



DEPARTMENT OF THE ARMY CAREER ENGAGEMENT SURVEY

FIRST ANNUAL REPORT

June 2021 Prepared by:

DEPUTY CHIEF OF STAFF, G-1,
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&

PEOPLE ANALYTICS,
OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY
(MANPOWER & RESERVE AFFAIRS)

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FIRST ANNUAL REPORT

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DISTRIBUTION STATEMENT: Distribution is unlimited.

Acknowledgements: The DACES survey and this report would not be possible without the efforts of many teams throughout the Army talent management enterprise. In addition, we would like to thank Dr. Douglas G. Bonett (University of California, Santa Cruz) for statistical guidance throughout the first year of DACES and on this report, in particular. Finally, we would like to thank all the Active Duty Service Members who completed a DACES survey during its first year. The insight into the reasons Service Members stay in and leave the Army would not be possible without their thoughtful engagement.

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"The diversity of our force is one of our greatest strengths. All Soldiers have unique talents and experiences that influence the decision to serve - or the tough decision to transition and become a Soldier for Life. Soldier input matters, and DACES helps capture these distinctive points of view to provide Army Senior Leaders a broader understanding of the force when crafting retention policy." – **LTG Gary M. Brito (MAY 2021). HQDA DCS G-1**

"Our counterparts in the civilian sector refer to the acquisition and retention of personnel as a War for Talent. The Army cannot concretely and objectively identify why its personnel are leaving. No other professional organization operates in this manner. DACES offers us a first step into understanding this retention sentiment." – **MG Joseph P. McGee (APR 2020). ATMTF Director JUL2018-JAN2021**

"We can now make retention related policy decisions based on actual data as opposed to the anecdotal vignettes we often use from our own experience. While those experiences are still valuable, objectivity is paramount at this scale." – **BG Thomas R. Drew (MAY 2021). ATMTF Director JAN2021-JUN2021**

Table of Contents

TABLE OF CONTENTS	6
LIST OF TABLES	8
LIST OF FIGURES	8
LIST OF ABBREVIATIONS AND ACRONYMS	9
EXECUTIVE SUMMARY	10
REPORT METHODOLOGY.....	10
KEY FINDINGS.....	10
KEY CAPABILITIES	10
CONCLUSIONS AND FUTURE DIRECTIONS	11
BACKGROUND	12
REQUIREMENT TO EXECUTE THE SURVEY.....	12
GUIDING POLICIES AND RELEVANT LITERATURE	12
WHAT IS DACES?.....	12
DACES COLLECTION.....	13
DACES ANALYTIC EFFORTS.....	13
PRIVACY CONSIDERATIONS	14
INCREASING EFFICIENCIES AND REDUCING SURVEY BURDEN.....	14
THE POWER OF DACES.....	15
REPORT METHODOLOGY	16
PARTICIPANTS.....	16
<i>Inclusion Criteria</i>	16
<i>Demographic Composition</i>	17
SURVEY ATTRIBUTES	18
STATISTICAL ANALYSIS.....	19
<i>Data Visualization</i>	19
<i>Testing for Statistical Significance</i>	20
RESULTS	21
TOP 5 “EXTREMELY IMPORTANT” REASONS TO LEAVE THE ARMY	21
<i>Examining the Top Reasons to LEAVE the Army, across Demographic Groups</i>	22
<i>Additional “Extremely Important” Reasons to LEAVE the Army</i>	27
TOP 5 “EXTREMELY IMPORTANT” REASONS TO STAY IN THE ARMY	28
<i>Examining the Top Reasons to STAY in the Army, across Demographic Groups</i>	29
<i>Additional “Extremely Important” Reasons to STAY in the Army</i>	34
COMPARING CIVILIAN AND ARMY EMPLOYMENT	35
ADDITIONAL DACES QUESTION FORMATS.....	36
<i>Multiple Choice Questions</i>	36
<i>Open-Ended Questions</i>	37
FILTERING DACES RESULTS	38
<i>By Installation</i>	38
<i>By Division</i>	40
<i>By Brigade</i>	41
<i>By Military Occupation Specialty</i>	42
ASKING TAILORED QUESTIONS TO SELECT GROUPS	44
<i>Tailoring Questions to an MOS or Branch</i>	44
<i>Tailoring Questions to an Army Program</i>	45

DISCUSSION AND CONCLUSIONS	46
THE VALUE OF DACES.....	46
THE WAY AHEAD	47
<i>Survey Enhancements</i>	47
<i>Analytic Extensions</i>	47
REQUESTS FOR DACES FINDINGS.....	48
THE IMPORTANCE OF TRANSPARENCY.....	48
CONCLUSIONS	48
REFERENCES.....	49
APPENDIX A: DEPARTMENT OF THE ARMY CAREER ENGAGEMENT SURVEY INSTRUMENT	50
RETENTION INTENTIONS	50
WELL-BEING (PERSONAL, FAMILY, FINANCIAL, HEALTH)	51
ARMY LIFE (WORK, DEPLOYMENTS, WORK/LIFE BALANCE)	52
ORGANIZATIONAL CLIMATE	54
ANTICIPATED CIVILIAN EMPLOYMENT OPPORTUNITIES	55
FINAL QUESTIONS	56
APPENDIX B: PERCENTAGES AND 95% CI FOR FULL ANALYTIC SAMPLE.....	57
APPENDIX C: ADDITIONAL “EXTREMELY IMPORTANT” REASONS TO LEAVE THE ARMY	63
APPENDIX D: ADDITIONAL “EXTREMELY IMPORTANT” REASONS TO STAY IN THE ARMY	67
APPENDIX E: FOLLOW-UP QUESTIONS	72
MISTREATMENT IN THE WORKPLACE.....	72
EMOTIONAL DEMANDS	73
AVAILABILITY OR QUALITY OF HOUSING	74
NUMBER OR FREQUENCY OF DEPLOYMENTS.....	74
FLEXIBILITY.....	75

List of Tables

Table 1. Demographic Characteristics of the Analytic Sample and the Army AD Component	17
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List of Figures

Figure 1. Analytic Sample	16
Figure 2. Sample Distribution Plot	19
Figure 3. Sample Clustered Bar Graph	20
Figure 4. Top 5 “Extremely Important” Reasons to LEAVE the Army	21
Figure 5. Effects of deployments on Family or personal relationships (Q24)	22
Figure 6. Impact of Army life on significant other's career plans and goals (Q32)	23
Figure 7. Impact of Army life on Family plans for children (Q31)	24
Figure 8. The degree of stability or predictability of Army life (Q23)	25
Figure 9. Impact of military service on my Family's well-being (Q11).....	26
Figure 10. Fairness of Army promotions (Q51)	27
Figure 11. Top 5 “Extremely Important” Reasons to STAY in the Army	28
Figure 12. Opportunity to serve my country (Q42)	29
Figure 13. How well my retirement pay or benefits will meet my future needs (Q06)	30
Figure 14. Opportunities to lead or train Soldiers (Q20)	31
Figure 15. My sense of purpose (Q07)	32
Figure 16. How well my pay or benefits meet my present needs (Q04).....	33
Figure 17. Opportunity to further my education (Q38).....	34
Figure 18. Top 5 Anticipated Advantages of Civilian Employment	35
Figure 19. Top 5 Anticipated Advantages of Army Employment	35
Figure 20. Would You Recommend Army Service to Someone You Care About?.....	36
Figure 21. What factor most influenced (or will most influence) when you will depart the Army?	37
Figure 22. What factor has had the largest impact on staying in the Army?	37
Figure 23. Effects of deployments on Family or personal relationships (Q24), by Installation	38
Figure 24. Opportunities to lead or train Soldiers (Q20), by Installation	39
Figure 25. Top 5 “Extremely Important” Reasons to LEAVE the Army among 2ID SMs	40
Figure 26. Top 5 “Extremely Important” Reasons to STAY in the Army among 2ID SMs	40
Figure 27. Organizational Climate, XX Brigade	41
Figure 28. Top 5 “Extremely Important” Reasons to LEAVE the Army among Aviators.....	42
Figure 29. Top 5 “Extremely Important” Reasons to STAY in the Army among Aviators	42
Figure 30. Quality of life (Q70), by Aviator Subgroup	43
Figure 31. Opportunity to progress in my career field (Q39), by Aviator Subgroup.....	43
Figure 32. When You Eventually Leave the Army, Do You Intend to Apply For a Job with the Airline Industry?	44
Figure 33. Aspects of EFMP that Influenced Reports of Trust in the Army's Ability to Care for One's Family as a Reason to STAY	45

List of Abbreviations and Acronyms

Abbreviation (Acronym)	Definition
2ID	2 nd Infantry Division
AAG-RFL	Army Analytics Group, Research Facilitation Laboratory
AI/AN NH/PI	American Indian/Alaskan Native Native Hawaiian/Pacific Islander
ASL	Army Senior Leader
ATMTF	Army Talent Management Task Force
ATO	Authority to Operate
CI	Confidence Interval
COE	Center Of Excellence
DACES	Department of the Army Career Engagement Survey
DE&I	Diversity, Equity, and Inclusion
DoD	Department of Defense
EDO	Exempt Determination Official
EFM	Enterprise Feedback Management
EFMP	Exceptional Family Member Program
HRPP	Human Research Protection Program
IRB	Institutional Review Board
MOS	Military Occupational Specialty
<i>n</i>	Group size
OPR	Officer of Primary Responsibility
PDE	Person-Event Data Environment
PII	Personally Identifiable Information
SM	Service Member
SORN	System of Records Notice
TAP	Transition Assistance Program
UCMJ	Uniform Code of Military Justice

Executive Summary

In early 2020, the U.S. Army Talent Management Task Force, with support from the Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs, launched the Department of the Army Career Engagement Survey (DACES). DACES is a tailored survey designed to assess retention intentions among U.S. Army Active Duty Service Members (SMs). SMs receive an email invitation to complete the online survey during their birth month or within 180 days of their separation from the Army. After DACES responses are collected, they are transferred to the Person-Event Data Environment (PDE), a secure Army data repository and analysis environment, for storage and analysis. During its first year (through 31 March 2021), over 50,000 Active Duty Army SMs completed the voluntary DACES survey. Furthermore, 80.5% of SMs ($n = 40,962$) consented to their DACES responses being used for research purposes. This report describes the inception of the DACES survey, provides an overview of the instrument, highlights key findings and capabilities from the first year of data collection, and describes plans for the next year of DACES data collection.

Report Methodology

The analyses in this report are based on a subset of 37,812 Active Duty SMs who met the following inclusion criteria: 1) Completed a DACES survey during Year 1 (responses through March 2021), 2) Consented to their responses being used for research purposes, and 3) Passed a series of additional data checks.

Key Findings

Across all reasons for wanting to continue Army service, SMs most commonly cited “Opportunity to serve my country” as “Extremely Important,” followed by retirement pay and benefits, and opportunities to lead or train SMs. In contrast, the most cited reasons for considering leaving the Army centered on the various ways Army service impacts SMs’ relationships and Families (e.g., effects of deployment on Family, impact of Army life on significant other’s career plans). When asked to compare civilian and Army employment, “Opportunities for a stable lifestyle” were considered the biggest advantage of civilian employment, whereas “Opportunities for furthering my education” were considered the biggest advantage of Army service.

Key Capabilities

This report also showcases a number of DACES capabilities. Most notably, DACES responses can be filtered based on a wide array of factors, including demographic characteristics (e.g., gender, race/ethnicity), service characteristics (e.g., paygrade, Military Occupation Specialty), and Army unit (e.g., Installation, Division, or Brigade), in order to provide Army Senior Leaders tailored insight as they consider retention policies. Questions can also be designed and presented to specific subgroups, based on either SM characteristics (e.g., Military Occupation Specialty) or participation in a particular Army program (e.g., the Exceptional Family Member Program).

Conclusions and Future Directions

DACES provides critical insight that can help inform Army retention efforts, giving hundreds of thousands of Army SMs an opportunity to have their voices heard. DACES findings can be filtered a variety of ways in order to provide a nuanced understanding of the specific reasons that a particular group is considering leaving or continuing Army service. In addition, the ability to merge DACES data with other Army databases introduces tremendous efficiencies by maximizing the scope of what can be learned from DACES while minimizing survey burden on SMs. A number of survey enhancements and additional analyses have been identified for the second year of DACES, which will continue to increase the value that DACES offers the Army community.

Background

Requirement to Execute the Survey

In November 2015, Secretary Carter issued guidance for Military Services to conduct Exit Surveys as a means to maintain a competitive edge in human capital. The Department of the Army Career Engagement Survey (DACES) fulfills this requirement for the Active Army.

Guiding Policies and Relevant Literature

- 18NOV2015 Memorandum For Secretaries of the Military Departments. Subject: Force of The Future: Maintaining our Competitive Edge in Human Capital. Secretary of Defense Ashton B. Carter
- The DoD Tiger Team recommendations on Survey Burden
- 10 U.S.C. 136, Under Secretary of Defense for Personnel and Readiness
- 10 U.S.C. 7013, Secretary of the Army
- DoDI 1332.35, Transition Assistance Program (TAP) for Military Personnel
- DoDI 1336.05, Automated Extract of Active Duty Military Personnel Records
- AR 25-98, Information Management Control Requirements Program
- AR 70-25, Use of Volunteers as Subjects of Research
- AR 600-8, Military Human Resources Management
- AR 600-8-6, Personnel Accounting and Strength Reporting
- AR 600-81, Soldier for Life—Transition Assistance Program
- AR 601-280, Army Retention Program
- ALARACT 025/2020 (The Department of The Army Career Engagement Survey)
- ALARACT 090/2016 (Exit Surveys for U.S. Army Officers, Warrant Officers, and Enlisted Soldiers)
- HQDA Message 17-07 – Army Exit Survey
- System Of Record Name and Number: Economic and Manpower Analysis Data Warehouse (EMA-DW), A0680-31 DSC G-1 Database

What is DACES?

DACES is a command surveillance instrument with the primary purpose of informing Army Senior Leaders (ASLs) about retention trends as they weigh critical policy decisions. Active Duty (AD) SMs are invited to complete a voluntary DACES survey each year (during their birth month), as well as within 180 days of their separation from the Army. Through this process, DACES also provides Army AD Service Members (SMs) the opportunity to share their attitudes about retention with Senior Leaders. While former Army Exit Surveys focused on SMs who were leaving the Army, DACES expanded the aperture by also surveying SMs who were continuing to serve. Questions span Well-being, Army Life, and Organizational Climate, as well as capturing current intentions, and general feedback. DACES does not ask operational questions (e.g., regarding ongoing missions) for security purposes.

DACES Collection

DACES collection started in May 2020 (April and May birth month campaigns). Each month, SMs are sent an email invitation to participate in the survey during their birth month. Additionally, SMs preparing to separate from the service in the next 180 days are asked to participate if they have not been invited to a birth month campaign in the preceding 180 days. This strategy expands from the previous Exit Survey, which only invited SMs who were separating from the Army. Inviting SMs to participate annually (i.e., during their birth month) has yielded notably more responses than the former approach. Specifically, more surveys were completed in the first two weeks that DACES was offered (5,979 surveys) than in the previous 18 months that the prior Exit Survey was offered (4,635 surveys; a 98% increase in responses on a 2-week scale).

In the first year DACES was administered, over 50,000 SMs completed a survey, creating a powerful resource for identifying why SMs leave or stay in the Army. In addition, the very large number of completed surveys enables the calculation of very precise and highly reliable estimates across SMs. Importantly, though, additional responses are still needed in order to gain a more precise and acute understanding of retention intentions among relatively small subgroups of Army SMs (e.g., those belonging to a specific occupation or location).

DACES is administered using the Verint Enterprise Feedback Management (EFM) software, which is deployed into the AAG managed and accredited cArmy AWS GOVcloud environment. Verint EFM has an approved System Security Plan and is identified as a tenant in good standing under the cArmy Authority To Operate (ATO). Survey responses are then transferred to the Person-Event Data Environment (PDE), a secure data repository and analysis environment (Vie, Griffith, Scheier, Lester & Seligman, 2013; Vie et al., 2015).

DACES Analytic Efforts

The Human Research Protection Program (HRPP) determined DACES is a “Non-Research” instrument. As such, the primary objective of the DACES instrument is to support command surveillance, enabling Army Leaders and organizations to utilize DACES data to better understand sentiments in the AD force. Importantly, however, results from command surveillance efforts cannot be generalized to other groups or disseminated outside the DoD.

In addition, DACES data can also separately be leveraged for secondary research use. DACES contains an Informed Consent statement at the start of the survey, which asks participants about their interest in allowing their responses to be used for future research purposes. During Year 1, 80.5% of the SMs who completed a DACES survey consented to allowing their responses to be used for research purposes. Because this report is designed to share DACES findings broadly, only consented responses were analyzed (see page 16).

Requests to analyze DACES data may be determined as either Not Research (e.g., command surveillance) or Research (e.g., Exempt or Non-Exempt Human Subjects Research) by an authorized Exempt Determination Official (EDO) or Institutional Review Board (IRB), depending on the intent of the analysis and the purpose of disseminating results.

Privacy Considerations

SMs are made aware of their rights in an opening Privacy Advisory at the start of the survey. AAG-RFL, which performs the primary analysis of DACES data, also follows strict privacy policies analyzing DACES data. Prior to being integrated into the PDE, DACES data are scrubbed of any Personally Identifiable Information (PII) and encoded (i.e., assigned a random ID). This protects SMs' privacy, while retaining the ability to merge with other databases and across time. For example, this encoding enables the Army to identify changes in sentiments over time and examine associations between retention intentions and subsequent outcomes (e.g., separating from the Army). AAG-RFL also imposes additional privacy protections when analyzing DACES data (e.g., requiring groups contain at least 10 SMs), to minimize the risk of re-identification. This ensures, for example, that filters cannot be combined in an attempt to identify a specific SM (e.g., a gender and ethnic minority officer serving on a Division staff). The privacy considerations described in this section reflect AAG-RFL's practices for protecting data and do not necessarily reflect the practices of other Army or DOD organizations who may have access to DACES data.

Increasing Efficiencies and Reducing Survey Burden

DACES was designed to be as short as possible to minimize survey burden, while also detailed enough to provide decision makers with the information needed to drive action. Analyzing DACES data in the PDE helped make this possible by enabling encoded responses to be linked to other Army and DOD databases, reducing the need to ask SMs redundant questions (e.g., about paygrade and occupation). This greatly reduces survey burden on SMs without sacrificing the information available to the Army for analysis. In addition, this allows encoded responses to be linked over time (e.g., examine how a SM's responses change from year to year). This approach yielded under 100 questions which take approximately 15 minutes to complete.

In addition, DACES was made a voluntary survey, to further reduce survey burden on SMs and increase the likelihood of collecting meaningful responses. When surveys are required, respondents sometimes respond in a pattern (e.g., marking the same value for every item without reading the survey questions) to meet the mandatory requirement. While the voluntary nature of the survey is expected to continue, Army leadership may revisit this decision in the future.

An Exception to Policy approved through the Office of the Administrative Assistant to the Secretary of the Army grants DACES the ability to invite all COMPO 1 (i.e., AD) SMs to participate every year. While this exceeds DoD Survey Burden guidance in terms of population and frequency, it was deemed necessary for two primary reasons: 1) DACES offers all SMs an opportunity to share feedback that will be heard by ASLs, and 2) DACES enables granular data to be reliably compiled in small demographic groups.

The Power of DACES

In its first year (through March 2021), DACES findings were leveraged to support several efforts, to include the following:

- The Army Auditing Agency utilized DACES findings to inform their audit on Army Cyber Workforce Recruitment and Retention (potential updates to policy or actions are still ongoing).
- Preliminary information and pilot questions were shared with the Civil Affairs Branch and the Army Aviation Center Of Excellence (COE).
- DACES data were provided to several discussion groups on Diversity, Equity, and Inclusion (DE&I) efforts to help shape conversations.

In addition, during its first year, DACES findings were brief or received by a number of notable organizations, executive boards, and ASLs, including the following:

- CSA James C. McConville
- SMA Michael A. Grinston
- The Army Synchronization Meeting
- The Army People Strategy Senior Leader Steering Committee
- Army Auditing Agency / Army Cyber
- The Quality of Life Task Force
- The Army Talent Management Task Force (ATMTF)
- ATMTF Enlisted Talent Management Cell
- ATMTF Warrant Officer Cell
- The Army Aviation COE – MG David J. Francis
- Civil Affairs Branch
- ‘This Is My Squad’ Leaders
- Army Four Star Forum discussing DE&I
- Warrant Officer DE&I Working Groups

Report Methodology

Participants

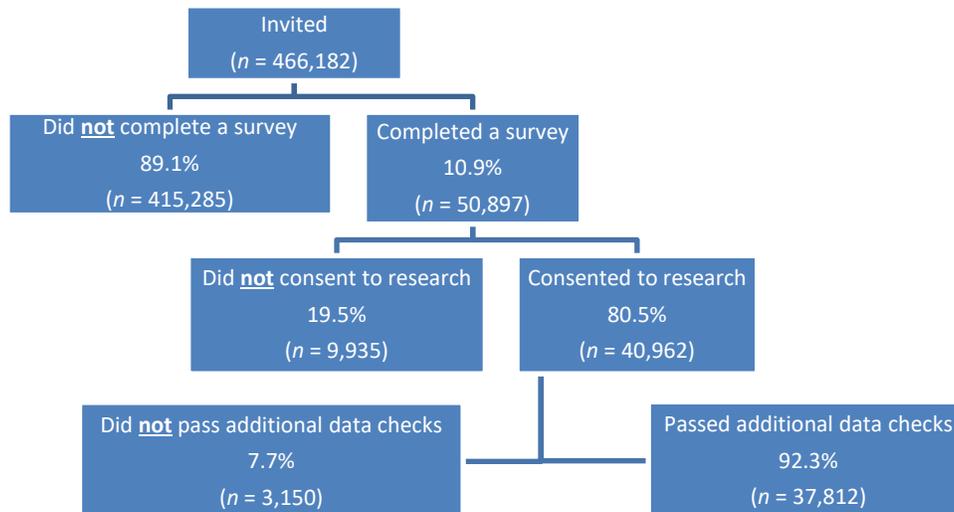
A total of 50,897 SMs completed the DACES survey in its first year. This corresponds to a completion rate of approximately 10.9% (see Figure 1).

Inclusion Criteria

For this report, SM responses were included in the analyses if they met the following three criteria:

- 1. Completed a DACES survey in Year 1 (through March 31, 2021).** All AD SMs who were in the Army over the past year should have been invited to complete a DACES survey during their birth month.
- 2. Consented to DACES responses being used for research purposes.** Because this report seeks to share findings from DACES with the broader Army community and the public, analyses were limited exclusively to SMs who indicated that their responses could be used for research purposes.
- 3. Passed additional data checks.** For this report, SMs who failed the attention test ($n = 3,124$) were excluded from the analytic sample. The attention test consisted of a single question that asked the participants to select a specific answer. In addition, survey respondents who did not have Administrative personnel data (e.g., occupation, branch, time in service) available at the time the survey was collected were also excluded. Finally, for SMs who completed more than one DACES survey in Year 1 (completing the survey in their birth month, and before they separated), only the responses to the most recent completed survey were retained.

Figure 1. Analytic Sample



Demographic Composition

The demographic composition of the analytic sample is presented in Table 1, alongside the demographic composition of the Army AD component. The analytic sample mirrored the gender composition of the Army AD ($p > .05$) and the percentage of Asian SMs ($p > .05$). Due to the large sample size, all other demographic differences were statistically significant. As can be seen in Table 1, White SMs are somewhat overrepresented in the analytic sample (64.0% vs. 54.9%; $p < .0001$), whereas Black/African American (15.5% vs. 20.7%) and Hispanic SMs (12.1% vs. 16.7%) are somewhat underrepresented (each $p < .0001$). Most notable, however, are the differences observed across paygrade and time in service. Junior Enlisted SMs (6.9% vs. 42.9%) and SMs who have been in the Army for less than five years (16.0% vs. 50.2%) completed the DACES survey at a much lower rate and are thus currently underrepresented. To the extent White and senior SMs answer DACES questions differently, the overall results in this report will be biased toward the answers of these groups.

Table 1. Demographic Characteristics of the Analytic Sample and the Army AD Component

Segment Type	Segment	Sample <i>n</i>	Sample %	AD Army %	<i>p</i> value
Gender	Female	5,878	15.5%	15.5%	0.8408
	Male	31,934	84.5%	84.5%	0.8408
Race or Ethnicity	AI/AN NH/PI	572	1.5%	1.8%	< .0001
	Asian	1,962	5.2%	5.0%	0.1487
	Black / African American	5,848	15.5%	20.7%	< .0001
	Hispanic	4,564	12.1%	16.7%	< .0001
	Unknown	652	1.7%	0.9%	< .0001
	White (not Hispanic)	24,214	64.0%	54.9%	< .0001
Rank	E1-E4	2,620	6.9%	42.9%	< .0001
	E5+	17,327	45.8%	37.7%	< .0001
	O1-O3	7,392	19.5%	10.2%	< .0001
	O4+	8,045	21.3%	6.2%	< .0001
	WO1-CW3	1,763	4.7%	2.5%	< .0001
	CW4+	665	1.8%	0.5%	< .0001
Time in Service	<= 5 Years	6,057	16.0%	50.2%	< .0001
	>5-10 Years	7,183	19.0%	21.0%	< .0001
	>10-15 Years	7,426	19.6%	11.3%	< .0001
	>15-20 Years	10,062	26.6%	10.3%	< .0001
	>20 Years	7,084	18.7%	7.2%	< .0001

Note. AI/AN|NH/PI = American Indian/Alaskan Native and Native Hawaiian/Pacific Islander.

Survey Attributes

The Year 1 DACES survey was limited to 81 base questions and additional potential follow-up questions (not to exceed a combined total of 100) to limit survey fatigue. The ‘base’ survey was divided into five subsections, with logic included to identify the need for any follow-up questions.

The DACES survey began with questions assessing SMS’ intentions regarding their service or upcoming separation through multiple choice responses. Three sections collected responses on issues pertaining to Well-being, Army Life, and Organizational Climate. These sections primarily utilized the following five-point bi-polar Likert scale to ascertain sentiment:

1. Extremely Important Reason to LEAVE
2. Somewhat Important Reason to LEAVE
3. Not an Important Reason to Leave or Stay
4. Somewhat Important Reason to STAY
5. Extremely Important Reason to STAY

A fourth section assessing Anticipated Civilian Employment Opportunities utilized the following response options:

1. Much Better in the Civilian Sector
2. Better in the Civilian Sector
3. No Different in the Civilian Sector and the Army
4. Better in the Army
5. Much Better in the Army

Additional questions provided respondents the option to select multiple answers or fill in the blank to provide further detail. Open-ended questions at the end of the survey enabled participants to provide information on reasons that impacted their decision and what would make the Army better.

A pilot of specific questions from branch proponents was also embedded into the question bank. (For reference, AR 5-22, The Army Force Modernization Proponent System (section 5.c), defines a branch proponent as “the commandant or the chief of a branch of the Army with execution of training, leader development, education, and personnel responsibilities for their designated branch.”) Army Aviation and Civil Affairs branch proponents both internally vetted branch-based retention questions specific to their fields. This capability successfully prompted specified MOSs to receive the desired questions, while not increasing the survey burden on the rest of the participants. This tailored approach offered an additional layer of granularity and could be replicated across all proponents.

A copy of the Year 1 survey question bank is available in Appendix A, for reference.

Statistical Analysis

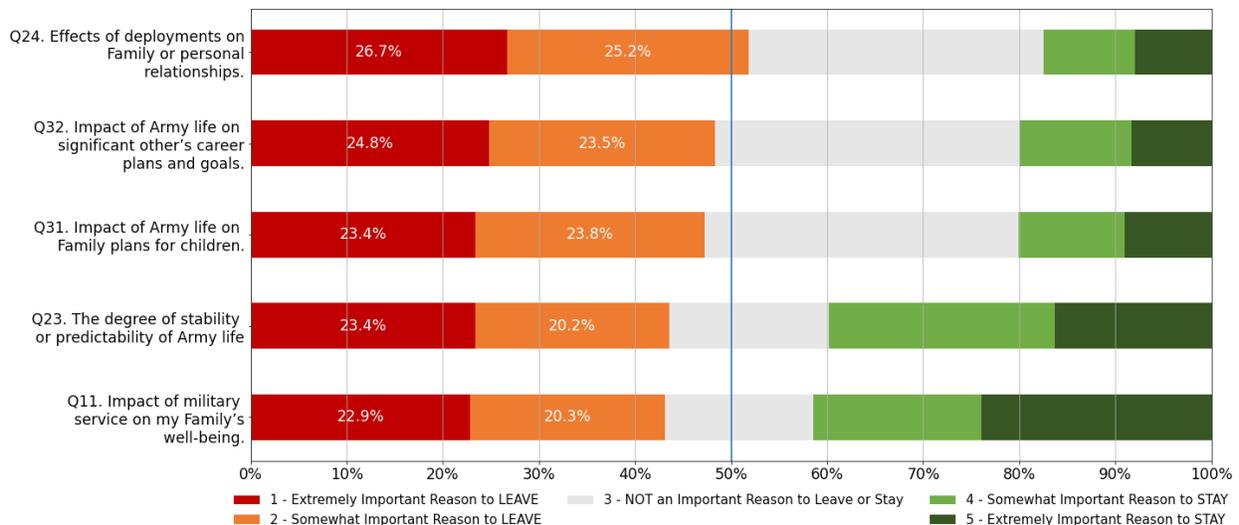
All analyses were performed in the PDE. This report primarily presents descriptive statistics (e.g., percentage of the sample who provided a particular response), which were calculated in Oracle, Python, and Microsoft Excel. This report also provides 95% confidence intervals (CIs), which were computed in Microsoft Excel and the Pandas/NumPy Python libraries. The CIs indicate there is 95% confidence that the true percentage in each group in the Army falls within the specified range. Due to space considerations, 95% CIs are reported in Appendix B.

Data Visualization

Data visualizations were primarily generated with the Python library Matplotlib. The key DACES findings are most often presented in one of two formats:

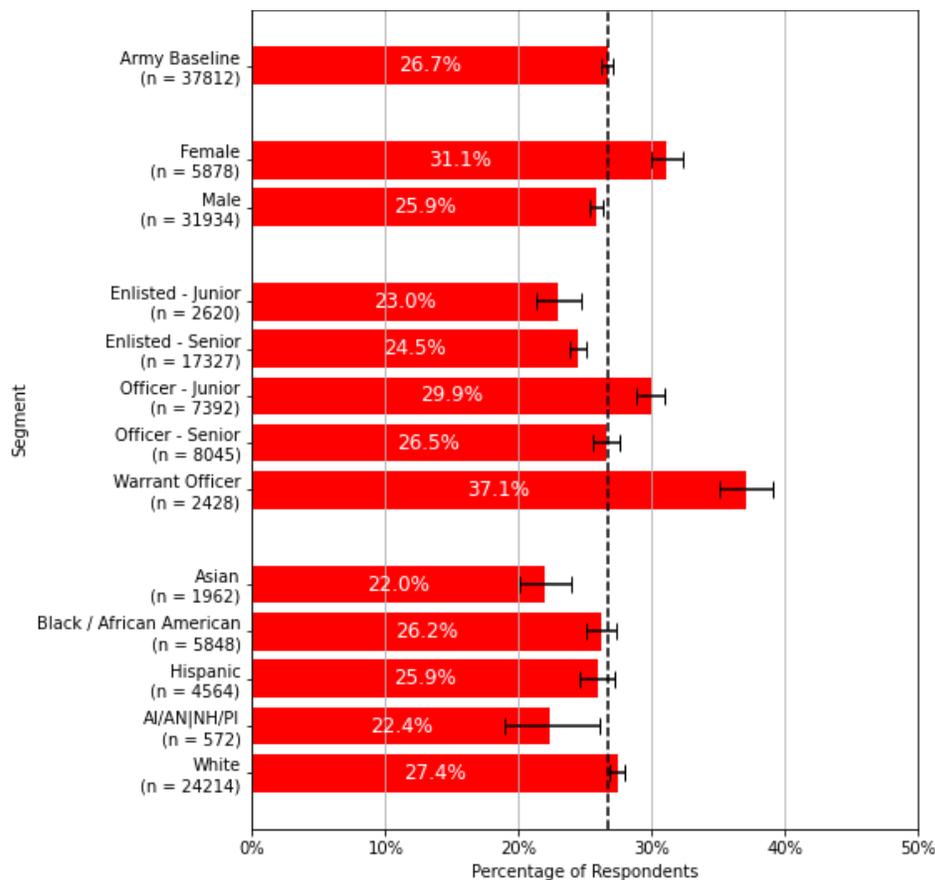
- Distribution plots* present the full distribution of responses to one or more items. For example, if a question contains five response options, the percentage of SMs who selected each response is plotted. To illustrate, a sample distribution plot showcasing the top “Extremely Important” reasons to LEAVE the Army is provided in Figure 2. Although the focus of the plot is the “Extremely Important” reasons to LEAVE the Army, the percentages for “Somewhat Important” responses are also presented to more fully convey the extent to which each item contributes to SMs considering leaving the Army. In addition, although the plot is focused on reasons to LEAVE the Army, the distribution of responses to the neutral and STAY responses is also plotted, for reference. Note that the horizontal axis has a range of 0% to 100% because the percent values for the five response categories sum to 100%.

Figure 2. Sample Distribution Plot



- Clustered bar graphs, on the other hand, are ideal for comparing the percentage of each demographic group who provided a particular response (e.g., identified an item as an “Extremely Important” reason to LEAVE the Army). For an example, see the sample clustered bar graph presented in Figure 3. These graphs contain a vertical dashed line which conveys the percentage corresponding to the Army baseline (i.e., total sample). In addition, the precision of each estimate is visualized via error bars (—), which convey the 95% CI associated with each estimate. As the size of a group decreases, so does the precision around each estimate, which can be seen through the widening of the 95% CI. If the error bars do not overlap (e.g., the male and female error bars in the sample figure), the difference is statistically significant.

Figure 3. Sample Clustered Bar Graph



Testing for Statistical Significance

For comparisons involving 3 or more groups (e.g., paygrade), a chi-square test of independence was used to compare a dichotomous dependent variable (e.g., “Extremely Important” reason or not). For two-group comparisons (e.g., gender), a 2-group test for equal proportions was used on dichotomized dependent variables. Due to the very large sample size examined in this report, it is possible to identify differences that are statistically significant but not practically significant. For this reason, this report highlights differences of 5% or more.

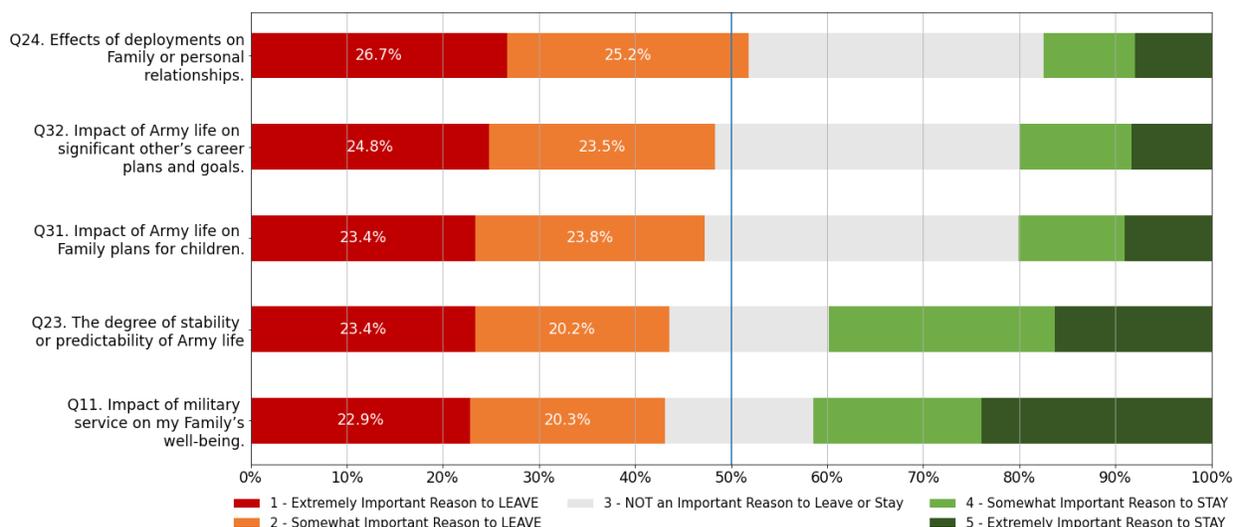
Results

The DACES survey provides new insights into the retention sentiments of AD SMs. Through the current analyses, findings identify the top reasons SMs report for leaving or staying in the Army.

Top 5 “Extremely Important” Reasons to LEAVE the Army

Figure 4 illustrates SMs’ top five “Extremely Important” reasons for considering leaving the Army. Notably, the top “Extremely Important” reasons to LEAVE the Army all centered on ways that Army life impacts one’s Family and personal relationships. The effects of deployments on Family or personal relationships was the single largest reason, with over a quarter of SMs (26.7%) citing this as an “Extremely Important” reason to LEAVE the Army. Other top reasons cited included the impact on a significant other’s career (24.8%), the impact on plans for children (23.4%), and the impact on the Family’s well-being (22.9%). Additionally, even though “Impact of military service on my Family’s well-being” (Q11) was a top “Extremely Important” reason to LEAVE the Army (identified by 22.9% of SMs), a comparable percentage of SMs (24.0%) cited this as an “Extremely Important” reason to STAY in the Army.

Figure 4. Top 5 “Extremely Important” Reasons to LEAVE the Army



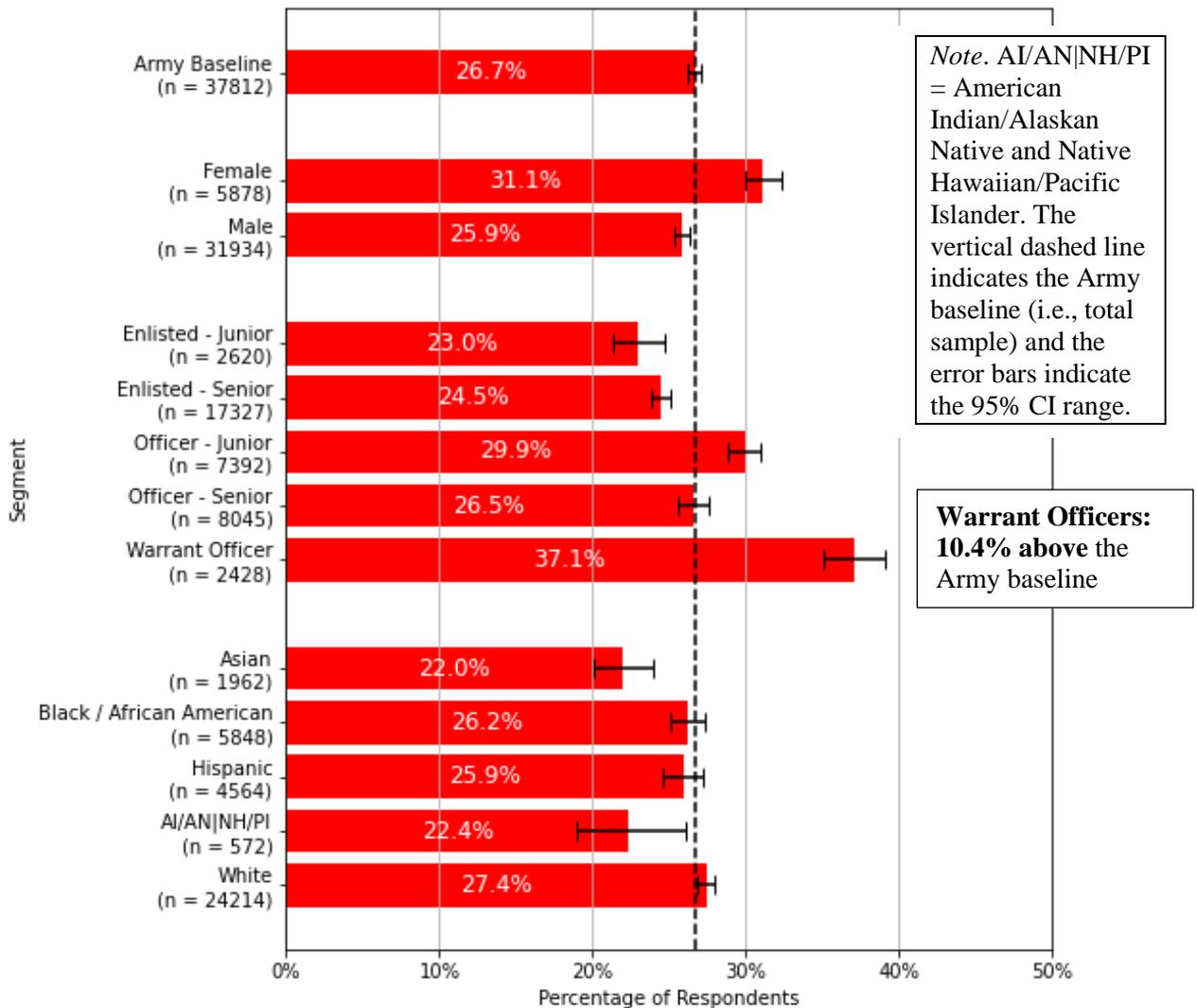
Examining the Top Reasons to LEAVE the Army, across Demographic Groups

In addition to identifying the top reasons to leave the Army in the total sample (Figure 4), it is also helpful to examine the percentage of each demographic subgroup that indicated an item was an “Extremely Important” reason to LEAVE the Army. This can help uncover whether something is a larger concern for some subgroups than others.

#1 “Extremely Important” Reason to LEAVE the Army: Effects of Deployments on Family or Personal Relationships

As previously noted, over one-quarter of SMs (26.7%) reported that the impact of deployments on their loved ones was an “Extremely Important” reason to LEAVE the Army. Figure 5, below, presents the percentage of SMs in various segments of the Army who indicated that the effect of deployment was an “Extremely Important” reason to LEAVE the Army.

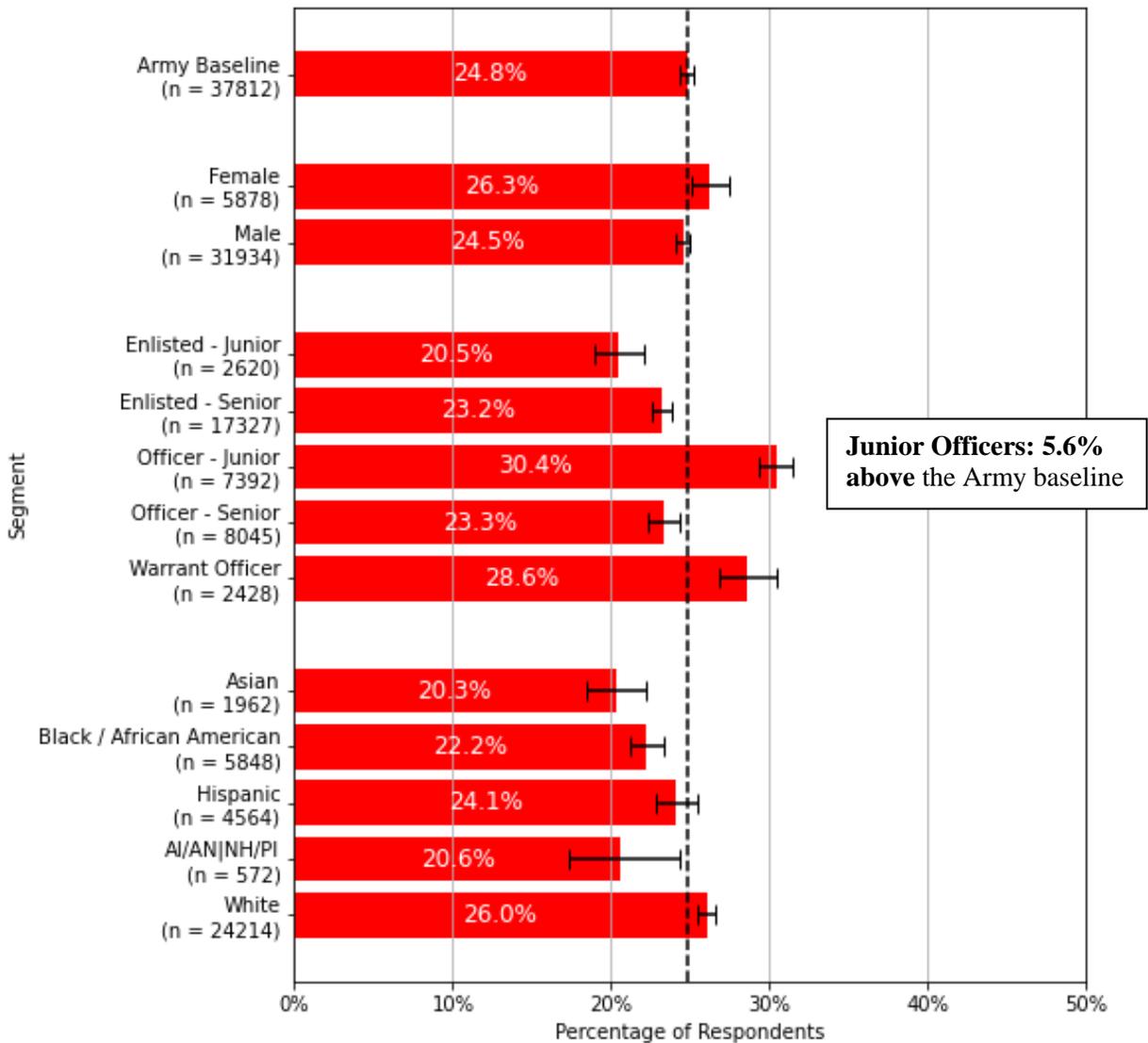
Figure 5. Effects of deployments on Family or personal relationships (Q24)
“Extremely Important” Reason to LEAVE



#2 “Extremely Important” Reason to LEAVE the Army: Impact of Army Life on Significant Other’s Career Plans and Goals

Approximately one-quarter of SMs (24.8%) reported that the impact of Army life on significant other’s career plans and goals was an “Extremely Important” reason to LEAVE the Army. Figure 6, below, presents the percentage of SMs in various segments of the Army who indicated that the effect of Army life on significant other’s career plans and goals was an “Extremely Important” reason to LEAVE the Army.

Figure 6. Impact of Army life on significant other's career plans and goals (Q32)
 “Extremely Important” Reason to LEAVE

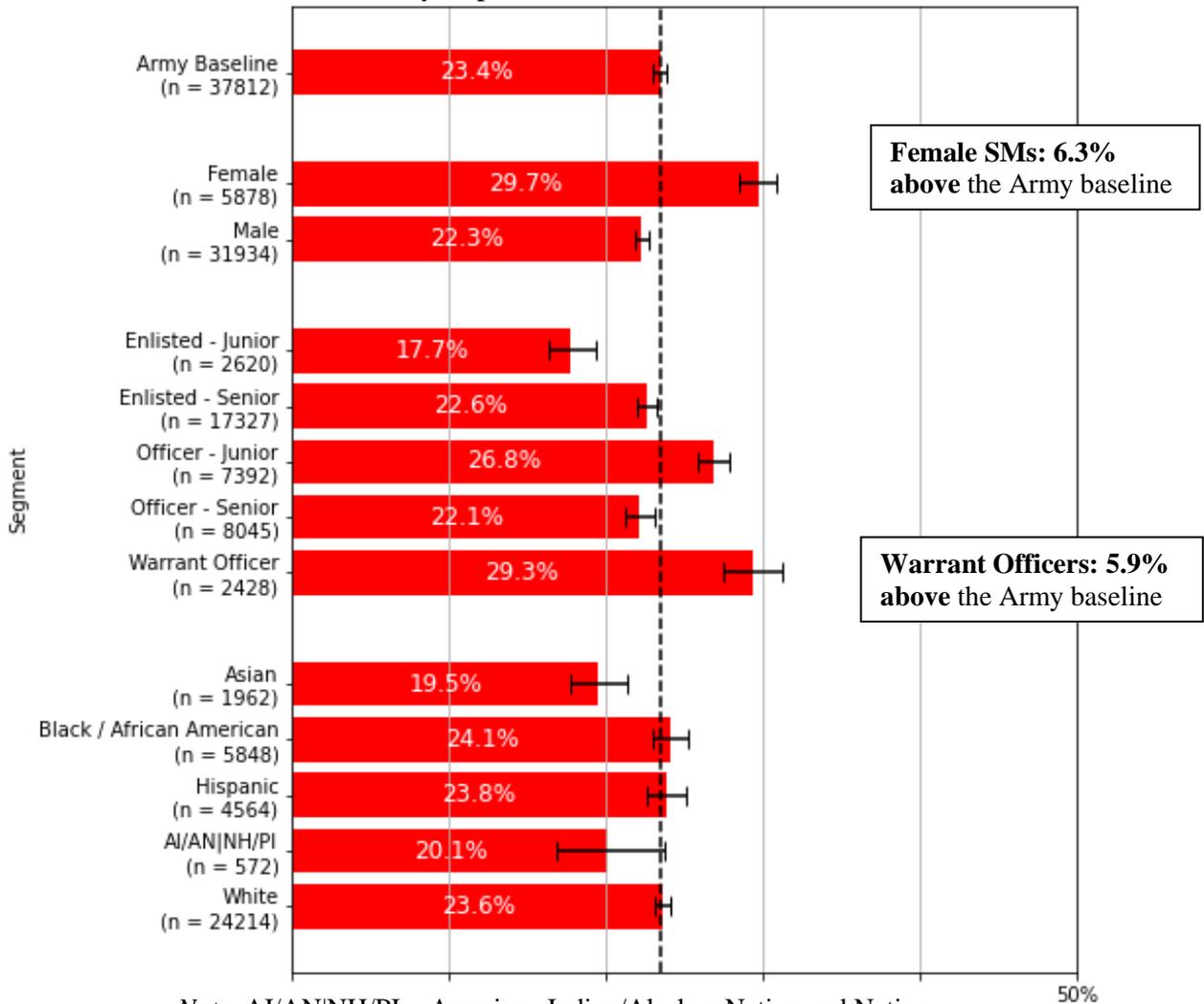


Note. AI/AN|NH/PI = American Indian/Alaskan Native and Native Hawaiian/Pacific Islander. The vertical dashed line indicates the Army baseline (i.e., total sample) and the error bars indicate the 95% CI range.

#3 “Extremely Important” Reason to LEAVE the Army: Impact of Army Life on Family Plans for Children

Just under one-quarter of SMs (23.4%) reported that the impact of Army life on Family plans for children was an “Extremely Important” reason to LEAVE the Army. Figure 7, below, presents the percentage of SMs in various segments of the Army who indicated that the effect of Army life on Family plans for children was an “Extremely Important” reason to LEAVE the Army.

Figure 7. Impact of Army life on Family plans for children (Q31)
 “Extremely Important” Reason to LEAVE

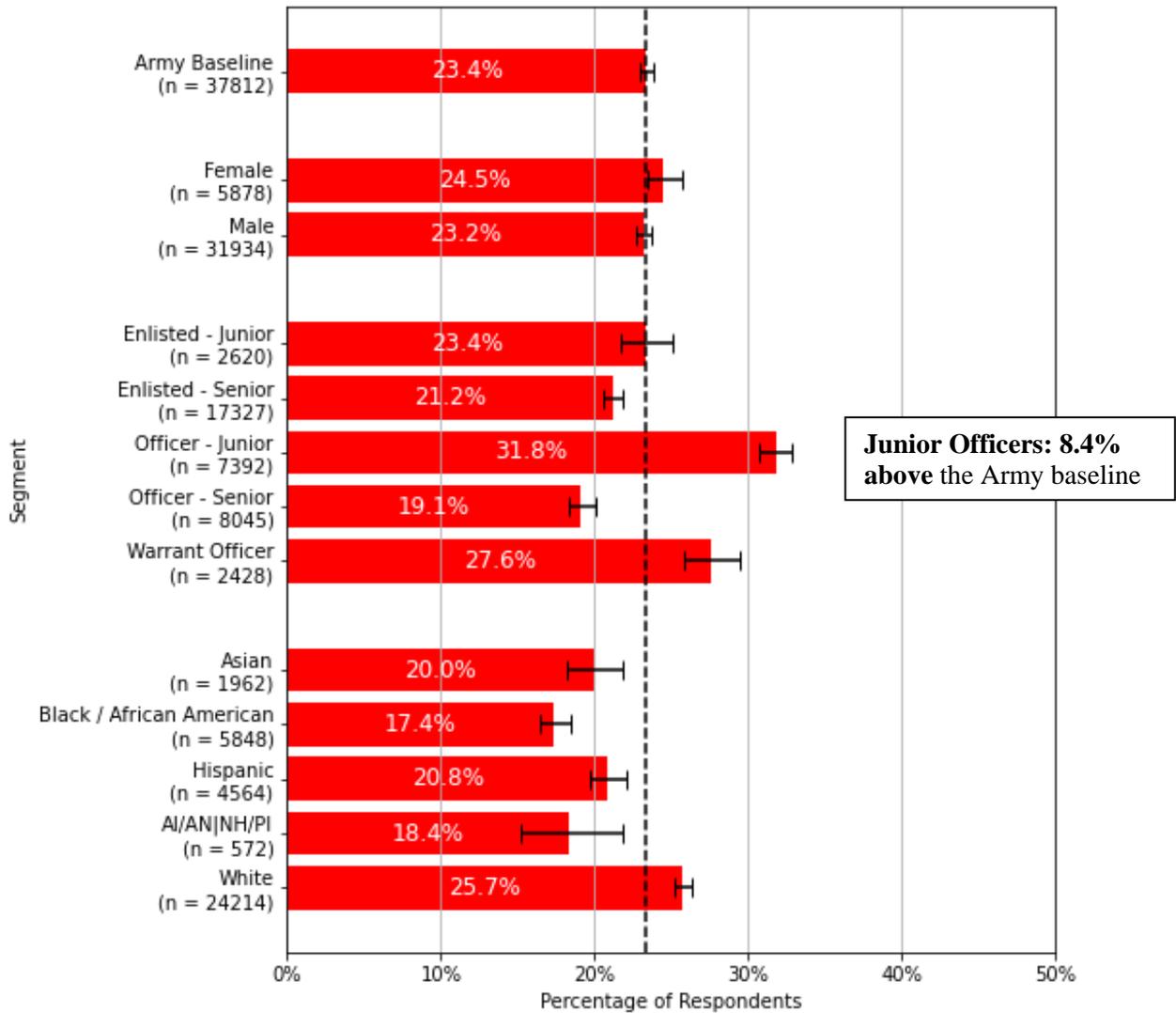


Note. AI/AN|NH/PI = American Indian/Alaskan Native and Native Hawaiian/Pacific Islander. The vertical dashed line indicates the Army baseline (i.e., total sample) and the error bars indicate the 95% CI range.

#4 “Extremely Important” Reason to LEAVE the Army: The Degree of Stability or Predictability of Army Life

Similarly, 23.4% of SMs reported that the degree of stability or predictability of Army life was an “Extremely Important” reason to LEAVE the Army. Figure 8, below, presents the percentage of SMs in various segments of the Army who indicated that the degree of stability or predictability of Army life was an “Extremely Important” reason to LEAVE the Army.

Figure 8. The degree of stability or predictability of Army life (Q23)
“Extremely Important” Reason to LEAVE

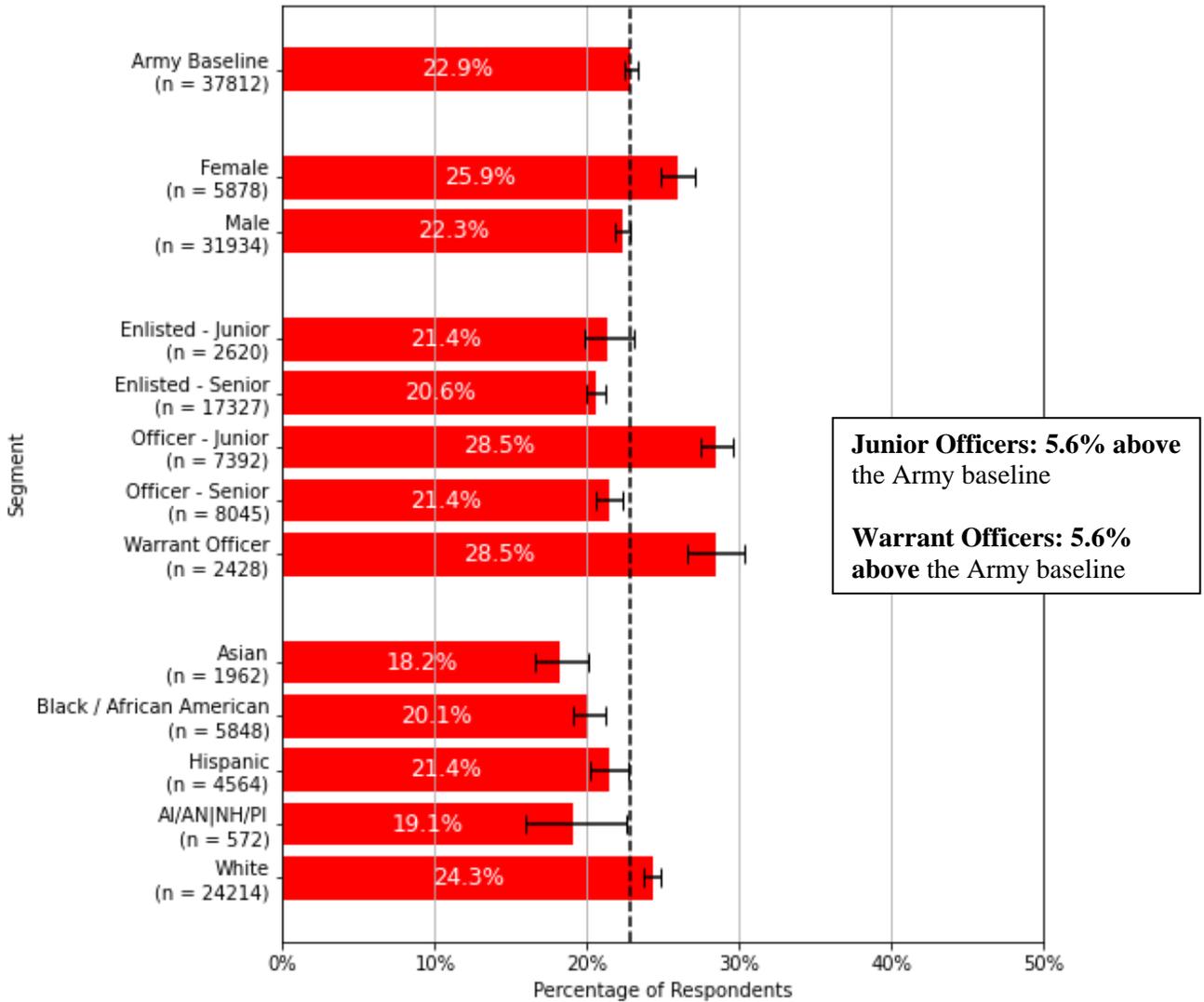


Note. AI/AN|NH/PI = American Indian/Alaskan Native and Native Hawaiian/Pacific Islander. The vertical dashed line indicates the Army baseline (i.e., total sample) and the error bars indicate the 95% CI range.

#5 “Extremely Important” Reason to LEAVE the Army: Impact of Military Service on my Family’s Well-being

Finally, 22.9% of SMs reported that the impact of military service on the Family’s well-being was an “Extremely Important” reason to LEAVE the Army. Figure 9, below, presents the percentage of SMs in various segments of the Army who indicated that the impact of military service on the Family’s well-being was an “Extremely Important” reason to LEAVE the Army.

Figure 9. Impact of military service on my Family's well-being (Q11)
 “Extremely Important” Reason to LEAVE

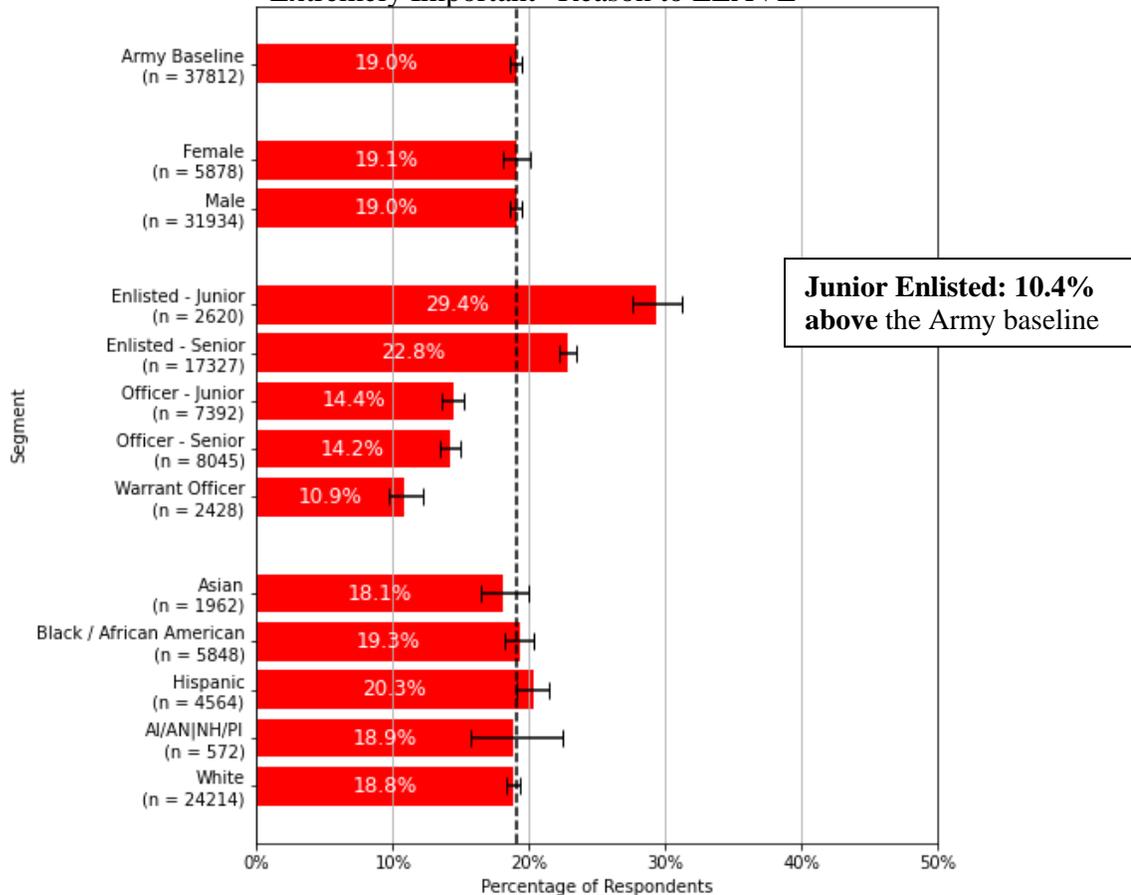


Note. AI/AN|NH/PI = American Indian/Alaskan Native and Native Hawaiian/Pacific Islander. The vertical dashed line indicates the Army baseline (i.e., total sample) and the error bars indicate the 95% CI range.

Additional “Extremely Important” Reasons to LEAVE the Army

In addition to identifying the top reasons overall to leave the Army, it is also possible to examine the top reasons to leave within a specific demographic subgroup. For example, “Fairness of Army promotions” was not a top reason to LEAVE overall, but it was a top reason to LEAVE for four of the demographic subgroups examined: Junior Enlisted (#1 reason to LEAVE), Senior Enlisted (#3 reason to LEAVE), Black/African American SMs (#5 reason to LEAVE), and American Indian/Alaskan Native and Native Hawaiian/Pacific Islander (AI/AN|NH/PI) SMs (#5 reason to LEAVE). As can be seen in Figure 10, the percentage of Junior and Senior Enlisted SMs reporting fairness of Army promotions was an “Extremely Important” reason to LEAVE the Army was notably higher than the Army baseline (vertical dashed line). In contrast, although a relatively more prevalent “Extremely Important” reason to LEAVE among Black/African American and American Indian/Alaskan Native and Native Hawaiian/Pacific Islander SMs, the percentage was comparable to that of the Army baseline (as can be seen by the error bars crossing the vertical dashed line). Additional plots highlighting top “Extremely Important” reasons to leave the Army can be found in Appendix C.

Figure 10. Fairness of Army promotions (Q51)
“Extremely Important” Reason to LEAVE

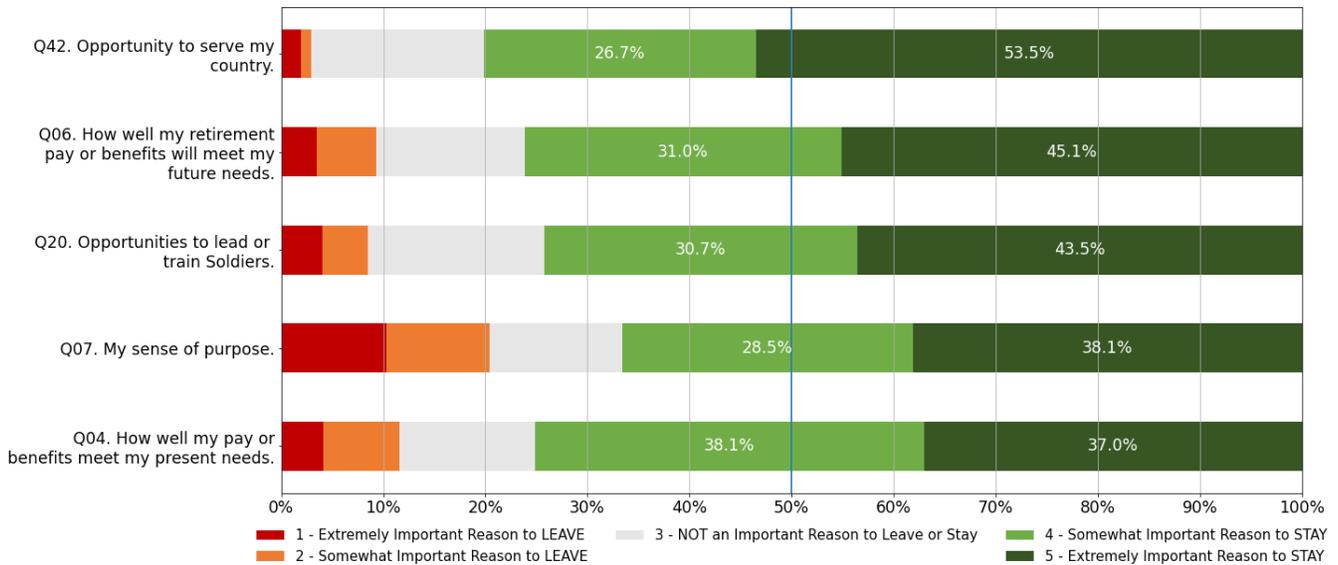


Note. AI/AN|NH/PI = American Indian/Alaskan Native and Native Hawaiian/Pacific Islander. The vertical dashed line indicates the Army baseline (i.e., total sample) and the error bars indicate the 95% CI range.

Top 5 “Extremely Important” Reasons to STAY in the Army

Figure 11 illustrates SMs’ top five “Extremely Important” reasons for wanting to STAY in the Army. The biggest “Extremely Important” reason SMs indicated for staying in the Army was “Opportunity to serve my country,” which was endorsed by over half of SMs (53.5%). Additional “Extremely Important” reasons for staying in the Army related to retirement pay or benefits (45.1%), leadership opportunities (43.5%), sense of purpose (38.1%), and the extent to which one’s pay or benefits meet their present needs (37.0%; see Figure 11). Overall, SMs’ “Extremely Important” reasons to STAY in the Army centered on service/purpose, finances, and professional opportunities.

Figure 11. Top 5 “Extremely Important” Reasons to STAY in the Army



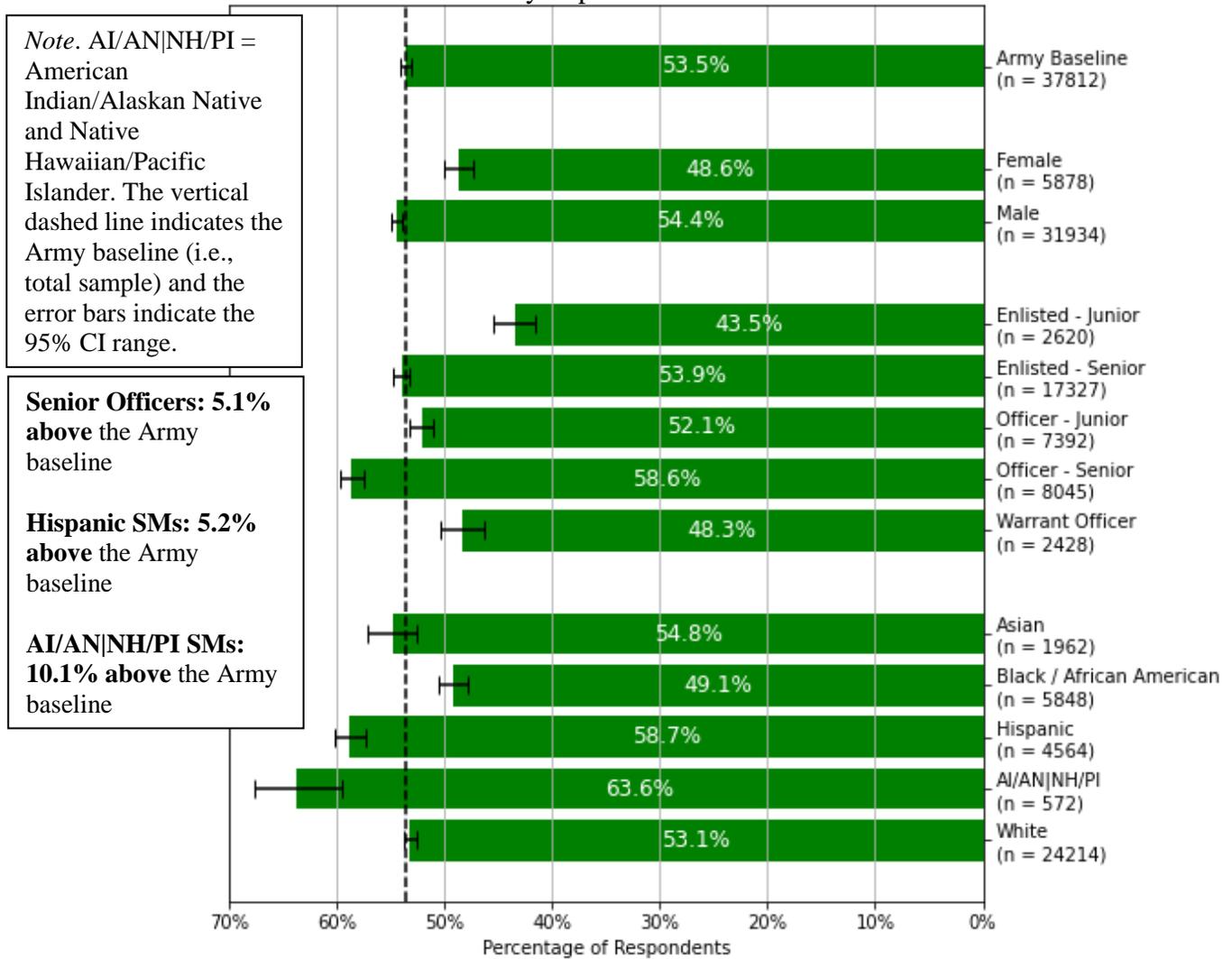
Examining the Top Reasons to STAY in the Army, across Demographic Groups

As with the “Extremely Important” reasons to leave the Army, it is also helpful to examine the percentage of each demographic subgroup that indicated an item was an “Extremely Important” reason to STAY in the Army. This can help the Army better understand whether certain reasons to continue Army service are stronger for some subgroups over others.

#1 “Extremely Important” Reason to STAY in the Army: Opportunity to Serve my Country

As noted in the previous section, over half of SMs (53.5%) reported that the opportunity to serve their country was an “Extremely Important” reason to STAY in the Army. Figure 12, below, presents the percentage of SMs in various segments of the Army who indicated that the opportunity to serve their country was an “Extremely Important” reason to STAY in the Army.

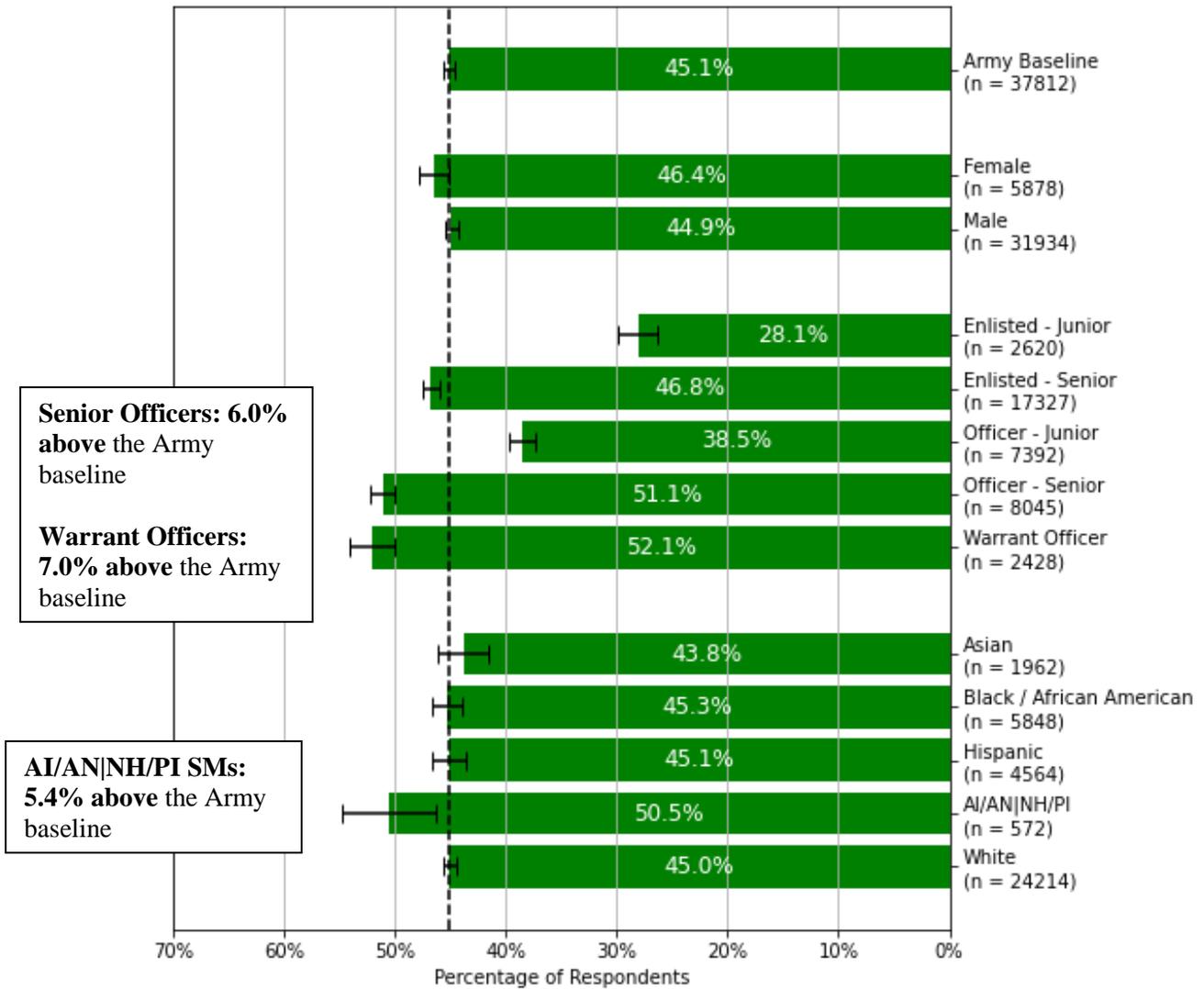
Figure 12. Opportunity to serve my country (Q42)
“Extremely Important” Reason to STAY



#2 “Extremely Important” Reason to STAY in the Army: How Well my Retirement Pay / Benefits will Meet my Future Needs

The next most cited “Extremely Important” reason to STAY in the Army (identified by 45.1% of SMs) related to how well a SM’s retirement pay and benefits will meet their future needs. Figure 13, below, presents the percentage of SMs in various segments of the Army who indicated that the ability of their retirement pay and benefits to meet their future needs was an “Extremely Important” reason to STAY in the Army.

Figure 13. How well my retirement pay or benefits will meet my future needs (Q06)
 “Extremely Important” Reason to STAY

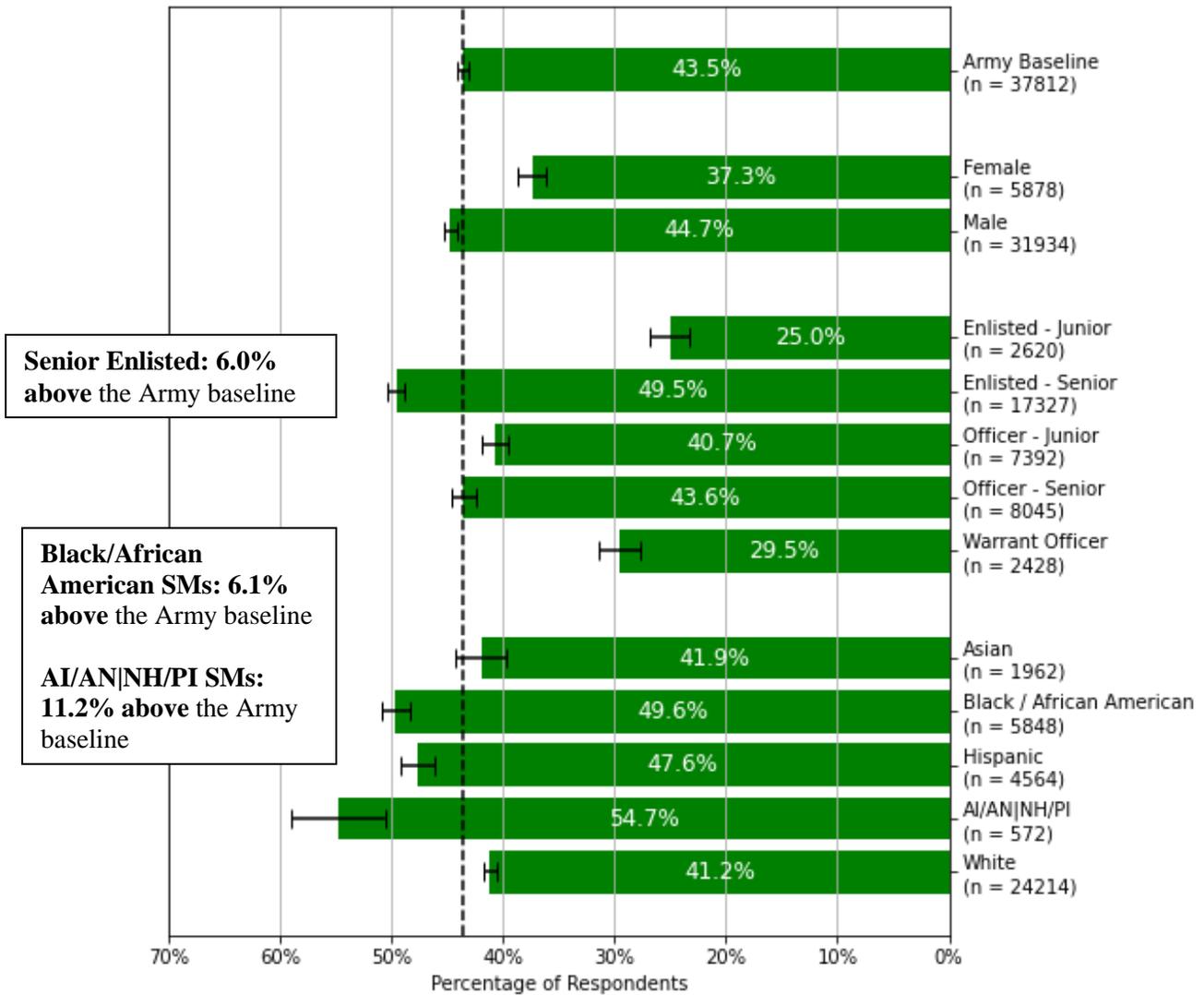


Note. AI/AN|NH/PI = American Indian/Alaskan Native and Native Hawaiian/Pacific Islander. The vertical dashed line indicates the Army baseline (i.e., total sample) and the error bars indicate the 95% CI range.

#3 “Extremely Important” Reason to STAY in the Army: Opportunities to Lead or Train SMs

The third most cited “Extremely Important” reason to STAY in the Army (identified by 43.5% of SMs) related to opportunities to lead or train SMs. Figure 14, below, presents the percentage of SMs in various segments of the Army who indicated that opportunities to lead or train SMs was an “Extremely Important” reason to STAY in the Army.

Figure 14. Opportunities to lead or train Soldiers (Q20)
“Extremely Important” Reason to STAY

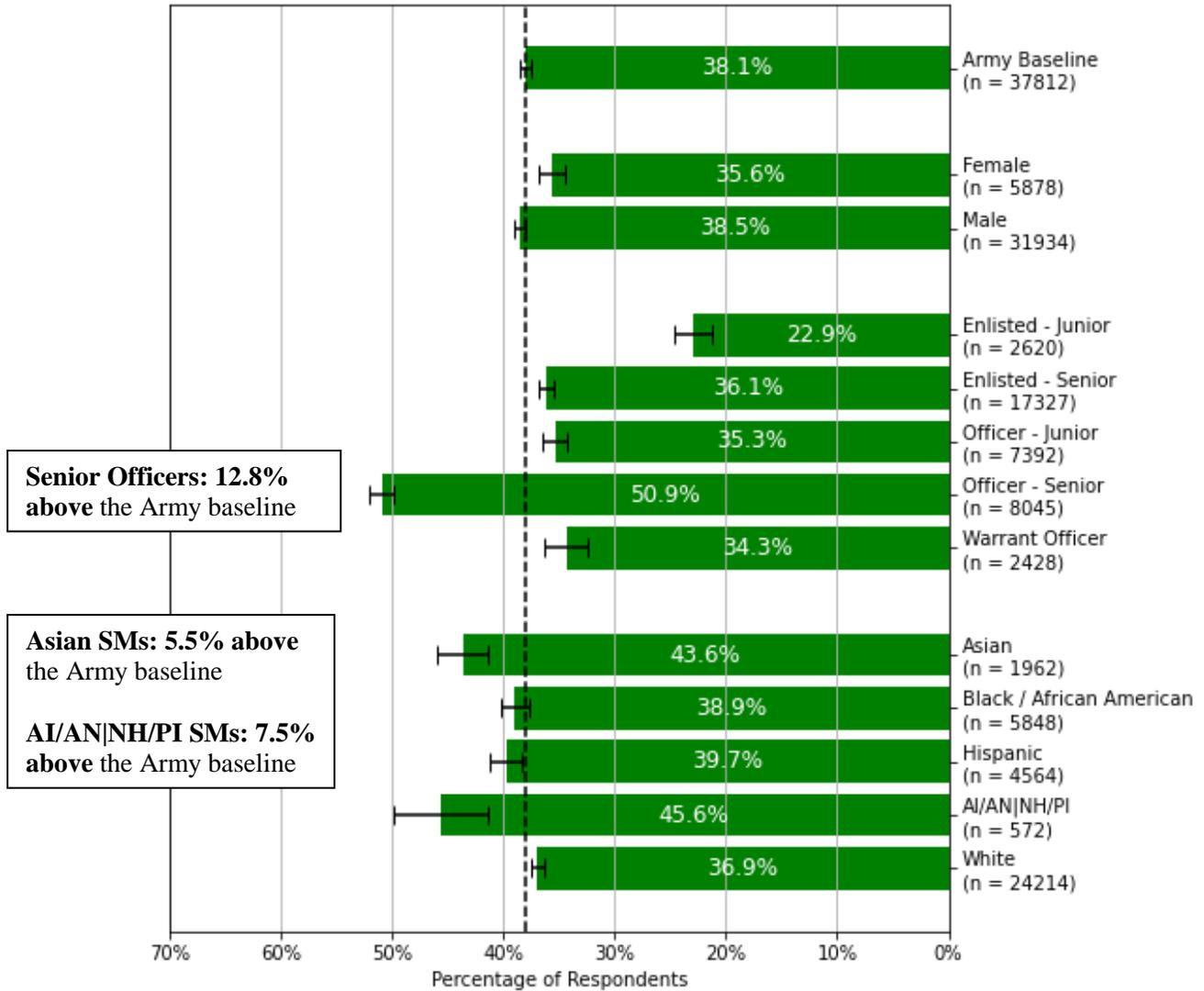


Note. AI/AN|NH/PI = American Indian/Alaskan Native and Native Hawaiian/Pacific Islander. The vertical dashed line indicates the Army baseline (i.e., total sample) and the error bars indicate the 95% CI range.

#4 “Extremely Important” Reason to STAY in the Army: My Sense of Purpose

Just under forty percent of SMs (38.1%) cited the sense of purpose they derive from Army service as an “Extremely Important” reason to STAY in the Army. Figure 15, below, presents the percentage of SMs in various segments of the Army who indicated that their sense of purpose was an “Extremely Important” reason to STAY in the Army.

Figure 15. My sense of purpose (Q07)
 “Extremely Important” Reason to STAY

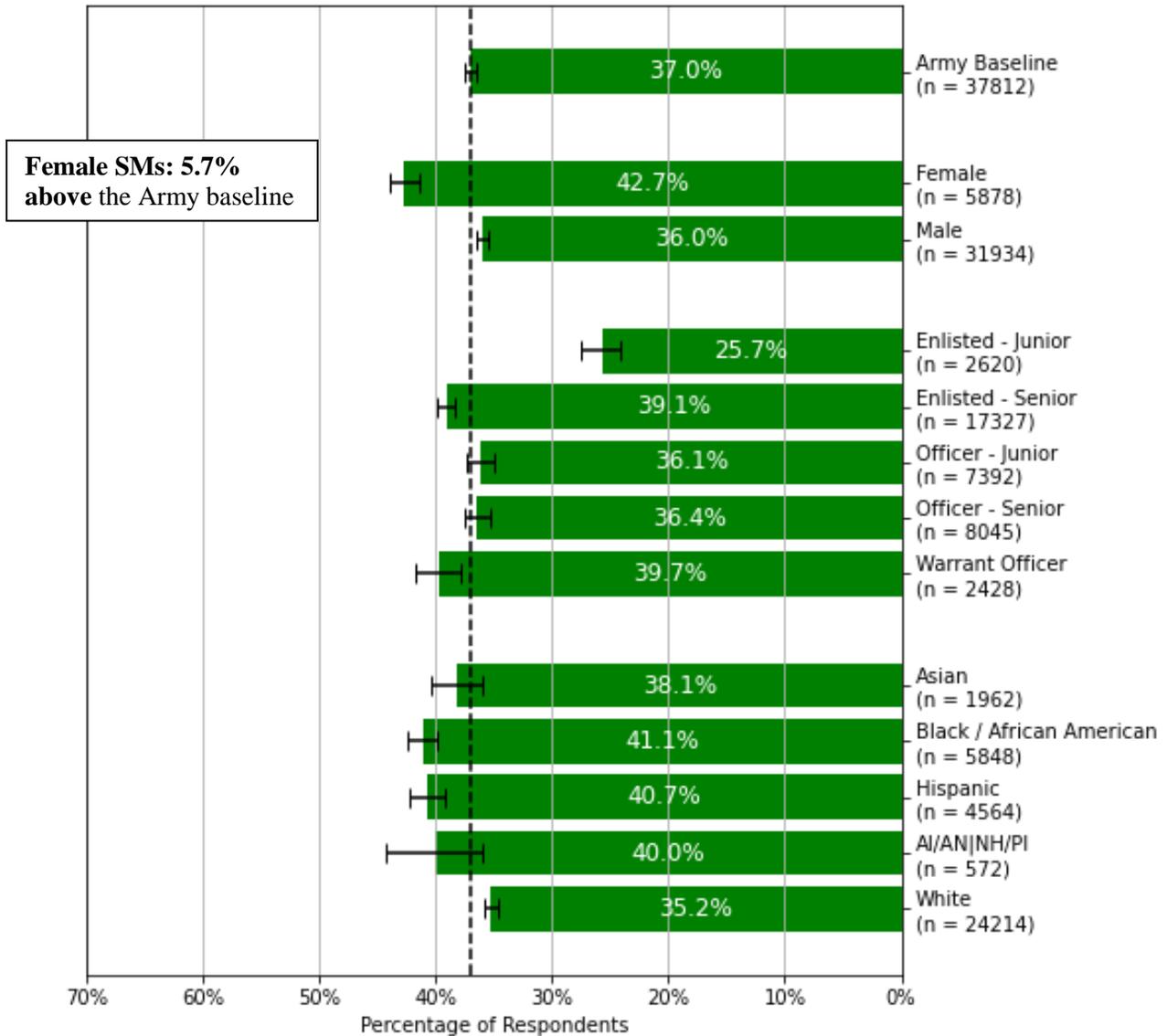


Note. AI/AN|NH/PI = American Indian/Alaskan Native and Native Hawaiian/Pacific Islander. The vertical dashed line indicates the Army baseline (i.e., total sample) and the error bars indicate the 95% CI range.

#5 “Extremely Important” Reason to STAY in the Army: How Well my Pay or Benefits Meet my Present Needs

Finally, 37% of SMs cited the extent to which their pay and benefits meet their present needs as an “Extremely Important” reason to STAY in the Army. Figure 16, below, presents the percentage of SMs in various segments of the Army who indicated that the ability of their pay and benefits to meet their present needs was an “Extremely Important” reason to STAY in the Army.

Figure 16. How well my pay or benefits meet my present needs (Q04)
 “Extremely Important” Reason to STAY

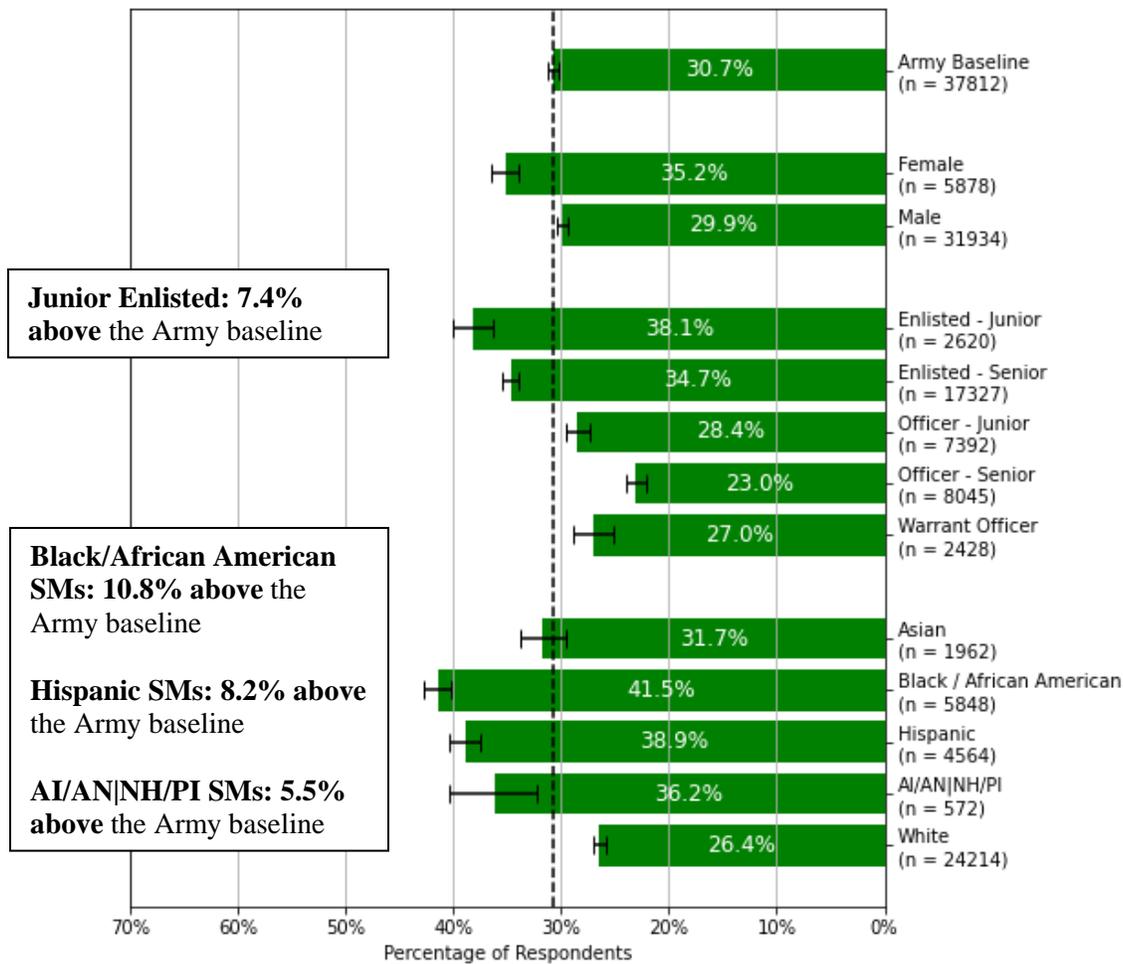


Note. AI/AN|NH/PI = American Indian/Alaskan Native and Native Hawaiian/Pacific Islander. The vertical dashed line indicates the Army baseline (i.e., total sample) and the error bars indicate the 95% CI range.

Additional “Extremely Important” Reasons to STAY in the Army

Reasons to stay can also be examined within demographic subgroups. “Opportunity to further my education,” for example, was not a top reason to STAY in the Army overall, but it was a top reason both for Junior Enlisted (#2 reason to STAY) and Black/African American SMs (#4 reason to STAY). As can be seen in Figure 17, the percentages of SMs reporting this as an “Extremely Important” reason to STAY in the Army was above the Army baseline for both Junior Enlisted and Black/African American SMs. Furthermore, the percentages of Hispanic and AI/AN|NH/PI SMs citing this as an “Extremely Important” reason to STAY was also well above the Army baseline, despite this not being a top reason to STAY for either group. For more examples of top reasons to stay within demographic subgroups, see Appendix D.

Figure 17. Opportunity to further my education (Q38)
 “Extremely Important” Reason to STAY

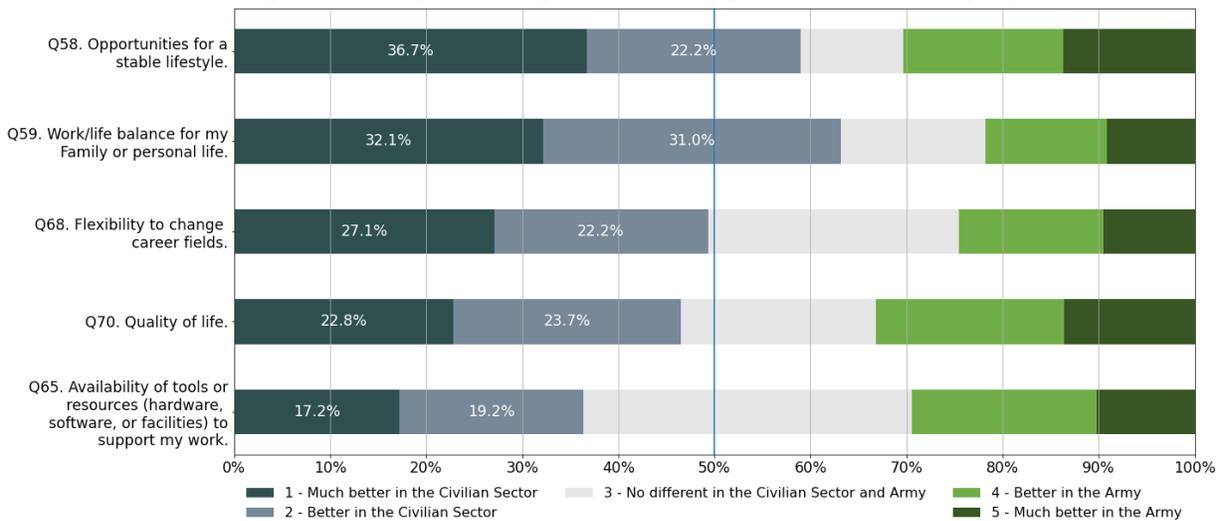


Note. AI/AN|NH/PI = American Indian/Alaskan Native and Native Hawaiian/Pacific Islander. The vertical dashed line indicates the Army baseline (i.e., total sample) and the error bars indicate the 95% CI range.

Comparing Civilian and Army Employment

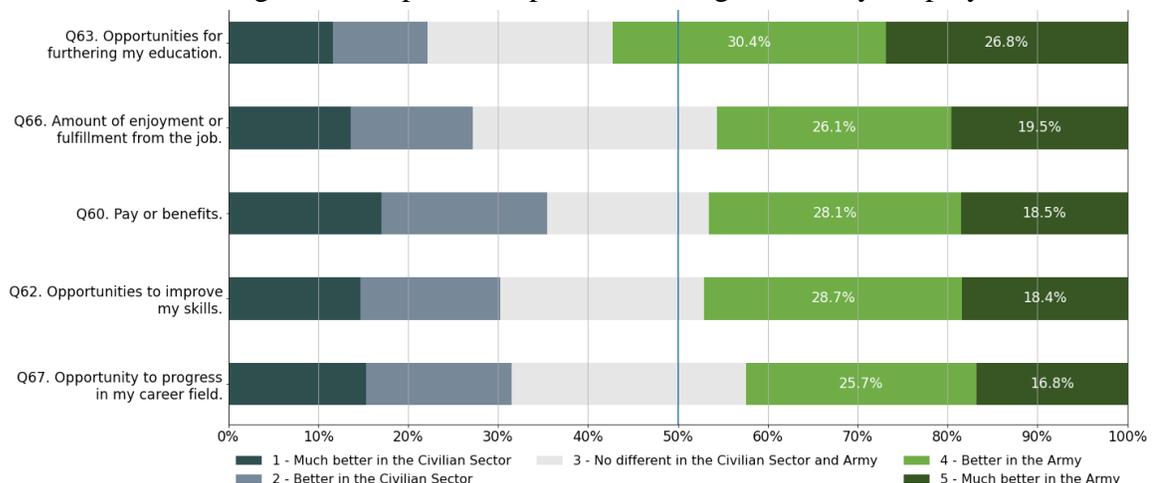
In the first year of DACES, SMs were also asked to compare advantages of civilian and Army employment across a number of aspects. Figure 18 illustrates the biggest perceived advantages of civilian employment. Over a third of SMs (36.7%) indicated they believe civilian employment offers a “Much Better” opportunity for a stable lifestyle, relative to Army employment. Civilian employment was also believed to offer “Much Better” work/life balance (32.1%), career flexibility (27.1%), quality of life (22.8%), and resources for completing one’s work (17.2%), relative to Army employment.

Figure 18. Top 5 Anticipated Advantages of Civilian Employment



SMs also identified a number of advantages of Army employment (Figure 19). Most notably, over a quarter of SMs (26.8%) indicated they believe the Army offers “Much Better” opportunities for furthering one’s education. The next greatest perceived advantages of Army employment were that it offers “Much Better” enjoyment from the job (19.5%), pay or benefits (18.5%), training opportunities (18.4%), and career development opportunities.

Figure 19. Top 5 Anticipated Advantages of Army Employment

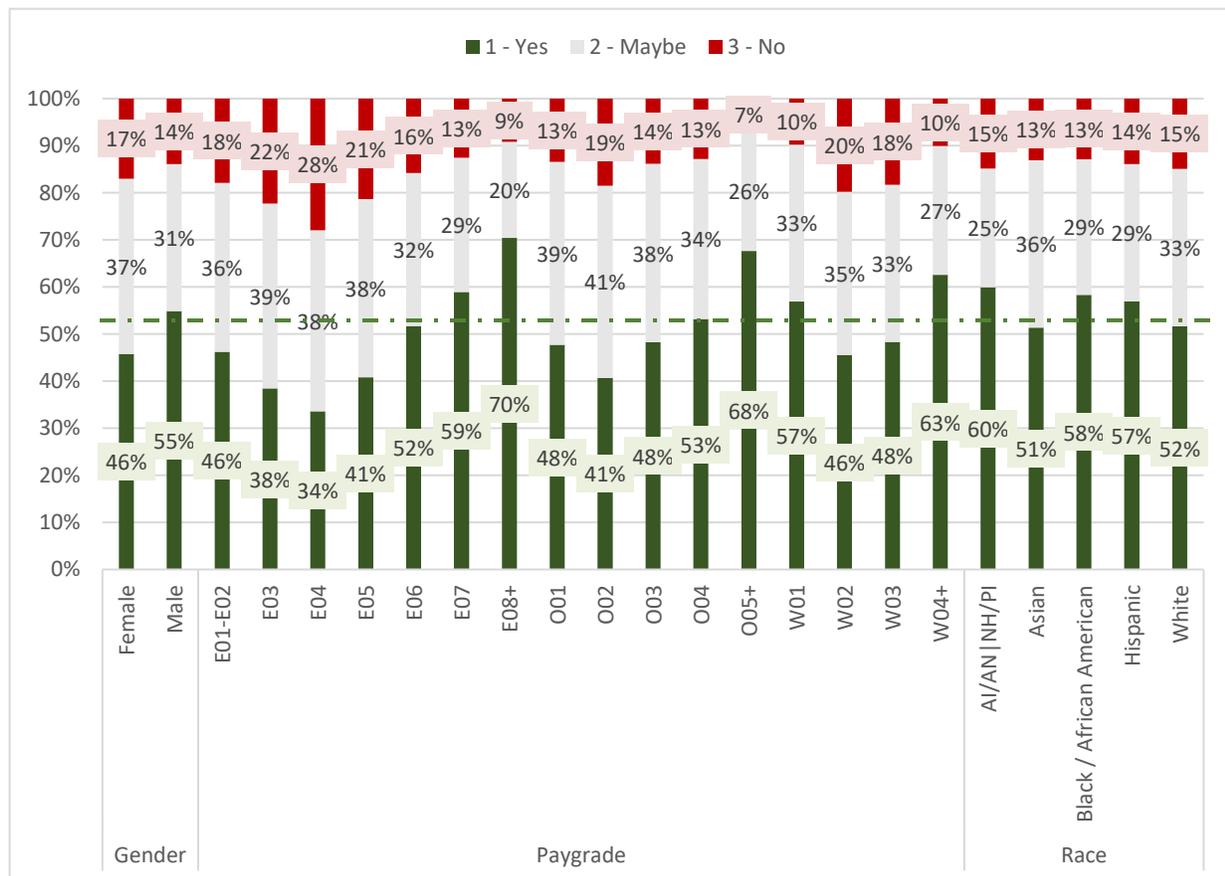


Additional DACES Question Formats

Multiple Choice Questions

In addition to the Likert scale questions assessing reasons to stay in or leave the Army and the relative advantages of civilian versus Army employment, DACES also includes a number of multiple choice questions that help build a more comprehensive understanding of SMs' feelings towards Army service. As one example, Figure 20 presents responses to a question assessing the extent to which SMs report they would recommend Army service to someone they care about. Responses are broken out by gender, paygrade, and race/ethnicity, with a dashed line showing the overall percentage who responded "Yes" (i.e., they would recommend Army service to someone they care about). As the figure illustrates, more male SMs (compared to female SMs) reported they would recommend Army service, and more Senior Enlisted SMs and Officers reported they would recommend Army service (relative to their more junior peers). For examples of responses to follow-up questions on DACES, see Appendix E.

Figure 20. Would You Recommend Army Service to Someone You Care About?



Note. The dashed line indicates the percentage (53%) that responded "Yes" in the total sample.

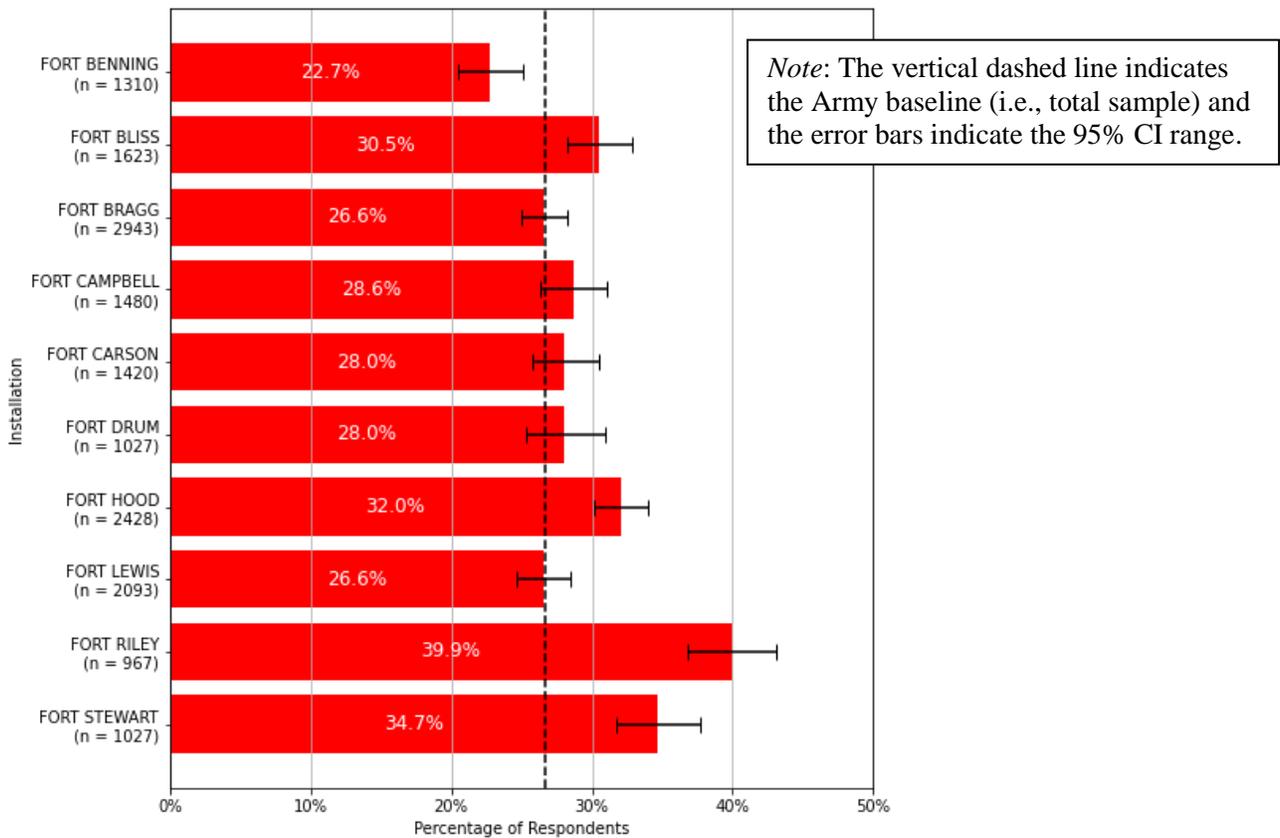
Filtering DACES Results

Another key capability is the ability to securely merge DACES responses with Army administrative data, in order to examine retention intentions among a select group of interest. This section provides examples of how DACES can be filtered to an Installation, Division, Brigade, and MOS/Branch; however, there are numerous other ways DACES data can be filtered to help the Army better understand the sentiments of its SMs. In addition, an example of applying more than one filter at a time is also provided.

By Installation

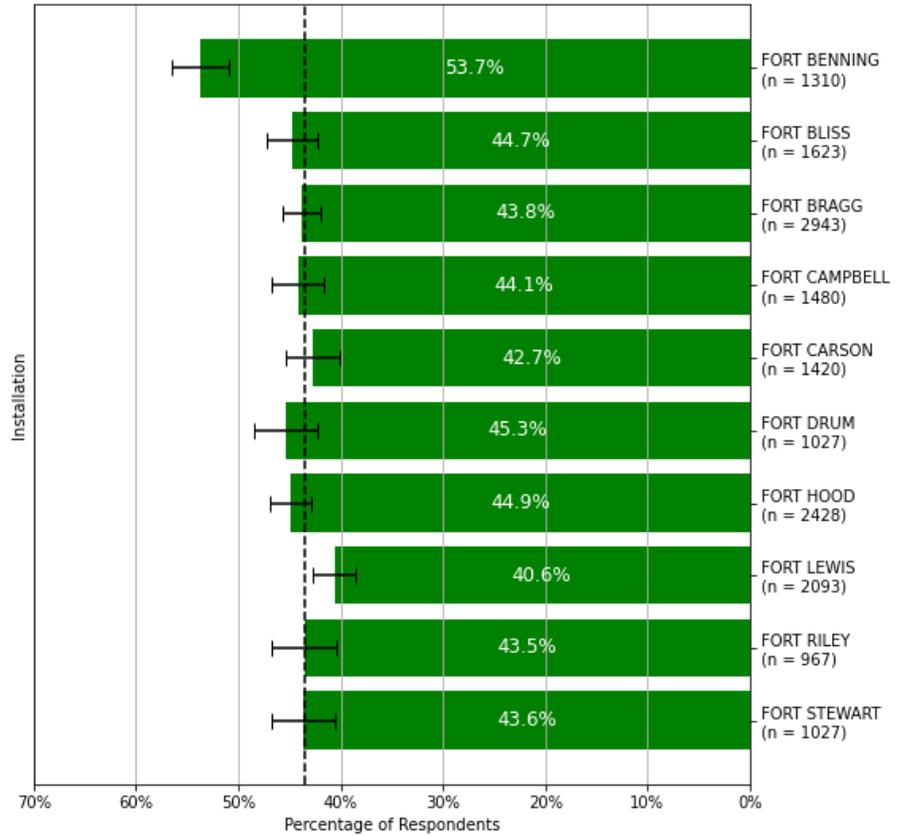
Retention intentions can be filtered by Army Installation. In Figure 23, for example, the percentage of SMs citing “Effects of deployments on Family or personal relationships” as an “Extremely Important” reason to LEAVE the Army is reported for 10 Army Installations. This type of visualization enables Army leaders to better understand the extent to which “Extremely Important” reasons to leave the Army vary across Army Installations.

Figure 23. Effects of deployments on Family or personal relationships (Q24), by Installation
“Extremely Important” Reason to LEAVE the Army



Conversely, Figure 24 highlights the percentage of SMs citing “Opportunities to lead or train Soldiers” as an “Extremely Important” reason to STAY in the Army across 10 Army Installations. This approach is equally well-suited to helping Army leaders better understand the extent to which “Extremely Important” reasons to stay in the Army vary across Army installations.

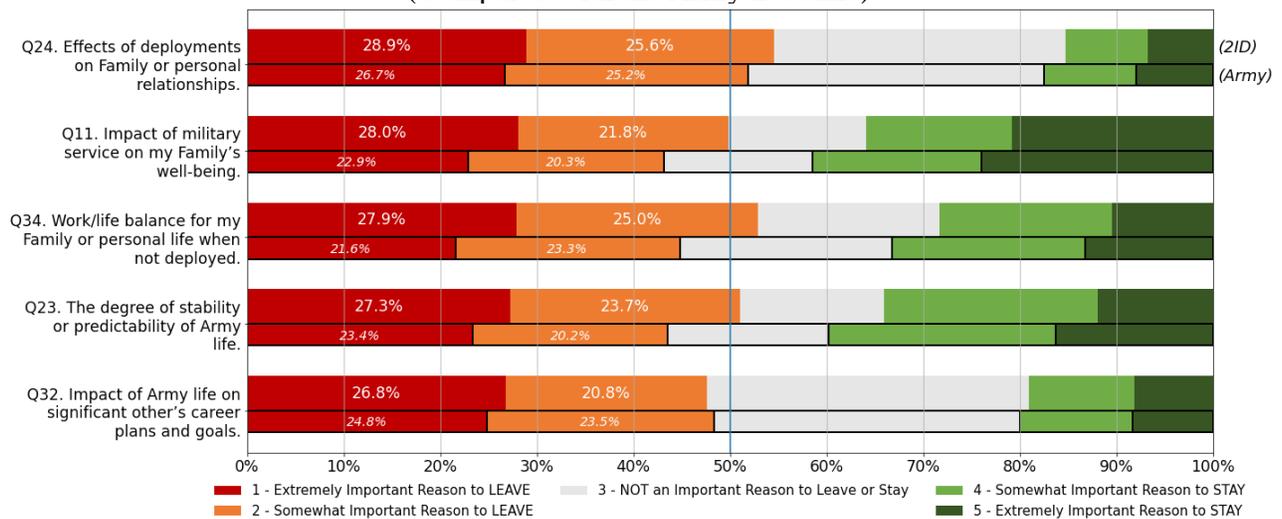
Figure 24. Opportunities to lead or train Soldiers (Q20), by Installation
 “Extremely Important” Reason to STAY in the Army



By Division

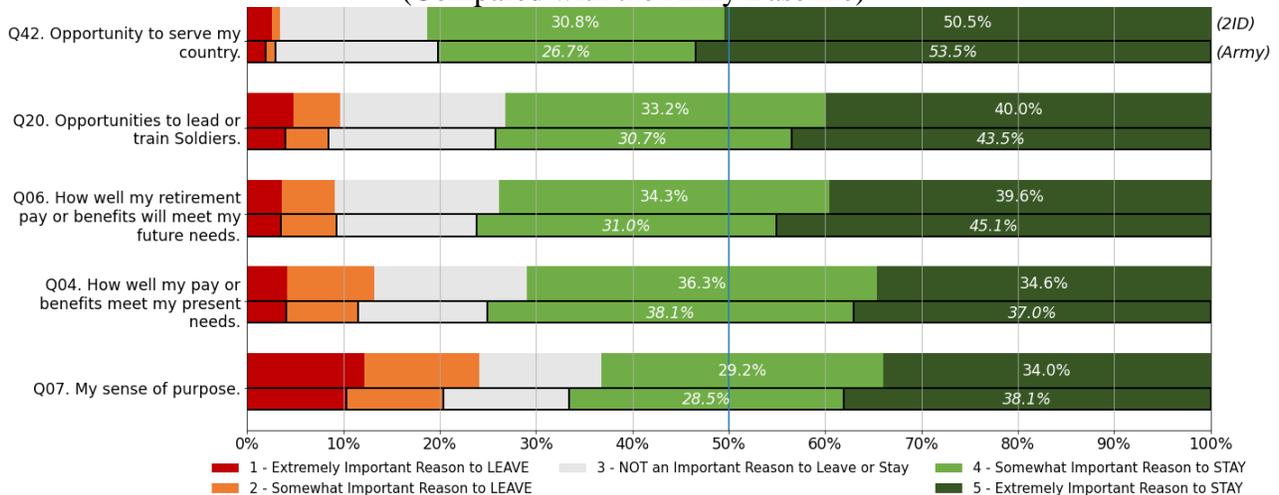
In addition, responses can be filtered to an Army Division and compared to the responses from the Army baseline (i.e., total sample). In this example, the top “Extremely Important” reasons to leave the Army among 2nd Infantry Division (2ID) SMs are plotted immediately above the corresponding percentages for the Army baseline (i.e., total sample). As can be seen in Figure 25, the percentage of SMs citing work/life balance when not deployed (Q34) as an “Extremely Important” reason to LEAVE the Army is 6.3% higher in the 2ID (27.9%), compared to the total sample (21.6%).

Figure 25. Top 5 “Extremely Important” Reasons to LEAVE the Army among 2ID SMs (Compared with the Army Baseline)



Similarly, the top “Extremely Important” reasons to stay in the Army can be compared between an Army Division, such as 2ID, and the Army baseline. As can be seen in Figure 26, the percentage of SMs citing retirement pay or benefits (Q06) as an “Extremely Important” reason to STAY in the Army is 5.5% lower in the 2ID (39.6%), compared with the total sample (45.1%).

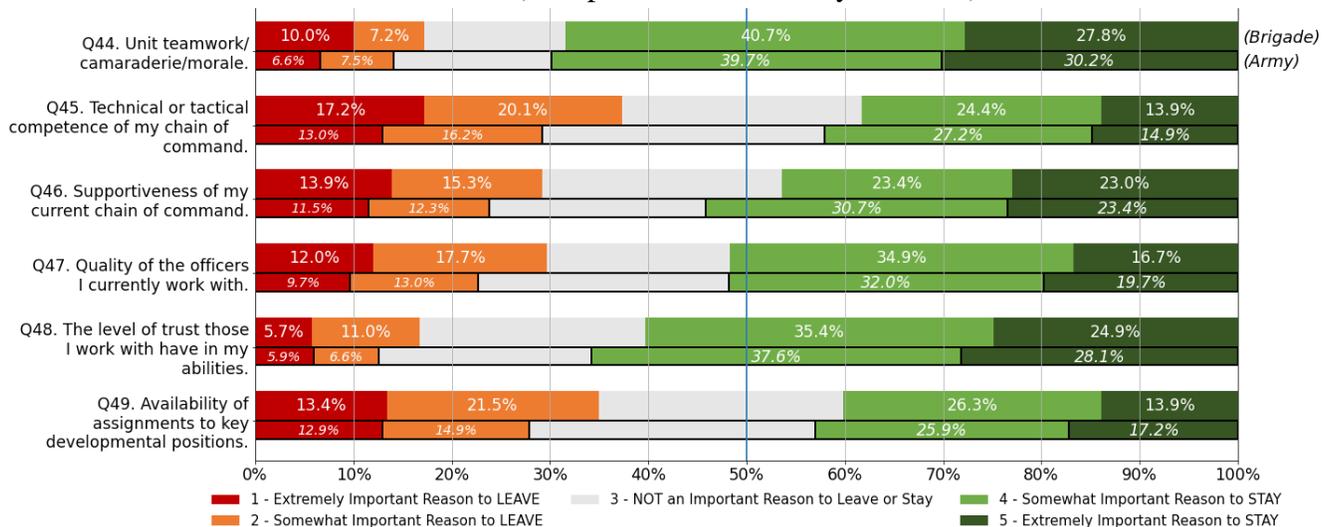
Figure 26. Top 5 “Extremely Important” Reasons to STAY in the Army among 2ID SMs (Compared with the Army Baseline)



By Brigade

The next organizational filtering example showcases the ability to filter responses to an Army Brigade and compare them to the Army Baseline (i.e., total sample). In this example, questions are culled from a specific section of the survey, rather than based on the percentage of SMs who selected a particular response. Also, although the Brigade name is obfuscated in this report, Brigade commanders are able to view aggregate responses from their Brigade, as long as the group size is sufficiently large. As can be seen in Figure 27, the percentage of SMs who selected each response option can be plotted next to the Army baseline percentages, in order to facilitate comparison. In this example, the reader can see that the XX Brigade and Army percentages are fairly similar to each other. Additionally, unit teamwork (Q44) and the trust my fellow SMs have in my abilities (Q48) were the two biggest reasons (in this section) to continue Army service in each group. Major deviations from the Army baseline pattern of responses could provide a Brigade commander with critical information regarding the needs and attitudes of the SMs in their Brigade.

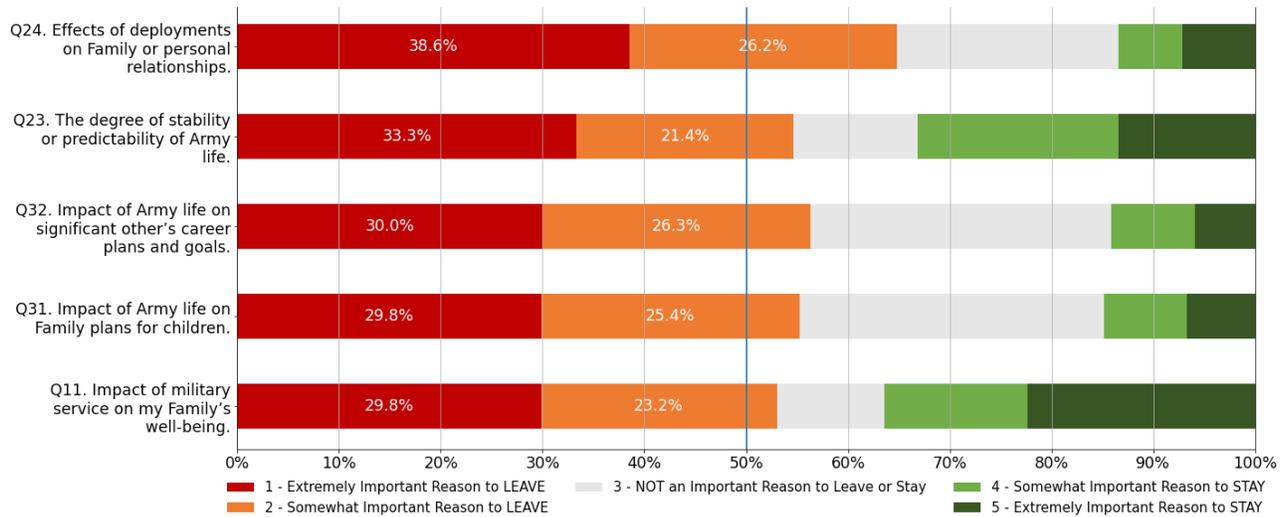
Figure 27. Organizational Climate, XX Brigade
(Compared with the Army Baseline)



By Military Occupation Specialty

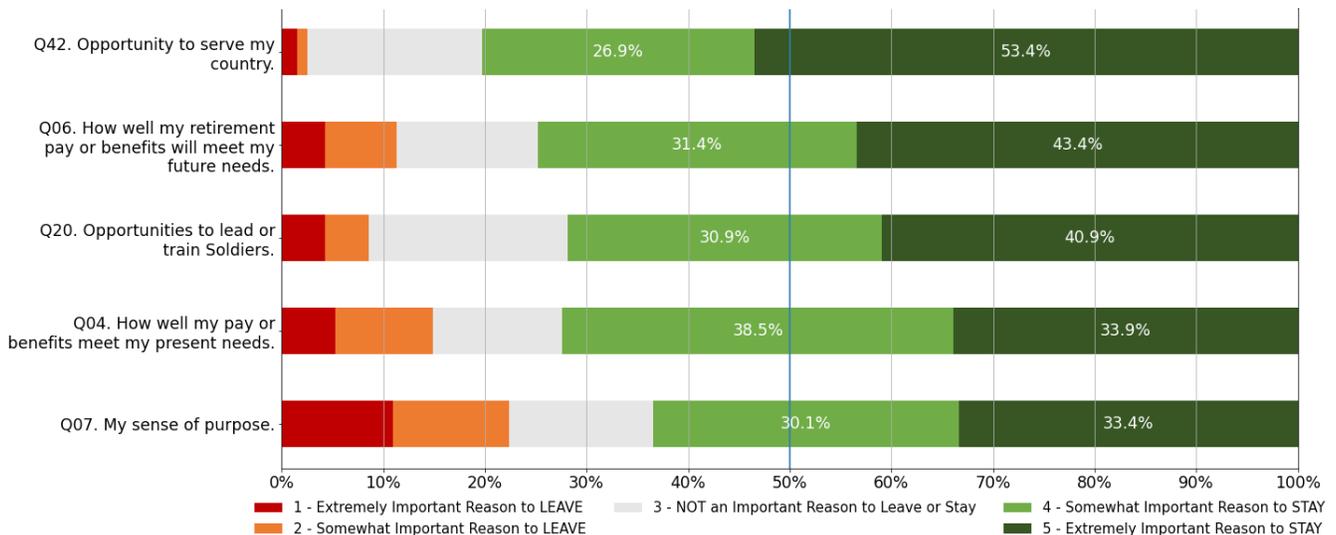
Retention intentions can also be filtered to facilitate examination of a specific Military Occupation Specialty (MOS) or branch. To illustrate, the top “Extremely Important” reasons Aviators report for wanting to leave the Army are presented in Figure 28. Nearly 40% of Aviators (38.6%) cite the effects of deployments on Family or personal relationship as an “Extremely Important” reason to LEAVE the Army. Stability of Army life (33.3%), impact on significant other’s career (30.0%), impact of Army life on Family plans for children (29.8%), and impact on Family’s well-being (29.8%) were also among the top “Extremely Important” reasons Aviators cited for leaving the Army.

Figure 28. Top 5 “Extremely Important” Reasons to LEAVE the Army among Aviators



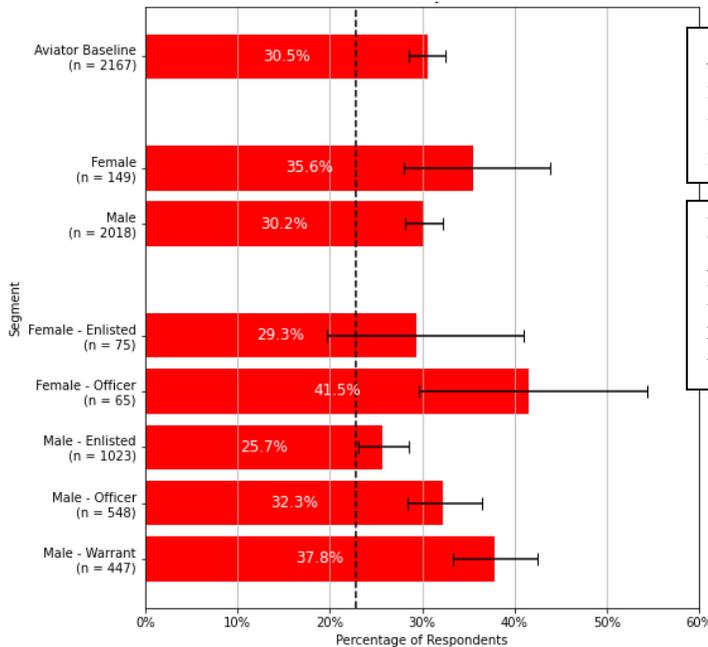
Similarly, results can be filtered to reveal the top “Extremely Important” reasons Aviators cite for staying in the Army (Figure 29).

Figure 29. Top 5 “Extremely Important” Reasons to STAY in the Army among Aviators



Additionally, more than one filter can be applied at a time, in order to examine the retention intentions of a narrower group of interest. Importantly, though, this can only be done if there is a sufficient number of responses for that group. To illustrate this, Aviators are further broken out by gender and paygrade (Figures 30 and 31). Results are not reported for Aviator Female Warrant Officers, however, because there were too few responses to report for this group. As DACES continues to be administered, more and more comparisons will be possible, which will continue to enhance Army leaders' understanding of the retention intentions of SMs.

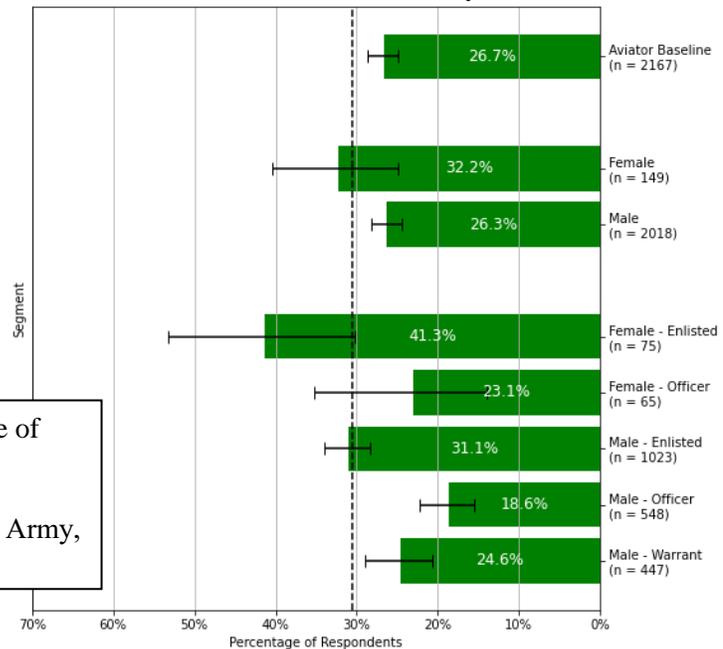
Figure 30. Quality of life (Q70), by Aviator Subgroup
 "Extremely Important" Reason to LEAVE the Army



Note: The vertical dashed line indicates the Army baseline (i.e., total sample) and the error bars indicate the 95% CI range.

In this example, a larger percentage of Army Aviators reported "Quality of Life" was an "Extremely Important" reason to leave the Army, relative to the Army baseline.

Figure 31. Opportunity to progress in my career field (Q39), by Aviator Subgroup
 "Extremely Important" Reason to STAY in the Army



In contrast, a smaller percentage of Army Aviators cited career opportunities as an "Extremely Important" reason to stay in the Army, relative to the Army baseline.

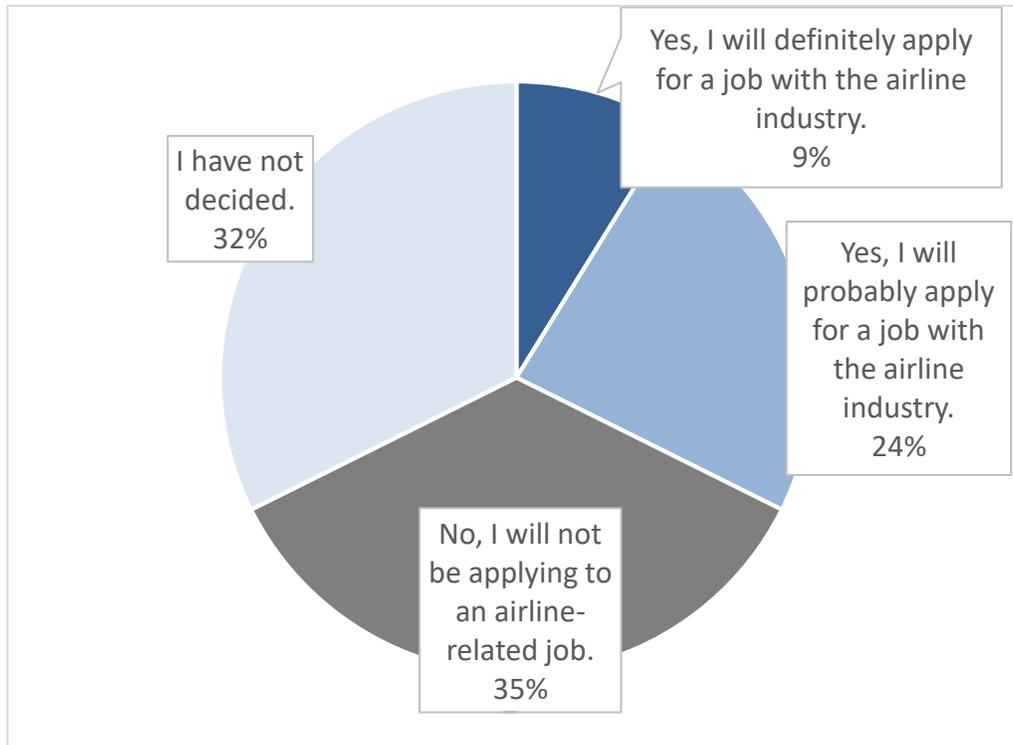
Asking Tailored Questions to Select Groups

DACES also offers the ability to ask tailored questions to a specific subgroup (e.g., MOS/Branch, paygrade). Asking targeted questions can increase the relevance of the information collected while also reducing survey burden (by only asking the question to the subgroup of interest).

Tailoring Questions to an MOS or Branch

To illustrate this capability, Figure 32 shows the responses to a DACES question added during Year 1 that has been completed by 170 Army Aviators.

Figure 32. When You Eventually Leave the Army, Do You Intend to Apply For a Job with the Airline Industry?



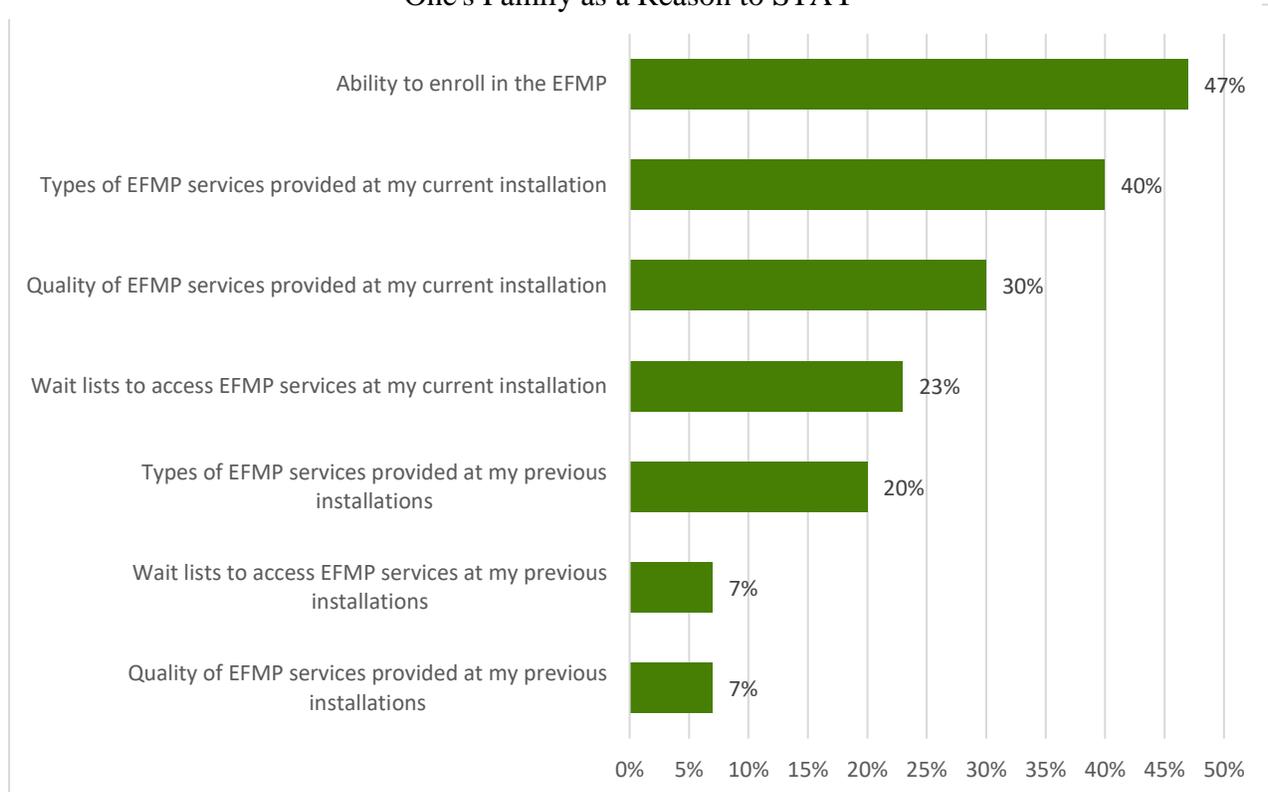
Tailoring Questions to an Army Program

In addition, questions can be posed to participants of a particular program in order to assess the extent to which experience in a program is associated with intentions to continue or leave Army service. After DACES launched, for example, a follow-up question was added during the year to assess experiences with the Exceptional Family Member Program (EFMP).

Of the EFMP participants who indicated that the Army’s ability to provide resources to help care for their Family influenced whether or not they would continue Army service, 30 out of 35 SMs (86%) reported that the Army’s ability to provide resources to help care for their Family was a positive influence (i.e., a “Somewhat” or “Extremely Important” reason to STAY in the Army) and that the Army’s ability to address their Family’s EFMP needs influenced their response.

In a follow-up question, EFMP participants were asked to indicate which aspects of EFMP influenced their positive response to the question. SMs were invited to mark all that apply. Figure 33 showcases the aspects of the EFMP program that most influenced SMs wanting to stay in the Army. Because only 5 SMs indicated the Army’s ability to provide resources to help care for their family was a reason to LEAVE the Army, there was insufficient data to examine the primary sources of dissatisfaction. As DACES surveys continue to be collected, however, the Army will be equipped to learn more about EFMP and other important Army programs.

Figure 33. Aspects of EFMP that Influenced Reports of Trust in the Army's Ability to Care for One's Family as a Reason to STAY



Discussion and Conclusions

In 2020, the U.S. ATMTF, with support from the Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs, launched DACES, a tailored survey designed to assess retention intentions among U.S. Army AD SMs. During its first year, over 50,000 SMs completed a DACES survey, providing ASLs with a trove of critical information regarding why SMs stay in or leave the Army. The top “Extremely Important” reasons to leave the Army centered on the impact Army service has on a SMs’ Family. Among these reasons were the effects of deployment (26.7%), impact on significant other’s career (24.8%), plans for children (23.4%), degree of stability or predictability (23.4%), and impact on Family’s well-being (22.9%). Conversely, the opportunity to serve one’s country was the most reported “Extremely Important” reason to STAY in the Army (53.5%). Other reasons related to retirement pay or benefits (45.1%), leadership and training opportunities (43.5%), sense of purpose (38.1%), and current pay or benefits (37.0%). When reviewing DACES findings, however, it is important to keep in mind that more senior SMs are overrepresented in the analytic sample in this report. Additionally, estimates based on very narrow subgroups are presented for illustrative purposes and may lack the necessary precision to be informative. As the number of completed DACES surveys grows, so will the ability to form precise estimates on relatively small demographic subgroups.

The Value of DACES

DACES offers value to a variety of echelons, positions and missions within the Army, including the following:

- **SMs:** An opportunity to annually share your feedback with ASLs. Examining how responses change over time will provide valuable information as retention policies are evaluated.
- **ASLs:** An opportunity to better understand SMs’ sentiments and consider these when forming policy decisions, when possible.
- **Unit Leadership (Brigade and Above):** An opportunity to stay abreast of changes in retention intentions across time and leaders.
- **Army Organizations Invested in Retention:** An opportunity to track retention sentiments across key subgroups, complement existing lines of effort, and inform new proposals.
- **DE&I Efforts:** An opportunity to better understand the extent to which retention sentiments vary across demographic subgroups.
- **Proponents / Branches:** An opportunity to examine populations of interest, identify deviations from the Army baseline, develop DACES questions to tailor to a specific group and help inform retention policies.
- **COMPOS 2&3:** An opportunity to incorporate information gleaned from DACES into their exit surveys.
- **Researchers:** An opportunity to use consented DACES data to broaden understanding of retention intentions, changes over time, and associations with key outcomes.

The Way Ahead

Quantifiable metrics are critical for empowering the Army to make data-driven decisions. As the Army continues to collect DACES responses, there will be more information available to precisely estimate the retention sentiments of SMs and drill down to more specific subgroups.

Survey Enhancements

A number of enhancements, designed to increase the utility of the DACES instrument, have been identified for the second year of DACES. The following are a few of the enhancements identified thus far:

1. **Shorten the DACES Survey.** The Army will seek to shorten the DACES survey early in Year 2, in order to further reduce burden on SMs.
2. **Launch a DACES Dashboard for Army Commanders.** A dashboard with DACES findings, which will be available to Army Commanders, is scheduled to launch on or about OCT 2021.
3. **Expand access to the DACES instrument.** In Year 1, DACES was only accessible on the Army's NIPR network. This prevented SMs without access to the NIPR network from sharing their feedback. A major priority in Year 2 is to make DACES available to SMs on a public network.
4. **Provide additional proponents (branches) the option to add branch specific retention questions at the end.** DACES could save every proponent from launching their own retention surveys. A consolidated and modular approach would not only reduce survey burden and increase understanding, but also save the Army money on survey platforms, System of Records Notices (SORNs), and staffing.

Analytic Extensions

As the Army transitions to the second year of DACES and beyond, longitudinal analysis of DACES data will become an increasingly important priority. Two sets of longitudinal data analyses are currently planned:

1. **Examine the consistency of responses over time.** As SMs begin completing their second DACES survey, it will become possible to examine the extent to which responses change or remain stable over time. Change or stability coinciding with notable events (e.g., implementation of a new Army policy, a move to a new unit, or a change in commander) will be of particular interest.
2. **Examine retention behavior.** Although DACES identifies retention intentions, such intentions can change before SMs make a decision to stay or leave. Relatedly, the extent to which the intentions reported on DACES relate to actual retention behavior remains unknown. As more time elapses after the launch of DACES, it will become increasingly possible to examine the association between self-reported retention intentions and subsequent retention behaviors (i.e., leaving Army service). It will be particularly informative to examine whether certain retention concerns are more strongly tied to actual retention behaviors than others.

Requests for DACES Findings

For requests intended for “Non-Research” purposes that cannot be answered on the forthcoming dashboard, Army commanders can send requests to usarmy.pentagon.hqda-dcs-g-1.mbx.daces-survey-support@mail.mil. Requests will be considered from any office involved in aspects of Army retention (e.g., Branch Representatives, Proponents, Army Offices and Directorates, and Army/Corps/Division staff). Requests will be addressed on a first-come, first-served basis and subject to re-prioritization from the Officer of Primary Responsibility (OPR) Director based on current requirements or imperatives. Any research requests will need to be vetted by an EDO and/or IRB.

The Importance of Transparency

When the Army designed DACES, a primary objective was to share the findings with the broader Army community. This transparency accomplishes a few goals: 1) It shows SMs who participated in this voluntary survey what was learned and how the information was used; 2) It provides SMs who did not opt to complete a DACES survey in Year 1 with more information, as they decide whether to participate in DACES in Year 2; and 3) It enables DACES findings to extend beyond the formal briefings throughout the year and reach all Army leaders.

Conclusions

In its first year, DACES exceeded expectations, thanks to the thoughtful engagement of Army SMs. With over 50,000 DACES surveys completed, ASLs have begun to deepen their understanding regarding the reasons SMs decide to leave Army service. Furthermore, DACES also provides a new opportunity for ASLs to develop insights into what drives SMs to continue Army service. This knowledge can be leveraged to drive retention policy changes and enhance SMs’ experiences while serving.

In addition to communicating DACES findings to ASLs throughout the year, this report importantly shares DACES findings (based on consented surveys) with the broader Army community. The goal of this report is to help SMs better understand what drives their fellow SMs, clearly communicate how DACES findings are being used, and demonstrate the value of completing a DACES survey. With the survey enhancements and analytic priorities currently underway, the second year of DACES promises to bring even more value to the Army community.

References

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- Vie, L. L., Scheier, L. M., Lester, P. B., Ho, T. E., Labarthe, D. R., & Seligman, M. E. P. (2015). The U.S. Army Person-Event Data Environment: a military-civilian big data enterprise. *Big Data, 3*, 1-10.

Appendix A: Department of the Army Career Engagement Survey Instrument

This appendix presents a snapshot of the base and follow-up questions presented during Year 1 (excluding branch-specific questions). Highlighted text indicates the logic (i.e., rule) for determining which questions to present to each DACES respondent, as well as instructions to respondents.

Retention Intentions

Q00. What are your plans/intentions regarding your Army service?

- a. Paperwork for my separation or retirement is already submitted
- b. I have decided to separate or retire, but no paperwork has been submitted yet.
- c. I will probably separate or retire in the next two years.
- d. I will probably stay for at least two more years.
- e. I definitely plan on staying for at least two more years.

Q00b. (If Q00 = a or b)

In the future, after years of civilian service, how open would you be to returning to the Army?

- a. I would definitely return
- b. I would likely return
- c. I might or might not return
- d. I would not likely return
- e. I would definitely not return

If Q00 = a or b then continue with Q01, otherwise skip to Q02

Q00c. (If Q00 = d or e)

Which of the options best describes your current plans for Army Service?

- a. Probably stay until retirement
- b. Definitely stay until retirement
- c. Probably stay in beyond my present obligation, but not necessarily to retirement
- d. Definitely stay in beyond my present obligation, but not necessarily until retirement
- e. Probably leave upon completion of my present obligation
- f. Definitely leave upon completion of my present obligation

Q00d. (If Q00c = e-f)

You indicated you are probably or definitely going to leave after your present obligation. Are you aware of the Army Career Intermission Program?

- a. Yes
- b. No

[Follow on text:] If a break in your military career to pursue personal or Family interests is appealing to you, please check out the link that will be provided at the end of the survey.

Q01. Through what process are you leaving the Army?

- a. Retirement
- b. Involuntary separation before retirement (for example, medical or non-select for promotion)
- c. Voluntary separation before retirement

- Q02. When you first entered the Army, what were your Army career plans?
- To complete my initial obligation and then leave
 - To stay beyond my initial obligation, but not necessarily until eligible for retirement
 - To stay until eligible for retirement (or beyond)
 - None of the above; I was undecided about my Army career plans

Well-being (Personal, Family, Financial, Health)

Regardless of if you are separating from or continuing service, please select a response that reflects the degree to which the item influenced your plan to leave or stay in the Army up to this point.

Extremely Important Reason to LEAVE		NOT an Important Reason to Leave or Stay		Extremely Important Reason to STAY
1	2	3	4	5

- Q03. My morale
 Q04. How well my pay or benefits meet my present needs
 Q05. How well my pay or benefits meet my financial goals
 Q06. How well my retirement pay or benefits will meet my future needs
 Q07. My sense of purpose
 Q08. The amount of time I can take off
 Q09. Quality of healthcare
 Q10. Availability or quality of housing

(If Q10 = 1 or 2, continue to Q10b. Otherwise skip.)

- Q10b. You indicated availability or quality of housing was an important reason for you to leave the Army. What was it specifically? *(Mark all that apply)*
- Availability of Housing On-Post
 - Quality of Housing On-Post
 - Availability of Housing Off-Post
 - Quality of Housing Off-Post

- Q11. Impact of military service on my Family's well-being
 Q12. The resources available to help care for my Family

(If SM is enrolled in the EFMP, continue to 12a. Otherwise skip.)

- Q12a. Was your response to Question 12 influenced by the Army's ability to address your Family's EFMP needs?

(If Yes, continue to Q12b. Otherwise, continue to Q13.)

- Q12b. Which of the following influenced your response to Question 12? (select all that apply)
- Ability to enroll in the EFMP
 - Types of EFMP services provided at my current installation
 - Quality of EFMP services provided at my current installation
 - Wait lists to access EFMP services at my current installation
 - Types of EFMP services provided at my previous installations
 - Quality of EFMP services provided at my previous installations
 - Wait lists to access EFMP services at my previous installations
 - Other (please explain) (open ended)

(If Q12 = 1, 2, 6, or 7, continue to Q12c.)

- Q12c. What resources did you like or dislike? (Open ended. 500 characters)
 Q13. Availability or quality of childcare
 Q14. Ability to influence or choose duty station
 Q15. Feeling like part of a team
 Q16. The flexibility to pursue my goals

Army Life (Work, Deployments, Work/Life Balance)

Please respond by selecting an option that reflects the degree to which the item influenced your plan to leave or stay in the Army.

Extremely Important Reason to LEAVE	2	NOT an Important Reason to Leave or Stay	3	4	Extremely Important Reason to STAY	5
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- Q17. Amount of enjoyment or fulfillment from my job
 Q18. Opportunities to use my skills and abilities
 Q19. Opportunities to improve my skills
 Q20. Opportunities to lead or train Soldiers
 Q21. Amount of decision-making authority or autonomy
 Q22. Availability of tools or resources (hardware or software or facilities) to support my work
 Q23. The degree of stability or predictability of Army life
 Q24. Effects of deployments on Family or personal relationships
 Q25. Reliability of communicating electronically with significant others during deployments.
 Q26. Ability to deal with personal issues during deployments
 Q27. Number or frequency of deployments
 (If Q27 = 1 or 2, proceed to Q27a, otherwise skip.)
 Q27a. You indicated the number or frequency of deployments was an important reason to leave the Army. What was it specifically? (*mark all that apply*)
- Deployments were too frequent
 - Deployments were not frequent enough
 - I went on too many deployments
 - I went on too few deployments
- Q28. Number or frequency of PCS moves
 Q29. Changes to Army policy (*please specify*)
 Q30. Changes to the Army's overall mission (*please specify*)
 Q31. Impact of Army life on Family plans for children
 Q32. Impact of Army life on significant other's career plans and goals
 Q33. Significant other's feelings about my decision to serve
 Q34. Work/life balance for my Family or personal life when not deployed
 Q35. Physical demands of Army life
 Q36. Emotional demands of Army life

(IF Q36 = 1 OR 2, SHOW Q36A)

Q36A. Which emotional demands most significantly affected your plan to leave the Army? (Select all that apply?)

- a) Having to sustain professionalism when feeling stressed
- b) Frequent stressful situations

- c) Routine moves
- d) Stress of being exposed to imminent danger
- e) Hectic work environments
- f) Routine separation from Family for work or training purposes
- g) Strain of balancing Family relationships and work demands
- h) Not having enough decompression time
- i) Physical demands that are consistently placed upon me
- j) Dealing with personal workplace relationships
- k) The injury or death of fellow Soldiers
- l) Transitioning between units
- m) The uncertainty of promotion
- n) The uncertainty of making it to retirement
- o) Being selected for certain developmental schools
- p) The feeling of having to perform well
- q) Something else: (open ended. 500 characters)

(If Q36a has 2 or more selections, display Q36b.)

Q36b. Which of these reasons was the most significant influence on your plan to leave the Army? (Select from dropdown of previously selected answers)

(If Q36a has 3 or more selections, display Q36c)

Q36c. Which of these reasons was the *second* most significant influence on your plan to leave the Army? (Select from dropdown of previously selected answers)

(If Q36a has 4 or more selections, display Q36d)

Q36d. Finally, which of these reasons was the *third* most significant influence on your plan to leave the Army? (Select from dropdown of previously selected answers)

Q37. Mental or cognitive demands of Army life

Q38. Opportunity to further my education

Q39. Opportunity to progress in my career field

Q40. Flexibility to change career fields

(If Q40 = 1 or 2, show 40a)

Q40a. You indicated flexibility as an important reason to leave. Would being able to apply for a different branch make an impact on your decision?

Q41. Recognition for my contributions

Q42. Opportunity to serve my country

Organizational Climate

Please respond by selecting an option that reflects the degree to which the item influenced your plan to leave or stay in the Army.

Extremely Important Reason to LEAVE		NOT an Important Reason to Leave or Stay		Extremely Important Reason to STAY
1	2	3	4	5

- Q43. My emotional attachment to the Army
- Q44. Unit teamwork/camaraderie/morale
- Q45. Technical or tactical competence of my chain of command
- Q46. Supportiveness of my current chain of command
- Q47. Quality of the officers currently I work with
- Q48. The level of trust those I work with have in my abilities
- Q49. Availability of assignments to key developmental positions
- Q50. Availability or timeliness of Army promotion opportunities
- Q51. Fairness of Army promotions
- Q52. The consistency of the professional organizational climate with Army ethics and values
- Q53. The level of fairness in “Adverse actions” (for example, reprimand, UCMJ, or non-judicial punishment) administered to others
- Q54. The level of fairness in “Adverse actions” (for example, reprimand, UCMJ, or non-judicial punishment) administered to me
- Q55. Treatment based on race, color, national origin, religion, sex, sexual orientation, age, disability, genetic information, or pregnancy in my workplace

(If Q55 = 1-3, then continue with Q55a, otherwise skip to Q56.)

Q55a. You indicated treatment based on a number of factors was an important reason to leave the service. On the basis of which of the following were you or someone you know treated unfairly? (Mark all that apply).

- a. Race
- b. Color
- c. National Origin
- d. Religion
- e. Sex
- f. Sexual Orientation
- g. Age
- h. Disability
- i. Genetic information
- j. Pregnancy in my workplace

If you would like to reach out to your local Inspector General Office regarding unfair treatment, you may find an office at the following link: <https://www.daig.pentagon.mil/default.aspx#localig>

Please respond by selecting an option that reflects the degree to which the item influenced your plan to leave or stay in the Army.

Extremely Important Reason to LEAVE		NOT an Important Reason to Leave or Stay		Extremely Important Reason to STAY
1	2	3	4	5

Q55.1 Concerns of Sexual Assault or Sexual Harassment while serving in the Army.

NOTE: This is NOT a reporting mechanism. To report Sexual Assault or Harassment, please discuss your options with your local SARC, or visit www.sexualassault.army.mil for more information.

Q56. Brigade Commander or higher leaders' handling of concerns about discrimination

Q57. Policies and programs that promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, or mentoring)

Anticipated Civilian Employment Opportunities

Compared to opportunities in the Army, I anticipate the following opportunities will be:

Much better in the Civilian Sector		No different in the Civilian Sector and Army		Much better in the Army
1	2	3	4	5

Q58. Opportunities for a stable lifestyle

Q59. Work/life balance for my Family or personal life

Q60. Pay or benefits

Q61. Opportunities to use my skills and abilities

Q62. Opportunities to improve my skills

Q63. Opportunities for furthering my education

Q64. Amount of decision-making authority or autonomy

Q65. Availability of tools or resources (hardware, software, or facilities) to support my work

Q66. Amount of enjoyment or fulfillment from the job

Q67. Opportunity to progress in my career field

Q68. Flexibility to change career fields

Q69. Recognition for my contributions

Q70. Quality of life

Final Questions

Q71. Would you recommend Army service to someone you care about?

- a. Yes
- b. Maybe
- c. No

Q72. Would you consider joining the Army Reserve or Army National Guard?

- a. Yes, I already owe a commitment or have made a commitment
- b. Yes, I would definitely consider joining
- c. Yes, I might consider joining
- d. No, I probably wouldn't consider joining
- e. No, I definitely wouldn't consider joining

Q72b. (Ask if Q72 = d, e) Would continuing to receive active duty retirement pay affect your decision to serve in the Guard or Reserve?

a. Yes, I would consider serving if I were able to receive my active duty retirement pay as well.

b. No, the addition of retirement pay would not affect my decision.

Q73. After transition or separation, where do you plan to live? (*Mark all that apply*)

- a. My place of entry
- b. My home of record
- c. My significant other's location
- d. My current location
- e. Other (*please specify*)
- f. Not sure

Q74. What is the main reason you are choosing this location?

- a. Educational opportunities
- b. Employment opportunities
- c. Tax considerations
- d. Cost of living
- e. Weather
- f. Family or significant other
- g. To find a significant other
- h. To be near a particular installation or reserve unit
- i. Other (*please specify*)

Q75. What factor has had the largest impact on staying in the Army? (*Open ended*)

Q76. What factor most influenced (or will most influence) when you will depart the Army? (*Open ended*)

Q77. What would you recommend to make the Army better? (*Open ended*)

Appendix B: Percentages and 95% CI for Full Analytic Sample

Well Being (personal, Family, financial, health)	1 - Extremely Important Reason to LEAVE		2 - Somewhat Important Reason to LEAVE		3 - NOT an Important Reason to Leave or Stay		4 - Somewhat Important Reason to STAY		5 - Extremely Important Reason to STAY	
	%	95% CI	%	95% CI	%	95% CI	%	95% CI	%	95% CI
Q03. My morale	17.1%	16.7% - 17.5%	17.5%	17.1% - 17.9%	11.5%	11.1% - 11.8%	25.1%	24.7% - 25.6%	28.8%	28.4% - 29.3%
Q04. How well my pay or benefits meet my present needs	4.1%	3.9% - 4.3%	7.5%	7.2% - 7.7%	13.4%	13% - 13.7%	38.1%	37.6% - 38.5%	37.0%	36.6% - 37.5%
Q05. How well my pay or benefits meet my financial goals	5.7%	5.4% - 5.9%	9.7%	9.4% - 10%	14.4%	14.1% - 14.8%	36.5%	36.1% - 37%	33.7%	33.2% - 34.2%
Q06. How well my retirement pay or benefits will meet my future needs.	3.5%	3.3% - 3.7%	5.8%	5.6% - 6%	14.5%	14.2% - 14.9%	31.0%	30.6% - 31.5%	45.1%	44.6% - 45.6%
Q07. My sense of purpose.	10.3%	10% - 10.6%	10.1%	9.8% - 10.4%	13.0%	12.7% - 13.3%	28.5%	28.1% - 29%	38.1%	37.6% - 38.6%
Q08. The amount of time I can take off	9.2%	9% - 9.5%	12.7%	12.4% - 13.1%	37.1%	36.6% - 37.6%	28.0%	27.6% - 28.5%	12.9%	12.6% - 13.3%
Q09. Quality of healthcare.	6.1%	5.9% - 6.4%	10.1%	9.8% - 10.4%	18.4%	18% - 18.8%	36.4%	35.9% - 36.9%	29.0%	28.5% - 29.4%
Q10. Availability or quality of housing.	9.2%	8.9% - 9.5%	13.1%	12.8% - 13.5%	45.7%	45.2% - 46.2%	20.6%	20.2% - 21%	11.4%	11.1% - 11.7%
Q11. Impact of military service on my Family's well-being.	22.9%	22.5% - 23.3%	20.3%	19.9% - 20.7%	15.4%	15% - 15.8%	17.5%	17.1% - 17.8%	24.0%	23.5% - 24.4%
Q12. The resources available to help care for my Family	6.8%	6.5% - 7%	9.3%	9% - 9.6%	26.6%	26.2% - 27.1%	29.4%	28.9% - 29.8%	28.0%	27.5% - 28.4%
Q13. Availability or quality of childcare.	8.7%	8.4% - 8.9%	9.5%	9.2% - 9.8%	58.6%	58.1% - 59.1%	12.6%	12.3% - 13%	10.6%	10.3% - 10.9%
Q14. Ability to influence or choose duty station.	19.3%	18.9% - 19.7%	17.4%	17% - 17.8%	21.1%	20.7% - 21.5%	23.5%	23.1% - 24%	18.7%	18.3% - 19.1%
Q15. Feeling like part of a team.	7.2%	6.9% - 7.5%	8.1%	7.8% - 8.4%	16.5%	16.1% - 16.8%	36.4%	35.9% - 36.9%	31.8%	31.4% - 32.3%
Q16. The flexibility to pursue my goals.	16.1%	15.7% - 16.5%	16.3%	15.9% - 16.7%	15.0%	14.7% - 15.4%	29.5%	29% - 30%	23.1%	22.7% - 23.5%

Army Life (work, deployments, work/life balance)	1 - Extremely Important Reason to LEAVE		2 - Somewhat Important Reason to LEAVE		3 - NOT an Important Reason to Leave or Stay		4 - Somewhat Important Reason to STAY		5 - Extremely Important Reason to STAY	
	%	95% CI	%	95% CI	%	95% CI	%	95% CI	%	95% CI
Q17. Amount of enjoyment or fulfillment from my job	13.54%	13.2% - 13.9%	13.75%	13.4% - 14.1%	9.07%	8.8% - 9.4%	32.47%	32% - 32.9%	31.16%	30.7% - 31.6%
Q18. Opportunities to use my skills and abilities.	11.42%	11.1% - 11.7%	12.41%	12.1% - 12.7%	12.03%	11.7% - 12.4%	34.86%	34.4% - 35.3%	29.28%	28.8% - 29.7%
Q19. Opportunities to improve my skills.	9.56%	9.3% - 9.9%	11.55%	11.2% - 11.9%	12.25%	11.9% - 12.6%	34.65%	34.2% - 35.1%	31.99%	31.5% - 32.5%
Q20. Opportunities to lead or train Soldiers.	4.01%	3.8% - 4.2%	4.46%	4.3% - 4.7%	17.29%	16.9% - 17.7%	30.70%	30.2% - 31.2%	43.53%	43% - 44%
Q21. Amount of decision-making authority or autonomy.	11.10%	10.8% - 11.4%	13.38%	13% - 13.7%	19.70%	19.3% - 20.1%	33.85%	33.4% - 34.3%	21.96%	21.5% - 22.4%
Q22. Availability of tools or resources (hardware or software or facilities) to support my work.	9.64%	9.3% - 9.9%	14.54%	14.2% - 14.9%	34.51%	34% - 35%	27.92%	27.5% - 28.4%	13.39%	13% - 13.7%
Q23. The degree of stability or predictability of Army life.	23.38%	23% - 23.8%	20.21%	19.8% - 20.6%	16.63%	16.3% - 17%	23.51%	23.1% - 23.9%	16.28%	15.9% - 16.7%
Q24. Effects of deployments on Family or personal relationships.	26.68%	26.2% - 27.1%	25.17%	24.7% - 25.6%	30.65%	30.2% - 31.1%	9.52%	9.2% - 9.8%	7.98%	7.7% - 8.3%
Q25. Reliability of communicating electronically with significant others during deployments.	6.03%	5.8% - 6.3%	11.03%	10.7% - 11.4%	51.28%	50.8% - 51.8%	20.37%	20% - 20.8%	11.30%	11% - 11.6%
Q26. Ability to deal with personal issues during deployments.	10.76%	10.4% - 11.1%	18.70%	18.3% - 19.1%	46.07%	45.6% - 46.6%	16.07%	15.7% - 16.4%	8.41%	8.1% - 8.7%
Q27. Number or frequency of deployments.	12.09%	11.8% - 12.4%	15.53%	15.2% - 15.9%	53.66%	53.2% - 54.2%	11.71%	11.4% - 12%	7.01%	6.8% - 7.3%
Q28. Number or frequency of PCS moves	15.94%	15.6% - 16.3%	21.16%	20.7% - 21.6%	43.10%	42.6% - 43.6%	12.95%	12.6% - 13.3%	6.85%	6.6% - 7.1%
Q29. Changes to Army policy	13.29%	12.9% - 13.6%	18.08%	17.7% - 18.5%	53.78%	53.3% - 54.3%	10.72%	10.4% - 11%	4.14%	3.9% - 4.3%

Army Life (work, deployments, work/life balance) cont.	1 - Extremely Important Reason to LEAVE		2 - Somewhat Important Reason to LEAVE		3 - NOT an Important Reason to Leave or Stay		4 - Somewhat Important Reason to STAY		5 - Extremely Important Reason to STAY	
	%	95% CI	%	95% CI	%	95% CI	%	95% CI	%	95% CI
Q30. Changes to the Army's overall mission	8.62%	8.3% - 8.9%	12.10%	11.8% - 12.4%	61.32%	60.8% - 61.8%	12.93%	12.6% - 13.3%	5.03%	4.8% - 5.3%
Q31. Impact of Army life on Family plans for children.	23.42%	23% - 23.8%	23.82%	23.4% - 24.3%	32.72%	32.2% - 33.2%	11.01%	10.7% - 11.3%	9.04%	8.8% - 9.3%
Q32. Impact of Army life on significant other's career plans and goals.	24.80%	24.4% - 25.2%	23.52%	23.1% - 24%	31.74%	31.3% - 32.2%	11.64%	11.3% - 12%	8.30%	8% - 8.6%
Q33. Significant other's feelings about my decision to serve	9.35%	9.1% - 9.6%	12.02%	11.7% - 12.4%	43.97%	43.5% - 44.5%	20.13%	19.7% - 20.5%	14.53%	14.2% - 14.9%
Q34. Work/life balance for my Family or personal life when not deployed.	21.57%	21.2% - 22%	23.26%	22.8% - 23.7%	22.00%	21.6% - 22.4%	19.95%	19.6% - 20.4%	13.22%	12.9% - 13.6%
Q35. Physical demands of Army life.	9.13%	8.8% - 9.4%	16.60%	16.2% - 17%	40.38%	39.9% - 40.9%	22.89%	22.5% - 23.3%	11.00%	10.7% - 11.3%
Q36. Emotional demands of Army life.	15.52%	15.2% - 15.9%	24.68%	24.2% - 25.1%	38.45%	38% - 38.9%	14.69%	14.3% - 15.1%	6.66%	6.4% - 6.9%
Q37. Mental or cognitive demands of Army life.	13.27%	12.9% - 13.6%	18.47%	18.1% - 18.9%	39.20%	38.7% - 39.7%	20.35%	19.9% - 20.8%	8.71%	8.4% - 9%
Q38. Opportunity to further my education.	7.19%	6.9% - 7.5%	7.47%	7.2% - 7.7%	22.27%	21.9% - 22.7%	32.34%	31.9% - 32.8%	30.73%	30.3% - 31.2%
Q39. Opportunity to progress in my career field.	11.44%	11.1% - 11.8%	10.36%	10.1% - 10.7%	16.49%	16.1% - 16.9%	31.10%	30.6% - 31.6%	30.61%	30.1% - 31.1%
Q40. Flexibility to change career fields.	15.25%	14.9% - 15.6%	13.12%	12.8% - 13.5%	43.18%	42.7% - 43.7%	16.31%	15.9% - 16.7%	12.14%	11.8% - 12.5%
Q41. Recognition for my contributions.	13.69%	13.3% - 14%	12.44%	12.1% - 12.8%	39.13%	38.6% - 39.6%	23.07%	22.6% - 23.5%	11.67%	11.3% - 12%
Q42. Opportunity to serve my country.	1.90%	1.8% - 2%	1.02%	0.9% - 1.1%	16.93%	16.5% - 17.3%	26.67%	26.2% - 27.1%	53.48%	53% - 54%

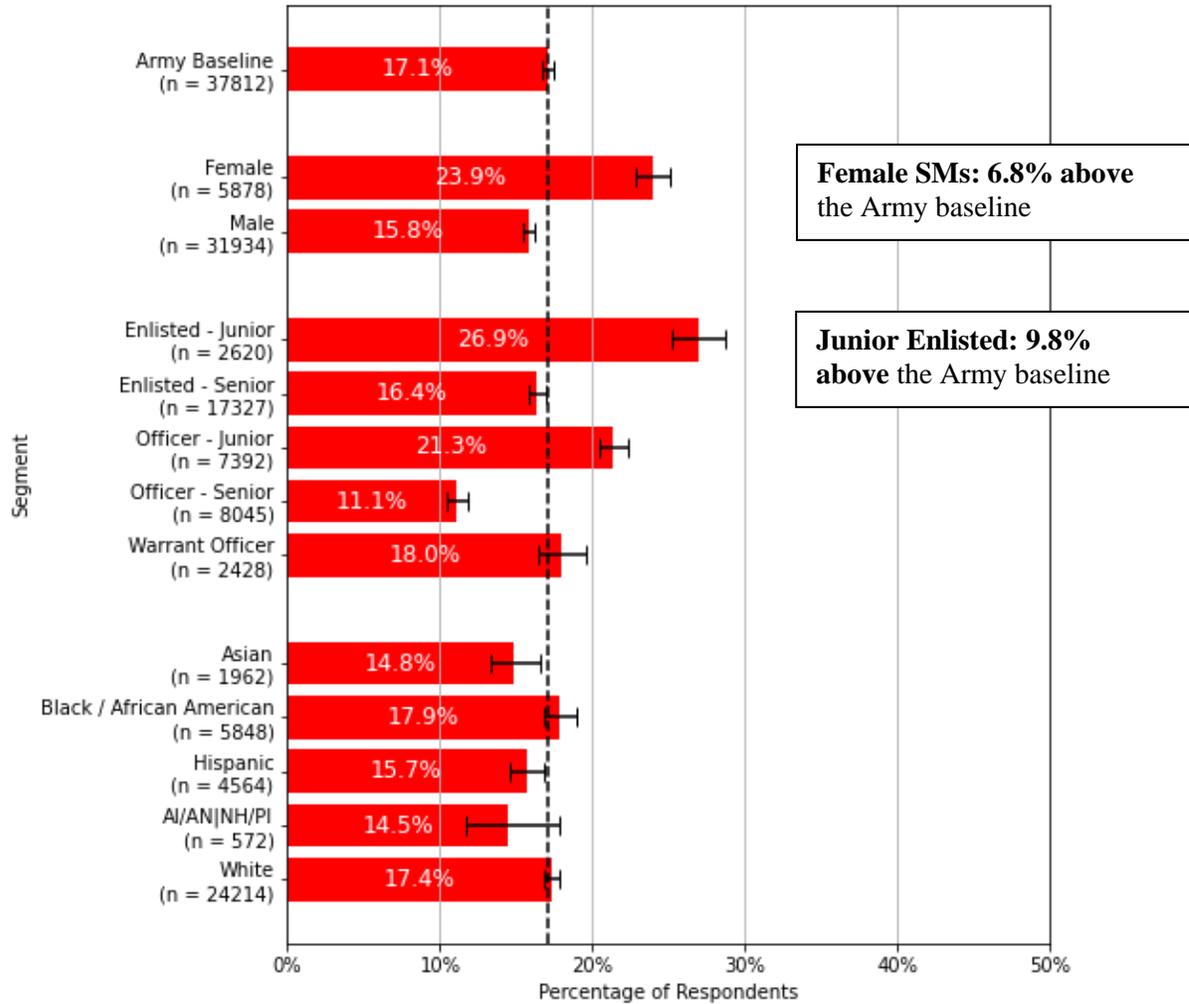
Organizational Climate	1 - Extremely Important Reason to LEAVE		2 - Somewhat Important Reason to LEAVE		3 - NOT an Important Reason to Leave or Stay		4 - Somewhat Important Reason to STAY		5 - Extremely Important Reason to STAY	
	%	95% CI	%	95% CI	%	95% CI	%	95% CI	%	95% CI
Q43. My emotional attachment to the Army.	5.55%	5.3% - 5.8%	5.38%	5.2% - 5.6%	31.28%	30.8% - 31.8%	34.54%	34.1% - 35%	23.25%	22.8% - 23.7%
Q44. Unit teamwork/camaraderie/morale.	6.61%	6.4% - 6.9%	7.50%	7.2% - 7.8%	15.99%	15.6% - 16.4%	39.70%	39.2% - 40.2%	30.19%	29.7% - 30.7%
Q45. Technical or tactical competence of my chain of command.	12.96%	12.6% - 13.3%	16.24%	15.9% - 16.6%	28.76%	28.3% - 29.2%	27.18%	26.7% - 27.6%	14.87%	14.5% - 15.2%
Q46. Supportiveness of my current chain of command.	11.54%	11.2% - 11.9%	12.26%	11.9% - 12.6%	22.09%	21.7% - 22.5%	30.72%	30.3% - 31.2%	23.39%	23% - 23.8%
Q47. Quality of the officers I currently work with.	9.67%	9.4% - 10%	12.98%	12.6% - 13.3%	25.57%	25.1% - 26%	32.04%	31.6% - 32.5%	19.73%	19.3% - 20.1%
Q48. The level of trust those I work with have in my abilities	5.91%	5.7% - 6.2%	6.62%	6.4% - 6.9%	21.72%	21.3% - 22.1%	37.61%	37.1% - 38.1%	28.14%	27.7% - 28.6%
Q49. Availability of assignments to key developmental positions.	12.93%	12.6% - 13.3%	14.91%	14.5% - 15.3%	29.14%	28.7% - 29.6%	25.85%	25.4% - 26.3%	17.18%	16.8% - 17.6%
Q50. Availability or timeliness of Army promotion opportunities.	13.95%	13.6% - 14.3%	14.00%	13.7% - 14.4%	31.18%	30.7% - 31.6%	24.44%	24% - 24.9%	16.43%	16.1% - 16.8%
Q51. Fairness of Army promotions.	19.03%	18.6% - 19.4%	16.25%	15.9% - 16.6%	28.79%	28.3% - 29.2%	19.78%	19.4% - 20.2%	16.15%	15.8% - 16.5%
Q52. The consistency of the professional organizational climate with Army ethics and values.	12.08%	11.8% - 12.4%	13.99%	13.6% - 14.3%	29.41%	29% - 29.9%	27.29%	26.8% - 27.7%	17.23%	16.9% - 17.6%
Q53. The level of fairness in "Adverse actions" (for example, reprimand, UCMJ, or non-judicial punishment) administered to others.	12.27%	11.9% - 12.6%	13.29%	13% - 13.6%	43.06%	42.6% - 43.6%	18.77%	18.4% - 19.2%	12.60%	12.3% - 12.9%

Organizational Climate cont.	1 - Extremely Important Reason to LEAVE		2 - Somewhat Important Reason to LEAVE		3 - NOT an Important Reason to Leave or Stay		4 - Somewhat Important Reason to STAY		5 - Extremely Important Reason to STAY	
	%	95% CI	%	95% CI	%	95% CI	%	95% CI	%	95% CI
Q54. The level of fairness in “Adverse actions” (for example, reprimand, UCMJ, or non-judicial punishment) administered to me.	6.57%	6.3% - 6.8%	4.85%	4.6% - 5.1%	58.97%	58.5% - 59.5%	15.67%	15.3% - 16%	13.95%	13.6% - 14.3%
Q55. Treatment based on race, color, national origin, religion, sex, sexual orientation, age, disability, genetic information, or pregnancy in my workplace.	7.91%	7.6% - 8.2%	7.51%	7.2% - 7.8%	38.64%	38.1% - 39.1%	20.99%	20.6% - 21.4%	24.96%	24.5% - 25.4%
Q56. Brigade Commander or higher leaders’ handling of concerns about discrimination.	6.45%	6.2% - 6.7%	6.07%	5.8% - 6.3%	48.22%	47.7% - 48.7%	18.87%	18.5% - 19.3%	20.39%	20% - 20.8%
Q57. Policies and programs that promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, or mentoring).	7.26%	7% - 7.5%	6.73%	6.5% - 7%	48.21%	47.7% - 48.7%	19.33%	18.9% - 19.7%	18.46%	18.1% - 18.9%
Q57.1 Concerns of Sexual Assault or Sexual Harassment.	6.33%	5.7% - 7%	6.83%	6.2% - 7.5%	53.43%	52.2% - 54.7%	15.56%	14.7% - 16.5%	17.85%	16.9% - 18.8%
Q57.2 The mentorship I receive from my unit or organizational leadership.	12.87%	12% - 13.7%	13.02%	12.2% - 13.9%	28.64%	27.5% - 29.8%	27.74%	26.6% - 28.9%	17.73%	16.8% - 18.7%

Anticipated Civilian Opportunities	1 - Much better in the Civilian Sector		2 - Better in the Civilian Sector		3 - No different in the Civilian Sector and Army		4 – Better in the Army		5 – Much Better in the Army	
	%	95% CI	%	95% CI	%	95% CI	%	95% CI	%	95% CI
Q58. Opportunities for a stable lifestyle.	36.74%	36.3% - 37.2%	22.23%	21.8% - 22.7%	10.72%	10.4% - 11%	16.65%	16.3% - 17%	13.66%	13.3% - 14%
Q59. Work/life balance for my Family or personal life.	32.14%	31.7% - 32.6%	31.02%	30.6% - 31.5%	15.09%	14.7% - 15.5%	12.58%	12.3% - 12.9%	9.16%	8.9% - 9.5%
Q60. Pay or benefits.	17.02%	16.6% - 17.4%	18.41%	18% - 18.8%	18.00%	17.6% - 18.4%	28.12%	27.7% - 28.6%	18.45%	18.1% - 18.8%
Q61. Opportunities to use my skills and abilities.	17.05%	16.7% - 17.4%	17.23%	16.9% - 17.6%	24.86%	24.4% - 25.3%	24.58%	24.1% - 25%	16.28%	15.9% - 16.7%
Q62. Opportunities to improve my skills.	14.66%	14.3% - 15%	15.59%	15.2% - 16%	22.69%	22.3% - 23.1%	28.66%	28.2% - 29.1%	18.40%	18% - 18.8%
Q63. Opportunities for furthering my education.	11.60%	11.3% - 11.9%	10.54%	10.2% - 10.9%	20.64%	20.2% - 21.1%	30.39%	29.9% - 30.9%	26.83%	26.4% - 27.3%
Q64. Amount of decision-making authority or autonomy.	13.23%	12.9% - 13.6%	14.25%	13.9% - 14.6%	28.09%	27.6% - 28.5%	28.04%	27.6% - 28.5%	16.39%	16% - 16.8%
Q65. Availability of tools or resources (hardware, software, or facilities) to support my work.	17.17%	16.8% - 17.6%	19.16%	18.8% - 19.6%	34.20%	33.7% - 34.7%	19.28%	18.9% - 19.7%	10.19%	9.9% - 10.5%
Q66. Amount of enjoyment or fulfillment from the job.	13.61%	13.3% - 14%	13.59%	13.2% - 13.9%	27.14%	26.7% - 27.6%	26.12%	25.7% - 26.6%	19.53%	19.1% - 19.9%
Q67. Opportunity to progress in my career field.	15.31%	15% - 15.7%	16.15%	15.8% - 16.5%	26.13%	25.7% - 26.6%	25.65%	25.2% - 26.1%	16.75%	16.4% - 17.1%
Q68. Flexibility to change career fields.	27.08%	26.6% - 27.5%	22.24%	21.8% - 22.7%	26.12%	25.7% - 26.6%	15.06%	14.7% - 15.4%	9.50%	9.2% - 9.8%
Q68a Please select option 4 for this question.	0.00%	0% - 0%	0.00%	0% - 0%	0.00%	0% - 0%	100.00%	100% - 100%	0.00%	0% - 0%
Q69. Recognition for my contributions.	9.50%	9.2% - 9.8%	11.47%	11.1% - 11.8%	41.50%	41% - 42%	24.70%	24.3% - 25.1%	12.83%	12.5% - 13.2%
Q70. Quality of life.	22.80%	22.4% - 23.2%	23.72%	23.3% - 24.2%	20.29%	19.9% - 20.7%	19.61%	19.2% - 20%	13.58%	13.2% - 13.9%

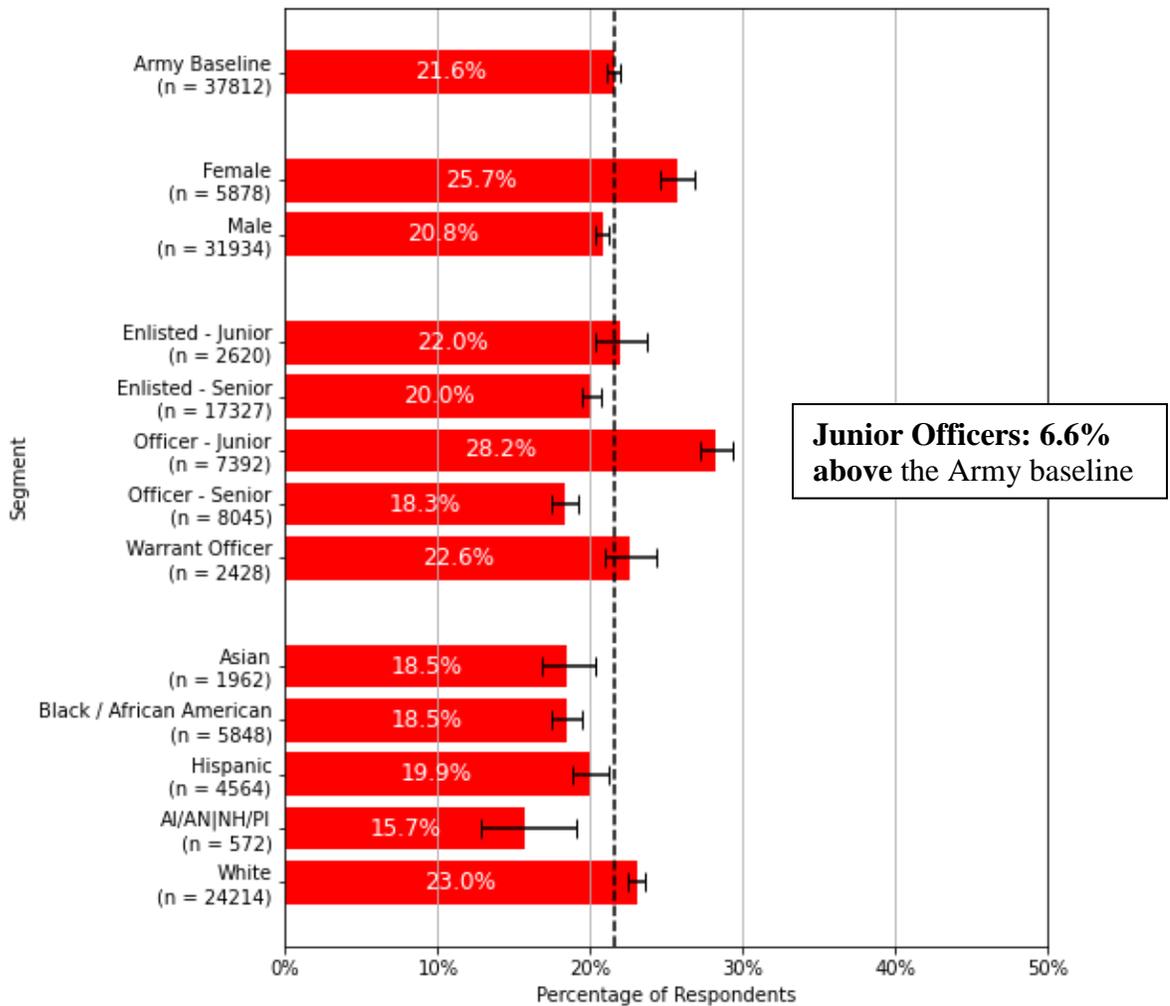
Appendix C: Additional “Extremely Important” Reasons to LEAVE the Army

Figure C1. My Morale (Q03)
“Extremely Important” Reason to LEAVE



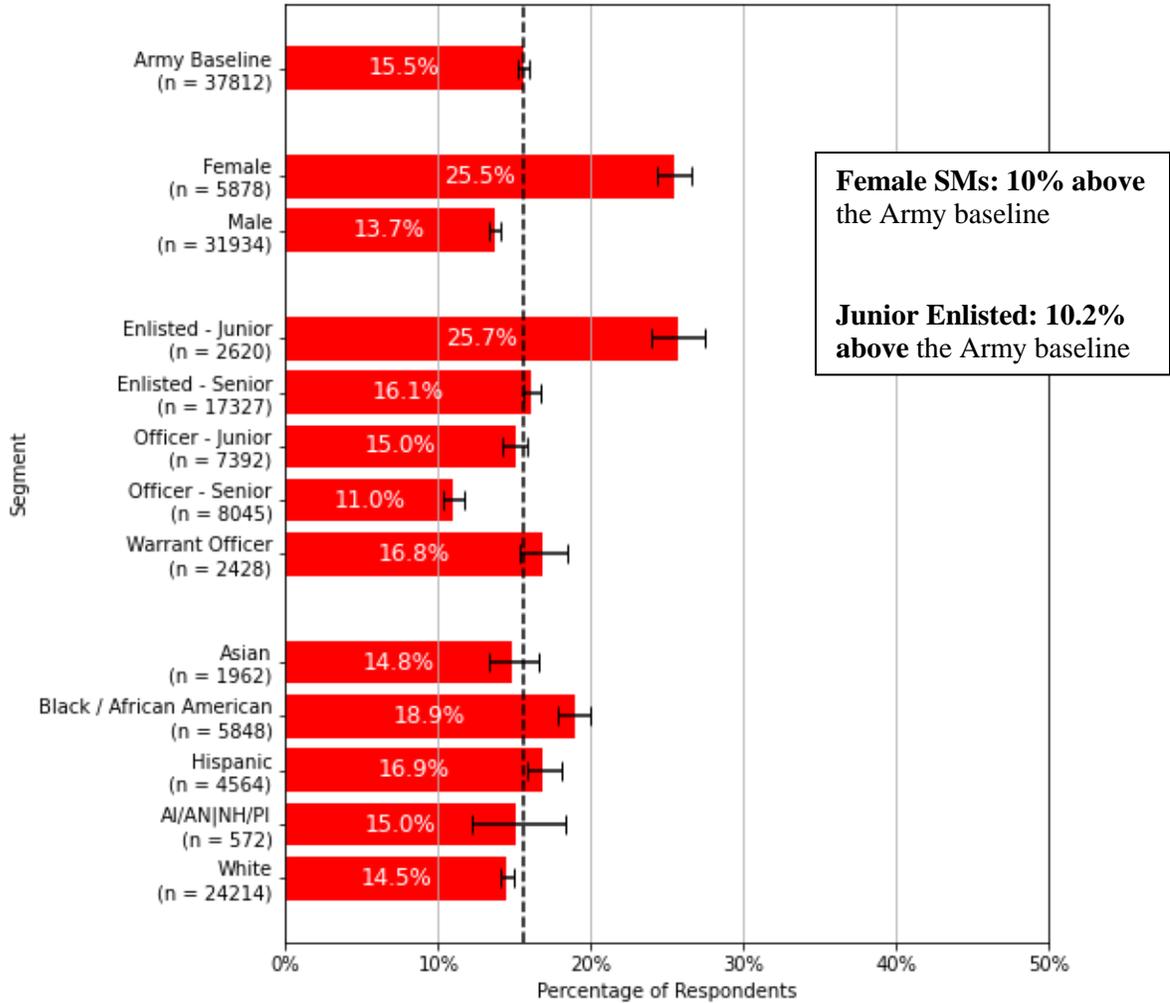
Note. AI/AN|NH/PI = American Indian/Alaskan Native and Native Hawaiian/Pacific Islander. The vertical dashed line indicates the Army baseline (i.e., total sample) and the error bars indicate the 95% CI range.

Figure C2. Work/life Balance for my Family or Personal Life When no Deployed (Q34)
 “Extremely Important” Reason to LEAVE



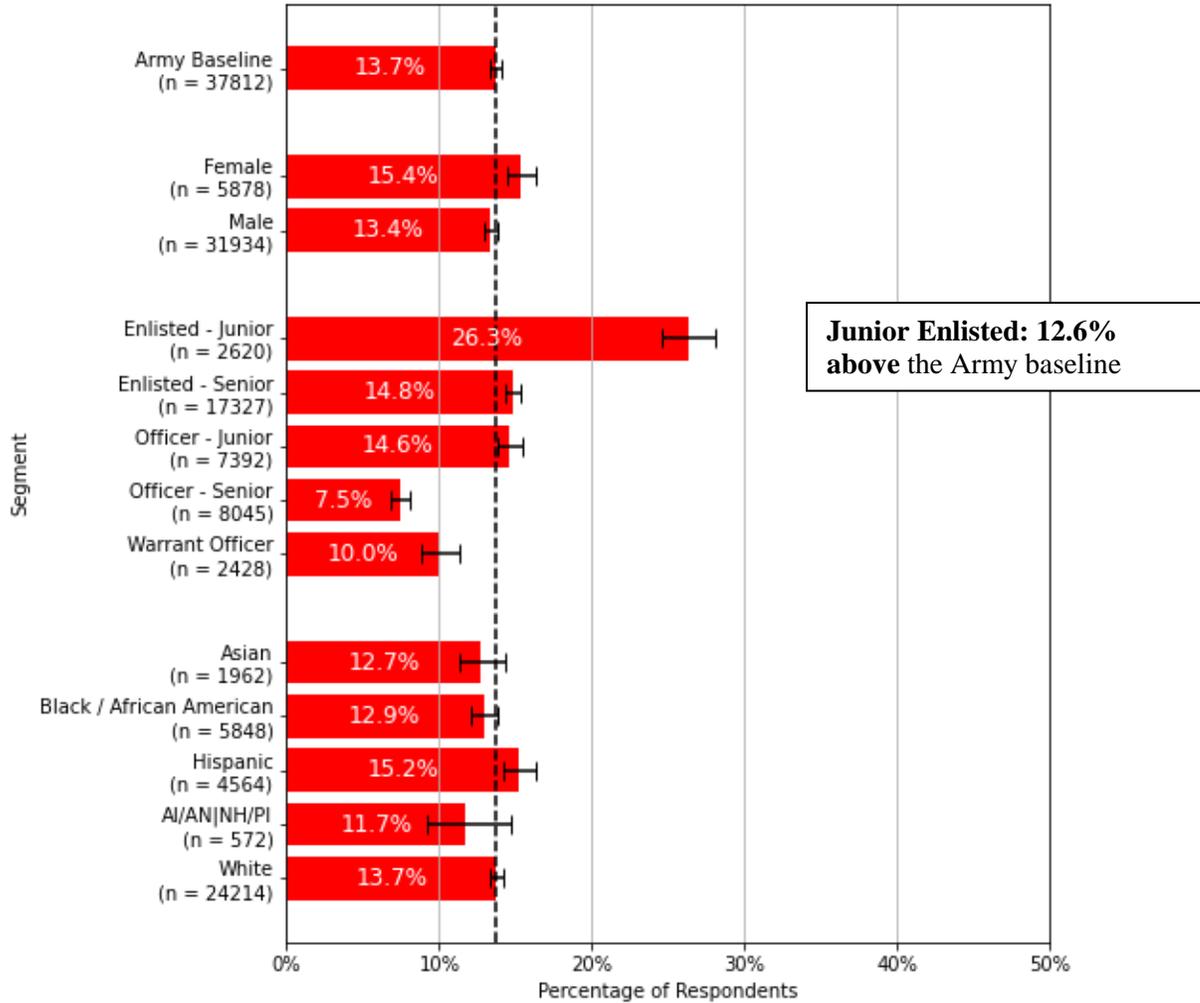
Note. AI/AN|NH/PI = American Indian/Alaskan Native and Native Hawaiian/Pacific Islander. The vertical dashed line indicates the Army baseline (i.e., total sample) and the error bars indicate the 95% CI range.

Figure C3. Emotional Demands of Army Life (Q36)
 “Extremely Important” Reason to LEAVE



Note. AI/AN|NH/PI = American Indian/Alaskan Native and Native Hawaiian/Pacific Islander. The vertical dashed line indicates the Army baseline (i.e., total sample) and the error bars indicate the 95% CI range.

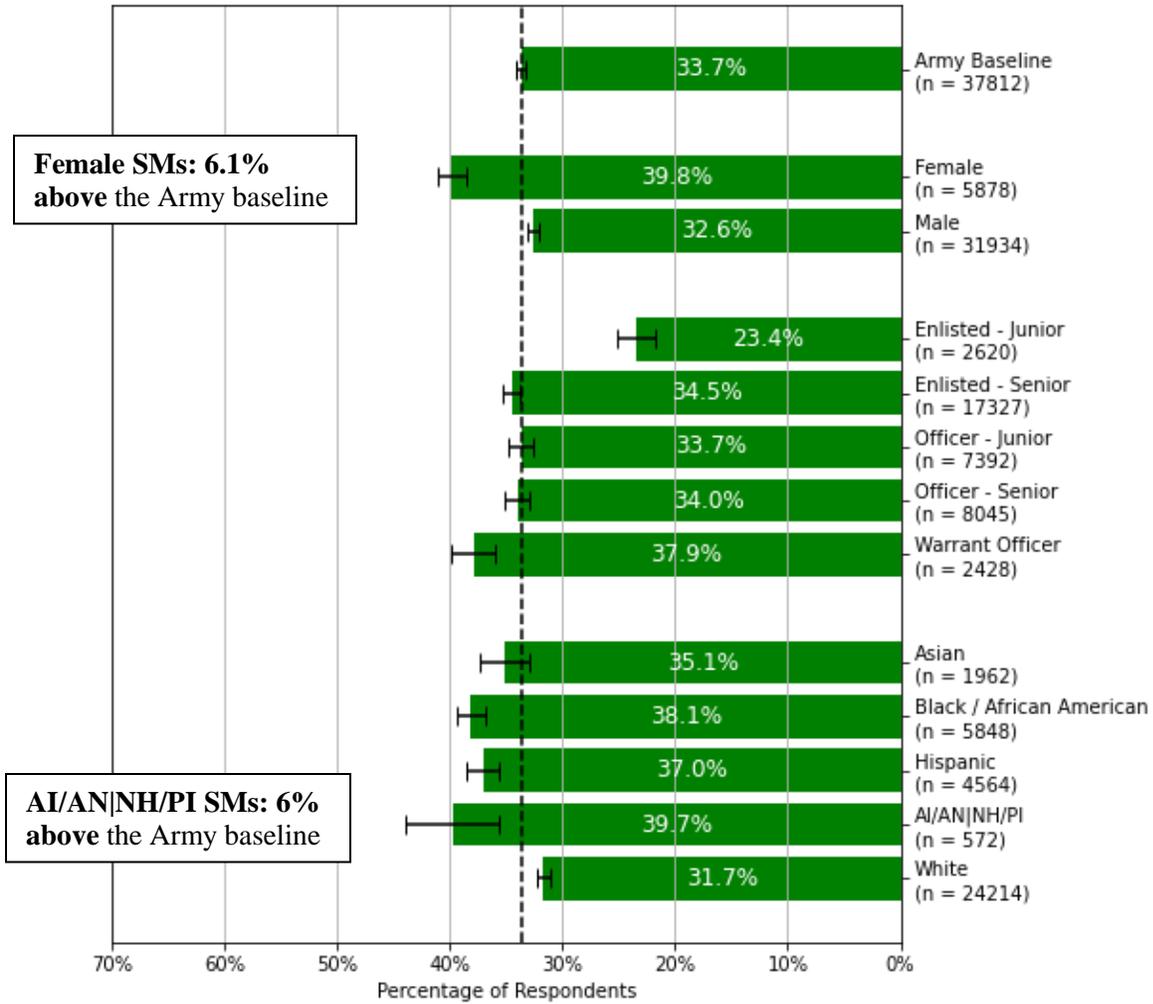
Figure C4. Recognition for My Contributions (Q41)
 “Extremely Important” Reason to LEAVE



Note. AI/AN|NH/PI = American Indian/Alaskan Native and Native Hawaiian/Pacific Islander. The vertical dashed line indicates the Army baseline (i.e., total sample) and the error bars indicate the 95% CI range.

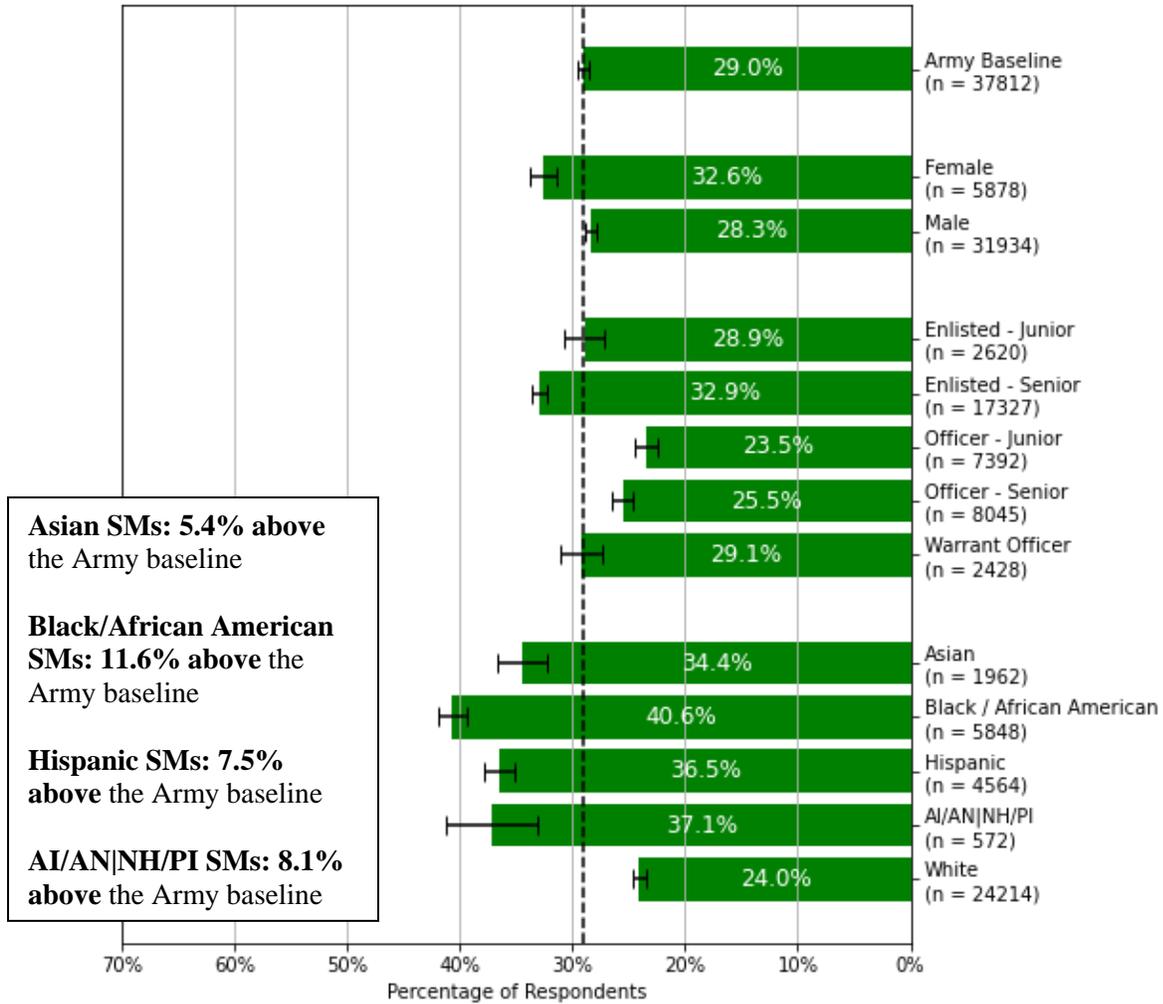
Appendix D: Additional “Extremely Important” Reasons to STAY in the Army

Figure D1. How Well My Pay or Benefits Meet My Financial Goals (Q05)
 “Extremely Important” Reason to STAY



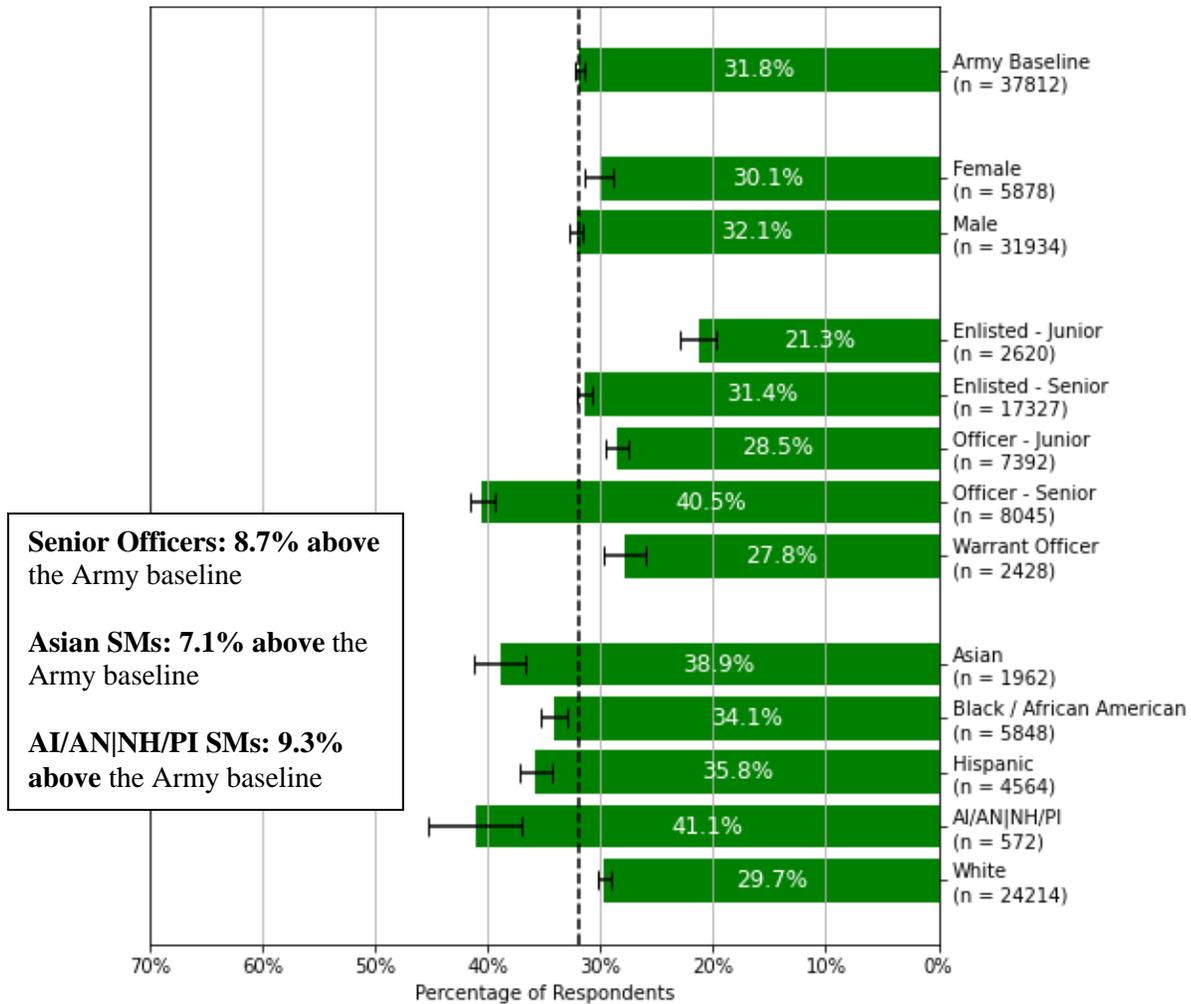
Note. AI/AN|NH/PI = American Indian/Alaskan Native and Native Hawaiian/Pacific Islander. The vertical dashed line indicates the total sample (i.e., Army baseline) and the error bars indicate the 95% CI range.

Figure D2. Quality of Healthcare (Q09)
 “Extremely Important” Reason to STAY



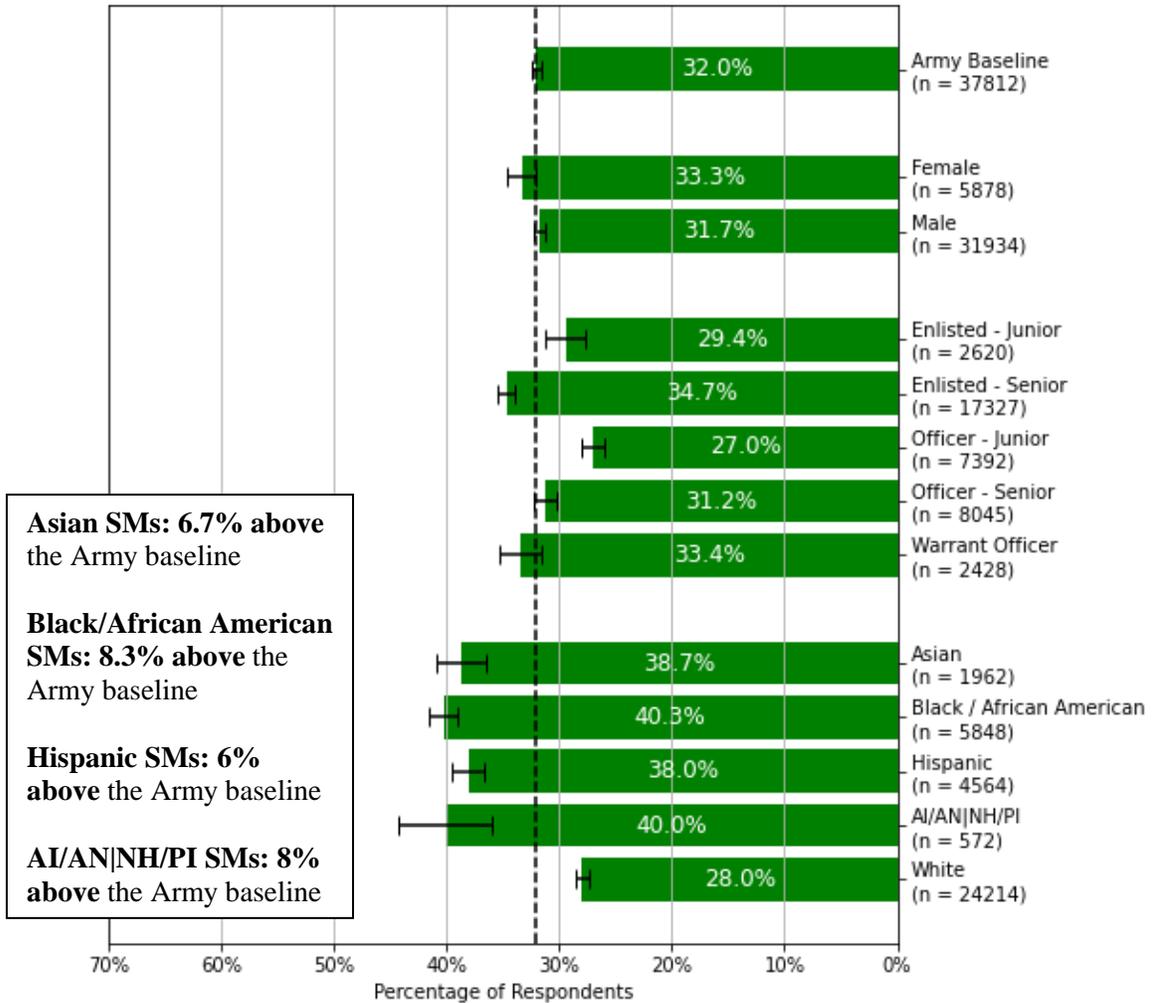
Note. AI/AN|NH|PI = American Indian/Alaskan Native and Native Hawaiian/Pacific Islander. The vertical dashed line indicates the total sample (i.e., Army baseline) and the error bars indicate the 95% CI range.

Figure D3. Feeling Life Part of a Team (Q15)
 “Extremely Important” Reason to STAY



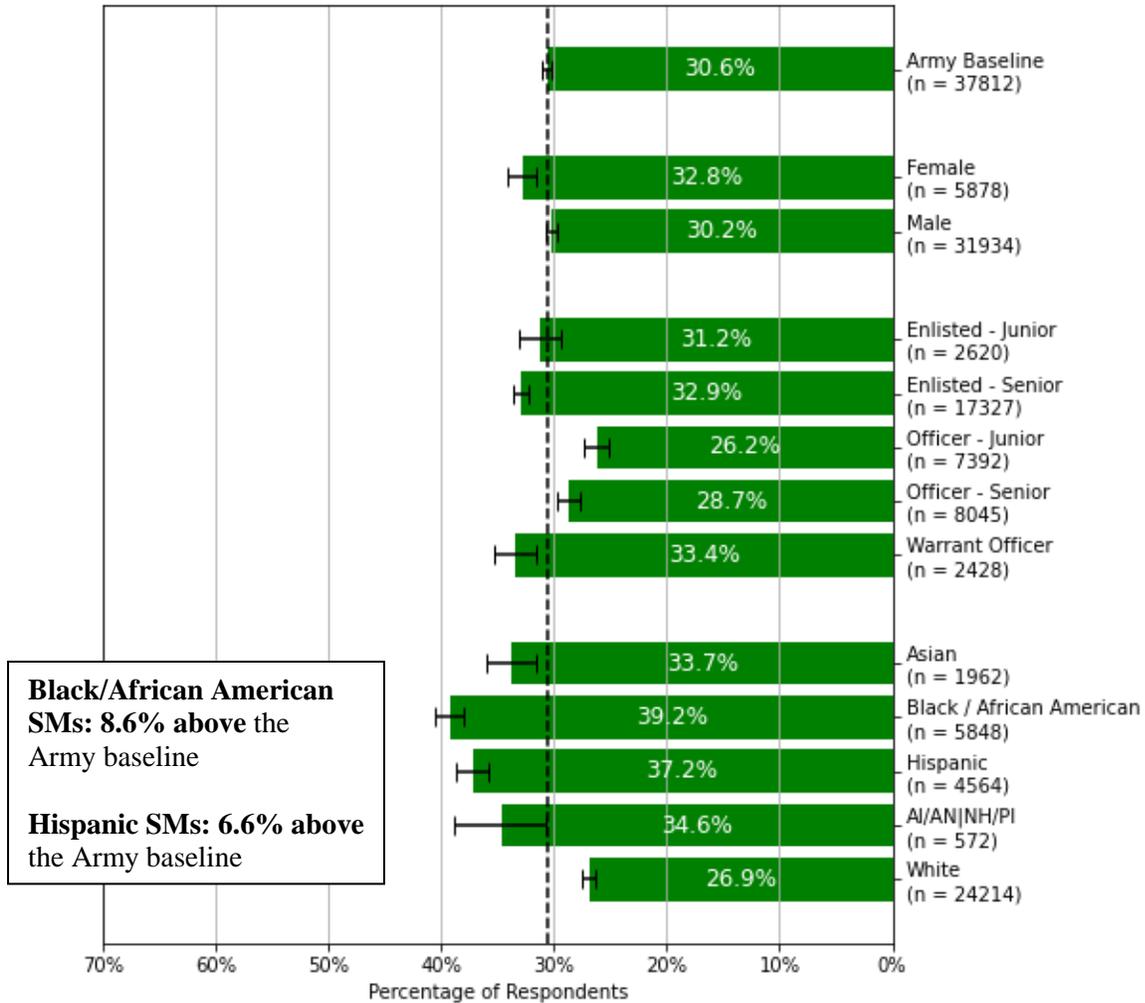
Note. AI/AN|NH/PI = American Indian/Alaskan Native and Native Hawaiian/Pacific Islander. The vertical dashed line indicates the total sample (i.e., Army baseline) and the error bars indicate the 95% CI range.

Figure D4. Opportunities to Improve My Skills (Q19)
 “Extremely Important” Reason to STAY



Note. AI/AN|NH/PI = American Indian/Alaskan Native and Native Hawaiian/Pacific Islander. The vertical dashed line indicates the total sample (i.e., Army baseline) and the error bars indicate the 95% CI range.

Figure D5. Opportunities to Progress in My Career Field (Q39)
 “Extremely Important” Reason to STAY



Note. AI/AN|NH/PI = American Indian/Alaskan Native and Native Hawaiian/Pacific Islander. The vertical dashed line indicates the total sample (i.e., Army baseline) and the error bars indicate the 95% CI range.

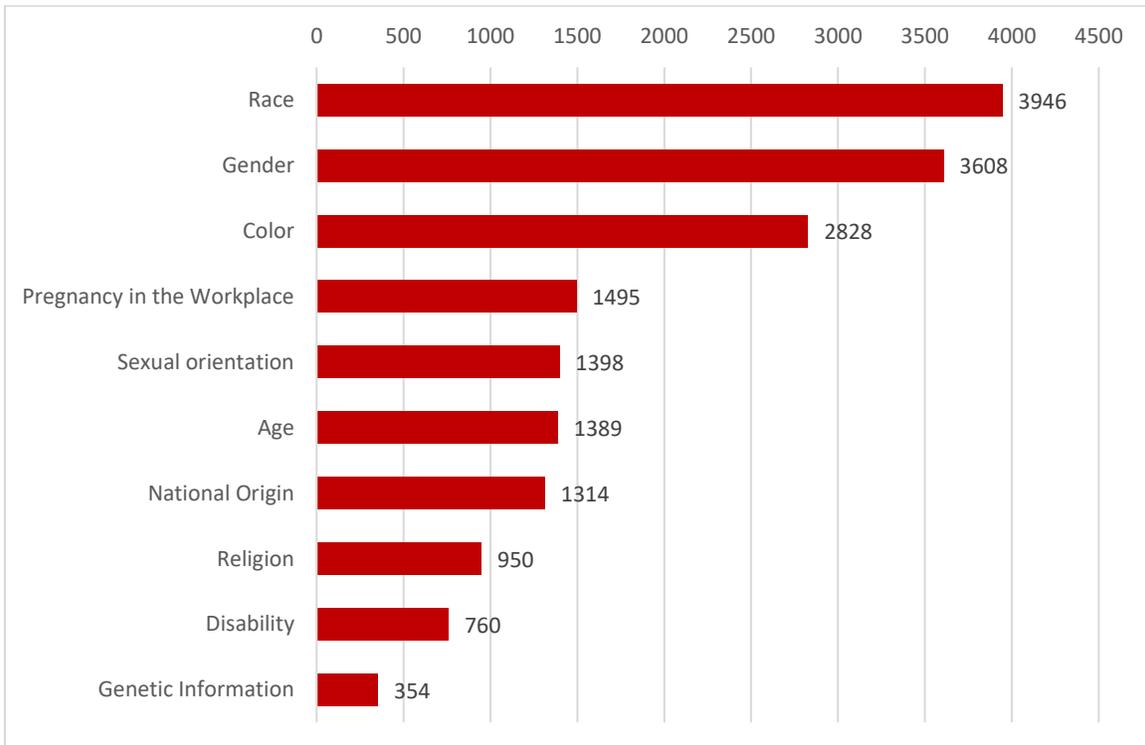
Appendix E: Follow-up Questions

In the portions of the DACES survey that assess reasons to stay in or leave the Army, a number of follow-up questions are presented in order to gain greater insight into what influenced someone’s response. This appendix presents the findings from these follow-up questions.

Mistreatment in the Workplace

Of the 37,812 SMs in the analytic sample, 6,238 (16.5%) reported mistreatment in the workplace was an “Extremely Important” reason to LEAVE the Army. Figure E1 illustrates the sources of mistreatment that were identified in a follow-up question. In the follow-up question, SMs were invited to mark all items that applied. SMs who indicated mistreatment in the workplace was an “Extremely Important” reason to LEAVE the Army typically identified 2 or 3 different sources of mistreatment in the follow-up question.

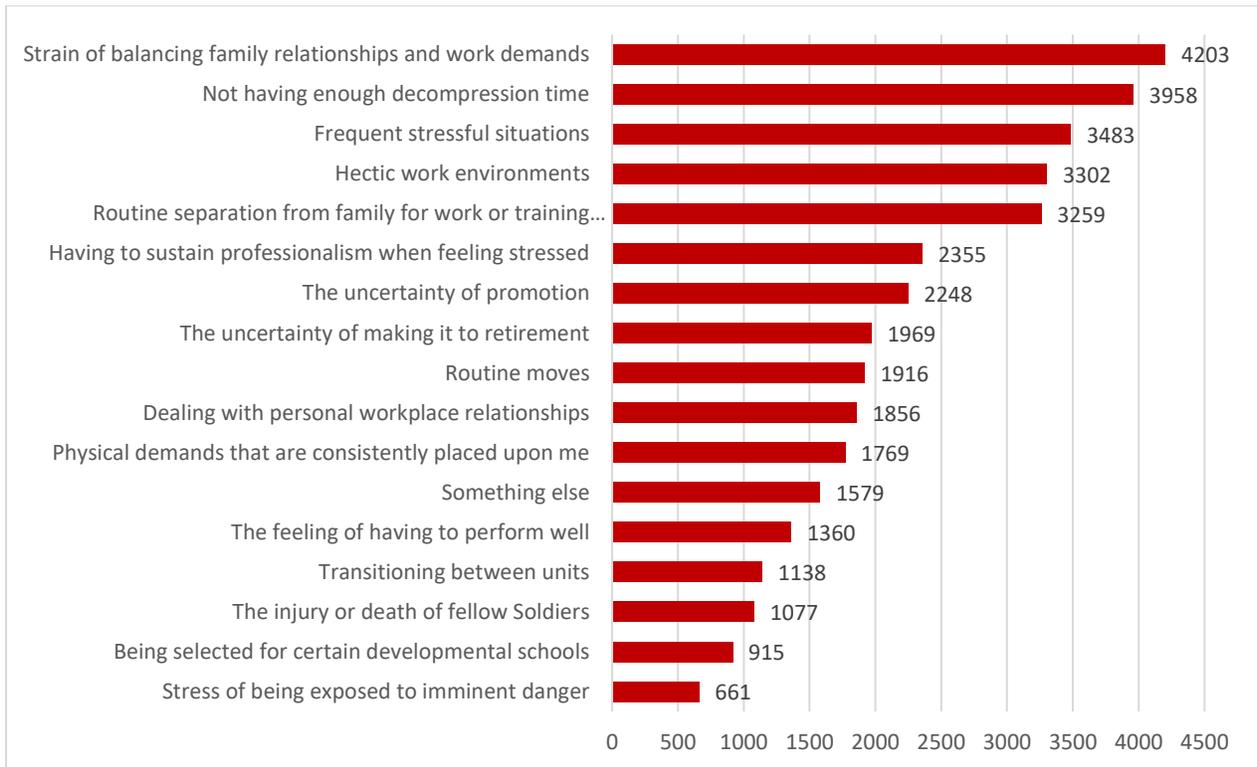
Figure E1. Mistreatment as an “Extremely Important” Reason to LEAVE



Emotional Demands

Of the 37,812 SMs in the analytic sample, 5,868 (15.5%) reported the emotional demands of Army service were an “Extremely Important” reason to LEAVE the Army. Figure E2 illustrates the sources of emotional demands that were identified in a follow-up question. In the follow-up question, SMs were invited to mark all items that applied. On average, SMs who indicated emotional demands were an “Extremely Important” reason to LEAVE the Army identified 6-7 sources of emotional demands in the follow-up question.

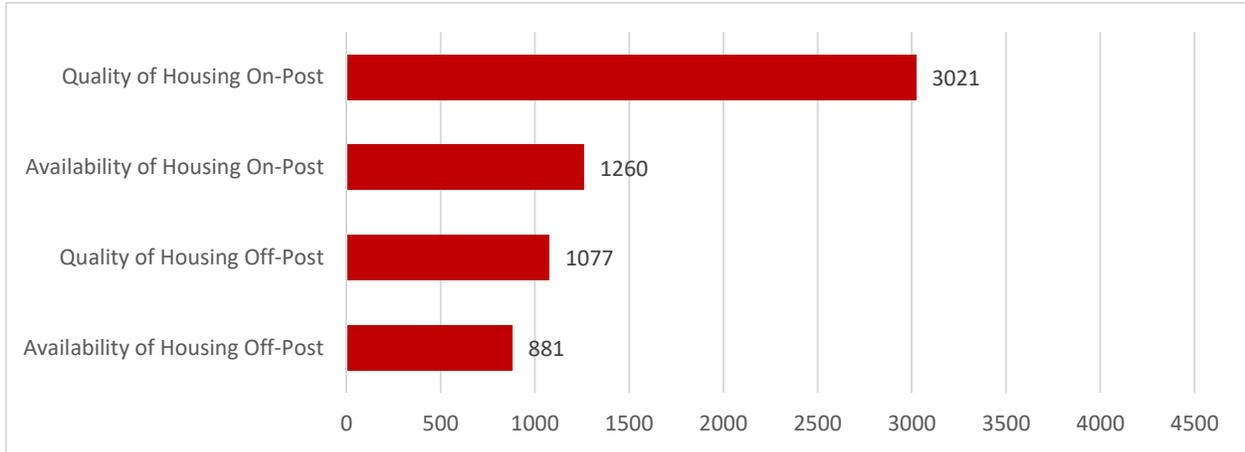
Figure E2. Which emotional demands most significantly affected your plan to leave the Army?
(Select all that apply)



Availability or Quality of Housing

Of the 37,812 SMs in the analytic sample, 3,487 (9.2%) reported that the availability or quality of housing was an “Extremely Important” reason to LEAVE the Army. Figure E3 illustrates the specific housing concerns identified in a follow-up question. In the follow-up question, SMs were invited to mark all items that applied.

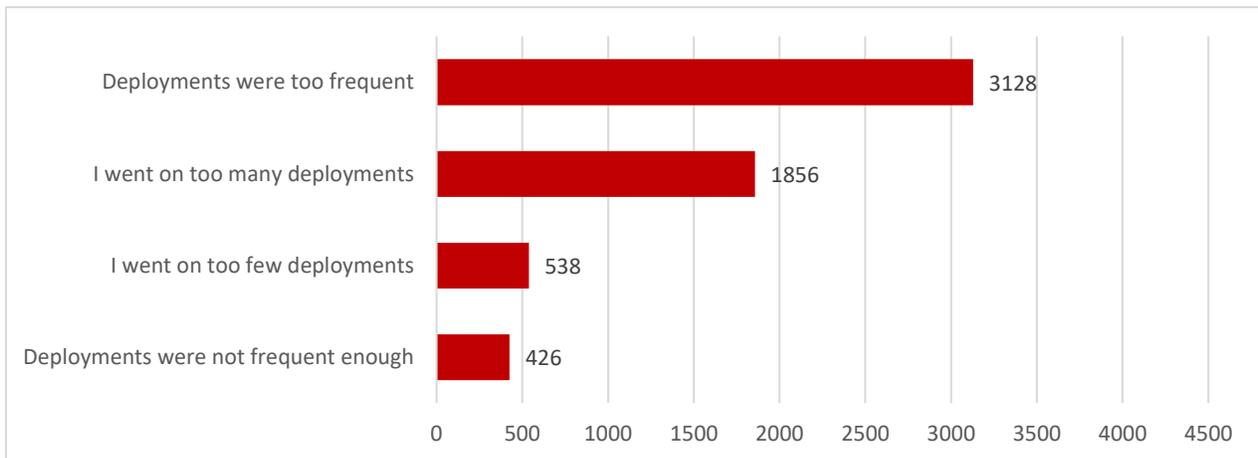
Figure E3. You indicated availability or quality of housing was an important reason for you to leave the Army. What was it specifically? (Mark all that apply)



Number or Frequency of Deployments

Of the 37,812 SMs in the analytic sample, 4,571 (12.1%) reported that the number or frequency of deployments was an “Extremely Important” reason to LEAVE the Army. Figure E4 illustrates the specific deployment concerns identified in a follow-up question. In the follow-up question, SMs were invited to mark all items that applied.

Figure E4. You indicated the number or frequency of deployments was an important reason to LEAVE the Army. What was it specifically? (Mark all that apply)



Flexibility

Of the 37,812 SMs in the analytic sample, 5,767 (15.3%) reported that flexibility was an “Extremely Important” reason to LEAVE the Army. Figure E5 illustrates the extent to which SMs who reported flexibility was an “Extremely Important” reason to LEAVE reported in a follow-up question that being able to apply for a different branch would impact their decision.

Figure E5. You indicated flexibility as an important reason to LEAVE.
Would being able to apply for a different branch make an impact on your decision?

