would be appreciated if the SC NCO'S has a chance to up-grade themselves. This would not only make the Army more educated, but also make the SC NCO more marketable on the outside upon retirement. many NCO'S have given their entire mid career to the Army in totally non civilian marketable MOS'S and upon retirement are unprepared for the civilian job market. How about looking after the work horses for a change, instead of the new colts coming in, hwo leave after their college options.

1030842 We are going to close here. DA need a better plan. People in Europe and DA need to be on top of things. All dependants are suppose to be out by 30 Sept. I had to get Cofs. SNTAF to get me an assignment. Soldiers here who requested schools before the changes. Now their schools are coming in, but the soldiers have had to leave. Soldiers screwed. DA not fast, flexible to the growing changes. OP plan released in March I called my MP Branch 6 July Branch say, I don't know nothing. Im screwed.

1030844 The Army has stressed the "Family" so much that this is bound to have a significant effect on our soldiers. The single soldiers in service will be adversely affected by the way the U.S. Government and the Army treats his fellow soldiers and their dependents. With the reduction in forces and slower promotion rate, YES motivates lower enlisted should be given longer periods to gain promotion and retain experience.

1030848 In fours I have seen some serious dudes get in the Army. Why don't you take better care of your soldier's you have and SCREAN the people getting in the Army who are not productive. All I heard in basic was how much Uncle Sam was paying for my training common sense-screan and reduce trainees. Get better quality soldiers than you will need less.

1030850 I think the Army should get rid of the dud's and keep the professional soldiers in. Be very selective in the soldiers we kick out. I love the Army it's my style of life.

1030853 The Army was made to protect the country not as a career or job. Above all this should stand out and be evident in every aspect of a "military career".

1030855 Mos of the questions does not apply to me as I am retiring from the Army 1 Dec. 90.

1030858 Accurate conveyance of information in regards to future RIF programs; as well as closure in the pay gap between the civilian populas & military; are matters that will probably dicatate the future of many of my coherts as well as myself staying in the Army; if given the chance!! Your survey seems to ask our feelings on world affairs, job proficiency, morale, etc..., but fails to ask how we feel about being told to tighten our belts. while some of our representatives, both military & civilian; in Washington, back these big business defense contracts I as well as my peers are not ignorant to the fact that the Army needs new and improved equipment to defend our nation yet whose going to operate this equipment after the troop cuts? Job security is important to everyone whether its an auto worker in Detroit or service member stationed in KY, Germany, or Korea. We are frightened of what is going to happen to us in the not too distant future & the lack of; or to put mildly "tap dancing" in providing us; the effected, with viable & consistant information to that effect is causing the rumor mill to run rampid throughout the force. In closing, "rumors start wars..." and the defense of our nation may depend on just how well we handle the issues brought fort in this survey. I think you for this opportunity to express MY thoughts and feelings.

1030859 I don't think this survey is like any other survey being that is affect me directly. I have not been properly briefed of reduction of forces and how it directly affects me. I'm outraged in the way this survey goes about coercing me into answering repeated questions. The questions enclosed can captivate any individual in degrading his integrity and decisions pertaining to an important issue. Yes this survey is important, but the individual soldier should be properly briefed on his/her role in this significant decision. The following are questions pertaining to a soldiers interest. Questions 1. Is this survey a tool to eliminate? 2. What are the benefits for me as a 94B? 3. How does this reduction affect me personally (need command information). 4. The questions are misleading for example especially the questions beginning with SUPPOSE. I need FACTS.

1030860 The QMP should be MUCH tougher.

1030861 I have seen extremely good NCOs depart the military due to actions taken by someone that did not agree with the methods of actions. Careers have already been ruinded due to this practice, and this is why I have made the difficult decision of getting out. I don't feel like spending 15 to 20 of my best years only for some politician to change the rules, and at the end, the one's that make the greatest sacrifices are the ones that get place on the site only to call him/her back. When that same politician requires his/her to give that great sacrifice again. I hope and pray to God that you (the government) make the right decisions because you might call and maybe there is not going to be an answer.

1030862 The events that are taking place have set me against staying in service any longer than necessary. I have a civilian job allready lined up and waiting to find a way out. I think the Army should consider releasing soldiers who want out and keep those who deserve to stay.

1030866 More questions should be included in the survey on the following issues: 1. career enhancement opportunities, ie: NCOES, staff colleges, civilian education. 2. assignment management policy with regards to: affects of personnel drawdown, possible modification of Simos management program, greater participation by soldiers in managing their assignments and careers.

1030871 I feel that the greatest concerns of soldiers today are that the cuts are going on too fast for anyone to comprehend all the consequences. Maybe first we should ask all the soldiers if they want to voluntarily separate and then see if more cuts are needed.

1030873 I personally don't think that soldiers should be forced out. Which is the same thing as involuntary separation. I believe that the soldier and his family should be considered high priority. If he or she is separated involuntarily. He or she will have to adjust to a possible new type of situation. In some situations panic will occur. If this does happen the Army is somewhat responsible for making certain that specific needs and necessities

1030874 On promotions are cutoff score is not 450 for Sergeant. I don't think I would be less of a Sergeant because I don't have a college degree. I know education is important, when I first came into the Army I became a single parent. I couldn't afford to go to college not even at reduced prices now that I have more time in I realize without that degree it will be hard for me to be promoted. I think you have lost a lot of good people for that reason. It seems like a lot of the lazy people are staying in. I can't understand why it should be easy for an infantry man to be promoted, but non-combat units cut off scores are too high.

1030876 You need to look in peoples performance filed. There is a lot of NCO's not qualified to perform their job in their MOS, especially 11B, or combat arms. How can so many people with P-3 profiles be 11B. You say you want the best left in the Army, well you can't promote a lot of people because there are so many broken people, especially the E-6 E-7 area.

1030878 Question 88: More info providced for cival service jobs. I believe the Army should cut troop size down big time, and pay the good troops what they deserve (at least civilian wages). Weed out troops by CTT/SQT and all around performance. I believe the Army is losing the good troops (voluntarily separations) and keeping the ones that just use the Army like welfare.

1030886 Question 67 Cont. Unsure of how the Army will start to choose the NCO's/soldiers that will stay. And the NCO's/coldiers

that will go! Just what are the STANDARDS!! Question 110 Only violations that are drug & alcohol related. E-1 thru E-4 get second chance E-5 thru E-9 no excuse bar to reenlistment but finish prior commitment unless 3-5 yrs before retirement. Question 112 Just let them finish commitment - nothing else. Question 95 Ref. Special Forces. I am already in a SF unit and am working towards SF Qualification course in near future (this year). After reading of troop reduction in Army Times I had feared losing my job. At the same time, I noticed the SF unit are continuing to grow (3rd group this year). These chain of events has sparked my interest in becoming SF qualified. The 18D, SF Medic is the most interesting of them all. It also has the long training time & lowest cut off scores for E-6. This would be one major step in a medical career that the Army offers.

1030888 #67 I am assigned to special forces, there are no scheduled cut for us. In fact there is an increase in the manpower. #116 I would have to strongly consider this issue. #117 This is a strong incentive for re-enlistment.

1030894 According to paperwork that I receive each year, the Army says I make approximately $20,000+ a year. This means in 3 yrs that is more than $60,000. So what I'm saying is, if the Army offered voluntary separations, I myself would take full advantage. As it stands now one must do something very stupid or irresponsible, receive an article 15, and be punished, then they may be kicked out or the Army will take the valuable time and money to keep a soldier in that was trying to get out anyways. Please call ME!

1030897 Soldiers that are in consideration for involuntary separation should be handled on a case by case basis. I do my job and want to make the Army a career.

1030900 I am unsure about the soldiers in the career management field 54B, due to Military cuts & the removal of chemical weapons out of Europe. Is there a clear decision on what will happen in the future.

1030907 I think the Army leadership will try to handle troop cuts fairly, but I think the actions of the Congress and Senate in regards to the budget, are goint to dictate what they can and cannot do. I think the Congress will determine what happens to the Army, not the Army leadership or its soldiers.

1030909 Soldiers are losing faith in the military system. I myself have been trying to separate from the service or change my MOS for 2 1/2 years. I've watched soldiers more deserving than myself be forced out and soldiers less deserving get what they want (ie: change of MOS, chapter) I'm in between bad and good so I am kept even though I wish to separate. I did not get what I expected or wanted from the Army.

1030911 The title is interesting, isn't it? I've taken it from a new "buzz" word for poverty. I guess some people believe it's better to use underclass than the "P" word, and many people don't understand some basic things that should be considered a part of every person's quality of life. Outside of the military, people have the perception that we, "the military" are well taken care of. In a sense it is true. Military folks enjoy a number of benefits that their civilian counterparts would gladly accept. Examples are: family housing (gosh the only bill you have to pay is the phone bill and maybe cable if you have it). That's great! Then there is free prescriptions, in fact I just picked up my wife's medication at the hospital and it was nearly eleven o'clock at night. Is that service, or what? The commissary and post exchange are other benefits that give me that cared for, "good warm fuzzy feeling". I'm proud to serve and, if called upon, would go to war for this country. However, there are some things that bother me a bit. For instance, I believe that enlisted people are short changed in the pay system. It's a class thing. Most officers come to the military fresh from college, whether it is West Point or Annapolis, or a college that offers ROTC, it doesn't matter. It is still a degree producing program and they have had the good sense to stick it out and receive their degree. The reason I say that the pay system represents a class system is because they, the officers, garner a large percentage of pay upon entrance into the military as opposed to the entry level pay that enlisted people receive. Let's look at some interesting numbers; Base Pay - LT - $1387.00 PVT - $724.00, Quarters - LT - 377.70 PVT - 278.40, Rations - LT - 123.92 PVT - 183.21, Montly - LT - $1888.62 PVT - $1185.61, Annual - LT - $22663.44 pvt - $14227.32. Note: That is a 37% difference in start pay between officer and enlisted. Let us go into this a little more. What if both individuals decide that a career in the military is what they want to do for the next twenty years or so. Time, as I have seen over the years, allows for progression, and granted some progress faster than others, note the difference between a captain 0-3, and an E-5 with five years of service: Base Pay - CPT - $2423.00 SGT - $1143.00, Quarters - CPT - 495.30 SGT - 361.50, Rations - CPT - 123.92 SGT - 183.21, Monthly - CPT - $3042.22 SGT - $1687.71, Annual - CPT - $36506.64 SGT - $20252.52. Note: There is a 45% difference in pay if the E-5 obtained a bachelor's degree during that five year span, guess what, he still gets the same pay. Novel concept, wouldn't you say. Okay! You say that a captain has more responsibilities than the E-5. I agree fully. Captains do wear responsibility heavy on their shoulders. The E-5, on the other hand, may only have to worry about eight to ten soldiers and families, ensuring that they (the soldiers) are capable, trained, and have the ability to accomplish the unit mission. But the captain has a whole staff to help him or her succeed. The E-5 can only depend on his or her experience and the support of a platoon sergeant. Who loses if the E-5 forgets to give a safety briefing to a soldier who is involved in an accident? Up the ladder of success we go. Look at the difference between a lieutenant colonel and a sergeant first class, over thirteen years: Base Pay - LTC - $3188.00 SFC - $1673.00, Quarters - LTC - 678.60 SFC - 435.30, Rations - LTC - 123.92 SFC - 183.21, Monthly - LTC - $3990.52 SFC - $2291.51, Annual - LTC - $47886.24 SFC - $27498.12. Note: Those are larger numbers in both columns, but there is also a 43% difference. Yes, you're right, 0-5's run battalions and are project managers and serve in other areas of responsibility throughout the Army. E-7's on the other hand have responsibilities for from platoon-size elements to entire companies depending on their duty assignment. They also sign for millions

of dollars of equipment, parts and tools. I recognize that we have major differences in responsibility here; the question is should there be a 43% difference in pay? Oh, guess what! If the SFC has a master's degree he still gets paid the same. Seems fair to some, how about you? I may be getting carried away with this but I have to make one more comparison before I address the military underclass. Check this out. With twenty-four years of service colonesl and sergeants major receive the following: Base Pay - Col - $4659.00 CSM/SGM - $2548.00, Quarters - Col - 704.40 CSM/SGM - 508.20, Rations - Col - 123.92 CSM/SGM - 183.21, Monthly - Col - $5487.32 CSM/SGM - $3239.41, Annual - Col - $65847.84 CSM/SGM - $38872.92. Note: Notice there is only a 41% difference here, but how much higher can an E-9 progress? Here we have the brigade and group commanders and command sergeants major. The power. These individuals control vast resources of manpower and equipment, sit on promotion boards, set policy and procedure, and a myriad of other things, to include disciplinary processes for those that screw up, both officer and enlisted. Yet the E-9s lose, not in prestige of office, but in the pocket book. In making these comparisons I'm afraid I got carried away. To show what I consider gross inequities in the pay system I had to let you see them. Maybe I forgot the military underclass, or have I? In 1987, the poverty line established by the United States Census Bureau was $9056.00 for a family of three; $11611 for a family of four; $13739 for five in a family and $15509 for a family of six. Please consider that in 1987, that there were 110,500 E-1's; 160,300 E-2's; 337,200 E-3's; 447,200 E-4s. Using base pay alone to gauge poverty level in the military and the statistics supplied by the United States Department of Defense, Office of the Comptroller make your own decision; E-1 - monthly - $671.00 - yearly - $8052.00, E-2 - monthly - 753.00 - yearly - 9036.00, E-3 - monthly - 782.00 - yearly - 9384.00, E-4 - monthly - 876.00 - yearly - 10512.00. I suspect that a large number of these soldiers, airmen, sailors, marines, and coastguardsmen were single. I also believe that a major percentage were married with at least two or more. Do some addition, that's over a million service members alone, not counting their family members living *under poverty level!* Having experienced pay increases since 1987, I can only assume that many of those people are still living at that level. Can the military give its people their share of the American Dream, a piece of land with a home on it? I don't believe we can. The numbers I have used come from very reliable sources: (1) FY 90 pay chart; (2) the Census Bureau; (3) the Department of Defense. These numbers represent real people. The startling thing is that all these real people are volunteers, with the honor and privilege to step forward in defense of their country at the expense of their very lives. (Panama, Grenada, Vietnam, et al.) We, the military establishment, require high caliber people to join our ranks, and the market share available is shrinking as time advances. Leaders at all levels are responsible for ensuring that military pay is comparable with the civilian sector. Sure, our total entitlements look good when they are summarized for us. But those sheets we receive annually for many are unused benefits, and are offered by folks who presume we all utilize everything listed. This false presumption hides the fact that we are at least 10% behind civilian sector pay and falling further behind each year. Speaking of the civilian sector, check this out: In Prince George's county, Maryland, I could start as a trainee in the fire department at $24,000.00 a year. In February of 1991 my pay would increase to $27,000.00 a year and in three years I could make more than the $32.000.00 I made last year with my nineteen years of service to my country. Sure fighting fires is a dangerous business but so is my present occupation. If I were a qualified civilian candidate and had to choose which occupation to pursue as a career, shere do you think I would go? In the present scheme of things, with the available resources of the useable workforce shrinking, are we competitive enough? Can we recruit and retain enough people to guarantee this country's freedom? I don't think we can. Leaders, we cannot continue to have our junior, mid-grade and senior NCO's on welfare and/or holding down a second job. Let me ask this question. How many wives have to work outside of the home just to ensure that there is enough money available to live on for the month? I know that there are large number of wives that fit this category; I've watched my wife go out the door, leaving our small children in the care of baby-sitters, so that we can pay the bills and eat too. We, leaders and subordinates, need to make our voices heard. We need to speak to those that can affect change. Our nation depends on people to make it operate, people to defend it, and if we keep denying the people that defend it a reasonable wage, soon those people in high places will lose their places, and our nation its liberty. This may seem a departure from my usual Equal Opportunity there, but is it really? If those inequities are seriously considered by those they effect, how long do you suppose we will have a place to be equal in. I wonder, don't you.

1030913 Q #67 - My only uncertainties concerning the Army is being able to perform my job duties without question - or interuption - from higher ranking, and mostly unqualified personnel. The Army trains an individual to know their given job. An individuals rank does not qualify them to perform certain technical jobs. "intelligence by virtue of rank" is THE number one reason the Army system has totally discouraged me after six years of loyal service.

1030914 I feel the big thing is that most of the information being sent out on reductions are not getting to the Units. I just got back from BNCOC which was at Ft Belvoir, and there was a lot of info there that the units did not or have not got yet. Or by the time the units get the info it is stretched way out of proportion.

1030916 1. Why is it that in every Army survey or questionaire ask if a person is or has a Hispanic background? Is that a separate survey that the Army is taking? Please reply. 2. There quite a bit number of question that are repeated in this survey!

1030920 During my prevous 4 years in the Army I have found, through observation, that even though the QMP program is fairly strict, there are many substandard NCO's slipping through the Army's fingers until retirement. The majority of them have found different ways to continue their service. I've seen NCO's bribe training NCO's and other personnel to step up the ladder to success. And the good soldiers find that doing your job just isn't enough. Therefore the good soldiers are preparing to exit the Army once they have enough money. I know in anything this size there is going to be problems, however if something isn't done, you'll find the quality of personnel slowly decreasing.

1030921 I feel that the NCOES program is good except for one thing. All E-4 that were promotable before Oct 1 1989 should not need the PLDC course to be promoted to E-5. But instead need it for E6 & E4 boured after Oct 1, 1989 should need the requirement for E-5.

1030925 Sorry this took so long but I had PCSed to CONUS. Hope this is not too late.

1030928 Soldiers with permanent medical profiles or who ride extended profiles adversely affect unit morale and should be considered for separation during a reduction in force.

1030931 It's not right to kick people out who truly do their job and serve for the U.S. We're all human beings and have faults. And most important you should not let civilians make any judgements in the U.S. Armed Forces on who and who shouldn't be kicked out because they don't know the U.S. soldiers and don't experience what we do. Thank You.

1030932 I feel once a SGE - E5(P) finishes BNCOC he/she should be promoted to SSG/E6. He/she as being trained to do the job, let us wear the stripes a get the pay we deserve and trained hard for. Eliminate the point systems. Thank you for listing to my opinion.

1030933 My main concern is for the soldiers that puts 15 yrs or more in, the system will try to put them out to prevent paying them their retirement. Serving 20 years to protect your country is a long time to be only getting 1/2 of your basic pay. But there are many soldiers who would do this and the government should always that experience to stay in and reach their goal.

1030934 I personally think that the easiest way to reduce the strength and size of the Army is to make it easy for those who want out to get out. I know many of the soldiers who want out and can't lower morale and make it hard to work in an environment where half the people don't care about the Army.

1030939 I think that most soldiers are for the most part very uninformed about cutbacks, there are a lot of rumors going around. Most single soldiers are not very concerned but married soldiers are very concerned about their future. Also, I see the Army losing a lot of quality soldiers who do not wish to separate from the Army. While some soldiers are begging to get out and are being required to finish their commitment. The system is not working! Policy makers are already set for retirement.

1030945 Please get MORE info to the overseas units. Thanks.

1030946 I do not wish to take part in anymore of your survey. Department of the Army & Congress will do what they want to regardless of this or any other survey. The bottom line is, they will still have a job in the end & probably so will you. So, don't write me or send me anything else. Thank You very much...

1030947 I don't have any suggestions that may help, but the current promotion system needs to be overhaulded. The DA level selection for E-5(P)'s may be a good idea. I hope the Army does not move too fast on reductions, due to all fo the uncertainty in Eastern Europe.

1030950 Assignment Criteria - I recently returned from Germany, on a 3 yr tour. I spoke to recruitment and was told, I would be going back overseas, if I plan to re-enlist after Apr 91. I do not wish to go back overseas. But, I would like to go to another assignment in the United States. I am currently at White Sands Missile Range. I am an non-commissioned officer being a goofen here. They do NOT need military here. There are plenty of civilians to do the work. When these people go back to the real Army, they will be hurting. If you want a job where you sit 90% of your time with no work (military), this is the place. I would prefer basic training unit, AJT or Line Unit, maybe even assigned to a Reserve Unit. I would like to be assigned the place I wanted and I would stay in & it would save the government money from always moving around so much. I feel that service member who elect to get out before retirement, who have serviced their country and volunteer to get out should receive some kind of separation pay. I feel if I decide to leave to let some up coming enlisted soldier move up, I desire something in return. I don't want to see the hard working 20 yr olds to get shafted, because some of us NCO are not willing to step aside. I would like to see the one who have served 6 to 12 yrs and who volunteer to step aside, for the upcoming to receive separation pay. Because what it boils down to is the NCO who are involuntarily separated did not want to think about the young soldier to begin with.

1030952 If the Army wants to cut back troop and reduce the budget and at the same time increase the quality of the Armed Forces they need to stop using Boards of people that don't see the troops on a day to day basis. There are outstanding troops that are being treated with being QMP'ed while grossly incometent soldiers are paperworking their way to retirement. There are many ways to improve the Army and cut back on spending that may not have been thought of and will never be known because of the lack of PERSONAL interviews being done. I am a career soldier with concerns and interest in the Army of the future, I hear great ideas everyday that would benefit the military from my subordinates & peer. I'm willing to pass them onto you!

1030955 I think NCO's with 17-18 years in service, who has performed poorly in their MOS, shold not be required to extend beyond 20 years service. I also believe, the SQT scores should be a criteria for elimination of said personnel, who has performed poorly on

each SQT. I totally disagree with the Chief of General Staff Army decision to scrap the SQT. The SQT, helps the squad leaders in finding out how much his men know about his job. Although, the SQT was not all cheat proof. The new recommended system would probably prove too unreliable. There'll be a lot of cheating, each want to show his men did better than anyone elses. The SQT was every man for himself-and that's the way it should be-how much you know about your job.

1030956 Promote and retain your most experienced NCO's to train the newer NCO's and soldiers today and, in the future. Promote those who deserve, take a good look at, duty positions, NCO'ers/EER's. Convictions (civilian), court martials, lost time, UCMJ. depending on the convictions and court martials determine separation lost time and UCMJ look at circumstances and the time of incident don't hurt soldiers who want career status, not for self reasons but for strength and defese of this country.

1030958 QPM needs to be directed more at soldier evaluations NCOER, counseling, rather then time in grade, time in service. I see many good NCO's that cannot get promoted dut to over strength MOS's and are leaving due to lack of career progression not a dislike of service. Let's get rid of the duds then work on the limited ones.

1030960 In todays Army, soldiers need a little help to make it in the Army. I hope I don't come to work and find out that I don't have a job. Soldiers that want to leave, let them go first.

1030961 Judgements on a soldiers disciplinary actions or QMP's should be met on a case by case basis only, not a general rule.

1030966 This made me realize how unstable my future in the military really is. I have and will ocntinue to give 110% at all times. Here in Europe we constantly are hearing about troop reductions in the stars and stripes and on AFN. So, in an attempt to stay in, we update our 201 files, but it takes a month to a month and a half, only to find out they don't have blank 2-1, or the clerks out on an appointment. The mass confusion about troop reduction has really lowered the morale of the troops, reflecting in the troops duty performance. I just hope to survive.

1030969 Soldiers with dependents enrolled in the exceptional family member program, degreee of dependents ilnesses, and willingness of soldiers to serve in the military service shouldn't be factors considered for involuntary separation of soldiers. Soldiers planning to serve one enlistment should not be considered to serve over a soldier that is planning to make a career out of the military. If they are proud to serve and are maintaining standards to the best of their ability, as long as the standards are met, they should be allowed to continue. There are personnel that would like to leave the service earlier than 90 days before there ETS. Find out who they are by the chain of command, this will keep more good quality soldiers that want to stay on active duty and serve proudly. Will I get a response on my comments?

1030972 ?86h-Who would give a loan to an unemployed individual?

1030974 1. Even though the letter is dated 12 June 90, I did not receive it until 16 July 90. 2. I am not so sure the promotion system is effective. I wonder how in the world some staff sergeants who competed in the secondary zone were selected before I was.

1030976 The US Army use to be able to provide job security. If you did your job and soldiered as was expected, you were almost guaranteed to be able to complete 20 years of service and could plan your life accordingly. Today you hate to make any MAJOR purchases because you may be on the street 5 or 6 months from now. Job security.

1030978 Due to an incomplete address, I received this survey on 26 June 90, due to PCS and economy house clearing I was able to complete this survey on 6 & 7 July, please accept my apology for a late return. Regardless of a force reduction or not, only the best qualified should be allowed to wear the uniform. Those who fail the SQT or score below 70, fail the APRT or score below 230, fail to enroll in Army or civilian education courses, have multiple AR15's, overweight, etc. should be moved out of the Armed Forces. Many of the best qualified will leave the service NOW before the job market is flooded with 30% troop cut by involuntarily separating the Army's less qualified. I'm a staff sergeant with 8 years and 9 months of service, 75 college credit hours, completed multiple Army correspondence courses, completed PLDC, and will complete BNOC in route to Fort Lee, Va. where I will be assigned as an instructor for the next 2-3 years. If I am unable to further my enlisted career, then I will apply for Warrant Officer, if that is not possible then I will tough it out until I retire. I do not feel as though I will be foreced out as I am qualified now and will continue to seek improvement to remain qualified.

1030979 I am being medically discharged from the Army.

1030981 Why keep E-5(P)'s for 10 years? Obviously, they mustn't be trying to advance. Each case is different. But why keep the uneducated and obese in the service that requires fast thinking and actions.

1030985 IV. I would like to see a more fair promotion system for promotion to E7, E8 and E9. I have talked to several that were promoted in one of these grades. They wondered themselves how they made it. One that made the CSM list didn't eve have a current DA photo in his records.

1030988 Question 67. Loss of benefits, low pay raises, congress can get 40% but we cannot get above 3%. No VHA at Ft. Riley, where it is needed.

1030990 As a single parent, I am concerned that new Army force reduction regulations will be warded such that dual military parents, single parents & parents with exceptional family members will be forced to leave the service involuntarily. It is for this reason, although I consider myself in the top 5% of my MOS, that I believe I will be selected for involuntarily separation. I understand the logic; maintenance of this groups is much more expensive, per capita, than bachelor soldiers or those married to civilians. Recognizing this fact, it is my hope that those of us in this gourp will be openly identified as such and allowed to receive separation pay instead of losing our careers through back-door reenlistment regulations that will make it too difficult to continue. I am sincerely interested in participating in future in-depth research of the force reduction process as well as any future studies involving the single parent. It is only with complete & proper input from the gourps most likely to be involved in the force reduciton process that I feel the Army will be able to make the separations as painless as possible.

1030991 I would make the Army a career regardless of the troop reduction. It is the type of leadership I am experiencing in this unit.

1030997 Frequent PCS's are a big drawback, for a soldier with a family. Also, many overseas locations are ill-prepared for all but the most basic needs of family members. The Army should listen more to the preference in assignment for a soldier and his family. The risk of being separated from my family for a long period of time, can be the fundamental reason to leave the service. My family is the most important thing in my life. Being separated from them, for long periods of time, or subjet them to the hardships of overseas life, is unbearable. Fast promotions are a big motivator. Don't slow promotions. If you do, the best people will look elsewhere for ways to improve their lives. Keep pay at least par with inflaiton. Otherwise, it will erode our standard of living. Borderline already for the 5 lower enlisted ranks. Don't discriminate against soldiers with the EFMP dependents. It will provoke the separation of otherwise qualified or exceptional soldiers. Also will provoke the soldiers with exceptional family members avoid identification. Better to keep the best people in the Army. Nothing could be worse than, have it filled with the most indifferent, the ones who have nowhere else to go.

1031000 Many a first term soldiers have left the Army due to the COHORT light infantry concept. After spending 2 yrs. at present duty station, I have come to the conclusion that there is a waste of money in said concept with an unneccessary extreme lose of excellent soldiers; not to mention the demoralizing concept of "block leave".

1031009 If congress would really take a good look they would see that the force doesn't need to be cut but the spending for all the arms programs.

1031010 Availability of training areas. Ammunition for marksmanship. Medical treatment for dependents?

1031013 The recent events around the world constitute a force reduction however the world can change back just as fast. If our armed forces are reduced 20-30% and we come under attack what then, stop building billion dollar bombs, planes, wpns., etc...and keep good soldiers in the military.

1031016 My decision to retire and therefore any uncertainty is related to a unique case of damage to my Mobile Home on a government move and financial matters related to that. Otherwise I would have served 2 or more additional years and therefore had time to address concerns of family income after retirement.

1031021 88. Skills in job interviews.

1031022 I firmly believe that the promotions system is in shambles. It appears that those NCO's that just pass the test get the promotion. While the working NCO's are left behind. I feel that the corrective action is in the administrative area and not in NCOER system.

1031028 Provide more available military schooling plus raise promotion points given. More emphasis should be given to military education than civ. ed. Give commander authroity to grant more than 200 prom. point. To help high quality soldier get promoted. I think the PT test should be graded or points given according to weight, height, etc. because many soldiers may score low on PT test but are the best kind of soldier to have when heavy equipment is to be carried such as radios, ruck sacks, weapons. A high score on PT test doesn't necessarily mean a combat ready soldier if he or she can't carry the equipment to win. Pay should be given a sufficient boost in all ranks. Congress normally gives themselves large raises at our expense. To retain high quality soldiers you must make it worth the sacrifices that come along with rewards.

1031030 Yes, I've noticed in the last couple of years that the higher chain of command, such as Colonel and below, won't let personnel out of the Army who wants to get out; but personnel who wants to make the Army their career are the first ones who are involuntarily released from the Army. Excuse me for asking but it just does not make any sense...unless the commanders refuse to let their soldiers leave because of their selfish pride.

1031033 I see my Army career very important to me because of the education aspect of it. Whether it be civilian or military. My situation is that I will probably get out after my four year tour and go to school but will be in a reserve or guard unit and maybe after I graduate; go regular again if the Army hasn't changed a whole lot.

1031038 This Army has too much control over my life; I am also tired of having to associate with and take orders from people who I would ordinarily choke the living (profanity) out of. I have also seen many cases in which a soldier messed up, he was soon promoted, while good men are continuously passed up for promotions. That is most unfair.

1031041 I would like to see 18 years retirement I would take it.

1031045 Sirs, I would like to state, that I would leave the Army if asked to. Though I would remain supportive of the Army and my country. I would attempt to join a reserve component. If it is felt my services are not required I would voluntarily leave. In the event of a war I would promptly render my services and skills to aid the Army and my country, however needed. I thank you for considering my views and opinions necessry for your purposes.

1031046 I believe that the armed services should offer an early out program to all soldiers regardless of time left on enlistment instead of involuntarily separating soldiers who want to stay and make the service their career! Good soldiers are hard to hold onto now, if you kick them out what will we have in the years to come?!!

1031050 Thank you for allowing me the opportunity to SINCERELY express my comments on these sensitive issues. While serving in the Marines, my wife wanted to join the Marines with me. Then I suggested to her to join the Army and I will get out and join the Army with her because I always thought the Army takes better care and hve much more respect for their soldiers. Finally, after 10 years of service the the Marines, I gave up SSG+/(P)/E-6(P) and $13,700 in bonus to join the Army as a newly promoted Sgt/E-5. Sincerely, during my 20 months in the Army, I feel very disappointed, and it's for the first in my 12 years of service that I consider leaving the service. The Army came a long way to establish this proud organization. We have the best soldiers in the world, but we still lack the smart leaders needed to lead our troops. The soldiers are smart and willing to learn, but unfortunately we still have some senior NCO's and officers who believe in leading by threats and intimidation. As a soldier who sincerely love the military, the following are some comments that I think could improve morale. 1) LEADERSHIP. So far most of the leaders that I've been in contact with, are arrogant and selfish. They don't give orders, they use threat tactics. They're quick to punish for the wrongs, but yet don't give praise for the goods. They're more like dictators than leaders. The Army spend a lot of money and time to develop leaders but very few of them know the meaning or I should simply say refuse to apply it. Those leaders are morale killers. 2) LIVING CONDITION. Thus I am married and live off psot, but as an NCO, troops welfare is my business. Currently in my unit, we have 5 to 6 men living in 3 man rooms. Soldiers have to use their own money to by toilet paper adn cleaning equipment but yet they see thousands of dollars being spent on track pads. The feeling is "nobody cares because they don't live in the barracks.

1031056 We need only highly qualified soldiers in the Army. I hope that DA should work for QMP more seriously. And let soldiers go out whenever they want to leave now.

1031058 This was a very interesting survey. I find it very interesting the way the Army is scaling down, and how much the civilian community is concerned with this. I am currently assigned as a recruiter in Roy, Utah and I am constantly asked by both applicants, as well as parents, questions regarding our reductions in forces. I try to stay up on the issues, however, things seem to change so rapidly, it is difficult, none the less IMPORTANT.

1031059 I am a 29S, crypto repairer, and I progressed quite quickly to the grade E-5. I was on the E-6 list at 4 years. That was 3 years ago, I have 926 promotion points and a college degree. Because the E-6 points did not drop since Nov 85 I'm getting out. I see incompetant individuals in other MOS's getting promoted ahead of me. It's not fair! A lot of smart, intelligent people are getting out for that reason.

1031061 I am a single soldier and I live in the barracks. Our barracks are a little better than most because we have 3 mens rooms and each room has a private bathroom. However, the barracks are VERY depressing. It does not seem at all like a home. Instead it is only a place to sleep. Soldiers (most) spend a very great amount of money on spending time outside of the barracks. I realize that it is difficult to do a lot about this because of the amount of people and cut backs in the Army. But if something could be done about this, I think the morale of the troops. And when the morale goes up so does the quality of the soldier and his work. Here are some suggestions on how to improve barrack life. Issue TV's, refrigerators, microwaves, etc. Better transportation on each post. If soldier desires to live off post, even though he is single. I believe the Army should allow it and help financially. (I am not saying pay for everything, but help with housing and food cost). More private or better sectioning off between each persons area in the rooms.

1031062 I do believe that forces cuts should be implemented. I also feel that the Army should create a force based on small, highly mobile, highly technical, highly powerful reactionary type units. The need for "heavy" armor such as the M-1 main battle tank is not applicable in this day and age. I also feel that the Army should be totally airborne/air assault capable-in all units.

1031065 I think the reduciton should happen very slowly. If it is done too fast, there could be a lot of stress put on everybody. The

soldiers leaving would have a financial stress (especially if married with children) and finding a good job would be hard if there was a large amount of unemployed soldiers.

1031068 The U.S. Army policy for soldiers who receive basic allowances for quarters (BAQ) is different from that of other branches of service. The Army policy allows for soldiers to receive BAQ only if they have dependents. The Army quality-of-life program is designed to enhance the quality of life for all soldiers, not just soldiers with depentents. Soldiers that do not have dependents are authorized to live in buildings called barracks. Many soldiers complain about the living conditions of barracks, becaue of visitation rules, the lack of privacy and other policies set for living in the barracks. Authorization should be allowed to soldiers who desier to acquire off-post housing. The Army BAQ scale is set up for soldiers with dependents and soldiers without dependents. The quality of life is an important factor to the morale of soldiers; therefore I recommend that BAQ be authorized to soldiers without dependents in pay grades E-5 and above. BAQ should be authorized to soldiers without dependents in these pay grades on the factors of maturity competence and career establishment.

1031069 I'm concerned about SOME E9's that are staying 30 or more yrs. in svc. I've seen and observed that them just sit behind their desk or harass soldiers. I think they must retire them (mandatory) when they reach 25 yrs. active duty.

1031072 Yes career NCO's shouldn't have to have the reduction held over their heads. They should release NCO's but they should leave it up to the CMS, and get recommendations from the 1st sge. because a lot of the NCO's article 15 but they are good, training NCO's. A lot of sqd. leaders like me got an article 15 when I first came in. There's no way to take it out of my fiche.

1031074 As far as cuts by 25% or better go, most of the US Armys best personnel will be cut because of trouble they've been in. You cannot judge a man by Art. 15's and cort martials. He most like knows the job better than an other person. He just doesn't the "(profanity)" from people above him that have no idea what they are talking about. Also, the only people who get promoted in the Army are the "under table" guys. The "(profanity)" and "brown nosers" they're also the men that get the credit for everything that the real men do. I'm a good soldier and one of the best at my job. I don't "nose", this is why I will probably never see another rank. The Army is not fair at promotions. This is a basic reason I probably will NOT reenlist. This is the main reason most of the people I know would not reenlist either. I would be proud to fight for my country. A war would bring out the real men! Just like it always has.

1031080 Question 101 mandatory retirement 20 years over 20 selection board very tough.

1031081 Government needs to look hard at your senior NCO's pay and job satisfaction. Quality of life should apply to all ranks not just E-1/E-4. Worst mistake we can make is to approve severance pay because you middle management will leave. Government needs to stop eroding benefits and if not off set pay to compensate outside care. We take care of our own is a joke! Especially when they retire!!

1031083 My opinion on the cuts are; first review the soldiers that might want to get out early, that have no desire to stay in the service, let them out with their entitled benefits inc. G.I. Bill, college fund, and an honorable discharge if they have not been in any trouble or Art. 15 etc. I feel that the cut-off scores for E-5 are too high, and good educated, and excellent managers can't get promoted. And the "not so smart" are making sgt. It sure doesn't make sense. Another thing DA is overlooking is that E-7 and above ranks are messing up, for instance, my s'te chief is an E-7, he failed his SQT two times. He had approximately 35% to 40% was correct And he is not technically proficient. And he has a couple of EO complaints. The service members like this should not be in TODAY's Army. If these S.M. would be eliminated you would save a lot of money.

1031085 To me, one of the most important issues concerning soldiers, is their family. To me, the soldiers family, and matters concerning his or her family, plays a major role, and is a big deciding factor on whether or not a soldier wants to make the Army a career of not. Mainly because if a soldier has family problems, his or her mind is going to be directed towards that problem, until it is resolved. Things of this nature, if not handled properly can result to a great amount of stress being put on the soldier. I myself, was turned down for a compassinate reassignment at Ft. Ord, in California last month. The compassinate reassignment board, didn't think my wife trying to commit suicide, and has my three small children with her, wasn't enough to warrant a favorable action. In November I have a custody case in California. I have to spend more money and probably take leave that I don't have, to be there. So, I think family issues should be addressed. There are soldiers in the Army today, that wouldn't be able to accept a situation such as mine, and still be able to handle it and soldier.

1031086 67. I would like to attend college but I would also like to stay in the Army. If I got out to attend college with the troop cuts I may not be able to re-entry.

1031089 Question #67: I am afraid that with all the troop cuts, some of the good leadership and good soldiers will be cut with the bad.

1031091 Quest. #18 (MOS for court reporter)-currently on leave. Quest. #72 (guessing) Do not have spouse LES in front of me.

1031096 Referring to quesstion 67. The quality of NCO's that will be retained, is a question unknown. I see that EER could be

overblown on poor quality NCO's to help them retain their services in the armed forces. It's a question with a possibility of no answer. Is the word integrity, being looked at only as a word? This is what the future holds.

1031100 Most of my MOS, readiness and quality of life answers reflect my current assignment to USAREC as a detail recruiter. I feel my PMOS and SMOS, 12R, 31V, peers are more prepared to go to war than folks detailed to recruiting.

1031102 #67. I have a newborn baby & I'm not sure how well I'll adjust to being a working mother or if the Army is the atmosphere I want to raise my child in when he gets to be 4 yrs and up. I still have 3 yrs left so I am still very uncertain about my decision to reenlist of if I will be allowed. If I get married that will play a large part in my decision making.

1031103 The questions about how long have you been in the service, what do you do, how long will you stay in are fine but what about how do you like the Army, how do you like your job and work hours? Concerning the question 100 about DA boards seeing disciplinory data. I feel they should but there should be a time limit on what is there. A soldier that messes up 5 or 10 years prior should not have it considered.

1031111 It is my personnal opinion that individuals should be paid by their individual MOS. My MOS is 11B1P and I feel do to the stress factor and the overall job the infintryman does, he should be paid more than most MOS. Even more so if the individual has been to combat.

1031118 Sorry I'm returning the questionaire so late. Field comminments precluded me from doing so.

1031121 I want to apologize for being late with this survey. I just recieved it on July 18, 1990. I don't understand the way the Army changes a service members career. For expamle: At the present time, I am a 31C, but I just reenlisted for the MOS 95B. After I had reenlisted, I discovered that I had been DA selected to attend the basic non commission officers course. The BNOC school was for the MOS 31C. I am unable to attend due tot he fact that I changed MOS. This matter I understand. But I don't understand the fact that I must wait for at least 1 1/2 years in order for me to attend BNOC as a 95B. IF DA is willing to send me now as a 31C, why not as a 95B. I don't understand the delay.

1031122 Sorry for the delay. I just returned from leave. I completed this survey on 18 Jul 90.

1031124 I would just like to say my present ETS date is Jan 94. This will give me twenty yrs and one month in the service. Also, I extended my overseas tour and my DEROS is also Jan 94. I was a 71B for fifteen years and on my last re-enlistment reclassified to 55R. Cutoffs in this MOS has been good. I presently have 827 pts and hope to get promoted VERY soon. I think this survey is GOOD! Thank you for your concern.

1031125 Question 67: It appears the Army assigns personnel to places where they are not needed. I am currently in a maintenance unit even though my MOS is fixing intelligence equipment. I will never see the equipment I was trained on while at this unit. There are personnel who are track vehicle repairman but this unit does not fix those either. I joined the Army to do my job, not to be re-trained on another piece of equipment. Why spend all that money to train us if where not going to work on it. Because of this, I do not know if I would stay in the Army, even though my reenlistment bonus is 4A.

1031128 In the Army there are other MOS that you would desire. But they don't always come out of the computer when it's time to ue-up. Personally I don't want to go overseas because you have to stay over for a long periof of time. ie: Germany 4 years. I also understand it saves the Army money because of relocating family members.

1031130 The Army's my career.

1031133 A general comment: I am very uncertain about my future opportunities in the Army. I know we will not be paid to the level of our civilian counterparts. So if I was unsure of my job security, I would & alot of people (good soldiers) I know would find a more secure civilian job. The health care in the military is already bad (not enough doctors) in that they limit the number of sick calls & dependent appointments they make. So, if you are really sick they tell you to try again tomorrow. Too much attention is being placed on money & equipment. Congress & the higher ups should be more concerned about people. Good soldiers will not stand for it & they will leave the military. The ones who are dependent on the military (welfare reciepients) will stay. Wars are not won by the numbers of weapons you have, but by the quality of soldiers you have. "We" need to be kept informed (any info) on what your plans for us are. A good soldier is a well informed soldier. A good leader is one who cares & watches out for his soldiers, in my opinion, the concern is not there. There has been tal of (on AFN) "we will take care of soldiers." However, when we hear about 40,000 personnel being cut by next year, I wonder how that will be done. Ref question 12 & 13. Too many NCOER's are whitewash and do not accurately dedict a persons military ability of performance. Too many E6's (SSG) are allowd to ride out the rest of their careers. This practice hinders the very good & very modivated young NCO's from attaining the next higher grade. Too many soldiers take the Army for ride, only interested in a monthly paycheck. In closing I would just like to say, I am prior service and I like working for my country. However, it would be nice to know that the rest of the country took our needs into account.

1031134 The Army should also look at soldiers who hve continous & permant profiles. I know personnel who can't take a FULL PT test or fire a weapon & still make E-6 & E7 and those E-4(P)s that's trying their best can't because these people are holding slots & can't do anything.

1031137 It makes me feel good to be able to answer a survey like this because I like to express my feeling s about things hoping someone would listen and take it into consideration. Basically what I feel on this whole subject is that, the soldiers should have a chance to decide if he or she wants to get out before the Army starts kicking out good soldies and keeping in the ones who don't want to stay in. There are more areas, but that is the main one I feel strongly about. Voluntary out program it can work if the Army gives it a try.

1031138 Don't hold on to the past, look hard at what the upper ranks are really doing. If they are not productive then out they must go. To many mid-level managers (NCO & Officers) are spending time not being directly involved with what keeps the troops in the Army, hard tng, fair treatment, and someone above them that cares. That's what keeps troops in. Troops don't die for God, honor & country, they die for thier fellow sholdiers, they stay in because of direct leadership that cares for them & their families.

1031145 Be sure not to sacrifice quality of the soldier for the sake of cutbacks! Remember you must take care of the soldier and his family. Cutting back on benefits will drop morale and performance and will cause the Army to lose quality soldiers.

1031147 The current Army program is pushign out good soldiers and retaining moderate ones. The good soldier doesn't have difficulty in finding a job or isn't afraid of workd and will seek other employment. Need to work on retaining good soldiers, slow promotions and little advancement in certain MOS effect decisions made.

1031148 88. Request that the 6 month waiting period for governmetn jobs other than the uniformed services be waived, to those who are involuntarily seperated or forced to early retire. Request that RIF, involuntarily seperations and early retirement selection, NOTIFICATION be 1 yr out of the effective date, instead of the 90 days personnel in this predicamentget to prepae, currently. Extended health insurance is a definitemust, should be included in the packet for personnel being forced out. Other than the ARMY TIMES, administrative information containing individual MOS should be published in an Army publication or memoradum that is posted on the company bulletin board, instead of finding a resting spot in the files. ie: cut off scores, changes to Army policies due to changing world events.

1031150 I've seen excellent soldiers - people who do give a damn about the US and the jobs they do in the Army of all ranks get screwed by high level personages who attempt to impliment their own ideas on how lower echelon activities (military, SOP, MTOE, METL, POLICY) are handled. Rarely do these actions reflect the opinions of the soldiers they affect. It's been my experience that units react differently to similar situations. Since, that is the case, each unit should be left to see what works best for themselves. High ideas from the top are screwing the folks at the bottom of the ladder. If you keep screwing with good soldiers they will leave no matter what. Then you'll be stuck with whatever is left. Good or bad.

1031151 I honestly feel that the policy for the Army strength cuts are totally ridiculous. I think if the Army put out a message giving soldiers a chance to depart the Army regardless to their ETS, then you don't have to worry much about Army personnel reductions. Then see you results. Then as far as saving monies, you have some soldiers with a family (like myself) not at one duty station lon genough to establish themselves, and already spending more money to move that soldier and his/her family OVERSEAS, there should be a guaranteed stabilization, stateside, just as well as overseas, and as far as promotion, you have promotions h-sed on points collected from a variety of categories, "mainly" education, it doesn't take a dummy to fight in a wartime situation, so it should not matter in peace time. You also have these civilians and higher ranking NCO's & officers making decisions on things such as promotions, QMPs. Pay these individuals have already completed at least or almost 20 yrs of service, so why should they care about the soldiers who would want to make the Army a career. Yes, education is important, but lets take time and realize how these higher ranking decision makers got promoted.

1031152 I don't think it is fare for a person to get out of active duty. Then he goes in the reserve or National Guard, then when he comes back in his National Guard or Reserve time doesn't count as far as rank is concerned. They go by what rank you were when you got out of active duty. Then they take a stripe for every year you were in the Reserve or National Guard.

1031154 Please look out for first form soldiers who wish to stay in the Army. Especially those of us who have kept our noses clean, have good pt scores etc. Because I for one love this Army and hope to serve til 20 yrs and then maybe more. I wanna have a good career in the Army, and I also wanna be all that I can be!

1031157 Questions 73, 74 should not be part of this survey, it is not up to the research institute to know how much savings nor how much an individual owes.

1031158 I'm doing nothing that I want to do. The Army is takin g4 years out of my life and their just being wasted. I could do better on the outside. I want to get out and live a profitable life, so one day I could get married and be able to support my wife. The Army is a waste rof time to me. I'm stressed out and can't take it anymore. This is my call for help. I want out before I hurt somebody.

Thank you for caring.

1031161 When I originally joined the Army I was seventeen almost eighteen. I'm now twenty eight in the time I've been in I have received my GED and am now working on my college degree. I've been to nine different countries, involved in two major conflicts (Persian Gulf & Panama) there is nothing that it will ask that I will refuse if I am seperated I have the will and the skills for sucess and I thank the US Army.

1031165 As soldiers we must be able to cope with present issues such as low pay, high cut-off scores, force reductions, frozen promotions, family seperations etc etc but with all the negtive comments concerning the public opinion about the military our civilian counterparts must remember one thing freedom isn't free.

1031168 I feel that the quality NCO's/Officers should by all means be retained for periods well past 20 yrs. They should be the ones training LESS EXPERIENCED personal. I feel the Army needs to find better ways to retain the quality NCO/officers. To many people get over on the system the one's who don't know their jobs, consistantly show up late or leave early etc. There are a few in every unit NCO-er's are not effective of the grader and NCo are good friends. Another problem is the way a DA board selects personal for involuntary separation. One case that I know of involved an E-6 who knew his job well, performed as PLT Sergeant above and beyond what was required of him, he was one of a few who would listen to your problem even if you did not work for him and he would act on it if he could or find someone who could, he never let anyone down and he preformed other duties as well to include calibration NCO, tool room NCO, and at times, PC Clerk and the DA board picked him for separation after 14 yrs. Why? Because he was overweight 2 yrs before that board. Nothing was taken into account such as his qualities, attitude, knowledge, leadership. He was 36 yrs old, I'm 23 and he could run me into the ground. For this single reason I will most likley not reenlist in 12 mo. I would not like to put in 15 yrs only to hve somebody I have never met tell me I have 90 days to appeal or get out.

1031169 I am currently in light infrnatry, E-5(P) and feel its hard on the body and mind. 10 yrs I have been in service and 4 yurs promotable there is no way anyone can reach 997. So I feel I can seperate if this is what the Army wants to do. There are alot of deserving soldiers out there and the promotion system is terrible. Promotion is a career enhancer. Also, I know several young privates with many, many ART-15's and they are still here. The system needs work.

1031170 Too many good soldiers are being shafted to reduce manpower. At the same time US Army recruiting is shovelling new recruits into the system. Why cant't US Army recruiting make a drastic cut in it's enlistment goals over the next few years? The US Army's manpower would shrink through natural selection to Congress's mandated limits. This would make EVERYONE happy and the US Army wouldn't lose ANY good soldiers.

1031173 Soldiers with marriages wreck while on active duty, Help should made to keep the families together. Whether or not a PCS move for the SM is possible.

1031178 Sin, if the Army took out all bonus and just look for personel who wanted to defend this country not invest in it. NCO's who done their time moved on. Redcue rate, stop basic and ait training, let it be conducted in the units, section sergent are train to train. Airborne.

1031179 Education.

1031183 Commanders have too much authority. I have seen too many occasions when an officer has abused the legal system in the military. Lawyers in the military should be allowed to do thier work and not obstructed by other officers. There should also be an established system for dealing with dependents over seas violating the law besides sending them back to the states and doing nothing else as it is too much of a problem.

1031185 When PLS's and less than two years to ETS's place service memeber as near t home of record as possible so chances of finding a civilian job are better while still in the military. With any luck as expected, a job can be lined up as the the service meember ETS's. Thank you.

1031188 The Army needs to come to grips with the issue of "productivity". NCO's often spend countless hours of their and their subordinates time in going thru the motions versue honestly seeking ways to substantially return to the Army 1 hours work for 1 hours pay. We must all seek "a physical" justification for our paychecks just as in the private sector. Thank you for letting me to participate.

1031190 A few comments about cutting troops, I just hope that when troops are cut they leave good soldiers and weed out the bad ones first. I feel that in my case I'm a very good soldier, I have 3 yrs 10 mths in service and have moved through the ranks from E-1 to E-5. Served in Panama when President Bush deployed troops down there and just reenlisted for six years and my goal at the end of this enlistment is to be on E-7 and serve my country to the best of my ability. This is an example of one soldier (myself) who feels when troop cut start they should be fair. I would hate to see myself cut and another E-5 with 15-20 yrs in not get cut. When they should be the first ones to go. I'm personally not worried about being cut that much, but in my first term in the Army I've seen good

sodliers kicked out while some just keep getting over and riding the Army as they would a ride at an amusement park. When in reality they should be the ones going home.

1031191 I believe more attention should be paid to weight-height and PT standards. I believe it is sufficent for the board to know if a soldier has two or more articke 15 in his/her restricted file. With my background in equal opportunity, it is my opinion that item warranting restricted status are really more of a political nature than natural disipline problem.

1031194 DA promotion boards are not looking at the whole soldier. To often people are being promoted for not working in their MOS very little TIG & TIS but have checked the blocks as recruiter, drill sargeant, NCO academy instructor and when they get thoses senior grades they can't handle it and move on to another SDjob but with higher rank.

1031197 Special forces needs to get directly involved in eradicating drugs in North & South America.

1031202 I am TDY in school at Ft Knox. I did not recieve this packet until 20 Jul 90.

1031203 This is only my second enlistment, I have a bachelors degree in education. I honestly believe that the processes that the Army uses in thier retention and/or seperation of troops is rather confusing at times. I see more GOOD soldiers forced out and more BAD soldiers allowed to stay in with bad records.

1031206 Please excuse the delay in returning this survey, as it was sent to my last duty assignment in Japan after I PCSed and received at my leave address after my departure for my current assignment in Saudi Arabia.

1031209 #67. Im uncertain as are may NCO's I work with which direction dpecial OPS are going. It has become more political and unpredictable in mission training no colesion exist.

1031212 I think the Army should figure its needs by MOS & pay grade. They should then do as they have by seperating the personnel with bars etc. An option should be offered after all the undesirable have been eliminated that personnel who want out be able to get out with severence pay. (with a min of 5 years of service).

1031215 I served my country for over 13 years now. This whole situation is scary and the picture needs to be broadened to get the whole situation. My compensation that the US Army can give me is a chance to retire. Not 26,000 dollars.

1031222 Since I've been only in one duty station, I am making all decisions of what I've seen in my unit CA'BTRY UO FA. I have very negative feeling about staying in the Army, because of what I've seen the CO $ ISG do to the soldiers including myself. I further more ask that you give a 100% survey to 'A' BTRY 40 FA APO NY 09165 for more compleat details.

1031225 I consider myself to be a soldier of high caliber and am hcanging to an understrength MOS to alleviate partially my long term career goal fears. I strongly believe that promotion stagnation is neither practical or essential to maintaining a quality, reduced force. The qualitative managemetn programs hould develope contact teams to visit units and acutally see some of the apathetic NCO's and enlisted soldiers who are currently clogging the Army system and either are not even being considered for separation or are not being separated fast enough. While I am sympathetic to those who have invested lots of time in making the Army a career, I also know that now a days bothe time ple effort are required for advancement. Those who fall short now do so because their steps have been too short in the past.

1031228 Ask about current MOS and job position/unit to better understand the soldiers response to your question for your benefit.

1031230 The Army can be saving millions of dollars by butting out the SQT test and use the NCO-er to evaluation his or her job because the Army don't have a SQT test for all (MOS). Because some can do good on a test but can't do the job. And on the other hand you have (SM) that can do the job but can't do good on the test so every one evaluation of this (SM) is not good. But he or she can and do a good job it will have a psoitive effect of the (SM). If the Army reduces the NCO-corps to low the Army will be hurt. The NCO's is the ones that do the job not the office. The Army have 5 offices to every 1 NCO, so cuts need to be in the office corps and the NCO that is over 20-30 year in needs to retire the NCO's is the one that keeps the Army going in this unit we have office 2 to one over the NCO. We need NCO's in the supply field. All troop rank and can't get them in, but the officer keeps on comin gin and donht have jobs. The Army needs the promotion for it NCO's. But the Army needs to stop promoting the combat arms (SM) over the support (MOS). The 76Y, E-5 to E-8 canht get promoted on time. The Army needs to implement the selective board because (76Y) that have 18 to 19 years in the Army can't get promoted to E-7 or E-8. But the combat arms (MOS) just keep on getting promoted and don't have but 12 or 14 years in but or E-8 and E-9 look at this because we have only one Army so we need only one promotion board and don't just promote by (MOS) because the support MOS need's to be promoted to, that is not right for the soldiers. The soldiers that have 18 years in the Army. The Army needs to protect and see that the soldier will get his or her 20 years in so the soldier can retire. Because it is very difficult for a soldier 43 to find a job the Army needs to look out for us. I'm just off of leave when I received this.

1031234 In reference to question 88: I believe that if there could be a service for veterans who voluntarily or involuntarily left the Army, that would tell them exactly what skills they learned in the military could transfer directly or indirectly to what specific civilian jobs that it would be a great help in helping us veterans choose a civilian job that would be best suited for us.

1031243 As far as the senate armed services committee recommends slashing 40,000 soldiers from active duty Army, still will not change my attitude nor my loyalty and moral courage to serve and excel strict confidence to be the best that I can better serve and protect this great nation of ours.

1031245 Reference questions 56, 57 & 58: I believe Congress, not the Army, will make all decisions and will cut forces irresponsibly and too quickly.

1031249 I think the Army should make soldiers futher their education as long as you are in the Army. Maybe not just college because people who are in field units can't take it but they can take correespondence courses.

1031254 I am a SSG with 17 years active service. I am very concerned about the force reduction and how it will effect not only myself but all enlisted personal. I recently PCSed to Ind staff & faculty FT Evstis, VA 23604.

1031259 With the upcoming troop reductions facing us, many good soldiers are concerned that they will be cut no matter how well they perform. They see other soldiers who fail their APFT, SQT, weapons qualification, or are continously on the overweight program, being retained while they should be processed out of the Army. This seriously hurts morale and is very frustrating. While I realize it will be impossible to enssure that no top-notch soldiers are forced out, a system of elimination should be devised that would protect true professionals who take pride in themselves and in the US Army. To some, the Army is just a job or a way to get college money, which is fine, but to others it is a way of life, 24 hours a day, 7 days a week. These are the soldiers the Army needs to retain if it wishes to have a smaller force without losing any efficiency.

1031262 I think that the Army has changed alot since 1979 and it's to political and to many (profanity) office from cadet school (West Point) that think they know everything and don't want to listen to suggestion from peopel who do know.

1031267 Questions 12 & 13: I believe tht the evaluation/selection system is too new for one to judge its accuracy. I do believe it can be if soldiers continually receive training & updated information on problems encountered within the new system thus far. Questions 72, 73, 74: I was uncomfortable with these questions for a number of reasons: My husband is also a soldier and although we do not believe we will be considered for separation from the service, one never knows what may happen. We both want to continue our carees in the Army. Concerning savings, my husband & I are currently geographically separated and must maintain two households. I will be PCSing to Germany in November. If we are unable to sell our house, we will of course have to continue our house payments. Since my new assignment is too far away from my husbands stations, we will not be able to live in the same apartment. We may have to continue payment on our house and maintain 2 households overseas. The savings we do have cannot be touched for this reason and i f we should have to, they would not carry us for an extended period of time. This my sound like I'm complaining. I am not. We accept our situation because it is a consequence of our desire to have a career in the Army. The separation is clearly financially stressful, but as I mentioned above, we accept it. Concerning the questions referring to satisfaction with the quality of life I maintain: My situation is different in may aspects than other soldiers. Were, my husband and I together, we would be better off in many ways. The dissatisfaction I have is the military pay rates falling so far behind in cmparison to the ever-rising inflation. All servie members deserve better. Even if the increase in pay rates follows its current trend, I would not give up my career in the Army for another career in the civilian sector. I believe the Army balances out overall.

1031271 My primary concern is the promotion selection process for senior NCO's, especially in my MOS of 95B. First, I feel that the selection process hinders some of the best NCO's. A photo and records do not illistrate true proformance and leadership I recommend centralized DA selection boards (where NCO's appear in person) to give NCO's a better opportunity to advance, even through reductions in forces.

1031273 From question 88: I would like to see the military provide some type of connection between outgoing soldiers and prospective employers. I am sure there are many large US corporations who would be willing to work with the military on establishing a network in which the military provides names, and the company provides job openings. All that's left would be to "match" them up.

1031274 As we attempt to reduce the forces I believe that we should carefully review the QMP process. There are several substandard soldiers that are over 20 years. These soldiers, officers and enlisted are not in physical condition and are takin gup spaces for memebers that have less time. There are numerous 05-06 and E-9 slots at Ft Sam Houston that can be eliminated. Wartime slots are being maintained in peace time which creates a very political atmosphere which is not soldiering at all. I would like the luxury of staying on active duty past 20 years, but if necessary I will prepare to look for other work past 20 years. I am in no way in favor of eliminating junior soldiers from the Army. Many young Army families will suffer. I believe senior NCO's and officers could handle the transistion better. Let's start at the top but be careful when it comes to our experienced soldiers. In many cases a clean record means a soldier has never had any tough assignments. I donht want to get caught up in a "I don't want to be QMPed

Army" because no work will get accomplished.

1031285 Separtion pay should go to anyone over seven years obligated service (including QMT) except voluntary separtion, capters or dischares due to poor conduct. I worry QMP might become a tool to avoid separation pay. Money for people to get on their feet is most important. Training for a career and medical benefits are very important. PX and Commisary is not important. The main reason I would change my MOS is for better more technical training. I want to stay for 20 years but I hate to think there might be people who would reenlist now in hopes of cashing in on separation pay by staying a couple of more years.

1031291 My own personal views on the issue brought forth in this survey concerning the United States Army: Promotions stinks! I have been in 16 years, I have seen overweight E-6's bseen promoted to E-7's. I have seen E-6's that I know for sure fail ANCOC fail their APFT or be on a bunch of profiles and today the are E-7's. My feelings on this matter is if a soldier cannot pass military school or APFT they should be eliminated from the service. As far as people getting early outs, the Army needs to take a hard look at who they are letting out. I know of good and bad soldiers who are in my unit requesting a early out and they are being denied because of one thing or another. Wouldn't it be better letting soldiers volunteer to get out instead fo pushing a good soldier out? As far as myself, I don't know from one day to the next whether I will be forced out or remain. I did plan on staying in for 30 years. I have marked my last 3 APFT with a score of 300, and have numerous awards since I have been in the US Army. My Dining Facility was chosen over three others to serve the Secretary of the Army and the Secretary of defense. I am tired of being patted on the back and given coins for a job well done and then feel the uncertainty of being involuntarily separated from the US Army. I hve heard all the speeches, and if my Dining Facility is good enough to feed the Secretary of the Army and Secretary of Defense then apparently I am doing something right. Also, Army Dining Facilities are wasting too much money on discarded leftovers. I feel the Army needs a team to go around and see what could be done with leftover on how they could be reused. The Army policy on leftovers is that leftover lbe discarded after 24 hours. I feel as a Dining Facility Manager that policy is totally wrong. I have seen trash cans of leftover food disscarded. I submitted back in 1988 to the dept. of the Army that the United States Army needs to have one central point that all leftovers should be freeze dried and given to the poor. The response was they could not do because the Army can not hold leftovers more than 24 hours. I am a Food Service Sergeant and I know what can be discarded and what can be safely kept. Not only in the persepctive of wasting, but I cannot believe some of the itesms that are wasted. The Army wastes too much money on pregnant soldiesr who are unmarried. I feel that unmarried females that become pregnant should be eliminated from the Army. The Army spends too much money on schfulling paperwork and the Army needs to eliminate ha'f of there paperwork. As a Food Service Sergeant, I feel all of my time is spent on paperwork, and what I really need to do is training my soldiers. When I came in the Army in 1975 there were soldiers doing jobs that now retired service members are doing. If we really want to do some budget cutting, maybe we need to explore other avenues instead of forcing soldiers out of the Army.

1031292 Consider the whole service member; his accomplishments and credits to the Army. Don't single out a "dark spot" in his career. Be fair and right when making a decision on a service members career.

1031293 Concerning Question #67, My uncertainty is that my MOS is 19E20 (M60A3 tank crewman) there are no more M60A3 tanks in Army - I want to change my MOS to 95B or 95D persueing law enforcement. I do not work in my MOS - I am a division commanding generals driver. My question is what happens to me after this enlistment if I can't reenlist for another MOS?

1031294 I think soldier should not be force out. Most want to make the Army career.

1031295 67. I feel that if the Army cuts troop strength, it will not cut the amount of work to be done etc... Due to soldiers being overwhelmed, the quality of work done, care of soldiers etc..will fall.

1031298 The uncertainty of the military is very frustrating and unnerving for the soldier today. Even those of us who feel that they are outstanding soldiers, know that a reduction in troop strength will in some way affect them. The "hearsay" that leaks through the media and other sources makes the anxiety even worse. Soldiers with "strikes against them" ie) sole parents, health problems, UCM3 actions, feel that they will be targeted but the separation should not focus solely on them it should focus primarly on those who have been in the system for years just waiting for retirement ie) P.T. failures, overweight, SQT failures regardless of rank. In this way we could be sure to retain the msot combat ready soldiers.

1031301 I don't think its fair to kick people out who have already put in time and then turn around and recruit new people to train, it doesn't seem right to get rid of your experienced personnel. I feel overweigth people who cannot perform & disciplinary problems shoudl be let go. Keeping married people in one placse longer would cut down on moving expenses.

1031302 I am enlisted. I would considser staying in the Army as an officer. Enlisted work far to hard and receive far too little in every aspect of the Army!

1031304 Dear Sirs; I'm a specialist stationed at Ft Polk, Ca. Currently I'm at my 12 year mark. I'm close to QMP time. My original ETS was 2Feb90. But I extended before all the budget cut talk. I was hoping to make E5(P) before ETS. But the way the Army is moving now I doube if I can get promoted before QMP. My question is can you tell me who I can talk to for an early out. With cuts & promotion looking dim I can see no light at the end of the tunnel. Please assist a soldier.

1031314 The Army has been good to me on the whole. However, there are some problems that I have concerned mostly with how I am treated. I am a college graduate, 31 years old working on my masters degree, I do not smoke, drink nor have ever used drugs. I have a TSSI clearence and experience in the intel field as a civilian. The Army enticed me back into the service after a four year break with a deal too good to pass up. The Army made it clear that, before I came in, they wanted me. My MOS is short, has been short and will continue to be short. I have tenure with a government with a government agency where I will be a GS-11 upon my discharge. I am a quality troop in a field where I am much needed so I am not worried about my job security. What bothers me is the difference in which married and single personnel are treated. This is voerriding factor in my attitude towards anything the Military does.

1031319 No one, from the CinC down is putting out hard and fast numbers. No indications have been given whether reductions will be piecemeal, or units.

1031321 I feel that voluntary departure of the Armed Forces is the best way to reduce the size of the Army. I feel that soldiers who volunteer to leave service are the soldiers who are not happy with the Army and are probably not giving their all to their work. I feel that in involuntarily putting out soldier is where the Army loses quality soldiers.

1031323 In my MOS, many of us feel like we are fighting a losing battle. We are being passed over for favorable opportunities which are then given to someone else simply because they are "close" friends with command. It would also be nice if accurate information was put out on the separation issues of, if not, then quit putting out anything.

1031326 Wish they had an earlier retirement with full benefits about 15 years. Plese don't hurt readiness, or the Quality of life for soldiers and please put morale first.

1031329 #67 Being in a 98G position I want to switch languages but I am unsure of the job security of the language I wish to acquire.

1031330 I answered some of the questions the way I did because I've seen E-5's who should have been released from the Army retained because of their time in service, and good NCO's released. The people who don't do their job get sent to school for promotion points and the good soldier are retained at the unit to keep the unit going. Therefore, the promotions to the NCO ranks come to those who can't do the work and become poor NCO's.

1031332 As an enlisted soldier, I know a lot of soldiers that would stay, if they didn't have to go overseas or would reenlist if they could get a certain MOS, but want to say at current duty station for personal reasons like having building up a stable home/family. I am in the situation where, I wanted a family more than anything & still would like change MOS. It's those limited options that we have.

1031335 To whom this may concern, 1. Enclosed is the survey you have sent. Please excuse the untimeliness due to the postal service. 2. My present status is "in-transient", PCS to Korea, with port call date 4Aug90. I will be in country 5Aug90. My tentative assignment 1st AG REPL, Camp Coiner, Korea, APO SF 96301. I will probably be sent elsewhere. 3. This survey has heightened my desire for more information. I am concerned for my family and myself shoudl I be forced out. 4. Thank you for asking to be part of this survey and again accept my apologies for the tardiness.

1031341 How can soldiers maintain savings accounts if inflation increases 4% annually (approx) and cost of living pay raises icnrease only 3% annually (average)? If service members accept the new proposed severance pay on involuntarily separation, can they still retire from the miiitary by completing their service in the guard or reserve units and receive their pension check and benefits at age 60.

1031343 I enlisted 12 yrs ago to be a soldier. To go and defend whether friendly or foe, and to me that is number one in my heart. Finances and services will come eventually but not another great country such as this one we serve.

1031347 Working in a health care facility my latest concern has been for the already retired and the benefits they are recieving now, is poor, after meeting some of these people whom have did 20 or more years. It saddens me to see the wya we take care of our own. The point is what kind of benefits will I have wehn I retire.

1031351 The one problem I have is getting into BESEP school so I can raise my GT score. So tht I can choose a new and better job. When my reenlistment comes up. Either the scshool terms are spaced too fr apart or the comapny does not send you. Cause they do not want you away that long of a time. Also, this start at the bottom of the low score list is a waste of time. Those of us with higher scores have to walt, and most of the low scorers do not care to go anyway. This waiting is for the birds. I am running out of time!

1031354 I think the Army in my MOS need more field exercises. Also better NCO's who willign to teach every soldier to be qualified to be in todays Army.

1031359 67) NCO-er are sometimes adverse because of personal opinion rather than fcts. Senior raters concur with rater because its less work. This isn't the most ideal situation, but I don't have any better idea, so I realize it isn't always fair in my opinion.

1031360 Survey late due to my being on leave from 28Jun - 23July90.

1031364 Send more of these out, all of my fellow soldiers want one.

1031367 #88 - post-service education program sare okay for single people, but not if one has a family to support while going back to school. Comment - to cut costs - make advancement from E1 to E4 much more difficult, with promotions at all grades based on merit & needs of the Unit/Army instead of time in grade/service. If the AVERAGE quality soldier made E5 at 9-11 yers, E6 at 14-16 years, with provision for highly exceptional individual to achieve the same grades at 2-4 and 6-7 respectively, perhaps a higher quality force would result.

1031369 Currently, I am a field artillery aerial observer, (OH58D). If I were cut, I would have a tough time finding a similar occupation in the civilian sector. All soldiers in combat arms would have this difficulty.

1031371 I have a lot of concerns about my future and the future of other NCO's within the Army. If there must be a cutback and reduction due to the world's situation, (Soviet Union - East/West Germany) the leadesr in the military and of this country (congress-senate-president) must make decisions about the severance pay for the enlisted soldier. When an enlisted career person is separated you are not only hurting a soldier but the welfare of his family also. The scales are too unbalanced between officer and enlisted where pay and SEVERANCE is concerned.

1031374 Soldiers aren't satisfied - benefits are gradually being taken away. There appears to be a lot of confusion with units deactivating. The soldier doesn't know what will happen to themself. Budget cuts and less military spending cuts back on effective training. More programs to actually get dependents envolved, and obtain better support from dependents/spouses.

1031377 Because of mistreatment from most NCO's & officers in the Army I wouldn't & shall never reenlist in the Army. I do have prior service in the Navy & will seek & find employment there in the future. The Army quality of training for 62E, in my unit, will amount to nothing. As far as local employers are concerned I have no experience on the equipment I have operated in the past three years. I am not proud to have served in the US Army. I would love to die for my country! But not for this unit! You may want to void my answers in this survey because of this biased attitude!

1031379 I trust that the leadership of our Army, if need be will continue to retain the highest quality soldiers and support our goals as we have supported the goals of our Army for so many years.

1031381 My Army csareer depends a lot on my selection to attend the BNOC course for my MOS 63Y20 (63B) as I'm an E5(P) wanting to attend the Warrant Officer course. This is where I feel I can best meet my needs and those of the Army.

1031382 I woudl like to know why similar MOS's don't have same/close cut off socres. Example: 63W is always harder to make the score than 63H. Why can't 63W take other 63CMF MOS's by correspondence course for promotion points.

1031386 I feel if the Army wants more quality soldiers one of its focuses should be on civilian education as well as increase in job related training; especially now that so many missions are changing.

1031388 I feel the point system for promotion to E-5 & E6 should be reevaluated. I also feel the E-5 & E-6 baords should be re-evaluated & based on actual skill tests on MOS absility (SQT is misleading on acutal abilities, some people don't do as well on paper, others do, a balance between both soudl be wise.) As well as basic soldiering to make one promotble solely on Army Trivia rather than being ble to employ ones abilities & skills is a big mistake. The promotion board has a very big effect on turning away soldiers who have great leadership abilities, while those who don't find it easy to be promoted while covering up their flaws by memorizing Army trivia. The wrong peopel get promoted.

1031389 My main problem with the Army this enlsitment as compared with my last is the constant frustration in not working in my MOS. I had a 2 1/2 year break in service between enlistments. I got back in because I enjoyed the Army the first time around, and when I came back in it was for the same MOS (98C2LGM) because I really LIKE my job. Problem is, I haven't worked in it since I came back. This is the case with nearly every soldier of my MOS assigned to a CEWI unit. We're not happy in whatever jobs we are working and cannot see the logic of the DOD spending millions of dollars to train us for the job, investigate us for clearnces, send us to DLI to learn a language and then turn around and create a type of MI unit where we do not use these skills. The only time we work in our MOS are those rare instances when we are tasked to man a fixed collection site somewhere else in Germany. As a result, our technical skills suffer. Those 98Cs at co. level consistently score low on SQTs because they are doing everything else but working their MOS. Please, especially now since the wrold political situation has changed so much, get rid of the CEWI MI BN. It would be a much better way to save money than getting rid of good soldiers who WANT to do their jobs. CEWI BNS are inefficient and 98 series soldiers assigned to them have the lowest morale level of any of their coutnerparts assigned to other types of MI units.

1031390 I am late in replying as I was on leve.

1031395 continued #18 I want to attend physician assistant school.

1031400 #67 - the Army combining my MOS with another (74D) and making me a 74D. But still workign a 72G job.

1031401 Treat the soldiesr in the Army the same as the other services.

1031403 Reference to pg 11: I think that there is too much "sucking up" to leders from soldiers who can't prove their worth as soldiers by just SOLDIERING. If that's what one must do to succeed, I am not going to make the Army a career.

1031405 1) The questions are NOT good. 2) To get the most out of your research you should talk one on one with the soldier. 3) Army cuts will have one of the biggest impacts on the US since the great depression.

1031418 1) Do not compeltely understand how the qualitative management program works. Can I have more information? I would also like to have a clearer understanding of where and when troop cuts (involuntary) will take place. A lot of soldiers are speculating creating a dangerous low morale problem whicsh cna affect retention of the best NCO's.

1031421 Question #67 - I am very concerned about benefits after retirement.

1031423 If your jr. NCO's are motivated and well trained they can make or break a unit. With the reductions, more responsibility will be placed on these individuals and unless they are compensated for their hard work ie. pay, housing, respect, the Army could suffer. Also the NCO's & officers tht don't meet standards should be eliminated. Period. The Army has spent a lot of money on computers, now they need to train their soldiers to utilize them to the fullest.

1031426 Questions 104 and 105 are incorrect about the current promotion eligibility scores.

1031429 The uncertainty of not knowing whether you or I will be able to retire is getting me. I want to retire - though I'm afraid 10 years from now I'll be forced out - what do you do? Your comments are welcome: ie. the drill sgt program I want in, but they are cutting back?

1031433 1) More mandatory schools, for officers & NCO's esp. tech & collegiate. 2) Instruction (intensive) on how to maintain a untis morale and welfare. 3) If units have unwarranted no. of IG or other complaints against the chain of command, officer in charge and all of his superiors to be summoned before a military court. 4) Commanders should have their present day powers severly curtailed. 5) No more ANCOC and sergeants major academies (15G academy inc) they are a waste of money and teach nothing but the military mind frame and micromanagement. Send them to college instead, OK? The taxpayers money woudl be better spent.

1031434 Many soldiers like overseas assignments; I think, even with the European cutbacks, that soldiers should not be declined overseas options. We still need an Army in Europe.

1031435 I feel the evaluation system may be good but there's always good soldier that may not be very popular & liked by superiors, but nevertheless a very good soldier. But then there are sub-standard soldiers in "the good ole boy" network that is evaluated as able to walk on water, when in fact they don't know or even work in their jobs. As a result the best talent is separated from service. That's sad.

1031439 It's very disappointing when long term goals are eliminated and there's nothing in your power that can be doen to change the outcome of a future. As a member of the Armed Forces will have taken an oath to defend this country with my life. I appreciate what this country has given me and my family. As a Black American I can understand somewhat how oppression may have felt and I'm greatful for being born an American. But at times I do feel betrayed at the, and forsaken, after 14 years of developing a foundation for my family to build on, to see the backbone of it possibly broken at the expense of others mistakes.

1031440 Due to the promtoion and awards program I shall not reenlist. Promotions are based upon time in grade; time in service, not on how the soldier does his job, keeps his living quarters, or how looks daily. As for awards, I have 1, an ASR from AIT. I have been in the service 2 years. I have done many things not pertaining to my MOS and did them well, with not even as much as a "Thank you."

1031443 I think that if the Army concentrated on simple things like physical fitness and overweight soldirs & NCO & Officers we could get all the troop reduction needed in those areas alone. Also NCO & officers staying logner than 20 years just to draw a check should be forced to retire at the 20 year mark.

1031445 I think that the QMP is too lenient on soldiers that are overweight. I believe that if you don't meet the standards out you go! (I also believe that "combat" arms shoudl receive an additional pay like: jump pay, scuba, flight, etc., my MOS is 11B2VQ6 and

I get the same pay as a 76Y or any other MOS that is by far much easier than my own. Not only mentally but physically. My body will definitely break down faster than a CLERK typist. I think if you put out more of a effort you should get paid for it liek airborne, scuba etc. "Thank you for listening".

1031451 If this if that way I look at theres lot of questions we can do without after bit they start look the same as for the troop reductions what ever happens happens sure theres going to be some reactions a for question 32 nobodys ready for war I don't care if youre best soldier in the US Army and wish not do another questionair

1031452 This is an excellent survey.

1031453 Consolidated federal job and stte job listings should be made available.

1031456 I think that local command (csompany commander) is the one who should decide, which soldiers are to stay in. Because they are the ones tht actually observe soldiesr performing their jobs, and know what type of problems the soldiers have.

1031460 I think the departmetn of Army should not enlisting new recruit, but direct the funds it takes to train the new soldier. For as educating soldier's who is already familiar with the weapon system, and know their job. This is all about keeping the Arms Forces strong in case there is a serious threat to our Freedom. History has always repeated itself, we as American's don't wnat to get caught with our pants down.

1031462 Some questions depend on the severity of certain action such as questions 1108 and 109. It is uncertain how much money would be needed if involuntary separated soem soldiers have no savings to fall back on. This would create a hardship on many families. More consdierations should be given to the effect on families not to job position, promotions etc. Force reduction has a stressful effect on wives and children. We may not have to make such a drastic cut if government officials would not receive such high raises but apply what tht raise would be to the deficit.

1031464 Soldiers in my situation (over 16 years) are still concerned about possible early separations. The news being received at the soldier-level is contradictory and only serves to fuel the rumor mills. Should we be looking for a civilian job? Will we be able to retire?

1031466 I have been in the Army for almost four years now and I have seen people get in troubel and even kicke dout of the Army for the most absurd, stupid things! And I hve seen the most high speed squared away NCO's be passed over for promotion while worthless duds who do not work and are totally stupid get promoted. I have hads it! So yes I am out with an early out of 90 days. Thank you!

1031472 If you want people out so bad you should have soem kind of program to help soldiers pay their then all their obligations would be paid off before they get out and hit rock bottom. And the Army would if we didn't have NCO's (senior included) that try to hook people up!

1031473 It is my impression that the Army goes in cycles. The one thing that has caused controversy for me and the units I served with is, who controls the internal functioning of the unit. When you walk into a unit that functions well it is normally because the NCO's have the freedom to make decisions without a commanders & Lt.s underfoot, contradicting, and interupting functioning because they receive too much pressure for perfecstion from higher. The term command in the Army today is what causes the most confusion. There's command maintenance, command emphasis, and commanders intent. The best unit I served in the battalion commander had a saying, "power down". This meant the reins were given to the lower level leaders E-5/E-6 and everyone else provided them with resources and stimulation when necessary to compelte the mission. Everyone went two extra miles to get things done, Morale was high and stress was low. It seems the commanders now have lost thier faith in their NCO's. A Lt. is the only one that can make a decision, when this happens NCO's stop taking charge. Pvts. stop respecting NCO's and the mission normally gets bungled. FUBAR is the most appropriate acronym that comes to mind. An old NCO saying goes, at West Point they teach a class to the cadets, never trust an NCO. If we want to make the Army better we must put more faith in the NCO's. Under the current up or out system we have junior NOC's that couldn't lead a horse to water if they were standing in a stream. That system must be changed. Most of the problem stems from reup QUOTAS.

1031474 #88 How to be successful in getting a government job. Government job listening.

1031495 88. Total retraining for chosen civ. occupation.

Warrant Officer Comments (20#####)

2000004 1) I am an RA warrant officer but in accepting E-7 to CWZ took on a 6 year obligation. I answered questions concerning obligations as if i still have one (which I consider myself to - I would not resign until I have compeleted the obligation). 2) Question 30 to 36 - I am stationed in Panama since Dec 1988 - considering that we were given no notice of the invasion - 80% of unit performed well, 20% did not. Unfortunately most of the 20% were in some type of leadership roles. Miscalculations abounded in number of casualties, staffing required, and leadership required. I would "go to war" with 90% of the enlisted soldiers but very few of the senior officers. Morale in our unit is low because of pool leadership throughout Southern Command, extended off limits areas, no recognition of soldiers accomplishments before, during and after Just Cause, the "kicking off post" of soldiers to make way for families, lack of adequate soldier support services such as bus service between posts, inadequate living conditions, short operating hours of shopettes, PX, commissaries. I have never in 14 years of military service seen a command so disinterested in the soldier. 3) Question 34 - I am the only warrant officer my senior rater rates so the block is meaningless. 4) Question 56 - i am in a lousy assignment right now and if eligible for retirement probably would. However, these conditions will change and I have been seriously considering staying beyond 20 to 26. 5) Question 59 - Job stress has been high since I came to Panama in 1988 understandably so. However due to constant changes in housing, inability of command to communicate policy changes, and the aforementioned attitude of not caring about soldiers, the level of personal stress is unreasonable high and with better leadership at senior levels could be less severe. Every night I go home to my "quarters" I look for a slip of paper on the door telling me I have 14 days to move off post (one year after I was given 3 days to move onto post). 6) Question 63 - I have serious doubts about the commitment of senior Army leadership to the soldier. Political expediency, cover up of mismanagement, and self serving leaders seem to be the norm. This more than anything else is a major factor in decisions about staying in the Army. 7) Qeustion 85 - I woudl like a one/on/one type center with people who are TRAINED and have EXPERIENCE in job hunting, resume writing, etc. 8) Question 101 - 5 year tour stabilization will save money but you will have a complacent army, retired on active duty, not challenged. The 4 year tour is already proving that to be the case. Rotation is necessary to get fresh ideas, new ew facses, and energized people in an organization.

2000008 One issue that affects any decision I make is the TWO's program. The program has been in existance for 3-4 years now and I have heard or read absolutely nothing about what the program does for me or to me. Why isn't this type of information made readily available or publicly disseminated throught command channels.

2000009 What about opening active guard/reserve slots? 15 year retirement?

2000011 I just ask that the RIF's be done intelligently. Keep the best soldiers even in overstrength MOS's and reclassify them to shortage MOS's. These young men and women *in* our armed services will give their lives for our country. We owe it ot them to do these cutbacks intelligently.

2000012 Q.84 - Federal job info database.

2000014 Recommend you do not use my completed survey - as I am retiring 1Nov90 - 30 yrs. service. As many of my answers are based on that premise I feel that my participation would not be fair in any judgements reached.

2000015 I am pending military retirement in a few months after a full & rewarding career. I cannot see how this will be available to future enlistees and especially officers. In view of the upcoming changes & gradual loss of benefits I cannot recommend a military career. The combination of uncertainty, high rises, sagging benefits & pay, hardships, family seperated, loss of home equity, place us even further behind our civilian peers, who think we're crazy for putting up with all this in the 1st palce. Someone has to defend this country? Who will it be? What will it take?

2000017 I understand this is a survey based on general questions which have little significance. You do not appear to address questions in depth and therefore will get results onesided in a direction each reader of this survey individually determines. No two people think the same and there will be contrasting interpretations. Each soldier stays in service for individual and personal reasons those reasons are not addressed.

2000019 I'm currently serving my obligation, however, I'm not in a career status. I would like to apply for an RA status or a VI. I hope that I can still do that before my obligation expires. I hope that all their force reducstion actions don't exclude me from trying to make the Army a career. Will there still be RA slots open for individuals in my rank date bracket?

2000023 I am a 911A, Nuclear weapons technician. While I have no dobsuts concerning my capability to be promoted and retained until retirement in my field, I have doubts on the continued existence of my field. I am concerned that I will be asked to leave the military without being offered the opportunity to retain into another MOS. As one of only four females in MOS911A, I am also concerned about the possibility of 911A's and 55G's being assigned to FA battalions and how this possibility would affect the women in the field. When I first joined the military, retirement was practically guaranteed if you always did your best and pulled your share. Now it seems as though no matter what type of job I do or what my OER's say, there is a terrible chance that I will not make it to retirement. After having given eleven years of my life (fifteen at the end of my obligation) I feel this is a poor reward. I have made many sacrifices as a mother with overseas tours and continual TDY's. I would hate to know I made them and still did not achieve

my goal of retirement. My career is extremely important to me and many times it would be much easier on my personal life just to "get out", but I believe strongly in what I do and in my country.

2000024 Questions 102 & 103: these are not very clear to me. When I applied for appointment in 1982, the criteria was WO1 to CW2 in 2 years and 4-5 years to CW3 and CW4. I expected to make CW4 by my 19th/20th year. I've been a CW2 for 5 years and I'm not even in the primary zone for CW3. 8 years of WOS to CW3 is extremely long and discouraging and a direct result of promoting E7 & E8's to CW2 directly. I feel that was a very ineffective and morale-killing way of getting more Warrant Officers on board - By all means call me on this subject! or anything on this form.

2000025 On question #104 If this WOM act is approved I hopefuly would be allowed to stay as long as I was physically fit and capable of doing the job.

2000030 Question #63 - uncertain about the status of PA's in the military (600A). Will we be commissioned.

2000033 My career plans are to complete my obligation (29Sep91) & go into the reserves. I plan to compelte 20 yrs. for retirement in the reserves. This was misrouted & I received it on 25Jun90 didn't mean to hold up your survey.

2000038 I did not answer some of the questions. Some were a bit too personal and others did not seem to apply.

2000039 I feel strongly about these surveys, hopefully those that hold the power will use the results as well as personal interviews with those who have a few years in and are dedicated to make the best decisions.

2000040 #52. I think Army ledership has and always will consider their own career needs above all else. #53. Aware yes, compassionate not likely. #55A. Pay is already falling further and further behind civilian secstor, while congress cuts mil. pay raise yearly and accepts higher raises for themselves. 55B. Benefits seem to be disappearing at an alarming rate. 55D. I'll quote a senior member of my chain of command "If traning is priority 1, given budetary constraints, where do you expect your family's concerns can be?" 59A. Present chain of command's utilization of warrant officers introduce its own stress levels. a) Housing - "they used to be enlisted, so it's ok to place them in enlisted quarters and restrict their eligiblity to the larger company grade quarters on Ft Richardson." b) WOl's are routinely assigned against ODP supported slots and then used to fill non-commissioned officer slots left vacant by personnel shortages or assign additional duties for which commissioned officers claim little or no knowledge/experience for. Examples: Lang. officer slots, S-2 positions, platoon leader positions in technical company where a 2LT or 1LT is heald responsible but a WO1 or CW2 is double slotted to that position making the WO an intermediary between PLT LDR and PSG. Additional comment on pay/benefits: If federal tax exemption is limited to 2400 childcare per child, how then can or should a federally funded and operated childcare center charge 150-170% of that amount per child, and still claim a need for additional divisional funding to operate. "COLA" is claimed as a local justification for higher prices by ever AAFES DOD and commissary and MWR activity on post, cola doesn't go that far.

2000044 In response to your special forces duty questions: 1) Am alredy special forces/ranger qualified. 2) Am quite displeased with my duty prospects for future. 3) Qutie obvious that I'm cheap labor for the community. 4) If I could find the "right" employment opportunities I'd be history.

2000047 Strongly against changing MOS, slowing promotions, RIFs or any other HQDA "management tool" to down-size Army. Believe you must offer incentives to voluntarily separate first, then force out those who are already retirement eligible next. Proceed very slowly so as to NOT result in "hollow army" or hurt people who have contributed over 10 yrs but less than 20.

2000048 #18. How can one answer this question if they have not worked in the civilian world - need another selection to indicate this. Current attitudes at DA level are more, do this or that or retire. I was notified of my 3rd consecutive short tour by - "Go or resign." You can't continue to disrupt families in a peacetime Army and expect people to stay. STOP giving stateside Army jobs to civilians (GS) while threatening to reduce active Army and strength. Keep civilians out of Army chain of command. They are not qualified to lead soldiers.

2000053 Very concerned about low density (Armywide) MOS. (420C). Absolutely NO information is available discussing how Army Bards in designated closures will be handled. ALL (enlisted, W.O., Officer) Soldiers seeking service beyond 20 years SHOULD be boarded like CSM's requesting 35 year careers!!

2000054 Prior to becomming a warrant officer I had 11 yrs. enlisted service. I have now been a warrant for 2 yrs. 11 months and I feel I have been an outstanding warrant, with a very clean record andalso a tough assignment being the battalion maint officer as a WO1 and now a maint tech for a fast moving trans csomp. I was non-selected for VI status. That really has affected my life but I'm not a loser and I feel very strongly that I will overcome this set-back in my life. I am applying for RA status now! I feel that the prior set-back will all turn out for the best. I am very confident in staying as a warrant for at least 26 yrs. of service. I love my job including the stress. I feel that I have contributed to my company and the US Army 110%. What is needed in todays Army is more mature leaders, and I feel I fit that. I first came on active duty 1Aug66 and ETS 2Mar72. I had a 10 yr. 27 day break in service, and

came back on active duty Mar82 as a PV2. In 22 months I went from PV2 to SSGE6 as a platoon SGT. I want to help the junior soldier. Youth is great but we still must have the mature leaders.

2000057 There is a lot of room for inprovement in the OER system. The majority of the time, the senior rater profile is the only thign that is looked at for promotion boards. The rater and senior rater comments should definitely be considered.

2000060 I am currently PCSing from Fulda, Germany (511MICO/11ACR) to Ft. Monroe, Va. (USATRADOC) i have answered the questionaire as if I were still at 511MICO. My main concern is that if I stay on past my 20 years, the reductions in force and shrinking appropriations will severly decrease my chances of tgetting a civilian job realted to the defense industry.

2000064 Lack of information being passed on to lower level troops is a problem. Slowing of promotions is a big item especially E-3 to E-4 and the warrant officer ranks. I personally feel that unit readiness will be hurt by troop reductions, units will be maintained at lower levels with unit missions staying the same or increasing. Special duty soldier requirements will incresase also hindering unit capabilities.

2000069 Several glaring problems for WO corps: 1) For 352 series MOS's no professional development especially in the highly technical areas! Both enlisted AND other offices have well developed programs! Why not WO's?? 2) WO career paterns!; are basically "dead-end". No "real" opportunities exist - limited duty officer program would be a possible solution!

2000074 I feel that there should be an early retirement plan established, with the same benefits as if served 20 years active service, for those that do desire to leave the military.

2000076 There are more family considerations involved than what has been covered ie. my spouse is a veteran and cannot come back on active service because of my grade status. Eventual cuts involving reserves will possibly result in either of us not being mandated.

2000080 Of all soldiers, Warrant Officers are still the most under-utilized and under-trained of all. Warrant Officers could make great and far reaching contributions in fields such as contracting, RDTE and acquisition. Army aviation has ALWAYS involved their Warrant Officers in RDTE and acquisition of ALL aircraft. As a result, the Army has purchased NOT ONE single aircraft in the LAST 40 YEARS that has proven to be an

2000083 Many of my responses were based upon the fact that I am currently a second eyar law student at a local university and have more than 28 years of service. Also, I should become eligible for CW4 in the last month of my 30th year of service.

2000088 Soldiers should be taught skills to learn how 1) to set/achieve goals. 2) develop self confidence/good self image. 3) develop positive attitude. Once a soldier learns how to improve himself the issues of employment are also solved.

2000089 My biggest disappointment & consideration for leaving active duty is the lack of positive career progressive assignments for Warrant Officer aviators. If I were to be reassigned today I could be placed in an OW-58A admin pilot's position if that is what my gaining command needed. WO aviators seem to be assigned by four digit MOS without much regard for specialty skills or experience.

2000095 I think soldiers should be assigned where they want to be if possible, because they will do their job better if they are in a good location. Conus assignments should be longer for families, let volunteers go on the majority of overseas assignments. If a soldier is assigned overseas they should be guaranteed a home base assignment upon completion of the tour. Train more in the states, not different countries.

2000104 Some of the questions I could not give a fair answer because I alresady have over 30 years. I would consider staying another 5 to 10 years if I didn't have to PCS anymore

2000108 Question 69: Soldiers should not be required to use their life saving, doing something not of their choosing; on a political whim.

2000112 Ref Q#84 - Being able to get a quick, accurate release date.

2000116 I have completed 18 years of service, and will retire in two years. I have been extremely satisfied with my Army career. Until the proposed downsizing of the Army war initiated, I recommended the Army as a career. Now, I cannot recommend it. The downsizing of the Army will force quality soldiers out - both by voluntary & involuntary seperation.

2000122 Soldier benefits today have constantly eroded and are not today waht I was promised upon my initial enlistment, primarily medical. At the present rate of attrition they will be non-existant in 10 years. Senior army leadership today, primarily at the senior

troop leading positions (Battalion commander, brigade commander etc.) as a rule, are more interested at promoting their own careers at whatever the cost in subordinates careers, than in their troops welfare. (My major dissatisfaction with the service today).

2000123 One area that worries me is with money and strength cutbacks safety will become a critical issue. In my field we are already at the minimum for strength and maintenance suffers from lack of money.

2000124 Page 12, iten 63 - I am dual military. My husband is an 11B (converting to 11M) E-6. I am not quite clear as to his future in the military. Disappointed that you did not address the dual military aspect. I am a WO, while my husband is enlisted. I am just as concerned about his career as my own.

2000127 To better give you a background about my choices I have a skill that is in high demand in the civilian sector so if a RIF were to take place for me it would not be of great impact as some of my fellow Warrant Officers might feel. I have much to be thankful for that the Army has done for me as far as education & job skill but I remember the early 1970 RIF's and know we are soon to repeat history.

2000128 The lack of official DA information causes great concern. Once a decision about a reduction in force is made, we should be notified immediately, not have to wait for commercial news sources.

2000129 Straighten out the RA/AUS CW3 issue. I don't even know my RA date of rank?? Neither does O records?

2000135 Job satisfaction, if we cannot train, and spend most of our time in our chosen fields, the Army will become an unsatisfying endeavor. As an attack helicopter pilot, our unit has already seen a reduction in the amount of ammunition and flight time. Realism in training has been greatly reduced with the strict guideliens on low altitude training in Germany. Much of our time is wasted performing nonessential duties, which are the basis of our current OER system. JOB SATISFACTION???

2000141 I fully intend to complete 20 years of service, regardless of changes abroad. I came in the Army to be a professional soldier.

2000143 Equalizing base pay between the warrant officer and officer grade structure would resolve my pay concerns. Correct the congressional oversight that occurred in 1962 where enlisted soldiers and officers were given a raise but "warrant" officers were left out. Identify and correct the problem of company grade officers treating the warrant officer with a certain "look of respect" that says, in effect, "You're not as good as I am!" Correct these two issues and I woudl stay 30 years!

2000144 I am palnnign to retire in January 1991 after 25 years service. I was planning to remain another year in service but my desire to begin a small business and my current disillusionment with MI has prompted me to retire sooner. I remain grateful, though to the Army for a rewarding csareer.

2000144 I believe soldiers would like to know exactly what to expect. If 25% of us will not be here in five years, let us get started on a civilian job early. I for one would be gone if I wasn't starting to see the light at the end of the tunnel. However, I must say that many of my peers with less than 10 years will be leaving the service due to the civilian shortage of pilots. I for one have prepared for this by using education benefits to complete my B.S. just in case.

2000145 My survey is not of much use to you, because I love the Army have always loved the Army. I work 14-18 hours daily and love it. I don't believe in leave or time off. I make great money, which $1086.00 I pay in child support. I would even take a decrease in salary to stay in. I am at Ft. Rucker for the S WOT. Please contact me if you need me. Class dates are July90-Oct90.

2000147 Voluntary separation would trim the work force enough that involuntary RIF would not be necessary.

2000148 I am preparing to PCS in August 90, I will be at Ft. Rucker Al. attending the AH-64 transition from 17Sept90-6Dec90. After which I will be goint to Ft. Eustis, Va. for the AH-64 maint/test pilot course. I leave Ft. Eustis for Ft. Campbell Ky. on 6Jun91. (I will be on leave from 21Aug90-16Sept90). I can be reached at my inlaws at address & phone number listed below.

2000151 The reduction of forces is making it harder for the people that are staying in to accomplish all tasks that are required of them to maintain everything, and causing them to work more hours and morale gets worse.

2000161 1) Since the introduction of A.O.E. the army has taken a turn for the worse. The senior W.O. has little job respon. 2) These Korean tours are killing me! I'm on a RFO for my third one (but I've been invov seperated 12 mths out of the last 24 months). Come on. 3) Why did we get a commission? 4) How about bringing back the pro pay. Why should a CW4 or Maj get $650 a month when theyfly 4-8 hrs unaided and I put 3-4 aviators through NVG REF MG!?

2000163 #40, 48, 49, 50, 53, 59, 63, 65. Because of the AOE (Army of Emptiness!) series of TOE, the soldiers in my unit are already overworked. We hardly get to see our families now. I seriously doubt that the units men load will be reduced proportional to the

reduction of man power as a result of the budget crunch. This is especially bad for the quality people in the unit & they are looked to even more to pick up the slack. The good quality people in the unit are already leaving the service in favor of good paying and less time demanding jobs. I suspect that further reductions in manpower levels will leave the Army with less good quality soldiers and more of those soldiers who are less saleable on the civilian market, or those like myself who have already invested much to quit now (15 1/2 years). #45, 46. I get almost no information from the chain of command.

2000167 1) Separation (involuntary) pay is an absolute must! 2) Strength reduction could be done on a volunteer basis and complete maybe 20% of the Armies goal yet soldiers would have to be compensated. 3) Warrant officers are the only clever cost saver in Army aviation. The "hack" should go 01 and up! 4) This will NOT be done right. It historically has caused giant voids in manpower and material readiness so get ready!

2000173 I don't think DA realizes the backlash from large rapid reductions. I came on active duty in 1974 right after large rifs and retention of officers beyond obligation was extremely low. So low the recall program was instituted. That is NOT in my opinion the route we need to go. Smooth long term policies not CRISIS management.

2000176 A change needs to be made in the flight pay/status arena for the technical warrant officer to become more in line with the rated aviators. ie. substantial increase in flight pay, maintaining flight status/pay as long as medically qualified regardless of duty eg. performing duties while assigned authorized excess. Currently the technical warrants are tied with the enlisted type slots and regulations, EXCEPT for pay. I would prefer a change in line with flight duty aviation warrants. I would not expect the same amount of pay as a rated aviator but something more commensurate with the position and duties.

2000177 I am currently a Physician Ast. in the U.S. Army. My current incom is $23,000 per year - in 15 years of service. Current starting salaries in P.A. on the outside is about 30,000-40,000.

2000180 63. Aviation is my profession. Job satisfaction occurs when I fly. If a spending cutback will result in less flying, less flying will result in reduced readiness and morale. These factors will result in loss of job satisfaction. 72) With adequate notification (6-12months) we could "blitz" the savings program to prepare for our unemployment. 99a.) ONLY if it was the enlisted MOS held prior to entry into flight school.

2000186 This survey serves as a vehicle to facilitate future planning. Request more information concerning Army's future projection to assist my decision making strategy.

2000187 84 - Train for a job ie. ATP qual for aviators and fixed wing transitions. There needs to be a change in the law if I were to get RIF'd. I could not apply for work for two years with any helicopter contractor.

2000195 I am concerned with being locked into this group. I would like to transfer to other groups and learn the missions assocsiated with those assignments. The warrant officer corps in special forces is becoming stagnent and we will begin to lose valuable experience soon if this system of locking in this one particular group of officers isn't changed. To date most of the WO's in 10th SFGA) are extremely unhappy with our "locked in" status.

2000196 A great number of career soldiers are confused and worried. It has already started to have a big impact on training and readiness. The important thing to remember is that in the absence of a clear cut plan rumors will run rapid and fear of the unknown will do great damage. Do we now know the numbers that must be cut? If so do we have a plan?

2000201 I tried to be honest, however I am retiring in 2 months, So some of the questions rfeally didn't apply. I made my decision to retire based on several factors. 1) I did not want to return overseas 2) age: I wanted to be competetive (40) 3) My skills (pilot) at the current time is at a premium. 4) FAmily, my wife has been moved around enough, she put her foot down!

2000205 I am greatly concerned that a swiftly reduced Army will result in driving out intelligent, capable officers. Those who stay will be the "political" officers, espescially at the higher grades. Good lieutenants are leaving my division. Marginal and sub-marginal 05/06's are scrambling to see who can maintain the best "stats" of course, it is the soldiers who suffer.

2000206 I will be promoted to CW3 on 1Aug90. This will occur just short of eleven years of service. One of my biggest concerns with all the reductions is getting passed over/involuntarily seperated with just short of 17 years of dedicsated service. I think it is a great injusticse to wait until 15-20 years of service to involuntarily seperate someone. If individuals do not posess career status abilities they should be identified and dealt with prior to giving 15 years of service.

2000214 On section IV - some of us are married to military person(s) who automatically are supportive.

2000216 I feel that the senior leaders in the military command structure were not in tune with the rapid changes in Europe and world. We are now looking for avenues to catchup with global affairs. Prime concerns of warrant officers is why batallion are, will I be able to retire if not severance pay, and job opportunity.

2000226 Current boards are mandated to select only certain types consequently allowing for more fully qualified candiates to be eliminated not good. - Political.

2000227 1. Time in grade requirements for CW3/CW4 are too long. 2. Master warrant grades are unnecessary. 3. We definitely need guaranteed cost of living raises. 4. Why don't we have special pays for highly trained soldiers like the ones for doctors, eg computers, egr, ORSA?

2000233 Ref #84. The secrecaty of defense better relook the concept of his "hiring freeze" for DOD civilians unless he wants to shift much of the defense support network to total civilians control (ie. beltway bandits) at higher costs and lower results. If you cut a skilled job pool of 125,000 or so soldiers loose, it is better (and cheaper) to use them in DOD slots and some provision should be made for that eventually.

2000234 A lot of my answers appear negative toward the Army, but accurately reflect my feeling that congressional mandates have screwed up retirement benefits. I'm afraid that if I stay past 20, I wouldn't have any benefits left.

2000236 Your survey assumes I am the only family member in the service. Many questions are dependent upon my husband staying in the service, while I get out, and this is the way I answered them. If we wre both involuntarily separated many answers would be different.

2000239 Ref quest. 63 - Retirement 1Sept91. Quest. 84. - Transitional job training as one had during the Vietnam stand down.

2000242 One issue that I have, is that when we begin downsizing we need to ensure that we retain ALL quality soldiers. It is my feeling that when we offer voluntary retirement/early out programs. The first people that are going to take advantage of that, will be our quality soldiers. Reason being, the same quality soldier that has motivation, initiative and a will to succeed, will also have these qualities, to do so in the civilian world.

2000246 As the force gets smaller support units will do the same with less manpower. Commanders serve 12 to 18 months and drive hard, troops will see 2 or 3 commanders. Good Jr. NCO's that lead well (know people) know their job get burned out by trying to do too mucyh. We must be very careful and maintain strong NCO's that say "can do sir" more than "yes sir". We must maintain ldrs. that can function with stress and people.

2001472 #84 Know the right people.

2001477 #84. Job interview techniques.

2001480 Item 84 - Job referral service.

2001483 A lot of soldiers I talk to feel this force reduction is unfair and unnecessary. It is being done for economic reasons only. The threat posing this country by recent politisal changes overseas is unclear. If our leasders need to save money, start with the federal contracting system. This system continues to procure $600 toilet seats and $700 hammers, but this country's leadership will pick on the poor (put soldiers out of work), before they stop providing this welfare to the "Ultra Rich". The only fair way I see to reduce the force by the numbers our ledership wants is an early retirement system. If a career soldier is involuntarily separated before 20 years, he should receive his number of years service ie. 11 yrs. times 2 1/2 percent per year = 27.5 percent, of his base pay with other retirement benefits remaining unchanged. A career soldier should have this option or a severance pay option, HIS CHOICE. Many are concerned about civilian employment, because these personnel cuts plus civilian personnel cuts plus base closings, ammo plants etc. is going to cause severe employment problems in this country. Less military contracts to civilian companies are also going to result in lay offs and personnel reductions, not to mention this country's current unemployment crisis. I have to ask myself if a $26,000 severance pay is fair is giving the US Military 12 prime years of my life and be cast aside. I think not.

2001489 Ref. comments for questions 102 & 103: 14 years WO's to MW4/CW5?

2001494 Many career decisions are affected by the attitudes of Congress toward military personnel issues. The inability of military pay to keep pace with the civilian sector, erosion of health benefits to servicemenbers and their dependants.

2001497 There are Warrant Officer cuts being made in USACIDC and increases in civilian GS12, GS13 and GS14 positions which perform the same work. The civilian agents receive much more pay and the civilians have tight control over the number of hours permitted to work. I am being assigned to an office with mostly civilian agents in Aug90. The chief civilian agent attempts to have me assigned elsewhere with no concern to my needs and against branch's orders. The reason was to allow my slot to be converted to a civilian slot. I complained and will now be permitted to work there one year. This is why I have uncertaintiy.

2001498 I know many Warrant Officers (aviation) who are as much concerned about reductions as I am. There is just no (or very little) information available. Many, like myself, are within 5 years (or less) to 20 yrs. of service. Anxiety runs very high regarding our futures. I hope my responses help in your decisions.

2001501 As the budget goes so do we.

2001509 I could not answer all questions fairly because I was drafted into the Army and now have just recently retired from the Army.

2001514 Question 63 - The unwise reduction in strength of MOS 420A. (Low prom potential & the threat of reclass).

2001515 How is the Army going to look at each different MOS in the Warrant Officer field, and will there be information put out so Warrant Officers in the MOS effected mostly can plan their careers for maybe reserves, national guards, and civilian life.

2001528 The new WO branch Col stated at the WOH conference "he was not here to serve WO's, we were here to serve him." Comments of this nature & others he has made does not help to talk career possibilities to the junior warrants. More positive comments are needed as some of these officers are going to have to make some tough choices. We don't want to lose the good ones. Do not make a "hollow Army", instesad, draw units. One unit at 100% personnel & equipment is better than 2 at 50%.

2001530 Item #84: Need more education to be competitive in the job market. To get it I would have to have time to go to school and financially be able to do it.

2001534 #84. How to prepare for job interviews.

2001537 Questwions 98 & 99 would greatly depend if I could retire as a Warrant Officer instead of enlisted since I have over 21 yrs. service due to 5 year obligation. If memory serves me correct the reg no longer states at the highest grade held.

2001538 I think that the legal rights of RA officers to remain on active duty should be clarified since the primary reason that most people except RA is to inable them to remain on active duty to 35 years. If RA officers are going to be included in any RIF that RA status should be revoked. It is a shame that any time a law/contract is madse with an individual by the government/Army and it no longer suits the gov/Army they simply change that law/contract to suit their needs with out regard for that individual. ie. enlistment benefits guaranteed 20 yrs. ago.

2001541 Question #31: I'm the only officer in my unit; comparison was based on other 3 battery commanders in my battalion. Question #29a: BAS as a CW2, I receive $123.92 per month. A CPL/SPC receives approximately $177.30 per month. I fail to see the logic in this. Am I supposed to eat less? Question#29b: Reynolds Army Community HOSPITAL is FINE! Outpatient (ie, TMC) is pathetic. Now that "CAMPO" is here, it appears that family members are given preference in getting appointments. I had minor surgery 12Mar90 (GYN) & have been trying since 13MAR90 to obtain a followup appointment. It has been OVER 100 DAYS. The follow-up was supposed to have been done 30 days after surgery, & I'm still waiting. I understand shortages of doctors, but every time I'm at the GYN clinic to check on my appointment, all I see are non-military personnel being treated. Whatever happene dto taking care of the soldier first? Also - the $200.00 one-time clothing payment I received upon appointment as a WO has been spent MANY times over. Officers, especiall Commanders like myself, are supposed to set the example in military appearance. How about some financial assistance with this?

2001543 I thought Twos program was over? The rank of MW4/CW5 is a big waste of time. Who are you trying to fool? Why not focus on why WO1s are fired so much? Why not focus on putting WO1s in the MOS they csame from, so they can be more productive.

2001546 Promotion policy inconsistent between boards, as is OER system, both need major revision. Applying fro position in special ops aviation, only real world msn left. I think instead of promotion slowdowns or RIF, slow back WO accessions along with mandatory retirement boards for those W4's over 20 who are "road" soldiers, let the younger, experienced W2's & W3's have opportunities to do a good job & get promoted.

2001558 Question #3 - It is about time you did away with that so called "other" race. If we can't describe all races, then don't describe any at all. Question #84 - A list of available jobs in DOD as well as civilian market directed at specific trades/qualifications ie. for aviators, for clerks, etc.

2001563 I am assigned to an all volunteer Special Operations Aviation unit. Soldiers in this field of endeaver who are performing well and are pleased with their job should not be consideresd for force reduction.

2001564 One misconception (in aviation) is aircraft proficiency vs currency. Currently in the 6th ID is placing more emphasis on CTT and 12 mile roadmarches which takes away maintenance time, reducing the amount of flight hours available. Also takes away

from aircrew class time for aviation. I would decide to separate from the service if safty is sacrificed for unnecessary skills. In closing I ask you this; In the event of a war, would you rather have a technically and tactically PROFICIENT pilot or a pilot who knows how to set up a claymore? I'm not infantry, I'm aviation!

2001567 Am currently undecided about staying in upon compeltion of my obligation. The biggest concerns I have are with benefits, standard of living, pay, and retirement benefits.

2001570 #63 Benefits, and pay while on active duty and dep. benefits.

2001571 84) Attitude training (zig ziglar courses).

2001572 Myself and most of my peers are convinced there will be substantial toop reductions in the near future. We seem to agree this will increase competition for those wishing to make a career in the Military. Because of the gross inequities in the rating systems it will be impossible to maintain fairness in promotion and retention. That coupled with the fact of inconsistant assignment policies have made a personally look forward towards my 20 year retirement point.

2001573 I currently have 19 years 6 months AFS and can retire in 6 months, so a RIF is not of primary concern to me. The eroding of benefits, ie., retirement, health & dental care etc., coupled with decreasing educational opportunities are important. I am currently working in my PMOS 420AO in a job that is more MOS immaterial as a Warrant Officer Recruiter. I travel extensively 250+ days per year talking to enlisted personnel about converting to the Warrant Officer Corps. I have found several concerns repeatedly being expressed by the enlisted corp. 1) PROMOTIONS - cut off scores are very high and select rates to SFC, MSG and SGM are very low. To most soldiers promotions equate to more money and better quality of life provided to individuals family. 2) JOB SECURITY - The Armed Services used to be considered a very secure job provided you did your job and kept your nose clean. This is no longer true. 3) EDUCATION - opportunities to go to both military and civilian schools are decreasing. This greatly affects promotion opportunitis. 4) PAY - yearly pay raises are perceived to be less than annual inflation causing a decrease in buying power. 5) BENEFITS - everyone sees a steady eroding of benefits both from what your entitled to on active duty and after you retire. 6) POST MILITARY EMPLOYMENT - Everyone sees a drastic down sizing of the Armed Forces as flooding the civilian job market. Couple this with a downsizing of civilian industry geared to providing Military products there will be no jobs to be had. Back to the days of Post VietNam where unemployment was high and inflation higher. These are a couple of measures that could be done to help in the near term. An increase in the Warrant Officer corp could prove beneficial to the Army. First, it would give you a better qualified officer, at less cost; pay is less, no monies expence on ROTC scholarships, OCS training, etc. This could be done by converting combat support and combat service support LT positions to WO and then transfering combat arms officers to these branches at the grade of O3. Second, elimiante the Special Operations Warrant Officer. There was a need for this MOS when it was started in 1984 because SF was not a branch and there was no way to "grow" their own officers. LT's were detailed in, then went back to their basic branches never to return, now that SF is a branch put LT's into these team XO positions ands develop your branch officers.

2001574 #63 - The Army said that they no longer needed me and I was extend two months to reach retirement @ 20. I would and still would stay on AD if at all possible. There were peers of mine who were selected for CV1/V1 that did not have the experience level that I have but because I was close to retirement and they had to cut back, I feel that I was asked to leave. Still serving proudly!

2001575 If involuntary separation becsomes a reality for me earning enough to pay bills becomes a major concern.

2001579 Question 88 I plan to move where the best job takes me. The only thing that is really talked about is tht there is RIFS. I donht feel there is enough info on this, I also feel that the RIF has a tendency of getting rid of good soldiers and leaving some bad. I'm not saying this occurs a 100%. I feel one should stay on station as long as necessary. Let those who want to go elsewhere, go. Right now you stay on station 2 yrs. and your gone. You don't even have time to get stable. Especially if you have a family.

2001580 The Army electing to take most of the cuts is very dumb. Someone high up is not in touch with reality. I returned from Germany in 88. Had a baby but died in Nov89. My wife went job hunting after Nov89 it is now 19June90, she is now working 3 weeks. She was an E-5 when she got out of the Army, with all her skills and training from the Army in fact was held against her in being hired cause NOBODY wants former military cause the civilian workforce does nto or will not undesrtand the Military or what/how we accomplish our jbos. P.S. I am in the Army cause I've always wanted to be here. And I will not leave easy. I will use every legal way to stay in if selected for a RIF. I can not believe that ever since I've been in that my leaders have asked for me to make sacrifices and then get shafted the way we are.

2001581 My opinion about the Army's future is unimportant, because of my 21 years completed. The soldier of the future should be concerned.

2001582 63. Benefits for dependents ie. - dental! Pay - keeping up with current cost-of-living! I am retiring in six months - a career move that was decided over three years ago.

2001584 With all the strength cuts forthcoming and it seems like no position is safe it makes you really wonder if the Army will take care of its own. Not one question mentioned anything about letting attrition help in saving money or shut the door on the entry/recruitment level not your experience. Also morale is affected during this time just due to the fact of not knowing your future.

2001585 Need higher pay for senior Warrants over 20 years service. They often have the responsibilities of the 04/05 but get paid like an 03. The longer one stays the more frustrating it gets.

2001586 I am assigned to a joint command. Obtaining reliable and current information has been a significant problem.

2001588 Ref #84: US Govt. should offer incentives to companies tht hire on soldiers involuntarily separated ie. tax breaks. The Army I joined almost 11 yrs. ago is not the Army of today. I am very dissatisfied w/ the upcoming changes but with 11 yrs in would find it even more difficult to get out so close to retirement.

2001593 I have served 21 yrs. in the military and planned to stay until 26-30 yrs. until reporting to present assignment. I have never been exposed to the amount of stress before as I am here, nor have I experienced the disregard of Human needs or quality of life for soldiers and family alike as I do here. I plan to put in my retirement paperwork this year solely due to this assignment. I see many good junior officers getting out also for the same reasons. If conditions here remain the same you may not need to have a RIF. Ft. Ord alone may take care of reducing todays Army strength.

2001597 #73 I referee H.S. sports. #88 I would prefer the south & southeastern areas to live. Soldiers who are closing in to being eligible for retirement, are concerned that with force reductions, and budget cuts, they may lose their eligibility. They have invested too much & made many sacrifices for this country, and now fasce an uncertain future.

2001599 When considering soldiers for RIF, take into consideration military and civilian education. Did the Army pay for the soldiers education? Also consider job performance, physical fitness, and height and weight. Consider special skills, ie airborne.

2001600 I have just seen aviation officers receive an increase in flight pay across the board. As a 180A, a proposal for responsibility pay has been delayed and asked to be studied again. Besides aviators, a Special Forces Warrant Officer is the ONLY OTHER Warrant Officer to be deployed directly into a combat role. Although the position, when created, allowed for slotting of grades W1-W4 most of the time is spent without a Captain (0-3) as the Detachment Cdr., thus doing his job, maintaining the continuity and making the transition when a O-3 does arrive. Progression is very limited due to the LTOE and more authorized slots at the combined services level (MACOM, PACOM, etc.) are needed to round out the experience of the 180A Warrant. Also, along with assignments of greater responsibility should be authorizations for slots requiring a 4 yr. degree rather than only a 2 yr. Assoc. Degree to stay competitive for promotions.

2001606 Questions pertaining to # 44, 45 & 46. News is very limited in this area. I know very little about world affairs or cuts within the Army.

2001610 #63. I am being used out of my career field to correct a problem that was created by commissioned officers. I corrected the situation but will not be allowed to go back to my field (did my job too well). I am losing my expertise at the expense of myself and the Army. #84 Computer literary classes; the world is run by them.

2001611 My answers on jobs outside the Army are not reflective of the average soldier because my family owns a business that I can always return to.

2001612 The US ARmy as a physician assistant is my 2nd career. I came on active duty from the ANG at age 37. My goal is to stay in my 2nd career indifinetely. My job gives me unique position as far as civilian job opportunities are concerned.

2001617 To whom cares. The reduction in services may be the way to go budget wise. Currently I am assigned to 7ID(L)1-123CAB Helicopter BN. I would like to say the Light Division concept doesn't work. People are forced to work to darn hard. (Too much to do and not enough people or time to accomplish any mission). If this is what the Army is coming to all the good, sharp and intelligent soldier will get out. Note aviation should be aviation & infantry need be infantry.

2001619 Question #63 - One of the primary sources or reasons for uncertainty concerning an Army career has been the continuous erosion of military benefits such as the old GI bill, spouse protection act, 50% retirement at 25 years vs 20 years and family medical and dental care.

2001622 It is difficult at best having enough personnel to accomplish the mission now. How do we continue with less people.

2001627 Most of the questions did not apply to me since I am past 20 years of active duty and will be retiring in 1991.

2001630 1) I would personally like to see some sort of incentive pay for special operations (ie TF 160) aviators. Currently the have it for enlisted but not officers. 2) Another area that would need to change, at least to keep me in the Army, is the relationship between commissioned officers & Warrant Officers. I've seen the warrant ranks treated like "second class citizens" by far too many commissioned foficers including commanders! (This is not to say that all of them are like that - there are a few good ones left).

2001632 1) More pay! A top CW3 W/18 yrs makes less than you a year?? I can make 100k as a civilian. 2) A RIF means less people to do the same job on my level. I'm already doign the work of 3 people. Align mission with the correct AMOUNT of people to do the job.

2001635 63 - The Army (armed services) needs to stop moving families so often - as in my case I want my sons to graduate from high school/college without having to move again!

2001636 It simple - I work hard and rank (OER's) high, I enjoy Army life and would stay in as logn as I could - BUT: will the Army let me? If my year group/MOS gets caught in a reduction then good soldier or not I may get dropped. This is a CONCERN for a 38 yr. old with 15+ yrs in service.

2001638 RIF me please!

2001642 Medical Discharge July 90. Woudl most likely have left Army after ETS. Pay in Army is so far behind Civ. Many so called benefits are not too good for end user ie. Medical & dental long waiting periods - depen. care stinks, PX very often doesn't have in stock what people want most, poor customer service. OER and EER system not being used properly.

2001643 Command goals for a strong effective branch of service; 1) Demonstrate genuine concern for the soldier. 2) Understand current mission/inform the command in turn - the soldiers will perform. 3) Quality of life for the Military family.

2001649 Early retirement would be a more acceptable plan if I could serve with a reserve component unit on a part-time basis. Benefits would be manifold: eased financial transition for me; ready-to-go talent for the RC unit; Maintainance of highly perishable skills in case of State or Federal call-up/recall to active duty. The cold war treaty has not been signed!

2001650 I would like to see a smaller more competent force that pays quality people better than we do now. Promotions should be based upon performance not length of service.

2001651 Aviation Warrant Officer personnel budget end strength is being reduced in FY92 and beyond without any regard for the TOE & TDA structure requiremetns. Eliminating a non-aviation Warrant Officer position has neglibable impace, a senior NCO will fill the position. Eliminating Warrant Officer aviator positions means aircraft with no crews, a severe adverse impact on Army war fighting capability. Warrant Officer aviators are full time combat pilots in whom we have invested several hundred thousand dollars. Let's tie WO aviators to the structure & stop Warrant Officer division, PERSCOM, from reducing non-aviation & aviation equally!

2001653 MW4/CW5 ranks are not needed. The retention problems are around 10 years of service, not after 20! The up or out promotion system is a tremendous waste of money. Retain people in their present rank if they performing well in their job, and save on not having to train as many new people. Most of the personnel leaving at 10 years leave because they feel the Army does not offer job security.

2001656 I have concern sabout being allowed to meet my maximum potential in the US Army, not through poor performance on my part, bsut being a person who does a good job, likes her job and prays to be allowed to continue being a soldier everyday. I have chosen a career in the US Army over having a family, it is that important to me. Now I must be concerned that those of my peers in positions to solicit political favor will stay and those like me in the trenches working with the current cuts in equipment and personnel; making do, will fall by the wayside. I am a CID agent, I work economic crime, I see people taking full criminal advantage of the DOD and US Army everyday, people who should be separated from the Army and DOD, yet because they "know someone" in a position of power, they continue to defraud the US Government and bring home paychecks. I have also been a drug team chief and ahve seen how effective CID is in this area. It seems rather strange to me that in a time where there is an epidemic crime problem both in economic crime and drugs that the US Army chooses to cut out needed slots in a command which actually is saving the government money. If someone cared to check the statistics for recovery of money, drug seizures and fines levied by the DOD based on work by the USACIDC, they would find we field agents are actually working for free. In 1987 i recovered enough money to pay my salary many times over. It bothers me that no one has considered this.

2001666 Sirs, The outside label had my social security number on it. This is a violation of the freedom of information act. I welcome your response.

2001672 Ref #63 My primary concern at this point is my commander. With his ever changing policy, and contradicting himself it's hard to know which direction he's coming from. He's also threatened us with our OER's if we don't follow him "to the death" his inconsistancy dampenes our unit's morale to the point, were in our unit people can't wait to get out instead of being happy to do

the job. There are two good NCO's in our unit who before they came here, they were looking at a career in the Army now they are going to ETS at the end of their term. I just don't understand how one person in a position can damage so many careers and still remain in the Army. The Army has a lot going for it. But it seems the higher ups aren't listening to the worker bee's at all. Thaanks for your time.

2001673 Question 84 in conjunction with 82 there used to be a program called project transition which best related to item #K in question 82. Additionally the Master Warrant Officer program offers more years on active duty, increased responsibility but no pay increase to come on line with Commissioned Officrs. As we look toward the 21st century and the Army becomes hollow most of the experience/expertise in the elisted/warrant corp will be lost.

2001675 The major factor affecting my decision to leave the Army at 20 years is family related. My wife is a career DAC with 10 years service. Every time we move, she must find a new position or break into the "good old boy" system at a new station. I lost one wife because of that situation and am not willing to sacrifice another because of constant moving.

2001676 1) US Army CID command should assume all investigative responsibility in the Army. Provost Marshals MP investigator, crime prevention, criminal intelligence (ECT) resources should be turned over to CID. This would eliminate duplicate efforts such as (two evidence collecting/storage systems; two criminal intel systems; to reporting systems; recruiting and training problem). 2) Relocating a family upon involuntary separation woudl cause the most immediate stress and should be studied more.

2001679 Get rid of the voer twenty Warrant Officers, I know of several Warrants who are over 30-35 yrs. of service. Release them to open up opportunities and promotion for the rest of us waiting to stay in to at least 20 years of service.

2001680 The military is changing and will continue. In training for combat the Army and Congress must find some way not to make the soldiers accountable to "numbers or stats". Strong charismatic leaders not "ticket punchers" are needed. Let people stay in and not be promoted to minimize unqualified promotion climbers. The OER is very poor and highly inflated with rters not able to rate officers accurately. The rank of Master Warrant is being poorly instituted during a manpower reduction potential period. The Army must become more people/family oriented before equipment.

2001682 I am retiring now because of frustration. We are trying to fly as many missions as we did 10-15 years ago and maintain aircraft with fewer people (TOE changes) people are absent from work for training (non-aviation) fatigue details, etc. Inventories of spare parts too low at depot level = long waiting time. Commander will not or cannot say no to the many detractors from the soldiers primary jobs. All of this will be made worse by budget cuts.

2001683 Ref question #'s 87 & 88: Where I live depends greatly on employment opportunities, housing availability and cost of living. Therefore I cannot answer these questions.

2001686 The inconssitencies in the Federal budget process along with an indecisive, weak, and faciliating Congress give me little confidence in our system that will remain. Cost of living pay increments of 1-2% below inflation for the last 5 years have radically eroded my purchasing power and my desire to continue service. For my dedication and loyalty I get nothing that is fair in return.

2001689 Although I realize that the US Army must becsome a leaner organization over the next few years I think there are a couple of additional issues that should be brought up. I am an AH-1 Cobra instructor pilot (I.P.). Cobra pilot assignments are currently running a maximum of 24 months in CONUS. We are told that this is because we are in a "critically short" MOS. If this is, in fact, true then why do we continue to have one of the lowest selection rates for promotion in the Army? (MOS 152G). These factors are causing many of our best personnel to leve the Army because they feel they will be (and often are) better recognized and rewarded for their job performance in the civlian community. The Army, by failing to offer anything to retain these personnel (schooling, bonuses, assignments, etc.) is gradually opening a wide gap in our experience level. We are left with the CW4 who is approaching retirement and the first term aviator who is still under obligation. This may not be a concern in peace time but in a time of war it will definitely become an issue. I believe the Army needs to re-look the promotion system (by MOS) and I think the Army would retain more "quality" personnel if they would offer more incentives to stay. A money bonus such as the Air Force and Navy offer their pilots would be nice; however, I think improving stabilization of assignments, promotion rates, and sschooling opportunities would be just as effective.

2001690 63. Too much speculation and not enough decisions being made by Congress, 20D, DA. 84. Health/medical insurance to cover transition from military to civilian jobs. Many RIF'd soldiers in the proposed major cuts will be career oriented people who did not want to get out now. They should be given hiring preference in the civilian market. 101. Needs of the individual should be considered. Five years in some places would seem like forever.

2001693 I strongly want to stay in the Army until retirement and beyond 20 yrs. But I'm very concerned with the number of passovers for promotion. This causes some stress & concern to myself & spouse even though I feel my promotion possibsilities are very good. If the Army would let those out that want to leave, the ones that want to stay would have a much better chance. Also restrict the number of new personnel coming in.

2001695 I disagree with the idea of a RIF. I believe anyone eliminated from military service should be removed qualitatively.

2001696 I think the basic issue is overall available money for the Army and the required strength in personnel. First, let's keep the best soldirs (those willing to stay) and offer the other ones early-outs. But we cannot afford to lose good scidiers because of one bads OER, nor keep poor officers because they happen to have good social & poltiical skills and know how to "politic" for a better than would-have-been OER. Second, we need the older, more experienced CW4's and Majors & Colonels with proven track records and combat experience. If pay is such a large issue, why don't we have any input to Congress giving ghemselves sucah a large pay increase, while we (who, by the way, are willing to risk our lives in the defense of our country) must settle for less than our civilian counterparts and worry whether or not we are fed the remnants of grandiose congressional spending just so we can financially meet the rising cost-of-living, where our measely pay increase does not cover. I am grateful for my pay and allowances and benefits; however, it seems as though they are continually dwindling. Obviously, better minds than my own are at work to solve these and many more issues. My main concern is that opportunities for someone, like myslef, with the highest moral and loyalty-to-country values, are slowly decreasing. Even within the Army, many soldiers are reacting with heightened anxieties over the impending cuts, and uncertainty about their families security, after years of loyal & faithful service to their country. It seems as though every week, on TV, is the media and in Army publications, something new and different is being reported about the future of our Army and our security. Job security and the opportunity for advancement based on performance & potential were strong factors in my decision to serve my country. I would hate to see those important considerations disappear. Give me longer hours, longer tours, harsher conditions, less benefits; DO NOT compromise my combat effectiveness with cheaper weapons and aircraft, and personnel shortages. Let me serve proudly & effectively. Keep me informed and let me know that when I return home, I still have a job, an opportunity, and a country.

2001700 Leadership vs. management - the US Army is fast becoming a civilian corporation - Management is stressed, yet management is but a small part of ledership - too many voer-paid civilian positions, too little leadership and no clear-cut method of evaluating leadership abilities or potential. Wake-up!

2001703 I believe the most pressing issue I see is pay points for technical Warrants. I am an RAW3 with almost 20 yeasrs AD, a Cpt with 8 years service makes more money. That Cpt. has incentive to stay and compete but I am capped out for pay. My only raise will come from Congress yearly and eventual promotion to W-4. We are now commissioned and should be paid accordingly. TWO's refused to look at this during the study.

2001713 Promotion system stinks. The application of the theory as I perceive it is that we prefer to have skinny people regardless of competence level as opposed to competent people who do not make the screen weight although they are not in violation of regulations by measurement of body fat %. I constntly see skinny officer's who are border line imcompetent pushed up the system while boards ignore demonstrated performance and pass over competent officers who do not make the screening table. When you receive this, I will be retired.

2001715 My only reason for continuing in the service past my obligtion is the job I'm doing. (Special Operations Flying). Due to constant lack of personnel assigned to perform this job, and the amount of time required to qualify a person once assigned (it takes longer to make a Special Ops aviator than it does to initially make an aviator). There is no opportunity to complete individual requirements for career progression. ie. college degrees, career tracking schools, etc. Also there is much concern about the use of promotion standards for RIF ie. one of our weakest aviators would be a top pilot in any other Army unit - however, rated against his peers he would be consistently at the bottom of his senior raters profile, and open to a passover for promotion, followed by possible involuntary serparation, and the Army has jsut lost one of it's best aviators.

2001719 My participatation in this survey may only be appropriate on career benefit & experience issues as I will be retired on 31Aug90. Across the board, my career has been very satisfying; however, the last few years I have become concerned with the quality and practicality of a career in the Army - not the military! As a warrant officer in the Military Intelligence Branch, I have seentwo specific programs that have decimated the ability of the corps to satisfy its mission of supporting the commander - A. The Bear Program. B. FRP program. In both instances we have inserted some pretty talented soldiers into highly technical fields for the good of the Force. But the problem lies in attempting to train a mid-senior range Captain in the job when he/she is more concerned with punching their ticket with command, S3 positions etc., in order to remain competitive. This causes a tremendous amount of frustration for the rest of the Force who must not just train but convince their officers of the proper decisions they must make - they are used to black & white alternatives. Intelligence is a grey topic area. Enlisted bear programmers have hurt the Force in much the same way. Again mid range NCO's, that are good soldiers but must devote their time to satisfying platoon roles, oprs positions to remain competitive. They may have the ability to lead but they cannot effectively do their primary MOS! As I leave the Army, I am concerned that the Army will not be able to care fully for those soldiers that have done an outstanding job for the force. Too many officers are worried about surviving! Thus, they prostitute their ethics and turn into "yes" personnel. The enlisted force does not feel affected by these reductions. The new EER system has some advantages but too many people are involved to ensure that the bullets are done correctly! I would enjoy seeing a senior rating profile instituted for the enlisted force from E-6 up! No chance to "restart" the profile either for officers OR enlisted. All that does is give someone the opportunity to clear their record and hold it over the heads of their staff when they go into command! Increase benefits for retirees. After 20 yers we shouldn't have to loose it all. Active duty should come first but we have earned and deserve medical/dental. Offer a plan like the dental plan for retirees that covers

medical and dental. Inform the forces. Force commanders to use ARNews for the troops not just the commanders read file. We have an entire book devoted to soldiers skills (CTT) but year in, yar out the same basic 17 tasks are used. Commanders peragotive - probably, but it's a joke. Dump the SQT and go back to the test we had before. We aren't here to teach soldiers to read bsut to do the job. If a soldier wnats to excel then they will study on their own - and succeed. Today's test jsut doesn't work. If the force is to be reduced then let the force reduce itself - the cream will rise. The Marines have been successful; so have the other services. We should look at them and replicate what has been successful for them and institute those areas into the Army. I have hads a very good career but aside from what I have done on my own, I must be grateful to the bullheaded, fairminded, loyal and dedicated NCO's, WO's and officer that were smart enought to make me "deep doing it til I got it right"; that told me I would get promoted when THEY thought I was ready, not when I did; that were always honest and not necessarily tactful; and, cared about their careers but were not obssesed with them to the point of worrying about how their decisions would be accepted or not. The original leadership definition talked aobut people willingly following are getting the job done. It still holds true but we have lost sight of tht under the term resource management. This is not intended to be a "burn the bridges" letter however it may come across. Just simple observations.

2001723 Question #23 is unanswered. #23 depends on the individual. I would recommend "A" military service. The choices are not complete. Questions #52, 53, 54 - if you would ask about "congress" instead of the "Army", I would STRONGLY DISAGREE with all three questions. Question #87 is not answered, I may stay in Europe. The Warrant officer corps desperately needs the Warrant Officer Management Act!

2001729 If you had a volentary release program you would not have to make hard decisions about career soldiers or have RIF's.

2001733 Most soldiers are waiting to leave the service at 20 years. Its only because the bonuses that the Army has been pushing has turned out not to be as good as it started out. Good luck to you guys your gonna need it.

2001734 Warrant Officer pay needs to be in line with commissioned officers, especially in the lower grades. Now you have WO1's/CW2's with prior enlisted service making less than a 2LT/1LT with only three years of military service. The way TWOS is setup, it only benefits the personnel making warrant in the early stages of their careers. We need to give consideration to the Warrant Officer who has ten or more years in service as an enlisted. These are your personnel with job knowledge and experience. The MW4 & CW5 grades are certainly a step up for the Warrant Officer Corps, but we need to take a serious look at giving the lower Warrant Officer grades a change to be paid what they're worth.

2001736 I have been a soldier for 16 years. The Army has been good to me, my wife & my kids. We like the Army and I have never thought about leaving...until now.

2001740 Most of my comments deal with early out! However, WO's have not been given the opportunity. This is unfair for those who wish to apply. Also, this month, I have completed 5/6th of my overseas tour. My family is stateside, I ask for early return or early out! Can you assist?

2001741 From information available to me, it seems DOD is willing to take massive personnel cuts imposed by Congress. There may not be a choice, however, Congress is not willing to proportionally cut weapons systems/equipment as the economies of affected congressional districts will be affected. Personnel and benefit cuts are the offerings for the peace bonus.

2001744 As we lead to a down sizing of our Army, leadership needs to take/make a concerted effort at expanding the role of the Army Warrant Officer. I do not wish to see our role as Technical Officer's decreased. However, not all of us are satisfied with mondane leadership roles. We should not be utilized as high paid NCOs. Many of us have obtained undergraduate degrees and more. We wish to have equitable pay, status, a vehicle to higher education, a means to attend industry training (etc) service schools. My fear is that Army leadership in its effort to down size, will rape the Warrant Crosp through RIFs (post -Viet Nam). We must insure that we keep a correct mix of older and younger warrants, and not look at short term quick fixes. I have not spent 22 years in the US Army for money or quality of life. I have stayed because of a great love for this country and Army. The civil sector, appears to accept that all is well in the world, but those of us that have been around know that borders can close and situations can change over night. Waht actions the Army leadership takes, must be smart actions that ensure that we, the Army, are prepared to meet the challange.

2001745 Your survey is vague. The real issue is to save the government money. Cutting troop strength is not the answer. It is common knowledge that it takes ten combat service support soldiers to support one combat soldier. If you get rid of the soldiers you will still have all of the equipment left. What is to be done with this equipment? You will still need personnel to maintain this equipment till disposition is decided. If you get rid of the soldiers you would in turn hire civilians to maintain the equipment. The asnwer to me is cut protection of equipment, make due with what we have and train smarter. You can also save money by cutting advertisement cost. Who needs commercials on during Super Bowl. Advertisement is one of the militarys costliest budgets.

2001746 Q20. I am Ra indef. Q21. SAB Q30. I feel I am prepared to go to war personally. I do not feel my unit is prepard, poor TNG, poor mgmt, bad equipment, lack of equipment & supplies. Q32. I have been on profile I take a pt test on 19 Jul 90. Q37. I feel we

need to worry about war with the Soviet Union, Japan, Iran, China. I do not feel the threat is less now then previously. Q40-43. Reductions in force but more work increases our duty time. Q46. I feel, as do many other military personnel, that we are told what they (leaders) want us to know. We do not have the big picture, whe whole story, so to speak. i feel soldiers (as always) are getting (profanity) by congress & senate committees. We're only useful when it serves their purpose. Q49. Readiness, morale peoples families are ahead suffering. People in the military DO suffer whether civilians want to understand this or not. I will suffer financially if I have to get out prior to my planned time for a transitional retirement. Q63. I don't care for congressional actions that leave the military in the cold after all the sacrifices the soldier and his family makes on a DAILY BASIS (especially overseas) in the Military. Q69. With divorce & cost of living overseas, I have no savings account and that basically the way it is in the Military. You make enough to get from payday to payday. Moves over every 2 or 3 yrs break you and take all your savings. The Army doesn't cover 1/3 of moving expenses.

2001752 84. Job fairs.

2001754 Many responses reflect my wait and see point of view about the Army as a career choice. As a new W/1 I'm still determining what sort of standard of living is available to my family as Army dependants, let alone determining how the current changes in world affairs will effect us.

2001757 I don't beleive Warrent Officers receive sufficient pay. I feel I made a mistake by accepting a direct appointment from Master Sergeant to Chief Warrant Officer Two. It has taken me six years to be promoted from CW2 to CW3. I've been qualified for promotion for several years. If I had remained in the NCO group I would be a Sergeant Major today. I lost money by converting over, and that's very important.

2001759 #25 Originally was drafted. #51 This would only effect my intentions if I were allowed to become involved. #102/103 Any RIF or promotion opportunity should consider the Technical MOS Warrant Officer and Aviation Warrant Officer separately. I am unable to provide phone numbers as I am currently PCS'ing and do not have numbers at my new work place.

2001764 Career managers have an affect on individual soldier needs. All soldiers should be given the guidance and opportunities to help them plan and decide what may be best for both the soldier and the Army Career Managers must understand that they are dealing with people and not numbers.

2001768 Ref question #30. I have served in 4 divisions as a Commissioned Officer and now Warrant. In all training has been poorly executed. Emphasis of trainign was on eyewash for the battalion commanders seniro rater. Questions 40,41. As the Army gets smaller, commanders will maintain the same level of activity, over burdening and overtaxing their start to get a good rating. Soldiers recieve less substantial trainging while staff officers work longer hours at the expense of their families. Questions 4e a, b, c, d 1. Commanders have direct impact on their soldiers careers. A pehsological study of potential commanders should be conducted before a selections are made. 2. Over haul the I6 system. I6 rarelly serves the soldier when the command is in the wrong. I6 needs to be fee of command pressure. Question 59. I was appointed as a Warrant after non selection for Major. I took a dramatic cut in pay and withstood the normal PCs move by goint into debt. I was not eligible for separation pay as I was RA and required to resign my commission. For two years prior I watched promotions dwindle and prospects for a career diminish while serving loyally for an abusive and a clinically diagnose manic depressive commander. The stress experienced makes me wonder about our commanders. I'm glad to be a Warrant. (it's less stressful). Question 70. After 16 years I've exhausted my savings for my childrens education as a result of moves. NCO and junior enlisted face and even worse situation. I don't have an answer. It is sad to think we treat our soldiers so badly and they are allways there when needed.

2001770 I believe that the Senior Army leadership would like to make the decisions that will keep us ready to deal with the threat. I believe too, that deep cuts are coming based on political (primarily budget driven) motives and not or a sound assessment of the military situation. I do not feel that the possibility of war with the Soviet Union in Europe no longer exists and pray that those with no vision of tomorrow wil lnot pull too many of our teeth today.

2001771 The turn around time for CONUS to OCONUS is not matching what personnel offices are publishing. MOS 920B is about 30 months, yet OSC types are under the impression that current CONUS tours are now at 48 months. A hard, cold, and fast policy which will be followed would really help answer a lot of questions about moving again versus retirement to avoid a move, etc. This covers alot of people in the 15 to 20 year range, and is a major factor on service past 20 years.

2001775 Personnel managers and commanders are crucial to career decisions. Personnel managers who don't take the time to answer inquiries made of the teams visiting the field or who have a "don't call us, we'll call you" attitude ensure soldiers feel helpless to influence careers. Commanders who put thier political ambitions haead of soldier welfare don't help career intentions either. Job satisfaction means more than pay and it isn't available in the active duty Army anymore.

2001776 Ref question 84: Trade or vocational training prior to departure.

2001777 Remarks pg 15 item 84 1. Civilian benefit packages. 2. Legal issues. Having completed 19 yrs 8 mos of active duty with plans to retire after 20 yrs of service I found some of your questons difficult to answer. So, I used the "what if" basis for many answers.

2001778 #84 interview techniques. Some survey questions do not allow for complete range of human responses ("shades of gray"). Survey does not adequately addres skills acquired, training, job satisfaction, MOS duties in & out of, ideological values, etc. However, found that survey was quite relevant and amprehensive overall. Results should be disreminated as widely as possible.

2001783 Question 48 may be the most important in this excellent survey. The OER and NCOEL may be as reliable a report as is possible, but the general ties and inflated evaluations are common to the part of being accepted and "worked around." The Army leadership needs to quickly determine the best way of cutting through the slak to the eal soldiers abilities. I'm not sure it is even possible via a written report. Two ideas to consider: 1. Peer and subordanate evaluations to become a part of the evaluation, and 2. Tapping peronel knowledge of soldiers through boards of commanders at local levels. The future of the Army depends on our keeping only the best qualified.

2001784 Please don't over react to the situation.

2001788 My family and I have PCS'd 3 times in 4 1/2 yrs. DLA, travel pay, etc does not cover the cost of moving a family. (As a bachelor it's adequate). The system for claiming against damaged goods during a move is a joke. My largest expense during a move is repairing/replacing lost and/or damaged personal property. (This is AFTER a claim settlement). If tour scould be stabilized at 5 or more years there would be less financial burden to both the government and the soldier. I have PCS'd since your survey was mailed, hence the late response.

2001792 #85. The Military should contract with or reimburse people obtaining assistance from a professional job placement service. #87. I'd go where a good job took me. Some questions/answers may seem to contradict each other. I have completed all obligations incurred as a result of making Warrant Officer but have incurred another as a result of being reassigned from Germany to Texas (12 mos?) Delay in responding due to this being mailed to my previous unit.

2001795 84. "Project transition" 6 months prior to retirement. TDY to adjust to civilian life (10-15 yrs ago). Used for learning a skill. This didn't last long but it was a good idea.

2001796 There is great concern that strength cuts are going to make it impossible for our enlisted personnel to maintain the Air Defense Systems in a combat ready state. We are already so short in manpower that the men are working 14 to 16 hr shifts and are naturally encountering great friction at home. I believe, if this doesn't change, many will leave early or transfer to others MOS's even though they like their current work.

2001798 A fair amount of questions "forced" predetermined answers- read my comments. Other areas survey ignored follow up/claripeateur questions. A good, but not great, attempt.

2001800 I am extremely concerned about wages and how they will be effected. I also have a great concern about our benefits which seem to be disappearing slowly each day. A real big benefit which seems to be receiving many cuts is education. Tutition assistance is becoming virtuoly non existant. i beleive that if the Army wants a better force than they need to concentrate more in the area of education.

2001802 I currently plan to take every advantage of early retirement programs. The civilian pay is to great to say no.

2001803 Transition points with job databases should continue 4-5 years following the largest RIF. Veteran oriented job information would then be available to former soldiers who choose immediate entry into higher education following seperation.

2001807 Erroding medical benefits. At my last two duty assignments both at divison level it still would take up to 12 weeks to get an optical exam, and 8 weeks for orthopedic appointments. Hospitals through out are under staffed. During the last 8 years I and my subordinates have been required to regularly work 60-80 hour weeks.

2001810 I am strongly concerned with beign able to retire with 20 years as either a CW3 or a SFC/MSG.

2001812 The concern that most soldiers have are pay and benefits and second the continued use of the Military/Defense as the scapegoat for most budget reductions. It's hard for a young soldier to understand why he or she is only getting a 3% raise when the congress is getting as much as 50%, nelight of large budget deficits. And at the same time have their medical and other benefits reduced and be told that elimination from the military may be on the horizon. Additionally, each October an appropriation budget has not been approved on time because of continued disagreements between the administration and the hill over defense spending. Bottom line lets review some of the PORK BELLIES as well.

2001816 84) Paying for aviation related civilian requirements in order to qualify for civilian aviation positions.

2001817 Not all question have a "not sure or n/a" answer that should have. It is my opinion that many feel we have very little influence in insuring only the "best" remain in our shrinking Army. Many of the "doers" & workers ar not 298 APRT troopers. I know we're looking for the overall best troopers, but a trooper maxing his SQT, having a positive attitude and passig APRT is better than the 298er that fails every other SQT. Some MOS require high technical ability while others rwquired high physical abilities. Our system should differenciate.

2001819 Having joined the US Army directly from high school, I have spent my entire adult life in the military with the intention of amking it a life long career. Because I have never considered any other line of work, and am very happy with Army life, it is very difficult for me to answer questions in this survey relating to programs for voluntary or involuntary reductions, and plans to "ease" this transition. I can not help but believe that many of our civilian leaders are trying to sell the US a bill of goods, as a reward for fighting and winning the cold war. I am not convinced that drastic cuts in the standing force is prudent at this time, since the Soviet union is facing a great deal of instability, and I am not sure the world is any safer today, than it was two years ago.

2001820 In my opinion, this survey was based on and guided for the Aviation branch. Other Warrant specialties feel slighted, due to the fact most surveys are directed and apply to Aviators. WO's in other fields compete and are slected on a basis of technical proficiency, rather than young age and immaturity. Surveys such as this should identify specialties rather than genralizations.

2001823 For further referance my first name is not Dammy it is Sammy. Thank you.

2001831 Question 84 f, a.

2001832 It is unfortunate that the people in my MOS (156AG)_are just getting to stay in CONUS for 18 months after a tour in ROK. Nonstabilization is effecting folks like me staying.

2001833 What's going on? WE are all worried! Information provided to the field is conflicting. Does anyone know what is happening? Tell us!

2001834 An option for voluntary separation which should be considered is to offer a reduced retirement by 2.5 percent for each year short of 20 years ie: a person with 18 years service would receive 45 percent of base pay. This should be offered on a one-time basis. I woudl select this option.

2001837 The majority of questions were intended for those with less tha 20 years, as it should have been. However, for those of us with over 20 years the choise of answers in many cases were rediculous.

2001843 I have been on leave from 12 June to 27 June. I recieved this on 28 June and mailed it on 29 June 90.

2001845 MWO/CW5 is a "joke"! It will never be approved with curret budget or futures. Now it's just more duty and rsponsibility for the same pay as CW4. It down grades the CW4 rank and is one of the reasons I will retire at 20 yrs and not beyond.

2001849 Since I have already submitted a request for retirement effective Jan 91 I am not overly concerned about the future personnel reductions. I have noticed however, that Aviation Branch has had a detrimental effect upon Aviation Warrant Officers and future personnel reductions will only multiply this effect. I have noticed a continuing exodus of extremely qualified personnel and the continuing retention of mediocre individuals. I feel that the creation of the Aviation branch has resulted in an overall degradiation of Army Aviators in general and Aviation and Aviation related skills in particular. As we continue to field more sophisticated aircraft and lack of funds decrease flight hours this lack of skills will mainifest itself in a greater number and more catastrophic accidnet. Second Lieutenants need to learn how to fly before we throw them into a combat command situation and expect them to control sophisticated airframes and scout weapons team. We are criminally negligent in our responsibilities if we do not provide them instructor pilots or highly skilled pilots as well as experienced maintenance personnel with which to perform their missions. Therefore future force reduction can only have an extremely negative impact upon our marginally capable and imature Aviation Branch. Frankly I'm glad my time is up!

2001853 Be extra cautious about reduction in force (RIF) especially Warrant Officers. Savings (money) is not always the answer. Loosing the experts means a lot. It is hard to retrain for replacement. Time and money are involved. Think about it!!! Before it's too late.

2001858 1. I am not happy with the TWOS program at all. 2. Being an IEW Electronic Maint is differnet than the Aviation side. 3. More and more benefits are being cut for younger troops to stay in the Army. I know promotions are gettign more difficult. 4. If WO's get riffed the reserves are going to get cut too.

2001859 Since I am in Aviation i think very real cost savings could be realized by eliminating all of the Aviation Brigades we have created. The only increases that this J series MTOE has given us is middle & upper level managers LT's, Cpt's, Maj's etc. More idea people who don't turn wrenches and fewer worker bees under each one to accomplish the mission. You can't make a platoon size element a company and give it a full time company obligation. It's still a platoon.

2001861 I entered the Army with the intent of service to my country and as a fair exchange of my time and talents for the training I recieved. If at the end of my commitment I were offered a greater incentive then I would consider staying. Since being in I have come to believe that aviation and aviators will always be treatd as the Army's (profanity) step children. They Army needs to start acting like an efficient corporation; one which realizes personnel always take presidence over equip, regardless of the cost of the equipment, encourages people to think at all levels and rewards consructive thought. The Army needs to adopt a business relationship with congress and demand that the customer make specific request and pay for services at that time not after the fact. If the Army would start telling people why the how will come from everyone.

2001864 I received this survey on 27 Jun 90. It will be returned on 28 Jun 90. I will retire from active duty on 30 Jun 90. I am very glad that i do not have to be concerned about future career fustrations that active duty soldiers will have to face. I wish them luck.

2001865 Referance question 34: I was rated only once so I left that question unanswered.

2001866 I believe reduced requirement percentages would be preferred and that many would volunter to retire. Example: Subtract 2.5% of basic pay for each year less than 20 years service. This is the opposite of staying beyond the 20 year point. ie: 16 years would retire with 40% of base pay. I would retire immediately.

2001870 I have been through a RIF in 1973. If this does occur again the soldiers affected must be informed in a candid manner exactly why they were included in the RIF. Fortunately my RIF was classified as quantitative which alowed for future service but I was never given the reason for my inclusion.

2001873 Already at 23+ years of service, several answers should have had "n/a" as answers for my category. Answered all as well as I could given my time in service.

2001874 I understand that at this time reduction in the military forces becomes necessary. This does not bother me. I am concerned that the reduction in funding to the defense department is being looked upon by some members of congress and the administration as a potential "peace dividend". I strongly feel any savings from reduction of the defense budget should be used to make effective reductions in the overall budget deficit.

2001877 Interview preperation and practice.

2001889 I am very disappointed in the fact that I have spent 9+ years and worked very hard at this job, and now look at this survey. What about the people? It seems the only thing the Army or congress understand is money! Cut back all you want, but not in my district. I bet my whole future on the Army. You will have a RIF and increase recruitment. If you do have a RIF and release your experienced people to save money, the good ones will survice, the bad ones will be back with the recall. Remember!

2001890 I feel the senior leadership of the Army has the best interests of soldiers in mind when making decisions, however the ultimate decisions are made by congress. At this point, congress seems interested only in dollars saved with no regard to the impact on the thousands of service members and their families. I joined the all-volunteer Army with the perception that a career was virtually assured to those willing to stay, that is no longer true. In the past twelve years I have experienced numerous times the fact that promises made by congress to the military are only good until the next session of congress. For approximately the first ten years of my career I had every intention of serving for thirty, now it appears we may be lucky to be allowed to serve twenty.

2001892 I have no expectations of job security in todays Army. I am a soldier with ONLY max efficiency reports, and my promotion opportunity seems to be tied to the whims of an increasingly POLITICAL leadership. This has caused much distrust of current military and congressional leadership among "the ranks". Although these people talk a lot of "taking care of the troops", there is virtually no tangible evidence of that. Point: CINC USARDEUR recently announced "that German local national jobs would be protected as much as possible". This was said while DODDS teachers and counselors are being terminated, soldiers MOS's are going away and theres talk of up to 25% reductions taking place.

2001895 Increased tour stabilization is among the most important issues that will affect my future career decisions.

2001896 Enlisted soldiers: Too much concern is placed on whether or not a soldier is slightly overweight or not & if the soldier makes promotion in certain time frames. There are a lot of outstanding E-4 workers out here that don't want the responsibilities of being an NCO.

2001897 Having recently converted from enlisted to Warrant, I felt a definite change in both work and home, and am not sure how another change could affect our lives. The changes have given me a better insight to plan for the future.

2001904 Not enough selections for people over 20 yrs. service. A lot of the answers just don't apply if you have already completed 20 yrs.

2001907 Question 101 - MOS 152G can only stay CONUS for 24 months before "moving on." This is not fair!!! Even though I am leaving this MOS it is a very unstable career track. The Army aviation leadership has done an extremely poor job here.

2001908 Drop the Warrant Officer Management Act. It is ill-timed and not likely to succeed. Despite what we are hearing from TWOS, there is no retention problem among senior (non-aviation) Warrants. I made 30 years of service my career goal long ago and do not need MWO or W5 to keep me around. TWOS and WOMA need to die a quiet death, especially in this time of force reductions and budget cuts.

2001909 Item 84 Continued housing for 2 mos. while I searched for employment.

2001910 This survey rejects the sincere intentions on the part of the Army to ese the burden upon those soldiers who will be selected for the reduction in force (RIF). I commend all those who are instrumental in attempting to take the best care possible of our own. Bearing in mind that money, more specifically, the shortage of itis the predominent factor involved. It bothers me to no end when I see the amount that is wasted in my field (mechanical maintenance) alone. I would venture to say that if it were stemmed, the saving to the Army would be enough to field an entire division for the same period. There are undoubtedly many soldiers down here where the "RUBBER MEETS THE ROAD," with outstanding money saving ideas in the area of systems revampment, etc. Unfortunately this fantastic source is rarely ever tapped. I, for one, have personally conducted manpower time in motion studies, under the most stringent conditions. The results of which are staggering to say the least. However unless the "policy makers" take an interest, nothing will change. The present reduction is only the tip of the iceberg. If the Army becomes alarmed enough to look deep within its' own structure for money saving methods insteds of the constant haggling with Congress, we could really pull ourselves up by the "boot straps".

2001913 I have earned my retirement pay and benefits by 20 years of active service, which is a long term taxpayer obligation. I would gladly trade this obligation back to the DOD for a cash settlement of $150,000. All future budgetary concerns over the cost of retirement and separation pay programs could be eliminated by adopting for the Armed Forces a program identical to the "Thrift Savings Plan", which is offered to civil service employees.

2001914 More emphasis should be placed on the early out program. Also slow the influx of new personnel...that would cut training costs as well as reduce forces.

2001918 84. God will for my life.

2001925 63 - Benefits seem to be decreasing at an alarming rate making civilian work careers much more attractive.

2001933 I will retire on 31Aug90. Many of these questions do not apply. 99. This is not possible under existing law.

2001937 1) In ref to early out separation it would also be difficult for the dep. wife to relocate and obtain employment which would make life more difficult. I also feel they should let the military know exactly where they stand and are they secure where they're at now.

2001940 I think the Army wills tart looking for conflicts. I am opposed to any involvement in dirty little political wars in the third world.

2001946 Would like to be kept up to date with Army changes.

2001947 Delete questions 69 & 70 - information is not needed in this type of survey.

2001949 Have 19+ years. Plan to retire at 26 yrs of service as CW4.

2001950 #24 is poor. I feel it would be up to them in what capacity (enlisted or officer) what their reasons were, and MOS. Question 31 - I am the only CWO in the office and the only military person doing my kind of work. Question 32 - I passed with more than 180 pts, nothing else matters. At this point in my life, my staying in the Army depends on selection for CW4. Failing that, I will make a decision on staying or getting out.

2001951 I PCS to Fort Lee, USALOGCEN on 19 Sep. I am currently assigned as a Technical Assistant Field Team (one member - me) in Casa Blanca Morrocco, and work with the Morroccan Army.

2001961 I have always based my life decisions on staying in the Army at least 20 years, and have always strove to excel at my jobs. The thought of a force reduction NOT based on performance does not set well with me.

2001962 Recommend: Lowering or eliminating special incentive or hazardoud duty pays; Eliminate up or out program (QMP), let a good SPC or SGT stay in to retirement; Make more use of soldier manpower and less use of contractors for everything from building, to renovations and maintenance; Work with DEA, US Forestry, INS, and Civil Defense as much as possible.

2001963 Thank you for the opportunity to participate in this important survey. It meant much.

2001964 It's going to hurt our people & the Army regardless of how it's done.

2001966 As of 20 Jan 90 I have reverted back to my enlisted rank due passover to CW3, Two time non-select. I never understood why I was not promoted and could never get a satisfactory answer from "anyone". I had 17 yrs 10 mths 11 days active federal service at the time I was "allowed" to revert to enlisted status. Had TWOS been in effect I would have been retained until 20 yrs service as a CW2. As you may suspect I feel my government and leaders let me down. I fail to see the benefits durived from wasting 9 1/2 yrs aviation experience. I see you creating a military force short on experience with these types of personnel management actions. The system is too large to be fair. I had made a commitment to my country as a career soldier and my country said to me at just short of 18 yrs we no longer want YOU!

2001968 1. A brief explanation of RIF procedures, TWOS & Warrant Officer Management Act would be helpful. 2. It's difficult to answer many of the career oriented questions due to the limited options afforded by the answers. 3. The questiions for "obligated" personnel (89, 90, 91) should not apply for obligations incurred for assignment to Korea (12 month). 4. THIS SURVEY causes me to question my "job security" as much as anything else I've heard lately!

2001974 Since I have over 20 yrs service a lot of the questions seemed inappropriate.

2001975 I have been in the Army for 13 years. I wish to complete 20 years of AFS and then retire. I consider myself to be a good soldier, better than average, but not the best. If the ax is going to fall the sooner the better. Until recently it was generally believed that responsible/competent soldiers could make the Army a career. Who knows now?

2001979 I plan on retiring at 20 yrs. The Army has been a wonderful opportunity and terrific job. I am satisfied with the pay structure. I would stay for 20 years if I could have a guarantee to stabilize at an assignment location - however I know that is impossible. I am tired of moving from the states to an overseas area and having to start all over again at a new assignment and location. The financial losses are not covered by DOD for relocation - loss of income, moving, real estate etc. Again, I am happy in my job and with the Army as a whole. I do not see any future for the Army's Master Warrant Program. I do not think it has a future - especially in the tirnes of personnel & budget reductions. I see that field commanders and commanders do not utilize master warrants as advertized. The first master warrant I personally saw was assigned as a safety officer at company level. That sure makes me ant to stay in to be a MW5! I am tired of being moved and losing money in the process. I see too much inequity in assignments and until we have proffessional managers at Warrant Officer Branch I refuse tto stay beyond 20 yrs. I've seen too much good old boy assignments made and others just dictated by a peer who is neither interested in working with people or qualified!

2001982 My satisfaction & intentions to stay beyond 20 yrs would be greatly enhanced by pay parity between Warrant & Commissioned Officers. Commissioning WOs has established the precedent for pay parity and in fact, the new definition for a WO sets higher standards than for our commissioned counterparts, "technical & tactical proficiency."

2001985 I requested retention after 30 yrs A.F.S. It was not approved.

2001986 Many question do not apply to a soldier who is over 19 yrs in the military and as a result are difficult to answer fairly. Recently I submitted for a drop on my ADSO and requested to be retired on 31 July 1991, this request was denied and this decision did not appear to fall in line with the recent decision to get soldiers to retire voluntarily and help in the force reduction.

2001990 More information on the TWOS program would be helpful. To all Warrant Officers also career progression information.

2001992 #63. Selection to MW4/CW5 seems to be based on school attendence rather than solid work performance. There are still those of us that were promoted because of performance rather than school attendence. How can we become eligible for promotion to MW4/CW5?

2002003 My major concern in a Force Reduction is that due to inflated OERs/EERs, educational attainments (usually at Govt expense and during duty time), or some other such discriminator valuable to peacetime or Garrison duty but not to "soldiering" or "readiness" will result in many good persons being forced out, while the (profanity) kissers, yes-men & women and other sycophaths who can play the game are retained. It's time to quickly & dispassionately cut the social welfare programs that have become such a hindrance to readiness & deployment - the single parents, Aids victims, special needs parents, and the lest. Retain soldiers,

especially those w/special skills - Ranger, Airborn, etc and get rid of the bureaucrats and do-gooders and social engineers Good Military and civilian - and get back to an Army of SOLDIERS supported by SOLDIERS in the Special Forces or Airborne models.

2002010 I would have stayed beyond 20 years except for 2 factors: inequity of assignments and schooling. Every stateside assignment has been Fort Campbell KY, without requesting it. My assignments at Fort Campbell were Company ASO as W-2 Batallion ASO as W-3 Company ASO as W-4. No career progression. Additional aircraft schools were not offered. I was offered Campbell Army Airfield Safety job with a local Fixed Wing transition any my Bn Cdr would not release me to go to the job. That was when I decided to turn down a Regular Army appointment and leave the Army at 20 years.

2002015 My worst encounter and most severe criticism of the Military is that too many soldiers are working out their primary specialty. ie: different unit's with commanders who treat personnel unfairly and do many activities to fill a day with non-related activities.

2002016 Involuntary separation from the service is a decision no career soldier wants to face. Here are some examples of what I would like to see happen: 1) keep soldiers completely informed. 2) provide adequate time from notificatiion to separation date. 3) proviide information (MOS related) for civilian jobs to separating soldiers. 4) ensure the Army retains quality soldiers and purges the freeloaders.

2002020 RIF may be required, that is something I don't fully understand but soldiers who have commited so many years of service should not be thrown out unless their records show something bad (ie: art is etc). There are soldiers who should be thrown out of the ARMY (ie: Low GT, Low SQT, Bad OER's or EER's) But also understanding the work force drop will also cause units to drop in combat readiness and equipment readiness (ie: maintaining vehicles, aircrafts etc). Another good way to RIF is to not make so impossible to get rid of bad soldiers.

2002022 This survey appears to be biased in that the response choices do not include members, who have completed 20 yr retirement but not 30 yrs, in a very positive way. A large number pre assume that almost all respondents will retire at 20.

2002027 #84 - places that deal in specific career fields such as FAPA (Future Airline Pilot Assoc).

2002028 #34 - only WO rated by this Senior Rater. #92 - Special Forces Qualified. Served in SF Oct 1968 to Feb 1980 including: 5th SFGA, RVN; 46th SFCA, Thailand; 10th SFGA, Ft Devens. From the dad I was drafted over 22 years ago, I have made many decisions, some right - some wrong. I doubt, however, if I had to do it all over again, that I would change any. I look forward to my remaining eight years.

2002031 Observation: prior to becoming a Warrant Officer, I was an E-5 Combat Engineer with 4 yrs TIS. I received a $3500 enlistment bonus due to an MOS shortage in 1982. After 3 yrs TIS, promotion cutoff scores had doubled, SRBs had all but been eliminated, and there was talk of early outs. The repetition of this cycle becomes more evident the longer I stay in. I recently read that early out, and RIFS would be emphasized to preserve the ROTC and enlisted procurement programs. Opinion: Why any business, corporation, or especially THE MILITARY would even consider reducing an experienced, viable work/fighting force, with years of sweat equity, to make room for trainees, is beyond my realm of comprehension. If morale is indeed an issue, I humble submit we eliminate these budget motivated, "cut and slash" short term fixes. As an alternating, reduce the procurement program, and tailor it to meet future manpower reductions. Eliminate altogether!, The up or out program. If there are 10 good soldiers and 8 promotion slots, 2 good soldiers won't get promoted. Period. That doesn't or shouldn't mean that they need to be replaced by 2 trainees. I waited 3 years for my flight school class. I consider myself priveledged to be an Army WO Aviator. I've been flying for 4 years now and would much rather be in the cockpit with an experienced Aviator who was passed over for promotion, than a trainee who just picked up his slot. We are now an all volunteer fighting force. The response has been overwhelming. The military perpetuates an effective system of checks and balances (peer pressure inclusive), to ensure we get the job done. Involuntary separation is a travesity to good faith, loyalty, and years of sweat equity.

2002032 I am disappointed in the amount of INFO the Army is diseminating, ie: Warrant Officer Manage Act I have no idea what this is.

2002033 Items 44, 45 & 46 - the information we receive is conflicting. Everyone is trying to outguess Congress & DA but no one really knows. They just want to put their OPINION in print. Item 92 is not an option for females and did not consider womens opinions.

2002036 Actually, it is not that I don't care... it's just that when I decided to make the Army a career, I also decided that 20 years would be enough. I've got about 17 months to go. It's not my fight any longer.

2002049 63. I am already plan on retiring 31 Jul 90. 84. items: M, N, B, C.

2002057 With little job security and increasing anxieties the Army will end up becoming a force off buddies helping out buddies and if you are not in the click, kiss your career goodbye. I can't wait to see this kind of Army defend the country. Then we'll have an Army just like our government. Oh! but of course we have the draft.

2002058 I arrived recently in Aviation from Infantry. I enjoy my work in both fields. I want to continue flying until physically no longer fit. It's not just simply the flying, civilians do that.... I fly attack helicopters. It's the best job I've ever had if I was to be returned to NCO Rank I would prefer S.F. or Airborne Bw again. I don't like sitting around.

2002060 #63 - my primary concerns are in connection to 0-5 and above non-combat experienced leaders - In the past 5-8 yrs I've seen a definite lack of "reality" in what's needed for sustained combat - "Train as we fight" is only a slogan since so few of us have had any sustained combat experience. We can't put up with much more "more with less" mentality, either from Congress or the Military. Whether fighting the Soviets, the Chinese, the N Koreans, or some 3rd world country, we need numbers as much as we need technology!

2002061 Fact sheets or information sheets (one page) on Warrant Officer Management act, TWOs, RIF policy, etc.

2002062 Question 52: Decisions for Army leadership often follow political realines rather than the good of the service. 54: The Army has continued to errode benefits to the point where promising officers are leaving the service at the 8-10 year point. No one wants to waste time on a VERY demanding career if there is no possibility for advancement.

2002065 Warrant Officers should be allowed to remain in the Army for a TWOS of 30 years, regardless of time AS a enlisted soldier or until age 62. This would drastically improve the promotion opportunities for Warrant Officers. I am 100% against Warrant being released without completing at 20 years as a Warrant Officer.

2002074 Most soldiers that I have talked with are concerned about being able to support their families if they should be separated involuntarily. The period between the last Army paycheck and the first second career paycheck are paramount. Relocating the family and finding decent paying jobs in a sluggish economy are high cause for concern.

2002077 The Military needs to start looking at the soldiers physical fitness. There are a lot of soldiers that have permanent profiles. They use them to the fullest when it's to their advantage. The Military also needs to look at something like Project Transition. To help the soldier go from Military life to civilian life. Sure, we can reduce the Military strength to save money, but all we are doing is making the welfare line longer.

2002080 Balanced budget and reducing deficit are a higher priority than defense right now. Army leadership needs to come up with a 10 year plan for the Army of the future.

2002082 I am what we call a technician or non-aviation warrant. We fill much differently about TWOS and other issues than do aviators. The basic reason for this is that TECH's almost always have at least 10 years of enlisted service. The 8 year requirement for CW3 means we'll have 18 yrs AFS, and are therefore closer to age 36, whereas most aviators are 26 to 28 (18 or 20 + 8) when they are eligible for W3. Our ages and prior service would be more relative to this survey than our rank.

2002086 I am currently on an unaccompanied tour in Panama. Prior to coming here, my 14 year old daughter was living with me in Washington (Ft Lewis). Her mother and I have joint custody. The ONLY reason she is back living with her mother in Kentucky is because she was not allowed to accompany me to Panama. By warrant regulation, I am not entitled to Family Separation Pay because she is living with her mother who has joint custody. Does not seem equitable to me that I am not entitled to Family Separation Pay.

2002087 #29. WARRANT OFFICER pay should be closer to that of other Commissioned Officers, as soon as they become commissioned. Current job rarely involves my MOS, which is what I enjoy doing. #30. I feel poorly prepared because my unit does very little to help me grow and learn how to do my job better. #31. I feel that my job performance is less than average, due to my current duty assignment. My peers have a much better opportunity to do their MOS, therefore causing my performance to be less than average. #44. We have heard many stories from friends and family about the status of our unit, yet, our chain-of-command refuses to dispell the rumors. Are we going to be deactivated. #51. My husband and I Are VERY interested in the War on Drugs and would like to get a job working with this program. My husband is also in the Army (a Sergeant) and we would like to work on this project either in or out of the Army. If you know where we can get more information on Army positions in this program, we will be VERY greatful if you could tell us. #63. See #51. If we can't get into a military position with this program, I would be willing to leave the Army to apply for a civilian position. #71. See #51 & #63 above.

2002096 It seems that every year more things are talked away from the soldier and families. Medical worse never available, use CHAMPUS pay money out of your pocket and the same for dental. Morale support charge higher prices and become self sufficient. Education change benefits before some retires and can fully use it. ETC throughout the ARMY. From housing to caring for the soldier. The Army mostly has a I don't care attitude.

2002098 The information flaw on this transition at my level is very slow, this may be due in part to the speed act which it is happening what I have seen is that from a war fightingg point of view, the only consideration for the draw down seems to be driven by cost. The operational aspect of their issues are the most stupid or uninformed decision I've seen in my 22 years in the Army.

2002117 I felt this did not apply a lot of times to a person with 18 1/2 yrs and W4.

2002118 What is the warrant officer management OCT???

2002120 Too much information presented in the media regarding the future of the force structure is based on assumptions. The U.S. Army should publish decisions as they are reached. It is imperative that the issues are finalized quickly to end the fear of the soldiers. Even a soldier with more than 15 years active service is uncertain about his future.

2002121 I spent 14 yrs as an enlisted soldier. I've now been a warrant officer for one. My big concern is where that puts me today. Wil I be allowed to finish my remaining 5 yrs as a warrant officer?

2002126 This survey was knowledge troubleshooting for me! I am a greatly dedicated junior warrant officer and I am concerned about the Army, my career and my family. I only hope that records will be screened closely in order to keep only the best individuals and not needlessly ruin dedicated hard working soldiers careers.

2002127 Question 8 - because of recent commissions by warrant officers, we definitely need pay parity. Question 12 - personality conflicts come in to play to determine the best suited. Question 63 - Presently, ALL junior warrant officers are very unsure of what and when they are to apply for (RA, VI, commissioning). This has changed too many times very unclear.

2002128 My biggest fear is that pay will not keep pace and benefits will continue to be taken away. With a smaller force we will need the very best soldiers to maintain our country's defense. We get what we pay for.

2002133 #63 Will family dental health care every get better? Will gov't quarters ever be adequate? Will the govt ever get involved with the surrounding communities (around bases) to ensure reasonable cost/style of living? Addt'l comments: Travel suchas TDY, PCS etc... if getting to be more a burden for the individual soldier. We do not have the resources to shell out money for the initial funds it takes to get to the TDY,PCS, but it seems as if we are absorbing more of the burden each year.

2002136 #24) I want my son to do whatever he chooses. #56) Undecided on how long I wish to remain 57)same as #56 82) also very helpful would be government job opportunities where your time in Army could be carried over for benefits, pay, retirements, etc. 86-88) Where I would move to if I got out if the Army is directly related to job opportunities. Most interested in living in western U.S. or Hawaii if I separated.

2002138 I am currently assigned to Okinawa and will PCS approx to July 90.

2002150 Our reductions need to be more in line with what HAS BEEN accomplished in reducing the need for military capacity rather than in hope of what MIGHT happen in world events. We need to move carefully. Events can change overnight & we need to remain prepared & capable! Also, quit force-retiring senior WO's who don't want the short tours & are in critical MOS's (i.e. 100Q). Many will stay in if treated properly!

2002151 Retired Mar 90.

2002152 I think what bothers me most about impending force cuts is the uncertainty involved. Speaking from a personal viewpoint, most of my plans for the future involve staying in the Army for 20 or more years, retiring, and starting a second career. I am confident in my own abilities as a soldier and a warrant officer and I think I possess the dedication and perserverance necessary to serve in the U.S. Army. Therefore, I believe I will still be in the Army after any cuts made in a rational manner. However, doubt arises when the question comes up of whether or not the cuts will be made in a rational manner. From a professional viewpoint, I am concerned about the quality of the force that will remain if the cuts are not made in a rational manner. From a professional viewpoint, I am concerned about the quality of the force that will remain if the cuts are not made in a rational manner. In spite of the "diminished" threat from the Soviets, the world remains a dangerous place. If Congress is not willing to fund a credible military deterrance, then the United States should be prepared to suffer the consequences. Furthermore, if we don't reduce our armed forces in a manner which is fair and equitable to service members currently on active duty, how can we expect able-bodied men and women to answer the call to defend our country if the need should ever arise again.

2002155 In my experience w/the enlisted and officer sides of the house, I can tell you that there is a large number of soldiers presently on active duty that would gladly WALK if the opportunity was simple and clear. I would also like to say that I feel it is important to keep the not good, but great soldiers in! I'm looking forward to a well disciplined and a smaller professional Army.

2002156 84. Translation/transfer of security clearance & job description to civilian terminology.

2002160 I have talked to air force personnel about the method they are using to reduce their forces. I feel that there are enough soldiers who are poor performers, and retired on active duty (ROAD soldiers) who can be identified through OER's & EERs. There are soldiers who are E-7's 8's & 9's/W-3's & W-4's/O-4's who are over 20 yrs and are not performing, but don't meet the cutoff for passovers. Can we look at the above for cutbacks. Not the good guys.

2002161 I will be retiring in 1991.

2002167 Whenever the Army is faced with budget constraints they try to balance the budget on the backs of the individual soldiers. I believe the individual is the Army's most important asset. Commanders will say they agree with the belief, but as they have shown in the past actions speak louder than words and the actions have always been negative when it comes to the individual soldier and his family. VERY POOR training and the inability to respond or even care about a soldier and his family needs will be the downfall of the future Army. If your really interested in getting a current main line opinion I dare you to give me a call.

2002168 It is my hope that the leaders and planners of future reductions (RIF, benefits) might understand the negative impacts on soldiers and field units. Morale is rapidly declining it seems, along with faith and trust in an employer and belief that many of us have fought and struggled to earn. From this end we see very few positive motivators but are bombarded yearly with negative prospects affecting not only our future but our family and lives.

2002170 In my limited time serving the Army as a warrant officer, the largest problem I can see in personnel management is the inflated OER/EER system. The current system leaves one wondering where he or she stands relative to promotions & career longevity. The mood I see is that if you don't have all "one" blocks on the senior rater profile, your future is in doubt. There are a hell of a lot of "two" block people out there that do the actual work that get the "one" block people "one's" and never get recognized on paper.

2002172 Sometimes it's very difficult for many of us S.M. to complete the educational requirement that are somewhat imposed to us. Those of us who are dedicated in taking care of our soldiers and doing our jobs do not have the time to complete our educational goals, with TDY, field problems and additional duties, it makes it very difficult, well almost impossible. But yet there are also some who do not care for their soldiers or their job and yet they get the promotion.

2010001 If you want to reduce the force by 5-15%, reduce the mission at the same pace! To hollow out the Army and leave it to fall in on itself, helps no one. Even good men will leave a sinking ship.

2010003 #84 - personal training & development should begin several years prior to leaving the service.

2010004 At this time, my attitude is based on my present TDY assignment to the Honduras where I am assigned against a slot that was voluntarily cancelled and cut by DA - However, I am still here doing "GOFER" work, ie: Fax Officer for the BN CDR, Report typist for BN CDR... JTF - Bravo went to DA, said I and the slot wasn't needed here, so DA cut it but I, a trained 151A, am being given busy work for 6 months because, and I quote - "I got off the plane and am on the ground". A CW2 is being utilized to Fax reports and RETYPE reports to simply satisfy a BN CDR. If this is the future of the Army's use of dedicated, proud Warrant Officers then something is wrong. I am supposed to be proud to be filling a SPC job as a CWZ? I had more responsibility/pride as a SP in 9th grade, and hope to serve beyond 20 yrs. My 13 years so far have been good - I'm proud of my service record and have no doubt my next 7 will be true and faithful - provided the Army lets me stay however, misuse and mismanagement like I am experiencing now causes me to wonder. The Army is a great career and great organization - let's insure the good people stay and are PROPERLY used for the good of the Army and those it serves.

2010005 The things that make having a career in the Military difficult are the constant moves, which generally makes buying a home financially unfeasable, the wife having to either put a career on hold or give up a well paying position and the poor medical, at the very least, shoddy treatment received by dependents at Military facilities.

2010006 I feel that the 4 to 6 months required to submit paperwork for retirement is too long. A possible future employer will not or cannot keep a position vacant that long. This has happened 2 times to me already.

2010008 My plans to stay in the Army were decided before I accepted my active duty tour. That was to serve my four year term & get back into the reserve or guard. I do not plan to stay active unless drastic economic changes occur which would make it more profitable to stay in the Army. I dislike the Army as a career, but accept my dislike for the education opportunity.

2010015 Q84. How about job placement with civilian companies.

2010016 I am currently in transition to Europe. Do not have addresses and phone numbers.

2010020 A lot of the questions could not be answered properly because what "I would do/my choice" was not always listed. In some cases, none of the responses were accurate. Overall, I always intended to retire from the Army. I may not have joined the Army

in 1975 if the present cut-backs/RIF potential picture is as presently depicted. It appears that we have lost a majority of our benefits, job security, etc. Questions 69 & 70 - are hard to answer since I have two home mortgages - one which I am trying to sell due to a PCS.

2010022 1. Civilian Education - when I first came in the Army and was taking college courses during my off duty time so as to aid in my advancement in the Army. I was receiving 90% Tuition Assistance for each college course for any and all courses I was taking. Since then the Army has withdrawn this and soldiers are only allowed to take 4 classes a year and the percentage of Tuition Assistance has been reduced. I don't see how the Army can continue to do this when a college education is so important on any board actions (promotion or aircraft qualification selection board). If this is the Army's attitude on Civilian Education, and they don't care if we have one then let's stop using it as a discrimantor on board actions. Getting Degree Completion among Warrant Officers has become a big joke, with the individuals in charge of it. If the Army is going to continue to require civilian education then let's make it available to soldiers and give them time to go. In my current unit, a MEDEVAC unit, the command structure could really give a damn less if the Warrant Officer gets a civilian education, but at the same time the Commissioned Officers are allowed time to go for their Masters Degrees. 2. The Fixed Wing Qualification Selection Board for Warrant Officers - This in recent years has become a real mystery to all striving Warrant OFficers. You try and try, getting maximum OER's, and keep submitting every year that rolls around and when the results of the board come out, it's the same old thing. Warrant Officers are selected that you know cannot even hold a candle to your own records, if you were to compare OER to OER and ORB to ORB and Military Education, less qualified Warrant Officers are getting this Fixed Wing Qualification Course. I have never asked Warrant OFficer Branch for much in fact I have worked with them in every way possible. When I was assigned to Ft. Rucker I scrimped and scrounged to get every course I have been to so far in my military career. Tell me, what does it take. 3. The Medical Service Corp and the Aviation Warrant Officer - when I first received my orders for my assignment to this MEDEVAC unit I heard all sorts of horror stories in regard to the Medical Service Corp and how they don't like Aviation Warrant Officers. Well, needless to say after having been in this unit for awhile now all the stories have come to hold true. If the Medical Service Corp wants only Commissioned Officers to ffly these MEDEVAC aircraft let them have it is my view. Let's stop sacraficing good aviation Warrant Officers to these people.

2010030 The lack of pertinent information concerning the "Building Down of the Army" in the field has many people worried about future careers.

2010031 1. I would advise a friend to enlist in the Army but the current obligation for enlistment is too high to ask a young man or woman to make. 2. The OER/EER reports are not the place to look for reduction because the personality differences between Rater and indorser and the individual being rated are reflected not just job performance. 3. If we are forced out how about job fair's on post.

2010033 This survey makes me nervous! The system is still based on WHO you know more than WHAT you know! I think the smart guys will get while the goings good. The rest who have little or no options will fight & backstab to try and stay in.

2010037 Sorry, to get this back so late but, I am gone TDY on accident investigations for weeks at a time. My only comment is that soldiers of quality who are retirement eligible should be released before soldiers of equal grade and quality are released. I have over 30 yrs of service and still love the Army and my work but, I would understand the manpower and budgetory constraints. I would feel that a 6 month to 1 yr advance notice would be more than fair to those of us who have committed ourselves to the Army prior to the reversal of current world events.

2010040 63. What is going to provide documental criteria for soldiers selected for RIF. It seems inevitable that there will be a RIF. During the seventies, supposedly, the "OER" a "ringer" or otherwise supplied the information by which a soldier was judged to be a RIF selectee. That system eliminated proficient as well dificient individuals from service. My concern is retention of adept soldiers and the negation of the potentially dangerous loss of experience that could/will occur if the history of the 1970's repeats itself. I have too many opinions on the issues in this survey to do any justice in the space provided.

2010043 Educational opportunities are becoming extremely unrealistic for the field field warrant, but achievable. This concludes that an associates can be obtained and should hold more weight in the promotion criteria. Officer evaluation reports are growing even lesser in acknowledging performance attributions. Rater and Senior Raters are typically uneducated in the requirements and responsibilities of Warrant Officers. In summation, an investigation should be conducted to evaluate the impact of these reports towards promotions and retention considerations.

2010045 From the beginning I have planned to serve AT LEAST 20 years. Right now I have about 13 years. I have an excellent record and have only looked FORWARD to Promotion Boards, but now I feel even my situation is tenuous. YOU people in Washington (civilian & military) need to "(profanity) or get off the pot". Everyone out in "the field " is getting conflicting information with rumors running rampant. Make a decision - drop star wars, B-2, a couple of carrier groups, and yes even a few divisions but treat the people being involuntarily separated fairly and then don't forget about the people & families remaining.

2010048 As a W4 I have reached the top of my Army career. The Master Warrant is a joke! With no increase in pay. I am wasting my time staying in the Army to be a MW4. I probably would have stayed in if my potential for increases in pay and retirement was greater.

2010052 We must determine what is the threat(s) to the U.S. BEFORE drawdowns. It is imperative that Congress recognize this, and not OVER-REACT to events in the USSR and Eastern Europe. Remind Congress that it didn't take long for the present changes and would not take too long for a reversal in that situation! A smaller Armed Forces will be a reality whatever occurs, though.

2010062 The soldiers that work for me, the other Warrants and I are concerned with changes that are planned for the Army. We are not as informed on the issues as we sould like to be. Information is the key factor in making decisions. The biggest worry that we are faced with is, will there be jobs for soldiers in the civilian world or will the unemployment rate skyrocket. Personnally I plan to retire in 1991.

2010066 For me, there are two significant factors affecting my willingness to continue military service beyond my current obligation: erosion of benefits and uncertainty about the quality of a reduced force. Over the years, I have seen the quality of health care, dental care, education benefits, etc., steadily decrease with no visible effort among our leaders to even acknowledge the erosion. Clinics routinely deny medical care to dependents, stating they are too short-handed to serve both military and civilians and therefore, military have priority. My wife now wants an average of 3 to 4 months for routine medical appointments. Similarily I now have lost a good percentage of my education benefits, being limited to taking only one class per semester ("sorry, but the money just isn't there!") and now only for a degree in a "related field". Keep reducing the quality and availability of health benefits for me and my family without offering a viable alternative (such as OPTIONAL use of civilian facilities covered by a GOOD health insurance plan) or keep reducing the education benefits which played a key role in my decision to join, and you'll lose me and a lot of other good soldiers! As for the quality of a reduced force, many of us are concerned that the truly good soldiers are good enough to market their skills confidently on the open market and will do so. Why should I stay with an employer whose pay lags 14% - 17% below others' and is planning massive cuts in operating budgets. If these leaders who continue to use their much-overworked maxim - "do more with less" expect us to do more, they better be willing to pay more for it! Since they won't be, the good soldiers will leave, the worst will be separated involuntarily, and only the mediocre will remain. THIS is my main concern. Convince me that the cuts will leave only the best by rapidly cutting all the rest and I might stay. Finally, let me address voluntary separations. Many people will only consider a voluntary separation (ie: early out) if they have another job waiting and many employers will only guarantee a job is waiting if they know you will be available to fill it by a certain date. To make a voluntary separation attractive to me, you must announce the exact criteris (so I KNOW if I qualify) and the exact implementation date at least 3 months in advance. If I KNOW on 1 April that I can separate on 1 Jul, I will use that 3 months to secure a good civilian job and on 1 Jul, I will apply for separation by 1 Aug. that's a program *I would be willing* to utilize.

2010067 SD repair people need to train on doing DS mission. We can't jump like Arty units or move like "CAV" Troops, good DS work, quality DS work or any other work. ie: Org, GS, takes time.

2010069 1. If a RIF were to take place, one complete the record OER. Strong LOI about how important the OER could become! 2. EFMP, Married Family Couple Programs, Single Family PArent, given strong consideration realistic consideration given to profile info. ie: age vs profile. I AM 55 YRS OLD?

2010072 Some of the questions were difficult to answer, because I have applied for retirement. I believe currently one of the biggest issues causing retirement, voluntary early outs is the daily errosion of our military benefits. I find it harder and harder daily to encourage good young soldiers to re-enlist, because of the uncertainty of the future of the Military, as well as the constant errosion of benefits.

2010075 #86-88 - I would either follow my husband around until he retired from the Army or move to PA depending on my situation at that time.

2010079 1. Warrant Officer Manual. 2. Additional pay for Special Forces Warrant OFficers MOS 180A. 3. Approve the grade of CW5. 4. Revise AR670-1 (wear of uniform) copy A - male uniforms, copy B - female uniforms. 5. Clothing allowance for Warrant Officers. 6. Single promotion system for TWOS.

2010104 1. Major concern: TWOS - 10% of job - MW5, SW4 SW3, W02 W01 should be rank/grade designations/where does this place Senior Warrants Company grade (Senior Officer) or Field grad (Senior Officer)? 2. The Warrant Force should e looked at OTRA/RA - passed over for RA integration - good bye see the nearest reserves. 3. Our pay scales are a mockery based on comment (1) but like most WO's I'll endure it because I enjoy the job and the challenge.

2010107 I will leave Germany 9 July 90 and will attend the WOSC at FT Gordon from 29 July to 1 Nov 90. I will report to Ft Hood, Texas in Dec. 90.

2010110 This survey was pretty inclusive. One area I would like to see expanded would be question #29(b). If I'm unsat or slightly unsat with benefits, what about an area where I can comment why? I have problems with my feet that include heel spurs and the waiting list for podiatry is over 1 year long. Maintaining physical fitness with this pain level for another YEAR is tough.

2010113 Some questions difficult to answer - #23 - depends on job interest & individual. #24 - depends on the individual - hard to predict!. #31 - only one 420C in entire division - hard to compare unlike MOS's. Also - question on spouse income does not give room for spouse in military - pending retirement.

2010114 #63 - My decision will depend on whether the Army leadership is allowed to make the decisions or if Congress indescrimetly dictates to the Army. As was done in the post Viet Nam RIF.

2010116 My career goals have noe changed. There is much uncertainty and lack of knowledge in the field as to what may or may not happen.

2010119 #63 - Until the Navy fully commissioned its WO Physician Assistants, they & the U.S. Coast Guard promoted them from W-2 to W-3 in 3 yrs & from W-3 to W-4 in 3 yrs. I've just been promoted to W-3 after 5 yr 11 mo. That pay disparity alone is demoralizing, regardless of the job satisfaction. Also, Air Force P.A.'s have been fully commissioned for 11 yrs & have just promoted me to 0-5. It's my opinion, & that of other PA's, the Army leadership is discriminating against us based on budget considerations. I understand commissioning Army PA's may happen by Apr 91, & if I've completed my B.S. by then I will be an 0-2 (at 43 y.o.) not much of a promotion by any of my contemporaries or myself.

2010123 Instead of ruining the careers & lives of many servicement & their families, why not cut budgets in the multibillion dollar projects/equipment that are not as feasible as a well trained conventional force. We can also save money by not giving as much incentive pay (flx. pay at $650/mth. for example) because these days just being able to stay in is a blessing. Too much fraud, waste, & abuse also accounts for increased expenditures. If we reduce manpower & conventional equipment too much, we'll repeat history again. Who knows - maybe another Pearl Harbor!

2010125 84. Database of teaching positions available.

2010126 Find a way to keep quality personnel in the Army after reductions. Some evaluation reports are over-inflated. Schools and education cannot be a discriminator due to mission requirements. Total history records of Military Service of personnel should be considered.

2010136 Most jobs in the Army do not qualify you for anything in the civilian workforce. The longer *you're in the Army*, the less prepared you are. When cuts do start and I'm sure they will, they will probably happen fast. It will appear to be even faster to the soldiers. For the most part, soldiers in units are not informed of when or how changes wiill take place. I keep hearing from Senior Officers and NCOs that "if" cuts take place it will be fair and good soldiers will not be affected. How will it be determined who "good soldiers" are? Those that have won the NCOER/OER popularity contest? Soldiers are afraid that it will be a massive hit and miss reduction in force that will get as many good as poor soldiers, the people that I have seen leaving the Army lately are not leaving because of what is happening in Europe but because of poor leadership at the Mid Officer/Mid NCO level. The emphasis is not on building and maintaing efficient units but punching tickets and pleasing raters and senior raters even at the expense of your soldiers and units.

2010138 Question #84 - A minimum of 2000 flight hours are needed in order to get insuranced in the Civilian Medical Evacuation profession and 1000 flt hours for most other aviation occupations! I only have 250 flt hours now!!!

2010143 Warrant Officer pay MUST be equal to Commission Officer pay!!

2010146 Why do we, the Army; bring in so many Officers through some very expensive schools then in around 5 to 7 years later get rid of the same people we worked so hard to recruit? If the RIF is supposed to save tax dollars, why do we continue to send Commissioned Officers to schools that they never utilize? I have seen many Captains who do not want to go to aviation maintenance officers course but, continually get sent to fill quotas that do not require such schooling. Even if they were to utilize their maintenance schooling their longevity to use their skills is very short because of rank progression. The type of advanced aircraft that are in and coming to the Army will demand a qualified maintenance manager who is career minded and knows his aircraft. I understand that we must have commissions in charge but, I think we could save the tax payer money by sending Commissioned Officers to mini-courses in their area operation and concentrate most of their schooling on communicative courses. If we could cut down in wasteful spending in other areas maybe we could maintain our personnel strength. After all we worked to hard and spent so much money to recruit good soldiers let's keep them.

2010147 I personally would like to be given leave of absence from the Army to complete a college degree, with an extension added to my obligation period. This would enable me to fulfill my personal goals and still complete a career in the Army. Any answers left

unanswered were due to my current employment on the Big Island of Hawaii, and for the sake off time left unanswered. As I will not be returning home for 7 more days.

2010149 Promotion potential and dollars & cents are the two most important issues which concern myself and several of my peers. As long as foce reductions are completed by perform.ance as opposed to pure numbers, a lot of concerns will o away. Another big concern is the loss off quality in junior commissioned officers. We are afraid the quality will leave due to concerns about potential and medocre officers will remain.

2010150 I did not receive this survey until 10 Jul 90 - seems it was sent to CS CO MNT LT EQ FT HOOD, TX. I'm with the 647th MTCO: several warrants have received survey late due to addressing - plse check records - CS CO MNT LT EQ is not recognized here at Hood - Mailed back 10 JUL 90.

2010151 #69 The uncertainty in my career plan (after BZ to MAJ; first time select to LTC cmld & was college; BZ to Col) is a direct result of COL cmd selection board results. If the Army equates my TRADOC LTC Cmd to (or near to) TOE Cmd then I am compeditive for COL Cmd and will continue a full service career. If the results of the next board does not show statisticly significant TRADOC/TOE equality I will retire.

2010161 Some questions are VERY THOROUGH but too complicated, I read some two, three - four times still not sure what it means!

2010166 My husband would indeed lose his crummy part-time job & be able to return to a good well paying job in his field if I were to leave the services. I'm sure there are others with this consideration.

2010171 84. Clear information on working for State or Fed. 87. Would PCS to home of record. But would like to work in other state. 93. After retirement would like to work with reserve or national guard or active duty or V.A.

2010174 Ref item 84. The most effective program would be a "transition planning" class which covers the transition from a military career to civilian. Just to clarify a point, I feel that publications such as Army Times; Stars and Stripes, etc All publish propaganda in that much is said about "pending congressional actions" and nothing is said about current policy changes. This causes much confuson and adversely impacts morale.

2010175 Q#13. I don't know about the *current* evaluation system. Comments: I am divorced. I will not expose another woman to the Army, because family benefits suck and the military *is not* supportive of keeping families together. I recommend keeping more single soldiers and helping the married soldiers that stay in, stay together. I want to go to and stay Special Operations. If not Special Ops, Military Intelligence.

2010184 Question 63 - Rather than personal uncertainty, I am more concerned with the type and quality of soldiers that I will be working with and changes in mission. I am especially concerned that if the people go away, then the Mission goes away. I don't want to do the same mission with less people. I am very concerned that by the time I get out of the Army (3 years), there will be few jobs left. I am concerned that if WOMA becomes law there will be wholesale elimination of the Warrant Officer Corps. I'm afraid that the Warrant Officer Corps would be an "easy" cut to make to get rid of a large amount of people fast. This would cause a tremendous elimination of technical expertise which would be to the Army's detriment.

2010185 This may not be important, however, I feel that without proper incentive I may not remain in the military past twenty years. Also, I have already felt a reduction of MCA in the TOE of the unit I'm assigned. "Maintenance platoon of a Mech. infantry battalion", being never filled at 100%, (we average 80%) the job of the maintenance platoon will always remain the same. We now have less people to perform that mission. I expect it to become worse.

2010187 I believe the Military is spending too much money on medical care. Doctors are being paid bonuses to remain in the service. If you cannot hold enough dedicated Doctors in the Military, start a health care insurance plan. Money can't buy dedication. Warrant Officers are not treated fairly in overseas housing. E7's and E8's have better housing.

2010188 On many occassions the Army does not place enough emphasis determining a soldiers "career intentions". Many "career" minded soldiers are passed over while "non career minded" soldiers are promoted only to leave the Army at the first better civilian opportunity. The Army also should develop a plan to PCS families with school aged children during the Summer months whenever possible. At the MINIMUM the Army should NOT PCS soldiers while they have a child in their Senior year of High School.

2010192 Req Q 63 - I am currently a Junior CW4. I have held two positions in past assignments which are now designated as Master Warrant Officer slots. Because of this position coding I am no longer qualified to fill these slots. I am not interested in working at company/BN level for the next five years in hopes of being selected for MW4. I feel my talents could be more greater appreciated in the civilian sector.

2010198 I am curious what proposed changes will do to my career field, which MOS's are up for RIF? What will it mean to those soldiers staying on active duty? ie: what changes in PT test scores, body weight, 1 bad EER/OER, 1 ART. 15 will have on retention chances.

2010200 I am currently on Terminal Leave, I will retire effective 1 August 90.

2010201 #63. Increasing work-load as the numbers dwindle in the face of performance demands made by overachieving company & field grade officers, computing desparately in attempts to out do one another in order to secure their career progressions. I blame this "J" series TD & E for much of our present plight. Contrary to how it was designed to work, it INCREASES the workload on the individual soldier at the company or troop level. This is because this "J" series TO & E has been functionally modified to duplicate the activities & extra duty loading of its predecessor, the "H" series. However, the "J" series doesn't have the numbers people to comfortably handle that loading, consequently, the hours are much longer, the micro-managing is more intense - partially because of a whole order of magnitude less in leadership maturity @ the company/troop level. And partly because as a sider "generation gap" between company/troop leaders and their mentor/boss @ battalion/squadron level. There is typically a lot of back-stabbing, cheese eating, one upsmanship, and competition between company level leaders for this LTC's favors. Sadly, it's the troops who pay the price - and D.A. wonders why retention rates are falling. I didn't come into the service to put up with continous 12-14 hour duty days. I can put up with it for the next two years until retirement, but the new guys are seeing this handwriting on the wall, and they're reading it for what it is - no career security, long hours, immature leadership, dog-eat-dog environment. Family separation, eroding benefits, lousy family lifestyle, monetary compensation that is well behind the civilian sector for those with skilled MOS's, heavy extra duty load & only a fraction of the duty-day typically being spent mos related activities. Who looks forward with eager anticipaton to 20 years of that? And there are no guarantees at 20 years, even if you do all that's expected of you, and more. What a dual! I don't blame the young!

2010203 1. The Military leadership has stated to me that the better officers have no worry. But simply due to sheer numbers it is inevitable that a selection of great officers will be released from the active service. 2. Reclassification: I've trained an entire career for this field, why would I want a reclass.

2010204 1. Have already been issued retirement orders therefore many survey questions have no impact. 2. Senior and ascending leadership in the Army today and into the next 5 years consists of blind, political, egocentric careerism. The troops will suffer badly. 3. Cannot reasonably recommend the military as a lifes work any longer. Primarily due to #2.

2010209 The Army still thrives totally on longevity in grade/job. There is a lot of dead weight and always has been that remains simply because of job security. Many have done little for years except draw a paycheck & I doubt they could survive outside the Army. If Army force reduced, and no doubt it will be, a method must be found to keep and more quickly promote the good soldier, while effectively and efficiently eliminating the dead weight.

2010217 I am currently on PCS leave, to Ft Eustis, Va fcr AMOC.

2010219 I have flown the AH-1 15+ yrs, all but 1 unit was CAV, I would like to enter the OH-58D (CAV Reconn - same units I have served with) but DA says NO; Moving to the AH-64 is the only change I may look for from DA. So I am going to Germany as an AH-1 Pilot (CAV unit) 19+ yrs (10 yrs plus already in Germany). How about the Senior Warrant being able to move to some other A/C someday.

2010223 The most frustrating idea behind RIFs for OTRA is, having made it through selectiion processes and schools to become a Warrand and current regs dictate at least a 2 year probation period for RA, it almost appears to have been an error in judgement to change from an E-6(P) to W01 where at least as an enlisted soldier I knew I'd make to 20. Now I'm not so sure.

2010231 Q84. A class on how cope with financial ruin.

2010235 I love the Army. Please don't let the best NCO's leave. No one knows what is going on at FT Lewis. Many warrants have come down on levy, some with only two years on station. I do a Captains job as a CW2, why not pay me the same. At least pay W3's the same as a Captain with same years service.

2010236 I'm getting ready for a PCS, I Can't furnish a phone number until Jan 91.

2010237 #63 - concern for financial support for family. #81 - trying to build own business.

2010238 I am currently working out of my MOS (350D) and in a Collection Management slot. My Branch Manager refuses to move me to any place I could do my MOS. out of two 350Ds at III Corps, both of us work outside of our MOS in spite of two unfilled legitimate slots. This experience is embittering us both. Although I hope to be a 30- year man, a second episode like this could change my mind.

2010241 I feel it would be unfair to involuntarily release anyone from active duties based solely on his/her OERs. OERs are so inflated that good people will most definitely by forced out. One aspect of involuntary separation not covered by this survey is the total humiliation and embarrasment felt by those separated. One way to curb some of this embarrasment would be to highly publicize large cuts and reductions in forces. Most civilians feel that the only way tto get "kicked out" of the Army is to kill someone or be incompetent. Increased separation pay is definitely a must. I personally don't understand how the higher-ups feel aviation can take any more cuts and still operate safely and effectively. We are strapped now!

2010242 No matter what the personal sacrifices will be, we have a clear obligation to maintain the most capable force possible with the money we are given. If we let readiness drop to keep up our standard of living, we are wrong, and I would rather flip burgers than be a parasite. On the other hand, if the American people can't afford to maintain our standard of living at an acceptable level I will get out and find a job that pays enough to maintain a reasonable standard of living.

2010243 REF Question 84: Age limit on Federal Employment is too restrictive 35 YEARS. 1. Congress could care less about the fortune of the soldier; their main concern is getting re-elected and padding the pockets of their districts.

2010247 Consideration for RA and involuntary indefinate status should be automatic. Complexity of requirements and application creates redundancy and I feel is not required. Several of my peers have been forced to ETS due to rejected orr improperly prepared packets. Division level managers are not properly trained and errors result, ending an extremely fine soldier not due to his error. Publish stages of application and forward to all Warrant Officers.

2010250 RIF, if necessary, must be accomplished to ensure that soldiers that have served honorably are treated honorably. An unexpected/unplanned seperation is devasting to all concerned but the more junior the soldier, the harder they will be hit.

2010251 I honestly believe that someone reading this gives a (profanity). because, I cannot in this space, begin to discuss the major reasons why I will leave the Army. The major ones are: I am a pilot (or so I thought) and I have to go tooth and nail for EVERY hour I fly, just to make minimum proficiency requirements. But more important is the quality of commissioned officers who are being given commands in aviation. I began to see the trend in flight school, but the reality didn't hit me until I arrived at my first unit. Not just poor managers, but stupid people; stupid by any measure, and these people will decide my life and death is a war. It really scares me more than any Warsaw threat ever on the drawing board! Please contact me if you would like a less emotional, and probably more constructive response.

2010252 I will be on terminal leave pending retirement on or about 27 July 90.

2010253 My financial concerns may not be as extreme as peers due to my spouse also being a service member - CW3 with 19 yrs active federal service. My career field - 311A0 (CID) will be greatly impacted by troop reductions and workload will change. I would like to stay beyond 20 yrs however if it causes a sharp highly motivated subordinate to be forced out, I would reconsider in order to maintain high quality longevity in CID command. With 16 yrs active service behind me, I would like to benefit from retirement. If staying beyond 20 yrs would cause slower promotions for those junior to me, resulting in quality personnel leaving USACIDC, this would be an injustice to the Army and my organization. I believe that the Army needs to look at experience factors of career officers & NCO's and what benefit is gained by retaining these individuals beyond retirement eligibility VS loss of high quality personnel who see no prospect of advancement.

2010258 If and when this reduction takes place, I believe it is imparative that the reduction be done slowly so as not to flood the market with ex-military personnel looking for work all at once. This would be unfair in two ways. 1. The wages will be much lower due to the flooded laborer market. 2. This creates a hardship for both the civilian and and ex-military in their attempt to maintain a quality of life they might have expected, had there not been such a glut on the labour market.

2010261 Under AOE and new J series MTOE (aviation) reference AVUM assignments: to few soldiers, to many aircraft now, reductions?! To many distractors ie: in my unit Airloorne operations, road marchs & P.T. etc. suggest we reorganize where in a AVum company/Batalion each company has only one type aircraft, one company is strictly maintenance (ie: the old H series MTOE-flight platoons, maintenance platoons) all in one Bn. To few mechanics maintaining to many complicated aircraft.

2010264 Why can't the incentive flight pay for Jr aviators be more proportional to the career incentive pay at the 6 year mark? RAther than the large jump between 5 & 6 year aviation service.

2010266 Alot of questions were vague. I am answering alot of the questions "undecided" because there are alot of different facots that would vary my answers. Overall, I am glad you are conducting a survey to see what we all think!

2010267 Strongly concerned that MOS-specific elimination board "floors" will cause separation prior to retirement eligibility. Strongly concerned that promotion board "ceiling" will cause non-selection and possible separation prior to retirement eligibility.

2010270 Class I flt physicals provided at TMC's. This will be a cost saving for aviators who have to get out early. Be advised I did not receive this survey till 5 Jul 90.

2010271 84. Enchanced schooling benefits to qualify for professional jobs & financial opportunities to support myself while in school prior to being able to work full time at another career.

2010273 My company was designated ALO-3 several years ago. We do the same job now with less equipment and people. The only change is now we average 60-70 hour work weeks. How will a force reduction affect work loads and productivity? I have not heard this issue addressed?

2010275 1. Since I have 18 years, 9 months, I would think I would be able to retie at least at 20 years. 2. In reducing the size of the Army, I believe serious consideration should be given to reducing the number of civilians employed. Non-essential "nice to have" jobs should be eliminated. 3. Before "accross the board" cuts are made, perhaps administrative and recreational positions could be reduced to keep from eating into combat and combat support units. 4. Personnel who are non-deployable and personnel with permanent profiles should be considered for release before personnel who are fully capbale of doing their jobs.

2010278 from #84. As a pilot, availibility of tuition asst or GI bill moneys for use in civ flt schools.

2010280 A career soldier makes a commitment to the Army for a career. If I play by the rules, do a good job, give 110% the Army will in turn allow me to stay in the Army, promote me when eligible and provide and opportunity to imporve my educaiton. Pay a decent salary and provide JOB SECURITY! I'm over 20 yrs active svc, a professional, the best in my field in the Army! Now my future is all at once a question, my family, my life. For once the Army should live up to its obligation to its soldiers as the seniorty. Maybe we should consider running if like a corporation. The fitest survive. Those that earn their keep and make a profit should stay. Others should go.

2010282 As a MWH my present concern is the passage of the WO mgmt act. I am worried that the CW5 portion will be delted or not implemented upon passage of the act. I believe this is a major concern of all Senior Warrant Officers.

2010288 Many Warrant Officers are not happy with the pay situation. We are commissioned, doing commission officers duties and yet we don't recieve the appropriate pay. Since 1961-62 pay parity between the Warrant Officers and regular commissioned officers has grown further and further apart. This started with a pay rais (name) which included officers and enlisted personnel but left out Warrant Officers. This has never been corrected, although attempts have been made. Correcting this may retain some of the valuable assets which are retiring/separating due to better pay for the same job in the civilian community.

2010291 Info is sparce and not pin pint. Most concern to my MOS-UH60 maint test pilot and the CMF67 guys. What happens to the aviation field? most feel we are already over committed and understrength. Now with AOE - refered to 00 army of emptiness. Most enjoy the job and challenge in itself but looking at longer hrs, longer promotion twice and a growing civilian job market almost all of the firsterm 67T's I have are getting out and alot of the pilots.

2010293 The dissemination of the most current issues surrounding restructuring has been less than adequate. As a new Warrant Officer, my chain of command is unable to keep me abreat of my professional "situation". There is currently no specific information concerning projected plans for future cut backs and utilization of Warrant Officers, particularly Counterintelligence Technicians (MOS 351B). A traditional shortage MOS, how will my career be affected by such cut backs? Will shortage MOS's remain untouched? Will diversified strategic assignments deminish in favor of a more streamlined force? (Which will drastically impact upon the Army's ability to provide intelligence/counterintelligence support to the Army community). The current political restructuring and reunification efforts in Europe notwithstanding, there are specialties within the Army that MUST be set aside and approached from the standpoint of continued continuity and national security. The MI field must certainly be placed in this category. Our first line of defense in any situation is our ability to collect, assimilate and analyze information. That ability must not be hampered to the point where national security becomes an issue. In conjunction with proposed cut backs and current global political issues, the Army's command structure must reexamine, define and restructure accordingly. I would very much like to see the Army take advantage of its leaders and technicians through the formation of "working groups"; representatives from selected commands assigned to address the advantages, disadvantages, associated problems and future senerios of such a drastic reduction as they would apply to certain occupational areas. Representatives should include enlisted, NCO's, warrant and commissioned officers. Job security remains a primary concern. Keeping personnel informed of changes and quelling unfounded rumors could be better accomplished through: 1.5eeping career managers better informed with updated information. 2. Publishing a PERSCOM newsletter through command channels concernign propesed changes. 3. Solicite feedback (this feedback survey was a great idea). I f I can be of any help in the future, you can count on my support.

2010294 Professional opinion: Senior Warrant OFficers should never be rated by LT's or Junior Cpts. This has been my total observation plus experience the past 18 years of servie. I strongly believe and know I possess more than superior skills and knowledge to do and accomplish every job the US Army has presribed for a CW3.

2010299 A major concern with a potential RIF is the amount of time served. Most would prefer to voluntarily leave the Army or be subjected to a RIF before reaching an age that decreases civilian employment opportunities.

2010308 I have 11 years enlisted time in the Air Force and joined the Army to become a helicopter pilot. My experience with the Army is probably mor limited than "others like me" as mentioned in the front of this survey. I hope my answers help, they may not be representative of a large group but they are honest.

2010314 Yearly cost of living increases need to be paid end of Oct. Now it is in Jan of the following year this is money out of our pockets. AZlso yealry cost of living allowance is less than the inder inflation rate so there is no gain to a military member. These both play a big role in how a military member views those who are supposed to be taking care of his interest ie: the Gov. These have an adverse effect on how the Gov is taking care of its militay also medical care & availability for dependents has decreased significantly the last 10 years.

2010315 Please send info on W.O. management act.

2010316 To keep technician/warrant officer from moving into the civilian sector, the Army must offer warrents the same educational opportunities, already taken fro granted by other commissioned officers grades (0-1 thru 0-10). As the warrants role within the Army expands and we move more into traditional roles of 1/2/3, the benefits associated should also become institutionalized. Educational opportunities and pay parity must be a top consideration for any administrator who wishes to maintain a technical specialist who's skill's are much more marketable then his/her generalist counterpart.

2010318 One of my main concerns is the quality of life for family members. As I am planning to make the Army my CAREER I would like to see more emphasize on this subject. On the same lines is the availability of FULL TIME employement for family memebers. Too many civilians are working in jobs that should be filled by a service members family.

2010326 #63. Retirement /medical treatment & dental have become issues and reasons for not being cost effective. The reason that the silent majority stay in the Army is a good retirement plan, but you are not living up to your part of the bargain. I gave up the most important years of my life to seve my country thinking that my country would provide a service for medical/dental/education, currently this is nt the case! You keep stealing benefits and use feable excuses. How about this, let's not build (z) F-18 fighters and use that money for the retirement system. Like paying a debt that you have committed your honor and creditability to uphold! #53. Senior leaders seem to look at what will give them the most bang for the buck and not, what it will or won't do for the average soldier. Recommend for them to tlook at the grass roots level. Cutting troop strength currently make for longer working hours. A. If you cut job/slot then the requirements should also be cut. But in all my time in, it has always been do MORE with LESS. If this stays true to form then we are going to start working on Saturdays & Sundays to complete the DAILY REQUIREMENT! B. With the current troop reduction (today) there are to many tasks and within a 10-12 hrs workday they cannot be completed.

2010331 Some questions were hard to answer-what does not show from my answers - I have already been RECLASSIFIED to another MOS & was also selected for promotion, all in the last year. Obviously this has had some impact on me personally with reductions. I recieve this survey in the mail the 5th June.

2010332 Re #84: Companies who employ personnel with experience in specific MOS's. Comment: Needs a section on political aspect of military hieerarchy. Especially where the evaluation (OER and EER) is concerned. Possibility of personal likes/dislikes overiding actual job performance.

2010334 I have just completed 20 years of service but owe one more year of an obligation. This survey made it difficult to answer some questions because of that.

2010336 1. Consider revising pay raises to provide longevity increases beyond 26 years. Makes retention beyond 30 years more attractive. 2. Offer direct commissions (01) to the top 10% of Warrant Officer flt training class upon graduation. 3. Consider conducting a survey to find out if our soldiers feel they are being well led. Do current policies cause unnecessary hardship when reacting to short term projects of no long term/permanent value?

2010344 1. I am very concerned about RIF procdures: SEVERAL of my contemporaries have been given their "notices" and are "out" of the Army and not CAPTAINS in the AIR FORCE What kind of system is this? 2. Two others are enlisted for the next 2+ years until their retirement. This IS a WASTE of their skills/training! Sorry it took > 3 days for me to complete this survey. I just returned from CMTC at Hohenfels, GE. Great training! Really!

2010346 #48 As the Army becomes smaller, it seems that the professionals leave and the politicians stay in. The best NCO's and officers are usually not politicans. #77f. I have yet to see a competent child care center on any military post I have benn at. #84. Another helpful item would be a military to civilian job convertion book. #85. DOD civilians are usually more concerned in getting their friends and relatives jobs. I prefer an employment agency or military subsidized head hunter.

2010349 Most Warrent Officers that I talk to are willing to stay in beyond a 20 year mark with hopes of better promotion opportunities and comparable pay as other company grade officers. We work just as hard or harder, are more knowledgeable of the entire scope of unit operations (and technical aspects), but get much less pay. Fix the pay problem and expertise/professionalism of the proposed smaller (elite) force will definitely increase. The Warrant Officer is now a lower paid/same work Lieutenant.

2010350 Maintenance of personnel readiness #1 concern. Continued prospect for advancement even at slower rates. Improvements in standard of living, pay adjustments more in line with civil work force. Improved work environment, post facilities and medical facilities. Our nations forces can do the job with fewer, but we don't expect to pay for the peace devidend ourselves.

2010351 Other issues/incentives: 1.Percentage of base pay and retention of all benefits for up to 3 yrs or until these can be replaced by new employment. 2.Longer household goods storage - up to one year allowing job seeking. 3. Dependents could remain in quarters with benefits such as schools (mainly for those overseas - up to one year while military member seeks stateside employment. 4.Bonus years for voluntary retirement. Give an extra 2 yrs service credit for those 18 yrs + that would take retirement. No one should feel badly about leaving the military, afterall, we have done our job. The major concern will be for maintaining a standard of living without total disruption of our families. As with all veterans, we do not want to be forgotten because the "war" is over.

2010368 Redefine units missions; trim down the beauracracy to provide mission essential items for the line units who don't have equipment neccessary for training. Real bullets, real targets. Allow us to ACTIVELY participate on the war on drugs.

2010369 The Army Warrant Officer continues to be the forgotten officer grade. Many branch managers are not thoroughly familiar with personnel issues. Field commanders continue to utilize Warrant Officers outside their fields to compensate for inefficient or poorly trained commissioned officers. While milpercen looks the other way. Senior raters may say that they know the difference between Warrant Officer rating vs commissioned, but privately they admit they do not or do not care of the difference.

2010371 The proposed reductions have me concerned but I'm not sure about what is going to happen yet. I hope that I'm allowed to finish my career.

2010372 I am concerned that Army personnel recieve sufficient advance notice if they are asked to leave the Army. I feel that the Army should establish notification six months in advance as the norm.

2010383 84. Information on self-employment opportunities. Starting a business. Financing options.

2010386 I have served for over sixteen years. Often in jobs and/or situations that I disliked (strongly). I have accepted a salary that is significantly lower than that of my civilian peers. I took the bad times and lower pay because I expected a reward at the end - security and retirement pay and benefits. Any proposal that does not include a significant portion of retirement pay and benefits for those of us in the fifteen plus group (both officer and enlisted) in the event of RIF is clearly unacceptable. The various proposals in the form of separation pay that I have heard of, cannot hold a candle to the long term losses we face.

2010388 I am very concerned about congressional action to reduce the size of the Army. I am afraid that Congress will move to fast and not only cut troop strength but also benefits and training funds. I believe that Eastern Eurpoe is now more likely to have civil strife that could develope into war. The fall of the Iron Curtain has made this a very dangerous time.

2010389 In the Hierarchy's drive to produce "good soldiers", they have disposed of the warriors. 21 people died in Panama; at the hands of a THIRD RATE FIGHTING FORCE. I welcome a 2-300,000 person cut in active strength. MAYBE the command will re-think their planned strategy of victory. Peace IS NOT our profession, detterence IS NOT our mission. WAR is our profession, our mission: WIN! To (profanity) with the hype & hoopla, there are just a few simple rules we really need: 1. Win! 2. Learn to win from defeat. 3. Prepare to win. 4. Win quickly. 5. No warriors hurt, no others hurt needlessly. 6. Win!

2010390 #63. Hopefully, I will be able to reite in a couple of years. #104. I'm over 20 years.

2010391 As a Warrant Officer, I still don't understand the pay differnce between us and regular officers. We are considered officers in all respects except pay. the other issue which I question is losing a portion of our retirement when we hold a federal job. A retired Sergeant Major takes home more money than a retired CW3 and does not lose any money from his retirement but yet the CW3 does because it is considered double dipping.

2010392 #13. It is common knowledge that the current rating system is based on an overated base line; therefore, the selection of good quality officers to remain in the Army is not feasable. #29. Increasing additional duty work load decreases overall job competency - let us do what we are trained to do! #54. Benefits are being continuously stripped from soldiers and their families. #50. There is no longer a guarantee that allows qualified officers to make concrete plans on an Army career. #101. If the Army was really concerned about saving money by cutting moving expenses, perhaps they should adopt the Air Force policy of not moving

a soldier unless he/she requests a transfer. Short tour assignments could be filled by giving a desired assignment upon completion of the short tour.

2010394 A lot of people really don't know what to expect as far as retention & promotions in the Army. Under the current promotion system (Reserve & RA board) if you make W3, especially on the 2nd try, should you go ahead and put in the time and maybe not make W4 or your 20 yrs or just get out before you invest a lot of time.

2010399 Our main source of information for issues on RIF, closure of bases, etc is the mass media, mostly newspaper. We need official "chain of command" information-but most of all we need our leaders to make the decisions that will affect each of us. It's like waiting for the ax to fall - but I am confident in my ability to make proper choices if I have the accurate information to have these choices on - WOMA is an example - Warrant Officer have been waiting too long and congress is still dragging its feet.

2010406 Interviewing practice/tips.

2010407 #84. I feel that a federally sponsored job trainign program would be very useful. As I am opposed to any involuntary RIF, whether enlisted or officer ranks, I feel that a combination of reduced recruitment, slowed promotions, early retirement at 15 years and 40% of pay, and a substantial separation pay would be a much better way to conduct a RIF of this size.

2010408 1. I am a P.A. with 3 years as a Pa and a total of 12 years time in service. I started as a PFC and now they want to commission me a 2nd LT. And they are holding us longer in grade than other commissioned officers. Not fair! I want fair and equitable pay and position for the jobs PA's do. We see over 70% of the active duty force.

2010409 I am currently on PCs orders to the 7th infrnatry division (light), my current port call is 30 July 90. The phone numbers below are to the 707th Maint BN, my potiential gaining unit of assignment.

2010415 Many questions ask if you plan to stay in the Army twenty years or until retirement. I marked yes in each case. For me the real meaning of the question is would you like to stay twenty years or until retirement. I honestly don't think I'll see that point given future budget cuts and RIFs.

2010416 I am very disturbed with my current quality of life. As an E-5 in flight school I was able to afford a 3 bedroom house in Alabama. Now in California my family of 4 is living in a 2 bedroom apt. with my rank of W-1. I am also distrubed by the conditions of my workplace as compared to Air Force and Navy installations. The Army has obviously tried to cure for too many people without enough money. This mismanagement gives me concern for the future.

2010422 The reduction in force issue would not be a concern of the American people, if those in decision making roles would have spent quality time correctly analyzing the situation at alrge. The gross negligence in mismanagement of funds in all of the branches of forces has greatly reduced the American ublics view of a strong nation. The majority are now more skeptical and have to be lied to in order to be convinced otherwise. We must return to our basic principles or patriotic duties and moral obligation to serve and defend not greed and misreprensentation.

2010423 1. The Army has no effective means of measuring the skills of soldiers in technical MOS's. The sqt shoudl not be used as any sort of management tool.We need to have a better method of determining which of these soldiers should remain on active duty. Pt scores and height and weight standards are important, but as the Army gets smaller (and hopefully smarter) do we want to use these as the SOLE criteria for seperating soldiers in techncial MOS from active duty. 2. LACK of information about cutbacks is not only affecting morale (especially among 2nd term soldiers) it is affecting retention. 3. And since this is my opportunity to speak directly to DA (remember I'm speaking specifically about the 98 CMF and 352 Warrant Officer field). The current Warrant officer "management system" is in a shambles & soldiers are selected for W.O. based on "paperwork qualifications". Nowhere in the selection process is there a requirement for an evaluation or recommendation from a WO in the same MOS. The WOC course is keeping the best soldiers from applying. The type of soldiers that should be applying for WO (Senior SSG's and SFC's) don't need the WOC course and they don't get anything positive from it. There is no education system for WO's. None. On a Wo is appointed he or she is on their own-no advance schooling, no technical training. Why can't there be a planned Warrant Officer education system similar to what commissioned officers have? Improving the WO education system would go a long way in improving the quality of WO's and the prestige of being a WO. WO's should be promoted on a fully qualified basis. Promotion should be based on a WO's abilities not on a arbitary precent.

2010424 #84. Preference in civil service openings and cross matching military grade and experience for personnel in open civil service positions.

2010425 I am not entirely convinced that DA personnel has a handle on how to deal with rating WO's & assignments.

2010432 How is it that Congress gets 50-100% pay raise, and most of the time they question a small 3-5% pay raise to the military.

2010434 I feel that I will be allowed to stay in irregardless of what happens. If by chance I am put out then I feel that my experience and education will be valuable in landing a good to reasonably good job.

2010436 I am greatly concerned about the mil. career NCO with a family and no assets. The sooner specific details are known the better for all concerned. The personnel who will be effected will know and can start making plans.

2010438 Conversion table of military experience to civilian application.

2010439 I intend to stay 20 years, but if that is not to be I'm worried I'll get no seperation pay to help out in the transfer from o ur Army life to a civilian one. That is what concerns me!

2010443 Currently, I spend entirely too much time doing "soldiering". I work as a Medevac pilot. If I'm not doing shift work of 24 hrs on, 24 (often less) hrs off and still maintaining unit training requriements (I'm the training officer). I'm gone tdy to support other units. In the last year I've spent 6 months away from home. With 19 1/2 years in, I've been tasked for another overseas tour (it's been less than 3 years since I dan an/os tour. My kids are grown and I don't remember it. Know what I mean?

2010444 You're not going to have a "real" good picutre if you use OER's as a source to choose between which good guys should stay or go. That will work for duds who have consistently poor OER's. The good OER's are easily inflated and are not real u se. Assignment Hx, impact awards (not E.O.T.), extra letters, schools(sought out by soldier), will be much more important. In small MOS's like mine, one to one contact with previous boses to really discover assignment success will help. Larger MOS's will be tough, but not as eritical as you'll have more room to cover bad decisions. I realizy the Army's desire to have a young fighting ofrce. This heads to a trending to toss out the old-experienced "(best) resources, and brin gin the fresh young & new. I feel,based on my experience, if you keep more of th eold-experience/best and you have a great need for alot of new (a conflict/build up arise) it's much easier/efficient/effective to train large amounts of new if you got the old to do it with. Stop brinign in so many, close some basic training, bases. You won't have to force out so many of the good one's (and risk keeping the bad ones). I think it's alot easier to reopen trainign camps in qa crisis then to train new people to do jobs the trainers have never done. There's alot of reasons why the Army has quite often tossed the good and kept the bad. O E is the forced promotion system. (You know take a soldier who the best e-5/6, force them to E-6/7 etc... Where the not qualified to be not do they desire it, or toss this for not making it!!!!! Not all people ar leaders so stop taking good workers and making terrible leades of them. Another is the old EER's (NCOER are a great imporvement! OER's should only do ratings on an impact basis. REal bad/good, ACORNS, special impact, transfer, board. If an OER doesn't have to be written, when it is, it mean a lot more b ecause so one had to really go out of the way to do it.

2010447 This is a POOR SURVEY to send to someone who had already spent more than 21 yrs in service! Some questions do not have answer selections which apply to my situation. What does #28, #64, #3, #2, #4,65 have to do with Military service? #62 are contradictory & leading aperson can to easily misinterport them! The double questions #62f, especially is poorly worded. If one agrees w/part, he does NOT necessarily agree with the other part. Not enough space here. N/A questions #65, 66, 67, 68, 70, 71, 72, 73, 80, 81, 88 (unsure), 100 is not an option & poorly worded no choice of disagree". #102 & 103 & 104 ARE POORLY worded. You assume all WO's know ALL about which you are speaking, and #104 does not apply to me.

2010448 My thanks to you for allowing me this professional and personal opportunity to contribute to the US Army career satisfaction survey. Total Army! Total victory!

2010449 I feel that DA career managers should get personally involved as RIF's become more apparent, some should consider phone calls to unit commanders where Senior NCO's and officers are concerned to get real time info on job performance and potential.

2010454 I am concerned with reduction of force that there will be a growing lose of safety and readiness, the same job is there, but who will do it? How can you train when you have to maintain the equipment also. Without the people and concern for people (ie support) training and maintaining will fail. Along with cuts in funding you have to add - cuts in troops - safety - up-keep of equipment and worse yet - CUTS IN READINESS. When a commander bends to the pressure of command and turns in a USR that is not accurate he has caused the chain of events that we see today. If a bullet doesn't hit center of mass, then you only wound. But it is counted a s ahit on the score card and excepted, Give the soldier the rounds and support and he will keep on till there all hits center of mass. It appears that looking at cut-backs some one is only looking at one item. If you take away the soldier, take away his duty and requirement to be performed. I am here because of promises made 20 years ago. I joined to go to (70) VN - and did so. I joined again in 81 with other threats to the US being sounded. Now it is the soldier who is threatened... To have a GOOD Army you must do something to keep GOOD soldiers.

2010458 The benefits are good - but they are so under strengthed that it takes a long waiting period. The quality is also suffering.

2010464 Question 84 - Job referrals - active information about applicable civilian jobs available - specifically related to military job skills, ACTIVE program encouraging other government agencies & civilian companies to hire former "soldiers in good standing",

waiver over 35 rules to over 45, waiver mandatory retirements to age 67, drastically reduce, or eliminate "double-dipping" penalties to military (only) retirements, waiver of full time & part time guard & reserve restriction for active duty retirees under age 55.

2010465 1. Within the Warrant Corps the question has always been pay compatability, especially since we are now commissioned and have the same responsibilities as a LT or CPT. 2. I have just made CW3 and I am still down on the company-grade level since inception of CW5. Why did they lower us, why not raise the "super chief". We work hard to attain this level, and now it's gone. 3. I love the Army, but with all these reductions it is extremely hard to maintain the same effectiveness and "go to war" attitude.

2010468 The Army will require all soldiers to do more with less. The Army has always worked tht way. They will cut the lower enlisted and leve the brass. It should be the other way around. The benefits & opportunities will decsrease. I just hope the soldiers that are involuntarily separated will be properly informed & given benefits.

2010475 Question 68 is ambiguous - my spouse is retired military and therefore has additional earnings however, he does not have an additional "job". Also - I am currently transitioning from one tour to another (ITT/COT) where applicable, responses were based on my last unit as I have only 2 days in current unit.

2010476 Establish a 15 year retirement with proportionally reduced benefits and you will probably have people leaving by the thousands.

2010479 16. I am active duty USAR. 32. Profile.

2010480 1) During the RIF of the 1970's, the US Army lost too many top notch officers. Most of these losses could have been prevented by using criteria other than education level. Too many marginal officers and warrant officers were retained simply because they had the appropriate degree. 2) A necessary tool for soldiers being forced out would bse interviewing techniques.

2010482 I have just PCS'd from Ft. Bragg to Ft. Rucker. I have served in Granada and the Persian Gulf. My concern about reductions is "the Army of emptiness". That is why I question war fighting capabilities, critical MOS's are under strength by TOE design! I now work for TSM scout and have seen this to be true in proposed TOEs.

2010487 #63 I feel the Army will want the same amount of work from a drastically reduced wrokforce. I am afraid education benefits will decrease and dependant medical/dental benefits will decrease. I am confident a smaller Army will keep me away from my family more, TDY and hardship tours. I enjoy serving my country I entered the Army single, I now have a wife who is expecting, I want the best quality of life possible. I was TDY in Honduras, I completed this survey as soon as I returned. Sorry for the delay.

2010489 1) Please look at questions #47. The data you get on this is going to be worthless. The format is going to give you non-interpretable results. 2) Please learn how to ask a question that is truly only one question. For example question 49 infers the question "if" the Army cuts strength quickly and further they "will cut" or "how will it" affect the next perameters, you don't know which question the respondant is answering.

2010492 How about assistance for the spouse in finding new jobs.

2010495 Morale is on a descline. The soldiers I work and socialize with having a growing fear and concern about their job security. Some of us have built our lives around the intention to serve to our country and retire from the military. Now we are afraid that our country is going to let us down, to force us to restructure our lives suddenly. That's scary!

2010503 Concerning question #47, the nubmers were put out, but for the most part, I ignored them.

2010506 Please be careful during your RIF program. There are some of us who have a sense of commitment, pride and really enjoy the military. I know it's difficult to pick out of 500,000 of us but I'd really hate to be a "we shouldn't have done him/her but oh well." Your "ask people to get out" program works. So does your chapter actions. Just please be careful bout RIF.

2010507 In sesction III questions 37,38&39, I do not understand why you are ASKING me about the democratic developments in Eastern block countries...is this not decided thru our own political leaders and theirs? Same section question #45. The information that's passed down and the sources it comes from are so confused among themselves that unless definite numbers & dates are decided I usually ignore the information. I think the phrase "everyone's talking out of their hats" applies. Section IV, question 88, I plan to move to where the jobs are.

2010508 Labor marketing Q.#84.

2010513 Should ask how many months out of the last year the soldier has been in the field or TDY. Ask how long at current assignment. Ask how much time of enlisted service.

2010514 Currently on leave until 5Aug. Survey took a while to catch up with me. Will be attending DOD polygraph institute, Ft. McClellen Al. Class starts 6Aug.

2010518 Questions were difficult to answer in that I am at 19 yrs. in service & numerous answers were actually NA. My current MOS is highly competative w/ the civilian job market & US Army have provided adequate training & preparation.

2010522 #11, Warrant officers should be allowed to go Commissioned Branch @ any DOQ. #22 A good idea to serve your country but move on to civilian job to enhance job/family lifestyle. #27 When I first came in the Army and still am dissappointed with the "Lack of honor within the officer corp". #34 My last rater never in-briefed me or outbriefed me (name). #48 As the Army becoems smaller my great fear is that "only low grade officers" and NCO remain in service.

2010523 Repeal the public law that prevents RA officers and RA warrant officers from accepting a government service job without losing a percentage of their military retirement pay. Enlisted members, up to and including Sergeant Majors aren't penalized this way - why officers? This could be a further incentive for officers/W.O.'s to leave/retire from the military.

2010524 If the US Army every acknowledged the Aviation branch and allowed it to operate as an aviation branch in its own unique way, the US Army would have an extremely powerful and motivated group of dedicated professionals. Our branch is plagued with MOS shortages and even though we are considered a Brigade, our strength is usually one half to one third that of ground brigades. So come on, ground commanders task our enlisted personnel accordingly.

2010527 Often Seniro Raters dson't have a profile already established for Warrant Officers, and sometimes you only have the same senior rater for one rating period. Possibsly the next senior rater hasn't established a profiel for Warrant Officers. What is the possibility of rating W1 with O1 and W2 With O2 and W3 with O3 and W4 with O4's. This way the profiel has alredy been established.

2010528 One major issue affecssting myself nad my co-workers is workign csonditions. We currently work in a very dirty and delapidated hangar at Fliegerhorst Kaserne, Hanav, W. Germany. We now have to move into tents in order to renovate our hangar. They descided to do this simultanously with the movement of a new attck battalion to our post. It would appear that this could have been accomplished before both units arrived. This causes very low morale within the unit and will be a hinderance to the incoming unit.

2010530 Reduction is a grave mistake in the warrant officer corps.

2010534 Many of my asnwers were just a "best guess" because my situation is a bit different than most – I'm currently involved in ZAD inactivation and my career field will also undergo many changes under the FAAD concept for ADA. These changes, coupled with the total Army draw-down, really maek a high-stress environment!

2010538 One of the most important issues involving the downsizing of the Army to me would be the solution of personnel to be involuntarily separated. I as well as many of my counterparts feel that if anyone is to be looked at for separation it should not include anyone who has 15 years of service. Soldiers past 20 years and under 15 should be the Zone to consider for separation other than those who fail to get selecsted in promotion zones and those who would normally be separated. Personnel who have devoted 15 years of servicse entered the service with the intent of making the Army a career. They have contributed and sacrificed their most productive, youthful career to the Army. It would be difficult to obtain employment after the age of 30 for the majority of these personnel and still reach goals they have been planning for as far as retirement etc. Myself and my contemporaries feel that it woudl be an injsuticse to separate the personnel in the category.

2010541 Pay parity between W.O. and regular officers. This issue has been discussed bsut nothing done about it.

2010542 I have already decided to leave the Army, but the force reduction is only half of why I am leaving.

2010544 It's difficult to make a decision of susch importance on such a very limited amount of information. I've spent 16 years in the US Army and I enjoy my work, and I would like to go beyond my 20 years. If thats not possible I would like to stay till 20.

2010551 Did not answer some of the questions because an apporpriate answer was not provided (lack of choices) or the existing answers were misleading; ie biased.

2010552 Why is it that Warrant Officers always must stte their grievances to Commissioned Officers who don't care what we think to begin with.

2010553 Question 84. C,D.

2010558 63) Due to my current Bn CO, since I don't believe he is a good officer, I don't feel I am getting rated absove my peers. If he likes you, you're in. Other than that he doesn't know who does the work in his Battalion. I have seen some useless people be promoted while good soldiers are let go. I think the percentage of those useless people that slip thru is too high.

2010565 There are soldiers in the Army that just want to serve. There are E-3, SGT, CSW2, CPT etc that like their jobs as they are and desired not to be promoted. It used to be called professional soldiers.

2010576 Some questions are strictly black and white (which might well be intended) However, this does not always allow an accurate perception of the soldiers views.

2010578 The mission for Assault Helicopter Battalion at Fort Ord is extremely demanding, with only two Assault Companies supporting the entire division. I think most soldiers view the proposed cuts as being detrimental in that the mission requirements will remain the same with fewer personnel to accomplish the tasks required. Personal and family time is already at a minimum which accounts for the low morale throughout the Battalion and is a large reason the Army is losing some very fine people.

2010579 The only real problem I have with the Army is the overseas tours. Being a Cobra pilot, I'm tired of moving every 26-30 months. Tell me I'm going to stay here at Ft Ord, or another post for 4-5 years, then I'll stay in. I lost one wife because of this hoppign around, I'm not going to lose another. If things don't change, I'll finish my career ina reserve component.

2010582 One thing that has had a lot to do with my career decisions is, as a chief warrant officer. I am expected to perform the same duties as a Captain or Major. But with 19 years in service as a CW2 my pay is the same as a Captain with three years of service. I am also expected to perform all of the duties of my MOS.

2010587 Q54: What bout the Congress? Sorry this is late getting back - PCS'd & went on leve.

2010588 84. Labor market information.

2010591 I would like to stay at Fort Bragg and would stay till 30 years. I am the most qualified 5507G legal administrator in the Army for this job, I am Special Forces Qualified and would volunteer to go back to Special Forces to stay at Fort Bragg, NC. I presently have 22 years of active duty.

2010593 I feel the military needs to take a better look at reducing the civilian work force before the military work force. We still can work a soldier 24 hours a day without giving him or her overtime pay. Do we really think the readiness is going to be maintained with a more civilianized workforcse over a military workforce? I believe not. Those soldiers that are forced out may never want to serve in the military again. This experience will be lost forever.

2010600 How do ans/or will the forced reductions in troop strength impact on the availability of futre school applicsations? Will there be restrictions on sucsh opportunities as : Specialty training, Masters programs, NBC schools etc.

2010601 Information regarding Warrant Officer management seems to filter down to the line units through rumor mills and unofficial written correspondence. Because most of us do not actively seek information involving how we are managed, we fall far behind on what is acstually occuring or absout to happen. Perhaps an official newsletter in a "flight FAX" format would alleviate some of the abounding ignorance of important issues.

2010602 The Army makes things very difficult for soldiers who have wives with careers. My wife is a school teacher, and it's very frustrating and hard for her to establish a career when the Army moves us around every two to three years.

2010603 It is my major concern that with a reduction in force we will not reduce the commitments as well. Our soldiers will again receive more work to complete and less time to accomplish the tasks. The Army has been doing this consistantly over the past 10 years. Today's soldier cannot accomplish all that needs to be done each week. Placing more burden on them, under the facad of "we'll just have to tighten our belts" or "manage better," will not cut it. This csoncept willd rive good people from the military. The current officer & enlisted evaluation, promotion system needs revision. We need to promote personnel who are knowledgable about the next level of promotion and job performance, not "yes" men as is too often the case today. Consider a promotion system similar to the Air Force. Let personnel test into the next level & receive a recommendation from the current leadership. A sinple paragraph not a hugh form with pre-set comments.

2010608 1) Why I stay in the Army past 20 years: 1) RA CW4 - I don't put up with half the problems induced by higher command, 2) pay above what could be expected in civilian community. Having to start over again in new career, 3) dues are paid - spent over 24 years and now it's time to maintain some benefits. 2) Previously involved in officer RIF in 1975. Army will dowhat it needs to in order to accomplish its short term goals. Hopefully this RIF will behandled better!

2010609 This is late becsause of PCS move. Questions were answered based on last duty station.

2010610 Question 101: A 5 year tour will definitely save money, my concern is that it will enhance the good old boy syndrom, causing problems within the NCO corp. Question 14 & 16: changes over next 4 years will decide, initial plans are to remain until 26 years AFS. Question 84: List of Civilian schools within area and their overall.

2010612 I retired on March 31, 1990!

2010614 A good portion of the questions in this survey do not apply to my specsific situation. I will be retiring on 1Sep90. That decision was made when I turned down an assignment to Augsburg, FRG on/about 15Apr. Mvmt for that assignment would have occured between 1Sep/15Oct90.

2010618 The affrimative acstion program has given an unfair advantage to minorities in the promotion process. I have taken the past 3 years selection boards for warrants and analyzed the results. There has been a real growth in minorities directly proportional to the reduction in nonminorities. Plus the over recruiting in past eyars has forced the promotions to slow down and be used as a trimming tool to get the strengths down. This is espescially bad due to the additional cuts needed now due to reductions in forces.

2010630 Some issues that may effecst career decisions are: 1) a unit assignemnt where obvious prejudice is displayed and no recognition/acknowledgement is received for significant accomplishments. 2) Entering a new rank strucssture and not being informed when you're not performing within the group's standards. 3) Working for someone who lets personal feeling interfere with mission goals.4) Being rated by someone who has no knowledge of what your job entails.

2010632 1) Army needs to reconsider making Warrant Officer pay more in line with Commissioned Officer pay. My Captain with 8 years in service makes considerbly more than I do. I have 18 1/2 years service; and do all the work in the shop. 2) Warrant Officers should not be rated on their OER by anyone under the rank of Captain. Since we train the (Lieutenant) platoon leader or shop officers - why is it fair that the student then rates the teacher? 3) Stop screwing around with that CW5 rank. We don't need it; don't slot it (what are they gonna do - define their job descsirption) what willwe call them - Mr Master?

2010635 If force reduction is absolutely necessary I feel it is very important tht the soldiers being released be given a reasonable notice, I woudl suggest a minimum of 1 year.

2010636 If you need more information within a couple of months, I will be PCSing in August. I'll be assigned to AOW CTR Fort Rucker.

2010637 Current OER system allows officers who should be RIFed to stay in while good officers are forced out. OER's I have seen contain outright lies. It's who you know, whose your friend, that determines your OER, not your job performance.

2010641 I am over 20 years TIS w/retirement orders in hand. Cause for retirement is SIMOS w/short stateside tours and am tired of so many PCS moves.

2010643 Question 87 & 88:Depends on job market/job availability. Note: I am departingcurretn station for TDY in route to new duty station 12July1990.

2010644 Dear Sirs. I am currently the senior physicsian assistant for the 1st Cav. Div. Ft. Hood Tx. I have no objections to the job, I or 16 other phys and assistants are currently performing. Our Air Force and Navy/Coast Guard counter-parts are currently Commissioned Officers. We lose monitary compensation monthly/yearly due to the descrepancy of the rank system for the same job & training performed.

2010645 Job satisfaciton and lack of an upward career path for aviation Warrants, as well as a pattern by the Army to promote commissioned officers by deeds (ticket-punch syndrome) rather than how effective they are at their jobs. The more the troops train in the field, the better is the Commander' sOER! Bull! OER system is pathetic!

2010646 63) I'm very concerned about moving my family too much.

2010648 #63. A majority of this survey is extremely difficult to answer because I will retire on 30Sep90.

2010649 There is a lack of information of RIF in the field. Most, if not all information is gotten through the Army Times or civil media, DA needs to get the word out as to what they are considering.I know of officers who have gotten out, not wanting to put in more years to be RIF'd without reaching retirement, why work 65-80 hour weeks without some future rewards?

2010650 I feel that the present OER system should not be used for determination of release, becsause they are to over inflated if you get less than a 1 on the front or less than left boxes on the back your career is finished.

2010653 84. Veteran benefits & assistance for employment.

2010657 Question #30: I was prepared for war, and I was part of the invasion force into Panama providing communication and cyptographic support to over 26,000 joint task force personnel, the CG of XVIII ABN corps and the CINC, (name). The TRAINING I have had in VietNam, my own JOB SPECIALTY and SELF-CONFIDENCE are tools taht the US Army helped me to achieve!

2010660 Question number 46, should have another selesction ie not sure. Question 48d I would expect the good ones to get out. Question 54. I have faith in the military, not sure what Congress will do with elecstion year. Question 91 If they allowed RA's to complete 30 in the reserves or guard, I could except that.

2010665 Based on the "prepared briefing" given by our battalion commander there is no planned warrant RIF. It seems to me that this survey is a bit premature if his information is accurate.

2010666 Please put out more reduction information out in command channels.

2010669 1) Myself as well as many physician assistants are concerned about the many inequities in the Army towards us. For example all other services commission their PA's which helps to equalize (somewhat) the pay gap with our civilian counterparts, the green for gold offers a bachelor degree, 4 yr. commitment and Lt. while for PA school BS degree a 6 year paybvack and WO1 (obvious gross discrimination). There are many issues which concern myself, my family and others around me. For example the pay discrepancy which the military personnel are ghe whipping child while Congress insures that they get huge benefits and pay raises.

2010672 So far, my career performance ahs been, I feel, in the top 85%. I am an Apache Attack Helicopter Instructor pilot, a job that I truly enjoy. I came in the service due to my love of military flying. I will on ly leave if I am forced to do so. I understand the difficulty the upper echelons of command are facing. My only fear is that Congress will not heed the Military's advice and massive reducstions will follow. In my opinion this will result in increased world conflict.

2010675 #63 Senior Warrant Officers have been awaiting passage of the W-5 grade. Failure to do so could result in the loss fo a lot of quality Senior Warrants.

2010678 The quality of personnel in the Army is on a downhill slide. It has become a bad place to be. I am retiring only because my MOS(215A) was eliminated and could not or he (my career manager at DA) did not want to talk to me when I came up for RA integration. The Army's loss is the civilian world's gain.

2010687 I will compelte my curretn obligation jsut prior to completing my 17th year of active duty service. My greatest concern is that the Department of the Army will decide not to retain me as a Warrant Officer and remove the option of allowing me to return to enlisted ranks to complete my 20 years as well. This woudl force me out of the Army after I had invested 17 years of my life init.

2010690 This survey was assembled much to quickly. Many questions are too ambiguous to be properly understood and will cause data contamination. Questions should bse reworded by someone who as a THOROUGH command of the english language, - especially grammar. Also, the "flag" method of presenting alternate choices, for example, question 76., is an irritant. General: with all the "expertise" available in the Pentagon, it seems anonymity of respondent could have been preserved. This is not a census; being identified goes strongly "against the grain." We can never be TRULY sure of the underlying motives. Q. 52,54 - How CAN we believe this when the CINCUSAREUR, CINCUSAFE, and CINCUSARPAC, to the man does such things as limit or outright eliminate tuition assistance for Vietnam veterans? These actions make US the last casualties of the Vietnam war. Amerisca has two problems : unemployment and crime. These will only be eliminated by education. The prospect of "finding a job" will make the concept of a smaller force more palatable. More sophisticated (and unreliable) weapons systems will not do this. General officers seem to have lost the ability to relate to the troops on a down to earth level. Q. 62. a,c,d,e,f,g. Are all N/A. This question is not written for those who have completed 20 or more years. Same applies to Q.66. The survey needs to define "career". For most of us, 20 years = 1 career. Any time spent after 20 years is still "1 career." We do not view 30 years or age 62 as a "career" the way the survey appears to do. Q.88. Actually, I intend to remain in Germany; Washington State is second choice. The prospects for employment, minimal incidence of violet crime, a more comprehensive social system, and general cleanliness and orderliness makes Germany much more appealing at present. Q.89. N/A because this sounds liek an "initial obligation" and I am not on an initial obligation. Q100. Morale-wise, the mental anguish and job insecurity would bes catastrophic.

2010692 First I would like to apologize for taking so long to complete this survey. The only real comment that I would like to make is that this survey seems to be too long.

2010693 Our unit is currently changing over to AH-64's most of our unit has been away from our home station for 3-6 mo. and willb leaving for 6-7 mo. within a few weeks.

2010701 This survey was hard to answer because I put in for retirement and was turned down adn told I had to go overseas.

2010704 Question 63. Pay(allowances, benefits, etc). Cuts in overseas trips (which in my Army creer is where I really get the practical phase on my MOS). Promotions (I definitely see a longer, or not at all when deserving time should be to get our promotions on time).

2010719 False expectations in the Army, and the horrible leadership have made the Army a total chaos!! I couldn't image being an enlisted soldier in the Army the way they treat officers. The general concensus in the area' sthat I work in, is total confusion. No one knows whats going on from Brigade level down to company levle. No, I would not want to go to war with this outfit. Everyone would know their fate. We have extremely poor leadership. I really think the system of getting rid of bad officers has disappeared. The higher leadership is so stagnant. They have no authority to command their own individuals. The service is so micro managed that it has really caused a lot of people to leave the service because of a lack of oxygen. Something needs to be done to look at the morale of the Army in whole. Because even after the budget cut, and all the removal of personnel. Because the removal process is so rediculous, on who they keep in and let out. My prediction is your going to have a bigger problem, because all you'll have remaining is kissers of the posterior, and no individuals who can take charge and lead in situations they have never been up against. *They have never been given the chance and they don't know how.*

2010721 My greatest concern is what the Congress is going to require the Army to do to reduce the budget.

2010723 I wish they would come up for a better way for promotion. I am a CW2 at this time and I have my stuff together and if they had a four eyar to get promoted to CW3 I will be on that list. I only have 7 years in the Army and took second place in the Army maintenance chief of staff, andtook 4 quarters in a RON in logistic honor unit award for COSCOM. They are a lot of Warrant overweight and taking it easy. I worked hard for what I got, so for guys like me the promotion should be looked at again.

2010724 Job satisfaciton in my line (Helo pilot) is very low. We barely get our minimum yearly flt hours. Flying is our primary job and it is what we are best at. With the current system we have to fight ten miles of red tape and each other just to fly. That is not what I joined the Army for. By providing only the bare minimum of flt hours (50% of which is quality training) you have created a whole force of pilots who are not only not redy to fight a war but also are of low morale.

2010726 As a practicing Army PA-C, I feel fortunate to practice medicine. The issue of commissioning has been long & late in coming as seen by the lge. numbers of PA's retiring or transfering to other services. I feel that the Army has an investment in me & I plan on fulfilling my obligation. Should the Army decide to RIF or SERB me, I feel confident to say that it would be the soldiers & the Army's loss. I've put 15 years in the military & have served in various units. Hopefully the military recognizes this and agrees to keep me in to "conserve the fighting strength."

2010727 I need to address on issue that I think is being missed by all. It is the issue of a career soldier with more than 20 years of service. All of the info I have seen so far, indicates that a person in this catagory willb e retired where as one with less than 20 years will receive separation pay to help with the costs of a career change/transition to civilian work. A person over 20 will experience the same transitional difficulties. In fact, the person might experience mroe difficulties due to the increased age. The retirement pay the person will receive is in most cases much less than active duty pay due to all of the active duty allowances which are for the most part tax free. The individual with more then 20 years of service is an "RA" officer who will also pay a penalty if employed by the government again as in civil service. In short, the "career" officer, who "exceeded" and was accepted as "RA" and who was "allowed" to serve beyond 20 will face the same difficulties as one under 20 years service. Planning for retirement is one issue, having one forced on you is another issue. Officers and enlisted personnel who have good service records but who are forced to retire to meet the cuts deserve the same considerations as those under 20 years of service.

2010729 Major areas of concern: 1) Quality of life has not improved even though rank and longevity have increased. 2) Career management: a) How many years MUST you serve in a MOS before changing to another MOS (ie UH60's to AH64's)? b) Why can't we sit down with our career manager and map out our careers? Why msut it be "crisis management time" for our career manager when we PCS?

2010730 I feel current benefits and opportunities are eroding. In order to provide for my future and my family's I feel I must find a more stable life because I can not afford to let Congress or a promotion board destroy my career and lifestyle.

2010732 Have had too little input as to what the future means. There is too little policy decisions yet to make a career move. Will I even be allowed to continue after current obligation - which ends soon. Which assignments we earmarked for reduction? It seems that this type of information could be available to give people a heads up - when the axe finally comes, it won't be such a shock. Give one time to make logn range plans. I'm in LIMBO.

2010736 Soldiers in this command and around the area I talked with, feel weight control should be one of first discriminating factors used, but ONLY those soldiers that look and are over weight not those that look like they should be in the runnings for Mr. Universe title in body building. Some senior officers and people that make these decisions sometimes find this hard to understand. Therefore many soldiers have turned away from body improvement beyond the normal PT that the unit undergoes. This is a serious concern

with soldiers in the ranks throughout the Army in places I have been! Soldiers feel we MUST maintain a strong force, physically and mentally, no matter what the results are with tomorrow's Army, especially if we are to become smaller in size.

2010745 Question 101 addressese the 5 year stabilization, I agree that it is probably cost effective, but I do not think I would want to be in one job assignment that long. (4 years at most).

2010747 I hope that this information is beneficial to your study. I am presently in Hondouras, so this survey was somewhat delayed before getting to me. Also, my unit address is now: Co A 9th 101st Av Rgt. Ft. Campbell Ky. 42223.

2010749 84. Transitional training to civilian skill(s).

2010753 My MOS is 152F7 (AH-69 Attack Helicopter Pilot). I believe the Army loses mroe money each year from separations (due to pay, lasck of flight time, and the Army's general overview of the Apache and its pilots) than the offsetting costs fo pilot training. It's cheaper to retain us than train us and I've seen the best and most experienced Apache pilots separate because of it. With these days of a smaller force, our best and most experienced pilots are invaluable.

2010754 A soldier should be given the opportunity, as much as possible, to be stabalized at a post of his/her choice for a period of at least 5 years. DA should manage short tours better. Because of a shortage of pilots in Korea, I have to go on a short tour after only 2 years in Fort Bragg. This is happening to several pilots in the company. It seems that we are constantly operating on crisis management. Why?

2010756 My troops are very uneasy due to slowing of promotions, sscores of 998 which can't be reached and possible release from the Army as E-5's. Good troops are going to leave the Army unless we can find a better way to keep them. Money will not keep them, however job security might.

2010757 Any exceptions made to soldiers for assignment, retention (both to 20 years & beyond 30 years) and to any policies that impacst on strength should only be made to soldiers and officers with only the best personnel files & potential. Empahsis must be placed on quality retention at all levels.

2020001 I would rather see higher standards set so the Army can retain good soldiers. What I don't like to see is officers having to leave the Army due to an overage in their branch. This is not the fault of the soldier but that of the management system. We're losing enough good soldiers now. The Army is changing rapidly. Personnel is decreasing but missions are increasing. We need to retain the best! Now that there is a scare of losing jobs in the Army soldiers are looking toward getting out instead of trying to stay in and making it. We lose good soldiers this way. The Army is not what it used to be because of rapid changes.

2020002 Throughout this survey, it is implied that military service is just a job, or merely a career. There are still many of us who serve in the military for reasons of patriotism or sense of obligation to our country. We receive satisfaction from a job that no other career could offer. I feel that this survey overlooks this very important area, and it should be considered and included in future surveys.

2020005 I am currently a pilot in an aviation unit. I am very concerned about the massive troop cuts and how it would affect our combat readiness. I do not believe that I would like to serve in a hollow and ineffective Army that could not defend itself or it's country. I would hope that our military leaders would be able to impress this view upon the politians that lead our country. This is also a concern of many of my peers.

2020006 I am personally very concerned that in an effort to capitalize on the "Peace Dividend" we have lost touch with the fact that the Eastern Block countries are not our only threat. In fact there are many countries in the Middle East & South America which I would fear more. I strongly support the military's use in the war on drugs to include the use of armed force where needed.

2020007 My biggest concern other than a RIF is the reduction of benefits and a decrease in the frequency of pay raises. An Army is only as good as the people who are in it. Please don't force out quality individuals by decreasing pay and eroding benefits. (i.e.) Medical/dental, retirement.

2020010 87. Would probably PCS to where jobs were available. Should have unknown as a choice. 69. Savings is for relocation expenses when rotation of PCS. Families used to two salaries become one. Usual time frame for spouse to find equal employment is 1 year. Savings required for normal expense. 70. Why excluding mtg? Even if govt assist in mtg balance I've lost equity. Military cannot afford to wait until retirement to buy a home as real estate cost rising makes it unaffordable at reitirement therefore most of us try to purchase a home during service tenure in order to earn EQUITY thus allowing a substantial down pmt upon purchase of home AT retirement. Area properly values will decrease upon deactivation. I purchased a home in 1984 near Ft. Hood, Texas (Copperas Co). During tour to Europe the home was rented. Now I've returned to Ft. Hood (PCS). I do not know what to expect now. I MAY find myself not only without employment, but also stuck with a high mtg and worthless property. And no equity, for where I find employment, for perm. resident.

with soldiers in the ranks throughout the Army in places I have been! Soldiers feel we MUST maintain a strong force, physically and mentally, no matter what the results are with tomorrow's Army, especially if we are to become smaller in size.

2010745 Question 101 addressese the 5 year stabilization, I agree that it is probably cost effective, but I do not think I would want to be in one job assignment that long. (4 years at most).

2010747 I hope that this information is beneficial to your study. I am presently in Hondouras, so this survey was somewhat delayed before getting to me. Also, my unit address is now: Co A 9th 101st Av Rgt. Ft. Campbell Ky. 42223.

2010749 84. Transitional training to civilian skill(s).

2010753 My MOS is 152F7 (AH-69 Attack Helicopter Pilot). I believe the Army loses mroe money each year from separations (due to pay, lasck of flight time, and the Army's general overview of the Apache and its pilots) than the offsetting costs fo pilot training. It's cheaper to retain us than train us and I've seen the best and most experienced Apache pilots separate because of it. With these days of a smaller force, our best and most experienced pilots are invaluable.

2010754 A soldier should be given the opportunity, as much as possible, to be stabalized at a post of his/her choice for a period of at least 5 years. DA should manage short tours better. Because of a shortage of pilots in Korea, I have to go on a short tour after only 2 years in Fort Bragg. This is happening to several pilots in the company. It seems that we are constantly operating on crisis management. Why?

2010756 My troops are very uneasy due to slowing of promotions, sscores of 998 which can't be reached and possible release from the Army as E-5's. Good troops are going to leave the Army unless we can find a better way to keep them. Money will not keep them, however job security might.

2010757 Any exceptions made to soldiers for assignment, retention (both to 20 years & beyond 30 years) and to any policies that impacst on strength should only be made to soldiers and officers with only the best personnel files & potential. Empahsis must be placed on quality retention at all levels.

2020001 I would rather see higher standards set so the Army can retain good soldiers. What I don't like to see is officers having to leave the Army due to an overage in their branch. This is not the fault of the soldier but that of the management system. We're losing enough good soldiers now. The Army is changing rapidly. Personnel is decreasing but missions are increasing. We need to retain the best! Now that there is a *scare of* losing jobs in the Army soldiers are looking toward getting out instead of trying to stay in and making it. We lose good soldiers this way. The Army is not what it used to be *because of* rapid changes.

2020002 Throughout this survey, it is implied that military service is just a job, or merely a career. There are still many of us who serve in the military for reasons of patriotism or sense of obligation to our country. We receive satisfaction from a job that no other career could offer. I feel that this survey overlooks this very important area, and it should be considered and included in future surveys.

2020005 I am currently a pilot in an aviation unit. I am very concerned about the massive troop cuts and how it would affect our combat readiness. I do not believe that I would like to serve in a hollow and ineffective Army that could not defend itself or it's country. I would hope that our military leaders would be able to impress this view upon the politians that lead our country. This is also a concern of many of my peers.

2020006 I am personally very concerned that in an effort to capitalize on the "Peace Dividend" we have lost touch with the fact that the Eastern Block countries are not our only threat. In fact there are many countries in the Middle East & South America which I would fear more. I strongly support the military's use in the war on drugs to include the use of armed force where needed.

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2020011 My responses may sound like I am a sourpuss, but I have a very positive attitude towards my job and the Army. I excell at my MOS but feel cheated by the morons that are in command at company through Brigade. I feel that there should be a system for officers to rate commanders and their performance. If the Army is going to keep the best people you must abolish the good ol' boy system and adopt one that treats people more like a civilian job would. The military must change if it even hopes to compete for people in high skill (pilot) MOS's.

2020012 My decision to retire is because of mismanagement at my career branch. I completed 7 years overseas - then did two years in CONUS - now back overseas.

2020016 There has been so many promises the physician assistant over numerous years that most of us do not believe information from Department of the Army. I have watched the promotion process over several years & have seen qualified physicians assistants eliminated by the selection process. The false promises and promotion/elimination process has alienated many of those remaining physician assistants from any desire to stay in the Army past twenty years.

2020017 I currently have 17.5 yrs in service, volanteer indefinite status, reserve CW3, 252A/918A Calibration Tech. If possible, I would stay in Army past 20 years, if I didn't have to go RA. I'll have children that will start college about time I could retire at 20 yrs service, and would feel more comfortable not having to start over in a civilian career. Prior to current forced military reductions, I was considering going for 30 yrs, however, I don't feel that is possible now! Question 84. Priority civil service placement rights.

2020019 Quest 101 Guideline is incorrect. Pin on for CW4 is 14WOS for MW4 is 19WOS.

2020021 Ref #63. Army ability to Army married couples to maintain joint domicile. With increased stabilized tours, any couple separated would be extremely dissatisfied.

2020023 1. Those in the 18 yr AFS year group have no information. 2. Are there options for full time active duty in the Guard/Reserve units beyond 20 yrs. 3. What opportunities exist for transfers into other MOS's now. 4. What CMF's are being targeted. 5. What does CPO offer for selected CMF's and what are the hiring quotas. 6. What effect do cutbacks have on retirement benefits/med-commisaries.

2020025 Reference #23 Complete college first then enter the military as an officer if so desired.

2020032 I am very happy with the opportunities that the Army has allowed me to accomplish. I would personally like to see a system where every officer (commissioned & warrant) would have to complete 2 years of enlisted service prior to becoming an officer, as this would make for a more professional Army. Then after 2 yrs they would have the option of ETSing or getting their commission or warrant in their career field. I would like to see pay parity between commissioned/warrant such as the warrant would be like a limited duty officer in the Navy. I think this is very important especially in the aviation field where the warrant is normally the aircraft commander.

2020036 A lot is to be seen with the European changes and what Congress is planning. I believe some changes will come "last minute" and with no reaction time. Family support should be a major area of concern with budget cuts to be the motivating factor in the next couple years.

2020043 63 As my current obligation is beyond my retirement date I will decide my career at that time.

2020048 My career will always be influenced by the treatment of my wife (and future family). Thus far, the medical treatment has been free of cost, but not concern. She has been routinely mishandled by unprofessional and uncaring doctors, right down to receptionists (military and civilian). I feel that she deserves better and if necessary, will send her to someone whose livelihood depends on his competence, not someone only held accountable to cold ARs. Also, I see people around me who are unwilling to commit to a career, because they have heard of others who after many years of service even 18 or 19, have been given the option to do it the Army's way or get out, if given any option at all. It seems, one could get started on another career as soon as possible, rather than to take a chance of losing it when you're so close. I'm afraid that competent soldiers of all ranks are going to seek other employment under their OWN INITIATIVE while they still maintain some choice, thus leaving the Army with less than the best soldiers. The good ones want to know where they stand.

2020049 #84 Specific lists of jobs that you would qualify for. A program for retention in grade for retirement purposes would greatly improve the confidence of the warrant officer force with the rumors of reduced promotion selection rates.

2020053 1. The news we are receiving in the field is conflicting. News media keeps mentioning "commissioned officer" & "enlisted", does this mean I'm not eligible for RIF or is the news misleading? 2. We are getting too much information. Everywhere you look, civilian paper, news, Stars & Stripes, and they all conflict. They leave you confused.

2020058 Question 63 - Other response - I am currently grounded from flying and am awaiting reclassification. I am hoping to be reclassified instead of involuntarily forced out. With current possible troop cuts, I am currently uncertain about my future. The Army may wish to simply get rid of me instead of spending more money to reclassify me.

2020059 I hope to make the Army a career. Whether I will be able to accomplish this or not will depend largely upon the needs of the Army. The aviation field is the only area in which I can truly say I enjoy my job; the Army provides the opportunity to fly and the challenge of real life missions. I wouldn't be happy anywhere else. To be RIFed out would be a big problem for me.

2020061 I can identify "first hand" with many of the questions asked in this survey. I was not selected for Voluntary Indef status and, of course, was informed of my involuntary separation requirement at the end of my obligation (September 1991). This was a rude awakening! I have always felt that as long as you did your job well and received ratings that attest to that fact, your job security would be ensured. This did not prove to be the case! I received a form letter through the Chain of Command that basically said, "Thanks for all of the years of service, but you're not good enough." There was no information as to how or why I wasn't selected and I think that that has been the hardest thing of all to accept. I have requested a VI reconsideration and have applied for RA appointment. No results have been released, to date. If no other options exist I will attempt to revert back to my enlisted rank of Staff Sargeant in MOS 76Y to complete 20 years of active service for retirement purposes. This would create an unforeseen lowering in my families current quality of life. The option of course, is to ETS after 15 years of service with separation pay. This is hardly an option compared to the expected 50% basic pay retirement check that would be received if I was allowed to stay in for 20 years. To be involutnarily released from any job, not jsut the Army, creates an anormous amount of stress on the individual and all those who depend on, or care about that individual. I would request that you consider the following points when developing a plan for the reduction in force: a. If an individual is identified for release, let them know why. (If the NCOER or OER isn't competitive, tell them. If they don't have enough civilian education, tell them. Whatever the reason, tell them!) b. Develop an information program to assist the individual that is to be released with all options at their disposal (if any). c. Allow the immediate Chain of Command to play a larger role in the reduction process. (Records are important, but 1st hand experience with a rated individual SHOULD be a factor.) d. Constantly update information to soldiers, down to the PV1, on what it takes to ensure job security (as much as possible). (If it takes a college degree to expect to be retained on active duty, ensure that the soldiers are informed immediately.) e. Consider allowing OCONUS personnel identified for involuntary release to PCS to a CONUS location at least 6 months prior to their separation. (This would help them to prepare for the transition.)

2020064 #84 - Pay scale for jobs. #84 - Cost of living in the states or areas of interest. For background information, I feel the soldiers' current MOS should be included in the survey. It may affect the result of the survey. Also, whether the soldier selected that particular MOS by choice or involuntarily placed in that MOS. Include where the soldier is presently assigned. This may be a personal question, but again, I feel it will have an effect on the survey. I've been in the Army almost ten years. I have been assigned to several duty assignments and there's always someone I talked to that has a negative opinion of the Army and/or the duty assignment. Others have a more positive opinion and think it God's gift to the world.

2020070 84. An opportunity like the Vietnam Era Project Transition training. I am a Vietnam Vet who elected to stay & now have missed MY chance to get this training. In other words, SCREWED for my loyalty once again.

2020073 I am considering the possibility of leaving active duty - primarily due to the current personnel assignments policy. Little consideration appears to be given to the soldiers' needs/family needs. I have always been considered a professional soldier and have served proudly wherever assigned, but after 16 years it would be nice to have some input.

2020075 In considering the options of early retirement, RIF and voluntary release, the government (GS) positions for Warrants in my specialty are highly desireable because we could buy into the retirement plan for a GS position. I think there should be allowances made for those released for preferential treatment in the GS job market beyond what is already in place.

2020076 I feel soldiers should be able to stay longer on tours in the states. Giving everything up every 3 years hurts. I would like to stay longer at Ft Bragg to settle my family and enjoy my career here!

2020077 Soldiers' career decisions are the O4, O5, and O6 of today's Army that totally disregard Army regulation. With these as future leaders DOD may not have the money to make the military payroll.

2020078 The two promotion systems i.e. Reserve Board/RA Board needs to be abolished. Information, accurate and on the record about WO RIF in various career fields. As a pilot I am very trained, but could not get a good pay in civilian job with my lack of hours, and insurance requirements. Question 84. M and N.

2020079 Responses to Questions 76-88 were based on returning to my home of record.

2020080 Sorry this is slow in returning - it followed me through a PCS and several address changes.

2020083 Questions 87 and 88 would depend on job opportunities, pay, and cost of living. My military job skills are dependent on Water Transportation which US is lacking opportunities at . .is time. Questions 93 thru 96 would require accepting a smaller separation allowance which would prove to be a hardship.

2020085 Some of the issues were not applicable to my MOS 60DA but overall this questionaire was very comprehensive. I'm happy to cooperate in any further questionaires.

2020094 A lot of these questions almost sounded like requests, especially early outs. Please inform me (not my Chain of Command) if these are viable options. I would be especially interested in this since there are no larger TA funds for Master Programs, which was one of the major reasons I joined the Army. another reason I joined the Army was for the so-called medical benefits. But I'm now spending $45,/month in order that my second child can receive the proper medical care under the program for the handipapped.

2020095 #63. I am concerned with soldiers inexperience and lack of knowledge of their primary job skills necessary to accomplish their basic MOS requirements. I am concerned that TRADOC is sending untrained personnel to units which are so heavily tasked with non-mission/training requirements that units no longer have the resources required to complete the training of these individuals. #84 I would like to see preferential placement in government jobs.

2020101 I plan to stay in the Army for 20 years as a pilot. An MOS change WOULD change my mind. I would not consider serving at an enlisted rank. I have never had the desire to go overseas and I would enjoy the 5 year stabilization at my current duty station. I think the separation pay mentioned is critical for a smooth transition from military to civilian employment.

2020104 Because of the absurdity in my own situation (reclassification from 711A (personnel) to 140D (Hawk Mol Tech) - I have no confidence at all that the people at the top who make these decisions are thinking, feeling human beings. I suspect that most people like me (17 yrs of svc) feel they have to hang on - with or without pride and dignity intact - until that magic 20 year point - no matter how little it may mean in real terms. I used to believe in MYSELF and in the Army package that if I worked hard and did my job better than most folks - I would progress. For 16 years, that was true (I was promoted to CW3 in my OLD MOS 3 months before I got my reclassification letter). Then, just at the point where I feel I could contribute the most - I'm told that all my years of study and industriousness are irrelevant. I really don't believe that the Army cares whether or not I will continue in "excellent" service as I have in the past - it knows I cannot - and my loss of pride - and the negative impact on units to which I'll be assigned - are non-existent issues. I believe this drawdown is necessary (I'm a pacifist in a killer MOS!); and I support reclassification as a lessor evil than involuntary separation. But certaintly there must be a better way than this arbitrary, oxymoronic filtering I've seen in the last six months. I also don't place a lot of faith in efforts like this survey. OK, it gives you guys a living - but does it REALLY change how folks like me will be living... *Show me!!*

2020105 I like the Army but we do not want to move anymore, so I'll get out and take a cut in pay.

2020113 Info dealing w/promotions should be sent directly to each eligible officer. Most info sent thru personnel channels never gets to the officer. Some PSC's are excellent (82nd Div) and some are very poor (189th PSC). Changes in legislation that affect the WO should be sent to each officer as an info update. Ex.. Surg. Gen. AIDS letter to each American in the mail.

2020119 The Army leans too much towards affirmative action. Promote & place the best person for the job, not based on race, sex, or ethnic background.

2020129 My chief concern at this time is for my career security. It has always been my intention to remain in service past the twenty year point, but at a minimum until retirement eligibility. I am very concerned that reduction in forces could at some time become a threat to my family's happiness and health, by disrupting our career plans. Our financial state now is based upon the intent to be a careerist of 25 yrs or more.

2020131 As am Army pilot, I know how to fly but not much else. I do not hold any FAA ratings. If I were to be involuntarily released, the Army could make my transition (and many other pilots) easier by setting up a program to get us our FAA ratings and assisting in job placement.

2020137 The present evaluation criteria for junion enlisted personnel does not lend itself to use as a retention selection tool. This is evident in reenlistments even today. Many SM allowed to reenlist "look good on paper", but are marginal performers at best on the job! I have seen a reluctance by young officers to fairly evaluate their personnel. I do not believe that the evaluation system.

2020138 63. The Army should consider reducing the workload by the same factor as personnel cuts. 84. A database of job vacancies that are skill specific according to individual expertise.

2020139 I had requested retirement at the 20 yr mark and was denied. At that time I had a civilian job lined up and leaving the Army would not have been traumatic. Since then I PCS'ed to Alaska and have lost my contacts in the civilian community, which is why I will stay for 30 yrs now. (By the time my Alaska tour is over, I will have over 26 yrs in). If I am now involuntarily separated, I definitely

will feel that the Army has "shafted" me again. I strongly believe my "PROMISED" benefits over the years have been eroded away. If I had to do it over again, with what I know now, I NEVER would have enlisted, and I don't recommend enlistment to anyone who asks me.

2020141 My concern is that soldiers (officers and enlisted) are going to be separated based on evaluation reports which do not provide sufficient information. For example, my last OER (Question 33) reflects Center of Mass; however, of the six rated officers five received the same block. In reference to the survey, I think the survey will help but some of the questions (example Question 98) are difficult to answer because I am unsure of the criteria that will determine who would be considered for involuntary separation. Another question that often entered into my mind was "does this question apply to me" because I am a voluntary indefinite status officer. Also, there are so many on-going changes and potential changes, I am just unsure on what the reduction in force holds in store for my career plans. I perform my military duties to the best of my ability and entrust the future of my career and the Army to the Army leaders making the decisions. Thank you!

2020142 Note: Presently assigned to Honduras but traveling extensively.

2020143 Sorry for delay just returned from extended TDY.

2020145 Ensure that the following is well publicized: The Army is not just getting rid of poor performers and/or bad soldiers. The Army will try to keep the best soldiers but many excellent people will lose their jobs because of percentages. Take care of soldiers. Market the personnel that are separated! Civilian employers would want to hire soldiers if they knew that they were gettir.g quality people.

2020147 1. Am particularly concerned with regard to certain technical MOS's (i.e., intelligence) that are predominantly used within the government service (military, federal agencies) and jobs are scarce in the civilian field. More emphasis should be placed on education/retraining benefits. 2. Am currently between PCS moves.

2020154 The J series attack helicopter TOE is teriously undermanned and overworked. If the Army is serious about the Apache being it's prime force multiplier it needs to retain it's WO1-CWRs and E1-E5's in these MOS's. Currently they are not staying in and the near future looks worse. How about a non-attack assignment once in a decade for us career attack pilots!

2020156 Too many questions do not apply to people with over 20 years service. NA should have been a possible answer.

2020162 Most pilots in my unit are worried about budget cuts. When money to train gets cut, we don't have a job to do. A pilot's career is based on flight hours. With the current amount of training most of our pilots only get about 10-15 hours a month maybe more. The problem is, that if I was involuntarily separated I would not have enough experience to get employment in the civilian world. I would have to go back to my old job, and try to continue my flying career in the National Guard.

2020164 #84 Mandatory unemployment compensation for personel forced to leave the Army. #94 I was assured a place in the Army when I enlisted that will probably change, I am not convinced anything is an assurance.

2020168 I had PCS from Korea and just now received this survey.

2020180 Questions 102, 103 & 104 were somewhat confusing. I can tell you this, that I believe that the years between warrant officer promotions after CW2 are far too long & should be a lot shorter. I also believe that promotion boards could & should bear the brunt of deciding who should be involuntarily separated. Let each warrant officer's record be the deciding factor. Get rid of the deadwood & promote those who care about their jobs and have always planned on "STAYING ARMY".

2020184 I think the Army changed for the worse in the last 6 or 8 years. My greatest fear in the reduction process is that it might get worse still.

2020185 I am currently undergoing degree completion. As this survey often directed questions at my opinions/attitudes about my unit, I considered my most recent unit when answering.

2020186 1. The current duel promotion system for warrants needs to change. I.E. Date of commissioning and or rank pin on. RA status. 2. At present, there are no substantial advantages in commissioning warrant officers. Regulations do not cover commissioned warrants for discharge. As a commissioned RA warrant, can I resign my RA commission & go back to reserve status, afte a 2 time passover. NO! Why not??

2020189 This may be considered late, due to my recent PCS. Information is paramount during these quickly changing times. Please keep people informed even if it is bad news, not so much general, as individual information. How are people that are past their mandatory retirement dates, affected by these reductions.

2020193 Concerning questions 5, 6, 14: I intended to retire at 20 and decline CW3 in doing so. I was sent overseas with no choice but to complete the tour. I am accepting an assignment to Ft Lewis which will allow me to settle my family in the state I choose to retire in and will allow me to look for work more easily prior to severing the apron strings. I would have retired rather than accept any assignment other than Ft Lewis. An application form early release was declined. Re: question 58, one of my greatest frustrations was the short CONUS turnaround time: loss of equity, loss of stability. Too many assignments and each one a completely new and different job to train up to. Re: question 102, 103. I am dissappointed in the pay, responsibility, respect and relationship to "line" officers, particularly company grade. Recommendation: do away w/Army W.O; go LDO as NAVY does.

2020194 I am in the military because generally I like what we do in the military. There is an overall purpose and need for a strong military. Duty Honor Country!!

2020195 Re Ques 63, 45, 46 - the final decision hasn't been made yet. Daily, information about "cuts" is put out by all media and rarely does it match. There's a lot of uncertainty as to what will really happen. The Army has provided me an excellent career. As I have 17 1/2 years in, the future for me is to retire at 20. The Army has stopped planning "careers" - it is planning "reductions".

2020196 #63 - reduction in force with no reduction in mission requirements. Down sized TO & E hampers ability to perform mission due to reduced personnel & equipment. #84 - accessing your military skills to determine civilian equivilent. Comment - I have served selflessly for 9 years but due to changes in the Army I am getting out. I will have nothing in the way of a retirement for that service. Recommend something like the matching fund retirement programs offered in the civilian community that I could take with me wherever I decide to work.

2020200 I feel that voluntary separation should be the soldiers decision. However, I feel a soldier should not be forced out after serving 15 years or more, unless he is disabled in his specialty or has something terribly wrong in his records. Any soldier with satisfactory records and evaluations, having 15 years or more A.F.S. should not be involuntarily separated. Thank you for allowing me to voice my opinion.

2020201 A major concern to soldiers in the field is that RIF procedures will be conducted the same way the promotion system is. Quotas and not by the best qualified.

2020202 This survey needs to be filled out by Junior Enlisted/Officers - not by those members above 18/19 years service, and not by specified ranks. I am working toward retirement at 20 years of Military service. My decision is based on Army Management (leadership) which has been deteriorating. I call it mismanagement and political. A lot of good guys are gone - and some DIRT BALLS managed to stay in!? How!? This is one soldier who has never turned down a set off orders - but has never been offered anything close to what he would have liked - not in 19 years. I am tired of having to choose something or sign something because my career managers tell me (and others) "we don't know how this will affect your career, if you don't". Mismanagement! But, sounds like a threat to me. (and others). There are some of us here, that could write volumn's on what we see from OUR side and how we are affected in our personal lives and work conditions and standards by the way we ARE and have been managed.

2020203 Question #10 - my occupational skills are easily marketable in the civilian community; however, there are no jobs for my skills in the area I plan to retire to. If I am given the opportunity to decide when to retire, two factors are almost equally important to me. 1) Do I need the secure income to insure the financial security of my family (my wife has already stated that she does not care what I do she is not moving) and 2) Am I making a positive contribution to my unit.

2020205 Go back to the old transition program: 6 months before separation have a test for civilian job qualification and then work full time for a civilian employer.

2020207 I was involuntarily separated from the Army 1 yr ago. However, I wish I could return to the Army. I got a job of days after separation so it was not bal. However my wife and myself are trying to get back in. If you need any information from the "other side" I would be more than happy to tell you. And any information you could send me would be appreciative.

2020209 1) I am a maintenance test pilot in UH-60's. The lack of personnel in my unit has had a negative impact on aircraft maintenance. I strongly feel the Army should closely consider the effect on safety prior to reducing the work force in this area! Additionally, the Army must reduce training, obligations, and expectations along with its personnel reductions. 2) PCS moves should be 5 years or more.

2020210 Q84. It is not a tool, but the Army must give the servicemember as much advance notice as possible of an impending involuntary separation. Currently SM's may have as little as 90 days to separate. That is not enough time.

2020211 I would like to see CW5 rank started to retain the highly experienced senior warrant officers. I am concerned about the continued deterioration of our purchasing power due to minimal pay increases & inaccurate housing allowances. Will the medical care for dependents continue to deteriorate with the drawdown of forces? We can't get good care at the military clinics & CHAMPUS

is always threatened because of no funds. I feel Congress is moving too fast in the military drawdown. Morale is at rock bottom; soldiers can't make future plans for fear of a RIF. Indecision is severly hampering our men & women.

2020217 I am deeply concerned with the loss of health care and dental benefits for myself and family. When I signed on to active duty there was no such garbage as dental insurance, and now at best the program only covers limited - basic things like cleanings and exams.

2020218 Everyone over-focuses on the money question. Facts are that I could increase my salary by $10,000 per year if I resigned from the Army now. So what keeps me in? Job satisfaction. What could make me want out? Job DIS-satisfaction. I could write endlessly on this subject, but I'd be telling nothing new... just let us do our jobs, and end the uncertainties concerning prospects for career continuation up to retirement. If I can't be confident of achieving retirement, I'll get out with no further delay. Tell us!

2020228 There is a real concern about the quality and experience level of the personnel being retained on active duty in the aviation field. I had planned on staying to thirty years but apparently discriminators are allready in effect to encourage personnel to retire. A lot of experience is being lost.

2020232 I am concerned about future retirement benefits that may be reduced. I came in the Army with the goal to retire. I feel it would be unfair to give me less than what I was offered when I signed my initial contract. I also wonder at the issues and policies that cause all the young (good) soldiers to separate from the service and the mediocre ones stay. Instead of worrying about soldiers being 5 lbs over weight we should get rid of the troublemakers and non-performers.

2020236 #84 - vocational training would be important. I am a Reserve Officer past 20 years service - I have been offered RA and declined due to the potential negative effects on a second career working with the Government. Otherwise, I would remain on active duty for 30 years.

2020241 Much of this did not apply since I have received orders for 30 Sep 90 retirement.

2020244 Over the last 5 years I have noticed the continuing trend of my duties, responsibilities, requirements, mission, and additional duties increasing, while my resources in men, material, and repair parts continually dwindle. I have to constantly put in more hours to accomplish my ever growing mission, thereby taking time away from my family. Army paperwork and reports demand evermore duty time, and key leaders have more responsibilities with less time to effectively lead their subordinates. Repair parts take longer and longer to arrive, while the entire chain of command crawls up and down your back to "fix it now!" Equipment readiness rates are inflated, disguised. It receives undue attention from Senior Officers given the extreme order ship time for replacement parts, when they are available.

2020245 Dear Sir, One of my major concerns is promotion. The current promotion percentage for Physician Assistants remains at < 40%. My class graduated and was promoted to CW2 on 23 Aug 85. We missed the primary zone for consideration this year by two months. If considered and selected in 1991 an additional year will be spent waiting for actual pin on. Six to seven years for promotion to CW3 is unacceptable. If this was the total time in service for promotion to CW3 there would be no problem, however, my class average was twelve years at the time of selection. Subsequently, we averaged fourteen years of service in Aug 85 when promoted. So far, the candidates for Physician Assistant training have been selected from the senior NCO ranks, and selection for promotion has remained across the board in direct competition with all other Warrant Officers. I failed to realize that regardless of how hard I worked or how well I did, that I had no chance of being promoted before completing twenty years of service.

2020247 84. Job fairs.

2020249 There are several opinions I have strong feelings about concerning the way money is being spent in the military. Much of the waste could be directed towards people problems instead of new Office equipment, wasted flying hours and unsured budgets.

2020250 Quest #63) I have now & always have had uncertainty about erroding military benefits. For example: VA flight training benefits were promised then taken away. Dental care for dependents is non-existent in the U.S. and takes forever (space-A) overseas, Corrective lenses (eyeglasses) for dependents are the soldiers responsibility. The dental health insurance program is not only a joke it is an insult. The military talks about quality medical care but all I see is a shortage of Medical personnel at every installation, not to mention some civilian Doctors who have trouble communicating in English. This make you wonder about their credentials or whether they just couldn't make it in a real hospital. I will not rely on the Military to take care of me when I retire because I have seen the substandard treatment retirees receive in hospitals and MAC terminals. It is an absolute disgrace after having given the U.S. the best years of your life. Hopefully I can find a company to work for that provides full medical, dental, optical etc. so that I can go about the business of producing for the company and knowing my family is taken care of. Quest#84) Other essential job tools could include targeting specific (job-related) employers or employment companies which the government would provide funding for. As in my case: any company relating to aviation employment. On a more personal note I would like to express my concern over the direction of the Army in the last 10 years which have caused me to decide ending my career at 20 years. We keep hearing that we have the best quality of soldiers in the Army's history. They must be hiding them or they're at every installation that I'm not assigned

to or ever visit. The reason I say this is because I find myself making 10-20 on the spot corrections daily in areas of discipline & customers & courtesies. The no stress basic policy is not helping either. Let's get back to "basic" basic training and stop coddling these new recruits. We're only lying to ourselves.

2020251 Information about cutbacks are all repeats with too little new information. Plan carefully, you're dealing with real people. Jobs out of the Army will be hard to come by due to a decrease in DOD contracts. Our unemployment WILL sky rocket.

2020254 What are the intentions concerning those of us in retirement eligible status now? Are we secure in our experience/performance or is there more interest in a younger soldier? More information pertaining to us would be appreciated!

2020255 Sorry this is late. This was originally sent to Ft Bragg & not deliverd to my unit & returned to D.A. It was received at my residence a few days ago while I was participating in a field problem.

2020256 My blood is O.D. Green (4th generation) and I would be more than glad to talk with anyone about how to make my/our Army a kick-(profanity) fighting force and a better place to live.

2020257 84. Career interest test similar to ed ctr tests.

2020258 Questions 84, item K of question 82.

2020260 A lot of officers are serving over seas its very hard for us to look for jobs. A 1 year state side tour would better prepare officers to find an area to live in and a suitable job before leaving active duty. I aslo am scheduled for promotion to CW3 on 30 Sept 1990 which will give me a 2 yr obligation which is when I plan to retire upon completion which will better prepare me individually for retirement and is currently what I am planning for the current warrant officer system understands that over 20 yrs of service is going to be the norm for warrants in the maintenance fields because most will have up to ten years enlisted time by forcing out people with 20 yrs this would have a serious impact on the readiness of units if you retired us all at 20 yrs. I also believe most of us have a career goal in mind and a retirement date in mind after you have completed the 20 yr mark if you know those dates beyond the current 1 yr to submit prior to retiring you could possibly manage the over 20 yr warrants.

2020264 Yes, this is time consuming. And questions are being duplicate!

2020266 63: Lack of pay for a warrant officer with years of experience vx a LT with no time is service with a degree and a large percentages of warrant officers have degrees. Pay should be more in line. PA's are being converted. Same should be done with other officers except aviation. 84: The opportunity exists for specialized testing but would like to see the tests receive more publicity and made available more often.

2020270 Survey return was delayed due to lag in receiving mail - due to PCS move.

2020271 #63 - for the benefit cuts for retirees and their families. #84 - the Federal Government should offer a free resume advertising service that would help place veterans in suitable civilian jobs.

2020273 The OER system which has been used for many years has yet to be brought online. There are still both warrant & commissioned officers which are receiving max OER's because the chain of commands do not want to be the bad guy in their career. Due to this attitude, there must be a change in order to get anyone to believe only the best officers will be the ones that are allowed to stay. Too many times I have had to deal with those peers and subordinates alike that had no business being promoted or in the position they held. The attitude was supportive through many of the the others in the peer group and chain of command, yet the system had allowed it to happen and there was nothing they could do about it. To say the "Best" will be allowed to stay, is a good thought!

2020274 We have too many CW4's - LTC & COL hanging around taking up space. We need to eliminate the dead wood at the higher ranks. Let's ask "what are you doing now for the Army"? not "What did you do 15 years ago!"

2020275 I consider myself an above average Warrant Officer and yet I don't feel my career is secure. More information on RIF issues must pass through the chain of command. All I want to do is serve my country and know that my family will be provided for. The future is not very promising...

2020277 Reductions should not be made in jobs that would severely effect combat readiness (ie... 67R MOS). Opportunities that are available to soldiers in the civilian world should be visible to all. Exsisting benefits would have to be improved for those seeking the Army for a career.

2020279 It is apparent to me that a drastic reduction in force will happen. I am hoping that the command structure does not become insensative to the countless number of personnel which will be effected by this reductiion. Since early outs, and involuntary separations seems to be the quick fix, I sincerely hope that some quick money is provided to help out those who has put all we have on the line. I hope all affected by this will not have to suffer.

2020282 #63 One area of uncertainty for me is the fact that I want to be able to be stationed in Europe again since my wife is there and with all the changes going on nothing is for sure. This would cause great stress on my family and marriage.

2020286 While I am fairly confident the Senior Military leaders of the Army are aware of the negative impact on soldiers any drastic strength reductions will have, I do not have the same confidence in the civilian leadership or members of Congress. That group appears to be intent on sacrificing personnel instead of weapon systems & equipment.

2020288 #84. Job preference - for U.S. Govt employment. I remained on active duty beyond my initial obligation because of job security; however, now the lack of being able to control my future causes great stress. With continuing loss of Retiree benefits the prospect of continuing until retirement decreases. Reason for this being late: I have been on leave in CONUS from 11 Jun - 12 Jul 90.

2020294 As I am coming to the closin gof my career in the Army, I have been given less consideration ofn personal preferences on assisnments. I was offered 3 separate assignments before finally be assigned to Korea. I feel I was purposely kept at Fort Ord for 4 years so I could not complete an accompanied long tour. My assignment manager had to request and yet sent others who had requested short tours. I was also referred to as "hired help" and I was not to expect any good assignments. The only thing I could expect was a assignment that no one wanted. There was no real reason to involuntary separate a family for thier last years of service. This showed me that my branch is not "managing" us but just putting us anywhere they desire.

2020296 I feel that a RIF similar to the last one would damage the Army in both readiness and moral. A selective RIF would maintatin the Army's readiness and moral. While allowing for reduction of numbers, but retaining quality personnel.

2020300 Question 88: Unknown - have spent 15 years overseas.

2020301 GENERAL: There are several areas on this survey which are not applicable to me - without a "not applicable" answer. This prevented me from giving my most honest answer. ITEM 63: My greatest concern about continuing an Army career is that without a definite threat we will degenerate into a "1930's" Army; a small cadre of rock-painters without purpose or goals. ITEM 104: The provision for MW4 or 5 in the Warrant officer corps has been a disincentive for non-pilots. Most of us won't reach 20 years of Warrant servie. The greatest concern is that MWO rank will "water down" CW4 benefits and respect, with a concurrent trickle-down effect on CW3, CW2 etc. Most of us in CS5 services didn't want or need it. The Army needs to manage WO's with the realization that techs/pilots are apples and oranges. The current policies are encouraging the most experienced supply and maintance technicians to leave.

2020302 Specific information concerning cuts from official sources has been minimal. Release fo definative information on precisely who need be concerned with cuts would make the transition much less stressful for soldiers and families.

2020304 I feel the eight (8) year Warrant Officer service period required to make CW3 is absolutely ridiculous! A CW3 and 03 Cpt are considered equivalent in many aspects, but an individual can make 03 Cpt with a grand total of four (4) years of active duty. I strongly believe the total person (total yrs of service, education and level of experience) must be reviewed because there are Warrant Officers in the field who are exceptions to this eight (8) year guide and are fully qualified for an early promotion. This requirement sounds like it was designed with the Aviator Warrant Officer right out of the civilian market at heart.

2020307 This questionaire and questions that were somewhat difficult to me to answer as I am retiring in less than 4 months becaus of personal reasons even though I was offered opportunity to stay longer. I had set my career goals early and have achieved them. I am uncertai nof the answers provided will be very valid for your survey.

2020313 Ref: Senior enlisted RIF - The best qualified are not those who approve on paper. Those who get the job done by doing it are most likely to be RIFED under present system. Someone who has not worked his MOS but his good paper EER/OER will be retained. How can they maintain a quality force after the real workers are gone?? Request info on the TWOS - I feel like I've been sold down the river. I'm a good technition. I'm not a COMMANDER but those are the kind of job WO are being shoved into.. I'll get off my soap box..

2020317 We have very little information about this issue at this time, as I am sure most soldiers do. I am sure that as more information becomes available and put out to field units better decisions can be made.

2020324 I have been told I'm non-select for "vol-indef". Therefore I have no choice but to leave the Army in April 91. i consider myself a prime candidate to be career soldier. While never having recieved a bad OER and having some intention of getting the AH-64

transition to stay in the Army, I recieved a "good-bye" letter from the Army. This seems strang when I happen to know peers of mine who want out but cannot because of the "so-called" shortage of Warrants. (As put out by my BN). I liked the Army but I can't help but feel bitter and bit betrayed by the Warrant Officer branch. Nowhere on my non-select notification did it specify why I was selected as having no future in the Army. If the recievers of this survey have access to more information as to my situation, I would appreciate a more in depth explaination so I will know for the rest of my life exactly why I was "kicked" out of the Army. Thank you.

2020329 I understand that RIFs are coming. My concern is that RIFs are conducted in a manner that the best soldiers are retained. With the large volume of people leaving the service, some really good people will be caught up with everyone ese. 17 years ago when I signed up the one thing you could count on was job security. Do a good job, stay out of trouble and your were fine. I find now, that there is no job security! Why??

2020336 #84: Not sure of what to dress like in the civilian market. Please forgive me for my tardiness, this just arrived from home while I am TDY.

2020339 It is hard to believe that my country, would dump me after all these years of service. I served in Viet-Nam, was shot down/or crashed in helicopters 8 times and have been a normal soldier and now because the Soviets are nice guys for 1 year you want to dump me and hundreds more like me. "Way to go" We have a massive drug problem in this country, and the soldiers could help fight this problem before you let us go. Think of the good we could do. We love our country and only ask for a way to serve it. Why not cut back on new entry's and force retirement at 20 yrs. This would help drasticly within just a few years.

2020340 I recieved this survey to complete after retirement (July 1,1990). I have answered it the way I would have on active duty. The civilian job market do not really care about what you have done while in the Army. As one human resources manager recently told me, "you first job is the job you get after the Military". Soldiers need to be aware of this. Now if you know of someone who will sponsor you into the civilian market, it is easier and not as much of shock.

2020341 63. Because of the seemingly daily changes in plans I am forced to look at the future while taking a worst case attitude. 69-70 I am currently trying to remove all debt so that I can change my goals should the need arise. I have no apprecable savings left after my last move.

2020343 #63: I fear readiness and training will be surely affected leving my unit and me inneffectual.

2020345 My biggest difficulty as a professional soldier is the indecicive manner in which a reduction in force will be accomplished. I'm exposed to the results of *conflictin info daily. Military* and Congressional leaders must decide on a method for reduction and act on it. The loss of jobs is bad enough on moral but the prolonged absence of definit *plan is hurting all soldiers.*

2020347 Allowing voluntary seperations to reduce force strength is probably a better way than RIFs "involuntary" for all concerned.

2020349 I retire as of 1 Jan 91. I would have remained on active duty indefinitly if allowed to remain at my present duty station. However, I will not be up rooted again, thur forcing my termination after 24 years.

2020356 Congress should set guidelines for force reductions but leave the planning and implementation to senior Army leadership. If too many force-outs occur, it will have severe, long-lasting impact on morale. Most careerists are in for the security; that consideration should be of the highest priority in planning reductions.

2020360 Health and dental care for dependents are priority. A pay raise targeted for Warrant Officers is a must to keep quality Warrants on active duty. Expect a large increase in retirement applications for W3's and W4's at 20 yrs, or as soon as obligations due to promotions are met.

2020370 Dependent care is my most important concern.

2020374 My main concerns are the erosion of benefits especially concerning dependants & retirees.

2020376 My effective retirement date is 900801. I made the decission to retire after I attended the MI WOAC as a 350L in 1988 as one of the MOS's selected for elimination. Although some positions have been reinstated, with the national debt, current world events, and the present economic indicators as negtive in the US but positive in the Pacific and Europe, coupled with my age - I decided that it best I leave the Army at this time so that I will be a few months ahead of a RIF or whatever may be coming. This will hopefully give me a jump on entering the civilian job market. In addition, with my children now reaching college age (2 in and one more in 2 years), I can no longer feel confident that I can meet my personal family obligations on my salary. Time will tell if I have made the right decission.

2020382 I am requesting a copy of the report that tabulates all this information. I cam concerned on what this survey found out.

2020387 I received this survey and your follow-up letter on the same date, 18 Jul 90. I am mailing this survey out on the same date 18 Jul 90.

2020394 Reducing the force is reality. It must be done by your group, by branch with equal officer, WO and enlisted cuts in terms of percentage. There is a widespread feeling of being betrayed among those with more than 10 but less than 17 years of service because no one can discuss in an unclassified environment all the cuts by field as well as force structure. This needs to be part of a public plan quickly.

2020396 Comments are with questions.

2020403 I would like to see pro-pay for MOS 311AO & 956 after serving five years in the MOS at a rate of $250.00 monthly. As the Army gets smaller the best criminal special agents should be encouraged to stay and receive the pro-pay entitlement.

2020404 #84: Specific job finding/placement assistance. Additional civilian (government) hiring preference/points for ex-military involuntary separated.

2020408 Even as the Army shrinks the need to provide a constant career progression for Warrant Officers is necessary. The W-5 issue is extreemly important to the Warrant Officer Corps. Failure to create this rank will be a serious blow to the corps and will result in the loss of good soldiers.

2020418 1. TWOS. Being that the WOSC no longer counts and we have the new MWOC and new rank without PAY, I cannot see staying in the Army beyond retirement eligibility. We cannot keep holding a carrot out.

2020422 84. Job placement service should be provided using the matching funds principle. The elgible retiree is still on active duty for reasons other than love of country and duty. Low cost loans from retirement fund should be made available to retirees. Loans with a cap set at $30,000.00 to be repaid, from retired pay over a 30 years period, at 6% interest, which is conformable to loans provided by life insurance companies. Participation in the loan program would require mandatory enrollement in the survior benefit program, for married retirees. The retirement fund, wins both ways, when the retiree dies and leaves a surviving spouse, the retirement payment is automatically reduced, to 55% and or 35% depending on the age of the survivor. The 45% and 65% of the retirement pay is retained by the fund. In addition to this saving, if the loan is still outstanding, then payments would continue to be collected from the payments made to the SBP recipitant. If the retiree is single, a credit life insurance policy would be required. When the retiree dies, the outstanding loan balance will be paid in full. Moreover, the fund retains all payments the retiree is eligible to receive if alive. The first objection would be administrative cost. This program, with its low potential for porfit, may not be attractive to the corporate world. However, there are several retired associations that could economically manage this program. The final objection, in my opion, is that the retirement program, is open ended. The retiree is paid for life. Statisticians, have determined the life psan, of the American population and the life expectancy, of military personnel after retirement. Based upon these assumptions, plus a percentage, to be determined through statistical analysis, a ceiling could be established.

2020423 Question 63. I am concerned about being able to complete civilian education with my current MOS and duty assignment. Question 88. I don't know where I would move to.

2020424 So that you understand my answers: I have 3 months left in the Army. I have always planned on gettign out after my obligation. I am planning on staying in the Guard or Reserves.

2020426 No comments. Good survey.

2020428 Thank you for the survey. It shows that there is concern and attempts being made in the Army to deal with the soldiers, career worries due to the budget and reduction constraints being imposed on the military as a whole today by Congress.

2020430 Q19. Also paid time off for job searching. The availability of jobs and the age factor of RIF personnel seeking employment concerns me greatly. They say history repeats itself. This RIF is similiar to the disasterous RIF imposed by Pres Truman and Sec Defense Johnson in the late 40's. I certainly hope we are doing the right thing.

2020433 Future surveys should target "individuals at certain points in their career ie: 5 yrs, 10, 15, 20 etc. A soldier that has always planned to retire at 20 years and is now going over 18 years is less likely to be concerned with a lot of questions in this survey. My biggest concern is at what point is retirement secure, at 18 years, 19 years with papers in hand, or 20 years and 1 day.

2020436 It is ironic that I have received this survey one month before my ETS. I have been pleased with the opportunities afforded in the Army for personal and professional advancement. I am leaving the Army to take advantage of the current pilot shortage in the civilian market and "beat the rush" of other pilots who anticipate a RIF.

2020437 #63. I am very concerned with quality and moderization, I don't want to be part of a second-rate Army. I do [illegible]uch like being a part of the quality Army, with security and opportunity in the future. I only hope the quality, security and op[illegible]ity are not lost.

2020438 After being in the military 16 years I hope to make the military for 20 years and then move on to a civilian job and experience the civilian world. I was very young when I entered the military. It has taught me true values.

2020442 I think that with the troop reductions, people that want to leave the Army before their service obligation should be allowed to. I would very much like to transfer to an Army National Guard unit and retire in the National Guard after twenty years. As for the active duty, I have absolutely no intentions of staying in past my service obligation.

2020450 Unlike the RIF in 1971-72, where a majority of draftees were given early outs, professional, dedicated soldiers are now eligible for the current RIF 1. I'm not sure how the best NCO's & officers will be retained 2. How extensive will the RIF be. 3. The lessening of professional advancement w/RIF 4. Overseas opportunities for assignment 5. Protection of retirement benefits, not from the Army per say, out from congress!

2020451 I have been through a reduction in force before where cuts wee too high initially resulting in excess shortages and then a recall. The reductions are mandated but can be extreme if conducted too hastily. I also continue to hear, from the Chief of Staff, that there will be no reduction in the Army's activities. This is insane. We are already understaffed and over committed. If quaity training and results are expected then personnel have to adequate to perform the mission.

2020452 Note: I have PCSed from Ft Bragg, NC since 30 Apr 90. Therefore, this survey was forwarded to my new address here in Panama. I received it on 10 July 90.

2020454 Equal pay for warrant officers as compared to officers. As of now our pay is more equal to the pay of senior NCO's. Financially, what is the incentive for transferring to the warrant officer field from enlisted "TWO's" is a poor substitute.

2020457 84. Transition training military to civilian.

2020460 Ref #84; J, M, N are essential. Warrant officer promotions under the TWOS program is okay for guys who went from high school to flight school. A WO1 in this case coudl be promoted to CW3 in 10 yrs. I already had 12 yrs of service when I was appointed as a CW2. That would put me at 20 yrs to be elibible for CW3. It is not fair! There should be a grandfather clause.

2020463 I have already accepted a reclassification to my current MOS920B0. My old MOS of 215BO was eliminated from the active Army. I felt like I was fully trained/qualified in my old MOS, however I think the six weeks of formal training that I received in my new MOS was a gross injustice to myself and the Army. I was only able to succeed in my new MOS through many long hours of evenings and weekends on the job, learning from my own mistakes. If new WO reclassifications are anticipated, please ensure that the training programs are adequate to meet the requirements.

2020468 With all the talk of RIF and force reductions, how would you feel if you were involuntarily seperated and then recalled to figh in a military conflict. Armed forces are an insurance policy paid by the people to insure freedom. if you cancell the policy it leaves us ill prepared to handle a major conflict. (force structure must be maintained).

2020471 I'm in the middle of a PCS move now, and will be assigned to Ft Rucker, Al. I don't have a unit or local address to contract me if you need to.

2020473 Send these surveys to the right address.

2020488 A great number of the questions in this survey are geared to the military member with family memebers. My spouse is on active duty (SSG, 230th MP Co, APO NY 09227) which causes many of the responses to be difficult to select from. If I separated and he did not I would likely relocate with him. Further, my peers and I feel that while there is a lot of info being put out about the cuts & reductions, it is changing to fast for anyone to keep up with. We NEED a consolidated fact paper about what is happening to whom and when!

2020490 As prior service I never received educational benefits. Now I am not entiteled to any because I was prior service. (catch 22). This must be considered when you take my answers into consideration where "benefits" are concerned. I have not recieved my block rating on my OER as of this date - therefore it was left blank. Thank you.

2020492 I am very concerned about promotion slow downs for warrant officers. Being warranted before implementation of TWO's, Jun 1985, will my waiting period to CW3 be grandfathered to the original 6 years, or extended to the TWOS 8 years? Very unhappy if it is extended.

2020494 I was passed over last year on the RA W3 board (80%) after being picked up on the AUS W3 board (52%) because my Commander didn't like my "personal affairs." He gave me a "bad" OER that DIDN'T reflect my duty performance because I didn't measure up to "his standard." Never mind the Army standard. I am rebutting the OER, but it is unlikely it will go through. So I have a sour taste concerning the Army "taking care of it's own."

2020501 My personal feelings on this matter is that I am a career soldier who loves his job and his work. Of all the problems facing the Army right now the one thing that bothers me the most is the sense of job insecurity. I work hard and do my best to improve myself and serve the needs of the Army. I only wish tht job performance and desires has a greter impact on proposed future strength cuts.

2020504 Sorry this was late. I was on a 22 day leave.

2020506 At this time I am a VI non select, so many question I could not answer. I strongly believe a soldier with a much time as I have in the military should be given a choice. 1) early out or 2) two year deadline to prepare and be ready to readjust for a civilian life.

2020507 Ref. Question 63. Uncertainty over the future of the WO mgt act and CW5. To justify staying over my current obligation I must have CW5 with commensurate pay and benefits!

2020508 63) I have completed my Army creer. 84) Job tools that are essential! A,C,F,N not so much as paid time off, but for interviews. Most of these question do not concerned my obligation because I have completed over 20 years of service.

2020509 #84 Education on a personal level in the soldiers specialty area as a way of sending soldiers back into civilian life trained and ready to support their families. #48 As far as keeping the best officers, NCO's and, enlisted personnel in the Army, we must allow them to do the job they joined up for. Too many distractors are present in the peacetime lets look pretty Army. They did not join the Army to mow grass and sweep sidewalks.

2020512 I will be leaving the Military in November of this year. I am completely satisfied with my MOS; However, my primary reasons for leaving the Military are due to the following circumstances: A) Lack of concern for soldiers within the chain-of-command. B) Less acstual work in my MOS. (153DO aviator) less flight time. C) Poor prestige as a Warrant Officer. D) Army leadership/management incompetence, and working long hours due to this imcompetence. E) No productive future position as a Warrant Officer.

2020513 All questions seemed to be tailored to direct the answers so that the outcome of the survey will be the same regardless of the sample surveyed.

2020515 I am a CW4 with 6 years in grade & being considered for MWO in the Aug90 board. I love the Army & my job. I am in Special Operations Aviation and manage a $60M program. My counterparts in sister services are O-5s. I have all the tickets punched (AWOAC, WOSC, BS Degree, excellent file). I would like to stay in the Army for 26 to 30 yrs. of service but would like to be compensated adequately. CW5 legislation needs to be passed and a 15% pay increase given to those Senior Warrants selected. MWO is only a title.

2020519 #63 Uncertain absout in-service "benefits" (specifically those which affect the family members) and future of retirement (pay and other benefits).

2020522 I have served 20 years in and decided since promotion to CW3 to fulfill my 2 year obligation, then get out and go to school in a new field. The reduction of force act was influenced my decision to get out now in order to get established in civilian workforce. I have eighteen months left of my obligation.

2020523 Track and wheeled vehicle mechanics as well as the Warrant technicians would need a three to six month course on the civilian designed vehicles to include the modern test equipment.

2020525 If the government of our country chooses to reduce the SRE of the Military greatly, it should identify those to be separated adn give them a year in continued service at full pay and allowances to secure further employment, if employment is found sooner than the release would be sooner as well. At either time, the 1 year point or sooner the separation pay should also be paid. All service members with over 10 yrs. service continue medical & dental benefits for the number years service.

2020526 My main concern is being put out medically with less than 30% disability before my 20 year mark after serving over 17 1/2 years and receive only severance pay. No other benefits.

2020527 I, to include my family, have made a commitment to serve our country in the U.S. Army for 20 years. I've worked long hard hours and my family has endured many hardships during the 12 years of service to date. I feel my work has been outstanding, as

a standard. I don't consider myself or family dead weight. My wife has been involved in community activities as a volunteer at each of our assignments. My concern is that in my rank, CW2, there will be a substantial number of cuts made during force reductions. I don't feel secure that the U.S. Army will be able to effectively reduce without soldiers and families worthy of staying being told they have to leave before 20 years. I, to include my family, made the 20 year commitment a long time ago. I am now asking US Army for it's commitment of allowing me to complete 20 years of service. I'm not asking for a free ride.

2020530 Recommend allowing any soldier (enlisted or officer) be permitted to leave service immediately upon their request with no penalty or breach of contract. It is not worth the expense of having a soldier who does not want to be one!

2020532 I am at the 15 year mark and want to retire at 20 years. I feel a lot of soldiers will want to get out, given the opportunity to do so ahead of their obligation. Army pay along with benefits need to be highlighted for future concern when the force gets smaller. Are they going to remain the same or start getting cut back?

2020534 One issue that disturbs me is the lack of standardization in implementing the TWOs program. As an aviation Warrant I should be a promotable W2 or have alrady obtained W3 before being considered for career tracking. However, some Warrant Officers with near identical service records are being selecsted ahead of schedule for career tracking scshools and courses. Understanding this is based on the "needs of the Army," it remains frustrating to be told I'm ineligible for this type of schooling under TWOs, while others in the same year group are selected.

2020535 As an aviator our focus has shifted from flying to doing many other nonrelated jobs. This needs to change to keep Warrant Officers in Aviation. I also feel tht our leaders are micro managing the soldiers instead of letting us do our jobs in a professional manor.

2020539 I have 3 major concerns at this point in time: 19 Todays technical service Warrant Officers hodl as much responsibility and do as much, if not more work than their commissioned counterparts. I would like to point out that an O-2 with three years in the service earns more than a CW2 with ten years. Although my current pay and allowances allow me to maintain a reasonable standard of living, I would prefer to raise that standard. It would significantly enhance the Army's ability to retain quality technical service Warrant Officers if their pay was brought on-line with that of commissioned officers. 2. I strongly feel that civilian education will be a major discriminator in any future promotions as well as Force reduction during F.Y.89 I spend 186 days in the field. Because of this amount of field time it is very difficult to obtain civilian education. We need to find a system that will accurately reflect this to promotion/selection boards. 3. With pending force reducitons rumors are running wild. The Army needs to develop a plan and inform its soldiers what the plan is. We want to know what future a military career holds for us.

2020542 Questions #22 #23 #24 The erosion of monetary and medical benefits is the reason for the negative answers. Question #32 I have a P4 profile. Question #45 #46 The praid movement of events is causing a perception of unreliability with all information.

2020547 I was recently hurt on active duty & was asked to take medical discharge & approx $60,000 med sev. pay. I asked to remain on active duty & was allowed to stay. $60,000 is nothing considering I would have no job & no Army health benefits. I have given the Army 16 1/2 of the best years of my life, not including 2 years reserve service. We have been loyal to the Army & the US Govt., why in the hell can't they be loyal to us career service members. Reductions should be made thru attrition, reduced recruitment & forced retirement. My wife, kids & I have given up much for the Army - her chance for a career due to frequent moves, home equity/appreciation, stability for the kids & contact with family & FRIENDS. I DON'T think the Army/US Govt. considers how many lives are affected by the RIF of each individual soldier. Plus our own family separations, such as the case for me now. I believe I've earned the right to serve the few years I have left to retirement. If I'm forced to retire at 20 so-be-it. At least I wasn't used by the Army & thrown out on the street with nothing to show for it. Unless sev. pay reaches the $100,000.+ range its a joke compared to the long term benefits of retirement. I heard many times thru the eyars "The Army takes care of its own" - let's see it do it! The Military can throw billions down the drain on useless weapon programs, but can't find the money to take care of its troop. Sorry about this being late, but I did not recsieve it until 23Jul90.

2020548 To explain my comments, I am a Phase II PA student who will be eligible for retirement upon completion of my obligation. I also think that Congress is pushing much too fast for troop cuts & that it definetely affects readiness. Although I would like to stasy past 20 years, I honestly don't see the Army keeping me much past my obligation, not with all the projected cuts.

2020549 I feel the Army needs to be more concerned about retaining quality trained troops. Warrant officers will not stay in and do the same work as a commissioned officer for lower pay. The quality personal will leave the Army and seek employment where the can make the best money. The Army will need to start punishing non productivity and reward hard work. I would have stayed but I knowthe people at the top are not interested in progressive thinking. They don't want change. Until this attitude is removed along with those who believe it the Army is doomed to failure.

2020550 If I'm forced out of the Military being able to gain a government job. I would not qualify for a veterans preference. We should be able to take a job overseas also & be given career status. Many military skills have similar DOD civilian counter parts.

Being able to apply for lthese jobs & gaining career status regardless of whether the job was overseas or not could be helpful in the transition.

2020553 Conversion of military schooling and experience to civilian education and experience levels.

2020554 Question #68 My wife is in the Military SSG.

2020559 Some of the questions should have been N/A. It is hard to say what is going to happen in the future. But I think the Army should go bacsk to soldiers doing the jobs insteads of civilian contractors and/or civilians.

2020561 #84 information and assistance in self-employment. Considering the budget deficit it is unlikely that Congress will increase miliatry pay or benefits. As long as benefits continue to be eroded and pay lags the inflation rate and is considerably below civilian levles, career soldiers will retire at 20 yrs.

2020562 One issue not disscussed is should there be a safety zone for personnel who have completed 15 years service and are fully eligible to complete 20 years active service from being considered for a RIF.

2020568 I am married to anoth SM (a CW3 over 20yrs). In over 12 years of marriage, joint assignments have been a critical factor in our Army careers. The affects of an Army drawdown will be strongly felt by such service couples. I believe that QMP separations are critical and shoul be a priority. Quality enlisted, commissioned officers & WO's will only stay if there is upward mobility. A slowdown of promotions will only serve to force "fast trackers" out of the Army. But PLEASE don't force out officers or enlisted due to a perceived "over specialization", or lack of "ticket punching." The Army needs professionalism, not careerism. I DO appreciate the opportunity to respond to such a questionaire & would be willing to be involved in further investigation on this issue.

2020570 63.) I don't have intentions of staying in the U.S. Army!

2020571 Possibility of other Gov't. jobs availability.

2020574 This is a poor questionaire - Questions 40-43 & 62 (along with others) use double negatives. This is a definite "NO" in designing statistical surveys.

2020576 I am currently on a PCS move. Will report to the 55th PSC, FRG on 16Aug90.

2020577 There is only one thing I expect from any organization - integrity. Despite possible hardships or problems I prefer to operate in an atmosphere of propriety; ethical standards are important. All other considerations are subordinate. After observing the commander of B Co 1-501st AVN (Aug88 to Jun90) run a corrupt band of "good old boys." After watching him torpedo the careers of good, hardworking soldiers who had the misfortune of not belonging to his personality cult. After watching him squander Army equipment, and unit funds in the pursuit of building political liasons through gift-giving. After seeing him employ US Army aircraft for personal use and gain. After seeing other responsible members of the Army in higher levels of command observe this behavior and not take action that was comensurate with the offense. After seeing the fraud-abuse hotline operated as a first warning alert to errant commanders so they could recover property they'd given away and write false hand receipts. After observing all this corrupt activity, I've felt a need to reevaluate my opinion of the Army. Hence, I've tendered my resignation.

2020578 #84 What about information or possible National Guard slots available.

2020579 1) I could almost HATE the dept. of defence for knowing that the possibility exists, that at 15 years of service, I may be involuntarily separated. 2) I love my job and I would perform it even better if I felt secure about job longevity. 3) Soldiers will be working twice as hard for the same pay to continue to meet command standards of operation. 4) It used to be said that "The Army took care of its own." I guess this applies to two groups, those that get to stay in and those that get to retire.

2020583 Your survey reached me as I was clearing in preparation for retirement. I apologize for the late return. My Army creer has been a very positive part of my life, I will always consider myself a soldier. If I can assist with other questions, please feel free to contact me.

2020591 Why not an early retirement program for those with 17 or more years in that will receive 50% of their 20 yr retirement then at 20 yrs give them the full 20 yr retirement benefits.

2020594 We need more information on whats available in the job market. It would be helpful if corporations came to the different installations and let us know what they are looking for and currently need. Transistions from the service with 5 dependents and no job will be extremely hard for those who have done a good job in the Army.

2020601 I have no comments at this time. The delay in sending in this survey was due to being TDY at the time this survey was sent out.

2020602 I feel if the services greatly reduced the amount of soldiers being recruited and increase the standards of selection the would profit. The undesirables would be then filtered out by the higher quality soldiers.

2020611 Some questions to determine attitude scant this survey; #23 is an example. Do not recommend enlistment to Burger King rejects, only quality prospects. At my age and length of service I am lured most with pure intangibles (the boss's pat on the back) or cold cash. The pure intangibles are usually more important.

2020612 Due to the reduction in the Army ranks at present, I just left speciality 420A and reclassified into MOS256A a shortage Warrant Officer MOS. I'm really concerned at present since less than a year ago I was in school for over 5 months learning a new skill and now we're talking of reducing the Army drastically. Question 30 - I have only worked is MOS 256A for app 4 mo. i graduated school 2Mar90. I joined the Army voluntarily in 1976. I felt secure in a future. Now maybe the draft should have remained in effect.

2020614 Here's why I'm getting out of the Army in case you really want to know: Because we spend more time preparing the USR than doing the things that are reported on it: Because change of command ceremonies that cost tens of thousands of man hours are more important than training and the mission: Because the J-series MTOE is a joke and because I'm promoted and moved around by people who don't know me from Adam.

2020616 I apologize for the lateness of this survey. I just received it with all of the mail delay's due to my recent PCS.

2020622 Most career soldiers would lilke to know if you have 17 1/2 years to 18 years in the Army is there a chance you will not allowed to retire.

2020624 Speculation about Force reductions has already begun to effect the way people do their jobs. Gone are the times when soldiers are measured by performance. The new "brown nose" Army values the party line over doing the right thing. Quasi-political alignment has begun in the officer ranks. Tell the boss what he wants to hear - whether he likes it or not.

2020625 My considerations for leaving the Army are family oriented and not due to my job or position in the Army, which is excellent.

2020629 If the Force is reduced and the mission (routine garrison (peace time)) doesn't reduce then there will be hell to pay.

2020640 The Free Associated State of Puerto Rico is not a US territory!

2020643 Army reduction should not be accomplished at the expense of the soldier, ie. Medical and dental care, MWR, dependent care.

2020656 Sorry for being late but I have moved.

2020657 A major concern with aviation Warrants is career progression and schooling. A common perception to attend advanced training/schools is to be t the right placse at the right time. If branch showed a genuine interest in an individuals needs and goals, understanding that the needs of the Army comes first, the relationship woudl be vastly improved. I personally feel the upcoming reduction in the corps could be achieved through attrition. Considering the low retention rates for young Warrants and the major year groups of 67 thru 71 reaching retirment eligibility.

2020658 With the talk of cutbacks, I am interested in how this may affect me. A lot of good soldiers I work with are undecided about their opportunities. Most of us feel that if the cutbacks mean a better organized, trained and equipped Army then we will stay in. If the cutbacks affect readiness, support etc., then most of us will get out.

2020671 Even though I have reached retirement eligibility, I do not desire to be forced out and have to live on 36% of my current pay and allowances. There should be some provision for separation pay for people forced into retirement. This would provide the money to be used while locating employment and housing. I have additional problems based on my present age of 50. Locating employment will be difficult.