C. Career Satisfaction

Introduction

Career satisfaction is largely a matter of an individual officer comparing his/her career (and life) expectations with those being offered by a military career. In theory, this comparison is made on a regular basis—and at certain key career junctures such as reassignment, promotion, selection for an assignment with a service obligation—and leads to a decision regarding career satisfaction and commitment. Assuming a somewhat rational model, the individual decision process can be understood and analyzed by identifying and evaluating the factors that influence this decision.

In identifying career satisfaction factors we looked at the current individual values and career expectations of officers, investigated what influences these values and expectations, and anticipated how these influences will shape future career expectations. We found that commitment—whether the officer desires to remain in the service at a given career juncture—is a measure of career satisfaction, given that the individual is a rational decisionmaker. We found career satisfaction to be influenced by professional considerations, economic factors, and occupational and family considerations. All are evaluated by the officer relative to the prevailing culture and environmental factors.

Framework for Evaluation

This discussion divides the factors that influence career expectation and career satisfaction into two groups: economic considerations (e.g., compensation and retirement benefits) that one would expect to be decided using an economic choice model and occupational and family considerations (professional satisfaction, job satisfaction, advancement opportunities, relocation, etc.) that would be evaluated using a more subjective decision process. While these groups are clearly interrelated, this categorization will help focus the analysis.

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1Officership and professional considerations as they relate to career satisfaction are discussed in Appendix B.
Evaluation

Past analytic efforts regarding retention have been primarily related to economic considerations. While there have been many surveys and studies regarding job satisfaction, organizational culture, and family issues, there have been limited efforts to integrate these factors. A study on officer retention identified problems that have made “estimation of retention behavior difficult and prediction hazardous.”2 They found that any economic retention model must recognize that “as an individual’s opportunity set is modified, so is his behavior.”3

This report also notes that retention models must allow examination of changes to compensation policy (pay, bonuses, and retirement structure) and personnel policies involving promotion opportunities and timing as well as separation policies.4 Our analysis investigates how different career flow structures and the key elements of personnel policies directly—or indirectly—affect the factors that are guiding the individual’s decision on retention.

Evaluation of Economic Considerations. The economic considerations are not as simple as they once were. As was noted earlier most are affected by environmental factors such as economic conditions (inflation, job growth, etc.), civilian job opportunities, and alternative civilian compensation. The dynamic changes in culture also make analysis of the future more difficult.

Pay and perceived promotion opportunities are important determinants of career satisfaction. “Not surprisingly, there is almost universal agreement among researchers that compensation is a major, if not the major, factor in [retention] decisions. The question is not whether pecuniary incentives affect retention, but how much they affect it.”5 Studies regarding the relative importance of nonpecuniary factors produced mixed results. The overall conclusion regarding nonpecuniary factors was that not enough studies included both economic and noneconomic variables in the same design to draw a firm conclusion.6 The civilian studies also found a significant relationship between retention and the “perceived probability of promotion.”7

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3Ibid.
4Ibid. p. 7.
7Ibid., p. A-21.
For officers in the military, pay is related to promotion. A recent survey found
Army officers skeptical that the current evaluation system is effective for
promotions and downsizing decisions.\(^8\) Overall, however, 62 percent are
satisfied with their promotion and advancement opportunities in the Army. In
the 1985 DoD\(^9\) survey, 59 percent of all officers regarded promotion
opportunities as favorable.\(^10\) Satisfaction with promotion opportunities
decreases with years of service for officers, which could reflect perceived
inequities of the promotion system.\(^11\) In the current promotion system,
promotion opportunities decline as years of service increase.

Officers were also concerned that their pay would not keep pace with the rate of
inflation in the economy (1985), and a majority of Army officers in 1985 and 1992
agreed with the statement that financially their families would be better off if
they took a civilian job.\(^12\) Officers also felt that retirement benefits would be
worse in the future (83 percent).\(^13\) The percentage of Army officers believing that

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\(^8\)Only 31 percent believe that they will be promoted to the highest rank their ability will allow
(arginally some officers may rate their ability with a substantial amount of bias), and 29 percent
believe that the current system will be fair in choosing those military personnel for reductions in
force.

\(^9\)The DoD conducts surveys, covering all of the services, on a periodic basis. In 1978/1979 and
1985 the DoD conducted the Survey of Officers and Enlisted Personnel; the 1985 survey included a
survey of military spouses. The same survey was conducted covering 1991/1992; however, the data
have not yet become available. These surveys are conducted in an attempt to monitor the response of
military members to past, current, and future policy changes. The most current data available are
from the 1985 DoD Survey of Officers and Enlisted Personnel. Data are collected on members’
personal and military background, economic status, family composition, rotation experience,
preparedness, and plans for continuing in the military given alternative policies. The DoD surveys,
and accompanying reports, provide data to evaluate personnel policies on the basis of satisfaction,
performance, and cost.

The Army Research Institute conducted the Army Career Satisfaction Survey (ACSS) in 1990,
and the Survey of Total Army Military Personnel (STAMP) in 1992. The purpose of STAMP was to
collect data on “climate and morale, organizational commitment, leadership, training needs, stress
and reenlistment/career plans; personal, family, and economic difficulties in deployment; adequacy
of preparation for mobilization/deployment; and reactions to specific personnel management
policies” (e.g., voluntary separation incentives, combat exclusion policies, etc.). Information collected
is designed to help policymakers.

\(^10\)In 1985, the requirements for future officers were more likely to come from retaining current
members than from future recruiting from the declining numbers of college graduates. Given
retention as an outcome, the survey measured several indicators related to satisfaction and career
intentions. Among the indicators were morale, frequency of moves, the necessity for living and
working overseas, military pay and benefits, promotion policies, and opportunities for civilian
employment.

\(^11\)Mary Ellen McCalla, S. Rakoff, Z. Doering, and B. Mahoney, *Description of Officers and Enlisted

\(^12\)Lisa M. LaVange, M. McCalla, T. Gabel, S. Rakoff, Z. Doering, and B. Mahoney, *Description
of Officers and Enlisted Personnel in the U.S. Armed Forces: 1985: Supplementary Tabulations from the 1985

\(^13\)McCalla et al., *Description of Officers*, op. cit.
the Army would protect their benefits has declined from 1990 (61 percent) to 1992 (56 percent).14

However, a report concluded that “retirement pay is an overwhelming inducement for officers beyond the tenth year of service to remain in the force.”15 The report went on to suggest that, from an economic perspective, the optimal retirement policy for lieutenant colonels is 23 years of service and for colonels is completion of 26 years of service.16 While few officers are still majors after 20 years service, those who are should retire then. The system, thus, seems to create a financial incentive for most officers to retire before 30 years of service—and seek a second career.

Civilian job alternatives were an important consideration in retention decisions. Not surprisingly, this factor was particularly sensitive to unemployment rates and the availability of attractive job opportunities; also the differential between military and civilian compensation was important. Survey data revealed that officers increasingly perceive civilian employment possibilities as scarce. In 1990, 32 percent of Army officers believed that it would be difficult to find a good civilian job—rising to 40 percent by 1992.17 This increase reflects the current state of the economy, especially high civilian unemployment rates.

Evaluation of Family and Occupational Considerations. A recent literature survey regarding factors that influence career retention identifies and discusses the key factors affecting retention in several categories: personality characteristics, interest inventory scores, job challenge, supervisory style, spousal support, organizational characteristics and practices, pay and promotional opportunities, availability of civilian jobs, measures of job satisfaction, organizational commitment, and met expectations.18 This effort considered several hundred research efforts regarding both military and civilian retention. The results indicate several key variables that are important considerations when evaluating career satisfaction and determining whether to remain on active duty.

Job satisfaction was the most consistent relationship regarding retention in both the civilian and military literature. “The greater the challenge, the less turnover in an organization.”19 Especially important was the contribution of challenge

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14U.S. Army Research Institute, STAMP, op. cit.; Army Career Satisfaction Survey (ACSS), 1990 (briefing charts).


16Ibid.

17U.S. Army Research Institute, STAMP, op. cit.; Army Career Satisfaction Survey (ACSS), 1990 (briefing charts).

18Wilcove et al., Officer Career Development, op. cit., p. viii.

19Ibid., p. 3.
and autonomy.\textsuperscript{20} Other elements of job satisfaction were associated with the supervisor’s style and satisfaction with coworkers.\textsuperscript{21} Recent DoD studies indicate high levels of job satisfaction. In 1985 over 60 percent of all officers responded that they were either satisfied or very satisfied with the military as a way of life.\textsuperscript{22} Over half of all Army respondents (1992) were also satisfied with the control they had over job assignments.

Organizational culture or characteristics were other important considerations; military studies and surveys addressed such specific issues as organizational emphasis on human resources, fairness of the assignment process, and policies regarding living conditions and family issues.\textsuperscript{23} An overwhelming majority (87 percent) of officers were satisfied with the competency levels of their coworkers and their supervisors; 85 percent found their jobs challenging.\textsuperscript{24}

Like corporate downsizing, reductions in force (RIFs) can affect the morale of survivors. If these separations are handled well, those who remain will not be adversely affected (e.g., in terms of morale, productivity, or readiness). “If survivors’ productivity and morale are hampered, the organization stands to lose a significant proportion of the savings it hoped to achieve through a workforce reduction.”\textsuperscript{25} Left unattended to, survivors are apt to feel some degree of job insecurity; this is especially true in organizations that had been considered stable places of employment such as the military, or in the private sector in companies that have no history of layoffs (e.g., IBM). Experts find that the commitment of employees drops after downsizing; for the military that may mean a loss in force readiness.\textsuperscript{26} Officers reflect this with their anxiety regarding RIFs: 61 percent of Army officers expressed an interest in receiving more information on future RIFs, and 66 percent listed RIFs as their primary source of career uncertainty.\textsuperscript{27}

Family life, including spousal support, personal flexibility, and separation from family, were important social considerations. Numerous military studies indicate “spousal support as a key variable in the service member’s decision to remain in the military.”\textsuperscript{28} In 1992, only 37 percent of officers reported that their

\begin{itemize}
\item \textsuperscript{20}Ibid.
\item \textsuperscript{21}Ibid.
\item \textsuperscript{22}McCalla et al., Description of Officers, op. cit.
\item \textsuperscript{23}Wilcove et al., Officer Career Development, op. cit., p. 4.
\item \textsuperscript{24}U.S. Army Research Institute, STAMP, op. cit.
\item \textsuperscript{25}Brian S. Moskal, “Managing Survivors,” Industry Week, August 3, 1992, pp. 15–22.
\item \textsuperscript{26}Ibid., p. 18.
\item \textsuperscript{27}Army Research Institute, STAMP, op. cit.
\item \textsuperscript{28}Wilcove et al., Officer Career Development, op. cit., p. viii.
\end{itemize}
spouses were satisfied with the level of concern the service held for families.\textsuperscript{29} At the same time, more Army officers were dissatisfied with the opportunities their spouses had for careers or work than were satisfied. No information was provided on what influences the spouse regarding his/her perceptions or support. Interestingly, the studies were inconclusive (almost bipolar) regarding the importance of family separation as a retention issue.\textsuperscript{30}

Job expectations, as related to prior knowledge of both the positive and negative aspects of the organization, also influenced propensity to remain in a job. In 1985, over 70 percent of all officers agreed with the statement, “military life is as I expected,”\textsuperscript{31} implying that the acculturation process described earlier is successful. At the same time, the “literature indicates a strong relation between intention to quit and actual turnover behavior.”\textsuperscript{32}

**Evaluation of Environmental and Cultural Considerations.** In addition to economic, occupational, and family considerations (Figure B.1), career satisfaction and retention are influenced by changes to the cultural and environmental factors. Today’s military society is defined by several emerging characteristics representing different values and social norms: More officers are married; there is a larger number of cases where both family members have careers away from the home (often both in the military); and there is more division of household responsibilities, greater importance of leisure activities, and larger expectation of organizational support for the family (child care, time-off for family responsibilities, etc.).

The results of recent studies on demographics, workforce composition, and diversity suggest several factors that will affect future career satisfaction, retention, and career management. Several studies have been conducted on labor force trends to the year 2000;\textsuperscript{33} key findings from most sources include (1) labor force growth rate is low; (2) the average age of workers is rising; (3) more women are entering the workforce; and (4) minorities constitute a rising share of new labor force participants.\textsuperscript{34}

\textsuperscript{29}Army Research Institute, STAMP, op. cit.
\textsuperscript{30}Wilcove et al., Officer Career Development, op. cit., p. A-14.
\textsuperscript{31}McCalla et al., Description of Officers, op. cit.
\textsuperscript{32}Wilcove et al., Officer Career Development, op. cit., p. A-29.
The number of women entering the workforce continues to rise. Participation rates for women increased from 46 percent in 1975 to 58 percent in 1990. And while increases over the 1990–2005 period will be slower, overall participation will increase by 6 percentage points—reaching a rate of 63 percent by the year 2005. This trend stresses the need for organizations to have comprehensive policies and management processes in place that provide for equal treatment among the sexes as well as minorities.

The officer ranks are still primarily male; in 1985 the officer ranks were 90 percent male; and the variation from 1978–1979 was small, ranging from two to three percentage points. However, the trend toward fuller integration of women into the military makes the matter of sexual discrimination very important. As women continue to enter the military in larger numbers, the culture will have to change to facilitate the expanding role of women in all grades and skill groups. Change is necessary to “prevent sexism rooted in tradition from interfering with organizational functioning.” Evidence from the military supports the claim that discrimination based on gender greatly affects the satisfaction of female soldiers.

With more and more women entering the workforce, the traditional role of women in society has also changed. This changing role for women has a strong effect on the traditional family. A recent Harvard Business Review article suggests that to be successful in the future both men—and the organization—must redefine their roles. In contrast to the breadwinner of the 1960s and the fast-tracker of the 1980s, “today’s organization man faces a contracting economy in which corporations are restructuring, and laying off thousands of employees,” and he faces increasing family responsibilities because of a working wife. The article goes on to say that “Just as many senior managers now recognize they’ll lose their most ambitious women if they don’t develop strategies to accommodate family needs, . . . corporations [must recognize they] will also lose their best and brightest men if they don’t address the needs of the 1990s man.”

Studies on family issues, and their effects on officer satisfaction, suggest that as traditional families change, the services must respond. Segal states that, “there have not been major institutional changes in the demands that the Army makes

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36McCalla et al., Description of Officers, op. cit., pp. 41–42.
37Segal, Organizational Designs for the Future Army, op. cit., p. 44.
39Ibid., p. 51.
on service members and their families.”

There are two emerging family structures that all employers will have to address to maintain employee satisfaction: dual-career couples and single-headed households. The services have a third family structure to which it must respond—dual-military-career couples.

Women now represent one-half of all college entrants, implying that women are entering into professions in larger numbers than before. Although measures have been taken to help spouses find jobs when relocation occurs, it may be that civilian-employed military spouses will be less flexible than before. Career continuity may begin to pose special problems for military spouses. Research on relocation policies for two-earner families in the private sector highlights several emerging issues that the military will have to address, “To the extent that education and level of earnings define a ‘career’ versus a ‘job’, . . . the number of two-career couples is growing,” and “a career spouse who relocates needs more than salary replacement—career continuity and growth are also important. The more specialized or highly paid the spouse, the more difficult the job search.”

Still some recommendations remain the same, “the Services should consider longer tours in one location, job banks, education and job training services, expanded child-care facilities, and coordination with civilian employers.”

The Air Force has already recognized the problems associated with working spouses and has created a comprehensive program to assist military spouses find employment. The plan includes “promoting the hiring of spouses in the civilian community, establishing links to local business and professional organizations, developing information on volunteer and self-employment opportunities, creating an employment resource center, and compiling information on the local job market.” The other services have developed similar programs.

Moskowitz and Brown, the authors of The 100 Best Companies to Work for in America, found that private sector companies are aware that dual-career couples is a major trend and have tried to deal with the issue by providing both flextime and child care. Flextime allows a worker a greater degree of control over his or her work environment. The problems that arise due to dual-career couples with families are more easily resolved if parents are able to rearrange a schedule if

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40 D. R. Segal, Organizational Designs, op. cit., p. 45.
41 Ibid.
necessary. Providing child care eliminates the uncertainty of finding adequate care and the economic burden of such care, when both parents work.

Female military members are more apt to be married to other military members, or men who have served in the past.\textsuperscript{45} In 1978–1979 approximately 10 percent of married officers were married to another member of the Armed Forces.\textsuperscript{46} The number of dual-military-career couples is expected to rise as the number of women entering the military increases. This increase is expected given the proximity of mate selection.\textsuperscript{47} Dual-military-career couples present problems in terms of coordinated assignments and are complicated by short-term deployments. However, this type of working couple may be easier in terms of some policies, since dual-military-career couples do not require coordination of employment with civilian employers. Also, problems arising from spouse support of a military member are fewer in a dual-military-career family.\textsuperscript{48}

The percentage of single-headed households among the officer ranks has never exceeded 4 percent. As the number of women in the military increase, this may become an issue, because currently single-headed households are predominantly female-headed households.

**Future Occupational Considerations**

Studies show job satisfaction to be the most important occupational consideration and suggest that challenge and autonomy are the keys to retention. Whether future officers perceive autonomy and challenge in specific positions will be determined by the organizational culture and the officer development and assignment process. Important factors are the frequency of reassignment, opportunities for increasing responsibilities, and education experiences, as well as the richness of each assignment. With the decreasing force structure and the reduction in command positions, it will be important to ensure a slate of challenging positions through careful organizational design. Diversification into other peacetime (humanitarian) missions will help this effort. It should be noted, however, that in the past during periods of diminished threat and limited resources, military training and education programs have been reduced. Resource priorities must consider job satisfaction effects or retention will suffer.

\textsuperscript{45}M. W. Segal, *The Military and the Family*, op. cit.
\textsuperscript{46}Ibid., p. 27. Data from the 1978/79 DoD Survey of Officers and Enlisted Personnel.
\textsuperscript{47}D. R. Segal, *Organizational Designs*, op. cit., p. 45.
By the beginning of the 21st century, the military culture will be quite different from that of today. Most senior military leaders will have working spouses, most will be computer literate, fewer will have served in Vietnam, and they will be more sympathetic to the family demands of the military officer. Future policies regarding career development, assignment, professional development, and promotion must consider that larger portions of the military will be women or minorities or dual-career couples or dual-military-career couples or single parents.

Organizationally there will be fewer (and probably larger) bases, there will be fewer overseas assignments but more short-term, unaccompanied deployments. Assignments will probably be of longer duration. Future military activities are likely to include more missions other than war, and humanitarian undertakings. This shift will probably make the military culture more appealing to young officers.

A key issue relates to the long-standing military policy of periodic reassignment for all officers. Some of this regular relocation could now be eliminated because the reduction in overseas deployments precludes the need for reassignment to preserve fairness and equity. Nonetheless, there are clearly more parameters to consider when determining whether to reassign an officer and where. Several of the paramilitary organizations have developed options allowing “homesteading” of professionals—although with the understanding that it may limit opportunities for advancement. This type of career groupings should be investigated.

Reassignment orders for the military member creates the need for an immediate job search by the spouse and triggers an assessment of whether to remain in the service. (Conversely an opportunity for relocation or promotion by the nonmilitary spouse may cause a similar reevaluation.) Location then becomes an interrelated issue because some military bases are remote and do not provide an appropriate professional job market for spouses.

With increasing family responsibilities and changing values, it must be recognized that everyone does not want to be a manager or in a leadership position. Some officers will be highly competent technicians or functional experts who want to grow in their field rather than diversify. The career development system should provide an acceptable blend of generalists (destined to be senior leaders) and allow specialists who lead only in their functional area. This necessitates an accession program that is compatible with the requirements for different skills.
Job expectation is related to organizational culture in that if the acculturation program that begins before accession (ROTC, service academy, etc.) is successful, then individuals will be comfortable in their first assignment and build on that acclimation.

In the past, the security of a job that was not vulnerable to economic or market conditions was an important consideration to officers. The perception was that if an individual worked hard and met professional standards he or she would have job security. In the past few years, however, reductions in force and involuntary retirements of high-quality officers has raised doubts about the true “job security” of a military job. To the extent that the opportunity for a midcareer (20 year) retirement exists, it will provide an anchor for job security. However, Towers Perrin suggests that in the future organizations will expect greater mobility.

While the fairness and equity of the promotion system are important, the overall importance of promotion is likely to diminish unless it remains a criterion for retention.

**Future Family Considerations**

This may be the dominant retention issue of the future. Family issues and responsibilities are becoming more important to officers. While the military response to date has been timely—child development centers on bases, employment preferences for some transferred spouses, assignment consideration to dual-military-career families, etc.—there are many challenges ahead. Within this area, spouse satisfaction has become a key consideration. This is complicated because spouses may vary from the traditional home mother (or father) to senior executives in multinational organizations—and thus have quite different expectations. The military culture—and the career management system—must be flexible enough to adapt to the different and changing family needs.

Officers are also more concerned with their long-term career opportunities: Percentages expressing concern rose from 23 percent in 1990 to 44 percent in 1992.49 Still, over one-half of all Army officers are satisfied with their level of job security, and only 36 percent are currently seeking information about civilian employment.

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Future Economic Considerations

Without trying to predict actual future economic conditions, it is clear that private sector economic conditions will have a considerable effect on decisions regarding job satisfaction and retention.

While pay and compensation are likely to remain important considerations, they will become more individual and situational issues. Many officers have working spouses, so family income is the important consideration, and in many cases, the nonmilitary income is greater. Nonetheless military compensation (as it contributes to the family income) will remain a major issue for career satisfaction and must remain at competitive levels or retention will be affected. It cannot, however, be evaluated independent of other job satisfaction considerations.

Most officers reach current retirement eligibility (20 years of service) between ages 40 and 45, a time when their financial responsibilities are greatest—college education of children, mortgage payments, retirement investment, financial support to parents, etc. Thus, cash flow may be a problem, and they cannot afford to be unemployed for an extended period of time. Timing becomes important. Under the current two-career system, the prudent officer begins looking for second career options when nearing retirement eligibility and may feel forced to take the first viable opportunity.

At one time, health care was a key retention issue for military personnel. However, with more military personnel using CHAMPUS and with most private sector health care plans equivalent (or better), there is little distinction between military and civilian health care in terms of cost, convenience, or quality. Hence health care is a less important issue. The value of other indirect compensation (commissaries, exchanges, recreational facilities, etc.) is also diminished and likely to be less important in the future.

The opportunity for retirement after 20 years of service will remain an important retention factor. However, because officers must retire by 30 years and then begin a second career, the current system forces many officers to retire at their peak period of productivity and when their experience is of most value to the military. As long as the system forces retirement at a sufficiently early age to necessitate a second career, individuals will decide when to retire (20 years, 30 years, or somewhere between) based on maximizing their satisfaction relative to economic and occupational considerations. This decision and its timing are generally made independent of the needs of the military organization.
Projections

In the past, two considerations have suggested that the longer an officer stays in the military, the more likely he or she is to remain. First is the norming (or alignment) of values—the longer an individual remains in the military the more likely his or her values coincide with those prevalent in the military. Second is that the officer becomes closer to the vesting of retirement benefits. These inferences are consistent with the RAND report that says: “Retention rates should increase with years of service even if financial incentives don’t change.”50

However, this commitment may change with a more dynamic culture, a more mobile workforce, and different family considerations, including family income. The Towers Perrin report and other information suggest a more dynamic and mobile workforce in the 21st century. Organizations such as IBM and Kodak that once promised lifetime employment are releasing workers before retirement. Even Japan, which had a similar reputation, has found that changing economic conditions cause changes in employment practices and is releasing employees at an early age. Since most officers have a broad range of skills that are marketable in the private sector, they are increasingly mobile. There also appears to be a continuing demand for military officers, who have a reputation for being highly motivated and action oriented.

Summary

An officer career management system must provide career opportunities and career satisfaction consistent with officer expectations. The research presented above, together with that in Appendix B, suggests four key factors will influence future career satisfaction assessments and commitment decisions: professional satisfaction, job satisfaction, family considerations, and compensation. All four factors must be viewed under the umbrella of a future organizational culture and national security environment. As both the cultural and environmental forces continue to change, the relative importance of the four career satisfaction factors will shift.

As members of a profession, officers seek an organizational culture that will contribute to their professional status. In particular they seek a culture that values loyalty and integrity and recognizes the long-term importance of their experience and dedication in matters relating to national security. Promotion must be fair and equitable and based on competence; access to long service in the

50Gotz and McCall, A Dynamic Retention Model, op. cit., p. 3.
profession must be limited to those who have the appropriate commitment and skills. Career systems that allow for longer periods of professional satisfaction for officers are more valued.

In job satisfaction, officers will continue to seek challenge, autonomy, competent coworkers, responsibility, and accomplishment from their assignments. They will seek to continue service in positions that provide educational opportunities, a variety of assignments, and professional associations. The nature of the military job is more affected by the requirements options than by the career management alternatives.

In the family area, officers will want a career that is accommodating to future family considerations, including working spouses, dual-career couples (dual-military-career couples), and single parents. They also desire a work environment that meets their personal expectations, satisfies career values, and is sensitive to increasing family responsibilities. This may necessitate more flexibility in work schedules and fewer relocations or deployments. Personnel processes must recognize that future lifestyles will include shared family responsibilities and greater emphasis on leisure activities.

Military compensation is a discriminator, but its relative importance may be diminishing. It is important to note that family compensation will be the future criterion, and in many cases the nonmilitary portion of family income may be larger. In general, military compensation is not likely to be a major factor for our study unless it varies significantly from civilian equivalency.