



DEPARTMENT OF THE ARMY CAREER ENGAGEMENT SURVEY

FOURTH ANNUAL REPORT

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

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FOURTH ANNUAL REPORT

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List of Abbreviations and Acronyms

Abbreviation (Acronym)	Definition
AAG-RFL	Army Analytics Group, Research Facilitation Laboratory
ACS	Army Community Service
AI/AN/NH/PI	American Indian/Alaskan Native/Native Hawaiian/Pacific Islander
ARSOF	Army Special Operations Forces
BOSS	Better Opportunities for Single Soldiers
CMF	Career Management Field
DACES	Department of the Army Career Engagement Survey
DMDC	Defense Manpower Data Center
<i>n</i>	Group size
NCO	Non-Commissioned Officer
OPTEMPO	Operating Tempo
PCS	Permanent Change of Station
PDE	Person-event Data Environment
UCMJ	Uniform Code of Military Justice
USO	United Service Organizations

Executive Summary

The Department of the Army Career Engagement Survey (DACES), which launched in May 2020, is designed to assess the retention intentions and sentiments of Regular Army Soldiers. This report examines key findings from over 23,000 surveys completed during the fourth year of DACES data collection (completion rate: 6.2%). Additionally, this report introduces efforts to redesign and pilot test the DACES engagement survey.

Report Methodology

The analyses in this report are based on 23,166 Soldiers who completed the annual DACES survey during Year 4 (1 APR 2023 – 31 MAR 2024) and passed the embedded attention test. This report examines the top “Extremely Important” reasons to stay in and leave the Army across and within paygrade groups. This report also takes a first look at preliminary pilot data collected on a redesigned DACES survey. All analyses in this report were performed in the Person-event Data Environment (PDE) Analysis Enclave, a secure Army data repository and analysis environment.

Top Reasons to Stay in the Army

The top five “Extremely Important” reasons to stay in the Army are presented, by paygrade group, in Table ES-1. Items are numbered in the upper portion of the table (S1-S12) and presented, along with the percentage that identified the item as an “Extremely Important” reason to stay in the Army, in the lower portion of the table. Common reasons to continue Army service included “Opportunity to serve my country (S1),” “How well my retirement pay or benefits will meet my future needs (S2),” “Opportunities to lead or train Soldiers (S3),” “My sense of purpose (S4),” and “How well my pay or benefits meet my present needs (S5).”

Opportunities for growth emerged as top reasons to stay in the Army among Junior Enlisted Soldiers (E1-E4), NCOs (E5-E6), and Junior Warrant Officers (W1-CW2). These included opportunities to “improve my skills (S9),” “further my education (S6, Junior Enlisted and NCOs),” and “progress in my career field (S7, Junior Enlisted and Junior Warrant Officers).” “Quality of healthcare (S8)” was also a top reason to stay in the Army among Junior Enlisted Soldiers. Among Senior Warrant Officers, “The level of trust those I work with have in my abilities (S11)” emerged as a top reason to stay, whereas among Field Grade and General Officers, “Feeling like part of a team (S12)” emerged as a top reason to stay in the Army.

As a follow up, this report also compares the top *ten* “Extremely Important” reasons to stay in the Army within Enlisted Soldiers, within Warrant Officers, and within Officers, to gain additional insights regarding reasons for staying in the Army by paygrade group.

Table ES-1. Top 5 “Extremely Important” Reasons to Stay, across Army Paygrades

Question	
S1	Opportunity to serve my country.
S2	How well my retirement pay or benefits will meet my future needs.
S3	Opportunities to lead or train Soldiers.
S4	My sense of purpose.
S5	How well my pay or benefits meet my present needs.
S6	Opportunity to further my education.
S7	Opportunity to progress in my career field.
S8	Quality of healthcare.
S9	Opportunities to improve my skills.
S10	How well my pay or benefits meet my present needs.
S11	The level of trust those I work with have in my abilities.
S12	Feeling like part of a team.

TOP 5 “Extremely Important” Reasons to Stay, across Army Paygrades						
E1-E4	E5-E6	E7-E9	W1-W2	W3-W5	O1-O3	O4-O10
S1 37%	S1 43%	S1 47%	S2 40%	S1 44%	S1 46%	S1 53%
S6 35%	S3 35%	S3 46%	S1 39%	S2 39%	S3 36%	S2 48%
S7 27%	S2 35%	S2 41%	S9 27%	S4 31%	S2 33%	S4 45%
S8 27%	S6 29%	S4 32%	S5 27%	S11 28%	S5 30%	S3 41%
S9 25%	S9 27%	S5 32%	S7 26%	S5 28%	S4 29%	S12 36%

Top Reasons to Leave the Army

There were multiple shared top five “Extremely Important” reasons to leave the Army across the paygrades examined (Table ES-2), including: “Effects of deployments on Family or personal relationships (L1),” “The degree of stability or predictability of Army life (L2),” “Impact of military service on my Family’s well-being (L3),” “Impact of Army life on significant other’s career plans and goals (L4),” and “Impact of Army life on Family plans for children (L5).”

Among Junior Enlisted Soldiers (E1-E4), unique top five reasons to leave the Army included personal (“Emotional demands of Army life [L6]”), professional (“Recognition for my contributions [L7]”), and financial (“How well my pay or benefits meet my financial goals [L8]”) reasons. Among NCOs (E5-E6), “Fairness of Army promotions (L9)” was a top reason to leave, and among Senior NCOs (E7-E9), “Changes to Army policy (L10)” was a top reason to leave. Finally, among Company Grade Officers (O1-O3), “Work/life balance for my Family or personal life when not deployed (L11)” was a top reason to leave, whereas “Number or frequency of PCS moves (L12)” was a top reason to leave among Field Grade and General Officers (O4-O10).

As a follow up, this report also compares the top ten “Extremely Important” reasons to stay in the Army within Enlisted Soldiers, within Warrant Officers, and within Officers, to gain additional insights regarding reasons for staying in the Army by paygrade group.

Redesigning DACES

During DACES Year 4, the Army completed development of a redesigned DACES survey. The DACES survey was redesigned to improve the survey experience for respondents (by asking clearer questions), take less time to complete, and collect more actionable feedback for Army Senior Leaders. The questions center on six focus areas and collect more granular and nuanced responses than the previous version. In the first three months of pilot testing, 3,400 responses to the redesigned DACES survey were collected.

Discussion

In its fourth year, the Army collected over 23,000 responses to the established DACES survey. This report compared top reasons to stay in and leave the Army, both *across* and *within* paygrade groups. The findings in this report apply to Regular Army Soldiers who are similar to the Soldiers who completed DACES in Year 4. During the next year of survey collection, the Army seeks to fully implement the redesigned engagement survey, integrate DACES efforts across the Regular Army and Reserve Component, launch a redesigned exit survey for enlisted Soldiers and officers, expand support of short, tailored pulse surveys designed to collect instant feedback from the force on selected topics, and increase DACES participation, particularly among underrepresented groups. Findings from this report can be leveraged to better understand the retention sentiments of various Regular Army paygrade groups.

Table ES-2. Top 5 “Extremely Important” Reasons to Leave, across Army Paygrades

Question	
L1	Effects of deployments on Family or personal relationships.
L2	The degree of stability or predictability of Army life.
L3	Impact of military service on my Family’s well-being.
L4	Impact of Army life on significant other’s career plans and goals.
L5	Impact of Army life on Family plans for children.
L6	Emotional demands of Army life.
L7	Recognition for my contributions.
L8	How well my pay or benefits meet my financial goals.
L9	Fairness of Army promotions.
L10	Changes to Army policy.
L11	Work/life balance for my Family or personal life when not deployed.
L12	Number or frequency of PCS moves.

TOP 5 “Extremely Important” Reasons to Leave, across Army Paygrades						
E1-E4	E5-E6	E7-E9	W1-W2	W3-W5	O1-O3	O4-O10
L6	L9	L1	L1	L1	L2	L1
30%	33%	33%	46%	41%	41%	33%
L2	L2	L10	L2	L3	L1	L3
29%	30%	31%	41%	36%	38%	31%
L7	L1	L4	L3	L2	L3	L4
29%	29%	31%	39%	33%	37%	30%
L1	L4	L5	L5	L4	L4	L5
29%	29%	31%	38%	33%	37%	29%
L8	L3	L3	L4	L5	L11	L12
28%	28%	30%	36%	32%	36%	28%

Introduction

In May 2020, the U.S. Army (hereafter, Army) launched the Department of the Army Career Engagement Survey (DACES), which was designed to assess Soldier retention intentions and sentiments. Unlike previous exit surveys, which only assessed Soldiers who were leaving the Army, invitations to complete DACES are emailed to all Regular Army Soldiers to gain a better understanding of the retention sentiments of the Regular Army force. More information about DACES, including the impetus for the survey, how privacy is protected, and findings from the first three years, can be found in the first three DACES Annual Reports (Vie, Trivette & Lathrop, 2021; Vie & Lathrop, 2022; and Vie, Whittaker, Lathrop & Hawkins, 2023).

The goal of this report is to present key findings from DACES Year 4 and introduce the redesigned DACES engagement survey.

Year 4 Completion

A total of 25,439 Soldiers completed the established DACES 2.2 survey in Year 4 (6.2% completion rate). Table 1 presents the number of completed DACES surveys, and the completion rate, over the first four years of DACES. Note, the drop in the number of surveys completed in Year 4 is attributable, in part, to a subset of Soldiers completing a pilot survey in place of the established DACES 2.2 survey. See “Redesigning DACES” on page 31 for more information about the pilot testing conducted in Year 4.

Table 1. DACES Completion, by Year

	Year 1	Year 2	Year 3	Year 4
Number of completed surveys	51,042	45,585	37,565	25,439
Completion rate	10.9%	10.0%	8.3%	6.2%

Table 2 presents the DACES completion rate broken out by paygrade group. Approximately 20% of CW3 – CW5 and O4 – O10 completed DACES in Year 4, compared to less than 5% of E1-E6 Soldiers.

Table 2. Year 4 Completion Rate, by Paygrade

Paygrade Group	Completion Rate
E1-E4	1.1%
E5-E6	4.8%
E7-E9	13.3%
W1-CW2	10.4%
CW3-CW5	19.9%
O1-O3	11.1%
O4-O10	20.5%

Report Methodology

Inclusion Criteria

This report examines completed DACES 2.2 surveys from the annual (birth month) campaign with a passed attention test. The attention test consisted of a single question that asked participants to select a specific answer. If a participant did not select the correct answer, they were considered inattentive and excluded from the analysis.

Measures

DACES

Top Reasons to Stay

This analysis examined responses to 57 five-point bi-polar Likert scale STAY/LEAVE questions on DACES. Possible responses included “Extremely Important Reason to LEAVE,” “Somewhat Important Reason to LEAVE,” “NOT an Important Reason to Leave or Stay,” “Somewhat Important Reason to STAY,” and “Extremely Important Reason to STAY.” For this analysis, responses were dichotomized to capture whether each item was identified as an “Extremely Important” reason to stay in the Army. The five or ten items with the highest percentages of “Extremely Important Reason to STAY” responses were identified as the top reasons to stay in the Army.

Top Reasons to Leave

Responses to the 57 five-point bi-polar Likert scale STAY/LEAVE questions were also dichotomized to capture whether a Soldier identified an item as an “Extremely Important” reason to leave the Army. The five or ten items with the highest percentages of “Extremely Important Reason to LEAVE” responses were identified as the top reasons to leave.

Demographic and Military Characteristics

Demographic and military characteristics were obtained from Defense Manpower Data Center (DMDC) administrative records. Measures included sex, race/ethnicity, paygrade, and Division/Career Management Field (CMF).

Statistical Analysis

Descriptive statistics (e.g., the percentage of respondents who provided a particular response) were calculated using Oracle and Microsoft Excel. All analyses were performed in the Person-event Data Environment (PDE) Analysis Enclave, a secure Army data repository and analysis environment (Vie et al., 2013; Vie et al., 2015).

Results

Demographic Composition and Representativeness of the DACES Sample

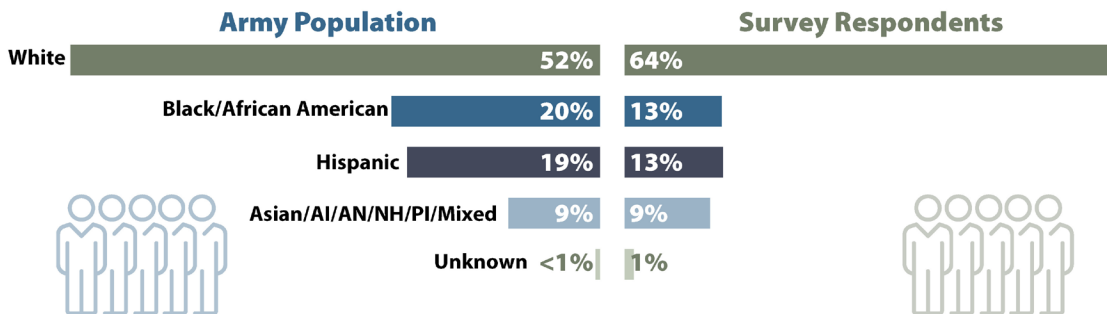
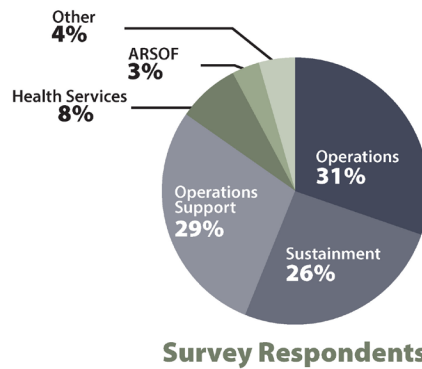
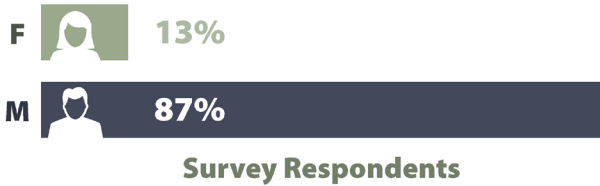
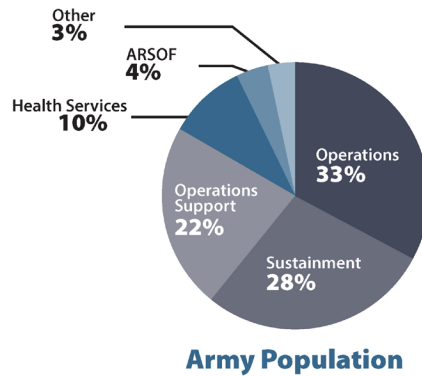
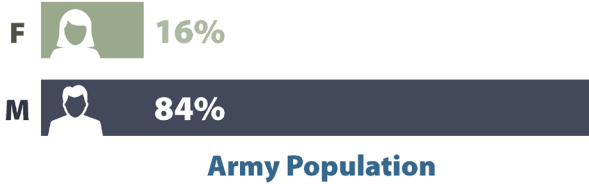
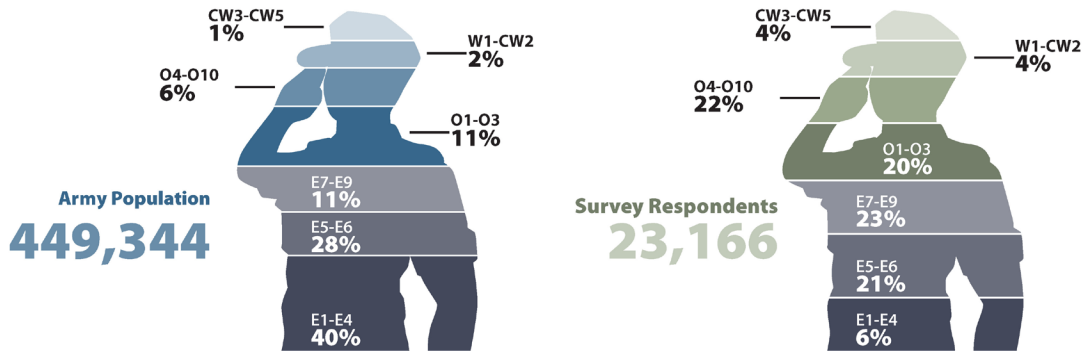
Applying the inclusion criteria (i.e., including only surveys with a passed attention test) resulted in a final analytic sample of 23,166 Soldiers. Figure 1 presents the demographic composition of the entire Regular Army population, alongside the demographic composition of the DACES Year 4 sample.

Compared to the overall Regular Army population, Junior Enlisted Soldiers (E1-E4) are extremely underrepresented in this year's DACES sample (6% vs. 40%). Non-Commissioned Officers (NCOs, E5-E6) are also underrepresented (21% vs. 28%), whereas Senior NCOs (E7-E9) are overrepresented (23% vs. 11%). Company Grade Officers (O1-O3) are overrepresented in the DACES sample (20% vs. 11%), as are Field Grade and General Officers (O4-O10, 22% vs. 6%).

In addition, a comparison by Division/CMF revealed Soldiers in Operations Support are slightly overrepresented in the DACES sample (29% vs. 22%). For a more detailed comparison by Division/CMF, see Appendix A.

Compared to the Regular Army population, the DACES analytic sample is comprised of a larger percentage of non-Hispanic White Soldiers (64% vs. 52%) and a smaller percentage of Black/African American Soldiers (13% vs. 20%) and Hispanic Soldiers (13% vs. 19%; see Figure 1). Given these demographic differences, the findings in this report are most applicable to a subset of the Army population who has demographic characteristics that are similar to the demographic characteristics of the sample analyzed in this report (see Figure 1).

Figure 1. Representativeness of the DACES Sample



Comparing Reasons to Stay in the Army *across* Paygrades

The top five “Extremely Important” reasons to stay in the Army are presented, by paygrade, in Table 3. The upper portion of the table lists every DACES item that is a top five “Extremely Important” reason to stay in the Army within one or more paygrades. To facilitate comparisons across groups, the items are numbered from S1 to S12. The bottom portion of the table uses the item numbers to convey, in order, the top five “Extremely Important” reasons to stay in the Army for each paygrade group. The percentage of each group that identified an item as an “Extremely Important” reason to stay in the Army is also included for each item. For example, under E1 – E4, the “S1” indicates the top reason to stay in that group was “Opportunity to serve my country,” and the 37% indicates that 37% of E1 – E4 Soldiers who completed a DACES survey in Year 4 identified “Opportunity to serve my country” as an “Extremely Important” reason to stay in the Army.

Overall, common reasons to continue Army service included “Opportunity to serve my country (S1),” “How well my retirement pay or benefits will meet my future needs (S2),” “Opportunities to lead or train Soldiers (S3),” “My sense of purpose (S4),” and “How well my pay or benefits meet my present needs (S5).” Among Junior Enlisted Soldiers, NCOs, and Junior Warrant Officers, many of the top reasons to stay in the Army centered around opportunities for growth. These included opportunities to “improve my skills (S9),” “further my education (S6),” and “progress in my career field (S7).” “Quality of healthcare (S8)” was also a top reason to stay among Junior Enlisted Soldiers. Among Senior Warrant Officers, “The level of trust those I work with have in my abilities (S11)” emerged as a top reason to stay, whereas among Field Grade and General Officers “Feeling like part of a team (S12)” emerged as a top reason to stay in the Army. A complete listing of the percentage of each paygrade group that identified each item as an “Extremely Important” reason to stay in the Army is available in Appendix B (Table B1).

Table 3. Top 5 “Extremely Important” Reasons to Stay, across Army Paygrades

Question	
S1	Opportunity to serve my country.
S2	How well my retirement pay or benefits will meet my future needs.
S3	Opportunities to lead or train Soldiers.
S4	My sense of purpose.
S5	How well my pay or benefits meet my present needs.
S6	Opportunity to further my education.
S7	Opportunity to progress in my career field.
S8	Quality of healthcare.
S9	Opportunities to improve my skills.
S10	How well my pay or benefits meet my present needs.
S11	The level of trust those I work with have in my abilities.
S12	Feeling like part of a team.

TOP 5 “Extremely Important” Reasons to Stay, across Army Paygrades						
E1-E4	E5-E6	E7-E9	W1-W2	W3-W5	O1-O3	O4-O10
S1 37%	S1 43%	S1 47%	S2 40%	S1 44%	S1 46%	S1 53%
S6 35%	S3 35%	S3 46%	S1 39%	S2 39%	S3 36%	S2 48%
S7 27%	S2 35%	S2 41%	S9 27%	S4 31%	S2 33%	S4 45%
S8 27%	S6 29%	S4 32%	S5 27%	S11 28%	S5 30%	S3 41%
S9 25%	S9 27%	S5 32%	S7 26%	S5 28%	S4 29%	S12 36%

Comparing Reasons to Leave the Army *across* Paygrades

Next, we examined the top five “Extremely Important” reasons to leave the Army within each paygrade. Table 4 presents the 12 items that were a top five reason to leave the Army within one or more paygrade groups (see top of table). Similar to the prior section, the top five reasons within each paygrade group, along with the percentage of each group that identified each item as an “Extremely Important” reason to leave the Army, are presented in the bottom portion of the table.

Some of the shared top reasons to leave the Army included the following: “Effects of deployments on Family or personal relationships (L1),” “The degree of stability or predictability of Army life (L2),” “Impact of military service on my Family’s well-being (L3),” “Impact of Army life on significant other’s career plans and goals (L4),” and “Impact of Army life on Family plans for children (L5).” Among Junior Enlisted Soldiers, unique top five reasons to leave the Army encompassed personal (“Emotional demands of Army life [L6]”), professional (“Recognition for my contributions [L7]), and financial (“How well my pay or benefits meet my financial goals [L8]”) reasons. “Fairness of Army promotions (L9)” was a top five reason to leave Among NCOs, whereas “Changes to Army policy (L10)” was a top five reason to leave among Senior NCOs. Finally, “Work/life balance for my Family or personal life when not deployed (L11)” was a top five reason to leave among Company Grade Officers, and “Number or frequency of PCS moves (L12)” was a top five reason to leave among Field Grade and General Officers. For a complete listing of the percentage of each paygrade group that identified each item as an “Extremely Important” reason to leave the Army, see Appendix B (Table B2).

Table 4. Top 5 “Extremely Important” Reasons to Leave, across Army Paygrades

Question	
L1	Effects of deployments on Family or personal relationships.
L2	The degree of stability or predictability of Army life.
L3	Impact of military service on my Family’s well-being.
L4	Impact of Army life on significant other’s career plans and goals.
L5	Impact of Army life on Family plans for children.
L6	Emotional demands of Army life.
L7	Recognition for my contributions.
L8	How well my pay or benefits meet my financial goals.
L9	Fairness of Army promotions.
L10	Changes to Army policy.
L11	Work/life balance for my Family or personal life when not deployed.
L12	Number or frequency of PCS moves.

TOP 5 “Extremely Important” Reasons to Leave, across Army Paygrades						
E1-E4	E5-E6	E7-E9	W1-W2	W3-W5	O1-O3	O4-O10
L6	L9	L1	L1	L1	L2	L1
30%	33%	33%	46%	41%	41%	33%
L2	L2	L10	L2	L3	L1	L3
29%	30%	31%	41%	36%	38%	31%
L7	L1	L4	L3	L2	L3	L4
29%	29%	31%	39%	33%	37%	30%
L1	L4	L5	L5	L4	L4	L5
29%	29%	31%	38%	33%	37%	29%
L8	L3	L3	L4	L5	L11	L12
28%	28%	30%	36%	32%	36%	28%

Comparing Reasons to Stay/Leave *within* Paygrades

In addition to comparing the top five reasons to stay in or leave the Army *across* paygrades, this report also examines patterns *within* paygrade groups (i.e., within Enlisted Soldiers, within Warrant Officers, and within Officers). For this comparison, we examined the top *ten* reasons to stay in or leave the Army within each group, rather than the top *five* reasons, to gain a deeper understanding of the sentiments within each group.

Enlisted Soldiers

“Opportunity to serve my country” was the most cited “Extremely Important” reason to stay in the Army across each of the enlisted paygrade groups examined. “Opportunities to improve my skills” and “how well my retirement pay and benefits will meet my future needs” were also top ten “Extremely Important” reasons to stay in the Army across each of the enlisted paygrade groups examined. The top ten “Extremely Important” reasons to leave the Army observed across the enlisted paygrade groups examined spanned both professional concerns (“fairness of Army promotions”) and personal concerns (“stability or predictability of Army life”, “effects of deployments on family or personal relationships”, and “work/life balance for my family or personal life when not deployed”).

Junior Enlisted (E1-E4)

Table 5 presents the top ten “Extremely Important” reasons for staying in and leaving the Army among Junior Enlisted Soldiers. Notably, “Quality of healthcare,” “Perceived opportunities of civilian employment,” and “Quality of the officers I currently work with” were top ten “Extremely Important” reasons to stay in the Army among Junior Enlisted Service members; however, these were not top ten reasons to stay among NCOs or Senior NCOs. Unique top ten “Extremely Important” reasons to leave the Army among Junior Enlisted Soldiers, relative to NCOs and Senior NCOs, included those related to the emotional and cognitive demands of Army life, morale, pay, and flexibility to pursue one’s goals.

Table 5. Top 10 Reasons to Stay/Leave among Junior Enlisted (n = 1,505)

Top 10 Reasons to STAY in the Army	
Q42. Opportunity to serve my country.	36.6%
Q38. Opportunity to further my education.	34.9%
Q39. Opportunity to progress in my career field.	27.1%
Q09. Quality of healthcare.	26.7%
Q19. Opportunities to improve my skills.	25.4%
Q43. Perceived opportunities of civilian employment	22.5%
Q06. How well my retirement pay or benefits will meet my future needs.	22.3%
Q15. Feeling like part of a team.	21.7%
Q49. The level of trust those I work with have in my abilities	21.5%
Q48. Quality of the officers I currently work with.	21.3%
Top 10 Reasons to LEAVE the Army	
Q36. Emotional demands of Army life.	29.6%
Q23. The degree of stability or predictability of Army life.	29.4%
Q41. Recognition for my contributions.	29.3%
Q24. Effects of deployments on Family or personal relationships.	28.8%
Q05. How well my pay or benefits meet my financial goals	28.2%
Q03. My morale.	28.0%
Q52. Fairness of Army promotions.	27.4%
Q37. Mental or cognitive demands of Army life.	27.3%
Q34. Work/life balance for my Family or personal life when not deployed.	25.8%
Q16. The flexibility to pursue my goals.	25.7%

Note: Bolded items are top 10 “Extremely Important” reasons to stay in or leave the Army among Junior Enlisted but not NCOs or Senior NCOs.

NCOs (E5-E6)

Table 6 presents the top ten “Extremely Important” reasons for staying in and leaving the Army among NCOs. “The resources available to help care for my family” was a top ten “Extremely Important” reason to stay in the Army among NCOs, but not among Junior Enlisted Soldiers or Senior NCOs. Furthermore, there were no unique top ten “Extremely Important” reasons to leave the Army among NCOs, relative to Junior Enlisted Service members and Senior NCOs.

Table 6. Top 10 Reasons to Stay/Leave among NCOs (n = 4,764)

Top 10 Reasons to STAY in the Army	
Q42. Opportunity to serve my country.	42.5%
Q20. Opportunities to lead or train Soldiers.	35.4%
Q06. How well my retirement pay or benefits will meet my future needs.	35.2%
Q38. Opportunity to further my education.	29.3%
Q19. Opportunities to improve my skills.	26.8%
Q04. How well my pay or benefits meet my present needs	26.8%
Q07. My sense of purpose.	25.7%
Q49. The level of trust those I work with have in my abilities	25.3%
Q39. Opportunity to progress in my career field.	25.3%
Q12. The resources available to help care for my family	24.3%
Top 10 Reasons to LEAVE the Army	
Q52. Fairness of Army promotions.	32.7%
Q23. The degree of stability or predictability of Army life.	30.0%
Q24. Effects of deployments on Family or personal relationships.	29.3%
Q32. Impact of Army life on significant other’s career plans and goals.	28.5%
Q11. Impact of military service on my Family’s well-being.	28.4%
Q34. Work/life balance for my Family or personal life when not deployed.	27.7%
Q31. Impact of Army life on Family plans for children.	27.1%
Q41. Recognition for my contributions.	26.1%
Q14. Ability to influence or choose duty station.	25.8%
Q51. Availability or timeliness of Army promotion opportunities.	25.5%

Note: Bolded items are top 10 “Extremely Important” reasons to stay in or leave the Army among NCOs but not among Junior Enlisted or Senior NCOs.

Senior NCOs (E7-E9)

Table 7 presents the top ten “Extremely Important” reasons for staying in and leaving the Army among Senior NCOs. Unique top ten “Extremely Important” reasons for staying in the Army among Senior NCOs, compared to Junior Enlisted Soldiers and NCOs, include those related to unit morale, enjoyment from the job, and pay. In contrast, “changes to Army policy” was among the top ten “Extremely Important” reasons for leaving the Army among Senior NCOs, but not among Junior Enlisted Soldiers or NCOs.

Table 7. Top 10 Reasons to Stay/Leave among Senior NCOs (n = 5,400)

Top 10 Reasons to STAY in the Army	
Q42. Opportunity to serve my country.	47.0%
Q20. Opportunities to lead or train Soldiers.	45.9%
Q06. How well my retirement pay or benefits will meet my future needs.	40.9%
Q07. My sense of purpose.	32.3%
Q04. How well my pay or benefits meet my present needs	31.9%
Q45. Unit teamwork/camaraderie/morale.	29.8%
Q17. Amount of enjoyment or fulfillment from my job	29.0%
Q15. Feeling like part of a team.	28.6%
Q19. Opportunities to improve my skills.	28.5%
Q05. How well my pay or benefits meet my financial goals	28.0%
Top 10 Reasons to LEAVE the Army	
Q24. Effects of deployments on Family or personal relationships.	32.5%
Q29. Changes to Army policy	31.0%
Q32. Impact of Army life on significant other’s career plans and goals.	30.6%
Q31. Impact of Army life on Family plans for children.	30.5%
Q11. Impact of military service on my Family’s well-being.	30.2%
Q23. The degree of stability or predictability of Army life.	29.2%
Q52. Fairness of Army promotions.	27.7%
Q14. Ability to influence or choose duty station.	27.4%
Q34. Work/life balance for my Family or personal life when not deployed.	26.4%
Q51. Availability or timeliness of Army promotion opportunities.	23.6%

Note: Bolded items are top 10 “Extremely Important” reasons to stay in or leave the Army among Senior NCOs but not among Junior Enlisted or NCOs.

Warrant Officers

Junior and Senior Warrant Officers shared seven of the top ten “Extremely Important” reasons to stay in the Army. These shared reasons included those related to the opportunity to serve their country, pay and benefits, sense of purpose, enjoyment from the job, and opportunities to use their skills and abilities. Junior Warrant Officers (W1 – CW2) and Senior Warrant Officers (CW3 – CW5) shared all ten top “Extremely Important” reasons to leave the Army, though items were identified by different percentages of respondents.

Junior Warrant Officers (W1-CW2)

Table 8 presents the top ten “Extremely Important” reasons for staying in and leaving the Army among Junior Warrant Officers. Unique top ten “Extremely Important” reasons to stay in the Army among Junior Warrant Officers, but not Senior Warrant Officers, included “Opportunities to improve my skills” (27.4%), “Opportunity to progress in my career field” (26.4%), and “Opportunities to lead or train Soldiers” (22.4%).

Table 8. Top 10 Reasons to Stay/Leave among Junior Warrant Officers (n = 829)

Top 10 Reasons to STAY in the Army	
Q06. How well my retirement pay or benefits will meet my future needs.	39.8%
Q42. Opportunity to serve my country.	38.7%
Q19. Opportunities to improve my skills.	27.4%
Q04. How well my pay or benefits meet my present needs	26.8%
Q39. Opportunity to progress in my career field.	26.4%
Q05. How well my pay or benefits meet my financial goals	25.2%
Q18. Opportunities to use my skills and abilities.	24.7%
Q07. My sense of purpose.	24.0%
Q17. Amount of enjoyment or fulfillment from my job	23.6%
Q20. Opportunities to lead or train Soldiers.	22.4%
Top 10 Reasons to LEAVE the Army	
Q24. Effects of deployments on Family or personal relationships.	46.2%
Q23. The degree of stability or predictability of Army life.	40.8%
Q11. Impact of military service on my Family’s well-being.	39.4%
Q31. Impact of Army life on Family plans for children.	37.9%
Q32. Impact of Army life on significant other’s career plans and goals.	35.5%
Q28. Number or frequency of PCS moves	30.2%
Q34. Work/life balance for my Family or personal life when not deployed.	29.7%
Q14. Ability to influence or choose duty station.	28.3%
Q43. Perceived opportunities of civilian employment	27.9%
Q29. Changes to Army policy	26.9%

Note: Bolded items are top 10 “Extremely Important” reasons to leave the Army among Junior WOs but not Senior WOs.

Senior Warrant Officers (CW3-CW5)

Table 9 presents the top ten “Extremely Important” reasons for staying in and leaving the Army among Senior Warrant Officers. Unique top ten “Extremely Important” reasons to stay in the Army among Senior Warrant Officers, compared to Junior Warrant Officers, tended to be interpersonal in nature. “Level of trust those I work with have in my abilities”, for example, was an “Extremely Important” reason to stay among 28.4% of Senior Warrant Officer respondents. Additionally, “Feeling like part of a team” and “unit teamwork/camaraderie/morale” were identified as an “Extremely Important” reason to stay in the Army by 25.9% and 25.4% of Senior Warrant Officer respondents, respectively. Additionally, a smaller percentage of Senior Warrant Officers (32.8-41.3%) identified the top four reasons to leave the Army, compared to Junior Warrant Officers (37.9-46.2%).

Table 9. Top 10 Reasons to Stay/Leave among Senior Warrant Officers (n = 954)

Top 10 Reasons to STAY in the Army	
Q42. Opportunity to serve my country.	43.8%
Q06. How well my retirement pay or benefits will meet my future needs.	38.5%
Q07. My sense of purpose.	31.3%
Q49. The level of trust those I work with have in my abilities	28.4%
Q04. How well my pay or benefits meet my present needs	28.4%
Q18. Opportunities to use my skills and abilities.	28.1%
Q17. Amount of enjoyment or fulfillment from my job	27.3%
Q05. How well my pay or benefits meet my financial goals	26.2%
Q15. Feeling like part of a team.	25.9%
Q45. Unit teamwork/camaraderie/morale.	25.4%
Top 10 Reasons to LEAVE the Army	
Q24. Effects of deployments on Family or personal relationships.	41.3%
Q11. Impact of military service on my Family’s well-being.	36.2%
Q23. The degree of stability or predictability of Army life.	33.2%
Q32. Impact of Army life on significant other’s career plans and goals.	32.8%
Q31. Impact of Army life on Family plans for children.	32.3%
Q28. Number or frequency of PCS moves	31.8%
Q29. Changes to Army policy	31.3%
Q14. Ability to influence or choose duty station.	29.5%
Q43. Perceived opportunities of civilian employment	27.6%
Q34. Work/life balance for my Family or personal life when not deployed.	26.1%

Note: Bolded items are top 10 “Extremely Important” reasons to leave the Army among Senior WOs but not Junior WOs.

Officers

This section examines retention sentiments among Company Grade Officers (O1 – O3) and Field Grade and General Officers (O4 and above). Notably, eight of the top ten “Extremely Important” reasons to stay in the Army identified were shared across the two officer groups. These included reasons related to the opportunity to serve one’s country, pay and benefits, sense of purpose, feeling like part of a team, and opportunities to train Soldiers. Similarly, eight of the top ten “Extremely Important” reasons to leave the Army were also shared across the two officer groups. The shared reasons to leave primarily centered around family and the stability and logistics of Army life.

Company Grade Officers

Among Company Grade Officers, the unique top ten “Extremely Important” reasons to stay in the Army, compared to more Field Grade and General Officers, related to opportunities for growth (Table 10). “Opportunity to further my education” was identified by 23.8% of Company Grade Officer respondents, and “Opportunities to improve my skills” was identified by 21.4%. Unique top ten “Extremely Important” reasons to leave the Army included “flexibility to pursue my goals,” which was identified by 26.4% of Company Grade Officer respondents, and “my morale,” which was identified as an “Extremely Important” reason to leave the Army by 25.1%.

Table 10. Top 10 Reasons to Stay/Leave among O1-O3 (n = 4,576)

Top 10 Reasons to STAY in the Army	
Q42. Opportunity to serve my country.	45.6%
Q20. Opportunities to lead or train Soldiers.	36.1%
Q06. How well my retirement pay or benefits will meet my future needs.	33.2%
Q04. How well my pay or benefits meet my present needs	30.2%
Q07. My sense of purpose.	29.3%
Q05. How well my pay or benefits meet my financial goals	26.7%
Q45. Unit teamwork/camaraderie/morale.	25.0%
Q38. Opportunity to further my education.	23.8%
Q15. Feeling like part of a team.	23.3%
Q19. Opportunities to improve my skills.	21.4%
Top 10 Reasons to LEAVE the Army	
Q23. The degree of stability or predictability of Army life.	41.4%
Q24. Effects of deployments on Family or personal relationships.	38.4%
Q11. Impact of military service on my Family’s well-being.	36.7%
Q32. Impact of Army life on significant other’s career plans and goals.	36.5%
Q34. Work/life balance for my Family or personal life when not deployed.	35.5%
Q31. Impact of Army life on Family plans for children.	34.7%
Q16. The flexibility to pursue my goals.	26.4%
Q28. Number or frequency of PCS moves	25.8%
Q14. Ability to influence or choose duty station.	25.3%
Q03. My morale.	25.1%

Note: Bolded items are top 10 “Extremely Important” reasons to leave among Company Grade Officers but not Field Grade and General Officers.

Field Grade and General Officers

Over one-third of Field Grade and General Officer respondents (34.0%) identified “amount of enjoyment or fulfillment from my job” as an “Extremely Important” reason to stay in the Army (Table 11). “The level of trust those I work with have in my abilities” was also identified as an “Extremely Important” reason to stay in the Army by 28.7% of Field Grade and General Officer respondents. Compared to Company Grade Officer respondents, unique top ten “Extremely Important” reasons to leave the Army among Field Grade and General Officers included “Changes to Army policy” (20.6%) and “Fairness of Army promotions” (20.0%).

Table 11. Top 10 Reasons to Stay/Leave among Field Grade and General Officers (n = 5,138)

Top 10 Reasons to STAY in the Army	
Q42. Opportunity to serve my country.	52.6%
Q06. How well my retirement pay or benefits will meet my future needs.	48.1%
Q07. My sense of purpose.	44.6%
Q20. Opportunities to lead or train Soldiers.	41.3%
Q15. Feeling like part of a team.	36.2%
Q45. Unit teamwork/camaraderie/morale.	35.1%
Q17. Amount of enjoyment or fulfillment from my job	34.0%
Q04. How well my pay or benefits meet my present needs	32.4%
Q05. How well my pay or benefits meet my financial goals	30.5%
Q49. The level of trust those I work with have in my abilities	28.7%
Top 10 Reasons to LEAVE the Army	
Q24. Effects of deployments on Family or personal relationships.	32.5%
Q11. Impact of military service on my Family’s well-being.	31.0%
Q32. Impact of Army life on significant other’s career plans and goals.	30.2%
Q31. Impact of Army life on Family plans for children.	28.9%
Q28. Number or frequency of PCS moves	28.3%
Q23. The degree of stability or predictability of Army life.	27.6%
Q34. Work/life balance for my Family or personal life when not deployed.	24.1%
Q29. Changes to Army policy	20.6%
Q52. Fairness of Army promotions.	20.0%
Q14. Ability to influence or choose duty station.	18.1%

Note: Bolded items are top 10 “Extremely Important” reasons to leave the Army among Field Grade and General Officers but not Company Grade Officers.

Redesigning DACES

During DACES Year 4, the Army completely redesigned the DACES survey to improve the survey experience for respondents by asking fewer, clearer questions, requiring less time to complete, and collecting more actionable feedback for Army Senior Leaders. The redesigned DACES 3.0 survey assesses satisfaction with Army life, childcare experiences (if applicable), the impact of Army service on family and work/life balance, sentiments regarding PCS cycles and OPTEMPO, commitment to the Army, and intentions regarding Army service. The Army began pilot testing the redesigned DACES 3.0 survey in January 2024. Over the last three months of DACES Year 4 (JAN through MAR 2024), 50% of Soldiers in each monthly birth month campaign were randomly assigned to receive the DACES 3.0 pilot survey, instead of the established DACES 2.2 survey. During this time, a total of 3,400 regular Army Soldiers completed the DACES 3.0 survey (completion rate: 6.4%). The completion rate for the established DACES 2.2 survey during this three-month period was 5.6%.

Satisfaction with Army Programs

Table 12 illustrates the type of information that will be available from DACES 3.0. Within this very small, preliminary pilot sample, over half of the respondents in nearly every paygrade group reported being “satisfied” or “very satisfied” with the Army programs for Soldiers. Satisfaction with Army programs for Soldiers was highest among Senior NCOs (E7-E9; 66.2% “satisfied” or “very satisfied”) and NCOs (E5-E6: 62.5% “satisfied” or “very satisfied”).

Table 12. Satisfaction with Army Programs, by Paygrade Group

Army programs for Soldiers (e.g., ACS, BOSS, USO)	E1-E4 (n=283)	E5-E6 (n=721)	E7-E9 (n=747)	W1-W2 (n=131)	W3-W5 (n=152)	O1-O3 (n=616)	O4-O10 (n=750)
1. Very dissatisfied	7.4%	5.4%	4.1%	3.1%	2.0%	3.6%	3.9%
2. Dissatisfied	7.8%	6.2%	5.9%	8.4%	5.3%	6.0%	7.7%
3. Neither satisfied, nor dissatisfied	30.7%	25.4%	23.8%	34.4%	38.8%	39.6%	41.5%
4. Satisfied	37.1%	43.4%	48.1%	41.2%	42.1%	36.5%	37.9%
5. Very satisfied	16.6%	19.1%	18.1%	11.5%	10.5%	14.1%	8.8%
Null	0.4%	0.4%	0.0%	1.5%	1.3%	0.2%	0.3%

Discussion

This report presents the top “Extremely Important” reasons to stay in and leave the Army identified during the fourth year of DACES survey collection. Responses are reported by paygrade, and comparisons are made both *across* paygrades (e.g., Junior Enlisted Soldiers and Junior Officers) and *within* paygrade groups (enlisted, warrant officer, and officer). In addition, efforts to redesign the DACES survey, along with preliminary pilot testing efforts, are described.

The Way Ahead

In the next year of DACES data collection, there are five major goals. The first goal is to

complete DACES 3.0 pilot testing and transition to exclusively administering the redesigned DACES 3.0 survey, since this survey was designed to capture the information that is most critical to Army leadership. The full transition to DACES 3.0 is scheduled to take place in July 2024. The second goal is to integrate DACES efforts, such as the Enhanced Commander dashboard and the annual report, across the Regular Army and Army Reserve to increase efficiencies and facilitate comparisons across Army components. The third goal will be to develop, pilot test, and transition to a new exit survey designed to capture critical end-of-service feedback from enlisted Soldiers and officers who have indicated they will be separating from the Army. The fourth goal will be to expand a service developed in Year 4 of designing and launching short, tailored pulse surveys designed to collect instant feedback from the force on topics of interest to Army Senior Leaders. The fifth goal is to increase participation amongst Army Soldiers, particularly underrepresented groups (e.g., Junior Enlisted Soldiers), both by working with Army leaders and organizations to continue to increase awareness about DACES and by making the DACES survey available through means outside of Army email (e.g., through a generic URL or QR code). Refining survey content, delivery and reporting is crucial to increasing understanding of the factors that drive Soldiers to leave or continue Army service.

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Appendix A: Division/CMF Composition Comparison

Table A1. DACES Sample and Regular Army Population, by Division/CMF

Division/CMF	Sample <i>n</i> (%)	Population %
ARSOF	750 (3.2%)	3.9%
Aviation	53 (0.2%)	0.5%
Civil Affairs	130 (0.6%)	0.2%
Infantry	25 (0.1%)	0.4%
Psychological Operations	147 (0.6%)	0.5%
Special Forces	354 (1.5%)	1.9%
Other	41 (0.2%)	0.3%
EXTERNAL RESOURCE	618 (2.7%)	0.8%
Chaplain	294 (1.3%)	0.3%
Judge Advocate General	324 (1.4%)	0.4%
HEALTH SERVICES	1764 (7.6%)	9.6%
Behavioral Sciences	58 (0.3%)	0.2%
Dental	33 (0.1%)	0.2%
Health Services	201 (0.9%)	0.5%
Laboratory Sciences	18 (0.1%)	0.1%
Medical	1007 (4.4%)	7.2%
Medical Service	58 (0.3%)	0.2%
Medical Specialist	148 (0.6%)	0.4%
Nurse	152 (0.7%)	0.7%
Preventative Medicine	42 (0.2%)	0.1%
Veterinary	47 (0.2%)	0.1%
IMMATERIAL (Immaterial and Special Reporting)	250 (1.1%)	1.8%
OPERATIONS	7078 (30.6%)	32.9%
Air Defense Artillery	549 (2.4%)	2.1%
Armor	896 (3.9%)	4.2%
Aviation	1574 (6.8%)	6.3%
Chemical	170 (0.7%)	0.3%
Corps of Engineers	579 (2.5%)	0.8%
Field Artillery	1093 (4.7%)	5.0%
Infantry	1929 (8.3%)	13.7%
Military Police	288 (1.2%)	0.5%

Division/CMF	Sample n (%)	Population %
OPERATIONS SUPPORT	6615 (28.6%)	22.3%
Academy Professor	29 (0.1%)	0.0%
Army Marketing	25 (0.1%)	0.0%
Chemical	237 (1.0%)	1.3%
Corps of Engineers	492 (2.1%)	3.5%
Cyber	419 (1.8%)	0.9%
Force Management	55 (0.2%)	0.1%
Foreign Area Officer	195 (0.8%)	0.3%
Information Network Engineering	159 (0.7%)	0.2%
Information Operations	70 (0.3%)	0.1%
Military Intelligence	2351 (10.2%)	5.8%
Military Police	412 (1.8%)	2.7%
Nuclear and Counter WMD	59 (0.3%)	0.1%
Operations Research / Systems Analysis	169 (0.7%)	0.1%
Public Affairs	149 (0.6%)	0.4%
Signal	1554 (6.7%)	6.5%
Simulation Operations	72 (0.3%)	0.1%
Space Operations	81 (0.4%)	0.1%
Strategic Plans and Policies	87 (0.4%)	0.1%
SUSTAINMENT	5959 (25.7%)	28.2%
Adjutant General - HR & Band	944 (4.1%)	3.2%
Adjutant General - Recruiting/Career Counseling	375 (1.6%)	1.0%
Ammunition, Mechanical, & Ordnance	1187 (5.1%)	8.8%
Army Acquisition	324 (1.4%)	0.4%
Finance & Comptroller	183 (0.8%)	0.5%
Judge Advocate General	112 (0.5%)	0.3%
Logistics	1047 (4.5%)	1.4%
Nuclear and Counter WMD	65 (0.3%)	0.3%
Quartermaster	1177 (5.1%)	8.5%
Transportation	545 (2.4%)	3.8%

Appendix B: DACES Responses, by Paygrade Group

Table B1. Extremely Important Reasons to STAY, by Paygrade

Question	E1-E4	E5-E6	E7-E9	W1-W2	W3-W5	O1-O3	O4-O10
Q03. My morale.	16.5%	17.1%	24.0%	18.5%	21.3%	15.6%	27.2%
Q04. How well my pay or benefits meet my present needs	17.9%	26.8%	31.9%	26.8%	28.4%	30.2%	32.4%
Q05. How well my pay or benefits meet my financial goals	15.4%	23.7%	28.0%	25.2%	26.2%	26.7%	30.5%
Q06. How well my retirement pay or benefits will meet my future needs.	22.3%	35.2%	40.9%	39.8%	38.5%	33.2%	48.1%
Q07. My sense of purpose.	21.1%	25.7%	32.3%	24.0%	31.3%	29.3%	44.6%
Q08. The amount of time I can take off	15.0%	18.8%	15.4%	15.4%	14.0%	12.2%	11.2%
Q09. Quality of healthcare.	26.7%	23.2%	24.6%	20.7%	19.7%	18.2%	19.3%
Q10. Availability or quality of housing.	15.0%	13.4%	11.9%	8.7%	8.6%	8.9%	7.0%
Q11. Impact of military service on my Family's well-being.	14.2%	18.0%	20.3%	14.5%	17.8%	13.1%	18.4%
Q12. The resources available to help care for my family	19.1%	24.3%	26.3%	20.3%	18.0%	15.7%	18.2%
Q13. Availability or quality of childcare.	11.6%	12.3%	9.8%	8.9%	6.5%	7.4%	5.8%
Q14. Ability to influence or choose duty station.	16.9%	19.1%	16.6%	17.9%	14.7%	14.0%	13.6%
Q15. Feeling like part of a team.	21.7%	21.9%	28.6%	19.5%	25.9%	23.3%	36.2%
Q16. The flexibility to pursue my goals.	20.0%	20.3%	19.2%	17.7%	16.9%	15.9%	18.4%
Q17. Amount of enjoyment or fulfillment from my job	17.7%	21.6%	29.0%	23.6%	27.3%	19.8%	34.0%
Q18. Opportunities to use my skills and abilities.	20.3%	23.2%	27.0%	24.7%	28.1%	18.8%	27.6%
Q19. Opportunities to improve my skills.	25.4%	26.8%	28.5%	27.4%	24.6%	21.4%	26.7%
Q20. Opportunities to lead or train Soldiers.	21.2%	35.4%	45.9%	22.4%	25.1%	36.1%	41.3%
Q21. Amount of decision-making authority or autonomy.	10.2%	15.9%	21.9%	17.6%	18.3%	16.2%	24.1%
Q22. Availability of tools or resources (hardware or software or facilities) to support my work.	13.0%	14.0%	14.5%	11.2%	11.6%	8.6%	8.4%
Q23. The degree of stability or predictability of Army life.	14.8%	15.3%	15.8%	11.8%	13.2%	9.4%	9.8%
Q24. Effects of deployments on Family or personal relationships.	6.0%	7.0%	7.9%	5.5%	5.7%	5.7%	5.9%
Q25. Reliability of communicating electronically with significant others during deployments.	8.8%	11.0%	10.7%	8.1%	8.4%	6.6%	7.3%
Q26. Ability to deal with personal issues during deployments.	6.9%	8.8%	8.8%	7.2%	5.3%	5.6%	5.4%
Q27. Number or frequency of deployments.	5.7%	8.8%	7.2%	4.7%	4.5%	4.8%	4.5%

Q28. Number or frequency of PCS moves	5.1%	8.3%	6.7%	4.8%	5.1%	4.4%	3.8%
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Note: Green shading indicates the top 10 “Extremely Important” reasons to stay in the Army within each paygrade group.

Q29. Changes to Army policy	5.5%	7.0%	5.4%	4.7%	3.2%	4.5%	3.7%
Q30. Changes to the Army’s overall mission	6.1%	7.1%	5.8%	5.7%	3.0%	4.4%	3.9%
Q31. Impact of Army life on Family plans for children.	7.0%	8.5%	8.6%	6.4%	5.5%	5.7%	5.9%
Q32. Impact of Army life on significant other’s career plans and goals.	7.8%	8.5%	7.9%	6.2%	5.0%	5.7%	5.1%
Q33. Significant other’s feelings about my decision to serve	10.0%	12.9%	13.6%	10.1%	10.6%	9.3%	12.3%
Q34. Work/life balance for my Family or personal life when not deployed.	10.4%	12.5%	11.4%	11.2%	8.8%	9.0%	9.4%
Q35. Physical demands of Army life.	12.6%	12.2%	9.4%	9.3%	4.3%	11.9%	7.7%
Q36. Emotional demands of Army life.	6.7%	7.3%	6.7%	4.9%	3.2%	5.0%	4.1%
Q37. Mental or cognitive demands of Army life.	8.0%	9.4%	7.9%	6.0%	4.3%	7.0%	6.7%
Q38. Opportunity to further my education.	34.9%	29.3%	26.6%	21.4%	18.2%	23.8%	21.5%
Q39. Opportunity to progress in my career field.	27.1%	25.3%	25.5%	26.4%	23.0%	20.9%	23.3%
Q40. Flexibility to change career fields.	18.7%	14.0%	9.4%	9.9%	5.3%	11.6%	9.2%
Q41. Recognition for my contributions.	13.2%	12.1%	10.4%	8.4%	7.5%	8.3%	8.9%
Q42. Opportunity to serve my country.	36.6%	42.5%	47.0%	38.7%	43.8%	45.6%	52.6%
Q43. Perceived opportunities of civilian employment	22.5%	20.2%	15.1%	15.7%	9.6%	11.3%	8.7%
Q44. My emotional attachment to the Army.	11.9%	19.4%	25.3%	14.6%	21.2%	18.2%	28.0%
Q45. Unit teamwork/camaraderie/morale.	20.7%	21.9%	29.8%	19.3%	25.4%	25.0%	35.1%
Q46. Technical or tactical competence of my chain of command.	13.2%	13.4%	15.6%	9.9%	12.2%	10.9%	13.2%
Q47. Supportiveness of my current chain of command.	20.1%	21.7%	24.5%	18.7%	22.7%	20.6%	24.6%
Q48. Quality of the officers I currently work with.	21.3%	18.0%	16.5%	14.8%	17.3%	15.5%	23.3%
Q49. The level of trust those I work with have in my abilities	21.5%	25.3%	27.9%	22.3%	28.4%	21.3%	28.7%
Q50. Availability of assignments to key developmental positions.	11.3%	14.0%	15.6%	12.7%	11.6%	11.9%	14.8%
Q51. Availability or timeliness of Army promotion opportunities.	10.8%	12.9%	14.0%	13.1%	12.9%	11.1%	12.9%
Q52. Fairness of Army promotions.	10.6%	12.1%	13.7%	13.0%	11.9%	9.8%	12.3%
Q53. The consistency of the professional organizational climate with Army ethics and values.	11.0%	12.6%	16.5%	9.9%	11.3%	10.5%	15.8%
Q54. The level of fairness in “Adverse actions” (for example, reprimand, UCMJ, or non-judicial punishment) administered to others.	10.3%	10.9%	13.2%	8.1%	8.2%	8.6%	10.6%
Q55. Treatment based on race, color, national origin, religion, sex, sexual orientation, age, disability, genetic information, or pregnancy in my workplace	19.7%	20.9%	23.6%	17.5%	17.0%	17.1%	18.1%
Q56. Concerns of Sexual Assault or Sexual Harassment.	15.3%	18.6%	19.8%	15.4%	12.8%	12.6%	13.9%
Q57. Brigade Commander or higher leaders’ handling of concerns about discrimination.	15.7%	16.6%	18.9%	13.1%	12.7%	11.8%	14.6%
Q58. Policies and programs that promote diversity in the workplace (for example, recruiting	14.6%	15.6%	16.8%	13.3%	11.2%	10.5%	11.1%

minorities and women, training in awareness of diversity issues, or mentoring).							
Q59. The mentorship I receive from my unit or organizational leadership	18.6%	16.3%	15.8%	10.3%	10.0%	13.8%	13.4%

Note: Green shading indicates the top 10 “Extremely Important” reasons to stay in the Army within each paygrade group.

Table B2. Extremely Important Reasons to LEAVE, by Paygrade

Question	E1-E4	E5-E6	E7-E9	W1-W2	W3-W5	O1-O3	O4-O10
Q03. My morale.	28.0%	25.0%	20.6%	26.5%	23.4%	25.1%	14.8%
Q04. How well my pay or benefits meet my present needs	22.6%	16.4%	11.1%	16.8%	12.3%	6.6%	4.7%
Q05. How well my pay or benefits meet my financial goals	28.2%	19.6%	12.9%	17.2%	15.8%	10.0%	5.9%
Q06. How well my retirement pay or benefits will meet my future needs.	12.0%	9.0%	8.7%	7.2%	10.2%	5.6%	4.2%
Q07. My sense of purpose.	19.8%	16.1%	12.6%	14.4%	14.2%	17.7%	8.2%
Q08. The amount of time I can take off	14.8%	13.4%	11.1%	12.5%	12.2%	14.2%	7.4%
Q09. Quality of healthcare.	13.8%	15.8%	11.4%	14.2%	9.4%	11.1%	7.1%
Q10. Availability or quality of housing.	23.1%	22.3%	16.8%	19.8%	13.9%	13.3%	12.0%
Q11. Impact of military service on my Family’s well-being.	25.0%	28.4%	30.2%	39.4%	36.2%	36.7%	31.0%
Q12. The resources available to help care for my family	10.6%	11.8%	11.2%	13.0%	11.2%	10.8%	10.6%
Q13. Availability or quality of childcare.	12.0%	16.9%	16.6%	15.4%	12.2%	15.1%	13.4%
Q14. Ability to influence or choose duty station.	22.1%	25.8%	27.4%	28.3%	29.5%	25.3%	18.1%
Q15. Feeling like part of a team.	14.6%	13.0%	8.8%	10.4%	8.4%	9.2%	5.4%
Q16. The flexibility to pursue my goals.	25.7%	21.9%	18.1%	19.4%	17.9%	26.4%	13.4%
Q17. Amount of enjoyment or fulfillment from my job	25.2%	19.3%	15.0%	15.0%	15.8%	22.6%	10.8%
Q18. Opportunities to use my skills and abilities.	19.6%	17.2%	12.5%	12.3%	11.7%	18.3%	8.5%
Q19. Opportunities to improve my skills.	16.5%	15.8%	11.1%	11.6%	10.6%	14.9%	6.7%
Q20. Opportunities to lead or train Soldiers.	12.1%	7.8%	5.2%	5.8%	4.1%	5.2%	3.6%
Q21. Amount of decision-making authority or autonomy.	23.8%	17.7%	13.0%	13.9%	11.6%	15.6%	8.6%
Q22. Availability of tools or resources (hardware or software or facilities) to support my work.	15.9%	17.5%	12.2%	20.3%	15.1%	14.6%	8.7%
Q23. The degree of stability or predictability of Army life.	29.4%	30.0%	29.2%	40.8%	33.2%	41.4%	27.6%
Q24. Effects of deployments on Family or personal relationships.	28.8%	29.3%	32.5%	46.2%	41.3%	38.4%	32.5%
Q25. Reliability of communicating electronically with significant others during deployments.	14.4%	11.3%	7.8%	9.8%	7.0%	9.9%	4.4%
Q26. Ability to deal with personal issues during deployments.	20.7%	17.9%	15.0%	20.3%	16.8%	16.1%	10.3%
Q27. Number or frequency of deployments.	12.6%	13.6%	14.1%	22.9%	22.3%	16.6%	12.4%
Q28. Number or frequency of PCS moves	12.0%	16.6%	21.8%	30.2%	31.8%	25.8%	28.3%

Q29. Changes to Army policy	15.1%	22.5%	31.0%	26.9%	31.3%	16.3%	20.6%
Q30. Changes to the Army's overall mission	12.8%	16.6%	19.2%	18.6%	18.6%	14.8%	10.9%
Note: Red shading indicates the top 10 "Extremely Important" reasons to leave the Army within each paygrade group.							
Q31. Impact of Army life on Family plans for children.	21.5%	27.1%	30.5%	37.9%	32.3%	34.7%	28.9%
Q32. Impact of Army life on significant other's career plans and goals.	24.8%	28.5%	30.6%	35.5%	32.8%	36.5%	30.2%
Q33. Significant other's feelings about my decision to serve	12.3%	12.7%	11.2%	14.2%	13.6%	14.2%	12.1%
Q34. Work/life balance for my Family or personal life when not deployed.	25.8%	27.7%	26.4%	29.7%	26.1%	35.5%	24.1%
Q35. Physical demands of Army life.	16.0%	12.6%	13.3%	11.8%	14.2%	9.2%	8.0%
Q36. Emotional demands of Army life.	29.6%	24.1%	22.6%	25.2%	24.0%	21.6%	14.7%
Q37. Mental or cognitive demands of Army life.	27.3%	22.8%	21.4%	22.7%	21.1%	18.7%	11.8%
Q38. Opportunity to further my education.	12.1%	11.9%	8.1%	9.0%	8.4%	10.8%	4.3%
Q39. Opportunity to progress in my career field.	18.3%	20.8%	15.3%	11.3%	12.2%	14.6%	10.9%
Q40. Flexibility to change career fields.	16.7%	22.9%	20.7%	17.2%	17.5%	19.6%	12.0%
Q41. Recognition for my contributions.	29.3%	26.1%	16.8%	17.0%	13.7%	18.7%	9.5%
Q42. Opportunity to serve my country.	5.6%	5.5%	3.6%	4.3%	2.7%	3.0%	1.7%
Q43. Perceived opportunities of civilian employment	22.4%	21.2%	17.6%	27.9%	27.6%	25.0%	17.5%
Q44. My emotional attachment to the Army.	17.7%	11.0%	8.1%	11.9%	7.7%	8.6%	4.4%
Q45. Unit teamwork/camaraderie/morale.	17.0%	11.7%	6.8%	8.7%	7.0%	6.4%	3.7%
Q46. Technical or tactical competence of my chain of command.	22.0%	20.0%	14.1%	21.1%	13.6%	14.4%	7.3%
Q47. Supportiveness of my current chain of command.	17.9%	16.8%	11.6%	15.3%	10.2%	12.3%	7.3%
Q48. Quality of the officers I currently work with.	11.9%	15.5%	14.4%	14.1%	11.1%	12.5%	4.6%
Q49. The level of trust those I work with have in my abilities	12.4%	9.8%	7.2%	6.4%	6.5%	6.1%	4.0%
Q50. Availability of assignments to key developmental positions.	15.2%	20.1%	18.7%	13.1%	15.9%	13.6%	10.3%
Q51. Availability or timeliness of Army promotion opportunities.	20.9%	25.5%	23.6%	12.9%	15.0%	11.8%	13.9%
Q52. Fairness of Army promotions.	27.4%	32.7%	27.7%	15.6%	16.8%	17.4%	20.0%
Q53. The consistency of the professional organizational climate with Army ethics and values.	20.8%	20.3%	15.9%	16.9%	14.0%	16.4%	11.3%
Q54. The level of fairness in "Adverse actions" (for example, reprimand, UCMJ, or non-judicial punishment) administered to others.	22.3%	23.3%	16.5%	15.9%	13.8%	13.5%	8.3%
Q55. Treatment based on race, color, national origin, religion, sex, sexual orientation, age, disability, genetic information, or pregnancy in my workplace	12.2%	12.2%	11.0%	8.8%	8.9%	8.4%	7.9%
Q56. Concerns of Sexual Assault or Sexual Harassment.	10.4%	9.3%	6.6%	4.7%	5.3%	6.4%	3.7%
Q57. Brigade Commander or higher leaders' handling of concerns about discrimination.	6.8%	8.0%	8.1%	6.6%	6.7%	6.7%	5.3%
Q58. Policies and programs that promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, or mentoring).	9.5%	11.9%	13.2%	14.0%	15.6%	11.0%	12.4%

Q59. The mentorship I receive from my unit or organizational leadership	16.0%	17.4%	15.5%	15.7%	10.1%	13.7%	10.1%
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Note: Red shading indicates the top 10 “Extremely Important” reasons to leave the Army within each paygrade group.