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TURNOVER INTENTIONS: A QUALITATIVE ANALYSIS OF COMMENTS FROM AIR FORCE CIVIL ENGINEERING COMPANY GRADE OFFICERS

THESIS

TJ E. Gabrielson, Captain, USAF

AFIT/GEM/ENV/12-M05

DEPARTMENT OF THE AIR FORCE
AIR UNIVERSITY

AIR FORCE INSTITUTE OF TECHNOLOGY

Wright-Patterson Air Force Base, Ohio

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AFIT/GEM/ENV/12-M05

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THESIS

Presented to the Faculty

Department of Systems and Engineering Management

Graduate School of Engineering and Management

Air Force Institute of Technology

Air University

Air Education and Training Command

In Partial Fulfillment of the Requirements for the

Degree of Master of Science in Engineering Management

TJ E. Gabrielson, BS

Captain, USAF

March 2012

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TJ E. Gabrielson, BS
Captain, USAF

Approved:

_____// signed //_____	_3/12/2012_
John J. Elshaw, Lt Col, USAF. (Chairman)	Date
_____// signed //_____	_3/12/2012_
Alfred E. Thal, Jr. (Member)	Date
_____// signed //_____	_3/12/2012_
Sharon G. Heilmann, Lt Col, USAF (Member)	Date

AFIT/GEM/ENV/12-M05

Abstract

Voluntary turnover is a concern for the military and many other organizations from a financial and performance standpoint. This study applied grounded theory to code and network comments provided by CE officers in 2010. The results of this study found the most influential construct that predicts turnover intentions to be the relationship of OPSTEMPO influencing interrole conflict. This conflict is increased by the workload at home station due to under manning within CE. OPSTEMPO is an important aspect of a military member's decision to stay or leave the service because it was found to interact with a multitude of other constructs (e.g. Educational Opportunities, Workload, Job Meaning). Perceived organizational support was found to almost always be related to negative job satisfaction.

This study also expanded upon the research of retention intentions and how a retention survey is conducted, especially when conducted on military personnel. The military is a unique organization in a multitude of aspects and surveys should be tailored to address the unique situations each member faces, but still be generalized enough to ask all service members.

I would like to dedicate this thesis to my mom, dad, and sister. Without their support, encouragement, and love I would not be where I am today. Thank you.

Acknowledgments

I would like to express my sincere appreciation to my faculty advisor, Lt Col John Elshaw, for his guidance and support throughout the course of this thesis effort. I would also like to thank my committee members, Dr. Al Thal and Lt Col Sharon G. Heilmann. The success of this research effort was made possible by the work and dedication of each of the members of the research team.

TJ E. Gabrielson

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TURNOVER INTENTIONS: A QUALITATIVE ANALYSIS OF COMMENTS FROM AIR FORCE CIVIL ENGINEERING COMPANY GRADE OFFICERS

I. Introduction

Employee turnover is one of the most researched subjects within organizational psychology (Cotton & Tuttle, 1986). Turnover is broadly defined as the act of an employee leaving an organization (Griffeth & Hom, 2001). The two fundamental types of turnover studied are voluntary and involuntary. Price (1977) defined voluntary turnover as movement across the membership boundaries of a social system initiated by the individual. Voluntary turnover represents the employee's decision to leave the organization when the organization wants to keep the employee (Shaw, Delery, Jenkins, & Gupta, 1998). In contrast, involuntary turnover occurs when the organization releases the employee even though the employee did not intend to leave (Holtom, Mitchell, Lee, & Eberly, 2008). Voluntary turnover entails quitting or resigning, whereas involuntary turnover is associated with dismissals, layoffs, deaths, and retirements. Voluntary turnover is the primary topic for this paper.

Organizations are concerned with voluntary turnover because of financial investments and knowledge loss with their employees. If an employee leaves the organization, new candidates must be recruited, selected, trained and amalgamated into the organization's culture (Holt, Reng, Lin, & Miller, 2007). Each of these steps to replace the employee costs money. Holtom et al. (2008) estimates this financial expenditure to range from a few thousand to more than double the employee's annual salary. In the Air Force, initial screening and basic skills training for an officer exceed

$300 million annually and increase significantly with specialized training (Holt, Rehg, Lin, & Miller, 2007). Besides financial investments, organizations are concerned with the loss of employee knowledge. “I know I can't stop people from walking out the door--but how do I stop them from taking their knowledge with them?” (Labarre, 2007). That is, when employees leave, companies lose not only human capital, but also accumulated knowledge. Because of these costs in terms of money and knowledge, public and private organizations make every attempt to retain quality employees (Holt, Reng, Lin, & Miller, 2007). This thesis addresses factors that influence voluntary turnover intentions.

Background

This thesis utilizes secondary data that was collected between January and February, 2010. At that time, the military had been involved in Iraq since 2003 and Afghanistan since 2001. The military operations underway in support of Operation Iraqi Freedom and Operation Enduring Freedom in Iraq and Afghanistan require more intense and prolonged use of military power than any time since the Vietnam War (Hosek & Totten, 2006). During this time of conflict, civil engineering (CE) company grade officers (CGOs) demonstrated their capability to provide a wide range of skills to Combatant Commanders: construction project management, engineering design, base maintenance, emergency management, convoy operations, and Explosive Ordnance Disposal (EOD). Because of their unique skill-set, CE CGOs became a high-demand asset. Unfortunately, the Air Force Times noted CE CGOs were also an undermanned and stressed career field (Tan, 2010). A stressed career field is where there is more work to accomplish than there are workers to perform. An undermanned career field is when

there is less than 100% manning, as authorized by the Air Force Personnel Center (AFPC) manning doctrine.

With CE CGOs in high-demand, their Operations Tempo (OPSTEMPO) invariably increased as well. OPSTEMPO is the amount of time (duration and frequency) that a member is separated from home station due to official military deployment, training, and/or exercises. OPSTEMPO is often referred to as the dwell ratio (time deployed vs. time at home station). While the typical dwell ratio for Air Force members is 1:2, CE officers were experiencing a 1:1 dwell ratio at the end of 2009 (AFCE, 2009). A 1:1 dwell ratio means that for every six months deployed, the member typically has six months at home station to engage in work activities and spend time with their families and friends. However, the amount of the time at home is diminished by required pre-deployment training. These training requirements add another month of time away from home station. In other words, seven months of every year is spent away from home and family.

In 2010, the National Research Council published a report analyzing the number of officers authorized versus the number assigned to Air Force specialty codes. The findings showed CE Captains as having the lowest authorized/assigned percentage (66.5% manning) of any other officer career specialty (2010). "[T]he low manning levels for captains (compared to authorized numbers) in the 32E, 61S, and 62E career fields result from […] high attrition." With CE officers in such high-demand, it becomes more important than ever to retain these highly trained individuals. The high turnover rate, loss of skilled CE leaders, the amount of money invested in each Airman for training, and the knowledge that is lost when a CE officer voluntarily leaves the Air Force are all important reasons why this problem is of vital interest.

Problem Statement

With the low manning levels and the high demand of CE officers by Combatant Commanders, the purpose of this thesis is to evaluate the perceptions of turnover intentions and the factors that influence turnover intentions through a qualitative analysis of open-ended comments.

Research Questions

This research will determine the factors that influence CE Company Grade Officers to voluntarily leave the Air Force. When given the opportunity to give open-ended comments about turnover intentions, what do CE CGOs view as the most important factors when deciding to stay/leave the Air Force?

Methodology

A qualitative approach of grounded theory was used to analyze open-ended comments provided by CE CGOs. Main themes were extracted from the comments and then a literature review of these themes were used to further define these main ideas into constructs an support relationships within an overall turnover intentions model created from the comments. This model shows relationships between constructs and provides a big picture view of what a CE CGO takes into account when deciding retention intentions.

Preview

The research in this thesis will identify factors that influence turnover intentions in the CE officer career fields. Through the methodology of grounded theory, the

comment coding determined the effects of variables and highlights trends in the data to identify the antecedents to turnover intentions of CE officers. The following chapters introduce grounded theory, discuss the literature review conducted on the topic of turnover intentions, describe the methodology used, and discuss the results obtained through the analysis of the open-ended comments provided by CE CGOs.

II. Literature Review

This literature review describes past research on turnover intentions and identifies the antecedents that influence turnover intentions. The constructs of job satisfaction and organizational commitment are discussed as the main predictors and mediators of turnover intentions. Four additional constructs (OPSTEMPO, perceived organizational support, job embeddedness, and interrole conflict), and their facets, are also addressed as influencing job satisfaction and organizational commitment, along with their relationship to turnover intentions. Finally, grounded theory's main features are introduced.

Turnover Intentions

The efforts of most researchers have been focused primarily on ways to better understand and limit voluntary turnover versus involuntary for two main reasons. Voluntary turnover accounts for the majority of turnover that occurs, but, more importantly, if the causes of voluntary turnover are known, managers can exert some influence over a person's decision to leave (Price, 1977). Intention to quit or stay has been generally found to be one of the best, if not the best, predictor of actual turnover (Griffeth, Hom, & Gaertner, 2000; Poksakoff, LePine, & LePine, 2007).

The question employers want addressed is what influences voluntary turnover intentions? Turnover intentions are driven by many factors. Cotton & Tuttle (1986) suggest age, tenure, pay, overall job satisfaction, and employment perceptions are stable, reliable correlates with turnover. Cotton & Tuttle (1986) found negative correlations between both job satisfaction and organizational commitment and an individual's intent to leave through their meta-analysis of more than 120 turnover-related studies. Another

meta-analysis of 155 studies, found that job satisfaction and commitment contribute independently to turnover, with job satisfaction being a slightly better predictor of turnover intention (Tett & Meyer, 1993). Griffeth, Hom, & Gaertner (2000) propose the best predictors of turnover as job satisfaction, organizational commitment, job search, comparison of alternatives, withdraw cognitions, and quit intentions.

Job Satisfaction

Locke and Lathan (1976) provide a comprehensive definition of job satisfaction as "pleasurable or positive emotional state resulting from the appraisal of one's job or job experience." The construct of job satisfaction represents how satisfied an employee is with their job (Colquitt, LePine, & Wesson, 2011). High or low job satisfaction can influence and predict turnover intentions (Shore & Martin, 1989). Overall, job satisfaction has been found to be strong predictor of turnover intentions (negatively related). Griffeth, Hom, and Gaertner (2000) state that "various job attitudes modestly predicted turnover, with overall job satisfaction being the best predictor ($r = -0.19$, $p < 0.05$)." This is supported by Chen, Ployhart, Thomas, Anderson, & Bliese, (2011) who found higher negative correlations (r-values from -0.25 to -0.72, $p < 0.05$) in their study of job satisfaction and turnover intentions.

Job satisfaction does not predict turnover intentions by itself. A snapshot of the conditions and characteristics of an employee's job at a point in time will only predict job satisfaction at the same point in time. Job satisfaction was determined to have a significant influence on turnover intentions as a mediating variable (Price & Mueller, 1981). Additional research supports this finding by indicating that job satisfaction

indirectly affects turnover through commitment (Elangovan, 2001; Mobley, 1977; Mobley, Griffeth, Hand, & Megliano, 1979; Porter, Steers, Mowday, & Boulian, 1974; Steers, 1977; Williams & Hazer, 1986).

One of the most well known and widely used measures of Job Satisfaction is the Job Satisfaction Survey (JSS) created by Paul Spector (1997). This 36-item, nine-facet scale is used to assess employee attitudes about the job and aspects of the job. The nine facets are Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards (performance based rewards), Operating Procedures (required rules and procedures), Coworkers, Nature of Work, and Communication. Cotton and Tuttle (1986) found significant negative correlations between turnover intentions and satisfaction with pay, work itself, supervision, coworkers, and promotion.

Organizational Commitment

Organizational commitment is a psychological attachment to the organization that has influence on the decision of retention (Meyer & Allen, 1991). Based on multiple research studies, it has been suggested that organizational commitment is a strong predictor of turnover intentions (Elangovan, 2001; Griffeth, Hom, & Gaertner, 2000; Mathieu & Zajac, 1990). Organizational commitment has three components: affective, normative, and continuance commitment (Gade, Tiggle, Schumm, 2003; Jaros, 1997; Meyer & Allen, 1991).

Affective commitment is defined as the employee's positive emotional attachment to the organization (Meyer, & Allen, 1993; Mowday, Porter, & Durbin, 1979; O'Reily & Chatman, 1986). An employee who is affectively committed strongly identifies with the

goals of the organization and desires to remain a part of the organization (Meyer & Allen, 1991). Affective commitment antecedents fall into three categories: personal (individual) characteristics, structural (organizational) characteristics, and work experience (Meyer & Allen, 1991). These antecedents allow commitment to develop based on experiences that satisfy, or are compatible with the employee's values (Meyer & Allen, 1991). Jaros (1997) found evidence that affective commitment had a significantly stronger correlation with turnover intentions when compared to normative and continuance commitment.

In continuance commitment, the individual commits to an organization because they perceive high costs associated with leaving. Continuance commitment antecedents that are most frequently studied are investments (side bets) and the availability of alternatives (Meyer & Allen, 1991). The Air Force offers many incentives and rewards that may influence continuance commitment. Appendix A lists the incentives approved by the Air Force Finance Management office. However, the Air Force does not offer CE CGOs many incentives.

Cotton & Tuttle (1986) suggest a moderate influence factor with perceived job alternatives positively related to turnover intentions, with the unemployment rate being negatively related to turnover intentions (Cotton & Tuttle, 1986). Griffeth, Hom, and Gaertner (2000) found that perceived alternatives modestly predict turnover, and if a more complex assessment is undertaken of the respondent's subjective comparison of the alternatives to their current position, the turnover prediction will be slightly better. The growing popularity of the Internet for job hunting will make it easier for prospective leavers to find alternate employment (Gross, 1998; Useem 1999).

Normative commitment may develop when an organization provides the employee with job training or paid college tuition at the organization's expense (Meyer & Allen, 1991). The two most common normative commitment aspects applicable to military members are an Active Duty Service Commitment (ADSC) incurred from financial support to pursue educational objectives (bachelor, masters, doctorate degrees) and a commitment from a Permanent Change of Station (PCS).

It would be a mistake to consider only one of the components of organizational commitment. Meyer and his associates (1993), for instance, found that affective and normative commitment had negative effects on intent to leave the organization, but continuance commitment had no significant effect. Hackett, Bycio, and Hausdorf (1994) reported significant, negative correlations between all three forms of commitment and the intent to leave one's job. Others have consistently found organizational commitment to be negatively related to turnover intentions (e.g., Griffeth et al., 2000; Tett & Meyer, 1993). Meyer and Allen (1991) put it best when they said, "If reduction of turnover is the only concern…one form of commitment may be as good as another. This focus on turnover, however, may be shortsighted." An organization does not just want workers, an organization wants committed employees.

OPSTEMPO

Operations Tempo (OPSTEMPO) is one of the most common explanations as to why military members choose to leave the service (Huffman, Adler, Dolan, & Castro, 2005). In their study, Huffman et al. (2005) found that OPSTEMPO was a concern for junior enlisted, noncommissioned officers (NCOs), and junior officers, especially when

deployments were regarded as too long and too frequent and, considering the effect of OPSTEMPO on the family (interrole conflict).

One explanation of OPSTEMPO's influence on turnover intentions by Castro & Adler (1999) suggests that OPSTEMPO and turnover intentions might have a curvilinear relationship. This curvilinear relationship states that when OPSTEMPO is at very low and very high levels turnover intentions are high, and when OPSTEMPO is at moderate levels turnover intentions are low (Huffman, Adler, Dolan, & Castro, 2005). The curvilinear relationship is an area where new data and research are needed, as the military is in a long sustained war period while simultaneously reducing its total force numbers. Unfortunately, much of the past research performed with military members and OPSTEMPO does not portray an accurate picture of the current situation due to the reliance on data collected in the 1990s (e.g., Hosek, 2004; Hosek & Totten, 1998; Reed & Segal, 2000; Wisecarver, Cracraft, & Heffner, 2006).

Perceived Organizational Support

As discussed previously, a great deal of research has been conducted on the concept of organizational commitment (Mowday, Porter, & Steers, 1982). Where organizational commitment focuses on attitudes employees have toward the organization, employees also form perceptions about the extent to which the organization values their contributions and cares about their well-being (Eisenberger, Huntington, Hutchison, & Sowa, 1986). The employee's perception of the organization's attitude toward them has been termed perceived organizational support (POS) (Shore & Tetrick, 1991).

Several factors have been suggested as being influential in the employee's perception of support from the organization, namely job conditions (e.g., Eisenberger, Rhoades, & Cameron, 1999), supervisor support (e.g., Settoon, Bennett, & Liden, 1996), personality (e.g., Aquino & Griffeth, 1999), and human resource practices (e.g., Wayne, Shore, & Liden, 1997). Additionally, researchers have found POS to be positively correlated with work-related outcomes such as attendance (e.g., Eisenberger, Huntington & Hutchinson, 1986), performance (e.g., Eisenberger, Fasolo & Davis-LaMastro, 1990), organizational citizenship behaviors (e.g., Shore & Wayne, 1993), and job satisfaction (Eisenberger, Cummings, Armelo, & Lynch, 1997). Research has found that POS influences turnover intentions (Blomme, Rheede, & Tromp, 2010; Dawley, Houghton, & Bucklew, 2010).

With respect to turnover intentions, research has suggested that employees with a high degree of POS would be less inclined to seek and accept jobs with other organizations (Eisenberger, Fasolo, & Davis-LaMastro, 1990). Instead, these employees express stronger feelings of loyalty and affiliation with to the organization (Eisenberger, Cummings, Armelo, & Lynch, 1990). Results from both private sector (e.g., Allen, Shore, & Griffeth, 2003; Wayne, Shore, Liden, 1997) and military research (e.g., Chen & Ployhart, 2006; Wisecarver, Cracraft, & Heffner, 2006) studies have consistently linked POS and the intent to quit negatively.

Job Embeddedness

Mitchell, Holtom, Lee, Sablynski & Erez (2001) presented a new construct called job embeddedness that incorporates feelings that extend beyond the work attitudes. Job

embeddedness is how the employee fits in their overall environment. Job embeddedness has three dimensions affecting both the work environment and the individual's community: links, fit, and sacrifice (Mitchell et al., 2001). Links are formal or informal relationships between an individual and other people and/or an organization. The concept of embeddedness suggests that these links extend beyond the workplace to include the local community where they reside and other organization they participate in within the community. The greater the number of links that an individual has, the lower the probability of voluntary turnover (Mitchell et al., 2001). Fit is an employee's compatibility with an organization and their environment (Mitchell et al., 2001). The weather, amenities, culture, outdoor activities, political and religious climate, and entertainment activities vary dramatically in different locations and geographic regions. The better the fit, the higher the likelihood the employee will feel professionally and personally tied to the organization (Mitchell et al., 2001). Sacrifice represents the perceived cost benefits that may be lost as a result of leaving a job (Mitchell et al., 2001). When relocation is involved, community sacrifices become an important issue, as it can be difficult to leave a community that is attractive and in which an individual is well liked and respected (Mitchell et al., 2001).

Mitchell et al. (2001) found evidence that suggested each of the three dimensions (applied to organization and environment) of job embeddedness has a significant relation to turnover intentions. Mitchell et al. (2001) also suggests that job embeddedness increases the prediction of turnover attributed to job satisfaction and organizational commitment. Dawley, Houghton, and Bucklew (2010) found an increase in personal

sacrifice further connects employees to the organization, and that job fit can increase the perception of overall support from the organization.

Interrole Conflict

Interrole conflict is defined by Greenhaus and Beutell (1985) as conflict experienced when time or pressures arising in one role make it difficult to fulfill requirements in another role. Interole conflict is a combination of work-family conflict, in which the time requirements at work put pressures on family responsibilities, and family-work conflict, in which family responsibilities interfere with fulfilling work requirements. In a recent meta-analysis, Mesmer-Magnus and Viswesvaran (2005) identified eight external variables typically reviewed in the study of interrole conflict: job related stressors (e.g., work-role overload, role ambiguity), support received from the work environment (e.g., presence of work-sponsored work/family programs, work culture agreeable with conflicting family demands), organizational attachment and commitment, organizational withdrawal behaviors (e.g., intent to leave, intent to search for another job), job and career satisfaction, life satisfaction, physical and mental health, and non-work or family related influences. Positive correlations were found between interrole conflict and job stressors, non-work or family related stressors, and organizational withdrawal. Negative correlations were found between interrole conflict and job satisfaction, life satisfaction, and physical and mental health. These results are consistent with those of other researchers. Byron (2005) found significant positive correlations between interrole conflict and both job stress and family stress. Netemeyer, Boles, and Meglino (1996) found significant positive relationships between interrole conflict and job

tension and organizational withdrawal, and also significant negative correlations between interrole conflict and both job satisfaction and life satisfaction.

Grounded Theory

Grounded theory is a systematic methodology in social science that generates theory from data (Glaser & Strauss, 1967). It is mainly used in qualitative research, but can also be applied to and with quantitative data. The data is related to main ideas or codes. The codes are then grouped into similar concepts. From the concepts, categories are formed, which are the basis for the generation of theory. In essence, grounded theory reverse engineers a hypothesis by using the data to develop theory instead of the traditional scientific method approach (Corbin & Strauss, 2007). The rest of this section overviews the history of grounded theory and the important features of grounded theory.

Grounded Theory was developed by Barney Glaser and Anselm Strauss in 1967. In 1987, the sociologists split GT in two directions. According to Kelle (2005), the main difference between each methodology was whether the researcher used well defined 'coding paradigms' and always systematically searches for 'causal conditions,' 'phenomena/context, intervening conditions, action strategies' and 'consequences' in the data, or whether theoretical codes are employed as they emerge in the same way as substantive codes emerge, but drawing on a huge fund of 'coding families.' Glaser focuses on allowing codes to come to light as the data is reviewed. Strauss is more interested in validating established constructs and a systematic approach.

A grounded theory is a theory which is inductively derived from the data it represents and meets four central criteria: fit, understanding, generality, and control

(Strauss and Corbin, 2007). Fit entails that the theory fits the substantive data. Understanding entails that the theory be comprehensible to all involved in the area of study. Generality entails that the theory is applicable in a variety of contexts. Control implies that the theory should provide control with regard to action toward the phenomenon. Grounded theory provides a systematic method involving several stages which is used to 'ground' the theory, or relate it to the reality of the data under consideration (Scott, 1996). A Grounded Theory is derived from the data under study. This contrasts with the traditional scientific method, where theories are generated from testing and refining of a previously constructed hypothesis. In Grounded Theory studies, theory emerges from the systematic examination of data.

III. Methodology

The methodology for this study relied on secondary data from a voluntary self-reported survey instrument and analyzed the data using grounded theory and coding analysis. The survey was administered to the entire civil engineering company grade officer population in the United States Air Force (USAF) in 2010. Part I of this chapter reviews the original survey by detailing the demographics of participants, outlining the procedures for the survey's administration, defining the factors measured and the questions correlating to said measures, and finally providing the reliability coefficient for each measure. Part II of this chapter outlines the methodology used to analyze the comments section (qualitative data) provided by the participants. Part II concludes with a discussion of the two main analysis methods used during the research.

Part I: Original Survey

Sample

The original data was collected by Riddel (2010), and the survey instrument (found in Appendix A) was e-mailed directly to 729 officers. All of the officers invited to participate in the research were current Air Force civil engineering company grade officers, who are officers in the ranks of second lieutenant, first lieutenant, and captain. These officers are junior to mid-level mangers within the civil engineering organization; they hold responsibilities ranging from design, construction, and maintenance of facilities and infrastructure to leadership and management of emergency planners and responders at Air Force installations.

As reported by Riddel (2010), the 729 potential respondents were immediately reduced, due to 42 undeliverable e-mails, to 687 potential respondents. Of the 687 survey recipients, 364 completed the survey, resulting in a 53% response rate. The sample included 317 (87.1%) males, 43 (11.8%) females, and four participants who failed to provide their gender. The average age of the participants was 27.66 years (SD = 4.12). The average tenure for this sample was 4.7 years (SD = 3.4). Finally, the marital status was 56.3% (N = 205) married, 40.9% (N = 149) single (never married), and the remainder 2.8% reported as divorced. All of the population and sample data were obtained from the original researcher's study (Riddel, 2010).

Original Survey Procedure

The procedure for collecting this survey data is detailed in Riddel's (2010) initial study of Air Force civil engineering company grade officers. Participants were invited through an e-mail that was sent directly to their military e-mail accounts. An e-mail pre-survey notification letter preceded the survey by a few days. This letter was sent from the office of the Air Force Civil Engineer (HQ USAF/A7C). Once the survey was distributed to the civil engineer company grade officers, it was followed by two e-mail reminders sent out one week apart. All survey data was collected in the January and February timeframe of 2010.

Measures

The measure discussion is based on the survey instrument developed by Riddel (2010) for his research. The questionnaire included 118 items that measured: turnover intentions, job satisfaction, organizational commitment, availability of alternatives,

perceived organizational support, operations tempo, interrole conflict, and job embeddedness. All quantitative response data were measured using a 7-point Likert-type response scale (1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = neither agree nor disagree, 5 = slightly agree, 6 = agree, 7 = strongly agree) to assess how civil engineer company grade officers felt about different aspects of their job. The original survey questions are located in Appendix B.

These measures are important to layout because they influence the open-ended responses that were voluntarily submitted. Only one open-ended response sections was offered upon completion of the original survey. Every participant was guided by these measures while taking the survey and these measures influence the topics discussed in the open-ended comment section. This is the data to be analyzed for this thesis.

Turnover Intentions. This seven-item ad hoc measure captures the officers' intentions to leave the Air Force or the Civil Engineer career field. Items 18 through 24 in part four, career opportunities and intentions, of the survey compose the measure. The coefficient alpha for this study was 0.90 (N = 357).

Job Satisfaction. This 16-item measure contains four facets based on the Job Satisfaction Survey (Spector, 1997). The four facets are pay, promotion, operating conditions, and nature of work. Job satisfaction items are located in part one, job attitudes, of the survey. Pay was measured by items 1, 4, 7, and 10 in the survey. Promotion was measured by items 2, 5, 8, and 11 in the survey. Operating conditions were measured by items 3, 6, 9, and 12 in the survey. Finally, nature of work was measured by items 1 through 4 in a subsection at the end of part one of the survey. When measured in its entirety, the coefficient alpha for job satisfaction in this study was 0.83

(N = 239). Coefficient alphas for satisfaction with pay, promotion, operating conditions, and nature of work were 0.82 (N = 361), 0.68 (N = 363), 0.63 (N = 361), and 0.87 (N = 242), respectively.

Organizational Commitment. This 23-item measure contains components identified in the three-component model of organizational commitment (Meyer & Allen, 1997). The components used to measure organizational commitment are affective commitment, normative commitment, and continuance commitment. The organizational commitment items are located in part two, general attitudes toward Civil Engineering (CE) and the Air Force, of the survey. Affective commitment was measured by items 1, 4, 7, 10, 13, 16, 19, and 21 in the survey. Normative commitment was measured by items 2, 5, 8, 11, 14, and 17 in the survey. Continuance commitment was measured by items 3, 6, 9, 12, 15, 18, 20, 22, and 23 in the survey. When viewed in its entirety, the coefficient alpha for organizational commitment to the civil engineer career field and the Air Force were both 0.88 (N = 347 and 353 respectively). Coefficient alphas for affective commitment were 0.82 (CE: N = 355) and 0.79 (Air Force: N = 357). Coefficient alphas for normative commitment were 0.84 (CE: N = 358) and 0.81 (Air Force: N = 357). Coefficient alphas for continuance commitment were 0.79 (CE: N = 358) and 0.82 (Air Force: N = 351).

Availability of Alternatives. This 15-item measure used dimensions from the Employment Opportunity Index (EOI) (Griffeth, Steel, Allen, & Bryan., 2005). These dimensions are ease of movement, desirability of movement, networking, crystallization of alternatives, and mobility. The availability of alternatives items are located in part four, career opportunities and intentions, of the survey. Ease of movement was measured

by items 1 through 5 in the survey. Desirability of movement was measured by items 6 through 8 in the survey. Networking was measured by items 9 through 11 in the survey. Crystallization of alternatives was measured by items 12 and 13 in the survey. Mobility was measured by items 14 and 15 in the survey. In this study, the coefficient alpha for availability of alternatives was 0.84 (N = 356). Coefficient alphas for ease of movement, desirability of movement, networking, crystallization of alternatives, and mobility were 0.84 (N = 361), 0.91 (N = 361), 0.87 (N = 360), 0.71 (N = 359), and 0.61 (N = 357), respectively.

Perceived Organizational Support. This nine-item measure used the shortened version of the Survey of Perceived Organizational Support, which had demonstrated reliability in previous research (Eisenberger, Fasolo, & Davis-LaMastro, 1990; Wayne, Shore, & Liden, 1997). The perceived organizational support items are located in part two, general attitudes toward CE and the Air Force, of the survey. Perceived organizational support was measured by items 24 through 32 in the survey. In this study, coefficient alphas for perceived organizational support were 0.92 (CE: N = 355) and 0.90 (Air Force: N = 353).

Operations Tempo. Operations tempo data were collected using a total of 14 ad hoc items. For the first six items, participants were asked to indicate the number deployments, training exercises, temporary duty assignments, and extended work days they had within a given time period. The last eight items were intended to measure the individual's level of satisfaction with deployments and temporary duty assignments. Deployments cover all deployment orders received by an officer even if the officer did not leave the Continental United States (CONUS). TDYs are all other orders that direct

the officer to temporarily leave their home station (station of permanent assignment) to complete a non-deployment mission. Training exercises for the purpose of this study includes training conducted somewhere other than the officers home station. This is a very broad definition of OPSTEMPO, and takes into account many different missions that take civil engineering officers away from their home station. In this study, the coefficient alpha was 0.77 (N = 340).

Interrole Conflict. This 10-item measure is comprised of two scales developed for role conflict (Netemeyer, Boles, & McMurrian., 1996). The scales measure Work-Family Conflict (WFC) and Family-Work Conflict (FWC). The interrole conflict measure used items 14 through 23 located in part one, job attitudes, of the survey. WFC was measured by items 14, 16, 18, 20, and 22 in the survey. FWC was measured by items 15, 17, 19, 21, and 23 in the survey. In this study, the coefficient alpha for interrole conflict was 0.89 (N = 359). Individual coefficient alphas were 0.92 (WFC: N = 361) and 0.89 (FWC: N = 359).

Job Embeddedness. This eight-item ad hoc measure was intended to capture the officers' satisfaction with variables outside of their job. The job embeddedness measure used items 1 through 8 located at the end of part five, demographics, in the survey. In this study, the coefficient alpha was 0.76 (N = 352).

Part II: Qualitative Methodology

Sample

Of those that participated in the voluntary survey (364), 165 participants took time to provide open-ended comments at the end of the survey. Of these comments, 10

were comments that explained why the person answered their survey questions the way they did or thanked the researcher for taking the time to do the survey; neither of which contained relevant data to analyze. So, from the original number of potential respondents (687), 155 provided usable comments, resulting in a 22.6% response rate. The average age of the participants was 28.17 (SD = 3.98). The average tenure for this sample was 4.2 years (SD = 2.69). The sample included 136 (87.7%) males, 18 (11.6%) females, and one that failed to provide their gender. Marital status was 38.1% (N = 59) single (never married), 61.3% (95) married, and one divorced (0.6%).

Procedure

The first step in the method is to collect the data. The data was previously compiled. Next, the analysis of data, referred to as coding. Data is coded differently depending on the purpose, media, and the stage of the project. Three stages of data analysis are involved in grounded theory: open coding, axial coding, and selective coding (Strauss and Corbin, 2007).

Open coding is the initial stage in data acquisition. It begins by describing the overall features of the situation under study. The researcher codes all main ideas within the phenomenon. During coding, the researcher asks three general questions of the data:

1) What is this data a study of?
2) What category does this incident indicate?
3) What is actually happening in the data?

Variables (codes) were identified, labeled, categorized, and related together in an outline form. The open-ended comments were analyzed and coded within the margins of the original thesis. Then, the main ideas were extracted. These main ideas were

originally: retention, job satisfaction, bonus, assignment selection, dwell ratio, family, and location.

From this initial open coding, the literature review was conducted to provide supporting theories to better define and expand the constructs. The literature review aided the researcher in better understanding the relationships within the comments. The literature review also applied academically sound terminology to the open coding. The original main ideas transformed from: retention to turnover intentions, job satisfaction stayed as job satisfaction, bonus became a sub set of organizational commitment, assignment selection turned into a sub facet of perceived organizational support, dwell ratio was a facet of OPSTEMPO, family became interrole conflict, and location was a fact of job embeddedness.

Axial coding is the next stage. Wherein, data are linked in new ways. The goal of axial coding is to identify relationships between categories and make explicit connections between categories and sub-categories. This process is often referred to as the ‘paradigm model’ and involves explaining and understanding relationships between categories in order to understand the situation to which they relate.

Selective coding is the final stage of data analysis. It involves the process of selecting and identifying the core category and systematically relating it to other categories. This entails validating relationships and refining categories. Categories are then integrated and a Grounded Theory is proposed. Selective coding involves explaining the story line, relating sub-categories to core categories using the paradigm model, understanding the range of values for categories, validation of relationships against data, and further refinement of the story line.

ATLAS.ti

This thesis used a program called ATLAS.ti® version 6.2 to help code and analyze the comments section of Capt Riddel's 2010 survey. ATLAS.ti is a Computer-Aided Qualitative Data Analysis Software (CAQDAS). ATLAS.ti is a code-based theory builder with a graphical network builder. In this program, codes can easily be assigned to highlighted text or other media files. Then, these codes can be gathered into categories or coding families. The categories were then networked to show relationships between categories. These relationships provide the foundation for the grounded theory development. The grounded theory provides insight as to what is really going on within the comments.

The following sequence of steps describes the grounded theory approach using ATLAS.ti:

1. Collect: Extract comments from original survey data.
2. Create Working Database: Assign data files to qualitative research software database (ATLAS.ti).
3. Extract Key Data:
    a. Open Coding: Read comments and manually assign key words and phrases (codes) to text.
    b. Literature Review
    c. Axial Coding: Organize documents, codes, etc. into hierarchies
4. Selective Coding & Build Theory: Use the networking feature in ATLAS.ti to weave codes into theoretical concepts to determine the relationships within the comments.

Example

To better explain these steps, an example comment is presented and the coding steps are applied. Comments were analyzed complete with all misspellings. A typical comment is shown below:

> The CE career field is in desperate need of a bonus in order to retain the talent that will keep it competitive. With the deployment tempo in the CE career field at a 1-to-1 dwell time, a bonus would help me choose between staying in and finding employment outside the active duty Air Force.

The first step is to determine key phrases/themes represented in the comment. For this particular comment, these key phrases were: retain, CE career field, staying in and finding employment outside. With the key phrases identified, the next stage is to Axial Code, in which the researcher summarizes the comment using the key phrases as shown below:

> The deployment tempo in the CE career field is influencing my decision to stay in the Air Force and find a civilian job, unless a retention bonus is offered.

The researcher then extracts the main ideas and starts building a network diagram around the main themes of the statement (codes) as shown in Figure 1.

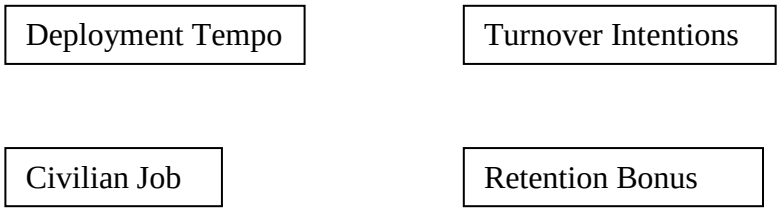

Figure 1: Main Themes from Example Comment

With the main ideas extracted, the literature review is applied to the codes to better define the constructs. Deployment Tempo is a subset of OPSTEMPO, Retention is also known as Turnover Intentions, Civilian Job is alluding to the Availability of Alternatives (AoA) which is a subcomponent of Continuance Commitment (CC), and a Retention Bonus is a subset of Fringe Benefits (Fringe) or Side Bets offered to extend Continuance Commitment (CC) to the organization.. Figure 2 shows the revised network diagram:

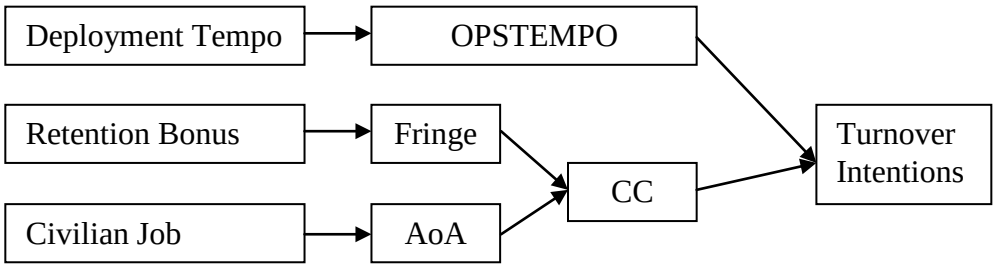

Figure 2: Sample Network Diagram of Single Comment

The researcher repeats this process for the 154 other comments. After all of the comments have been analyzed, coded, and networked, an overall network diagram can be established. This overall network diagram will give insight and guidance for the development of the grounded theory.

Summary

In this chapter, the survey procedures and measures conducted by Riddel's 2010 survey were discussed. Then, the methods used to analyze the data based on grounded theory were discussed. In the next chapter the results are reported from the analysis conducted using the methods discussed in this chapter.

IV. Results and Discussion

This chapter discusses the analysis and results using the applied methodology described in the previous chapter. The analysis for this study utilized ATLAS.ti® version 6.2. In this chapter, the network diagram is presented and explained. Examples are given for each code construct, with the relationships among constructs being outlined and explained. Finally, an example of a CE CGO is used to portray and major relationships found with the research.

Analysis

Figure 3 shows the overall network diagram. To facilitate ease of reading, the overall network diagram is presented in four smaller figures. The first part of interpreting the network diagram is understanding how to read it. The facets of the main categories are shown on the far left. These are the main ideas extracted from the comments. The codes progress from main ideas on the left to categories farther to the right. If a code is a part of a category, the linking arrow states, “is part of.” Sometimes, a code construct has multiple titles, in which case the linking arrow will say “is associated with.” If there is a relationship from one category to another, the linking arrow will state “is cause of.” To make it easier to interpret, the main categories found within the comments are Job Satisfaction, Commitment, Perceived Organizational Support (POS), OPSTEMPO, Interrole Conflict, and Turnover Intentions (Retention).

Within each box is the name of the code/category and two numeric designators.

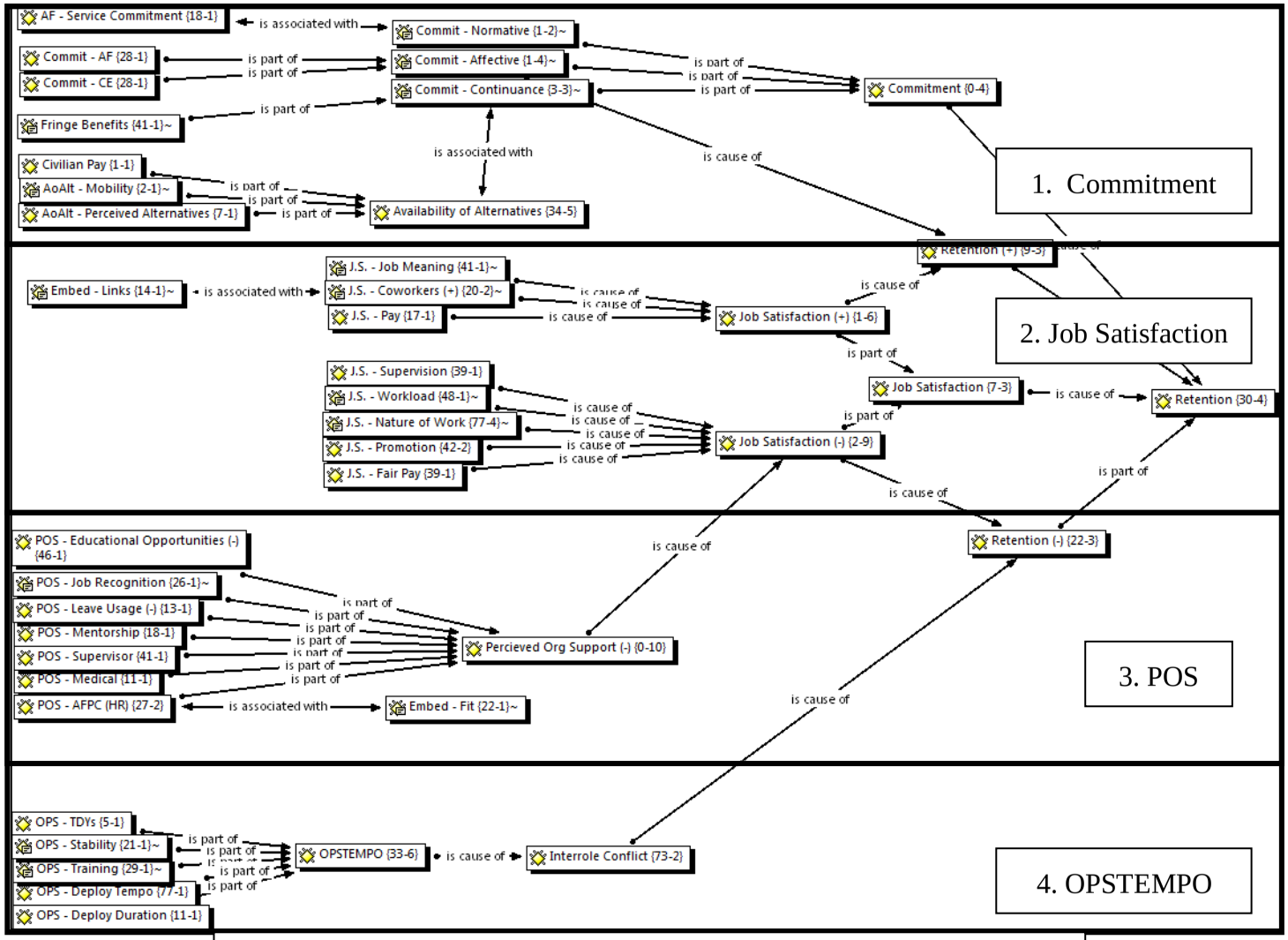

Figure 3: Overall Network Diagram and Breakdown of Smaller Diagrams

The first number refers to the number of times within the comments that this topic was discussed by different individuals. The second number indicates how many links that code/category has with other categories. For example, Commit-AF {28-1} was discussed 28 times and has one link because it is considered a sub-category of Commit-Affective {1-6}. Commitment {0-4} does not have any comments specifically addressing it; instead, it is a category composed of three other codes described in chapter three and interacts with one other category (four interactions).

Commitment

Figure 4 represents the first subsections of the Overall Network Diagram and focuses on Commitment codes. The supporting information about why each code on the far left is a subset of the categories discussed in Chapter II and III. This part of the thesis is to present the results. Starting with Normative Commitment {1-2}, this category is associated with a member's Service Commitment {18-1}. Overall, this category was only mentioned 19 times and most of the quotes referred to "when my service commitment is up."

Next is Affective Commitment {1-4}. Here, most of the comments stated something similar to "I love the Air Force and CE." Typically, both the Air Force {28-1} and CE {28-1} affective commitment were stated in the same context. Those that join the military have multiple reasons for doing so, but pride in being in the military is definitely a factor. This connection will be discussed later.

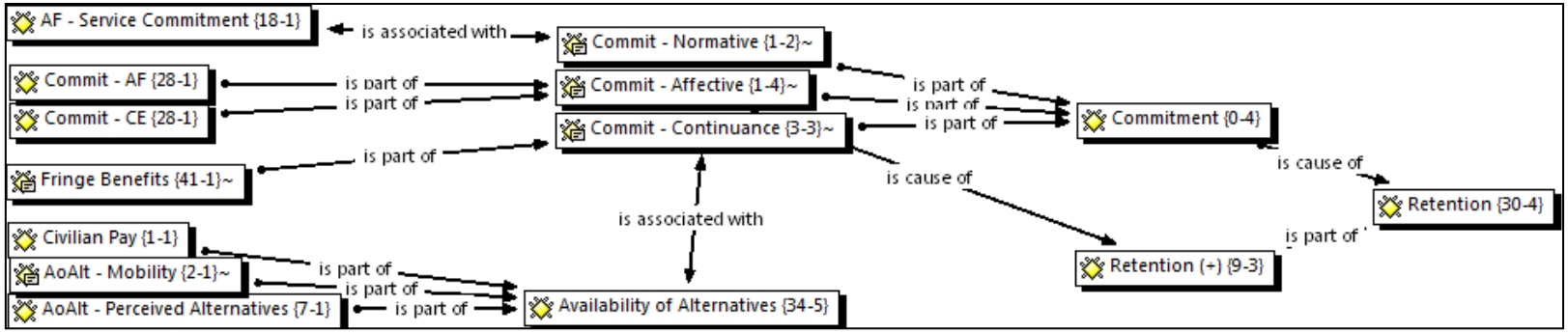

Figure 4: Network Diagram: Organizational Commitment

Continuance Commitment {3-3}, which is also associated with Availability of Alternatives {34-5}, is the next construct. Whenever the comments discussed searching for another job, the comments trended to mention the state of the current economic situation. At the time of the survey, the job market had recently reached its highest unemployment rate since 1982 (U.S. Bureau of Labor, 2012). Figure 6 shows the unemployment rate from 2003 to January 2012. As discussed in the introduction, CE CGOs are very marketable in the civilian sector; however, if companies are not hiring, this does not appear to be a relevant factor.

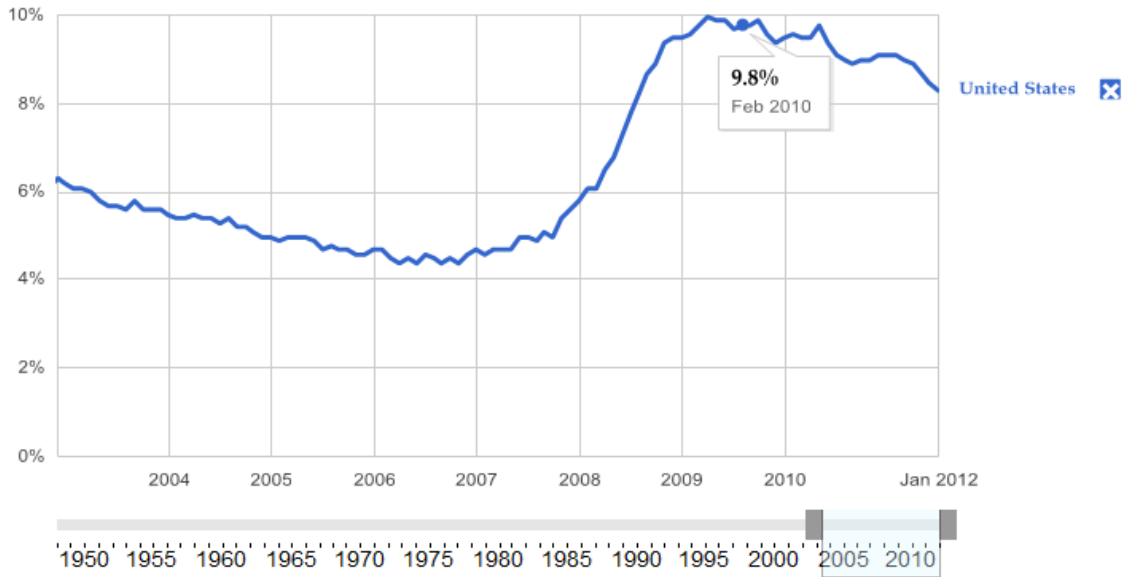

Figure 5: United States Unemployment Rate for 2010 (U.S. Bureau of Labor, 2012)

A second aspect of Continuance discussed in the comments section was Fringe Benefits {41-1}. The main idea this construct measured was retention bonus. Almost all 41 comments suggested some sort of retention bonus should be offered to the CE CGOs.

When it comes to the overall category of Commitment {0-4}, the two most influential factors are Affective and Continuance Commitment. Military members trended to take pride in serving their country and the work that they do. The economic situation of the country, the availability of jobs in the civilian sector, and offering a retention bonus are all factors discussed in the decision towards turnover intentions.

Job Satisfaction (JS)

Figure 6 represents the second subsection of the Overall Network Diagram and focuses on Job Satisfaction (JS) {7-3}. This construct was divided into Positive JS and Negative JS. Positive JS{1-6} was composed of the codes Job Meaning, Coworkers, and Pay. For Job Meaning {41-1}, CE CGOs commented about the pride they have toward the work they accomplish and being a member of the U.S. Air Force. This was further complimented by the Affective Commitment statements provided earlier. Comments pertaining to Coworkers {20-2} showed a relationship with positive JS. People tend to like who they work with in the Air Force. Because of this, people tended to feel connections within the organization. This is shown by the Job Embeddedness construct of Links {14-1} and is associated with the Coworkers construct. The final code that made up positive Job Satisfaction was Pay {17-1}. The most common statement with this comment was, “I am currently satisfied with my […] pay.”

Even though Pay was not commented on very often within positive JS, Fair Pay {39-1} was heavily commented upon within Negative JS {2-9}. Fair Pay was typically mentioned with a comparison to other career fields in the Air Force. The comments

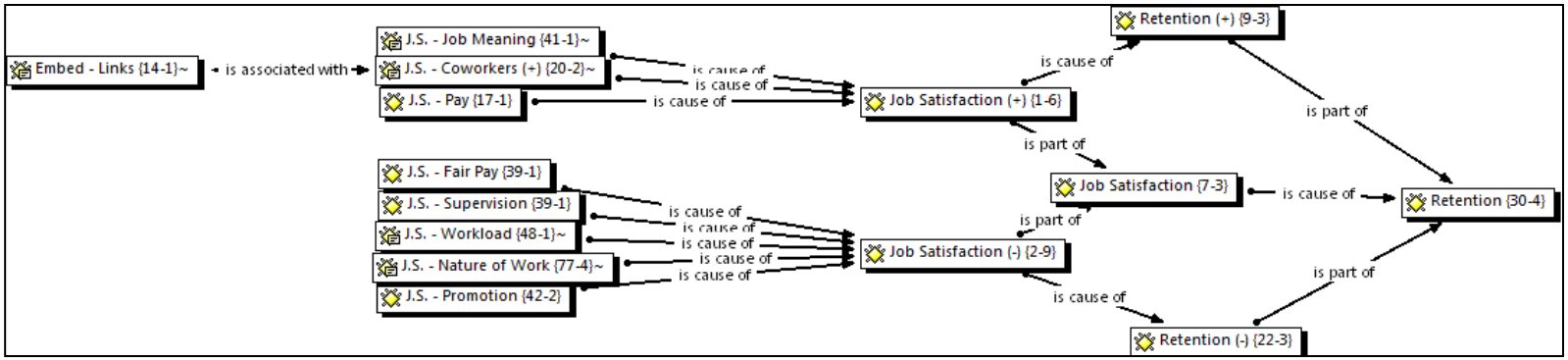

Figure 6: Network Diagram: Job Satisfaction

tended to be stated at the same time as Fringe Benefits, mentioning other careers receiving incentives, but not CE. The comments also tended to highlight OPSTEMPO, which will be expanded upon later. The second construct of Negative JS is Supervision {39-1}. There were two routes this construct recorded: future Supervision and current Supervision. A typical statement of the current Supervision, “I’m disenchanted by many of the leaders I’ve worked with.” This led to a relationship with Negative JS. The future Supervision was the member’s view of the workload and treatment of their supervisor by the boss’ boss. The majority of comments stated unfair treatment of their direct supervisor by their supervisor’s boss. This is the member looking to their possible career advancement. They tended to not want their boss’ job if they do not perceive their boss having positive JS.

Negative JS’s next construct is Workload {48-1}. Typical comments mentioned sixteen hour work days while deployed and at home station and additional duties on top of what was being asked. The next construct of Negative JS is Nature of Work {77-4}. People commented that they enjoyed their Nature of Work while deployed, but when they returned to home station, the jobs were not fulfilling. Workload and Nature of Work were influenced by OPSTEMPO and will be further discussed in that section.

Promotion {42-2}. The comments noted that being promoted to the rank of Lieutenant Colonel was almost certain and Colonel was likely within in CE career field. But, then the comments repeated mentioned a “glass ceiling.” This “glass ceiling” stems from the requirement of rated personnel (pilots) only being allowed to be in charge of rated personnel. A non-rated personnel (CE) is not allowed to be in charge of a rated person. For CE, there is a perception plenty of positions available until the rank of

Colonel. From this rank forward, the perception of opportunities for promotion and positions fall drastically.

Perceived Organizational Support

Perceived Organizational Support (POS) {0-10} is the next major construct extracted from the comments and is represented in Figure 7. The most important item of note is that almost all comments related to POS had relationship with Negative JS. The facets of POS are Educational Opportunities, Job Recognition, Leave Usage, Mentorship, Supervisor, Medical, and AFPC (HR).

The first facet of Educational Opportunities {46-1} was targeted around the organizations ability to support continued education programs. The majority of comments trended to state the Workload influence in reducing the availability of time to complete a Master's degree. This interaction will be further discussed in OPSTEMPO. The second part of Educational Opportunities was the lack of guidance and confusion pertaining to whether a CE CGO should obtain a technical Master's degree or if any degree would do. CE leadership tended to push for technical degrees but there was not an incentive for the member to obtain this more time and labor intensive Master's program.

The next facet of POS is Job Recognition {26-1}. An example comment is, "the decoration process […] is the most unfair system we have. Some people get Bronze Stars for the same work that others are getting achi[e]vement medals for." The major perception is that awards are not always fairly distributed and hard to apply/receive. Leave Usage {13-1} is the next facet under POS and is concerned with a member's ability and support from the organization to take leave when asked. Members

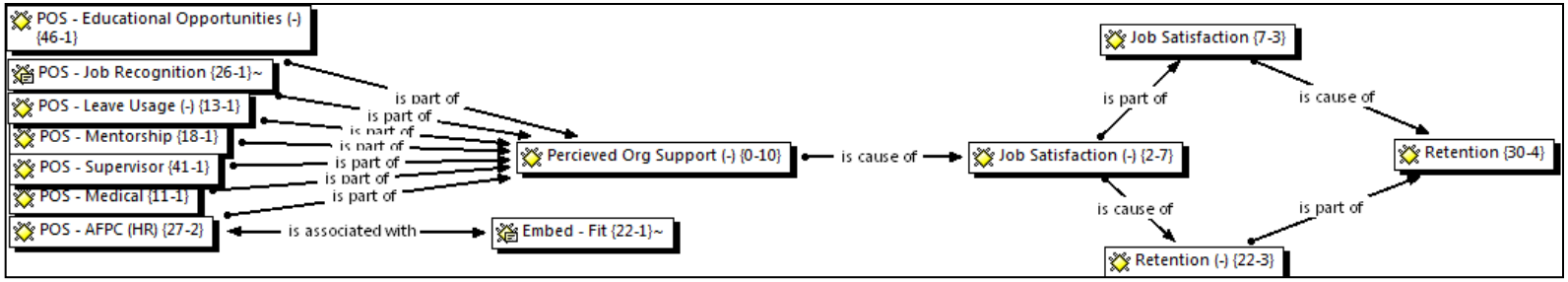

Figure 7: Network Diagram: Perceived Organizational Support

reported receiving support to take leave, but the usage of leave further increased their time away from work, in an already high OPSTEMPO. This increase in dwell-time will be further expanded upon in OPSTEMPO.

Mentorship {18-1} is the leaders within an organization taking the time to provide career guidance and support to younger members. The majority of comments pertaining to this facet were similar to: “My […] gripe thusfar is the lack of mentorship.” In general, mentorship was not perceived as being offered to CGOs and is therefore influencing the lack of POS. POS from the Supervisor {41-1} means that your supervisor is perceived as having your back. The majority of comments indicated supervisors were not giving this support and appeared to be only looking out for themselves.POS from the Supervisor, JS from Supervision, and Mentorship were almost always discussed within the same comments. The common view was mentioned as a lack of support and empathy from leadership.

Medical {11-1} was an interesting facet discussed by some members and its relationship to POS. Almost all comments pertaining to Medical were complaints about the current Tri-Care or patient processing while at the base hospital/clinic and all the bureaucracy or time delays in trying to get their needs met.

The Air Force Personnel Center (AFPC) represents the Human Resources (HR) division of other organizations. AFPC (HR) {27-1} is responsible for career placement (assignments) and location. With military bases throughout the world and officers scheduled to move to a new position every three to four years, the military is a unique organization. Officers submit their preference sheet to AFPC in the hopes of obtaining the location of their choice. The member is hoping to increase their Job Embeddedness –

Fit {22-1} by obtaining a job in a location that is suitable with their personality/lifestyle. However, all 27 comments feel as if their input is not being heard.

OPSTEMPO & Interrole Conflict

The last two major constructs to be discussed are OPSTEMPO {33-6} and Interrole Conflict {73-2}. Both constructs are the most commented upon. Figure 8 shows the most influential relationship of OPSTEMPO. There are four facets of OPSTEMPO discussed within the comments: TDYs, Stability, Training, Deployment Duration, and Deployment Tempo. Temporary Duty Assignments (TDYs) {5-1} is a temporary duty at a location other than the member's permanent duty station and are less than six months in duration. Due to deployments having a much larger impact on member's lives, this facet was only mentioned five times.

Deployment Stability {21-1} refers to the unpredictability of when or where a deployment might occur. The negative referencing pertains to fairness and over tasking of the CE career field. Members feel that many of the deployments CE has filled are not necessary for only a CE specialty and this increases the dwell time. Stability also refers to members trying to volunteer for a deployment that would be more conducive to their life timeline, getting turned down multiple times, and then getting tasked at a time that increases their interrole conflict. This inconsistency adds to the perceived lack of organizational support by continuously changing policies and deployment cycles. Member's continuously stated they wanted stability and predictability in deployments.

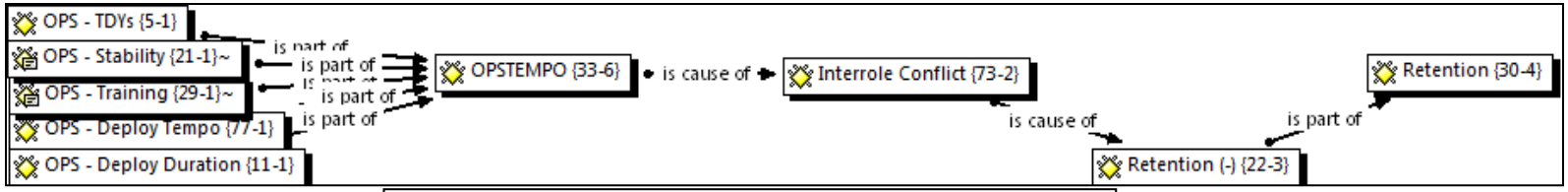

Figure 8: Network Diagram: Simplified OPSTEMPO

The third facet of OPSTEMPO is Training {29-1} and includes pre-deployment training as well as home station exercises. When it comes to pre-deployment training, the most common mentioned was Combat Survival Training (CST) with the Army. This training does not count within the deployment and adds more time away from home station, increasing the interrole conflict. Exercises were mentioned to further compound this issue because the exercises preparation and execution are added on top of regular duties, which further increase the Workload. This will be explained in the expanded OPSTEMPO later.

Deployment Duration {11-1} is the next commented upon facet of OPSTEMPO. Whenever the length of deployment is discussed, the deployment tempo is also mentioned. These two have an inter-dependent relationship. The number one commented upon construct is Deployment Tempo {77-1}. Deployment tempo is amount of time spent deployed compared to the amount of time home station. Typical, this is represented as a dwell ratio. At the time of this survey, the CE CGOs were experiencing a dwell time of 1:1 (AFCE, 2009). This means that for typical deployments lasting six months, the member would spend six months at home. But, this is not an accurate representation of the time at home. This time at home is reduced by pre-deployment training (usually lasting a month). All of this time spent away from home is the main relationship influencing Interrole Conflict {73-1}.

Example

OPSTEMPO is a very strong motivator and influencer when it comes to the overarching decision of turnover intentions. OPSTEMPO is a direct motivator of interrole

conflict, which negative affects turnover intentions. But, OPSTEMPO also indirectly influences turnover intentions through other constructs. Figure 9 and the following overview will explain how OPSTEMPO affects these constructs. To best explain all of these interactions, a fictitious story is used. Note, this story is a conglomeration of the comments and presents an overarching view of what a CE CGO might contemplate when presented with the decision of turnover intention.

First off, as outlined in the introduction, CE CGOs are an undermanned and stressed career field. This lack of personnel increases the workload of officers at home station. Then, an officer is deployed. The home station personnel have their workload increased even more, compounding the issue. This increased workload increases the amount of time spent at work. The increased workload takes time away from family and increases interrole conflict.

Then, another officer gets deployed. This officer loves the work they are doing while deployed (nature of work), takes pride in support the war effort (job meaning, commitment to CE and AF), and really enjoys the people they are working with (coworkers). But, the home station officers are again left with one less worker and have to pick up the workload even more. This officer spends one month at pre-deployment training and then six months on the actual deployment. This time away from the family further increases their interrole conflict.

Next, this officer returns from their deployment. The officer is allowed two weeks of time to get readjusted to the home station lifestyle and getting back with family. While the officer was deployed, they saved up fifteen days of leave and would also like to use

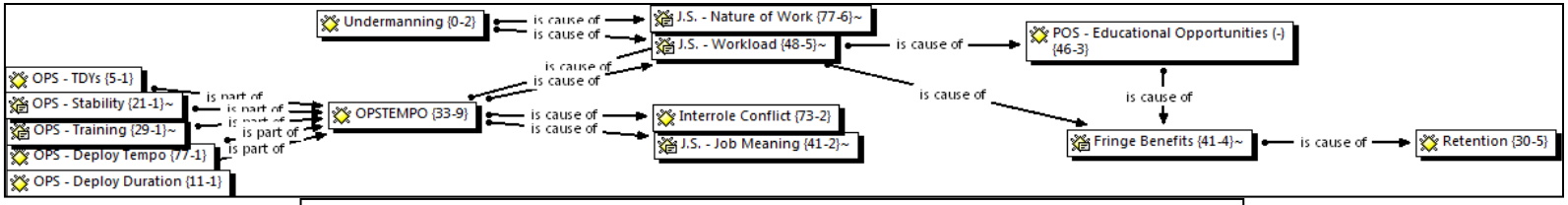

Figure 9: Network Diagram: Example OPSTEMPO Relationships

this to spend time with the family. So, the officer has returned home station, but has not returned to work for another month.

The officer returns to work after eight months of being absent. The leadership knows that the officer is likely to be deployed again soon. Therefore, the supervisor does not assign vital work, but instead assigns additional duties that were assigned to another officer that has recently deployed. The officer's job satisfaction drops due to the nature of work being assigned, especially when compared to the nature of work and responsibilities this officer was used to while deployed. But, the workload is still enormous because of the other officers currently deployed and under manning of the career field.

On top of this, the officer is looking ahead to promotion and career advancement. The first thought is a master's degree, which is necessary to make the rank of Major. The workload is already compounded and the officer is spending sixteen hours a day at work. The officer does not know when they will have time to complete this degree requirement. Awards and recognition are also very important to promotion records. But, because the officer is only projected to be at work for four months of the year before their next deployment, this officer is not assigned work that would garner high visibility and appraisal. Competition at awards ceremonies is very difficult.

Going back to the office, said officer is having a hard time fitting in with coworkers. Specifically, civilians treat the officer as a temporary hire because they know the officer is going to be deployed again shortly. The officer is not able to build any links (job embeddedness) with their coworkers and does not feel like part of the CE family. So, who does the officer talk to? The officer has hardly ever talked with the CE Commander

because the Commander always looks busy dealing with their own career advancement and problems with their supervisor (mentoring, JS supervisor, POS supervisor).

Feeling ostracized, the officer seeks solice by talking with a pilot CGO. They start discussing deployments, pay, benefits, and promotion. The CE officer learns that the pilot earns upwards of $8,000 more a year (ACIP, see Appendix A) and only deploys for two months at a time every four months (dwell time of 1:2). Not only this, but the pilot could possibly receive a sign-on bonus $25,000 a year for a commitment of five years. Finally, the pilot speaks of their desire to become a general officer. But, the CE officer realizes there is a “glass ceiling” because the CE officer cannot apply for a position that oversees rated personnel. This does not seem fair to the CE officer because they perceive they have a higher OPSTEMPO, workload, leadership experience, and a required engineering degree (which restricts any cross-training into the career field). The CE officer perceives an unfair pay, bonus, and promotion program.

While the CE officer is contemplating the pay and incentives of the Air Force, they decide to look at jobs in the civilian sector (availability of alternatives). They notice the pay and benefits are higher, the workload less, and they get to stay in one location (fit) without deployments. The only problem, right now, there are not a lot of companies hiring due to the state of the economy and the CE officer still owes the Air Force two years from the bachelor’s degree they received (continuance commitment).

Finally, the officer looks at the community they live in. This assignment location was not on the list of preferences the officer submitted to their assignments officer. The officer perceives AFPC as not even taking into consideration the fit the CE officer would like to have in their community (AFPC (HR)).

Again, it is important to note that the previous story is fictitious and is only intended to outline the major constructs discussed in the comments section. Any link to real persons is pearly coincidental.

Summary

This chapter discussed the analysis and results of factors influencing turnover intentions for CE CGOs. In this chapter the network diagram was presented and explained. Examples were given for each code construct. The relationships among constructs were outlined and explained. Finally, an example of a CE CGO was used to portray and major relationships found with the research.

V. Conclusions

This chapter discusses the overall findings from this research project. It explains the validity of the research, and presents its assumptions and limitations. The significance of the research and how it applies to the CE career field are then discussed. After presenting conclusions and recommendations, proposed actions and suggestions for future research are discussed.

Validity

A Grounded Theory is a theory which is inductively derived from the phenomenon it represents and meets four central criteria: fit, understanding, generality and control (Strauss & Corbin, 1990). Fit entails that the theory fits the substantive data. For this thesis, 155 comments were coded to present an overall network diagram and explain the constructs and the relationships. Understanding entails that the theory be comprehensible to all involved in the area of study. The constructs were extracted from the open-ended comments. Then a literature review was conducted to understand how these constructs could fit into the overall construct of retention intentions. Generality entails that the theory is applicable in a variety of contexts. Generality is applicable to CE CGOs in a high OPSTEMPO environment and under manned career field. Control implies that the theory should provide control with regard to action toward the phenomenon. This data is directly applicable to the aid of retention in CE CGOs.

Limitations

There are many opportunities for bias to be encountered while analyzing the data for this proposal. The most obvious bias is the use of a survey to collect data. This method of collection means the participants are volunteers and are possibly not a true representation of the actual population. These participants might be more motivated by the topic and possibly why they left comments and the rest did not. Another bias is question interpretation. Did the participant only on comment on questions they felt were not properly worded? Another problem with the comment analysis is few of the comments made touched on all of the measures used in the survey. A general review suggests the participants only commented on the most influential relationship for retention intentions.

A generalization problem with this data is the narrow sample restrictions. Expanding the distribution to other populations would give a much better application for the Air Force as a whole. Demographics could be collected and then compared as to which career fields are more apt to have the intent to leave and why.

The biggest limitation faced was with the software, ATLAS.ti. As a data management tool, it was robust. But, building a network diagram became problematic. During the first coding, each comment was quoted and the quotation was given a construct. These quotation hyperlinks were not code to code links and therefore a network diagram was created for each quotation to show causal relationships. But, because of the 155 separate comments and opinions, almost every code ended up being linked to every other code. An overall generalized network diagram could not be produced in this method.

In order to mitigate this situation, each comment was quoted in sections that brought forth multiple ideas. This quote was then mass coded to tally up the total number of times each construct was mentioned within the comments. These sectional quotes could then be viewed and the main relationships extracted to come up with an overarching network diagram. A single comment was only allowed to reference a construct one time.

Another limitation of the research was that the coding of the comments was completed by one individual. Another researcher may have interpreted the comments and coded a different way. Also, a review by a subject matter expert would have validated the findings better.

Significance of Research

This study will help Air Force civil engineer senior leadership better understand the climate of the career field and the factors that may influence the turnover intentions of company grade officers. The results may influence decisions about the structure of the career field and may assist in the identification of focus areas for future development. Results provide Air Force senior leadership with an understanding of the factors that are influencing these officers' turnover intentions in the current operational environment.

This study also expands upon the research of retention intentions and how a retention survey is conducted, especially when conducted on military personnel. The military is a unique organization in a multitude of aspects and surveys should be tailored to address the unique situations each member faces, but still be generalized enough to ask all service members.

Conclusions of Research

The most commented construct of turnover intentions is the relationship of OPSTEMPO affecting interrole conflict. This conflict is increased by the workload home station due to manning shortfalls. OPSTEMPO is an important aspect of a military member's decision to stay or leave the service. It interacts with a multitude of other constructs. It increases the workload by deploying coworkers. However, deployments also promote positive job satisfaction by increasing job meaning and pride in being in the military.

Perceived organizational support was found to be highly commented upon and almost always suggested negative job satisfaction in the same comment. The CE CGOs do not feel like the leadership understands their concerns or even listens to their inputs. The three most commented upon facets of perceived organizational support were educational opportunities, AFPC (as pertaining to location input), and supervisor support.

Many CE CGOs would like to see a bonus for this career field. They feel the under manning problems, which increase the workload and OPSTEMPO, and having an engineering degree requirement within their career field make them a prime target for a retention bonus. This is also emphasized by the comparison with other career fields and availability of alternatives in the civilian market

Recommendations for Action

CE CGOs would like to be informed. When they are asked for their input and a totally different decision is made, it makes them feel left out and their input was not even

considered. This statement is targeted to AFPC on assignment selection and CE senior leaders for mentorship.

The dwell-ratio needs to be reduced closer to a 1:2 dwell. This can be accomplished multiple ways. The first is to increase manning. Manning increases must be approved by Congress, so this is not a very feasible option. Another avenue is allowing cross-training into the CE career field from other fields of engineer specialties. This can also be applied to the dwell ratio reduction of taskings. Allow project engineers to deploy (with training) in an engineering coded tasking instead of just a civil engineering taskings.

A bonus for the career field would increase continuance commitment. This could be a onetime retention bonus. Another bonus idea would be to reward the passing of the Professional Engineers licensure. This would add incentive to pass the exam and add validity to the CE career field. A final bonus idea would be to incentivize a master's degree in a technical area of study.

Recommendations for Future Research

The first recommendation is a longitudinal analysis in the near future; follow-up of the original participants that took this survey. If they are still in the Air Force, why did they stay? If not, why did they leave? This will provide the opportunity to identify the relationship between turnover intentions and actual turnover behavior.

A second recommendation for future research includes expanding the survey data set to include other military populations. This includes other services, ranks, age groupings, and job descriptions. If possible, survey the entire military to be able to

compare between these organizations. Send the survey to the entire military population to set a baseline and then use this baseline to compare future studies to. Include data pertaining to end of service commitment obligations so as to be able to compare personnel within one year of making the retention decision and those that still owe a multi-year commitment.

Another idea for continued research is to better define OPSTEMPO construct. This includes, but is not limited to, better questions on the survey. Another way to analyze this would be to gather official records of deployments and TDYs. This way, the member does not have to try to remember deployments or TDYs from years ago. A second way to improve this construct is to ask questions pertaining to perceived OPSTEMPO. It might not be the actual OPSTEMPO numbers that interact with the other constructs but might be the OPSTEMPO (dwell ratio) that the member believes they are in. A final way to group data with members of high OPSTEMPO would be to compare the dwell ratio within a given time constraint. For instance, from the years of 2001-present, CE CGOs have a dwell-ratio of 1:1. Compare this to other career field retention rates that have a different dwell-ratio.

Summary

This chapter discussed the overall findings from this research project. This chapter explains the validity, assumptions and limitations, and the significance of the research. Then, the conclusions of the research were presented and recommendations for actions were proposed. Finally, suggestions for future research were discussed.

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Appendix A: Air Force Officer Pay Incentives

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512 Incentive Pay – Officer Totals.
This project provides for pay per 37 U.S.C. 301 for these types of duties:
(1) rated officers who qualify for Aviation Career Incentive Pay (ACIP).
(2) Aviator Continuation Pay. A financial incentive to complement non-monetary initiatives to improve aviation officer retention.
(a) Pilots
(b) Navigators
(c) Air Battle Managers
(3) noncrew duty-involving frequent and regular participation in aerial flight not as a crewmember.
(4) air weapons controller-for members performing airborne warning and control system duties.
(5) parachute jumping-involving parachute jumping from an aircraft in aerial flights.
(6) experimental stress-for duty under an unusually high level of psychological or other stress.
(a) high-or low-pressure chamber duty-as high-or low-pressure chamber inside observer.
(b) acceleration or deceleration duty-as human acceleration experimental subject, including assignment to "tilt table" experimental duty.
(c) thermal stress duty-as human test subject in thermal stress experiments.
(7) demolition of explosives as primary duty-includes training for such duty.
(8) duty involving the servicing of aircraft or missiles with highly toxic fuels or propellants.
(9) other hazardous duty-as authorized; that is, submarine duty, glider duty.
(10) duty involving frequent and regular exposure to highly toxic pesticides or involving laboratory work that uses live dangerous viruses or bacteria.
Subprojects
512.01 ACIP (Less than 2 years of service).
512.02 ACIP (2-3 years of service).
512.03 ACIP (3-4 years of service).
512.04 ACIP (4-6 years of service).
512.05 ACIP (6-14 years of service).
512.06 ACIP (14-22 years of service).
512.07 ACIP (22-23 years of service).
512.08 ACIP (23-24 years of service).
512.09 ACIP (24-25 years of service).
512.10 ACIP (General officers under 25 years of service).
512.11 Hazardous Duty Incentive Pay – Fly Duty Crew.
512.12 Hazardous Duty Incentive Pay – Fly Duty Non-Crew.
512.13 ACP – Pilot.
512.14 ACP – Navigator.
512.15 ACP – Air Battle Manager.
512.16 Hazardous Duty Incentive Pay – Fly Duty Non-Rated.
512.17 Hazardous Duty Incentive Pay – Parachute Jump.

512.18 Hazardous Duty Incentive Pay – Parachute HALO.
512.19 Hazardous Duty Incentive Pay – Pressure Chamber Duty.
512.20 Hazardous Duty Incentive Pay – Acceleration/Deceleration Experimental Subject.
512.21 Hazardous Duty Incentive Pay – Thermal Duty.
512.22 Hazardous Duty Incentive Pay – Demolition Duty.
512.23 Hazardous Duty Incentive Pay – Weapons Control Crew.
512.24 Hazardous Duty Incentive Pay – Toxic Fuel Handler Duty.
512.25 Hazardous Duty Incentive Pay – Toxic Pesticides Duty.
512.26 Hazardous Duty Incentive Pay – Live/Hazardous Biological Organisms Duty.
512.27 Hazardous Duty Incentive Pay – Chemical Munitions Handler Duty.
512.28 Hazardous Duty Incentive Pay – Polar Region Flight Operations Duty.
512.30 ACIP (General officers over 25 years of service).
512.31 Remotely Piloted Aircraft (RPA) Pilot Incentive Pay.
512.99 DJMS-RC Officer Incentive Pay.

513 Special Pay – Officer Totals.
This project provides for special pay of the following types to officers on active duty:
(1) physicians, nurses, dentists, veterinarians, psychologists, optometrists, and other health professionals supplement under the Health Care provisions of 37 U.S.C. 301, 302, 303, 335, and 355.
(2) medical and dental incentive pay, additional special pay, variable special pay, and board certified pay under 37 U.S.C. 302 and 335.
(3) personal money allowances to general officers authorized under provision of 37 U.S.C. 413, 414(a).
(4) duty subject to hostile fire under provisions of 37 U.S.C. 310.
(5) diving duty pay for personnel involved in underwater rescue missions 37 U.S.C. 304, recovery of space vehicles, and infiltration or exfiltration for land rescue in combat environment.
(6) Foreign Language Proficiency Pay (FLPP). To provide for special pay to officers on active duty. Authorized under provision of 37 U.S.C. 316.
(7) judge advocate continuation pay under provisions of 37 U.S.C. 321.
(8) for hardship duty pay assigned to locations or duties designated by the Secretary of Defense as hardship under the provisions of 37 U.S.C. 305.
(9) for high deployment per diem allowance under the provisions of 37 U.S.C. 436.
(10) Retention incentives for qualified designated critical military skills under the provisions of 37 U.S.C. 323 and 335.
(11) Accession bonus for qualified designated military skills under the provision of 37 U.S.C. 324.
(12) Special pay for officers holding positions of unusual responsibility and of a critical nature under the provisions of 37 U.S.C. 306.
(13) Assignment Incentive Pay authorized under 37 U.S.C. 307a.
Subprojects
513.01 Variable Special Pay – Medical.
513.02 Additional Special Pay – Medical.
513.03 Board Certification Pay – Medical
513.04 Incentive Special Pay – Medical.

513.05 Multi-Year Special Pay – Medical.
513.06 Variable Special Pay – Dental.
513.07 Additional Special Pay – Dental.
513.08 Board Certification Pay – Dental.
513.09 Dental Officer Accession Bonus.
513.10 Multi-Year Retention Bonus – Dental.
513.11 Dental Officer Continuation Pay.
513.12 Nurse Accession Bonus.
513.13 Certified Registered Nurse Anthestist Pay.
513.14 Optometrist Pay.
513.15 Optometry Retention Pay.
513.16 Veterinarian Pay.
513.17 Board Certified Pay for Non-Physician Health Care Providers.
513.18 Personal Monetary Allowance for General Officers.
513.19 Commander Responsibility Pay.
513.20 Dive Duty Pay.
513.21 Foreign Language Proficiency Pay.
513.22 Hostile Fire Pay.
513.23 Hardship Duty Pay.
513.24 Judge Advocate Continuation Pay.
513.25 Other Special Pay.
513.26 Pharmacy Accession Bonus.
513.27 Pharmacy Officer Duty Pay.
513.29 Critical Skills Retention Bonus.
513.30 Diplomate Pay (Psychologist).
513.31 Korean Assignment Incentive Pay.
513.32 Creech Assignment Incentive Pay.
513.33 Oral Surgeon ISP.
513.34 Early Commitment ISP – Medical.
513.35 Critical Skills Retention Bonus
513.39 Nurse Incentive Special Pay.
513.40 Nurse Board Certified Pay.
513.41 Critical Skills Retention Bonus – Nurse.
513.42 Critical Skills Retention Bonus – Psychologist.
513.43 Critical Skills Retention Bonus – Public Health.
513.44 Critical Wartime Skills Accession Bonus – Medical.
513.45 Critical Wartime Skills Accession Bonus – Dental.
513.46 Critical Skills Retention Bonus – Surgeon.
513.47 Critical Skills RetentionBonus – Dental.
513.48 Physicians Assistant Incentive Pay.
513.49 Physicians Assistant Retention Pay.
513.50 Social Workers Incentive Pay.
513.51 Social Workers Retention Pay.
513.52 Public Health Officer Accession Bonus.
513.53 Public Health Officer Retention Pay.
513.54 Psychologist Accession Bonus.
513.55 Psychologist Retention Pay.

513.56 Psychologist Incentive Pay.
513.57 Critical Skills Retention Bonus – Surgeon/Anniversary Payment.
513.58 Physical Assistant Accession Bonus.
513.59 Social Worker Accession Bonus.
513.60 Public Health Officer (PHO) Incentive Pay.
513.61 Veterinarian Board Certification Pay.
513.62 Critical Skills Retention Bonus – Contracting.
513.63 AF/JAG Student Loan Repayment.
513.99 DJMS-RC Officer Special Pay.

Appendix B: Air Force Civil Engineer Officer Attitudes Questionnaire

Part I

Job Attitudes

We would like to understand how you feel about different aspects of your job. For each statement, please fill in the circle for the number that indicates the extent to which you believe the statement is true. Use the scale below for your responses.

① Strongly Disagree	② Disagree	③ Slightly Disagree	④ Neither Agree or Disagree	⑤ Slightly Agree	⑥ Agree	⑦ Strongly Agree

1.	I feel I am being paid a fair amount for the work I do.	①	②	③	④	⑤	⑥	⑦
2.	There is really too little chance for promotion on my job.	①	②	③	④	⑤	⑥	⑦
3.	Many of our rules and procedures make doing a good job difficult.	①	②	③	④	⑤	⑥	⑦
4.	Raises are too few and far between.	①	②	③	④	⑤	⑥	⑦
5.	Those who do well on the job stand a fair chance of being promoted.	①	②	③	④	⑤	⑥	⑦
6.	My efforts to do a good job are seldom blocked by red tape.	①	②	③	④	⑤	⑥	⑦
7.	I feel unappreciated by the Air Force when I think about what they pay me.	①	②	③	④	⑤	⑥	⑦
8.	People get ahead as fast here as they do in other places (i.e., private sector).	①	②	③	④	⑤	⑥	⑦
9.	I have too much to do at work.	①	②	③	④	⑤	⑥	⑦
10.	I feel satisfied with my chances for salary increases.	①	②	③	④	⑤	⑥	⑦
11.	I am satisfied with my chances for promotion.	①	②	③	④	⑤	⑥	⑦
12.	I have too much paperwork.	①	②	③	④	⑤	⑥	⑦
13.	All things considered (i.e., pay, promotion, operating conditions, nature of work), I feel satisfied with my present job.	①	②	③	④	⑤	⑥	⑦
14.	The demands of my work interfere with my home and family life.	①	②	③	④	⑤	⑥	⑦
15.	The demands of my family or spouse/significant other interfere with work-related activities.	①	②	③	④	⑤	⑥	⑦
16.	The amount of time my duties take up makes it difficult to fulfill family responsibilities.	①	②	③	④	⑤	⑥	⑦
17.	I have to put off doing things at work because of demands on my time at home.	①	②	③	④	⑤	⑥	⑦

① Strongly Disagree	② Disagree	③ Slightly Disagree	④ Neither Agree or Disagree	⑤ Slightly Agree	⑥ Agree	⑦ Strongly Agree

18.	Things I want to do at home do not get done because of the demands my job puts on me.	①	②	③	④	⑤	⑥	⑦
19.	Things I want to do at work don't get dome because of the demands of my family or spouse/partner.	①	②	③	④	⑤	⑥	⑦
20.	My job produces strain that makes it difficult to fulfill family duties.	①	②	③	④	⑤	⑥	⑦
21.	My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.	①	②	③	④	⑤	⑥	⑦
22.	Due to work-related duties, I have to make changes to my plans for family activities.	①	②	③	④	⑤	⑥	⑦
23.	Family-related strain interferes with my ability to perform job-related duties.	①	②	③	④	⑤	⑥	⑦

We would like to understand how you feel about the nature of the work you do. For each statement, please indicate how you feel with respect to your day to day job at your normal duty station, your deployed job, and jobs you may hold in the future as a more senior CE officer (e.g., operations flight commander, squadron commander). For each statement, please fill in the circle for the number that indicates the extent to which you believe the statement is true. Use the scale below for your responses. If you have not deployed, leave that section blank.

① Strongly Disagree	② Disagree	③ Slightly Disagree	④ Neither Agree or Disagree	⑤ Slightly Agree	⑥ Agree	⑦ Strongly Agree

	In garrison job	My deployed job (if applicable)	My future duties as a senior CE officer
1. I sometimes feel my job is meaningless.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
2. I like doing the things I do at work.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
3. I feel a sense of pride in doing my job.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
4. My job is enjoyable.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦

Part II

General Attitudes toward CE and the Air Force

We would like to understand how you feel about the Civil Engineer career field and the Air Force. For each statement, please fill in the circle for the number that indicates the extent to which you believe the statement is true. For each statement, please provide a response for both CE Career Field and Air Force. Use the scale below for your responses.

① **Strongly Disagree**	② **Disagree**	③ **Slightly Disagree**	④ **Neither Agree or Disagree**	⑤ **Slightly Agree**	⑥ **Agree**	⑦ **Strongly Agree**

		CE Career Field	Air Force
1.	I would be very happy to spend the rest of my career in the _____.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
2.	I do not feel any obligation to remain with the _____.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
3.	I am not afraid of what might happen if I quit the _____without having another job lined up.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
4.	I enjoy discussing the _____with people outside it.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
5.	Even if it were to my advantage, I do not feel it would be right to leave the _____now.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
6.	It would be very difficult for me to leave the _____right now, even if I wanted to.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
7.	I really feel as if the _____ problems are my own.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
8.	I would feel guilty if I left the _____now.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
9.	Too much of my life would be disrupted if I decided I wanted to leave the _____right now.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
10.	I think I could easily become attached to another organization as I am to the _____.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
11.	The _____deserves my loyalty.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
12.	It wouldn't be too costly for me to leave the _____in the near future.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦

① **Strongly Disagree**	② **Disagree**	③ **Slightly Disagree**	④ **Neither Agree or Disagree**	⑤ **Slightly Agree**	⑥ **Agree**	⑦ **Strongly Agree**

		CE Career Field	Air Force
13.	I do not feel like ―part of the family‖ in the _____.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
14.	I would not leave the _____right now because I have a sense of obligation to the people in it.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
15.	Right now, staying with the _____ is a matter of necessity as much as a desire.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
16.	I do not feel ―emotionally attached‖ to the _____.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
17.	I owe a great deal to the _____.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
18.	I believe I have too few options to consider leaving the _____.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
19.	The _____has a great deal of personal meaning to me.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
20.	One of the few negative consequences of leaving the _____would be scarcity of available alternatives.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
21.	I do not feel a strong sense of belonging to the _____.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
22.	One of the major reasons I continue to work for the _____is that leaving would require considerable personal sacrifice; another organization may not match the overall benefits I have here.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
23.	If I had not already put so much of myself into the _____, I might consider working elsewhere.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
24.	The _____strongly considers my goals and values.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
25.	The _____disregards my best interests when it makes decisions that affect me.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
26.	Help is available from the _____ when I have a problem.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
27.	The _____really cares about my well-being.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
28.	Even if I did the best job possible, the _____would fail to notice.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦

① Strongly Disagree	② Disagree	③ Slightly Disagree	④ Neither Agree or Disagree	⑤ Slightly Agree	⑥ Agree	⑦ Strongly Agree

	CE Career Field	Air Force
29. The _____cares about my general satisfaction at work.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
30. The _____shows little concern for me.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
31. The _____cares about my opinions.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
32. The _____takes pride in my accomplishments at work.	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦

Part III

Operations Tempo

We would like to understand the operations tempo you have experienced and how you feel about it. If you travelled from your normal duty station on deployment orders, consider your mission a deployment even if you did not leave CONUS. Otherwise, consider your mission a TDY. For the following items, respond to the best of your knowledge by WRITING IN THE INFORMATION requested.

1. Since entering the Air Force, how many deployments have you been on? (Include the current deployment if you are currently deployed)
   _____deployment(s)

2. Since entering the Air Force, how much time have you spent deployed (report the total considering all deployments and include the time currently if you are deployed as you complete this)?
   _____month(s) _____day(s)

3. Since entering the Air Force, how many Joint Expeditionary Tasking deployments (previously known as In-Lieu-Of or ILO deployments) have you been on? (Include current deployment if you are currently fulfilling a Joint Expeditionary Tasking).
   _____Joint Expeditionary Tasking deployment(s)

4. Over the previous 12 months, how many days have you spent away from your duty station? (i.e., TDY – not to include days deployed)
   _____day(s)

5. Over the previous 12 months, how many training exercises have you participated in? (i.e., Silver Flag, Eagle Flag, etc.)
_____exercises(s)

6. In the past 12 months, how many times have you had to work longer than your normal duty day? (Consider a normal duty day to be 0730-1630, Monday through Friday).
_____time(s)

For the following items, indicate the extent to which you are satisfied with the statement. Use the scale below for your responses.

① **Very Dissatisfied**	② **Dissatisfied**	③ **Somewhat Dissatisfied**	④ **Neither Satisfied or Dissatisfied**	⑤ **Somewhat Satisfied**	⑥ **Satisfied**	⑦ **Very Satisfied**

7.	How satisfied are you with the number of deployments time you have been deployed?	①	②	③	④	⑤	⑥	⑦
8.	How satisfied are you with the length (days deployed) of those deployments?	①	②	③	④	⑤	⑥	⑦
9.	How satisfied are you with the frequency of deployments (i.e., dwell ratio)?	①	②	③	④	⑤	⑥	⑦
10.	Overall, how satisfied are you with your deployment experience (i.e., number, length, and frequency)?	①	②	③	④	⑤	⑥	⑦
11.	Over the previous 12 months, how satisfied are you with the number of days that you have spent away from your duty station (i.e., TDY – not to include days deployed)?	①	②	③	④	⑤	⑥	⑦
12.	Over the previous 12 months, how satisfied are you with the number of training exercises that you have participated in (i.e., Silver Flag, Eagle Flag, etc.)?	①	②	③	④	⑤	⑥	⑦
13.	Over the previous 12 months, how satisfied are you with the number of times that you have had to work longer than your normal duty day?	①	②	③	④	⑤	⑥	⑦
14.	Overall, how satisfied are you with your perceived level of operations tempo (i.e., number of deployments, number of days TDY over the last 12 months, number of training exercises over the last 12 months, number of times you have had to work longer than your normal duty day)?	①	②	③	④	⑤	⑥	⑦

Part IV

Career Opportunities & Intentions

We would like to understand your career intentions and how you feel about the civilian labor market. Please fill in the circle for the number that indicates the extent to which you agree the statement is true. Use the scale below for your responses.

① Strongly Disagree	② Disagree	③ Slightly Disagree	④ Neither Agree or Disagree	⑤ Slightly Agree	⑥ Agree	⑦ Strongly Agree

1.	If I were to enter the civilian job market, I would receive many job offers from many organizations.	①	②	③	④	⑤	⑥	⑦
2.	It would be easy for me to get a job in a location where I'd prefer to work.	①	②	③	④	⑤	⑥	⑦
3.	There really aren't very many jobs for people like me in today's job market.	①	②	③	④	⑤	⑥	⑦
4.	Given my qualifications and experience, getting a new job would not be very hard at all.	①	②	③	④	⑤	⑥	⑦
5.	I can think of a number of organizations that would probably offer me a job if I was looking.	①	②	③	④	⑤	⑥	⑦
6.	If I looked for a job, I would probably wind up with a *better* job than the one I have now.	①	②	③	④	⑤	⑥	⑦
7.	By and large, the jobs I could get if I left here are *superior* to the job I have now.	①	②	③	④	⑤	⑥	⑦
8.	Most of the jobs I could get would be an *improvement* over my present circumstances.	①	②	③	④	⑤	⑥	⑦
9.	I have a far-reaching ―network‖ of contacts which could help me find out about other job opportunities.	①	②	③	④	⑤	⑥	⑦
10.	I have contacts in other companies who might help me line up a new job.	①	②	③	④	⑤	⑥	⑦
11.	My work and/or social activities tend to bring me in contact with a number of people who might help me line up a new job.	①	②	③	④	⑤	⑥	⑦
12.	Right now, I have a job offer ―on the table‖ from another company, if I choose to take it.	①	②	③	④	⑤	⑥	⑦
13.	I have found a better alternative than my job.	①	②	③	④	⑤	⑥	⑦
14.	I am unable to move to another place of residence now even if a better job came along.	①	②	③	④	⑤	⑥	⑦

① Strongly Disagree	② Disagree	③ Slightly Disagree	④ Neither Agree or Disagree	⑤ Slightly Agree	⑥ Agree	⑦ Strongly Agree

15. There are too many factors in my personal life (e.g., school age children, relatives, etc.) which make it very difficult for me to leave in the near future.	①	②	③	④	⑤	⑥	⑦

CHECK THE BOX ☑ that best describes you.

16. Compared to other career fields, what do you feel is the current demand for your occupation in civilian employment?

- ☐ **Very High**
- ☐ **High**
- ☐ **Neither High or Low**
- ☐ **Low**
- ☐ **Very Low**

17. Suppose that you are offered an opportunity for civilian employment. Assuming that you could separate from the Air Force, how likely is it that you would choose to do so?

- ☐ **Very Likely**
- ☐ **Likely**
- ☐ **Neither Likely or Unlikely**
- ☐ **Unlikely**
- ☐ **Very Unlikely**

We would like to understand your career intentions—your individual responses will not be shared with others. Please fill in the circle for the number that best indicates your intentions.

① Strongly Disagree	② Disagree	③ Slightly Disagree	④ Neither Agree or Disagree	⑤ Slightly Agree	⑥ Agree	⑦ Strongly Agree

18. I have thought about separating.	①	②	③	④	⑤	⑥	⑦
19. I am thinking of leaving the Air Force when my service commitment is up.	①	②	③	④	⑤	⑥	⑦
20. I am thinking of leaving the CE career field.	①	②	③	④	⑤	⑥	⑦
21. I am planning to look for a new job outside of the Air as soon as get within a year of my service commitment.	①	②	③	④	⑤	⑥	⑦
22. I am planning to look for a new job outside of the CE career field within the next year.	①	②	③	④	⑤	⑥	⑦

① Strongly Disagree	② Disagree	③ Slightly Disagree	④ Neither Agree or Disagree	⑤ Slightly Agree	⑥ Agree	⑦ Strongly Agree

23. I expect to work within the Air Force beyond my current service commitment.	①	②	③	④	⑤	⑥	⑦
24. I expect to work within the CE career field beyond my current commitment.	①	②	③	④	⑤	⑥	⑦

For the following items, respond by CHECKING THE BOX ☑ that best describes you.

25. Suppose that you have to decide whether to stay on active duty. Assuming that you could stay, how likely is it that you would choose to do so?

- ☐ **Very Likely**
- ☐ **Likely**
- ☐ **Neither Likely or Unlikely**
- ☐ **Unlikely**
- ☐ **Very Unlikely**

26. Which best describes your current active duty Air Force career intentions?

- ☐ **Definitely stay in until retirement**
- ☐ **Probably stay in until retirement**
- ☐ **Definitely stay in beyond present obligation, but not until retirement**
- ☐ **Undecided**
- ☐ **Probably leave upon completion of current obligation**
- ☐ **Definitely leave upon completion of current obligation**

Part V

Demographics

This final section contains items regarding your personal characteristics. These items are very important for statistical purposes. Respond to each item by WRITING IN THE INFORMATION requested or CHECKING THE BOX ☑ that best describes you

1. What is your gender?
   - ☐ **Male**
   - ☐ **Female**

2. What is your age? _____years

3. What is your rank?
   - ☐ **Second Lieutenant (O-1)**
   - ☐ **First Lieutenant (O-2)**
   - ☐ **Captain (O-3)**

4. How long have you served on Active Duty Air Force?

   _____year(s)
   _____month(s)

5. How long have you served Active Duty Air Force within the Civil Engineer Officer career field (AFSC – 32EX)?

   _____year(s)
   _____month(s)

6. What is your current marital status?
   - ☐ **Single (never married)**
   - ☐ **Married**
   - ☐ **Legally separated**
   - ☐ **Divorced**
   - ☐ **Widowed**

7. Is your spouse currently employed?
   - ☐ **No**
   - ☐ **Yes**
   - ☐ **Does not apply**

8. Do you have children?
   - ☐ **No**
   - ☐ **Yes** **If yes, how many? _____**

9. What is the highest level of education that you have completed?
   - ☐ **Bachelor's Degree** **How many? _____**
   - ☐ **Master's Degree** **How many? _____**
   - ☐ **Doctorate Degree** **How many? _____**
   - ☐ **Other (please specify) _____**

10. Have you passed the Fundamentals of Engineering (FE) exam?
    - ☐ **No**
    - ☐ **Yes**
    - ☐ **Have not taken the exam**
    - ☐ **Does not apply (not related to my specialty)**

11. Have you passed the Professional Engineers (PE) exam?

- ☐ **No**
- ☐ **Yes**
- ☐ **Have not taken the exam**
- ☐ **Does not apply (not related to my specialty)**

We would like to understand how you feel about different aspects of Air Force life. For each statement, please fill in the circle for the number that indicates the extent to which you are satisfied with the statement. Use the scale below for your responses.

⓪ **N/A**	① **Very Dissatisfied**	② **Dissatisfied**	③ **Somewhat Dissatisfied**	④ **Neither Satisfied or Dissatisfied**	⑤ **Somewhat Satisfied**	⑥ **Satisfied**	⑦ **Very Satisfied**

1.	My place of current residence (i.e., house, apartment, condominium).	⓪	①	②	③	④	⑤	⑥	⑦
2.	My home, leave, and vacation opportunities.	⓪	①	②	③	④	⑤	⑥	⑦
3.	The entertainment/recreation/club facilities that is available.	⓪	①	②	③	④	⑤	⑥	⑦
4.	My personal safety.	⓪	①	②	③	④	⑤	⑥	⑦
5.	The schools my children attend.	⓪	①	②	③	④	⑤	⑥	⑦
6.	Child care arrangements/facilities.	⓪	①	②	③	④	⑤	⑥	⑦
7.	The quality of education my children receive.	⓪	①	②	③	④	⑤	⑥	⑦
8.	The medical/dental services that is available.	⓪	①	②	③	④	⑤	⑥	⑦

Thank you for your participation!

Please include any comments you have

Appendix C: Co-Occurring Codes

ATLAS.ti Cooccurring Codes

AF - Major Changes {8-0} [19]
Embed - Fit {22-1}~ [1]
Embed - Links {14-1}~ [1]
Fringe Benefits {41-4}~ [2]
J.S. - Fair Pay {39-1} [3]
J.S. - Nature of Work {77-6}~ [2]
J.S. - Pay {17-1} [2]
J.S. - Promotion {42-2} [2]
J.S. - Supervision {39-1} [2]
J.S. - Workload {48-5}~ [2]
OPS - Deploy Tempo {77-1} [1]
OPS - TDYs {5-1} [1]
OPS - Training {29-1}~ [2]
OPSTEMPO {33-9} [1]
POS - Job Recognition {26-1}~ [1]
POS - Leave Usage (-) {13-1} [1]
POS - Medical {11-1} [1]
POS - Mentorship {18-1} [2]
POS - Supervisor {41-1} [3]
Retention (-) {22-3} [1]

AF - Service Commitment {18-1} [25]
AoAlt - Mobility {2-1}~ [1]
AoAlt - Perceived Alternatives {7-1} [1]
Availability of Alternatives {34-5} [2]
Commit - AF {28-1} [4]
Commit - CE {28-1} [4]
Embed - Fit {22-1}~ [4]
Fringe Benefits {41-4}~ [6]
Interrole Conflict {73-2} [9]
J.S. - Job Meaning {41-2}~ [3]
J.S. - Nature of Work {77-6}~ [5]
J.S. - Pay {17-1} [2]
J.S. - Workload {48-5}~ [2]
Job Satisfaction (+) {1-6} [1]
OPS - Deploy Duration {11-1} [1]
OPS - Deploy Tempo {77-1} [9]
OPS - Training {29-1}~ [2]
OPSTEMPO {33-9} [2]
POS - AFPC (HR) {27-2} [4]
POS - Educational Opportunities (-) {46-3} [4]
POS - Leave Usage (-) {13-1} [2]
POS - Medical {11-1} [1]
POS - Supervisor {41-1} [1]
Retention {30-5} [6]
Retention (-) {22-3} [7]
Retention (+) {9-3} [1]

AoAlt - Mobility {2-1}~ [14]
AF - Service Commitment {18-1} [1]
AoAlt - Perceived Alternatives {7-1} [1]
Commit - AF {28-1} [1]
Commit - CE {28-1} [1]
Embed - Fit {22-1}~ [1]
Interrole Conflict {73-2} [2]
J.S. - Job Meaning {41-2}~ [1]
J.S. - Nature of Work {77-6}~ [1]
J.S. - Pay {17-1} [1]
Job Satisfaction {7-3} [1]
OPS - Deploy Tempo {77-1} [2]
POS - Educational Opportunities (-) {46-3} [1]
Retention {30-5} [1]
Retention (+) {9-3} [1]

AoAlt - Perceived Alternatives {7-1} [23]
AF - Service Commitment {18-1} [1]
AoAlt - Mobility {2-1}~ [1]
Commit - AF {28-1} [2]
Embed - Fit {22-1}~ [2]
Embed - Links {14-1}~ [1]
Fringe Benefits {41-4}~ [4]
Interrole Conflict {73-2} [2]
J.S. - Fair Pay {39-1} [2]
J.S. - Job Meaning {41-2}~ [2]
J.S. - Nature of Work {77-6}~ [2]
J.S. - Pay {17-1} [3]
J.S. - Promotion {42-2} [3]
J.S. - Supervision {39-1} [1]
J.S. - Workload {48-5}~ [3]
OPS - Deploy Tempo {77-1} [2]
OPS - Stability {21-1}~ [2]
OPSTEMPO {33-9} [1]
POS - AFPC (HR) {27-2} [2]
POS - Educational Opportunities (-) {46-3} [2]
POS - Job Recognition {26-1}~ [2]
POS - Supervisor {41-1} [2]
Retention {30-5} [1]
Retention (+) {9-3} [1]

Availability of Alternatives {34-5} [37]
AF - Service Commitment {18-1} [2]
Civilian Education Opportunities {1-1} [1]
Civilian Pay {1-1} [1]
Commit - AF {28-1} [8]
Commit - CE {28-1} [6]
Commit - Continuance {3-3}~ [2]
Commit - Normative {1-2}~ [1]
Embed - Fit {22-1}~ [8]
Embed - Links {14-1}~ [1]
Fringe Benefits {41-4}~ [10]
Interrole Conflict {73-2} [18]
J.S. - Coworkers (-) {21-1}~ [7]
J.S. - Coworkers (+) {20-2}~ [6]
J.S. - Fair Pay {39-1} [11]
J.S. - Job Meaning {41-2}~ [9]
J.S. - Nature of Work {77-6}~ [10]
J.S. - NoW - Future {1-1} [1]
J.S. - NoW - Garrison (-) {1-1} [1]
J.S. - Pay {17-1} [9]
J.S. - Promotion {42-2} [7]
J.S. - Supervision {39-1} [4]
J.S. - Workload {48-5}~ [7]
Job Satisfaction {7-3} [1]
OPS - Deploy Duration {11-1} [2]
OPS - Deploy Tempo {77-1} [14]
OPS - Stability {21-1}~ [5]
OPS - Training {29-1}~ [2]
OPSTEMPO {33-9} [5]
POS - AFPC (HR) {27-2} [7]
POS - Educational Opportunities (-) {46-3} [9]
POS - Job Recognition {26-1}~ [2]
POS - Medical {11-1} [2]
POS - Mentorship {18-1} [2]
POS - Supervisor {41-1} [6]
Retention {30-5} [6]
Retention (-) {22-3} [7]
Retention (+) {9-3} [2]

Civilian Education Opportunities {1-1} [9]
Availability of Alternatives {34-5} [1]
Civilian Pay {1-1} [1]
Commit - AF {28-1} [1]
Interrole Conflict {73-2} [1]
J.S. - Fair Pay {39-1} [1]
J.S. - Pay {17-1} [1]
OPS - Deploy Tempo {77-1} [1]
OPSTEMPO {33-9} [1]
POS - Educational Opportunities (-) {46-3} [1]

Civilian Pay {1-1} [9]
Availability of Alternatives {34-5} [1]
Civilian Education Opportunities {1-1} [1]
Commit - AF {28-1} [1]
Interrole Conflict {73-2} [1]
J.S. - Fair Pay {39-1} [1]
J.S. - Pay {17-1} [1]
OPS - Deploy Tempo {77-1} [1]
OPSTEMPO {33-9} [1]
POS - Educational Opportunities (-) {46-3} [1]

Commit - AF {28-1} [39]
AF - Service Commitment {18-1} [4]
AoAlt - Mobility {2-1}~ [1]
AoAlt - Perceived Alternatives {7-1} [2]
Availability of Alternatives {34-5} [8]
Civilian Education Opportunities {1-1} [1]
Civilian Pay {1-1} [1]
Commit - Affective {1-4}~ [1]
Commit - CE {28-1} [15]
Embed - Fit {22-1}~ [3]
Embed - Links {14-1}~ [2]
Fringe Benefits {41-4}~ [5]
Interrole Conflict {73-2} [12]
J.S. - Coworkers (-) {21-1}~ [6]
J.S. - Coworkers (+) {20-2}~ [6]
J.S. - Fair Pay {39-1} [4]
J.S. - Job Meaning {41-2}~ [9]
J.S. - Nature of Work {77-6}~ [10]
J.S. - NoW - Future {1-1} [1]
J.S. - NoW - Garrison (-) {1-1} [1]
J.S. - Pay {17-1} [6]
J.S. - Promotion {42-2} [3]
J.S. - Supervision {39-1} [5]
J.S. - Workload {48-5}~ [8]
Job Satisfaction {7-3} [1]
Job Satisfaction (+) {1-6} [1]
OPS - Deploy Duration {11-1} [1]
OPS - Deploy Tempo {77-1} [10]
OPS - Stability {21-1}~ [1]
OPS - Training {29-1}~ [2]
OPSTEMPO {33-9} [6]
POS - AFPC (HR) {27-2} [4]
POS - Educational Opportunities (-) {46-

3} [8]
POS - Job Recognition {26-1}~ [4]
POS - Medical {11-1} [1]
POS - Mentorship {18-1} [3]
POS - Supervisor {41-1} [3]
Retention {30-5} [6]
Retention (-) {22-3} [6]
Retention (+) {9-3} [1]

Commit - Affective {1-4}~ [6]
Commit - AF {28-1} [1]
Interrole Conflict {73-2} [1]
J.S. - Nature of Work {77-6}~ [1]
J.S. - Workload {48-5}~ [1]
OPS - Deploy Tempo {77-1} [1]
Retention {30-5} [1]

Commit - CE {28-1} [36]
AF - Service Commitment {18-1} [4]
AoAlt - Mobility {2-1}~ [1]
Availability of Alternatives {34-5} [6]
Commit - AF {28-1} [15]
Embed - Fit {22-1}~ [1]
Embed - Links {14-1}~ [3]
Fringe Benefits {41-4}~ [4]
Interrole Conflict {73-2} [8]
J.S. - Coworkers (-) {21-1}~ [5]
J.S. - Coworkers (+) {20-2}~ [5]
J.S. - Fair Pay {39-1} [3]
J.S. - Job Meaning {41-2}~ [11]
J.S. - Nature of Work {77-6}~ [9]
J.S. - NoW - Future {1-1} [1]
J.S. - NoW - Garrison (-) {1-1} [1]
J.S. - Pay {17-1} [2]
J.S. - Promotion {42-2} [2]
J.S. - Supervision {39-1} [7]
J.S. - Workload {48-5}~ [4]
Job Satisfaction {7-3} [2]
Job Satisfaction (+) {1-6} [1]
OPS - Deploy Duration {11-1} [1]
OPS - Deploy Tempo {77-1} [10]
OPS - Stability {21-1}~ [2]
OPS - Training {29-1}~ [3]
OPSTEMPO {33-9} [4]
POS - AFPC (HR) {27-2} [3]
POS - Educational Opportunities (-) {46-3} [5]
POS - Job Recognition {26-1}~ [4]
POS - Leave Usage (-) {13-1} [1]
POS - Medical {11-1} [1]
POS - Mentorship {18-1} [3]
POS - Supervisor {41-1} [6]
Retention {30-5} [5]
Retention (-) {22-3} [4]
Retention (+) {9-3} [3]

Commit - Continuance {3-3}~ [5]
Availability of Alternatives {34-5} [2]
Embed - Fit {22-1}~ [1]
Interrole Conflict {73-2} [2]
J.S. - Fair Pay {39-1} [1]
Retention (-) {22-3} [2]

Commit - Normative {1-2}~ [9]
Availability of Alternatives {34-5} [1]
Embed - Fit {22-1}~ [1]
J.S. - Coworkers (-) {21-1}~ [1]
J.S. - Coworkers (+) {20-2}~ [1]
J.S. - Fair Pay {39-1} [1]
J.S. - Promotion {42-2} [1]
POS - AFPC (HR) {27-2} [1]
POS - Supervisor {41-1} [1]
Retention (-) {22-3} [1]

Commitment {0-4} [0]

Embed - Fit {22-1}~ [35]
AF - Major Changes {8-0} [1]
AF - Service Commitment {18-1} [4]
AoAlt - Mobility {2-1}~ [1]
AoAlt - Perceived Alternatives {7-1} [2]
Availability of Alternatives {34-5} [8]
Commit - AF {28-1} [3]
Commit - CE {28-1} [1]
Commit - Continuance {3-3}~ [1]
Commit - Normative {1-2}~ [1]
Embed - Links {14-1}~ [2]
Fringe Benefits {41-4}~ [4]
Interrole Conflict {73-2} [11]
J.S. - Coworkers (-) {21-1}~ [4]
J.S. - Coworkers (+) {20-2}~ [3]
J.S. - Fair Pay {39-1} [3]
J.S. - Job Meaning {41-2}~ [3]
J.S. - Nature of Work {77-6}~ [7]
J.S. - Pay {17-1} [3]
J.S. - Promotion {42-2} [4]

J.S. - Supervision {39-1} [1]
J.S. - Workload {48-5}~ [2]
Job Satisfaction {7-3} [2]
Job Satisfaction (-) {2-9} [1]
OPS - Deploy Tempo {77-1} [8]
OPS - Stability {21-1}~ [1]
OPS - Training {29-1}~ [3]
OPSTEMPO {33-9} [1]
POS - AFPC (HR) {27-2} [10]
POS - Educational Opportunities (-) {46-3} [4]
POS - Job Recognition {26-1}~ [3]
POS - Leave Usage (-) {13-1} [2]
POS - Medical {11-1} [3]
POS - Supervisor {41-1} [5]
Retention {30-5} [4]
Retention (-) {22-3} [3]

Embed - Links {14-1}~ [29]
AF - Major Changes {8-0} [1]
AoAlt - Perceived Alternatives {7-1} [1]
Availability of Alternatives {34-5} [1]
Commit - AF {28-1} [2]
Commit - CE {28-1} [3]
Embed - Fit {22-1}~ [2]
Fringe Benefits {41-4}~ [2]
Interrole Conflict {73-2} [5]
J.S. - Coworkers (-) {21-1}~ [5]
J.S. - Coworkers (+) {20-2}~ [5]
J.S. - Fair Pay {39-1} [4]
J.S. - Job Meaning {41-2}~ [8]
J.S. - Nature of Work {77-6}~ [5]
J.S. - Promotion {42-2} [3]
J.S. - Supervision {39-1} [2]
J.S. - Workload {48-5}~ [3]
Job Satisfaction {7-3} [1]
OPS - Deploy Tempo {77-1} [6]
OPS - Stability {21-1}~ [1]
OPS - Training {29-1}~ [5]
POS - AFPC (HR) {27-2} [2]
POS - Educational Opportunities (-) {46-3} [4]
POS - Job Recognition {26-1}~ [6]
POS - Leave Usage (-) {13-1} [1]
POS - Mentorship {18-1} [2]
POS - Supervisor {41-1} [4]
Retention {30-5} [1]
Retention (-) {22-3} [1]
Retention (+) {9-3} [2]

Embeddedness - Life Domain {0-0} [0]

Fairness - Pay (+) {0-0} [0]

Fringe Benefits {41-4}~ [34]
AF - Major Changes {8-0} [2]
AF - Service Commitment {18-1} [6]
AoAlt - Perceived Alternatives {7-1} [4]
Availability of Alternatives {34-5} [10]
Commit - AF {28-1} [5]
Commit - CE {28-1} [4]
Embed - Fit {22-1}~ [4]
Embed - Links {14-1}~ [2]
Interrole Conflict {73-2} [16]
J.S. - Coworkers (-) {21-1}~ [3]
J.S. - Coworkers (+) {20-2}~ [3]
J.S. - Fair Pay {39-1} [11]
J.S. - Job Meaning {41-2}~ [12]
J.S. - Nature of Work {77-6}~ [16]
J.S. - Pay {17-1} [10]
J.S. - Promotion {42-2} [9]
J.S. - Supervision {39-1} [2]
J.S. - Workload {48-5}~ [16]
Job Satisfaction {7-3} [1]
OPS - Deploy Duration {11-1} [1]
OPS - Deploy Tempo {77-1} [14]
OPS - Stability {21-1}~ [3]
OPS - Training {29-1}~ [4]
OPSTEMPO {33-9} [7]
POS - AFPC (HR) {27-2} [4]
POS - Educational Opportunities (-) {46-3} [11]
POS - Job Recognition {26-1}~ [4]
POS - Leave Usage (-) {13-1} [2]
POS - Medical {11-1} [2]
POS - Mentorship {18-1} [1]
POS - Supervisor {41-1} [4]
Retention {30-5} [12]
Retention (-) {22-3} [2]
Retention (+) {9-3} [2]

Interrole Conflict {73-2} [41]
AF - Service Commitment {18-1} [9]
AoAlt - Mobility {2-1}~ [2]
AoAlt - Perceived Alternatives {7-1} [2]
Availability of Alternatives {34-5} [18]
Civilian Education Opportunities {1-1} [1]

Civilian Pay {1-1} [1]
Commit - AF {28-1} [12]
Commit - Affective {1-4}~ [1]
Commit - CE {28-1} [8]
Commit - Continuance {3-3}~ [2]
Embed - Fit {22-1}~ [11]
Embed - Links {14-1}~ [5]
Fringe Benefits {41-4}~ [16]
J.S. - Coworkers (-) {21-1}~ [6]
J.S. - Coworkers (+) {20-2}~ [6]
J.S. - Fair Pay {39-1} [14]
J.S. - Job Meaning {41-2}~ [18]
J.S. - Nature of Work {77-6}~ [26]
J.S. - NoW - Future {1-1} [1]
J.S. - NoW - Garrison (-) {1-1} [1]
J.S. - Pay {17-1} [11]
J.S. - Promotion {42-2} [14]
J.S. - Supervision {39-1} [15]
J.S. - Workload {48-5}~ [21]
Job Satisfaction {7-3} [4]
Job Satisfaction (+) {1-6} [1]
OPS - Deploy Duration {11-1} [3]
OPS - Deploy Tempo {77-1} [40]
OPS - Stability {21-1}~ [9]
OPS - Training {29-1}~ [12]
OPSTEMPO {33-9} [15]
POS - AFPC (HR) {27-2} [12]
POS - Educational Opportunities (-) {46-3} [21]
POS - Job Recognition {26-1}~ [12]
POS - Leave Usage (-) {13-1} [4]
POS - Medical {11-1} [2]
POS - Mentorship {18-1} [5]
POS - Supervisor {41-1} [12]
Retention {30-5} [17]
Retention (-) {22-3} [14]
Retention (+) {9-3} [3]

J.S. - Coworkers (-) {21-1}~ [29]
Availability of Alternatives {34-5} [7]
Commit - AF {28-1} [6]
Commit - CE {28-1} [5]
Commit - Normative {1-2}~ [1]
Embed - Fit {22-1}~ [4]
Embed - Links {14-1}~ [5]
Fringe Benefits {41-4}~ [3]
Interrole Conflict {73-2} [6]
J.S. - Coworkers (+) {20-2}~ [20]
J.S. - Fair Pay {39-1} [3]
J.S. - Job Meaning {41-2}~ [13]
J.S. - Nature of Work {77-6}~ [13]
J.S. - NoW - Future {1-1} [1]
J.S. - NoW - Garrison (-) {1-1} [1]
J.S. - Pay {17-1} [2]
J.S. - Promotion {42-2} [4]
J.S. - Supervision {39-1} [5]
J.S. - Workload {48-5}~ [4]
OPS - Deploy Tempo {77-1} [8]
OPS - Stability {21-1}~ [2]
OPS - Training {29-1}~ [3]
OPSTEMPO {33-9} [5]
POS - AFPC (HR) {27-2} [6]
POS - Educational Opportunities (-) {46-3} [3]
POS - Job Recognition {26-1}~ [7]
POS - Mentorship {18-1} [2]
POS - Supervisor {41-1} [5]
Retention {30-5} [3]
Retention (-) {22-3} [3]

J.S. - Coworkers (+) {20-2}~ [29]
Availability of Alternatives {34-5} [6]
Commit - AF {28-1} [6]
Commit - CE {28-1} [5]
Commit - Normative {1-2}~ [1]
Embed - Fit {22-1}~ [3]
Embed - Links {14-1}~ [5]
Fringe Benefits {41-4}~ [3]
Interrole Conflict {73-2} [6]
J.S. - Coworkers (-) {21-1}~ [20]
J.S. - Fair Pay {39-1} [3]
J.S. - Job Meaning {41-2}~ [13]
J.S. - Nature of Work {77-6}~ [13]
J.S. - NoW - Future {1-1} [1]
J.S. - NoW - Garrison (-) {1-1} [1]
J.S. - Pay {17-1} [2]
J.S. - Promotion {42-2} [4]
J.S. - Supervision {39-1} [5]
J.S. - Workload {48-5}~ [4]
OPS - Deploy Tempo {77-1} [8]
OPS - Stability {21-1}~ [2]
OPS - Training {29-1}~ [3]
OPSTEMPO {33-9} [5]
POS - AFPC (HR) {27-2} [5]
POS - Educational Opportunities (-) {46-3} [3]
POS - Job Recognition {26-1}~ [7]
POS - Mentorship {18-1} [2]
POS - Supervisor {41-1} [5]
Retention {30-5} [3]
Retention (-) {22-3} [3]

J.S. - Fair Pay {39-1} [35]
AF - Major Changes {8-0} [3]
AoAlt - Perceived Alternatives {7-1} [2]
Availability of Alternatives {34-5} [11]
Civilian Education Opportunities {1-1} [1]
Civilian Pay {1-1} [1]
Commit - AF {28-1} [4]
Commit - CE {28-1} [3]
Commit - Continuance {3-3}~ [1]
Commit - Normative {1-2}~ [1]
Embed - Fit {22-1}~ [3]
Embed - Links {14-1}~ [4]
Fringe Benefits {41-4}~ [11]
Interrole Conflict {73-2} [14]
J.S. - Coworkers (-) {21-1}~ [3]
J.S. - Coworkers (+) {20-2}~ [3]
J.S. - Job Meaning {41-2}~ [7]
J.S. - Nature of Work {77-6}~ [12]
J.S. - Pay {17-1} [8]
J.S. - Promotion {42-2} [16]
J.S. - Supervision {39-1} [10]
J.S. - Workload {48-5}~ [17]
OPS - Deploy Duration {11-1} [2]
OPS - Deploy Tempo {77-1} [16]
OPS - Stability {21-1}~ [8]
OPS - Training {29-1}~ [6]
OPSTEMPO {33-9} [6]
POS - AFPC (HR) {27-2} [5]
POS - Educational Opportunities (-) {46-3} [10]
POS - Job Recognition {26-1}~ [10]
POS - Leave Usage (-) {13-1} [3]
POS - Medical {11-1} [2]
POS - Mentorship {18-1} [3]
POS - Supervisor {41-1} [12]
Retention {30-5} [6]
Retention (-) {22-3} [3]

J.S. - Fair Promotion (+) {0-1} [0]

J.S. - Fair Retention Bonus {0-1} [0]

J.S. - Job Meaning {41-2}~ [34]
AF - Service Commitment {18-1} [3]
AoAlt - Mobility {2-1}~ [1]
AoAlt - Perceived Alternatives {7-1} [2]
Availability of Alternatives {34-5} [9]
Commit - AF {28-1} [9]
Commit - CE {28-1} [11]
Embed - Fit {22-1}~ [3]
Embed - Links {14-1}~ [8]
Fringe Benefits {41-4}~ [12]
Interrole Conflict {73-2} [18]
J.S. - Coworkers (-) {21-1}~ [13]
J.S. - Coworkers (+) {20-2}~ [13]
J.S. - Fair Pay {39-1} [7]
J.S. - Nature of Work {77-6}~ [23]
J.S. - NoW - Future {1-1} [1]
J.S. - NoW - Garrison (-) {1-1} [1]
J.S. - Pay {17-1} [6]
J.S. - Promotion {42-2} [4]
J.S. - Supervision {39-1} [7]
J.S. - Workload {48-5}~ [12]
Job Satisfaction {7-3} [2]
OPS - Deploy Tempo {77-1} [17]
OPS - Stability {21-1}~ [4]
OPS - Training {29-1}~ [3]
OPSTEMPO {33-9} [8]
POS - AFPC (HR) {27-2} [7]
POS - Educational Opportunities (-) {46-3} [11]
POS - Job Recognition {26-1}~ [9]
POS - Leave Usage (-) {13-1} [1]
POS - Mentorship {18-1} [1]
POS - Supervisor {41-1} [8]
Retention {30-5} [3]
Retention (-) {22-3} [4]
Retention (+) {9-3} [3]

J.S. - Nature of Work {77-6}~ [38]
AF - Major Changes {8-0} [2]
AF - Service Commitment {18-1} [5]
AoAlt - Mobility {2-1}~ [1]
AoAlt - Perceived Alternatives {7-1} [2]
Availability of Alternatives {34-5} [10]
Commit - AF {28-1} [10]
Commit - Affective {1-4}~ [1]
Commit - CE {28-1} [9]
Embed - Fit {22-1}~ [7]
Embed - Links {14-1}~ [5]
Fringe Benefits {41-4}~ [16]
Interrole Conflict {73-2} [26]
J.S. - Coworkers (-) {21-1}~ [13]
J.S. - Coworkers (+) {20-2}~ [13]
J.S. - Fair Pay {39-1} [12]
J.S. - Job Meaning {41-2}~ [23]
J.S. - Pay {17-1} [7]
J.S. - Promotion {42-2} [19]
J.S. - Supervision {39-1} [19]

J.S. - Workload {48-5}~ [23]
Job Satisfaction {7-3} [1]
Job Satisfaction (+) {1-6} [1]
OPS - Deploy Duration {11-1} [3]
OPS - Deploy Tempo {77-1} [29]
OPS - Stability {21-1}~ [8]
OPS - TDYs {5-1} [1]
OPS - Training {29-1}~ [10]
OPSTEMPO {33-9} [17]
POS - AFPC (HR) {27-2} [6]
POS - Educational Opportunities (-) {46-3} [15]
POS - Job Recognition {26-1}~ [12]
POS - Leave Usage (-) {13-1} [4]
POS - Medical {11-1} [2]
POS - Mentorship {18-1} [7]
POS - Supervisor {41-1} [17]
Retention {30-5} [9]
Retention (-) {22-3} [7]
Retention (+) {9-3} [3]

J.S. - NoW - Deployed {0-1} [0]

J.S. - NoW - Future {1-1} [20]
Availability of Alternatives {34-5} [1]
Commit - AF {28-1} [1]
Commit - CE {28-1} [1]
Interrole Conflict {73-2} [1]
J.S. - Coworkers (-) {21-1}~ [1]
J.S. - Coworkers (+) {20-2}~ [1]
J.S. - Job Meaning {41-2}~ [1]
J.S. - NoW - Garrison (-) {1-1} [1]
J.S. - Pay {17-1} [1]
J.S. - Promotion {42-2} [1]
J.S. - Supervision {39-1} [1]
J.S. - Workload {48-5}~ [1]
OPS - Deploy Tempo {77-1} [1]
OPS - Stability {21-1}~ [1]
POS - AFPC (HR) {27-2} [1]
POS - Job Recognition {26-1}~ [1]
POS - Mentorship {18-1} [1]
POS - Supervisor {41-1} [1]
Retention {30-5} [1]
Retention (-) {22-3} [1]

J.S. - NoW - Garrison (-) {1-1} [20]
Availability of Alternatives {34-5} [1]
Commit - AF {28-1} [1]
Commit - CE {28-1} [1]
Interrole Conflict {73-2} [1]
J.S. - Coworkers (-) {21-1}~ [1]
J.S. - Coworkers (+) {20-2}~ [1]
J.S. - Job Meaning {41-2}~ [1]
J.S. - NoW - Future {1-1} [1]
J.S. - Pay {17-1} [1]
J.S. - Promotion {42-2} [1]
J.S. - Supervision {39-1} [1]
J.S. - Workload {48-5}~ [1]
OPS - Deploy Tempo {77-1} [1]
OPS - Stability {21-1}~ [1]
POS - AFPC (HR) {27-2} [1]
POS - Job Recognition {26-1}~ [1]
POS - Mentorship {18-1} [1]
POS - Supervisor {41-1} [1]
Retention {30-5} [1]
Retention (-) {22-3} [1]

J.S. - Pay {17-1} [35]
AF - Major Changes {8-0} [2]
AF - Service Commitment {18-1} [2]
AoAlt - Mobility {2-1}~ [1]
AoAlt - Perceived Alternatives {7-1} [3]
Availability of Alternatives {34-5} [9]
Civilian Education Opportunities {1-1} [1]
Civilian Pay {1-1} [1]
Commit - AF {28-1} [6]
Commit - CE {28-1} [2]
Embed - Fit {22-1}~ [3]
Fringe Benefits {41-4}~ [10]
Interrole Conflict {73-2} [11]
J.S. - Coworkers (-) {21-1}~ [2]
J.S. - Coworkers (+) {20-2}~ [2]
J.S. - Fair Pay {39-1} [8]
J.S. - Job Meaning {41-2}~ [6]
J.S. - Nature of Work {77-6}~ [7]
J.S. - NoW - Future {1-1} [1]
J.S. - NoW - Garrison (-) {1-1} [1]
J.S. - Promotion {42-2} [5]
J.S. - Supervision {39-1} [2]
J.S. - Workload {48-5}~ [7]
OPS - Deploy Tempo {77-1} [6]
OPS - Stability {21-1}~ [3]
OPS - Training {29-1}~ [2]
OPSTEMPO {33-9} [5]
POS - AFPC (HR) {27-2} [3]
POS - Educational Opportunities (-) {46-3} [6]
POS - Job Recognition {26-1}~ [3]
POS - Leave Usage (-) {13-1} [1]

POS - Medical {11-1} [1]
POS - Mentorship {18-1} [1]
POS - Supervisor {41-1} [3]
Retention {30-5} [4]
Retention (-) {22-3} [2]

J.S. - Promotion {42-2} [34]
AF - Major Changes {8-0} [2]
AoAlt - Perceived Alternatives {7-1} [3]
Availability of Alternatives {34-5} [7]
Commit - AF {28-1} [3]
Commit - CE {28-1} [2]
Commit - Normative {1-2}~ [1]
Embed - Fit {22-1}~ [4]
Embed - Links {14-1}~ [3]
Fringe Benefits {41-4}~ [9]
Interrole Conflict {73-2} [14]
J.S. - Coworkers (-) {21-1}~ [4]
J.S. - Coworkers (+) {20-2}~ [4]
J.S. - Fair Pay {39-1} [16]
J.S. - Job Meaning {41-2}~ [4]
J.S. - Nature of Work {77-6}~ [19]
J.S. - NoW - Future {1-1} [1]
J.S. - NoW - Garrison (-) {1-1} [1]
J.S. - Pay {17-1} [5]
J.S. - Supervision {39-1} [16]
J.S. - Workload {48-5}~ [15]
OPS - Deploy Duration {11-1} [1]
OPS - Deploy Tempo {77-1} [9]
OPS - Stability {21-1}~ [5]
OPS - Training {29-1}~ [6]
OPSTEMPO {33-9} [8]
POS - AFPC (HR) {27-2} [8]
POS - Educational Opportunities (-) {46-3} [8]
POS - Job Recognition {26-1}~ [12]
POS - Leave Usage (-) {13-1} [1]
POS - Mentorship {18-1} [4]
POS - Supervisor {41-1} [14]
Retention {30-5} [8]
Retention (-) {22-3} [4]
Retention (+) {9-3} [1]

J.S. - Retention - Bonus {1-2} [5]
Job Satisfaction (-) {2-9} [1]
OPS - Deploy Tempo {77-1} [1]
Retention {30-5} [1]
Retention (-) {22-3} [1]
Retention (+) {9-3} [1]

J.S. - Supervision {39-1} [35]
AF - Major Changes {8-0} [2]
AoAlt - Perceived Alternatives {7-1} [1]
Availability of Alternatives {34-5} [4]
Commit - AF {28-1} [5]
Commit - CE {28-1} [7]
Embed - Fit {22-1}~ [1]
Embed - Links {14-1}~ [2]
Fringe Benefits {41-4}~ [2]
Interrole Conflict {73-2} [15]
J.S. - Coworkers (-) {21-1}~ [5]
J.S. - Coworkers (+) {20-2}~ [5]
J.S. - Fair Pay {39-1} [10]
J.S. - Job Meaning {41-2}~ [7]
J.S. - Nature of Work {77-6}~ [19]
J.S. - NoW - Future {1-1} [1]
J.S. - NoW - Garrison (-) {1-1} [1]
J.S. - Pay {17-1} [2]
J.S. - Promotion {42-2} [16]
J.S. - Workload {48-5}~ [13]
OPS - Deploy Duration {11-1} [1]
OPS - Deploy Tempo {77-1} [14]
OPS - Stability {21-1}~ [6]
OPS - TDYs {5-1} [1]
OPS - Training {29-1}~ [9]
OPSTEMPO {33-9} [8]
POS - AFPC (HR) {27-2} [5]
POS - Educational Opportunities (-) {46-3} [10]
POS - Job Recognition {26-1}~ [11]
POS - Leave Usage (-) {13-1} [4]
POS - Medical {11-1} [1]
POS - Mentorship {18-1} [10]
POS - Supervisor {41-1} [17]
Retention {30-5} [4]
Retention (-) {22-3} [3]
Retention (+) {9-3} [1]

J.S. - Workload {48-5}~ [36]
AF - Major Changes {8-0} [2]
AF - Service Commitment {18-1} [2]
AoAlt - Perceived Alternatives {7-1} [3]
Availability of Alternatives {34-5} [7]
Commit - AF {28-1} [8]
Commit - Affective {1-4}~ [1]
Commit - CE {28-1} [4]
Embed - Fit {22-1}~ [2]
Embed - Links {14-1}~ [3]
Fringe Benefits {41-4}~ [16]
Interrole Conflict {73-2} [21]

J.S. - Coworkers (-) {21-1}~ [4]
J.S. - Coworkers (+) {20-2}~ [4]
J.S. - Fair Pay {39-1} [17]
J.S. - Job Meaning {41-2}~ [12]
J.S. - Nature of Work {77-6}~ [23]
J.S. - NoW - Future {1-1} [1]
J.S. - NoW - Garrison (-) {1-1} [1]
J.S. - Pay {17-1} [7]
J.S. - Promotion {42-2} [15]
J.S. - Supervision {39-1} [13]
Job Satisfaction {7-3} [1]
OPS - Deploy Tempo {77-1} [25]
OPS - Stability {21-1}~ [6]
OPS - TDYs {5-1} [2]
OPS - Training {29-1}~ [8]
OPSTEMPO {33-9} [6]
POS - AFPC (HR) {27-2} [4]
POS - Educational Opportunities (-) {46-3} [15]
POS - Job Recognition {26-1}~ [10]
POS - Leave Usage (-) {13-1} [6]
POS - Medical {11-1} [1]
POS - Mentorship {18-1} [5]
POS - Supervisor {41-1} [15]
Retention {30-5} [8]
Retention (-) {22-3} [3]

Job Satisfaction {7-3} [19]
AoAlt - Mobility {2-1}~ [1]
Availability of Alternatives {34-5} [1]
Commit - AF {28-1} [1]
Commit - CE {28-1} [2]
Embed - Fit {22-1}~ [2]
Embed - Links {14-1}~ [1]
Fringe Benefits {41-4}~ [1]
Interrole Conflict {73-2} [4]
J.S. - Job Meaning {41-2}~ [2]
J.S. - Nature of Work {77-6}~ [1]
J.S. - Workload {48-5}~ [1]
OPS - Deploy Tempo {77-1} [3]
OPS - Stability {21-1}~ [1]
POS - AFPC (HR) {27-2} [1]
POS - Educational Opportunities (-) {46-3} [2]
POS - Job Recognition {26-1}~ [1]
POS - Mentorship {18-1} [1]
Retention (-) {22-3} [1]
Retention (+) {9-3} [2]

Job Satisfaction (-) {2-9} [6]
Embed - Fit {22-1}~ [1]
J.S. - Retention - Bonus {1-2} [1]
OPS - Deploy Tempo {77-1} [1]
Retention {30-5} [1]
Retention (-) {22-3} [1]
Retention (+) {9-3} [1]

Job Satisfaction (+) {1-6} [9]
AF - Service Commitment {18-1} [1]
Commit - AF {28-1} [1]
Commit - CE {28-1} [1]
Interrole Conflict {73-2} [1]
J.S. - Nature of Work {77-6}~ [1]
OPS - Deploy Duration {11-1} [1]
OPS - Deploy Tempo {77-1} [1]
Retention (-) {22-3} [1]
Retention (+) {9-3} [1]

OPS - Deploy Duration {11-1} [19]
AF - Service Commitment {18-1} [1]
Availability of Alternatives {34-5} [2]
Commit - AF {28-1} [1]
Commit - CE {28-1} [1]
Fringe Benefits {41-4}~ [1]
Interrole Conflict {73-2} [3]
J.S. - Fair Pay {39-1} [2]
J.S. - Nature of Work {77-6}~ [3]
J.S. - Promotion {42-2} [1]
J.S. - Supervision {39-1} [1]
Job Satisfaction (+) {1-6} [1]
OPS - Deploy Tempo {77-1} [9]
OPS - Stability {21-1}~ [4]
OPS - TDYs {5-1} [2]
POS - AFPC (HR) {27-2} [2]
POS - Supervisor {41-1} [1]
Retention {30-5} [1]
Retention (-) {22-3} [2]
Retention (+) {9-3} [1]

OPS - Deploy Tempo {77-1} [44]
AF - Major Changes {8-0} [1]
AF - Service Commitment {18-1} [9]
AoAlt - Mobility {2-1}~ [2]
AoAlt - Perceived Alternatives {7-1} [2]
Availability of Alternatives {34-5} [14]
Civilian Education Opportunities {1-1} [1]
Civilian Pay {1-1} [1]

Commit - AF {28-1} [10]
Commit - Affective {1-4}~ [1]
Commit - CE {28-1} [10]
Embed - Fit {22-1}~ [8]
Embed - Links {14-1}~ [6]
Fringe Benefits {41-4}~ [14]
Interrole Conflict {73-2} [40]
J.S. - Coworkers (-) {21-1}~ [8]
J.S. - Coworkers (+) {20-2}~ [8]
J.S. - Fair Pay {39-1} [16]
J.S. - Job Meaning {41-2}~ [17]
J.S. - Nature of Work {77-6}~ [29]
J.S. - NoW - Future {1-1} [1]
J.S. - NoW - Garrison (-) {1-1} [1]
J.S. - Pay {17-1} [6]
J.S. - Promotion {42-2} [9]
J.S. - Retention - Bonus {1-2} [1]
J.S. - Supervision {39-1} [14]
J.S. - Workload {48-5}~ [25]
Job Satisfaction {7-3} [3]
Job Satisfaction (-) {2-9} [1]
Job Satisfaction (+) {1-6} [1]
OPS - Deploy Duration {11-1} [9]
OPS - Stability {21-1}~ [11]
OPS - TDYs {5-1} [4]
OPS - Training {29-1}~ [16]
OPSTEMPO {33-9} [1]
POS - AFPC (HR) {27-2} [12]
POS - Educational Opportunities (-) {46-3} [26]
POS - Job Recognition {26-1}~ [9]
POS - Leave Usage (-) {13-1} [8]
POS - Medical {11-1} [2]
POS - Mentorship {18-1} [4]
POS - Supervisor {41-1} [13]
Retention {30-5} [18]
Retention (-) {22-3} [11]
Retention (+) {9-3} [5]

OPS - Stability {21-1}~ [34]
AoAlt - Perceived Alternatives {7-1} [2]
Availability of Alternatives {34-5} [5]
Commit - AF {28-1} [1]
Commit - CE {28-1} [2]
Embed - Fit {22-1}~ [1]
Embed - Links {14-1}~ [1]
Fringe Benefits {41-4}~ [3]
Interrole Conflict {73-2} [9]
J.S. - Coworkers (-) {21-1}~ [2]
J.S. - Coworkers (+) {20-2}~ [2]
J.S. - Fair Pay {39-1} [8]
J.S. - Job Meaning {41-2}~ [4]
J.S. - Nature of Work {77-6}~ [8]
J.S. - NoW - Future {1-1} [1]
J.S. - NoW - Garrison (-) {1-1} [1]
J.S. - Pay {17-1} [3]
J.S. - Promotion {42-2} [5]
J.S. - Supervision {39-1} [6]
J.S. - Workload {48-5}~ [6]
Job Satisfaction {7-3} [1]
OPS - Deploy Duration {11-1} [4]
OPS - Deploy Tempo {77-1} [11]
OPS - Training {29-1}~ [2]
OPSTEMPO {33-9} [4]
POS - AFPC (HR) {27-2} [5]
POS - Educational Opportunities (-) {46-3} [3]
POS - Job Recognition {26-1}~ [5]
POS - Leave Usage (-) {13-1} [2]
POS - Medical {11-1} [1]
POS - Mentorship {18-1} [2]
POS - Supervisor {41-1} [3]
Retention {30-5} [2]
Retention (-) {22-3} [2]
Retention (+) {9-3} [1]

OPS - TDYs {5-1} [12]
AF - Major Changes {8-0} [1]
J.S. - Nature of Work {77-6}~ [1]
J.S. - Supervision {39-1} [1]
J.S. - Workload {48-5}~ [2]
OPS - Deploy Duration {11-1} [2]
OPS - Deploy Tempo {77-1} [4]
OPS - Training {29-1}~ [2]
POS - AFPC (HR) {27-2} [1]
POS - Educational Opportunities (-) {46-3} [2]
POS - Mentorship {18-1} [1]
POS - Supervisor {41-1} [2]
Retention {30-5} [1]

OPS - Training {29-1}~ [31]
AF - Major Changes {8-0} [2]
AF - Service Commitment {18-1} [2]
Availability of Alternatives {34-5} [2]
Commit - AF {28-1} [2]
Commit - CE {28-1} [3]
Embed - Fit {22-1}~ [3]
Embed - Links {14-1}~ [5]
Fringe Benefits {41-4}~ [4]
Interrole Conflict {73-2} [12]
J.S. - Coworkers (-) {21-1}~ [3]

J.S. - Coworkers (+) {20-2}~ [3]
J.S. - Fair Pay {39-1} [6]
J.S. - Job Meaning {41-2}~ [3]
J.S. - Nature of Work {77-6}~ [10]
J.S. - Pay {17-1} [2]
J.S. - Promotion {42-2} [6]
J.S. - Supervision {39-1} [9]
J.S. - Workload {48-5}~ [8]
OPS - Deploy Tempo {77-1} [16]
OPS - Stability {21-1}~ [2]
OPS - TDYs {5-1} [2]
OPSTEMPO {33-9} [6]
POS - AFPC (HR) {27-2} [8]
POS - Educational Opportunities (-) {46-3} [9]
POS - Job Recognition {26-1}~ [6]
POS - Leave Usage (-) {13-1} [5]
POS - Medical {11-1} [1]
POS - Mentorship {18-1} [6]
POS - Supervisor {41-1} [9]
Retention {30-5} [4]
Retention (-) {22-3} [2]

OPSTEMPO {33-9} [31]
AF - Major Changes {8-0} [1]
AF - Service Commitment {18-1} [2]
AoAlt - Perceived Alternatives {7-1} [1]
Availability of Alternatives {34-5} [5]
Civilian Education Opportunities {1-1} [1]
Civilian Pay {1-1} [1]
Commit - AF {28-1} [6]
Commit - CE {28-1} [4]
Embed - Fit {22-1}~ [1]
Fringe Benefits {41-4}~ [7]
Interrole Conflict {73-2} [15]
J.S. - Coworkers (-) {21-1}~ [5]
J.S. - Coworkers (+) {20-2}~ [5]
J.S. - Fair Pay {39-1} [6]
J.S. - Job Meaning {41-2}~ [8]
J.S. - Nature of Work {77-6}~ [17]
J.S. - Pay {17-1} [5]
J.S. - Promotion {42-2} [8]
J.S. - Supervision {39-1} [8]
J.S. - Workload {48-5}~ [6]
OPS - Deploy Tempo {77-1} [1]
OPS - Stability {21-1}~ [4]
OPS - Training {29-1}~ [6]
POS - AFPC (HR) {27-2} [4]
POS - Educational Opportunities (-) {46-3} [5]
POS - Job Recognition {26-1}~ [3]
POS - Leave Usage (-) {13-1} [1]
POS - Mentorship {18-1} [2]
POS - Supervisor {41-1} [7]
Retention {30-5} [4]
Retention (-) {22-3} [2]

Percieved Org Support (-) {0-10} [0]

POS - AFPC (HR) {27-2} [36]
AF - Service Commitment {18-1} [4]
AoAlt - Perceived Alternatives {7-1} [2]
Availability of Alternatives {34-5} [7]
Commit - AF {28-1} [4]
Commit - CE {28-1} [3]
Commit - Normative {1-2}~ [1]
Embed - Fit {22-1}~ [10]
Embed - Links {14-1}~ [2]
Fringe Benefits {41-4}~ [4]
Interrole Conflict {73-2} [12]
J.S. - Coworkers (-) {21-1}~ [6]
J.S. - Coworkers (+) {20-2}~ [5]
J.S. - Fair Pay {39-1} [5]
J.S. - Job Meaning {41-2}~ [7]
J.S. - Nature of Work {77-6}~ [6]
J.S. - NoW - Future {1-1} [1]
J.S. - NoW - Garrison (-) {1-1} [1]
J.S. - Pay {17-1} [3]
J.S. - Promotion {42-2} [8]
J.S. - Supervision {39-1} [5]
J.S. - Workload {48-5}~ [4]
Job Satisfaction {7-3} [1]
OPS - Deploy Duration {11-1} [2]
OPS - Deploy Tempo {77-1} [12]
OPS - Stability {21-1}~ [5]
OPS - TDYs {5-1} [1]
OPS - Training {29-1}~ [8]
OPSTEMPO {33-9} [4]
POS - Educational Opportunities (-) {46-3} [8]
POS - Job Recognition {26-1}~ [6]
POS - Leave Usage (-) {13-1} [1]
POS - Medical {11-1} [1]
POS - Mentorship {18-1} [3]
POS - Supervisor {41-1} [10]
Retention {30-5} [7]
Retention (-) {22-3} [2]

POS - Educational Opportunities (-) {46-3}

[36]

AF - Service Commitment {18-1} [4]
AoAlt - Mobility {2-1}~ [1]
AoAlt - Perceived Alternatives {7-1} [2]
Availability of Alternatives {34-5} [9]
Civilian Education Opportunities {1-1} [1]
Civilian Pay {1-1} [1]
Commit - AF {28-1} [8]
Commit - CE {28-1} [5]
Embed - Fit {22-1}~ [4]
Embed - Links {14-1}~ [4]
Fringe Benefits {41-4}~ [11]
Interrole Conflict {73-2} [21]
J.S. - Coworkers (-) {21-1}~ [3]
J.S. - Coworkers (+) {20-2}~ [3]
J.S. - Fair Pay {39-1} [10]
J.S. - Job Meaning {41-2}~ [11]
J.S. - Nature of Work {77-6}~ [15]
J.S. - Pay {17-1} [6]
J.S. - Promotion {42-2} [8]
J.S. - Supervision {39-1} [10]
J.S. - Workload {48-5}~ [15]
Job Satisfaction {7-3} [2]
OPS - Deploy Tempo {77-1} [26]
OPS - Stability {21-1}~ [3]
OPS - TDYs {5-1} [2]
OPS - Training {29-1}~ [9]
OPSTEMPO {33-9} [5]
POS - AFPC (HR) {27-2} [8]
POS - Job Recognition {26-1}~ [7]
POS - Leave Usage (-) {13-1} [3]
POS - Medical {11-1} [2]
POS - Mentorship {18-1} [5]
POS - Supervisor {41-1} [7]
Retention {30-5} [9]
Retention (-) {22-3} [3]
Retention (+) {9-3} [4]

POS - Job Recognition {26-1}~ [31]

AF - Major Changes {8-0} [1]
AoAlt - Perceived Alternatives {7-1} [2]
Availability of Alternatives {34-5} [2]
Commit - AF {28-1} [4]
Commit - CE {28-1} [4]
Embed - Fit {22-1}~ [3]
Embed - Links {14-1}~ [6]
Fringe Benefits {41-4}~ [4]
Interrole Conflict {73-2} [12]
J.S. - Coworkers (-) {21-1}~ [7]
J.S. - Coworkers (+) {20-2}~ [7]
J.S. - Fair Pay {39-1} [10]
J.S. - Job Meaning {41-2}~ [9]
J.S. - Nature of Work {77-6}~ [12]
J.S. - NoW - Future {1-1} [1]
J.S. - NoW - Garrison (-) {1-1} [1]
J.S. - Pay {17-1} [3]
J.S. - Promotion {42-2} [12]
J.S. - Supervision {39-1} [11]
J.S. - Workload {48-5}~ [10]
Job Satisfaction {7-3} [1]
OPS - Deploy Tempo {77-1} [9]
OPS - Stability {21-1}~ [5]
OPS - Training {29-1}~ [6]
OPSTEMPO {33-9} [3]
POS - AFPC (HR) {27-2} [6]
POS - Educational Opportunities (-) {46-3} [7]
POS - Mentorship {18-1} [7]
POS - Supervisor {41-1} [12]
Retention {30-5} [3]
Retention (-) {22-3} [1]

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POS - Leave Usage (-) {13-1} [25]

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Commit - CE {28-1} [1]
Embed - Fit {22-1}~ [2]
Embed - Links {14-1}~ [1]
Fringe Benefits {41-4}~ [2]
Interrole Conflict {73-2} [4]
J.S. - Fair Pay {39-1} [3]
J.S. - Job Meaning {41-2}~ [1]
J.S. - Nature of Work {77-6}~ [4]
J.S. - Pay {17-1} [1]
J.S. - Promotion {42-2} [1]
J.S. - Supervision {39-1} [4]
J.S. - Workload {48-5}~ [6]
OPS - Deploy Tempo {77-1} [8]
OPS - Stability {21-1}~ [2]
OPS - Training {29-1}~ [5]
OPSTEMPO {33-9} [1]
POS - AFPC (HR) {27-2} [1]
POS - Educational Opportunities (-) {46-3} [3]
POS - Medical {11-1} [1]
POS - Mentorship {18-1} [2]
POS - Supervisor {41-1} [6]
Retention {30-5} [1]
Retention (-) {22-3} [1]

POS - Medical {11-1} [21]
AF - Major Changes {8-0} [1]
AF - Service Commitment {18-1} [1]
Availability of Alternatives {34-5} [2]
Commit - AF {28-1} [1]
Commit - CE {28-1} [1]
Embed - Fit {22-1}~ [3]
Fringe Benefits {41-4}~ [2]
Interrole Conflict {73-2} [2]
J.S. - Fair Pay {39-1} [2]
J.S. - Nature of Work {77-6}~ [2]
J.S. - Pay {17-1} [1]
J.S. - Supervision {39-1} [1]
J.S. - Workload {48-5}~ [1]
OPS - Deploy Tempo {77-1} [2]
OPS - Stability {21-1}~ [1]
OPS - Training {29-1}~ [1]
POS - AFPC (HR) {27-2} [1]
POS - Educational Opportunities (-) {46-3} [2]
POS - Leave Usage (-) {13-1} [1]
Retention (-) {22-3} [2]
Retention (+) {9-3} [1]

POS - Mentorship {18-1} [31]
AF - Major Changes {8-0} [2]
Availability of Alternatives {34-5} [2]
Commit - AF {28-1} [3]
Commit - CE {28-1} [3]
Embed - Links {14-1}~ [2]
Fringe Benefits {41-4}~ [1]
Interrole Conflict {73-2} [5]
J.S. - Coworkers (-) {21-1}~ [2]
J.S. - Coworkers (+) {20-2}~ [2]
J.S. - Fair Pay {39-1} [3]
J.S. - Job Meaning {41-2}~ [1]
J.S. - Nature of Work {77-6}~ [7]
J.S. - NoW - Future {1-1} [1]
J.S. - NoW - Garrison (-) {1-1} [1]
J.S. - Pay {17-1} [1]
J.S. - Promotion {42-2} [4]
J.S. - Supervision {39-1} [10]
J.S. - Workload {48-5}~ [5]
Job Satisfaction {7-3} [1]
OPS - Deploy Tempo {77-1} [4]
OPS - Stability {21-1}~ [2]
OPS - TDYs {5-1} [1]
OPS - Training {29-1}~ [6]
OPSTEMPO {33-9} [2]
POS - AFPC (HR) {27-2} [3]
POS - Educational Opportunities (-) {46-3} [5]
POS - Job Recognition {26-1}~ [7]
POS - Leave Usage (-) {13-1} [2]
POS - Supervisor {41-1} [9]
Retention {30-5} [3]
Retention (-) {22-3} [2]

POS - Supervisor {41-1} [35]
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AF - Service Commitment {18-1} [1]
AoAlt - Perceived Alternatives {7-1} [2]
Availability of Alternatives {34-5} [6]
Commit - AF {28-1} [3]
Commit - CE {28-1} [6]
Commit - Normative {1-2}~ [1]
Embed - Fit {22-1}~ [5]
Embed - Links {14-1}~ [4]
Fringe Benefits {41-4}~ [4]
Interrole Conflict {73-2} [12]
J.S. - Coworkers (-) {21-1}~ [5]
J.S. - Coworkers (+) {20-2}~ [5]
J.S. - Fair Pay {39-1} [12]
J.S. - Job Meaning {41-2}~ [8]
J.S. - Nature of Work {77-6}~ [17]
J.S. - NoW - Future {1-1} [1]
J.S. - NoW - Garrison (-) {1-1} [1]
J.S. - Pay {17-1} [3]
J.S. - Promotion {42-2} [14]
J.S. - Supervision {39-1} [17]
J.S. - Workload {48-5}~ [15]
OPS - Deploy Duration {11-1} [1]
OPS - Deploy Tempo {77-1} [13]
OPS - Stability {21-1}~ [3]
OPS - TDYs {5-1} [2]
OPS - Training {29-1}~ [9]
OPSTEMPO {33-9} [7]
POS - AFPC (HR) {27-2} [10]
POS - Educational Opportunities (-) {46-3} [7]
POS - Job Recognition {26-1}~ [12]
POS - Leave Usage (-) {13-1} [6]
POS - Mentorship {18-1} [9]
Retention {30-5} [5]
Retention (-) {22-3} [3]

Retention {30-5} [38]
AF - Service Commitment {18-1} [6]
AoAlt - Mobility {2-1}~ [1]

AoAlt - Perceived Alternatives {7-1} [1]
Availability of Alternatives {34-5} [6]
Commit - AF {28-1} [6]
Commit - Affective {1-4}~ [1]
Commit - CE {28-1} [5]
Embed - Fit {22-1}~ [4]
Embed - Links {14-1}~ [1]
Fringe Benefits {41-4}~ [12]
Interrole Conflict {73-2} [17]
J.S. - Coworkers (-) {21-1}~ [3]
J.S. - Coworkers (+) {20-2}~ [3]
J.S. - Fair Pay {39-1} [6]
J.S. - Job Meaning {41-2}~ [3]
J.S. - Nature of Work {77-6}~ [9]
J.S. - NoW - Future {1-1} [1]
J.S. - NoW - Garrison (-) {1-1} [1]
J.S. - Pay {17-1} [4]
J.S. - Promotion {42-2} [8]
J.S. - Retention - Bonus {1-2} [1]
J.S. - Supervision {39-1} [4]
J.S. - Workload {48-5}~ [8]
Job Satisfaction (-) {2-9} [1]
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OPS - Deploy Tempo {77-1} [18]
OPS - Stability {21-1}~ [2]
OPS - TDYs {5-1} [1]
OPS - Training {29-1}~ [4]
OPSTEMPO {33-9} [4]
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POS - Educational Opportunities (-) {46-3} [9]
POS - Job Recognition {26-1}~ [3]
POS - Leave Usage (-) {13-1} [1]
POS - Mentorship {18-1} [3]
POS - Supervisor {41-1} [5]
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Retention (+) {9-3} [1]

Retention (-) {22-3} [40]
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AF - Service Commitment {18-1} [7]
Availability of Alternatives {34-5} [7]
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Commit - CE {28-1} [4]
Commit - Continuance {3-3}~ [2]
Commit - Normative {1-2}~ [1]
Embed - Fit {22-1}~ [3]
Embed - Links {14-1}~ [1]
Fringe Benefits {41-4}~ [2]
Interrole Conflict {73-2} [14]
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J.S. - Coworkers (+) {20-2}~ [3]
J.S. - Fair Pay {39-1} [3]
J.S. - Job Meaning {41-2}~ [4]
J.S. - Nature of Work {77-6}~ [7]
J.S. - NoW - Future {1-1} [1]
J.S. - NoW - Garrison (-) {1-1} [1]
J.S. - Pay {17-1} [2]
J.S. - Promotion {42-2} [4]
J.S. - Retention - Bonus {1-2} [1]
J.S. - Supervision {39-1} [3]
J.S. - Workload {48-5}~ [3]
Job Satisfaction {7-3} [1]
Job Satisfaction (-) {2-9} [1]
Job Satisfaction (+) {1-6} [1]
OPS - Deploy Duration {11-1} [2]
OPS - Deploy Tempo {77-1} [11]
OPS - Stability {21-1}~ [2]
OPS - Training {29-1}~ [2]
OPSTEMPO {33-9} [2]
POS - AFPC (HR) {27-2} [2]
POS - Educational Opportunities (-) {46-3} [3]
POS - Job Recognition {26-1}~ [1]
POS - Leave Usage (-) {13-1} [1]
POS - Medical {11-1} [2]
POS - Mentorship {18-1} [2]
POS - Supervisor {41-1} [3]
Retention {30-5} [2]
Retention (+) {9-3} [2]

Retention (+) {9-3} [24]
AF - Service Commitment {18-1} [1]
AoAlt - Mobility {2-1}~ [1]
AoAlt - Perceived Alternatives {7-1} [1]
Availability of Alternatives {34-5} [2]
Commit - AF {28-1} [1]
Commit - CE {28-1} [3]
Embed - Links {14-1}~ [2]
Fringe Benefits {41-4}~ [2]
Interrole Conflict {73-2} [3]
J.S. - Job Meaning {41-2}~ [3]
J.S. - Nature of Work {77-6}~ [3]
J.S. - Promotion {42-2} [1]
J.S. - Retention - Bonus {1-2} [1]
J.S. - Supervision {39-1} [1]
Job Satisfaction {7-3} [2]
Job Satisfaction (-) {2-9} [1]
Job Satisfaction (+) {1-6} [1]
OPS - Deploy Duration {11-1} [1]
OPS - Deploy Tempo {77-1} [5]
OPS - Stability {21-1}~ [1]
POS - Educational Opportunities (-) {46-3} [4]

POS - Medical {11-1} [1]
Retention {30-5} [1]
Retention (-) {22-3} [2]

Supervisor Treatment (-) {0-1} [0]

Undermanning {0-2} [0]

Appendix D: IRB Waiver

Request for Initial Research Review and IRB Waiver Qualification

In accordance with AFIT EN 40-1, please review the research description below. As the PI I do not believe the research described meets the definition of Human Subject Research as defined by AFIT EN40-1, paragraph 2.2.

Description of Research:

The purpose of this research is to qualitatively analyze the comments sections of archival data. The secondary data attempted to test the relationship and determine causation between several attitudinal measures, operations tempo, and turnover intentions of Air Force Civil Engineering Officers. Specific attitudes included: job satisfaction, availability of job alternatives, interrole conflict, perceived organizational support, organizational commitment, and quality of life. All data is coded by subject ID and cannot be linked to an individual.

Research Method:

The research will evaluate secondary data using Grounded Theory to determine relationships as they relate to the factors and the dependent variable of turnover intentions. The research will then compare the qualitative findings of the comments section to the quantitative results presented in the previous study.

Data Source:

The source of the data is archival data that was originally collected in 2010 via survey with an IRB approval number AFIT MPA F50301. Total anonymity is provided to all original survey participants. The secondary data for this thesis only concerns the qualitative comments collected on the original survey.

Date: 8 Mar 12

PI Signature:

Reviewer Comments:

Date:

Reviewer Signature:

Instructions: Please email the completed form or any questions you may have to HumanSubjects@afit.edu

IRB Coordinator: Lori Ann Kinder, x4543, Lori.Kinder.ctr@afit.edu

Appendix E: Comments

Overall I feel that I have good job satisfaction and could stay in the Air Force till retirement. However being separated from my family because of frequent deployments really sours the possibility of retiring in the Air Force. If deployment frequency and length do not return to a reasonable level, then I will strongly consider leaving the Air Force when my service commitment is up in 3 years. A reasonable level to me is once every 3 or 4 years like it was when I made the commitment to join the Air Force. I have full intentions to stay in the CE career field, but I do have aspirations to participate in the RAS program and then return to the CE career field.

The CE career field is in desperate need of a bonus in order to retain the talent that will keep it competitive. With the deployment tempo in the CE carear field at a 1-to-1 dwell time, a bonus would help me choose between staying in and finding employment outside the active duty Air Force.

Dissatisfaction is due to location. I am stationed in a very rural remote location and local entertainment is minimal at best and long drives often requiring leave are required to find the kind of entertainment/weekend activities we like to do.

If the dwell ratio doesn't get down to around 1:4, I will definitely get out after commitment is up.

To be clear, my desire to seperate is not based on Ops Tempo or Deployments. Deployments are arguably the best part of this career field. While the seperation can be extrememly difficult at times, if i was satisfied and motivated by the job i perform day (at home station, while not deployed) my family and i could live with the deployments. The fact is, for me, that i am not satisfied with the type of work i am asked to perform, or will be asked to perform as i progress through the ranks. Mid and senior level mgmt does not interest me the way that designing and project mgmt does. if i were to be a mid level manager i would want it to invovle the field in which i am interested. As CE officers we are not asked to manage technically trained professionals. I have filled in as an Ops Chief for the last year, and while it is rewarding working with the craftsmen, it takes no special skill other than decent people skills. As a squadron commander i see that trend continuing. As a senior level manager you need to have program mgmt skills vs technical engineering/project mgmt skills. Simply put, opportunities to do things i enjoy decrease the longer i stay in. I can continue to serve my country through NAVFAC or USACoE and still do the things i'm trained to do and also interested in. The opportunities to do this as an air force civilian exist, there are just a lot less of them. I appreciate and respect you taking the time to analyze this survey. I care about the Air Force and the CE Career Field and wnat only the best of it. For me, however, it is no longer the best option to serve my country. As for Ops Tempo, I feel that longer but less frequent deployments would serve us better. The real difficulty in deployments stems from the change, and this happens 2x a year at the current tempo. You hardly get a chance to get settled back in before you head back out (in either location). If we spent the same time gone (say in a given 2 or 3 year span) but in one shot I think it would infinitely more tolerable and efficient/productive.

As for job opportunities, the AF is a great organization to work for but the engineering career field is very demanding right now. Compensation is great, but there is little you can compensate someone for time spent away from home. Still I'd rather be an AF engineer than a civilian engineer. The opportunities for advancement, the quality of people I work with and the importance of my job (especially deployed) are too much to pass on for a similar job in the civilian sector. The biggest deterrent to my continuing career in the AF is a lack of individual attention paid to my aspirations and/or desires. I feel like I'm just a number (particularly within the CE career field) in the system, not a person. If I want to do something that doesn't fall in line with a policy or guidance, it is automatically dismissed. There doesn't seem to be a lot of thought that goes into managing the career field. I understand that the career field is in many ways slave to the decisions made at the AF level, but I think that a more personalized approach would serve CE well. Every person has different reasons for wanting to stay or go and until that is acknowledged and careers paid attention to on a case by case basis, I think retention will continue to be an issue. You're going to have to deploy people for a long time to come, so days away from home aren't really going to change. So you have to look at how you can structure deployments to make the least impact and have the most predictability to families (e.g. the AEF cycles have changed every year since I've been in). You're always going to have engineers in demand on the outside, so you have to think of ways to make staying in more attractive by focusing on what people are dissatisfied with in their jobs. Again, this is different for everyone. Some folks might want to be more involved in actual engineering that we have degrees in (as opposed to pushing paper all day), others may feel that the pay scale is low for the effort we put in (and maybe retention bonuses are warranted), others may want simple recognition for a job well done. I think the only way you're going to solve this is to get supervisors involved in the career vectoring process. You need squadron and flight commanders to care about their junior officers and to mentor and provide direction and alternatives as issues arise. In my time, I would say less than half (if not a third) of those in positions to help young officers achieve their goals within the system have been involved enough to know that there was a need to be met. Lt Cols and Majs are going to be the ones holding the bag when there are no Capts and Lts to backfill them in a few years, so they need to get involved right now. That, combined with some strategic level changes (both within the career field and the AF as a whole) need to be made to reassess how personnel management is conducted. A mass exodus is coming (if it isnt already under way). The question is, is the AF flexible enough to react to the personalized needs of their members or will they use blunt force (e.g. mandated stop losses) to maintain their engineer populous?

I have not deployed, but want to. My "window" is June to November and I have decided to volunteer for a 180 or 365 deployment if I have not been tasked by the end of March.

As the CE Career field gets more and more stressed with deployments and the continuing call from the civilian sector it makes it more difficult to stay in the Air Force and keep a balanced family life. Even with the economy being where it is there are jobs outside of the Air Force that pay as well or better that don't require you to be away from you family for 6 months out of the year and allow for better opportunities to advance academically. It

appears that if the deployment tempo stays high for the CE career field compensation in the form of a pay increase, bonuses, education, etc. will be needed to maintain the quality CE officers the Air Force needs. Other career fields, such as pilots, receive additional compensation to maintain their personnel and I feel something similar will be needed for the CE career field. I hope I can continue my Air Force career up to retirement, but I have to put the goals and well-being of my family first. I hope the Air Force can continue to meet these needs so I can continue to serve in the Air Force.

I am currently assigned as the Readiness Flight Commander. I had been moved from a satisfying engineering position because this would be "good for my career." To say it bluntly, I hate my job.

Technical Maters degrees keep being pushed but most CGOs seem to be asked to work from 0600-1800 at least 3 days a week at home station. Additionally, TA doesn't even come close to covering the cost of most techincal degrees. - I'm an O-1 that was at home station a total of 5 months before I deployed (deployed before the 1 year point and was TDY for almost 6 months of 1st year) and recieved word of my next tasker before I even returned home. When are we supposed to learn our job/start a family/work on a masters/take leave?

I wonder if you'll consider me an outlier. I really wouldn't believe it if I saw a spread of the data without a statistically significant cluster of data points surrounding the 'very dissatisfied' responses I gave. This hellhole where I live is beyond messed up, to put it lightly and politely (I have a better, profanity-strewn assessment of my base and the CE squadron here, but I'll save it). We've had a unit climate assessment which caused no change. Most of the unentrenched people who work here (the ones under fifty...you know, the productive ones) are attempting to find new work/move, and those who do move write back to tell us how happy they are to be at a less screwed up organization--places where they don't feel like they're breaking the law and such.

I am sincerely dissatisfied with the AFPC program in all my interactions with it. I still have not been to ASBC which is almost entirely useless to me having already been on active duty for 6 months. I have also been tasked for a deployment so I might not get the misfortune to go to ASBC until I have been active for over a year and a half. I did not get placed in any of the bases I requested and one of my fellow CE LTs PCS'ed to a base I requested when he requested the base that I am at now. The process involved in base placement is a complete joke. If the current deployment schedule remains 1 to 1 then I will definitely get out when my commitment is up if at all possible. My future family is more important to me than the opportunities the Air Force has currently. I am proud to wear this uniform but I feel that the Air Force has been misleading in several circumstances and I feel somewhat taken advantage of with the Air Force.

My entire AF career I have worked with civilians for civilians. I was excited about commisioning because I looked forward to the leadership opportunities the AF supposedly had to offer but I've had no leadership opportunities outside of UFPM and various other side jobs available. I don't work with any airmen and I've never supervised

any. I like military healthcare and the pride of serving. I'd rather work for a bigger cause than just [the corporate bottom line] but those 2 benefits can only make you happy for so long if your not happy with any other aspects of your job. I'm basically working a civilian job already but with deployments every year or so. So what incentive do i have to stay in when I can make the same or more money on the outside and not have to put my family through deployments?!

I haven't been in the Air Force long, but I've already had more than 1 problem with AFPC. It's fairly discouraging when my PME and potentially deployments are messed up because I can't be worked into the system. I'm sure they're busy just like everyone else, but that seems to be the area that has given me the most grief. It is possible that if it continues to be this hard for me to get my PME or situations handled with AFPC, I don't know if I would find it worth it to stay in.

The biggest issue impacting my decision to stay in the Air Force is the current Ops Tempo (deployed). With a new baby, a 1:1 deployment ratio is not attractive. Understood that it is being worked and that we really haven't gone through more than 1 full cycle of it, but the perception of the 1:1 affects people more than the real thing. Once people start to experience it, a real change will be seen in attitudes one way or another. Also, with just having attended SOS, I have a growing dissatisfaction with pay. Particularly because of the interface with other career fields. Pilots make up to $8000 extra per year in "flight pay," regardless of deployment status and make the same bonuses that we do while deployed, yet the current mission of a Civil Engineer is many times more dangerous than what pilots do and we have a more constant work environment (compared to a pilot flying 1-2 times per week and having a desk job the rest of the time with little responsibility). Having met and talked to Fighter, Heavy, and Support pilots, it has changed my perception of my own pay scheme. It seems as though they are simply being paid extra for being the "sexy" part of the Air Force, not for doing something additional or more difficult.

A survey such as this one is a great step in understanding some of the frustrations and sucesses of the CE career field. Please take this data seriously and use it to act in a manner that positively affects the CE community.

Not an engineer by degree, thus have not taken the exams. I am an architect by education and previous experience, but am not licensed. Child is homeschooled so school questions were difficult. Disappointed with local schools, but happy with homeschooling.

I'm too junior in my career to form a definitive opinion on the AF and the CE career field just yet. However, from the experience I have thus far and CE officers I have conversed with, right now I feel that the work at garrison seems monotonous and unrelated to what I will be doing deployed. I would like to deploy and in fact chose to do CE because I thought I'd get interaction with the squadron, utilize my leadership skills, and serve my country down range. However, truthfully I am dissapointed since these aren't happening. I understand my role as a programmer involves many civilians and that leading a flight will not happen yet, but the only face time I get with the enlisted is during PT, squadron

events, or if I go out of my way to interact. I chose CE b/c I thought I'd be involved in building schools, hospitals, beddown for the units deployed, helping the people get back on their feet, other military endeavors, etc, but it seems that is too far and few in between. Most of the deployements in which CE officers enjoyed were only those in which they got to do a PRT, work with Red Horse, or get attached to an army unit. I do my work at garrison the best I can and am trying to better myself while I have the time, but I fear deploying only to do programming in the same desk setting. One other big concerns from CGOs I feel is graduate school. Most of the CGOs want to attend a credible university full time and resist the idea of getting an online degree. The slots available to attend schools with name recogonition seem to be far fewer than the other services. Another method of enticing CE CGOs is allowing them (after they pass a prescreening of course) to attend army schools such as Sapper school. I know several, including myself, who would like the opportunity. These expressed opinions are that of a very junior single lt who has not deployed yet. However, from what I've studied and people I've talked to, I feel that generally from young unmarried CGOs, these are some of the main concerns. Thank you for your time.

To start with, I have been very fortunate and believe that in general the AF and CE career field have taken good care of me. It started with a CE scholarship and continued when I got my #1 or #2 assignment on both PCSs. I have had good Squadron Commanders who took care of me more often than not. HOWEVER, I often feel like I am a minority among my peers. My peers are frustrated because they have commanders who DON'T do things like submit them for awards, push hard to get them good assignments at their next bases, give advice on school or career broadening, meet and get to know their spouses/kids, help them navigate the AF. I'm talking about good CGOs who have these problems too - not dirtbags. If I see a CGO with an unfixable bad attitude or a poor work ethic, I don't want them in the AF - and I really don't want them getting top assignments or awards either. Interaction with FGOs is a HUGE factor for CGOs deciding whether or not to stay in. Some bad experiences that will stick with me: My CC, his wife, and the chaplain all somehow calling my wife by the wrong name at my promotion ceremony shortly after being introduced to her; a brand-new major (who observably wasn't well respected by his peers) pulling me and several other CGOs aside repeatedly to "mentor" us and giving us HORRIBLE advice; various fat FGOs in joint environments being ridiculed by Army/Marine peers; being "forgotten" while I was deployed and not getting recognition for any work I did. Some good experiences: [my base] SQ/CC submitting me for annual awards, ensuring they got on my OPR; [my base] CC submitting me to be an MSG Exec; [my base] CC helping me get a RED HORSE assignment; [my base] CC meeting my wife and hanging out with us at the club, downtown; [my base] CEO allowing me to use his home woodshop for weeks after work to make a gift for my wife; [my base] CEP hanging out with me and spear fishing on weekends; [my base] CC pushing to get me in SOS and assisting with work problems. We really need to focus on FGOs NOT "mentoring" - get rid of the buzzword and focus on what it really means. They know how the AF works and should be getting involved at some level with the lives of the CGOs. Even if it isn't hanging out off duty, they should be explaining how to deal with medical, what to expect at work, life during deployments, social etiquette at functions. They can

weed out the BS and help CGOs develop their careers. I think sometimes FGOs forget that we lead PEOPLE to accomplish the MISSION and the interaction and the relationships built through it go a long way to retain CGOs and build us as officers. Maybe a "welcome to being an FGO" course at AFIT? I know there are CC, CEO and CEP courses but maybe something more general and short that gets FGOs geared up to be mentors? Just a thought. I've only deployed once, which is nice for family but perceived as bad for my career in today's AF. It is part of why I joined RED HORSE - to "catch up" with my peer group on deployments. (there were other, better, but irrelevant to this survey reasons too) People go into Combat Skills Training with bad attitudes and the expectation that it will be AF training and don't adapt. My biggest frustration with joint deployments is that we (AF) don't do a good job policing the Army when they submit requirements to JFCOM. My job was relevant, but there were 10 other AF people in my unit and only a couple of them had a full day of work each day. I expect a different experience next month when I deploy with RED HORSE. I'll probably have a few complaints about talk Total Force Integration since we're supporting an ANG unit! My only other complaint is that medical care for spouses has been horrible at all three bases. My wife is treated like a second-class citizen by every Medical Group. Examples: calling for "same-day" appointments, because they are the only way to get appointments and getting a different doctor every time to deal with SERIOUS recurring medical issues; in separate instances, calling for an appointment for bronchitis once and strep throat once and being told that she could come in 3 weeks; being told that the dental clinic doesn't treat spouses even though she had severe tooth pain; asking for anxiety medication for flying stress and being told that she didn't want to be knocked out when the plane crashed; waiting over 2 hours for prescriptions. Why do "military in uniform" get priority all the time at the clinic and pharmacy? Is our military "productivity" so important that we have to denigrate our spouses and families who already feel second class to the military? Why not do 2-3 hours around lunch like AAFES? I don't see myself getting out of the military for myself. I've already had enough good senior officers and jobs that I think I can endure a couple bad experiences. I also feel like the CE career field has taken pretty good care of me and I really enjoy what I do. The only thing that will possibly cause me to get out of the military is if my wife continues to come home from the base hospital or clinic with horror stories. I'm already going to look into different TRICARE options and see about paying more out of pocket and going off base, but if that's not feasible I'll consider getting out of the military to keep her from crying at the clinic any more times.

The biggest factor in my dissatisfaction with the Air Force is that I did not receive a Joint Spouse assignment; my wife is a weather officer at [another base]. She will PCS after 2 years time-on-station, so it wouldn't make sense for me to fight for an early PCS so I can get to [her base] just in time for her to leave again. I realize that we ran the risk of not being stationed together when we joined, but when I went to CE101 I met a bunch of guys who were stationed at bases my wife could've gone to (Barksdale, Elmendorf, Davis Monthan, etc) and they all would've traded assignments with me, had they been asked. Also, the vast majority of the class did not get anything on their dream sheet; I met people who volunteered to go to Minot, Columbus, etc and they didn't get it and I also

met a lot of people who got choice assignments, even though they didn't really want them. I realize that we're fresh out of ROTC/Academy and we don't have a lot of control over our assignments, but this is our first impression of the Air Force. Right now, the general consensus is that the AF shouldn't have even bothered giving us dream sheets. Personally, I joined because I want to deploy and serve my country abroad. However, I fear that the AF will continue to create unnecessary hardships that profoundly affect my life (e.g. stationing my wife and I apart). Also, all of my CE buddies from college have found engineering jobs, they're all making more money than I am, and I hate writing this because it sounds self-centered and arrogant, but engineering is a sought-after profession and not just anyone can get a BSE; there's a reason more than 90% of the kids who started engineering at my college didn't graduate with an engineering degree. So when it seems like the AF takes our services for granted (dream sheets not taken seriously, no CSRB, etc), it becomes really difficult to justify staying when we can personally benefit a lot more elsewhere. Basically, if the AF isn't loyal to us, why should we remain loyal to the AF?

My responses to this survey are based on the fact that I have already decided to separate upon completion of my committment. I have no hard feelings or negative thoughts about the Air Force, but the Air Force and myself do not fit together. Also, I have already been in contact with Cameron-Brooks (a company that places junior military officers in positions with corporate companies), and I am working with them to prepare myself for my transisiton and to set up a job opportunity once I am separated. Furthermore, I am engaged to a pharmacist, so I would be extremely insulated from any financial repercussions caused by my separation due to her employment/salary. Finally, I would like to thank you for conducting this survey, and letting CGOs have their voices heard instead of assuming the normal "one of the herd" role that many of us are stuck in.

The biggest issue for my retention is assignment selection. I am married to another active duty officer and we spend very little time together. She is on a 1:1 dwell as we are and when we are both home at the same time, it is nice to get to spend time with her. However, if join spouse assignments are as hard to get as this last one, I will find another job that allows me to live in the same house as her without the fight with AFPC. I enjoy the deployments because that is where we have the greatest impact on the mission. If I could leave CE, I would want to fly for the AF because then I would be the mission. However, I am content to perform this mission and deploy when called upon to do it. As anybody would, I would like to see a reduction in the dwell ratio but understand that we must do what the COCOM's require based on war fighting needs. Deployments are ok, but don't mess with the time that we do get to be home. Thanks for the opportunity to provide this feedback. It shows that [the AFCE] cares about his CGO's or he is losing too many of them to remain effective. Either way, it is appreciated.

When I joined the deployment rate was 1:4 and I was convinced I would make a career of the Air Force. When it increased to 1:2 I began to have doubts. If it increases to 1:1 as has been suggested, I will undoubtedly separate. Strongly recommend sending 62E developmental engineers, many of which would like to deploy but don't, to assist with the CE 32E career field deployment rate. They are genearally equally qualified, motivated,

and hold the same degrees as their CE counterparts. I do not understand why a 2Lt CE officer with a degree in electrical engineering and no construction experience (perhaps CEX) is considered more qualified for a deployed project manager position than a 62E Captain with the same degree, more management experience, and who has yet to deploy but wants to go. If required, the 62E could simply attend our 6 week 101 training TDY prior to deploying and have every bit as much deployment relevant work experience as many CE officers do.

My future deployment tempo, not covered in the survey, will be very high. I am not looking forward to the number or amounts of time that I will be deployed. Last, I do not think that short tours should have such an impact on deployment lists. Two troops can deploy for about 180 days, and one can have 0 or 1 short tours and another can have 3. This doesn't seem to make sense. Lets resort the lists to simply show the number of days a troop has deployed--apples to apples.

I don't know what lies ahead in this survey, so I'll take this first (and only?) opportunity to state that (while this will surely result in self-identification), I am not currently serving in the CE career field.

I would like more help and information from the CE functionals at AFPC in trying to increase my career development and better placement. I feel that I am being treated like a number at AFPC and at my home station. I would like to see the four year on station be decreased to two years on station so that we can see other oportunities at other locations. Job satisfaction for CE Officers are at a low becuase we are not being treated as leaders, but summer hire type personnel. Enlisted get more leadership opportunities than the officers. Most CE offcier positions are filled by civilian personnel and the officers are mearly workers and non-decision makers in the squdrons. I did my homework on recoring to the 62E career field (where they are 42-person underman versus the CE evenly manned) and had a package ready for approval for a nice Air Force position, however, it was easily denied by the the AF Functional. CE Officers do not feel represented by the CE Functionals.

I love the CE career field. I can't see myself doing anything other than being an engineer. However that attitude has more to do with my own convictions, desires and dedication than anything the AF has done. Please understand the line I draw, and you've drawn in the survey between the Air Force CE career field and the Air Force, at large. I agree completely with the delineation between the two. I mean no disrespect, but engineers are trained professionals that have a highly marketable skill regardless of economic conditions. In that case, how am I any different from a Doc or a pilot? Why should they get paid more for their professional expertise and have a higher rate or opportunity to promote? Some of the stresses of this job exist outside the AF and there are benefits and drawbacks to military and civilian careers in the engineering field. What incentive do CE officers have to recommit to the AF? Another deployment cycle? Another move for their family? This is why I think you see us flip-flopping when we are asked to recommit. An example. Several years ago we paid many Captains, big big big money to leave. I was at MGT-101 at the time. Instructors were telling young Lts all about it. Big foul. Don't think

for a minute all 100 of us weren't doing the math in our head. 4-8 years = $250K + stability. I'd be willing to bet if you offered us a bonus, of any sort, to stay, we would. Those instructors didn't hate their jobs, in fact most of them spoke highly of the career field and some even of the AF. Bottom line, most of us love this job and we work hard. We understand the career field is changing and becoming exponentially more demanding of our time and our families time. At the tactical level, we accept it. I believe we'd like to see the strategic arm of our career field push the Air Force for changes to retention bonuses and allow us to compete for early promotions.

I have only been in the AF about six months, and I've pretty much found it a letdown. I had great track record and worked VERY hard as a cadet, and then pretty much got stationed in [my base] (which I don't like and where my husband has limited job opportunities), and am a Program Developer, where I pretty much do data entry all day. My job in garrisson is extremely boring and a waste of my degree and has no leadership aspect, so I actually DO look forward to deployment experience, however, the six or twelve month deployments and 1:1 dwell time look like it would be a little more than I can take and would not be good for my family life. The Air Force has been great to me in things like healthcare, housing, and paying for school, but the job just hasn't been all that it was talked up to me, and I feel pretty demotivated. All in all, I'll do my time, but I'll get out once my four years are up. And when I do, with a CE degree, I'm not worried about civilian job prospects, although really I plan on going to medical school when I get out.

There are no incentives for CGOs in the CE career field, not to mention, that engineers in the Navy and Army get paid more and are offered more benefits than Air Force engineers. It is hard enough to fill the daily requirements in garrison with the few personnel we have in CE but now it has become nearly impossible for us to maintain a garrison and expeditionary functionality now that we are fulfilling Army taskings in addition to our own. In response to our Air Force specialties, I really don't understand why the CE career field tells individuals such as myself (32E3A) who are going to specialties other than 32E1G that they will be beneficial to the career field when the career field does not even use our expertise and has become solely reliant on civilians. I would feel better about our occupation if I could actually use my Architecture skills that I developed throughout the process of obtaining my Master's degree. It is due to this negligence of not acknowledging one's specialty that we end up classifying every officer in the career field as a "Civil Engineer" but then requesting an Electrical Engineer on a JET tasking when that officer hasn't practiced EE since they graduated college a few years ago. It hurts our diversity and our varying proficiencies.

Q2: Regarding chances of promotion, I think we have great opportunities up to O6, but that's the limit of what the typical CE officer can expect. And almost all the senior officer billets are staff jobs, not command. Not that I have any ambition to be a G.O., but sometimes it's hard to swallow that our carreer field works harder and gets more leadership experience, but has less, if any, chance for senior levels of command. Q8: I think as CGOs, we get more chances to get ahead early in our carrers than engineers in the private sector. Definitely one of the best things about CE. Regarding deployment history: While I have been shielded from deployments due to A-76 and PCS, I am

scheduled to be gone 8 out of the next 10 months due to TDYs and deployments. Regarding deployment tempo: All our officers in the last bucket deployed, and all of us in the next bucket have taskings. On top of that, our squadron has had to turn away several taskings for the next cycle because we didn't have anyone else available to fill the slots. I know the official line is that the 1 to 1 dwell is just a posture, but the perception at the base level is that it is reality and will be for the forseeable future. General Comments: I'd like to pass along a thanks to our leadership for focusing on the CGOs and our concerns.

The CE career field needs to clarify if they feel a technical Masters and/or a PE is important. We just had a CE Senior Leader come and flat out say that the AF does not care if we are technically advanced and have a PE, they would rather us be good leaders. Just need a clear vector on this. Lately Senior leaders have been quick to point out that we are only postured at 1:1, not actually deployed at it. I know for the most part we are not deploying at that tempo, but it is really a slap in the face to the ones that are how quick it is dismissed. Also, I have not heard any formal feedback from the CE Senior Leaders Meeting. [the AFCE] said there were a lot of action items that came out from it, but I have yet to see any.

RENTENTION BONUSES? ARE THERE ANY IN SIGHT FOR CE OFFICERS? i THINK WE SHOULD GET A 1 FOR 1...$30-40K TOTAL, $10K FOR EACH YEAR ACCEPTED...$40K FOR A TOTAL OF 4 YEARS OWED BACK TO THE AF. WE ARE WAY BEHIND THE OTHER SERVICES YET WE ARE THE ONES FILLING THE JET BILLETS. THANKS FOR THE OPPORTUNITY TO TAKE THIS SURVEY...ULTIMATELY, THE TIME SPENT AS YOU MAKE RANK AND HAVE INCREASED RESPONIBILITIES IS WAY TOO MUCH ON AN INDIVIDUAL THAT MAY HAVE A BIG FAMILY BUT MORE IMPORTANTLY IS JOINT SPOUSE. THAT IS THE ONE THING MISSING ON THIS SURVEY...JOINT SPOUSE. AS WE BOTH MAKE RANK WE BOTH HAVE INCREASED JOB RESPONSBILITIES AND INCREASED OPS TEMPO...JUST NEED SOMETHING EXTRA TO OFFSET THE SACRIFICE. ie...ONLY ONE RECEIVES DLA WHEN PCSING...CHILDCARE HOURS ON CASE ARE LIMITED STILL TO 10 HOURS OF CARE AND WE HAVE TO PAY THE OVERAGE...MAYBE SOME SORT OF INCENTIVE STIPEND TO OFFSET THE TIME SPENT AWAY FROM OUR FAMILIES AND EACH OTHER.

I believe in the enabler concept; I have no problems deploying and completing my duties; however, when my peers in different commands have yet to deploy half as much, I think the system is broken. CE needs to look at each tasking by the individual, regardless if AFIT students or other CE officers not in our "traditional" line of duty & for those that had to earn a Master's on their own time to complete the unwritten checkmark, the war didn't stop.

Deployment Tempo is one of the main reasons I'm getting out. 1:1 and 1:2 dwell do not allow a young, "single" individual to have any semblance of a life at home, unless they've already been married for many years and the spouse/kids are already accustomed to the individual being in the military and being gone all the time. I understand our core value of Service Before Self, but there still has to be a balance, and right now it's out of

balance. We're kicking service members out because the metrics say we're over-manned, yet we're all on 1:1 dwell and leave EVERY year with no relief. Before downsizing or force shaping again the AF needs to look at the real numbers of who's really out there getting the job done and find a balance for them. The overall main reason for my impending separation is lack of job satisfaction. The AF paid for my degree and I'll never use it here. I understand as a Lt we have to move up in the ranks before taking on leadership positions or having "more fulfilling" jobs, however I see what our Ops Flight Major does and I see what our Sq CC Lt Col does every day and sending emails and coordinating from a desk are not any more fulfilling than the office work I currently do. Other folks say "wait until you're deployed and it'll be better"... I did the same Progamming and Design job overseas on both deployments that I started with as my first duty at [my first base]. It was the same tied to the computer doing emails and paperwork routine with construction projects taking just as long or longer to complete -- meaning no fulfillment in seeing them done there either. I would like a job that will exercise my mind and make me think and challenge me every day. If the AF could do that and would slow down on deploying Lt's and Capt's every time they're vulnerable to go, I would consider staying in. It's also difficult to work within a system that does not truly reward hard work with anything other than more work. If you're a shining star you get assigned more duties because the assigner knows you'll get it done, rather than spreading the wealth and later assisting those who need the help. Award packages go to those who write the best bullets, not necessarily those who deserve it, and even then you are awarded a trophy and another bullet to put on an OPR (no opportunity for promotion or a raise or to climb the ranks through your own merit). I understand the corporate world is cut-throat and not perfect either, but the opportunity for intellectual and professional growth is much greater and for that satisfaction I'm willing to risk job security. I don't mean to be overly negative, as I do have tremendous pride in the USAF and US military as a whole and I will look back and smile on the 5 years I will have served, but I feel that my opportunities for growth are stunted and I will not let myself continue along into a career that does not challenge me. I hope this is taken as constructive criticism and not dismissed as disgruntled banter as I know there are others who may not choose to be as verbal as I have been. In any case, thank you for reading.

My family is more frustrated and tired of deployments than I am. I don't mind the deployments and the job, however some of the deployed jobs are not really required. The CE careerfield is overstressed and burdened by undo demands, rather than filling positions with bodies we need to focus on filling requirements. Requirements based taskings would increase job satisfaction as well as possibly decrease personnel required to deploy. Additionally, jobs need to be matched to individual experience levels, not just a position needs filled basis.

Only suggestion I would make is fairness in deployments. Two fold: 1) Number of times/monthes gone should be considered even if we transition to Enabler, ie slower tempo for those with alot of deployment time and higher for those that have not, to even everything out. 2) Strategic Sourcing of deployments- This is my fourth and I had to fight with MAJCOM to get a switch, there is no reason a person should have to go back to

same place and perform same job they have already accomplished. Going back to perform Project Engineer position at same base I preformed it 4 years ago is not appealing or provide for professional growth. Other then that get out our story. WG and Group have now idea what we are going through, best case is they know we are gone alot. As confirmed at SOS in res, other career fields have no idea that we are deploying so much or covering for the 50%+ that is out the door when we are home. WG just wants it done regardless if personnel are there. 1:1 does not equal 6 monthes at home(or working for Sq), when CST does not count. When you take into account the 2 weeks of R&R, years worth of leave and PDMRA Leave. I am lucky to work for Sq for 4.5 monthes. This makes it difficult to make impression with homestation CE/CC and MSG/CC let alone get Masters knocked out. Beyond that I take great pride in what CE officers do. I think our job can be one of the hardest given the breadth but can be very rewarding.

To explain some of my answers, I have not delpoyed yet, but will be deploying in a few weeks. While I have no problem going where the Air Force needs me, the tempo, if it continues to pick up to a 1-1 dwell ratio, will be very hard on my family and I will not stay in any longer than my commitment if that is the case. Also, my wife is an officer in the Air Force, but due to the deployment potential, she will definitely be getting out once her commitmet is over because we do not want to risk both being deployed at the same time or both simply being deployed often while raising a family. It is also a battle to get experience in civil engineering that will work towards a PE in the Air Force, and that is slightly discouraging. However, my wife and I both love the Air Force and Civil Engineering is great - we have absolutely no regrets up to this point. But the ops tempo is a main reason we would not continue in the Air Force once our commitment is up.

I think it is important to know the current job I have along with my answers. I currently teach and am sheltered from the majority of exercises, training tdy's, and deployments. Before that I was in grad school for 16 months. But by the time I reached 5 yrs commissioned service (which was 6 months into my [teaching] tour), I already had 2 deployments (short tour qual'd) and a remote in Korea under my belt. I am scared out of my wits about returning to mainstream CE, about the ops tempo, especially given that I am the single parent of an infant. I am using my next assignment as "The Test" to see if I can survive being away from my little girl so much, if I can survive taking work home with me at the end of the day because I can't stay late as a single parent. I also think it is important to note that wanting to lead a CE squadron is nowhere near the same thing as wanting to be a BCE. This goes back to the questions about perceived job satisfaction now and in the future. We do great things (CE) and I want to provide troops an environment in which they can flourish...but its daunting to see how BCEs get beat up, it's frustrating to see the inequities in expectations (some justifiable and some not) between the operators and the support functions. Someday, I can imagine loving my job as a CES commander and hating my job as BCE.

My current base location contributes to my wanting to leave. Another location could very well make me forget about separating. I do feel that I owe it to someone to stay in, though no one has ever implied that to me. I just feel like if the good people get out, the AF will

go to [expletive]. On the other hand, I feel like I could stay in and spend my entire career butting heads with [expletive] that are promoted ahead me because I am not willing to politic for advancement. I also realize this is a flier's AF and they will always be my boss. I have a definite ceiling to my level of success. Aother appealing idea is moving to the Middle East and working for a year or two doing similar work to what I do on deployments but making boatloads of money. I could then come home and take my time finding the job I want.

Please make your results available.

I am overall satisfied with my AF career and life. I don't mind putting in the late hours or taking work home with me. That is because I currently do not have a wife and kids. In the future that may change. I can say this for certain I have watched three CE Commander in my career thus far and watching the crap they go through leaves me wondering if I want to continue an AF career and even think about becoming a BCE.

Deployment tempo not currently an issue - I joined the AF to deploy and support our current overseas operations. My dissatisfaction comes from garrison level jobs that are severely hindered due to existing bureaucracy and processes. Pay, benefits, etc are not issues- the current level of compensation is adequate based on our jobs. Bonuses would do nothing to keep me in the AF; I did not join for money, but to serve. I am currently looking to accept my next assignment, though afterwards I plan to separate. Current plans look to the guard or reserves. I plan to stay in the AF for the long haul, however theres no way Ill stay active duty. Im getting ready to marry another military member (JAG) that is at a different base than I am. If we cannot get stationed together after the wedding (by normal PSC, when the time comes), we are both planning to separate, as both of our commitments will be up.

This survey seemed to be trying to determine our motivation for service, but for me, it asked many of the wrong questions. I don't serve because I feel obligated or would feel guilty if I got out, and I don't serve because of the money, benefits, or how the civilian job market looks. I serve because I deeply desire to serve my country. The (retention) problem for me is when I look at the balance in my life. I am motivated to serve, but at what cost? If I am merely sacrificing personal comfort, safety, and desires, there is no question; I would continue to serve without hesitation. The problem arises when my service negatively impacts my family, especially when that impact becomes severe. My marriage is currently falling apart, but there is still hope for it to survive. While the Air Force was not the only factor, it has played a significant part in devastating my marriage. I would like to continue to serve beyond my current commitment, but if I receive another assignment that is not compatible with my husband's employment, my family has to come first. When we decide to have children, I will be unable to continue to serve due to personal beliefs about the role and importance of motherhood. My time in the Air Force is limited, but I'm not sure how many years it will be before the balance crumbles and I cannot continue to serve.

Below are a couple of comments I have: 1. Education Opportunities - For the last 6 months, I have been acting in an FGO billet at my base as a junior Captain - it's all we had. I've been working exceptionally long hours, but the reward is great and I really enjoyed the job! However, how am I expected to get a masters at night with this Ops Tempo? I know the Army allows their Engineers to get a Masters (in what we would consider a CI slot capacity) or receive a generous bonus before proceeding to thier next unit. Why hasn't the Air Force recognized that we're deploying at the same rate as the Army (although 6 on/6 off vs 1 year on/1 year off) and made allowances for us? 2. PME Slots - SOS slots are passed down to the wing and it's up to the wing to determine who gets to go. Many times, CE Officers (and other MSG Officers with similar Ops Tempo) are at the top of the list, but can't go because they're deployed so much. When we get back, sometimes we get lucky and get sent, other times we get knocked out for someone else at base because they've done more there in the last 6 months or we have to PCS and start over. How are we supposed to complete with that? How will we get our PME accomplished as the Air Force wants us to? 3. Recognition - I love what I do. I like leaders that understand and recognize what I do. Many times, a simple thank you is more than enough for the hours and issues that I work and for the things I make happen. However, leaders that talk about the bombs that are dropped and can't even relate to what we as Engineers do is brutal on the troops and CGO's. Understanding what we do and all leaders (not just CE leaders) saying thank you will do wonders for CE. Bottom line, I'd like leaders to really understand what it is we do (not necessarily all the rules and regulations behind it) and to say thank you. 4. Deployments - I like deploying. I get the opportunity to work on my war time mission, I can design buildings and I can really do some good things for our front line troops. I applaud leadership for finding those that haven't deployed and making them go or having them get out. With that said, I like home station time too...I do not want to deploy more often than I already do. Thank you for listening. I certinaly hope these comments and my responses help with the career field.

Most demographic comments are related to current assignment at [my base].

First of all most of these questions probably needed better set up becuase you could attack them with alot of different mind sets depending on how you read the question. For instance I took "part I" as home station job but that was not clarified and I took "CE career field" when asking about job oppurtunities to include the private sector as well but once again that was an assumption. This much interpretation in a study with radio button answers can lead to skewwed results. Currently I have deployed once and it was perhaps the most fulfilling 189 days of my life and that is the only reason I am still on the fence becuase as much as I hate leaving my wife. My time deployed was so rewarding and I wasnt even at a small FOB/COB. I never even went outside the wire. Home station work is so ridiculous. You can never get a straight answer on something you are trying to fix and when you finally do find out the necessary information. Certain people will try and squash you efforts for cost saving and efficiencies becuase "this is the way it always happens" or "we are the government the mark up is becuase of all the paperwork/red taope the contractors have to deal with". Its frustrating and breeds synicism. Also it seems like the AF wants you to further your education but doesn't want to fully reimburse

you. I will be one class from my Master's in CE after this semster and the TA only covers aboput 40%. SO when I take 2 classes a semster I pay over $1500 out of pocket. Dont get me wrong the $250 is nice but if your looking for quick ways to sweeten the deal and keep people in it couldnt hurt. Just in case my friend is to busy being deployed to fill this out. I will help voice his situation to show just how much AFPC cares. My buddy not even at his 3 yr mark will get back from his 2nd deployment in late March and a couple days ago he got a call from AFPC saying you are PCSing and your choices are Korea and ..Korea. O and by the way your RNLTD to Kunsan is 10 May less then 45 days after he returns home from Afghanistan. Are you kidding me this man has spent roughly 35-40% of his AF career deployed already and you NON-VOL him to Korea. Ridiculous!

I am dissatisifed with the medical/dental services at my current location. Overall, I am happy with the care provided by the Air Force just not at my current base. Thanks for your research. Hopefully you can provide quality analysis to are senior leaders (current and future).

Note that I am currently on a short tour and this survey only covered deployments. For this reason my answers may be a bit skewed. One of my major issues is that a link is not made between amount of time deployed and amount of time on a short tour. Both of these items take you away from family although they are titled differently. Thanks for the survey!

I like the Air Force and CE, but I don't feel our career field tempo is understood by bigger Air Force. While in garrison, CE officers are expected to live up to the same standareds as other, not-deployed-as-often career fields. Sure, we also stack up well when compared against those career fields for promotion and awards, but when will that impact finally stop affecting our home life? I would like to stay in the Air Force until retirement, and feel I could make a contribution to the career field by staying in, but the way it stands now, and the way it looks like the ops tempo will continue to go, I could not have the family life that I desire. That would be the number 1 reason I would get out. The pay is fine, the places I have been stationed and the people I have met are great, but when I am not even there to enjoy them for half of my life, it could push me out. I'm also married mil-to-mil, CE to CE, and while that is also a personal choice, I feel not only for those couples that are officers, but also the enlisted force married mil-to-mil that just don't see each other because they are deployed on opposite cycles! The career field could do a lot by employing some positive propaganda. Right now the rumors that rage are that the Army doesn't deploy the engineers they do have, and that the Navy pulls out of taskings, and the Air Force takes them (is forced to take them, chooses to, I don't know). I have seen that personally on the deployment I am about to leave on. Recently I saw an explanation of the hub and spoke concept of Afghanistan, and while that is great for those going on Air Force deployments, when are we going to get some good news about ILO/JET taskings, and not have to go to CST anymore/as often? My latest experience with CST at Fort McCoy was definitely underwhelming, and honestly a little frightening considering they expect that training to catch us up to the Army and make it safer for us to be outside the wire.

Overall I have enjoyed my time in the AF and CE career field. However, the frequency of deployments and TDYs coupled with the amount of non-core related tasks I am expected to do while on home station makes me dissatisfied with my circumstances. I do not appreciate that the deployment/TDY rate has remained high even with a dwindling pool of officers. I also am dissatisfied with the fact that I have one set of job responsibilities and co-workers at home station, and a completely different set in war time. I think a lot of the difficulties in deployment could be overcome if CE drew a line in the sand that differentiated garrison engineer support from combat deployment support and we went to war with the unit/people we regularly trained, much like the Navy Sea Bee/NAVFEC model. This would improve my aptitude deployed, and give family members at home a stronger support network. Finally I do not look forward to my future possibilities as a senior CE officer. After several combat deployments, I would like to continue to lead/train engineers for contingency operations. Instead my senior leadership possibilities are restricted to garrison facility management, which could be done by a civilian and seems to mostly emphasize aesthetic pleasantries for the non-combat AF.

Naturally, most of my concerns are with our current ops tempo, which is a multi faceted issue of numerous complaints and hardships. First, we are double tasked. We are deploying to do jobs that have nothing to do with the traditional AF CE mission. Granted, construction is construction, but it's still a separate mission. Then when we return, we have to support the traditional "planes in the air, bombs on target" while the non CE leadership gets disgruntled when we say the "huah" which has been so ingrained into our contingency attitude. I understand our experience with the split/double mission is what makes us so valuable, but I am jealous of the Army despite their lengthy deployments since all they do at home is prepare for down range. (small tangent: Oh yea, most of us are also on single man UTCs. I understand the flexibility this provides for matching taskings to changing requirements, but hell, I never know who I'll be working with down range. What happened to the necessity of unit integrity and a coherent practiced team for a no-shit mission?) We then also have to train and exercise the traditional AF contingency, often immediately before or after deploying (don't get me wrong, I understand the need for both missions, it just sucks). At the same time, we support the home station mission with significantly less people, mentors are all deployed (I honestly have intense respect for the commanders left behind at home station who are still able to run an "entire" squadron and still take the time to mentor CGOs; this is a shout out to [my mentor]), and the mission does not decrease. This turns our 1:1 dwell time into just that, dwell time (yes, we are at our residence), not R&R. True, some CE leadership is good at supporting leave and R&R, but it's hard not to feel guilty leaving behind even fewer people to do the job when there's not enough to begin with. This cycle wreaks havoc on any semblance of a personal life or relationship of any type (not to mention the quality of our home station support capabilities). In the end, we're all going to be worn down and broken by the 10 year point since there's still no end in sight for taskings nor any increase in manpower (I'm hoping high blood pressure qualifies me for a disability retirement check). I do see much empathy and support from CE leadership. However, the rest of AF leadership acknowledges our situation, but I don't see any action on their part to alleviate it. I always get the "I know you're doing great things with very few resources" speech, but

I don't see any changes in how they treat the squadrons. Then on even higher levels, there's less support. We are actively supporting the joint fight with our number of joint requirement taskings being greater than AF taskings, all in line with congressional mandates and senior leader direction. Let's face it, CE is Joint. Then why the hell aren't we given the people to support the joint requirement, particularly when we have joint functional doctrine identifying the requirement? All of these factors (which I've honestly just scratched the surface on, and I'm sure everyone in the career field are aware of) are even more scathing when I can see a majority of non CE CGOs working 0800-1600, taking 2 hour lunches, and have no problem completing their duties. Oh yea, they are also active members of the CGOC and other organizations, so they are competitive for quarterly and annual awards, a known key factor for career opportunities/advancement. Meanwhile, I have to decide if I should cut out a few of the meager non-deployed-non-duty hours I have to spend with my wife just to check that box for the best of my career (I really have thought deeply about it). I can't help but to feel like we're the bastard child of the AF (again probably nothing new) (another small tangent; see how many personnel on your deployment outprocessing visits know what CST is). Honestly, the only reasons I'm not separating is because of the current economy and unsureness of a job to support my debt, an integral sense of duty (not necessarily indoctrinated in me by the AF), and I'd just plain feel like an asshole abandoning those I've been working side-by-side with only to make the situation worse for them.

I'm living the 1 to 1 dwell now, along with Joint Basing when I get back. The current tempo doesn't allow for family planning, testing for PE, actually having a dwell at home station to recharge from deployments. I will 100% be seperating at the soonest availability. how do you expect CE officers to stay in if they are missing the second Christmas, Anniversaries, Birthdays, and birth of children in a row. With no end in site, how many more deployments can a Captain expect to stay in for 20 years? 5 to 10 more is not acceptable when you've already missed so much of your family and normal life. Now CE officers are the contractors that are being hired since AF CE can't do the work at home station. So i'll be getting out and not looking back.

There is no such thing as dwell time. We expect to work 16+ hrs/day on deployment, but in garrison we're doing the same thing to pick up the slack for those deployed, RIF'ed, lazy, or incompetent. Kick A1 in the junk to cough up more civilian or military positions. Otherwise, get the cash to expand contracted, long term support (1-2 yrs min per contract) both in garrison and deployed--under a MAJCOM-wide contract, not just another tasker to the SQ's. Extra cash in our pockets would help to keep us around and bring us up to what everyone else in DoD is paying engineers. However, very few people see a bonus as the decision point, but when many are sitting on the fence it sways opinion long enough to sign the contract. The CEG is a great idea and it will help, but it's not enough. A7 has allowed A1 and our zipper-suited sun god leadership to cut our manning so deep I seriously doubt that we could support a major theater war. Large scale requirements have to be canned or manning has to increase. The pace I'm maintaing to keep the mission going is physically damaging my life, my marrage, my future, and my overall ability to give a damn about wearing these pajamas any more. Also, the lack of

officers is leading to more less-than-effective officers rising to senior leadership. Transformation? Show me! Nothing we've done has trasformed the issues we face, we just tackle them differently.

The majority of senior leaders, such as projected and current Sq/CC, in the 32E career field are out of touch with personnel issues. Simply put, many neglect to take care of their people. Most, if not all, are desperately trying to get promoted, do not take care about the folks/leaders underneath them, have no time for mentoring nor do they care, and are extreme micromanagers. 32E senior leaders have also lost touch with what it means to be a Base Civil Engineer. Too much emphasis is placed on pleasing Wg Leadership instead of doing the "right" and "morale" path.

Air Force life as a Civil Engineer has its ups and down. There are some great things associated with it, however, the ones that stick to me are the negatives about this AFSC. The push for "doing more work with less people" is not cutting it at all. The work load is extraneous and increases exponentially as you progress in rank. You have young CGO's placed in job positions that exceed their work load capacity. We can only do so much work in so much time, and because of that we are obligated to put in more hours at our homes. Great experience, yes, however, quality of life is being affected very early in their careers. Furthermore, the biggest contributor to most engineers leaving at their tenure is the deployment cycle. The dwell ratio is forever increasing because the demands for engineers keep increasing in the field. Families are also being affected and this is a crucial part of the officers life. Who wants to have a life where you are constantly away from your family, and have a high work load that is not recognized or compensated for. Our quality of life is practically getting neglected. Lastly, the credentials that we have as engineers help us gain the confidence in the civilian world. Engineers are needed, no doubt about it. The military as well as the civilian force needs us and the option to get out is great for most engineers. The pay may be less, however, the life style is a whole lot better than the military. The benefits are great along with other perks about the military, but some people would gladly trade in their $$ for a little more family time, less stress, and a stable/comfortable life. Bottom line, give me more $$ or benefits to make me stay in. The AF is not looking out for its CE brethren.

I don't think the questions really allowed me to express my concerns. Part I: I agree that there is a good chance for promotion (in rank), but not in responsibility (job). My squadron has one non-EOD flight commander position for around 10 CGOs. That said, even those who do poorly get promoted, so what motivation is to work harder for no reward? There is nothing that asks whether I am simply staying in the AF for the benefits despite disliking my current assignment or potential future 'approved' career path. Part II: I want to pursue career broadening (RAS) but feel extremely restricted in having the opportunity to pursue that or any other non-CE duty. This manifests itself in the impression that great things are happening in the AF but CE refuses to let its officers participate if eligible. That makes me want to look for a job that will support me in what I want to do. I volunteered for [a deployment] program because it was pretty much the only viable route to get the foreign language ability that the AF leadership wants its officer corps to possess. By viewing non-CE assignments as "taxes" it ignores the possibility that

some of us want to pursue something other than base maintenance for 20 years. Being commissioned out-of-cycle also eliminated me from consideration from any summer moving assignments. Also, regarding #22, continuing to work for CE & AF already requires considerable personal sacrifice, but I can find similar benefits in another federal job, like the State Dept. Part III: I have deployed twice to Al Udeid for 6+ months. I was dissatisfied with my deployment experiences because I was under-utilized downrange both times. I entered the AF because I wanted to make a difference...7+ years in I still haven't had the opportunity. This is another reason why I volunteered for the [deployment]. Part IV: With Civilian job market, I included other Federal jobs, such as doing engineering work for the State Dept. Part V: As for qualifications, I am a couple of classes away from my master's (BAC+) and will complete it this summer before I deploy so I marked masters completed because its more accurate than saying that I only have a Bachelors degree. I have not been able to pass the PE because of deployment requirements & changes that reduced my study time to three weeks. The test is given twice a year and scheduling around deployments or overseas is almost impossible now.

Although, I love the Air Force and truly bleed blue; I am disappointed in the avenue that CE Officer's are required to take to obtain a Master's degree. There simply aren't enough available AFIT slots for Engineer's to receive a Master's degree through the Air Force. Furthermore, due to 38 percent manning and 1 to 1 dwell deployment rates for Company Grade CE Officer's, it is vastly difficult to obtain a Master's degree otherwise, specifically due to long work hours and on deployment it just isn't possible. For example, many times while at home station and not deployed; I've worked better than 12 hour days to support base exercises and while deployed better than 14 hour days to meet wartime mission requirements, thus finding the time for education after duty is a rarity. Therefore, please consider offering more slots available to Engineers to obtain a Master's degree through AFIT or make more time centric options available for them to do so. I've noticed at several bases that Electrical Engineer expertise is vastly needed to mitigate enormous lightning protection, electrical grounding and safety issues; and that many times, the Air Force contracts-out huge projects to resolve these problems, which is largely costly to the government. Therefore, I recommend making available more AFIT Electrical Engineer slots available to CE officer's so that we may train our own in-house to resolve these problems. It will cost the Air Force less than the cost of these huge projects; and in addition, contribute to the growth of our CE Airman.

I really enjoy being in the Air Force. I have no negative feelings toward the CE career field, but there is another career field that I would much rather be in. My intent is to obtain that secondary AFSC, which would pull me out of CE for half of my remaining career. I would say that I have very strong turnover intentions, but they are internal to the Air Force. I have virtually no external turnover intentions to leave the Air Force.

When I questions asked about my feelings toward CE, I meant EOD, EOD deployments, EOD career progression.

I do appreciate that upper leadership has taken some type of notice of the issues at hand with ops tempo and CGOs. I think it is about 3 years too late and the career field should

have fought VSP at that time. We are where we are b/c of poor planning and foresight past the immediate future, maybe I am wrong, but from the bottom up we have no idea what leadership is thinking. I would appreciate and feel a whole lot better if upper leadership would show these results to everyone telling us what their plans are and implement the plan. We have no idea what upper leadership is thinking and I feel, and others too, that we are just left on our own to tread water. Some of us sink and some of us will float (barley). What is the plan? How are we going to operate? Does leadership understand their "most precious resource" (people)? I think even the most loyal CE officer feels the need to move on, the trend has only been getting worse, but there has been no plan to make it better. So should I expect it to get worse and worse for the next 15 years? Why would I stay in to know I will miss 1/2 of my kid's lives? We give and give AND give from below, but what is going on up top? The problems might not be able to be solved but being honest with your people will at least let them know you are thinking about them and you care to try to keep them around. Instead we feel like a number, just another person, but our career field officer wise is not that big! I have a major issue with the transparency of deployments and assignments. Why does one officer get 3 deployments to Qatar, UAE, Kuwait while another office gets 3 JET taskings to some of the most dangerous areas we have? Where is the consistency? What is the process? Is there even a process? Why does it feel like it is smoke and mirrors and we just have to deal with it, "you get what you get". There is no incentive to do well, I could be a slug and get a great assignment and I could be #1 CGO in the world and get something I don't even want. I do understand that it is difficult, but we need to understand there is at least a plan in place to make things better. Right now there is no opportunity to do career broadening assignments like ROTC, well that is at least what the assignment officers are programmed to say, unless you do something for us type attitude. So even though I have deployed twice in 4 ½ years spending 380 days deployed (not to mention CSTs and TDYs) I still owe something to CE? I will have to take a real short tour(i.e. Korea, Honduras, Kuwait) 1 year assignments to get what I desire (and again well ignore you have worked your butt off to be a good officer). It is far too secretive and sketchy with what is really available and all the perceived kick backs to the people that play ball. This survey is all good and nice, but the questions were not black and white, so it was difficult to get the point across of how I am really feeling. I think if this trend continues the good officers are going to bail out and the slugs are going to stay, quality of your CGO (then eventually FGOs and BCEs) is going to be much worse than the career field needs to be successful. I want to drive home my main point, I may be wrong about everything I said, it is my perception though and perception IS reality. We need transparency from the top to bottom, what is leadership doing?

The AF and CE in particular needs to decide what attitude/role we want to take on in the future. It seems that the AF and CE is at decision point and is straddling the fence between whether we will become more combat oriented or remain business like. - CE does not offer quality mentorship or leadership development opportunities for it's young CGO's. A majority of the young officer's leadership development is left to themselves. It would be beneficial for young officers who qualify and have the desire to attend leadership schools such as Army RANGER or SAPPER be supported in their endevors to

develop themselves as leaders. - Denial of retraining opportunities due to minimum manning in the career field and homestation bases can be a source frustration. It may not help retention rates for CE but it would help retention rates in the AF to ensure retraining into crit manned career fields is supported.

everybody hates [my base], and for how hard i worked i thought i would have gotten a base that i had asked for. i know everyone else felt the same way in my graduating class at usafa. i understand that not everyone could get base preference, but it seemed that the Air Force didn't even look at our wish list. I think that is what disappointed most people, not the base they got, but the lack of care that went into our selection. Also, i have tried to get my masters and the have not been given the opportunity. i want a real degree, not an environmental management degree. I need to go somewhere other than AFIT if i want to satisfy my educational desires. I feel like sending officers to AFIT checks the box for our masters, but doesn't make us marketable for the private sector. I'm not looking for that, i just want to get a technical CE degree. had i not joined the military i would already be done with my masters, and have had a scholarship to pay for it.

I guess this is the best part of the survey. Our chance to provide honest feedback. My problem with CE is by and large not with deployments. Those of us that want to stay in know what we are signing up for and will deal with the deployments. No one is going to stay in just because a bonus is offered, but it would be a nice incentive for people that are on the fence. This bonus should be in the range of $15-$20k per year for 2-4 years. This is to make up for the higher than normal taxes on bonuses. The problem I have with CE is the time in between deployments and what we focus on at home station. I am lucky enough to have an excellent home station job (SABER chief) right now, but many of my peers are not. We have hired too many civilians to take the place of officers and many times we are 'demoted' after a deployment as far as job responsibility goes. The work in garrison is generally boring, not challenging and just kills time until the next deployment. Piling on extra duties does not count. Managing one construction project is not challenging; homework in college took more time than that. Writing 1391s is not challenging. We want to use our engineering and leadership skills on a daily basis, not just deployed. CGOs should be given the opportunity to excel. We are ripe, but we also know quite a bit about using technology, our leadership and building teams to improve things. However, we're not given the opportunity, responsibility or authority to do this at home station. We are no doubt reporting to a civilian that has been sitting in the same cube for 15 years and says, "This is the way we've always done it, so we're not going to try that." Would these civilians survive at a civilian company that with that type of attitude? Not likely. At home station we are told we have to volunteer for this, sign up for that, show up for lunch, take this class and you will make Major with no problem at all. What happened to rewarding people purely based on job performance. Their ability to lead, manage, problem solve and make the tough decisions. The reason we have some suspect leaders right now is because they were focused on doing these extra things instead of becoming true leaders. CE is not setup to offer CGOs any interaction with the shops on a daily basis. Operations is what we need to succeed on any JET tasking. I learned more about pure leadership on my six month deployment, than I have in 3 years

at my home stations. The first deployment is 'learn on the fly' and hope you have good SNCOs that are able to help and guide you. If we worked with them at home station this problem wouldn't occur. Bottom line: the deployments are not sending people packing from the Air Force. It is the lack of responsibility and leadership when we're at home. We joined the Air Force to be leaders, make tough decisions and be challenged on a regular basis and that is what we want to do.

AS much as I love the Air Force and the CE career field. I dont feel as if the senior leaders truly understand what the dynamics are in the squadrons today. Most squadron commanders have been able to skirt the deployments for the most part of their career (no I do not count 1 year remote to Korea a deployment) and therefor dont understand how to properly lead their people. With "Mandatory Fun" events constantly going on, lots of people including myself have becomed disillusioned. I am away from home enough that i dont want to skip out on a friday night with my family because my CC has determined that going and singing kareoke with the group CC is more important. Even though this may be a singular event, I feel as if it is not that uncommon in other squadrons. As far as deployments go, i dont mind deploying. It is fun, and it gives you a chance to really be a part of the fight. However, what is killing me is that we now have to go to a month of training on the front end. Giving us really only 5 months at home, assuming you only stay 179 and not 200 days. However during those 5 months, 1 month of it is really just plain goofed up because you are trying to decompress and get back to normal living. Leaving only 4 months with family. At which point, 3 of those 4 months are preparing to leave again on the next deployment. While I dont forsee this changing, it would be nice for the AF and CE career field to express that this is truly happening and start giving more time for families when home. We are constantly asked to perform extra duties, stay for non mandatory mandatory events, etc...when in reality all we really want to do is go home and spend time with our families that we get 4 months out of the year to spend quality time with. With how thinly stretched we are right now, why dont we tap into the great resource of developmental engineers? A7C has always said that only engineers can be civil engineers, well we have a few thousand strong workforce of engineers that i am sure would love to get some operational experience. For the most part, 62Es are project managers, and when we are deployed a lot of what we do is project management (i.e. Al Udeid). This could be the perfect fit for our ops tempo. Now i am sure there are a lot of politics and sematics that would need to be hashed out, and i am sure there are lots of things that i may be ignorant to, but on the surface this seems like it could work. When we sign up as Civil Engineers out of college we pretty much sign our names in blood. There is no way out. A friend of mine is actually seperating this year because the career field will not allow him to apply for the JAG program. Now why is the air force willing to let a 6 year captain with deployments to iraq and afghanistan leave the air force? Just boggles my mind. I understand that the career field is stretched thin, but why let a good officer with a proven track record leave all because the career field does not want to swollow their pride and let someone who does not want to be in the career field but stay in the AF leave? Why not make it extremely tough for someone to transfer career fields to ensure they are not just playing the system. This would allow someone who is truly trying to stay in the AF but is just not happy as CE re-train, but would deter the people

that are doing it just because they can. There are far to many stories like this of people trying to leave the career field but are shot down before they even get a chance and just seperate from service. I have had three different squadron commanders in my short career and each of them has a different outlook as to what my career path should be. It seems that what one CC seems as beneficiary to me, another sees as a detriment. The career field needs to do a better job at training its senior members what a young officer should be doing. The pyramid thing is great, but i have not had one commander look at it and say that is what i should be doing. They all feel that they need to live vicariosly through me and my fellow CGOs. I know this is a bit of a rant, but sometimes i feel as if we say all of these things but no one cares. There is truly an issue with CE officer retention and i dont feel as if it is going to be a quick fix. We look at all of the other career fields and they are out there leading people from day one, we get stuck in programs working with a bunch of civilians really never getting a chance to lead until we are a major, at which point we are asked to lead 200+ people in CEO. At this point, we have no experience leading people and ussually piss off a lot of people during those years as Ops Cheif. Then when we get to the Sq/CC position, we may have led people twice at the base level. This is just not enough base level leadership opportunities. We wonder why we dont get good mentorship from our senior leaders, its because they have no clue how to properly lead their troops. I feel as if we have lost our Warrior Ethos and there needs to be a renewed emphasis on the awesomeness it is to be a CE officer. Build the comroderie within the career field. Emphasize regional competitions where a bunch of bases from around the country get together and compete in say a tent building operation, or a barrier recovery, etc. have everyone get together to have some fun and friendly competition between the bases thank you for your time

One thing which may make me lean towards getting out is VA school benefits. I recently applied to see how much of the 9/11 GI Bill I am eligible for, and if I start attending school after my next assignment, I will receive full benefits even though I was on scholarship throughout college. Also I was not accepted for AFIT but still need to get my masters. Why should I stress myself by taking online classes, while working an 8+ hour day, while also going on deployment when I could just get out and go to school full time and still get my masters fully paid for.

Good to see that the Air Force is taking an interest in its Civil Engineer CGOs. This is a satisfactory survey which reflects an immediate improvement in how I feel about being a part of this organization. I am very curious as to how my repsonses compare to those of my peers and any conclusions that will be drawn from this survey.

I did not consider the 4 "exercises" I participated in while deployed as true exercises, as they were more readiness drills for preparedness, despite being graded. For the time frame given for this survey that would change the "exercises" answer to 2.

The biggest problem I have with the CE career field is the lack of young officer development. At least here at [my base], they just stick new officers in CEP and basically forget about them. We have civilian flight leadership that doesn't care and doesn't teach us anything. We don't get much mentorship from the military leadership because they're

so busy, so I've pretty much been biding my time here. Luckily I have a new assignment, so hopefully my perception will change. Unfortuantely for CE and the AF, I'm pretty sure I've determined that I don't want to be a civil engineer, so even if it does get better, this isn't really what I want to do anymore. Also my deployment was an ILO tasking with MNC-I C7 and it was horrible. They Army leadership was awful and there was no work. It was a complete waste of a CE CGO because all I did was sit at my desk for six months. Now I have such a bad taste of deployments that I don't want to deploy again ever.

I enjoy my job in the AF as a CE officer. I love the guys I work with and I absolutely have loved the work we do at deployed locations. The responsibility, respect and trust that we receive in the AOR and the impact that we can make to further the success of the mission is what makes us awesome. Truly we can do some incredible things and have some great people. We have one of the best career fields in the service. But, as a young officer I see so many problems that will likely never be solved, no matter what rank and influence my fellow officers make and it's frustrating. Almost to the point of departure. In the AF it seems that we, as engineers, will always be an afterthought when it comes to leadership opportunities to operators, even if we are the most qualified. At homestation, lists for our own top priorities like desperately needed infrastructure improvements and quality of life projects will be continue to be tossed aside for half baked pet projects of WG, Numbered AF, and MAJCOM CCs. Our inputs as engineers seem to hold little weight beyond our doors. As a result, we're running like chickens with our heads cut off trying to put out fires because we're not able to excute any of our suggested longterm planning. We need policy and rank to support our expertise if you are serious about needing us as a career field in the AF. I don't want to just be a person telling my guys to do something stupid for the reason of appeasing the desires of a person with higher rank. It makes me sick sometimes, the stupid things that we are told to do. I want to believe in what we're doing and know that we can be leaders who can impact decisions that should fall within our "lane". If not, we might as well become a civilian contracted force. Our guys skills with the emergency and get er done type of jobs is important for the mission, but it is often abused by upper leadership. Anyone with common sense can see the abuses across the spectrum, although seemingly legitimate/harmless, and know it's truly a load of bull. The number of additional duties and tasks takes up a large portion of my time daily. I have untold additional responsibilies that come and go each month, quarter and year that take up timeframes of almost exclusive work ranging from hours to weeks at a time. It is difficult to work real priorities when additional duties like these are ongoing. Finally, my husband is also an officer. We've been active duty for about 2.5 years now, and we've been separated with deployments now for 17 months of that time. We actually asked for deployments so we could be sent around the same time and it didn't work out. We're not upset about being separated and expect it, but people could be smarter about that sort of thing. We want to have kids eventually...Our life doesn't sound like it will ever be conducive to a family, does it? Something's gotta give. We're willing to give more than the average person to make it work, and may consider reserves if active duty doesn't work out for both of us because we believe in what we're doing overseas and care about the guys we work with, but we only have so much we can give. We do have limits. We just hope people will continue to help us to help our fellow CE bretheren. Bottom

line. I love our people, I'm proud of the work that we accomplish when it is needed the most and I'm most proud of our mission overseas, but we need more respect across the board from others in the AF, especially stateside, otherwise we may all just get sick because of the stupid and leave to find work where we're running full speed for a purpose. We have plenty of things to worry about with marriage and family, and we're willing to sacrifice, so the least we can do as an AF is help people like us know that all the sacrifice is worth it.

I have enjoyed being in the Air Force and while homestation work can be tedious sometimes, I really enjoy the work I do during deployments. Unfortunately the deployment tempo does not work well with my family situation so I will be seperating very shortly.

Whether or not we receive a retention bonus will be the determining factor in my decision to stay in after my committment is over. The stranglehold on cross-training out of CE is what drives a lot of my peers out of the USAF.

I hope that its clear through my survey results that any inclination to leaving the CE career field and the AF in general is a result of purely personal choices. The CE career field and AF has been very good to me, I simply seek another direction and a career path thats more in line with my current interests. I have only been on one deployment so far and it was a great experience. As of now, the high ops tempo for now and that projected into the future does not disuade me from serving, although i might expect my opinion to change after 3-4 deployments. Thanks for the opportunity for letting us be heard!

Additional contextual factors for spousal opportunities (e.g. work to meet spouse qualifications such as engineering/architecture, other technical jobs) - Additional questions towards incentives may have been helpful (e.g. bonuses, while we do not want to admit it, might assist with retaining officer's with expiring commitments)

It's no secret CE is in high demand in deployed locations- our Ops Tempo has steadily been increasing over the last few years, and will continue to for the forseeable future. When asking about this pace, the answer has always been "we're working on it" but hasn't shown any improvement. I like the CE career field, but I look in the future if I want to continue at this pace. Even as a Squadron Commander, the BCE is about the most beat up position in the Wing- our budget for facilities and sustainment have also seen a decline, and will continue to do so. With that in mind, if things are bad now for that position they are only going to get worse.

The benefits (housing, gyms, pools, club, etc) offered by the Air Force are more than adequate. My biggest compliant is TRICARE/MDG. At Ramstein appointments are next to impossible to get and the service has been frustrating at best.

Overall satisfied with my job and career but I can see the ops tempo and deployment cycles starting to take a toll on many folks. I think some of this could be relieved with some type of fair share system for deployments but also don't think that type of system

will ever work based on quality of personnel and requests to constantly tap/depend on top performers. I have always had a lifer mentality but my service is third on my list of prioritites. I am driven to work hard and long hours but have vaguely considered getting out if my wife cannot sustain the tempo. A wake-up call was when she told me I was failing at my marriage, mainly because I was focusing too much time at work. Money and job opportunities will always be big factors for people to get out or stay in but I think the deployment ops tempo is the biggest factor I hear talked about among peers. Good luck with the research.

BLUF: 1) Fix CE officer education, 2) Fix junior officer ignorance of what CE commanders do and 3)Fix the misery and discontent (to the extent possible) that comes with being a CE commander (or at least find out where it is coming from). Of the questions that were asked, none addressed the education requirements of the CE career field. Right now, many of us are working on MBAs and other higher degree programs that are "check the box", "play the game" efforts. Because of the status of our PME, our preparation is not adequate to address our basic needs. The nature of our taskings and the duties we perform while deployed (which, by and large, are more satisfying than homestation duties) demand that we be no-kidding engineers. The need for civil engineer officer "CDCs" and a robust and meaningful PME course curriculum is very real. Simply put: Engineering know-how is not something you can warehouse and expect to work flawlessly when you dust it off for a Silver Flag exercise or two. Our PME should be structured such that after taking the full MANDATED course load, taking the PE is a matter of showing up to the test. We are performing well on our deployments, but the hard fact is that it is because of our native intelligence and individual ability to adapt rather than ANY preparation given to us for our duties. As for the number of CE officers that are leaving before they become operations flight chief or squadron commander, the issue is two-fold: We (junior officers) don't know what they really do and when we see them in action, they are usually getting a dressing-down from someone at the wing level. It is seldom that we have a happy, well-rested and content CE squadron commander. Why this is so is a matter for the people that provide the support structure for CE commanders need to address candidly and soon or the "bathtub" on the manning charts we keep circulating will only deepen. No one, given the current climate is willing to say, "I am glad that my CE commander tour is only two years because..." Recap: 1) Fix CE education 2) Fix junior officer ignorance of what CE commanders do 3)Fix the misery and discontent (to the extent possible) that comes with being a CE commander.

Two improvements that I would recommend to help retention: -Improve the way shortfalls on deployment are handled and retasked. My last deployment and the one that I was spun up for (which got diverted to some other unfortunate O-3) were short notice (two-weeks). Both were due to someone dropping off last minute. I enjoy my deployments but it would help to have time to get ready AND spend a few days with the family. My current deployment which I should be leaving for in two weeks fortunately gave me a month to get ready and burn some leave. -Return some of the RFO positions back to the Officers. My base only has two flight CC positions that are for Officers, Ops

and EOD. There are few opportunities for a Captain within this squadron outside of being a flight deputy or an action officer/exec.

I'm single, but I answered some of the questions concerning family based off my family in the US (I'm overseas.) In terms of my retention, I have mixed feelings. I always promised myself I would not leave the Air Force without my M.E. and my P.E. I'm a year from graduating with my Master's and I'll be eligible to test for the P.E. this spring. As of right now, I have no reason to leave the Air Force after I reach those two goals; I've been really fortunate with assignments and deployments. If that were to change, or if I got married and had a family, I think my views on staying with the Air Force would be different. Also, I don't foresee doing 20 years as a CE officer; I don't think I have the patience to deal with some of the day to day issues I see CE squadron commanders deal with.

As it stands right now, I am leaning towards staying in the AF until I retire, with that being said if I separated either now or five years from now would be based solely upon how much me being gone is affecting my family, during the past two years I have only been home for 10months. The Air Force has provided me a great skill set that can be useful in either civilian or military life. Talking with some of my NCOs over here, they are of the same opinion of their overarching reason if they separated would be based upon family concerns. After attending SOS this summer and listening to my instructors, guest speakers, and fellow flight members, you can tell that there is a big difference in mindset of Airmen that are in career fields that deploy continuously and those who dont or not on a regular occurrence. Anyone of those members that are part of high ops tempo career fields (CE, SFS, CONS) the overarching reason for them to separate would be family concerns, military job comes first but when it starts affecting family people are thinking twice. Listening to some of the senior leaders at SOS and how they approach the academic curriculum also makes it apparent that the focus of the Air Force is not with the Airmen that are on the ground making the biggest sacrifices put with pilots, now with that said yes I am in the Air Force whose mission is to fly but people get narrow minded when talking about the support personnel and the how it ties into the goal of the Air Force. I know that there are a lot of people who are much smarter than me who are making the bestdecisions for the future of the Air Force from information at hand right now. However, when you hear of the next greatest plane/weapon system it never discusses how that affects the people supporting the plane.

The problem is definitely dwell time and home station jobs. A 1:1 dwell will force me to get out due to family commitments; especially with my wife in a 1:1 career field as well and she'll get a bonus to stay in. Home station jobs: Most home station jobs appear boring at best. Project programming is quite important but with limited funding available its not a very fulfilling job. The jobs that would give officers breadth and a desire to be in CE would normally be in ops; and none appear available for young officers.

It seems that the Air force is very Pilot/Airframe focused in their decisions when in reality the majority of deployments and operations we conduct are in support of the army with airmen on the ground. Since airmen are being used as soldiers, why don't we train as

solders? More firearms, small unit tactics, convoy and land navigation should be incorporated into training. Not some worthless CBTs either, real hands on weapons training more than the minimum once a year. You cannot put someone in a situation where they may have to fire a weapon to defend themselves and they have only shot 100 rounds in their entire life.

My greatest concern about making the AF a career is opportunities for my fiance. She is a biomedical engineer that has a small job market and the CE career field does not take that into account (even when we marry). If I had to choose between her having to give up any possibility with a job or the AF, I would have to give up the AF.

It seems like there is very little information on pursuing higher education. I know that I need to pursue it, but I don't quite know how, or in what direction. Should I hold out for an AFIT spot, even though they do not offer any civil specific MBa's? Should I take classes on my own, in a less technical degree? Will one hurt me or help me over another? What is the AF looking for in it's junior officer's in this respect? Also, in school they always mentioned the importance of being a PE, but since I arrived, there is no talk of pursuing it. I take pride in being an engineer, but I get the feeling that if I want to progress as one, I need to take all the steps without guidance. Thank you.

I am at [school] as an instructor now, which is what leads to several "satisfied" answers. However, were I out in the operational CE career field, I feel almost certain my satisfaction with the frequency of deployments would be considerably reduced. Taking a "break" by instructing is the only reason I'm not already out of the Air Force.

There are a lot of things I love about being a CE officer, but there are four major things that make me wonder if it's the career for me going down the road. The first is that I don't get to use my technical background (mechanical engineering) anywhere near enough- project management is related to engineering, but not engineering. The second is that as an officer I expected to be in charge of people, and that is not the case. One of those two would have sated my professional goals. Additionally I think it may be difficult to settle down and have a family as a member of the AF, and finally I'd love to get involved in research down the line (not research project management, like a 62E, but real research). That said I do think we make an important impact on the mission, and while the work isn't a perfect fit for me I enjoy many aspects of it - and it's certainly the best fit for me in the Air Force, with it's mix of technical work and immediate impact in deployed locations. There are certainly little things that get to me as well, like the amount of paperwork, some of the organizational aspects, and the insistence on special duties being as/more important than learning the job and doing it well, but overall it's a great job. I just don't think it's the job for me.

CGO attitude is directly related to leadership. I have consistently been satisfied with my job if there is good leadership. Unfortunately, that is not always the case in the CE career field. Next, dwell times have to be increaded if you want to retain CGO's. I have been deployed 3 times since 2005 plus a short tour to [a remote location]. That is to much time gone from your family. It creates stress and family issues. The senior leaders in the CE

carrer field for the most part don't understand this burden. Promote the right people/place corect people in leadership positions, it will significantly improve the morale of CGO's. Second, 1 deployment every 4 years is the right number. It's enough to develop a family life. Third, give the CGO's back at home station real jobs. Being exec, extra duties, etc.., creates untrained personnel for deployments. We need better training for the mission we are tackling. Examples are more pavements class, electrical, and structural classes.

I am currently satisfied with my home station job, pay, and benefits. What tips the scales for me is that if I stay in, I am basically volunteering to miss half of my chilren's life until I can retire. I have been fortunate with my deployment schedule thus far but I have seen many classmates receive new taskings while they are still deployed. I feel grateful to the AF for what they have provided me thus far but I feel committed only to what we agreed to in my service commitement.

if #3 refers to only on base facilities the answer should be VERY DISSATISFIED. I never attend any functions on base at the clubs as they are not worth my time. The only on base facility i routinely use is the gym. I am there 6 to 7 days a week. Off base recreational facilities are somewhat dissatisfied, however for a town with a population of 120-130k? i am not surprised.

I strongly feel that the deployment cycles make it difficult to accomplish work when not deployed. Due to the training that one must attend before deploying, and the time off of work and leave and such after a deployment, I feel that more time should be given at home to actually accomplish work. I am considering leaving the Air Force after my committment is up. This is due to some flexibilty in where I live, and with the Air Force's lack of concern about trying to work with the CGO's on assignments and duty locations.

Cmt #1: I understand my lack of deployments is partly due to 1) mission reqmts back at home-station (primary) (highest ranking O outside of BCE - unit had Maj and Capt already deployed, my expertise was needed at HS unit more than deployed location) and 2) supervisors sending someone else as someone volunteered so I could stay home with the family for a key family event (secondary) (for example, marrying my wife, birth of first child). Cmt #2: Very annoyed that it's not possible or extremely difficult to figure out why a CGO can not get joint credit for a 1-yr deployment working for the Army. Cmt #3: Highly believe it was a huge foul for the AF to deploy 2Lts to Iraq to work for USACE - the one individual I know that did it performed excellently, but his prior experience did not prepare him for that at all. Cmt #4: 2 or 1Lts should not have been deployed to Iraq to work at the FOBs without any higher ranking, Maj or above within CE career field, as they supervisor - very bad move to leave them as the CE leaders of enlisted troops that may or may not have had a prior strong deployment experience. Cmt #5: If we've got a bath-tub of CE ranks, why hasn't a critical retention bonus been pushed? Cmt #6: Unmasking master's degree for Maj promotion selection I believe was the wrong move as our dwell for deployments is so high & our demand of time at work working is also so high (why, due to downsizing we are doing the job of multiple Os and sometimes multiple enlisted as well, we downsized them too). Cmt #7: AF CE Os I believe are lacking in basic engineering skills that they learned in college and lost while

on AD prior to usage during deployment. Prior to deployment, or since we are supposed to be deployable within XX hrs, requiring mandatory engineering basics training regarding airfields and support base facilities should be a must at varying points throughout our career. Simplified Facilities Design is a start, but not a catch-all. Cmt #8: BCE training on how to mentor their CE Os is necessary. Some are really good at this, others are not and get caught up with the demands of their leadership and neglect mentoring their future replacements. Each BCE has prior experiences that their Os can learn from (may it be from experiences on deployments at MAJCOM, at the Pentagon, etc...). Sub-cmt: OPR/EPR/Instruction writing is important and needs to be stressed. Cmt #8: CE Os seem to be loosing their competitive edge. Cmt #9: AF supported school with a 365 follow-on is a great idea. Cmt #10: Elimination of JET, IA, ILO (whatever you call it) to support surplus needed to due Army taskings is a great idea - AF team integrity down to the unit deploying is key. Don't get me wrong, my joint/IA experience was fairly rewarding, but that's because of the people that made it so within MNSTC-I J7 - other J Staffs in MNSTC-I I understand where at their services throats constantly. Cmt #11: Awareness of job positions is extremely lacking at times. Understanding what types of positions are out their for CE Os outside of the standard base-level CE (in what, there are unique situations here at times), Ops Flt/CC, MAJCOM Staffer and BCE. Cmt #12: Although a huge opportunity for a Prime BEEF'er to deploy in support of AFCEE, i.e. sitting in an AFCEE deployment slot - I believe this is a foul. AFCEE in CONUS should deploy their staff to support their efforts in the AOR, otherwise you end up with folks on the front-line that don't know the AFCEE way any better than their deployed base-level CE Os do - 1 to 2 weeks for crash course training seems like a bandaid fix instead of the right answer.

Numbers seem odd after thinking about them, but as an overall general summary of my thoughts at the moment: - I understand for the most part that we could be making a whole lot more money doing engineering work on the outside, however I enjoy working in the military on base. We're not rich, but we are taken care of, and I enjoy working with the people that we do (as well as not being tied down to a time card). - I strongly wish to do a 20 year career in the Air Force, however the deployment tempo will determine how long I actually stay in. I can't imagine doing 6 months a year downrange for the next 18 years, as I worry that it would be very difficult to start a family, as well as maintain one, under those circumstances. I actually enjoyed my deployment, and would not be opposed to going again, just not at the current tempo (I'm sure this is a common feeling that you receive a lot) - The largest factors influencing my decision to stay in the Air Force (and CE career field) are the travel options (I enjoy PCSing every 2 to 3 years, and look forward to my next two upcoming ones), avenues for getting a Master's Degree, and the type of work we do (I enjoy the flight commander and project management aspect more than the work I would be doing as a civilian design engineer).

I think the uproar over ops tempo is blown out of proportion, and that people need to recognize that they are in the military, that they signed up to be part of something bigger than themselves, and that demands on them are going to be high at times. They need to also recognize the benefits that come with military service, and understand that Civil

Engineer leaders are doing their best to look out for the interests of engineers. This is a great time to be part of the Air Force, and Civil Engineering in particular.

Virtually the ONLY factor that will determine whether or not I stay in the Air Force is the frequency/length of deployments. I currently feel like deploying 6-months out of 2-2.5 years is about my threshold. I am looking for a careerfield where that is possible. If I can't find one, there is a good possiblity that I will look for other work. I would prefer to stay in Civil Engineering and although I am committed to my work, my family is more important to me and I would choose what's best for my family over what I prefer. To keep people like me in CE, I think the Careerfield needs to designate two tracks: a 1-1 Deployable Track, and a 1-4 Deployable Track. The 1-1 Track should be eligible for a significant bonus. There should be an 'Open Period' each year where you can change tracks based on your personal/family situation. Once you sign on to the 1-1 Track and take the bonus, you commit to a period of maybe 3 years. I understand people will say 'you can't do this' (because it has never been done before). But if CE wants to avoid losing a significant amount of its officers, something significant like this needs to be done. Maybe it could be done under an 'experimental' program to avoid all the red tape required for significant long-reaching personnel changes. Good luck!

Since I started Active Duty, CE has changed AEF cycles twice in 2 years. From 4 months deployed and 16 months home, to 6 months deployed and 12 months home, to 6 months deployed (plus pre-deployment specific training) and 6 months home. The change is not the issue but the rate of change is of big concern as planning for anything (Family, Masters, . . .) all becomes tentative. When I talk to senior CE officers they all say they have never seen the Tempo decrease, it has always increased due to the reduction of manning and the increased work load. Additionally, all the Lt Cols that I have talked to are still in because they got a re-enlistment bonus. Any good CE CGO could tell you the Air Force benefits and pay grades are comparable to the private sector and if they can't they are obviously career CE officers because they haven't explored other options (so they are not the target audience). These comparable salaries and benefits make the choice to stay or separate equally attractive. Seeing the manning levels for Captains (62%) and the Majors promotion rates (92%) and in the next 5 years there won't be enough Lt Cols to fill all the BCE slots makes the it easy to deduce that making rank won't be the future issue but the work load and expectation will be the controlling factor. If expectations keep changing, the decision to stay or separate will become clear. If the current unwritten expectation continues (to do the work of the next rank above you, example, when you deploy you often accept a rank lower than what is required to fill a task) then that needs to be brought up front and clearly defined, or clarify each tasking with line remarks, as in start having specific rank associated with each deployment tasking. Clear expectations of what is expected will help CE CGO turnover decisions. Re-enlistment bonuses will help persuade that choice to stay in a career field Bottom line: CE CGOs are at least owed a clear expectation, need some sort of incentive to stay in, or Mother Air Force needs to reduce tasking to allow for stability and predictability.

1.5 children => 1 and my wife is pregnant We live on base in adequate, albeit old housing at [my base] My son is not school age yet (18 months) I don't feel like much that I have

done in the AF is very CE specific yet, mostly just paperwork pushing that is somewhat CE, but could just as easily be tailored to any other AFSC. I would like to attain my PE, but I have no experience in actual engineering to count toward the requirements. I have so far done nothing engineering related, programming and additional duties don't really count. If deployment tempo doesn't slow down, it may contribute to my desire to separate, simply because I want to spend more than half the year with my family. 6 months out of every year away from home is no way to raise children.

Current economy, benefits in the civilian market and healthcare systems makes as well as the 6 month notice requirement makes it hard to seek other opportunities. Cross training for officers seems very hard. There arent many advocates for someone who isn't satisfied with the CE carrier field. A 6 month test program would be great. Say a 62 officer wanted to try CE for 6 months to see what its like, or a CE guy try 62 or AMX. Putting people where they want to be and giving them an opportunity to feel comfortable in those choices can only benefit the AF and the mission.

I currently have no ADSC left. Because of this I listen to all job opportunities. If CE had a bonus, I would most likely take it now and it would keep me in for a few more years just for the fact I would stop enteraining offers since it would come with an ADSC. I'm happy with the Air Force/CE, but I'd be a fool not to listen to what else is out there and also since the Air Force/CE is doing nothing to lock me up for the future.

I have a few comments and suggestions regarding several different aspects of the CE career field and the AF in general. The first one is a suggestion, especially for the CE career field where all officers are engineers. One of the things we know going into the career field in the AF is that coming out with 4 yrs of experience and an engineering degree we are good perspectives for civilian engineering firms. One of the things alot of my friends are running into is that companies want experience from new engineers to get a position with them which most don't have straight out of college. With our leadership/management training, discipline, and engineering expertise high offers from seperating engineers are almost guaranteed in a good economy. My suggestion to try to keep people to stay would be to provide statistics of how much we get paid in the military (all benefits, allowances, education, insurance costs, loans, etc)vs the civilian world base pay (where everything is paid out of pocket) for someone with the same years of experience. Another good statistic would be to show the level of management/leadership someone would have in either senario. If we believe it is more benefitial to stay in it might tip the scale when the time comes to decide. My second observation that I have come across, while being deployed and working with the Army is that CGO's in the Army make rank alot faster than we do. 1.5 yrs for 1st Lt + another 1.5 yrs to Capt. If the AF finds it is loosing capts and doesn't have enough to fill slots there is always the option that after 3 yrs they could have produced a Capt which means that someone with a 4 or 5 yr commitment will be a Capt for 1 or 2 yrs, which is probablly a different experience than being a Lt and then getting out to find something better than what they have experienced thus far. The next comment is on something that is more AF wide. It has to do with the ton of emails that I get every couple months telling me about awards for different select groups of people. For example there might be a Hispanic American, or an

African American, or Asian American achievement award or something to that effect. Now I'm not racist or anything because I like pretty much everyone until you give me a reason not to, but it seems that simply because someone is of a different ethnic background they are entitled to more awards and recognition opportunities than say a European American who might work harder. The military is supposed to offer a level playing field and not be biased towards any group, but it seems that it has given into the constant cries for someone to be more special than someone else simply because of their ethnic or economic background. My example is that my dad came from a poor Italian family in New York, but he worked his butt of becoming educated and researched all of the job opportunities that he could in order to get a better life. Is that any different than anyone else pursuing the american dream, to simply say heres an additional chance at an award because we feel sorry for you? Anyway thats all that has been on my mind recently, hope this offers some insite that might be useful.

This is a very good survey, the main factor in determining whether or not I would separate from the Air Force after my commitment would be the deployment frequency and if I was married/had children by then. If I was still single, it would be a more difficult decision because I would really only be affecting my life and not my family's. Another factor would be the job market at the time of possible separation. If a better opportunity (i.e. much more money) came along in a nice area, for example, I probably would not hesitate to take that. However, I do like my work now and look forward to what I can possibly do in the future in the Air Force.

Part 1: Question 5 is slightly misleading because doing a good job at work has almost nothing to do with promotion rates. As long as you haven't gotten a DUI or had extra-marital affairs Major is guaranteed. Part 1: Questions 15, 17, 19, 21 and 23 reflect that I have no problem staying longer than the 11 hours I already put in every day, but would end up sleeping on the couch... Section V, Question 2: The AF gives me plenty of opportunity to take leave and vacation, but my job requiremetns do not allow me to take advantage of those opportunities (reference the 65+ days of leave...).

I feel that the civil engineer career field underutilizes their personnel, especially lieutenants. There are a multitude of educational opportunities for young engineers at base level, but most of them are being accomplished by civilians. Many of these civilians do not seem to have the best interest of the military personnel in mind. The career field would be better off if they would place a mid-senior level captain as a deputy engineering flight chief to look out for the best interests of the military personnel. There are good jobs available at the base level for military personnel, but these jobs have been made bad by the civilians in charge of the squadrons. The length of deployments is a considerable problem. There are those who deployed for just over 180 days who receive short tour credit, where others who deploy for just under 180 days do not. I am highly susceptible to being non-volunteered for a 365-day TDY based on receiving no short tour credit for my 178 day deployment.

I like the idea of a bonus. Lets do that for those who stay past their service commitment.

I think there are fundamental changes needed throughout the CE career field. Expeditionary and Garrison demands are huge and something must be done to alleviate the stress placed on all levels (not just CGOs). I'm not convinced a bonus will be effective (although I'd love to get one), but instead a change in the structure and mentality of the force to focus on our real mission objective: supporting the warfighter.

My primary reason for wanting to separate when my committment is up is that I do not want to have children while I am on active duty (especially since my significant other is also active duty).

Short tours were not considered in the Ops tempo section, I have only one deployment but, I am 277 days into a short tour.

The Ops Tempo for CE officers is very demanding. It seems like the workload for a CE officer is increasing and the number of people available is decreasing. Also deployments are brutal. I feel like I am only coming home to make a pit stop before back out the door. Jul 07 - Jan 08 Iraq (ILO), Jun 08 - Jun 09 Korea (instead of going back to Iraq in Jun 08), and now Nov 10 - May 11 Afghanistan (PRT). I am lucky that I will have only deployed twice in 6 years.

There are several reasons that I plan to separate in the next year to two years. I am married to another military member. My husband is a C-17 pilot. We have been apart over 1/2 of our marriage (married almost four years) and with both of our deployment rates, it will not improve any time soon. (GO1B did not make it any easier when I got to see my husband while he was on a two day trip and we had to spend time in the office instead of being able to talk privately in my room. Even prisoners get visitors!) Honestly, I love the Air Force and would love to make it a career, but I want to have kids in the future and our lifestyles are not conducive to a family. Not only are we deployed a lot, but we also work long days when we are at homestation. There are circumstances where I feel that working late is appropriate, but on a regular basis working long hours to make up for having so many people deployed? That is frustrating and wearing down our troops especially when they are spending over half the year deployed away from their family. In regards to the survey, some of the questions are deceiving. For many of us, it is not a matter of loving the Air Force or loyalty why we plan to separate. It is a matter of our family being neglected and being overworked. Working 12 hour days on a regular basis at garrison when you are expected to deploy every 6 months is unacceptable. Especially when often times it is doing additional duties or a special assignment (eg. a generals visit) on top of a mission that is undermanned from deployments from the get-go! Also, in reference to one of the questions, it is not the rules that make doing a good job difficult, it is the amount of jobs and additional duties that are put on CGOs and they are all expected to be done to the highest standard. If CGOs have 3-5 additional duties (which I would say the majority of CGOs have), how can they be expected to perform in their primary duty?

OPSTEMPO at home is worse than deployed - I PCS'd here in time for a UCI, then deployed for 190 days, then returned home to begin ORI prep. Odds are high that I will deploy before the ORI arrives, but that won't stop me from being a key participant in OREs. This OPSTEMPO makes it impossible to accomplish long-range personal goals: make/raise children, schedule the PE exam, formal education, etc. There is no balance in duty requirements and family requirements. The PE exam is particularly problematic because of the long lead time to register. I currently have 73.5 days of leave and 18.5 days of use or loose. With the current OPSTEMPO, I will be lucky to use 10 days before I deploy again. In a 1:1 dwell cycle, to maintain the same number of leave days, members must take 5 days each month? no supervisor will allow a member to be gone for one week each month. The scenario gets worse if CST is required. Unit commanders have continued to get worse. They consistently cannot articulate unit goals or priorities. Everything is a super-hot task, until the next task comes along and then the first task is forgotten. Supervisors at all levels consistently fail to provide ANY feedback to subordinate members. I have received one mid-term feedback during my 8 years; how

good/bad am I doing? What areas do I need to show improvement? Unit commanders are clearly focused on things other than developing their replacements; in many cases it appears to be a me-first mentality coupled with the belief that everything's fine. [the AFCE's] "high touch" mentoring theory sounds good, but unit commanders won't do it. The promotion questions in this survey aren't quite accurate. Every remaining member of my year group that stays in the Air Force will be promoted to O-5 – the RIF & separation bonuses cut too deep. The Air Force isn't limiting opportunities to members who those who "should" be tomorrow's leaders, the Air Force is just giving it away and hoping for the best. The Air Force has sold engineers to the Army for goodwill (how's that goodwill working out for the AF?). Why is the AF supporting an organization that refuses to support itself? The Army has been not supporting themselves for eight years and there has been no visible change in the Engineer branch. When the mission support officer ops tempo reduces in 5-10 years (respectfully disagree with AFCENT/CC based on generally accepted COIN requirements and the Army's inability to support their own forces), what will save home station AF CE positions from being converted to MAJCOM/CC CAG positions because we proved we can execute the home station mission with less than 50% manning? Probably the most demoralizing issue is that CE's senior leaders don't appear to realize what is happening in the CGO career field. The mission continues but at what cost today? What are the second and third order effects from today's bill? Why do I want to lead (or even be a part of) a CE organization? We're getting our teeth kicked in every day by wing commanders who won't prioritize efforts of the wing and CE commanders who won't stand up for their organization.

In general, my wife and I have had poor service at Air Force medical centers. The doctors have often had trouble diagnosing our problems when we've been sick. Over the last few years, my wife has had trouble with getting pregnant, and the doctors she has seen were not only unhelpful but also unsympathetic. I've also watched many friends try to have injuries treated, and they have not received an acceptable level of care.

The current CE Ops Tempo is the biggest contributing factor affecting career satisfaction. While many deployments are professionally rewarding, some are quite evidently the result of mission creep. The greatest frustration is the frequency of deployments detracts from in-garrison job satisfaction, continuing education opportunities, and meaningful family development.

I love being a CE officer. There is great job satisfaction and a since of pride in the career field and the job that we do. I feel we bring more to the table than any other air force officer and as a result are in very high demand. In my opinion, there are only 3 negatives to being an air force CE officer. 1) long duty hours 2) Frequent Deployments 3) Not paid enough compared to the private sector (we get the same pay as an FSS & SFS officer. that makes no sense at all!!). These three negatives are enough to push great CE officers that love the career field out of the air force. Why do lawyers, doctors, and pilots get extra pay and not CE officers? Engineering is a specific professional career that requires a challenging degree and certifications just like law and medicine and should be paid as such.

I am also prior service in a different branch, which is something that was not covered by your demographic questions. My total amount of service is much higher than your question regarding total AF time, so that gives me different options. Something to consider, would be to find out if LRS is doing something similar and cross check the numbers for these to AF career fields. I am friends with several LRS Officers and we have talked about both AF career fields and their deployment/retention issues. There a quite a few prior service LRS Officers and I have quite a few that retired after 10 years of commissioned service. For career options, I would like to see more non-flying personnel in charge of bases that have flying missions and in other "sacred" positions. Currently, the AF has what appears to be a glass ceiling for non-flying personnel. My belief is that there are a lot of qualified officers, and sometimes better, who can command a flying mission base. This will require major change at levels far above CE. AF CE officers need to be constantly placed in leadership positions starting at second lieutenant. The AF as a whole does a great disservice to its officer corps by not placing officers in leadership positions as soon as they enter the AF. The Marines and Army place their officers in positions of responsibility and authority as soon as they enter and they constantly move and change in these positions so that they can polish their leadership skills. The AF does not do this unitl an officer has become a major or higher in rank. At this point it is too late and the officer has not been properly prepared, through experience, to be a more effective leader. Right now a lot of CE officers are learning this through RFF/ILO/JET missions. Surveys like this can be good, but I wonder if they are too late and some need to be done that address issues with commanders at higher levels than squadrons and groups. I think this is especially needed in light of the spate of commanders fired over the past two years, the number of high ranking AF officers prosecuted for their actions, and with AF officers being fired from their deployed tasking.

I am overall very happy with the Air Force and CE. My main and only issue is not with deployments but with the overall imbalance of deployments. There are many officers that have been on 4,5,6 deployments. There are also many officers that have only gone on 0 or 1 deployment. I believe the Air Force can increase retention and the morale of its CE officers if they balance out the amount of deployments. Many officer dont have a problem with deploying but they feel cheated when they go on numerous deployments and some other officer dont go on any or are exempt due to teaching jobs, or some special duty which exempts them from deploying. I feel we should screen our officers before we allow them to enter into these jobs. If an officer has deployed very little they should not be allowed to go teach and avoid taskings. At the same time if an officer has deployed more than his fare share he or she should be allowed to go into these non deployable jobs. It seems the fair thing to do. It is not as big as an impact on me because I will stay in past 20 years anyway but it will save a lot of people on the fence.

I used to love being in the CE career field. There is no way someone could convince me to leave. However, the past year has really shown me that our senior leaders (not necessarily our CE leaders) are completely removed from reality. I returned from a deployment from Afghanistan at the end of December. When I returned, I was told I was being non-vol'd to Iraq for a 365 in March. Although I had 2 months of time between my

return, and my next departure, my leaders thought it best that I attend SOS. While at SOS I received a call from the JET tasking people (2nd AF) that I was to report early for CST because the leaders in the field poorly planned for the overlap and needed us earlier. I had to leave SOS early to in-process from Afghanistan, (which I hadn't done yet) and out-process for Iraq. Not once did the JET tasking people try to work with me. I explained that I had been gone for over 8 months and would literally be home for 8 days before I would head out again on a 365. No one cared. It was all about "team integrity" and getting to Ft Polk to sit around for 2 months away from our families. The JET tasking people (2nd AF, 602nd...) and our overall AF leadership have no idea how much our families are getting ripped apart by poor planning and increased ops tempos. More civil engineers are getting out, and less people are filling all the empty taskings. The best CE CGOs I know have already or are planning to separate. Why would I stay? I am getting ready to leave on my 5th deployment in 6 years (and I did an 18-month Master's degree at AFIT!) As soon as my commitment is up from attending AFIT, I am out, unless radical changes occur (regardless of job opportunities outside).

The 'promise' of a deployment tasking without actually getting one is about as bad as actually getting one - when it comes to planning vacations, trips to the States, and advanced degrees. At this point, home station ops tempo is my primary concern. The '300' times I've worked past regular duty hours is a very rough guess. I think I can count the number of times I've gotten home from work a reasonable hour on two hands, max. While the jobs I've had are rewarding - with the exception of never-ending additional duties - and I'm fully committed to excellence in mission execution, I have no interest in shredding my family life for the sake of the mission down the road. The AF's reputation for this interest in its people is one of the several things that initially attracted me to service with this branch. I've appreciated the experiences I've had and the folks I've been priveleged to serve with but it's the time it takes to accomplish the great things our people are doing that might edge me out. Thanks for your concern and the steps being taken to address ours.

I plan to stay with the CE as long as it's still fun, and I have enjoyed my short time in the service so far. However, I don't feel like the Air Force is some kind of family, to which I belong. I see this as a job, and not much more than that, and I highly doubt that will ever change.

I am extremely satisfied with the benefits I've received in the AF. They are unmatched and provide an excellent platform for 32E's to start their lives. That said, the AF's requirement to be a good officer will always supersede it's requirement to be a good engineer. As such we get juggled around so often that it's difficult to ever master any aspect of engineering. Furthermore, I believe it would be really difficult to get a job as an engineer after 20 years of being a "jack of all trades" and touting a resume broken up into 2 or 3 year stints with 2 or 3 jobs in each (Env O, Programmer, Readiness O, AFIT Instructor, War College Student, Asset Mgmt Staff???) Case in point, a fellow 32E graduated with a degree in Elec Eng and hasn't touched it since. In fact, he spent the last deployement running convoys. If he'd been injured in one of those convoys and had to leave the AF, what would his resume look like? The AF's partiality to officers with

multiple jobs was further proven in the career of an outstanding fellow 32E who was passed over for staff assignment ostensibly because he didn't have enough jobs in his DVB. Honestly, we're not guranteed any more job security in the AF than on the outside(especially with Force Shaping, Medical separation, etc) and the things that make you competitive in the AF seem to hamper your marketability on the outside. In truth, pursuing a career in the AF is a great decision for someone who is committed to being an officer, not necessarily an engineer, for 20+ years. However, for those thinking past their retirement and evaluating how those 20+ years will translate into an engineering career, it just doesn't add up.

The pace is tolerable as long as you are single but if i had a family i would be gone

Please fix the civilian hiring process. I have seen too often this process hurting USAF Civil Engineer capabilities due to the large amount of time it takes to hire a civilian. It seems as though sub-processes have been added year after year because someone thought it was a good idea at the time. This civilian hiring process requires a fresh set of eyes from people who are willing to ask if each sub-process is absolutely necessary. Thank you.

I am currently deployed and have not been back in the squadron since completing AFIT. Therefore I have not experienced the 1:1 dwell ratio that others say we are now in. If this is true, my intention to separate after my commitment is up would increase dramatically.

Currently on a 12 month deployment to Iraq.

The economy, combined with the fact that we live in the middle of no where has prevented my wife from finding suitable employment, despite her masters in nutrition, a high demand field.

Besides the obvious issue of a high deployment ratio, the amount of training that goes into the deployment ratio is even more of a issue for normal life at home and home station job requirements. If you're only home for 6 months, and then there's the potential for 1-3 months of CST, the time at home station is minimal when you factor in Leave, R&R, Silver flag etc etc. At home station, Lieutenants are forced into the most menial of jobs for an officer in the Air Force. After years of training at the Academy or ROTC, and all the aspirations to be a leader and to do great things, we're put in cubicles and told to program or to project manage menial routine construction (IDIQs etc) with little respect or responsibility given to us by civilian supervisors who see us as "temps." This is compounded by the deployment ratio as there are no opportunities to take hold of real-world important projects. The result is Lieutenants who don't feel challenged, who don't feel like they're living up to the expectations of officers in the US Military, and to no attachment or reason to stay in the military other than apathy in finding a job outside. So while the ones that crave responsibility and real problem solving and a challenge get out, the underachiever can coast by and eventually be promoted. In my humble opinion, I'd attribute lack of retention with the 2 aforementioned issues. If the current economy was

better, there would be very little reason to stay in the Air Force and specifically the CE field because of the wealth of other, better opportunities out there.

I enjoy CE. My problem is with the Voluntary Separation Pay CE officers received a few years ago. Those people would have separated regardless of the VSP. The ones I knew already stated that if tagged with a 365, they were getting out. Others were just getting out as soon as the committment was up. The VSP just happened to be good timing with those people. Some had even received the retention bonus from 2002. To make matters worse, with the ops tempo we didn't need people getting out. Now we are strapped for personnel. On another topic, I don't like 32E's getting hit with "any officer" type deployments. It is an incredible waste of manpower in the career field. There is a vast pool of 62E's and the like (frankly any career field that isn't deploying) that can fill those "any officer" taskings. Hopefully, things have changed and those personnel are starting to carry some of the load. I just don't know because that kind of info isn't advertised. I think that info would make highly tasked career field personnel (i.e. CE) feel better. I'd also like to see a retention bonus for 32E's. I've heard there is one coming, but I'm sure I will somehow get left out by year group.

I'm very proud to serve in the greatest Air Force in world and I believe that the finest people in this great Air Force are those that serve as engineers, but young CE officers are not really given the chance to be part of that engineering family. The AF paid for me to get a degree in Civil Engineering and has given me the opportunity to expand on that knowledge with many AFIT courses, so why doesn't the AF let me use some of that knowlegde? Let me work with the shops, let me be in charge of teams doing work on base, give me some responsibility and a job that I can actually take some pride in and see what happens. Enough shuffling papers for some civilian that has been doing the job for the last 40 years and is going to end up doing it his way no matter what your input is. Give me a chance to be an engineer and a leader.

I'm really just unhappy with the AF right now. The deployments will come and go; they suck, but they're not deal breakers in themsleves. I want to like this job because I believe in the importance of our mission, but I'm disenchanted by many of the leaders I've dealt with in my short career. Many leaders are box-checkers instead of good managers. I simply do not want to work for someone that doens't care about their people.

From talking to other incoming second lieutenants, it appears our location preferences were not paid attention to (many of us ended up at bases not on our list of preferences but on other incoming 2d Lt's lists of preferences). This perception makes many of us feel as though the Air Force, and CE, has little regard for our own lives and interests. I would have personally taken the preference lists and requirements and matched them up if the functional would have sent me the data because that individual, it appears, did not make the effort to do so. The current ops tempo, if it does not change, will make it difficult for me to develop my personal life outside of work and pursues other interests, such as further education. I like my job and CE, and feel that I am making a difference on base and in the world. I also like the unique opportunities the military affords. However, the impact on my personal life and goals outside the career field, considering my perception

that there is little regard for them, make me inclined to go into industry as a structural engineer where many of my peers are already working.

My wife has an excellent career as a teacher with a Masters in curriculum development and it still takes a back seat to my career. With the current deployment taskings, my experience, her desire to teach.....why would I stay in? The Air Force is quickly burning officers out in my age group and it can't compete with having a family life that allows for spouses to have a career as well as kids growing up in one place. Why put up with constantly moving, never getting to settle down, always deploying? What's the incentive? If there were bonuses at least people would have something to make up for the hardships we deal with in todays Air Force. Our career field is also not very rewarding. We lead from a desk and get out seldom at best. This is not exciting anymore and more of a burden then anything else. It's getting so I hate to come to work. Yes, this is what I signed up for. No, this isn't what makes a fulfilling career.

With increasing Ops tempo and decreasing ranking pesonnel CGO's are being asked to do 3x's the duties their CC's were doing at their rank. Filling an above grade position should be compensated. Working 12 hr days should not be the norm. Feeling like you cannot take leave w/o dropping the ball is not acceptable but happens all the time (less than 2wks of leave in the past yr). Centralizing mgmt and funding adds new responsibilities to us as well. Although i plan on staying 20 i am unsure i will want to if things keep up.

I enjoy working in the CE career field and generally in the Air Force. I also enjoy the numerous travel opportunities for my current job. Overall, the biggest factor that keeps me in the military is the people I work with. CE has great people especially the folks in the shops. However, what puts me off the most is dealing with the bureaucracy and politics of the military way of life/work (basically "Dealing with the [expletive]") and the constant flow of work we seem to create for ourselves. Maybe we aren't "creating work for ourselves" but not much is explained at the junior officer level why we do some things the way we do. Being at a staff job has opened my eyes to the strategic/operational levels of the Air Force, however, base level engineers never get this view. I am excited to see new deployment opportunities in Afghanistan going to the "hub-and-spoke" concept instead of sitting on a FOB for 6 months like I did. I have only been deployed once, but looking forward to my next one coming up soon. I would like to see more RED HORSE opportunities as I applied to 3 of the 4 units last year and didn't get one of their jobs and also a more detailed EOD application process. I was (and still am) interested in EOD, however, the application process went through AFPC and many of my questions couldn't (or wouldn't) be answered. I even requested contact info for the EOD FAM to ask these questions to and was told I had to work through AFPC.

The CE Career Field needs to re-assess the special duty assignments that goes to CE. CE has moved to a 1:1 deployment ratio because of stressed the career field is and they are still allowing CE Officers to leave the career field for special duty assignments (both volunteer and non-vol assignments). These officers would be better served by staying in the career field to help reduce the burden already on the career field as a whole. It would

be nice as well to increase the officers in the career field to help ease the burden on the engineering officers.

One thing that was forgoten was being overseas but not deployed. I was nonvoled to [a remote assignment] and spent time at [another base] while it was a remote assignment. Those should count as time away from your family. I have spent more time living overseas (deployments and assignments) then I have state side. The only time that I have ever considered getting out of the AF was in regard to the decoration process durring deployments. It is the most unfair system that we have. Some people get Bronze Stars for the same work that others are getting achivement medals for. This system is broke.

I worked in the civilian industry for 12 years before joining the AF and currently I plan to stay in until retirement and beyond if I can continue to contribute. Deployment tempo, job positions, promotions and future policies may influence my current plans. One of my main concerns is to finish my Master degree before I PCS again.

It's good to see that architectural professional development is still ignored in a CE officer survey. We're expected to do it completely on our own despite the fact that it's impossible. We're not at a base long enough to work under an architect and gain enough hours, it takes 4 full years. The AF doesn't perform the full range of items necessary to get all required hours mandated by NCARB. Both bases I've been to haven't had registered architects to work under. The ones I've spoken to in the AF have no clue on how to mentor someone to achieve their RA. The architectural mentor MUST be in the same organization as you, we can't go downtown to find someone. Senior leadership continues to stress that it's important for us to get a PE/RA despite the fact that they ignore any requests to develop a program to assist us. Having a standard 10-12 hour duty day, working on our masters at night, SOS by correspondence and in residence, constant TDYs, and a 1 to 1 deployment rate doesn't exactly leave us a lot of time to go it alone does it? And that's assuming we could even do it on our own which architects can't without a strong mentorship program that can travel with us from base to base. And now we're deploying at an incredibly high rate and expected to have all the technical knowledge that the AF never saw fit to give us. And you're wondering why it's difficult to retain people?

The AF provides a great start to a CE's career. It has been a pleasing experience so far. My family's attitude toward moving and deploying will be considered when my decision is made. As far as deployments, it seems unfair that civilian corporations can pay their engineers two or three times our salary for putting their lives on the line, while the AF can only muster an extra $500 plus no taxes. We all serve and should be compensated appropriately. Additionally, if the deployment tempo becomes a one to one dwell, that will again impact my decision to stay in the AF.

Please note, many of my answers are influenced by being mil to mil; particularly regarding deployments. In subsequent survey's, you may consider providing "mil to mil" as an option under marital status as there are several of us w/in CE.

Response to Part I, Question 5: Those who do well on the job stand a fair chance of being promoted. While I agree with this statement, I also believe that those who do poorly for just good enough also stand a chance (whether it be fair or not) of being promoted. Response to Part I, Job Attitudes, Statement 1: I do sometimes feel my in garrison job is meaningless, especially when the tasks I'm given are unclear, have no set objective, and after spending deliberate time on delivering a product, that product isn't used. I would ask leadership to either be more clear about their expectations or provide valuable feedback throughout the process to ensure the product they want is being developed. If the product isn't required anymore, then stop the task. Response to Part II, General Attitudes: I would be very happy to spend the rest of my career in both the CE Career Field and the Air Force. However, my family life conflicts with this end state and therefore, decisions have to be made. I can't have both the AF Career and the family. At the end of the day, an AF career is only 30 years max? In theory, your family is the rest of your life. How could I not choose my family? Response to Part II, General Attitudes #9: Too much of my life would be disrupted if I decided I wanted to leave the CE Career Field/Air Force ? the answer is no, in fact, staying in disrupts my life too much. In the near future the AF is going to want to move me away from my current duty station. Unfortunately for the AF & my desire to stay in the AF, my family is not moving from this location, and therefore, neither am I. I wish there were some other alternative. I could extend my time here by maybe a year, but eventually the AF will need me to move on and that is just not an option for me. However, separating from the AF, no matter how painful that may be for me, is an option. Section V: Demographics: I have a large issue with these surveys because you are either single/never married or married. While I'm not married, my significant other is basically my spouse. Every decision I make regarding my future status in the Air Force is largely based around him and our relationship. We don't have to be married for it to be important and/or relevant.

The way my job work s at my current base may not be on PAR with other CGOS, but I am given great opportunities, responsibilities, and problems to solve on my deployments., but feel very underutilized in garrison. Both the JET and AF "traditional" taskings I've been on were great. On each trip, I felt that my supervisor understood CGO capabilities and what we bring to the table, and combined our abilities for the most efficient management of the work at hand. In garrison, I return to a "you're just not here long enough to really do any work" mind set after deploying, and the only people who know when CE deploys are other CE folks. I feel like the AF at large doesnt appreciate my work anywhere. It's personally disappointing, and somewhat depressing. It's quite a pendulum swing from the active duty rhetoric of "we NEED engineers!" that I've heard since commissioning in '06. Generally speaking, I feel more appreciated, trusted, and respected by my supervisors on deployments than I do at home station. (but I do have more time to spend on my MS classes while at home!) The 6 months gone/ 6 months home tempo can be stressful; but the trips themselves are great once the travel is over. The only 3 complaints I have are the yoyo effect of my work level described above, and , and if deployments stay at this frequency, I feel like the CE community appreciates me, but everyone else in the AF doesnt, and I don't feel I'll be able to start a family while on

active duty with this tempo, which will move my considerations for separating up. It's tough to find a "[possible] Mr. Right" in 6 month intervals!

There are a few things that really discourage/disappoint me about the focus/future of the USAF & USAF CE. These things have detrimentally affected my view of the Air Force. - Lack of real recognition for Airmen involved in ground combat operations. I have had to put my Airmen in for decorations through the Army because "Big Blue AF" wouldn't/couldn't take the time to understand the significance of their contributions on the battlefield during ground combat operations. This includes the AFCAM, and how my EOD Operators would have qualified for the Army Combat Action Badge (CAB) but couldn't get an AFCAM. - Lack of logical wartime focus. We have been at war since before I joined active duty, and yet the Air Force seems to have it's head in the clouds when it come to quickly adapting to the demands of battle. This includes points like uniforms, UCIs/OREs/ORIs, increasing bureaucratic burdens, and worthless ancillary training... issues I will cover in more depth below. - Uniforms. The USAF proved it's unwillingness to better equip it's Airmen by choosing a non-functional change in uniform simply to provide "service distinction". They resisted input to provide a useful uniform with modern camouflage, materials, and design and instead selected a uniform with less capability than the ones it replaced. It(the ABU) has an ineffective (read useless) camouflage pattern, uses a much heavier cloth than it's predecessors, is the opposite of flame retardant, is totally oppressing under body armor, makes no use of smart design features like angled pockets, fire retardant materials, and functional camouflage patterns. Furthermore the PT uniform selected is the worst physical conditioning or sports clothing I have ever worn for both comfort and functionality. Lastly the implementation of "blues Mondays" and development of a new service dress uniform smacks of organizational irresponsibility when we have Airmen in harm's way with less than the modern standard for body armor and armored vehicles. We are in the most protracted war of modern American history and the USAF brass are concerned with mandarin collars and heritage belts. It's no wonder that Airmen in ground combat operations working alongside Soldiers and Marines have had to fight an uphill battle to gain their respect. - Inspections/Exercises/Bureaucracy and Useless CBT Training. I probably spent too much time on the proceeding issue so I will make this as succinct as possible. Most Airmen signed up to work hard and become skilled experts in their field while serving their country in wartime. When the Air Force squanders their time with inspections/exercises that focus on outmoded methods of operating and then tries to tell these young battle hardened Airmen that they are not capable of accomplishing the wartime mission it is an insult to their intelligence and to the Air Forces valuing of them, their real and useful skills, and their time. We are at war. We need to train and equip to win this one, and prepare for the next one, not play games to simulate a war that was a possibility back in the 80's. Besides squandering precious homestation time with unrealistic exercises and inspections of questionable value, the Air Force also is increasingly levying more red tape and bureaucracy in the name of visibility/accountability/tracking. The time this takes detracts from our homestation mission, and preparing for our wartime mission. Additionally the Air Force seems to be attempting to force feed Airmen a steady diet of CBTs of little or no value that are almost always simply clicked through at as rapid a

pace as possible. This seems to be "Big Blue" covering themselves so if someone is hurt, killed, or indicted they can say "Hey, we trained them on that, they knew better". In reality this training takes away from the real training they should be doing for their specific skill. Because they spend less time training their specialty, they will be less proficient and also less safe when they perform the duties of their primary AFSC.

My biggest gripe thusfar is the lack of mentorship I've encountered. Perhaps I haven't pursued it aggressively enough, but it's very rarely been offered. My staying in is largely based on deployment tempo and family concerns.

I personally have not been effected much by the 1 to 1 dwell, however, many of my contemporaries have. One specific example is an CGO who missed the birth of his first child (wife also had a complicated pregnancy) due to deployment. When he returned from deployment, he stated to his superiors and his MAJCOM/A7X deployments FAM that he intended to have another child immediately, and requested that he could stay in place at least until his second child was born, then deploy again. He was not asking NOT to deploy, he was simply asking for some extra time to help his wife then return to the fight. He is currently deployed again and will miss the birth of his second child. He fully intends to leave the AF following his deployment. My observation is that money and job opportunities are not the issue. The problem is solely and squarely with deployments. I share the sentiment with my peers that if I wanted to be in the Army and do Army taskings, then I would have joined the Army. Instead, I joined the Air Force because I fully expected and intended to serve the Air Force. I've noticed that the Army's retention problem is also due to length, number, and frequency of deployments. It is disheartening to sit in the desert and be told when you will be expected to return. If the Army has this problem, then WHY would the Air Force chose to spread the disease of disillusionment to its Airmen by sending us into that same environment of constant deployments for continually extending duration, to do jobs that Airmen have never been traditionally trained to do? The increasing number of Joint Expeditionary Tasks (JET) is mostly to blame. I try not to present problems without solutions, so here's my recommended solution: If the other branches of service feel that Air Force Engineers are so valuable, then it is in their best interest to recruit, train, and field competent, engineering degree holding engineers in the same manner that the Air Force does. I compare this to loaning a neighbor my tools. If my neighbor does not have a hammer, and I let them borrow my hammer once or twice, no problem. But if he/she becomes fully dependent upon my hammer to build themselves a new addition to their house, then perhaps its time for my neighbor to purchase his/her own hammer. I understand the usefulness of joint warfare. If one branch of service is better at accomplishing a task, then that branch should take the lead in training the other services to accomplish that same task efficiently. Share the corporate knowledge. This has already been accomplished with EOD technical training. Going back to CE CGOs, perhaps the training we receive at the Air Force Institute of Technology could be harnessed to pass the AF engineering expertise on to our sister services. I realize this takes a significant financial effort to hire extra instructors (which would create jobs for the American economy), schedule additional classes, pay for TDY

costs, etc, but perhaps this option would be more economical than losing the AF civil engineer capability entirely because no one wants to work with the Army.

Reasons why I consider separating: - Lack of satisfaction with squadron level assignments I didn't gain much engineering or leadership experience in my squadron level jobs. CGOs are typically stuck in an office away from the main CE mission with the excuse of "building depth". I could provide a laundry list of examples, but one that sticks out is programming. Many LTs are assigned to the programming office but spend most of their time entering data into ACES instead of truly developing engineering requirements to support the mission. I'd recommend the programs flight assign LTs to several projects that are in different phases of the construction process. The first time I ever stepped on a construction site was my first day [in Iraq]. After my deployed experience, I realized that the lack of project experience is unacceptable. ACES data entry, refuse contract management, and pollution prevention policy writing are all important, but they didn't prepare me to plan, program, and execute projects (contract and in-house) to build/maintain an airfield. Also, while these jobs tested my organizational skills, they didn't make me feel like an engineer or a leader. Why I consider staying: - Mission impact I can't find another job that provides the same opportunities to make a difference in the world - Master's degree opportunities are fantastic Going to school full time at AFIT or CI on salary is an awesome deal. - The CE community is a great family My private sector engineer friends don't have anything comparable to the relationships built within CE. - Weak economy Military jobs are stable. A bonus would play a very important part in my career decision when the economy recovers. A bonus right now would be nice, but probably wouldn't seriously affect my decision in the current economy.

I would like to note that while this survery takes into account the attitude of CGOs, it does not take into account the type of person that wants to stay in. From my limited experience, every single person I have ran into that wants to stay in is not the type of leaders I want running the future Air Force civil engineering squadrons. The hard chargers and over achievers are getting out because for one, they are smart enough to realize the trend and two, they are not being rewarded proportionately to the amount of work they do in comparision to the somewhat good people. Every CGO gets a strat line on OPRs, when only the really good ones should.

I have several concerns about CE that may affect my decision to stay on active duty and/or in the AF. 1- The deployment/dwell cycle is not sustainable. 6 months home between deployments is inadequate time home with family. In addition, no one can be gainfully employed at home station because they are only available a few months to fill a position. Once you account for post-deployment leave and Combat Skills Training, a CE officer is only available about 3 months to fill a home station job. Home station billets are now nothing more than place-holders. There is no capability for OJT or home station development. 2- The CE career field is two-faced. When deployed, we are expected to be engineers. In home station, we are expected to be managers. Officers are deploying downrange with little to zero engineering experience because of the lack of OJT or practical engineering being done at home station. 3- Educational opportunities are

difficult. Getting my MS on my own time is exceedingly difficult with the current deployment tempo. AFIT is the only choice if I expect to go to school full time, and that's assuming I am accepted into the program or that I even want to be out of the CE career field for 2 years.

I've only deployed once and haven't yet been through the assignment process. I have some plans in mind (masters degree, assignments, etc) that will keep me in the Air Force for a while yet, but I don't know if it will be until retirement.

Short deadlines, few resources, long hours...doing a good gets you to tomorrow and you start over again. Good workers are overworked. Sometimes favoritism is too much...some never get anywhere no matter what they do and others do nothing and go everywhere. Depending on who you work for you're their stepping stone to promotion. The people who do a lot of work and don't have a certain 'look' gets passed over. The focus is on what the AF should 'look' like. CE should provide study weeks/months for every officer to take the FE/PE, but instead, you can become stagnant if you can't balance home and work life to increase your education level. Oh, long work hours doesn't help you complete your education it pushes it out further or takes the wind out of your sail. The AF should make time for everyone to go to school, not just the ones who knows how to massage the boss. You can get a quality family force (weeding out folks will put good people on the bottom) or a quality 'single' individual on the team.

I believe in what we do, but frequency of deployments make it hard to live a balanced, normal life. Task saturation at home station is the norm due to officer deployments, hence home station officers are also negatively affected. Also, current perception on assignments is unfavorable among CE CGOs I have encountered -- response time and decisions seem to be short-sighted and capricious in nature. I understand that we are a voluntary force, but having given so much and risking alot, current AF CE environment don't seem to compensate our personal sacrifices.

The largest concern I have is my ability to start a family and be in the Air Force. How am I supposed to meet a women, date her, ask her to Marry me in approxatmly the 6 months I have (either deploy again or PCS). Also it is difficult for me to really get behind the career field. CE is extremely under appreciated. I know being in the AIR Force we are not the #1 priority but if you take a look at the other officers I graduated with I have been in many more combat situatuions. Then at home staton we are constantly reminded that we are "only there to support the pilots". CE is not being treated as the operational force that we are. (At least that is the preception I have). Addtionally no one believes CE is on a one to one dwell. During base excersies the Cops can pretty much name there schedule because of there ops temp (which i do agree with) but CE should be treated the same way. We are deployed just as much. One last comment a SNCO made to me today. He said "CGO's are like bigfoot, it is amazing when you actually see one around." He is right we are never here or have enough time on staiton to go aournd and meet people.

I love being a CE officer, but it is hard on my family life. I love the opportunities that CE officers have and I love leading Airmen. However, the current deployment strain makes

normal family life essentially impossible. I feel like senior CE officers don't understand the strain of these deployments on a young officer that wants to start raising children and facing the fact that for half of a year you will be gone.

Our current medical/dental are already overloaded and the issues will only compound once airplanes show back up to the base and the Army shows up. Our services are unable to deal with combat stresses past what the normal AF person experiences without leaving the wire. I witness it on a daily basis of our medical facilites unable to treat patients in A: a timely manner and B: to the extent of what they require. It can take upwards of a month to schedule an appointment then when our warriors who do spend entire deployments outside the wire start talking about what they have seen, the medical staff is ill-equiped to deal with it.

I no longer get COLA even though I still live in part of the country where the cost of living is retartedly high in comparison to other areas. We also don't get equivalent BAH as people that live only an hour away at another AF installation. The two towns nearest my base that the zip code is used for to determine COLA and BAH are so poor, that no one in their right minds would live there for fear of getting their house broken into by meth addicts. So I sacrifice the drive and mileage to live further from base, but I pay a premium for my rent in order to live in a safe area. The clinic available at my base is lacking in every way. If we have anything other than a head cold, we are referred to the other AFB about an hour away. God forbid anyone have a serious problem, they have to basically commute hours just to receive decent medical attention. I don't even see why we even pay to keep this clinic in service as it is pretty much useless except for the most basic of tasks. The services/clubs, etc. on base are ridiculous. There is not enough infrastructure on base to warrant putting money into the club. However, people are constantly trying to promote club membership. The Air Force would save so much money if they just did away with clubs at poor bases such as mine. They charge ridiculously high prices for average to bad quality food, and members get such miniscule discounts that it doesn't promote membership. Vacation opportunities are fine as I realize that the military gives more vacation than many companies in the private sector.

Why does the AF insist on doing PHI & PH2 exercises during home station time in between deployments? Not only do I have to deploy for half a year every year but now when I come home from deployment I have to prep for ORE/ORI events that don't really even pertain to present day operations. The AF is behind the times when it comes to exercise requirements. The biggest challenge in leadership right now is explaining to the airmen I work with why we are doing PHI/PH2 exercises with half the squadron deployed and the other half at CST. Let us relax when we're at home! This is what is going to drive me out of the AF! The man hours that it takes to prep for one of these pointless ORIs is astounding not only on the officer side but also from the enlisted work force. Normal duty day from 0730 to 1630! That is laughable. Try 0500 alarm clock for PT&barely enough time to pack lunch in my mouth&leaving the office at 1700-1730. Have to go to bed at 2000 b/c PT starts at 0500 the next day. 12 hour days with a few night shift ORE days thrown in there for six months before I hit up CST (which oh by the

way doesn't count toward deployment time). Solution: Cut the crap during home station time and the deployment temp might not be so bad.

Dental/Health care in my family's case has the largest room for improvement. For most issues, I have to visit the clinic more than once to be seen. Typically first to verify that what I scheduled the appt for is true, and a second with the specialist. Most of the times a third with the specialist follow up. Same goes for dentist...once for doctor's review and once for cleaning. I realize this probably does save on unneccessary doctor visits to specialists and better scheduling of doctor/dentist/techs time, but it is a pain on the patient. My wife has the need to see a dermatologist and gynocologist on a regular basis but must first take the time off of work to visit the doctor to ensure she really has the need...which she has for years. She recently switched over to Navy primary health provider and they allow here to see the specialists with just a phone call. Much much easier.

The biggest decision maker to seperate stems from the time I spend away from home, the number of excersizes coupled with both mine and my husbands deployments. I have had to activate my family care plan too many times in the past two years. On top of that with inadequate childcare on base (the base never got my youngest son in childcare even after a year) it is very difficult to manage family with long work hours while one of us is deployed. If I seperate, I still have health care benefits and I plan to return to school.

In essence I enjoy working in the AF, not because it's the AF, but because of the personnel that work for me; if it wasn't for them, I wouldn't be here. I could care less for the restrictive and bureaucratic nature of the AF. We often shoot ourselves in the foot, write a report about it, salute smartly and repeat as often as not necessary. I wish that I had more than two deployments, but my assignment cycle always seems to get in the way of it...however; I did run into a Vietnam vet this last deployment to Iraq and gave me the perfect quote for how things are running; when the war moves out, the bullshit moves in. We are dealing with the latter and I see no change in the future, save to say it will get worse... all that said, I love serving my country and our enlisted force that moves us forward. It hurts to say that one day, sooner than later, all of the BS will eventually overcome the desire to serve them, that will be a sad day.

The part of the AF I would most like to see changed is administrative; this is where the majority of my time is spent. The following is one example. I believe in recognizing my people, but fail to see the benefit of having base quarterly awards and MAJCOM Career Field awards that cause me to have to write double. Not enough time has been invested teaching the enlisted force how to write. Teaching them these vital skills would do the most to reduce my workload. Another great spenditure of government resources is Force Protection Projects. For example, I fail to see a greater need in spending tens of thousands of dollars to move a road back 10-20 feet versus investing in something like utility/facility upgrades. In the course of my career I've been stationed with the Navy Seabees for three years and in Korea for two years. Hence all of my deployed experience has been with the Navy. My desire is to deploy more hence any dis-satisfaction.

As an AF officer first, CE officer second and EOD qualified CE officer 3rd I question how we can segregate the CE career field from the AF as this survey would suggest. They should be considered as one entity. AF Deployments are tough, but a fact of life in our business. A few real focus points should be: 1. Ensuring our folks are adequately trained for the business of deploying...ample firing, small team tactics, combat life saver, combat driving and training with the equipment with which we fight. Football teams don't go to the big game with just-in-time training and nor should the AF. It must be a core competency. 2. While deployed we must take care of our Airmen, provide them top cover and resources to accomplish the mission we demand. We cannot settle for less than the best training and resources and we must posture ourselves financially to acquire the best equipment. This isn't the Army's war...this is the nation's war and we should not continue to play third string with third string resources. 3. While our Airmen are deployed we must exercise good leadership back home and ensure the families of our deployed members are not left unsupported. The AF job is tough, but: 1. For those who put in ample effort they get rewarded. 2. No experience is better than the opportunity to lead and achieve mission success...be it at homestation or deployed. The AF has a tendency to look at award packages from down range in higher regard than those from homestation... Regarding mentoring from AF leaders: I've been privileged to have some great mentoring in my career, but I don't think all CGOs have been so lucky. It's important that we develop the skill of both receiving and providing mentoring as it's vital to our growth as leaders. Leaders should hold their appt with CGOs for breakfast or lunch as they would for any other requirement to ensure their in touch with their officer's issues. Many of the topics discussed in this survey are a local commander's specific purview and it takes leadership to guide the team through these times. Those CC to CGO mentoring times are important to lead, develop, squelch rumors and mitigate whining. Summary: Focus on doing what it takes to keep our Airmen alive...expeditionary training and resource, leadership, experience. We're still not doing enough... Focus on time off when needed to take care of self and family... Focus on mentoring...leadership can guide attitudes and attitudes are pervasive throughout an organization

I feel that as an AFIT student my answers, especially with regards to Ops Tempo, aren't fully reflecting the Air Force norm.

I separate 1 May 2010. I choose to separate after I was tasked with my first deployment for a year to Afghanistan 5 months after my daughter was born. I requested to volunteer three times prior to my pregnancy for a deployment 2 of the three times my commander would not allow me to volunteer. The third time the tasking fell through. I would have been willing to deploy for 6 months or less, but not for a year with an infant at home. There are several companies that want to hire me however the issue with finding a new job has been initial compensation. Most of the jobs will be a pay cut. They do have future promotion in 1-3 years based on my performance rather time in grade. It is frustrating to see peers who have poor work ethic promote at the same rate when all they are doing are breathing.

Mnay of these questions do not apply to single officers - you almost have to have 2 completely different surveys or these results aren't going to make sense. One of the

biggest reasons for dissatisfaction among 32E CGOs is the base-level jobs we do at home station vs. deployed - all we do is the jobs we couldn't get a GS civilian to do (programming, AMP, environmental) and then when we deploy we get the good jobs like project management and design. This leaves us virtually unemployable in the private sector unless we come back to work as a [contractor] in the same job we separate to get away from or work for [an engineering firm] on projects we programmed. Also the assignment process has a lot of CGOs upset, particularly [AFPC's] management of the system - basically if you tick [them] off [they] banish you somewhere and you're stuck at a base with 3.5 years to wait before you can think about submitting your ADP again, which is a joke since nobody is getting their ADP preference anyway. Then factor in the stories we hear about good dudes getting passed over for Major because they didn't get sexy OPRs or a strat because they were deployed for 6+ months of the rating period with their biggest bullets coming from their LOE and your BCE and MSG don't even know your name or what you did - it's a lose-lose when you look at the options in the private sector and the options for staying in. I could go on - if you want to hear more please contact me.

Deployments are a problem. I don't want to spend over half of my forseeable AF life in deployed locations. I just graduated CST 2 days ago...the curriculum is questionable and the quality of teaching seems like they threw the class together the day before. I hope the rumors are true all CST will be in Tyndal in a few months. Maybe they'll be able to hire quality contractors who have up to date information/TTPs and can teach us what we truly need to know. If CST stays like this class I just graduated, congress should cut costs by eliminating it. I hate working for the Army when they wont listen to what we have to say. Why does the Army want us if they won't even let us do our job? i.e. artillerymen wanting to put morgues next to DFACS and arguing about the need for clean water for concrete. The recent rumors (just rumors so far) about the changes in deployed locations (specifically iraq) about trying to reduce demand by going to hub/spoke seems like a step in the right direction. A possible by-product of this is the Army will have less control over our jobs there, we won't be stuck at little bases staring at walls because the Army wants engineers there just in case. leadership [in Iraq] will be able to move us to where we actually have work. Civilian work after the military: You hear rumors about people getting very good jobs, but how many actually get those jobs? The CEP contractors here drive from 2 hours away and rent appartments during the week just so they can find jobs. I've heard a lot of time in civilian jobs is devoted to CYA and the benefits aren't as good as we're getting. I have some thinking to do on this deployment.

My dissatisfaction with the CE career field and the Air Force currently has everything to do with the recent CE reorganization and with the projected deployment tempo. The CE reorganization served to eliminate CGO positions within the squadron. Now the only actual officer position within the operations flight is the Ops Flight Commander. How exactly is an officer supposed to learn how to be an operations flight CC when he doesn't garner experience within the flight as a CGO? Currently I fill the position as a superintendent for operations support, which is being reorganized to act like a maintenance engineering section of old. The reorg states officers should primarily reside

in CEP now. From my experience at 3 different bases, the use of officers within the engineering flight (now known as CEP) varies considerably. Only one of the three bases I was at allowed officers to actually act as project managers over large construction projects. The other two were dominated by US or local national civilians. In those places, CE officers simply acted as "special projects" or "action officers" making powerpoint slides for the next briefing. No level of authority is given to them to make decisions. Learning about your job is very difficult when you're not given the opportunity. This is especially important when you're expected to do all of those tasks and make those engineering decisions when you're deployed. So thats why you have inexperienced officers going downrange. Although I haven't deployed more than once, I feel that being told you'll be deploying every year, or even every 6 months is unnacceptable. I know I will be deployed this coming summer and potentially again the following summer. Why were so many good officers paid to leave only 3 years ago? This tempo would not be required if that VSP had not occurred. Its a self perpetuating cycle: as more deployments are levied, there are less officers at home station to work within a CE unit, therefore said unit learns to operate without those officers. When the officers return, they have no job to return too. Then you deploy again. Resultingly, job satisfaction is quite low. The current medical service in the AF is very inadequate. There are not enough doctors and it is very difficult to get an appointment for common ailments. PHAs are a joke. I had a SrA administer a questionaire to me for my last PHA. I do not feel that they provide any sort of real value in terms of preventive health. The last time I became very sick, I could not get an appointment with a doctor and spent a full month dealing with symptoms of bronchitis and flu. I made repeated attempts to get an appointment, but could only get in to see a nurse. The nurses could not prescribe any drugs for me. Finally I got an appointment after repeated tries and was given antibiotics. The symptoms cleared up within a week. I spent a month dealing with being sick for nothing essentially. At my last base, I could only see a doctor by going to the emergency room on base. Appointments were only given through a phone appointment line, that was often disconnected. At my current base there is no emergency room, so you're only alternative is to go through my month long battle experience I described above, or go off base to a [local] hospital. Basically, it would be in my own best interests to not get sick again.

Great survey, but maybe a little long. I am looking to retire from the military, but am strongly considering ANG AGR opportunities. I have even applied and interviewed for positions. I'm on the right path and don't want to quit now, but it's a bit selfish of me to miss 50% of my childrens lives just so I can retire at 44. I'll get back from this deployment in March and I'm slated to leave again in December. I got a school slot and was selected for Major. The main reason I'm sticking around is that I think I should only have to deploy one or two more times before I PCS for ACSC. By then, I'm hoping the ops tempo has diminished and we won't be at 1:1 after ACSC.

Vita

Captain TJ E. Gabrielson graduated from Carroll High School in Carroll, IA in May 2003. In June 2003, he started basic training in Colorado Springs at the United States Air Force Academy. In May 2007, he graduated the Air Force Academy with a Bachelor of Science degree in Civil Engineering and was commissioned a second lieutenant in the United States Air Force. In August 2007, he reported to Altus Air Force Base, Altus, Oklahoma where he worked as a project manager in the 97th Civil Engineer Squadron. In February 2009, he deployed to Transit Center at Manas, Kyrgyzstan where he worked as a Mechanical Engineer for the 376th Expeditionary Civil Engineer Squadron. In September 2009, he returned to Altus to work as the executive officer for the 97th Mission Support Group Commander. He entered the Air Force Institute of Technology in August of 2010. Upon graduation, he will be assigned to the 4th Civil Engineer Squadron at Seymour Johnson Air Force Base, NC.

REPORT DOCUMENTATION PAGE

Form Approved
OMB No. 074-0188

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1. REPORT DATE *(DD-MM-YYYY)*	2. REPORT TYPE	3. DATES COVERED *(From – To)*
22-03-2012	Master's Thesis	Aug 2011 –Mar 2012

4. TITLE AND SUBTITLE
Turnover Intentions: A Qualitative Analysis of Comments From Air Force Civil Engineering Company Grade Officers

5a. CONTRACT NUMBER

5b. GRANT NUMBER

5c. PROGRAM ELEMENT NUMBER

6. AUTHOR(S)
Gabrielson, TJ E., Capt, USAF

5d. PROJECT NUMBER
N/A

5e. TASK NUMBER

5f. WORK UNIT NUMBER

7. PERFORMING ORGANIZATION NAMES(S) AND ADDRESS(S)
Air Force Institute of Technology
Graduate School of Engineering and Management (AFIT/EN)
2950 Hobson Way, Building 640
WPAFB OH 45433-7765

8. PERFORMING ORGANIZATION REPORT NUMBER
AFIT/GEM/ENV/12-M05

9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)
Intentionally left blank

10. SPONSOR/MONITOR'S ACRONYM(S)

11. SPONSOR/MONITOR'S REPORT NUMBER(S)

12. DISTRIBUTION/AVAILABILITY STATEMENT
Distribution Statement A. Approved for Public Release; Distribution Unlimited

13. SUPPLEMENTARY NOTES
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14. ABSTRACT
Voluntary turnover is a concern for the military and many other organizations from a financial and performance standpoint. This study applied grounded theory to code and network comments provided by CE officers in 2010. The results of this study found the most influential construct that predicts turnover intentions to be the relationship of OPSTEMPO influencing interrole conflict. This conflict is increased by the workload at home station due to under manning within CE. OPSTEMPO is an important aspect of a military member's decision to stay or leave the service because it was found to interact with a multitude of other constructs (e.g. Educational Opportunities, Workload, Job Meaning). Perceived organizational support was found to almost always be related to negative job satisfaction.

This study also expanded upon the research of retention intentions and how a retention survey is conducted, especially when conducted on military personnel. The military is a unique organization in a multitude of aspects and surveys should be tailored to address the unique situations each member faces, but still be generalized enough to ask all service members.

15. SUBJECT TERMS
Turnover Intentions, Job Satisfaction, Organizational Commitment, OPTEMPO, Interrole Conflict

16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT	18. NUMBER OF PAGES	19a. NAME OF RESPONSIBLE PERSON
					Lt Col John Elshaw AFIT/ENV
a. REPORT	b. ABSTRACT	c. THIS PAGE			19b. TELEPHONE NUMBER *(Include area code)*
U	U	U	UU	157	(DSN) 785-3636, x 4574; john.elshaw@afit.edu

Standard Form 298 (Rev. 8-98)
Prescribed by ANSI Std. Z39-18