

The Millennial Challenge



Evaluating the Assimilation of Millennials into the Army Officer Corps

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Duke University, AY 2018

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Agenda



- Research question
- Millennial characteristics
- Army officer characteristics
- Survey development and methodology
- Survey results
- Research findings and recommendations

Research Question



What are the trends the millennial officers are showing in their service and can the Army learn from the millennial perspective?

- a. What are the characteristics of the millennials?
- b. How is the U.S. Army officer corps changing its institutional and cultural behaviors to best assimilate the millennial generation?
- c. Is the Army officer corps retaining enough quality officers to lead our tactical formations in the future?
- d. Should there be concern in the development of future Battalion and Brigade commanders?

Millennials



Who are these Millennials?



Millennials

Who are these Millennials?



Who are these Millennials?



Millennials

Who are these Millennials?



Millennials



What are some of the characteristics of the Millennial generation?

1980-1995 23-38 years old Largest generation² Highly educated In Debt

Constantly connected Non-conformist Team oriented Diverse

Multi-taskers Work-life balance Philanthropists

Require immediate compensation/appreciation Inclusive Demand mentorship and development

Millennials



How can describe millennials professionally?

- Purpose driven -- for the greater good
- Professional development is key to work happiness
 - Training
 - Education
 - Mentorship
 - Career progression
- Organization's culture is key
- Integrated work and life experiences

U.S. Army Officer Corps



Doctrine 2015 Overview

UNCLASSIFIED

Army Doctrine Publications (ADP)

[15 ADPs]

Fundamental principles



Army Doctrine Reference Publications (ADRP)

[1 per ADP]

Detailed information on fundamentals



Field Manuals (FM)

[50 FMs]

Tactics and Procedures

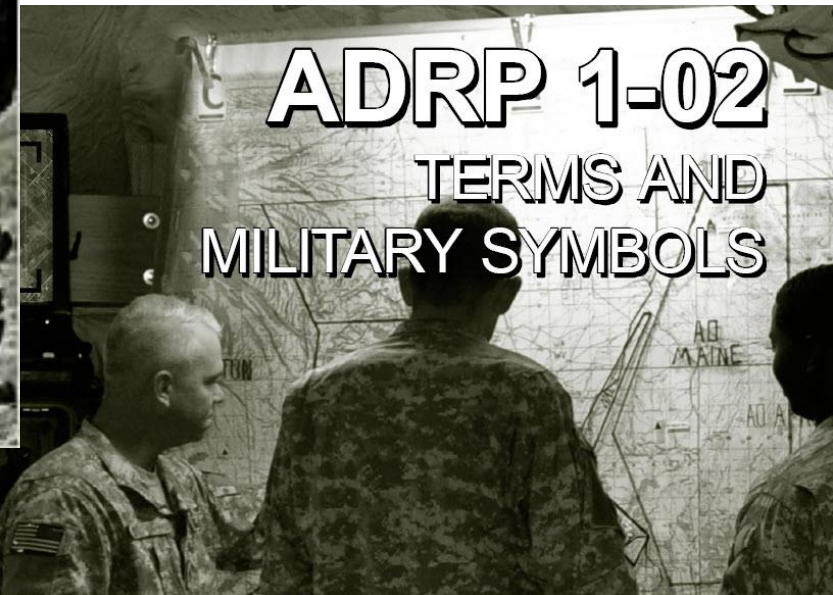


Army Techniques Pubs (ATP)

Authenticated version on APD Input through wiki version



APD Website: <http://armypubs.army.mil/doctrine/index.html>
 MilWiki Website: <https://www.milsuite.mil/wiki/Portal:Army Doctrine>



U.S. Army Officer Corps



Army standardizes 'thinking outside the box' procedures

The new *Army Doctrinal Publication 9-0: Thinking Outside the Box* codifies time-tested methods for thinking unconventionally in “the proper Army fashion,” officials said.

“The goal was to have a single, fixed way of thinking outside the box so we can make sure everyone is doing it right,” said Chief of Staff of the Army Gen. Mark Milley. “Now I’m confident that all of our soldiers will think outside the box in accordance with Army regulations.”

U.S. Army Officer Corps



Insert pictures of Army officer work-life balance

U.S. Army Officer Corps



U.S. Army Officer Corps



Army Officer Corps characteristics selected for comparison

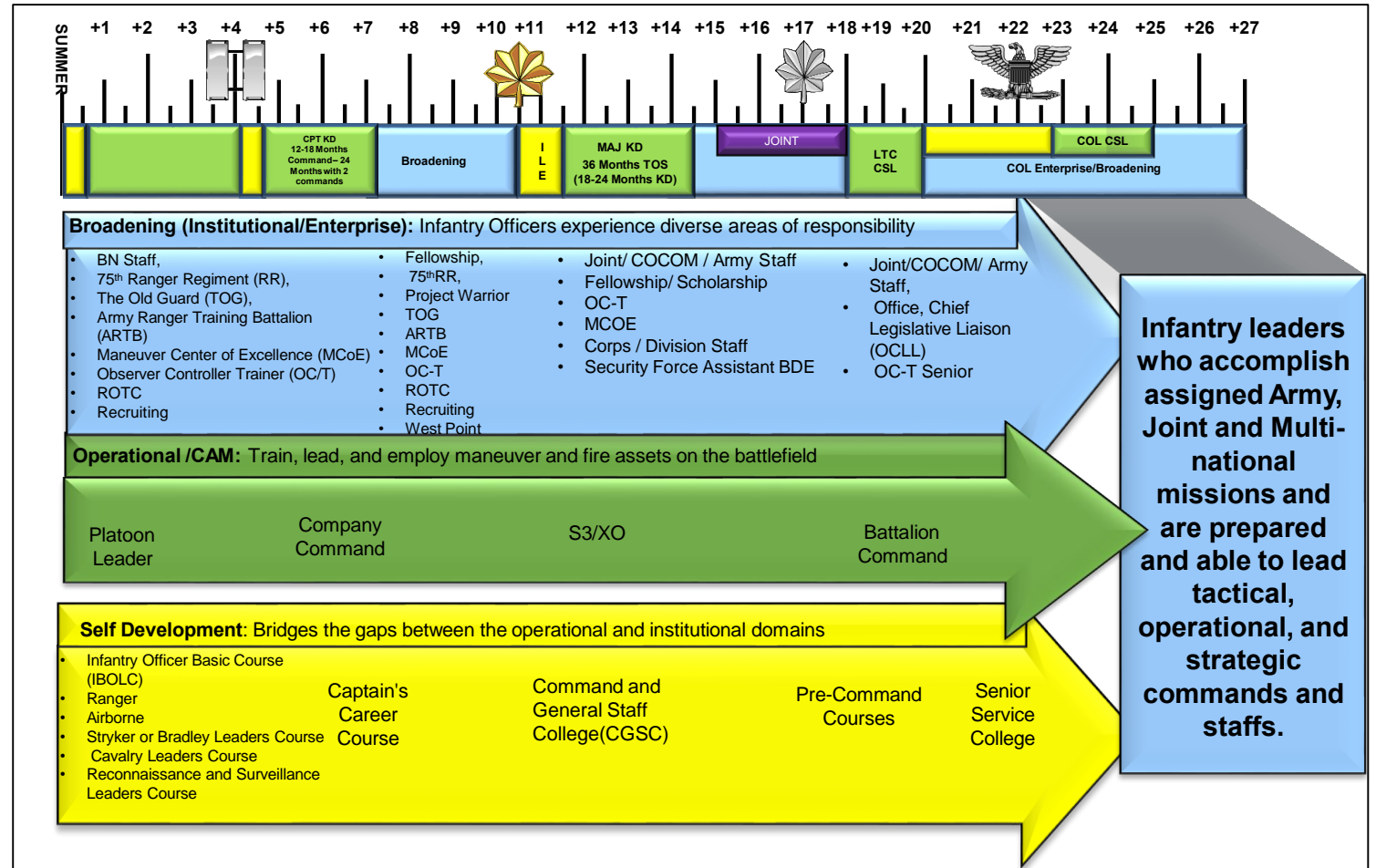
- Size: ~87,000 officers (~ 79,000 millennials) #79 on Fortune 500 list

- **Talent Management**

- Career path
- Training and development
- Evaluations
- Mentorship

- Compensation

- Culture



U.S. Army Officer Corps



Army Officer Corps characteristics selected for comparison

- Size: ~87,000 officers (~ 79,000 millennials) #79 on Fortune 500 list

- Talent Management
 - Career path
 - Training and development
 - Evaluations**
 - Mentorship

- Compensation

- Culture

COMPANY GRADE PLATE (O1 - O3; WO1 - CW2) OFFICER EVALUATION REPORT				See Privacy Act Statement in AR 623-3.	
PART I - ADMINISTRATIVE (Rated Officer) a. NAME (Last, First, Middle Initial) SOLO, BENJAMIN Kylo REN b. SSN 327-1138 c. RANK KGHT d. DATE OF RANK (YYYYMMDD) e. BRANCH DS f. COMPONENT (Status Code) g. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND HQ, STARKILLER BASE, FIRST ORDER h. UIC WSWTFA i. REASON FOR SUBMISSION 02 [Annual] j. PERIOD COVERED FROM (YYYYMMDD) 3410101 THRU (YYYYMMDD) 3412131 k. RATED MONTHS 12 l. NON RATED CODES m. NO. OF ENCLOSURES n. RATED OFFICER'S EMAIL ADDRESS (gov or mil) BEN.SOLO@FIRSTORDER.MIL					
PART II - AUTHENTICATION (Rated officer's signature verifies officer has seen completed CER Parts I-VII and the administrative data is correct) a1. NAME OF RATER (Last, First, Middle Initial) SNOKE a2. SSN 55375005 a3. RANK SPLD a4. POSITION SUPREME LEADER a5. EMAIL ADDRESS (gov or mil) SUPREME.L.SNOKE@FIRSTORDER.MIL a6. SIGNATURE a7. DATE (YYYYMMDD) b1. NAME OF INTERMEDIATE RATER (Last, First, Middle Initial) b2. SSN (Optional) b3. RANK b4. POSITION b5. EMAIL ADDRESS (gov or mil) b6. SIGNATURE b7. DATE (YYYYMMDD) c1. NAME OF SENIOR RATER (Last, First, Middle Initial) PROPOSED: VALDER, DARTH (FORCE GHOST) c2. SSN XXXXXXXX c3. RANK LRD c4. POSITION GRANDFATHER c5. SENIOR RATER'S ORGANIZATION GALACTIC EMPIRE c6. BRANCH STH c7. COMPONENT c8. SENIOR RATER PHONE NUMBER XXX-XXX-XXXX c9. EMAIL ADDRESS (gov or mil) ANI.SKYWALKER@GALACTICEMPIRE.MIL c10. SIGNATURE c11. DATE (YYYYMMDD) d. This is a referred report, do you wish to make comments? <input type="checkbox"/> Referred <input type="checkbox"/> Yes, comments are attached <input type="checkbox"/> No f1. Supplementary Review Required? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No f2. NAME OF REVIEWER (Last, First, Middle Initial) f3. RANK f4. POSITION f5. Comments Enclosed <input type="checkbox"/> Yes <input type="checkbox"/> No f6. SIGNATURE f7. DATE (YYYYMMDD) f8. MSAP Date (YYYYMMDD)					
PART III - DUTY DESCRIPTION a. PRINCIPAL DUTY TITLE KNIGHT OF REN/FIRST ORDER COMMANDER b. POSITION AOC/BRANCH DS c. SIGNIFICANT DUTIES AND RESPONSIBILITIES Knight of Ren and Commander for the First Order military ground and naval forces deployable galaxy wide in support of contingency operations or war. Responsible for search operations, anti-Resistance engagements, prisoner interrogations, and the explicit welfare of (read: order not to kill) numerous Stormtroopers. Plans and conducts high value target and asset recovery missions. Utilizes Force powers as needed.					
PART IV - PERFORMANCE EVALUATION - PROFESSIONALISM, COMPETENCIES, AND ATTRIBUTES (Rater) a. APFT Pass/Fail/Profile: PASS Date: 34101015 Height: 75 Weight: 185 Within Standard? YES Comments required for "Failed" APFT, or "Profile" when it precludes performance of duty, and "No" for Army Weight Standards? b. This Officer's overall Performance is Rated as: (Select one box representing Rated Officer's overall performance compared to others of the same grade whom you have rated in your career. Managed at less than 50% in EXCELS.) I currently rate 2 Army Officers in this grade. A completed DA Form 67-10-1A was received with this report and considered in my evaluation and review: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No (explain in comments below) EXCELS (45%) <input type="checkbox"/> PROFICIENT <input checked="" type="checkbox"/> CAPABLE <input type="checkbox"/> UNSATISFACTORY <input type="checkbox"/> Comments: Kylo Ren is the best Dark Side apprentice in the First Order and one of the top two Force-sensitive apprentices I have served with since before the Galactic Empire was formed. Exceptionally talented in the ways of the Force, Kylo shows tremendous promise. Bring me Kylo Ren. It's time to complete his training.					

COMPANY GRADE PLATE (O1 - O3; WO1 - CW2) OFFICER EVALUATION REPORT				See Privacy Act Statement in AR 623-3.	
PART V - INTERMEDIATE RATER NAME: Kylo REN SSN 327-1138 PERIOD COVERED: FROM (YYYYMMDD) 3410101 THRU (YYYYMMDD) 3412131 c. 1) Character: (Adherence to Army Values, Empathy, and Warrior Ethos/Service Ethos and Discipline. Fully supports SHARP, EO, and EEO.) Kylo exhibits unparalleled loyalty to the Dark Side and is unquestionably committed to his duties as my apprentice. He demonstrates keen empathy by seeing others' views and concerns after forcefully tearing them from their minds. While Kylo did relentlessly enforce discipline within his organization and ruthlessly pursue a traitor among the Stormtrooper corps, he ultimately failed to capture or kill FN-2187. c. 2) Presence: (Military and Professional Bearing, Fitness, Confidence, Resilient) Clearly a model of professional appearance, Kylo sets the example for his troopers by maintaining an impeccable mask, hood, and cloak uniform. He exemplified resiliency by immediately engaging in close combat so soon after the death of his father and while injured. Kylo needs to work on his confidence as I have personally witnessed him blubbering like a baby to a gross melted blob of plastic. c. 3) Intellect: (Mental Agility, Sound Judgment, Innovation, Interpersonal Tact, Expertise) Kylo's mental agility is unmatched—he can stop blaster beams mid-flight with the Force! While he is a confident decision maker, Kylo's choices led to the First Order failing to obtain the map that would lead us to Luke Skywalker. c. 4) Leads: (Leads Others, Builds Trust, Extends Influence beyond the Chain of Command, Leads by Example, Communicates) Kylo inspires his subordinates to achieve and then exceed the highest standards by encouraging and guiding them to mission accomplishment via rational persuasion (and the desire to not be Force choked). A technically and tactically proficient leader, Kylo served as an ambassador for the First Order, bringing its positive influence to places like Jakku and Takodana. c. 5) Develops: (Creates a positive command/workplace environment/Fosters Spirit de Corps, Prepares Self, Develops Others, Showcases the Profession) Kylo actively sought to improve his Dark Side training, culminating in the brutal killing of a close family member. Additionally, he offered to help develop the force skills of a troubled young woman. Kylo must work on establishing a more positive command climate in which he does not use his lightsaber to destroy thousands of credits worth of First Order property. c. 6) Achieves: (Gets Results) Kylo successfully completed a number of high profile missions, including the recovery of HVTs Poe Dameron and "Rey" (granted they both escaped on his watch). He removed barriers to success (with his lightsaber) and rewarded his subordinates with awards like shiny armor and their lives. Kylo needs to work on accepting constructive feedback—perhaps a rotation serving as a radar technician.					
PART VI - SENIOR RATER a. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA) <input checked="" type="checkbox"/> MOST QUALIFIED (limited to 45%) <input type="checkbox"/> HIGHLY QUALIFIED <input type="checkbox"/> QUALIFIED <input type="checkbox"/> NOT QUALIFIED b. I currently senior rate 1 Army Officers in this grade. c. COMMENTS ON POTENTIAL: PROPOSED COMMENTS: Kylo Ren is the single best and most valuable master of the Dark Side of the Force, second only to me. If I was still alive, I would let him wear my mask. I am immeasurably proud of my grandson, and I know he will complete what I started. Promote to the highest rank possible and complete his training immediately! Future Supreme Leader of the Universe! Absolutely unlimited potential! d. List 3 future SUCCESSION assignments for which this Officer is best suited: PROPOSED: Hux's Boss, Darth Vader II, Supreme Leader					

U.S. Army Officer Corps



Army Officer Corps characteristics selected for comparison

- Size: ~87,000 officers (~ 79,000 millennials) #79 on Fortune 500 list
- Talent Management
 - Career path
 - Training and development
 - Evaluations
 - Mentorship

• Compensation

• Culture

FY18 NDAA 2.4% increase																						
MONTHLY BASIC PAY TABLE																						
EFFECTIVE 1 JANUARY 2018																						
PAY GRADE	YEARS OF SERVICE																					
	<2	2	3	4	6	8	10	12	14	16	18	20	22	24	26	28	30	32	34	36	38	40
COMMISSIONED OFFICERS																						
O-10	-	-	-	-	-	-	-	-	-	-	-	15,800.10	15,800.10	15,800.10	15,800.10	15,800.10	15,800.10	15,800.10	15,800.10	15,800.10	15,800.10	15,800.10
O-9	-	-	-	-	-	-	-	-	-	-	-	14,696.40	14,908.80	15,214.50	15,747.60	15,747.60	15,800.10	15,800.10	15,800.10	15,800.10	15,800.10	15,800.10
O-8	10,398.60	10,739.40	10,965.60	11,028.60	11,310.90	11,781.90	11,891.40	12,339.00	12,467.40	12,852.90	13,410.90	13,925.10	14,268.30	14,268.30	14,268.30	14,268.30	14,625.60	14,625.60	14,991.00	14,991.00	14,991.00	14,991.00
O-7	8,640.60	9,041.70	9,227.70	9,375.30	9,642.60	9,906.90	10,212.30	10,516.80	10,822.20	11,781.90	12,591.90	12,591.90	12,591.90	12,591.90	12,656.40	12,656.40	12,909.60	12,909.60	12,909.60	12,909.60	12,909.60	12,909.60
O-6	6,552.30	7,198.50	7,671.00	7,671.00	7,700.40	8,030.40	8,073.90	8,073.90	8,532.60	9,343.80	9,819.90	10,295.70	10,566.60	10,841.10	11,372.40	11,372.40	11,599.80	11,599.80	11,599.80	11,599.80	11,599.80	11,599.80
O-5	5,462.40	6,153.60	6,579.00	6,659.40	6,925.50	7,084.20	7,434.00	7,690.80	8,022.30	8,529.60	8,770.50	9,009.30	9,280.20	9,280.20	9,280.20	9,280.20	9,280.20	9,280.20	9,280.20	9,280.20	9,280.20	9,280.20
O-4	4,713.00	5,455.50	5,820.00	5,900.70	6,238.50	6,601.20	7,052.70	7,403.70	7,647.60	7,788.00	7,869.30	7,869.30	7,869.30	7,869.30	7,869.30	7,869.30	7,869.30	7,869.30	7,869.30	7,869.30	7,869.30	7,869.30
O-3	4,143.90	4,697.10	5,069.70	5,527.80	5,793.00	6,083.40	6,271.20	6,580.20	6,741.60	6,741.60	6,741.60	6,741.60	6,741.60	6,741.60	6,741.60	6,741.60	6,741.60	6,741.60	6,741.60	6,741.60	6,741.60	6,741.60
O-2	3,580.50	4,077.90	4,696.20	4,854.90	4,955.10	4,955.10	4,955.10	4,955.10	4,955.10	4,955.10	4,955.10	4,955.10	4,955.10	4,955.10	4,955.10	4,955.10	4,955.10	4,955.10	4,955.10	4,955.10	4,955.10	4,955.10
O-1	3,107.70	3,234.90	3,910.20	3,910.20	3,910.20	3,910.20	3,910.20	3,910.20	3,910.20	3,910.20	3,910.20	3,910.20	3,910.20	3,910.20	3,910.20	3,910.20	3,910.20	3,910.20	3,910.20	3,910.20	3,910.20	3,910.20

Relative
Military
Compensation

Initial entry = \$55k

6-year CPT = \$93k

20-year LTC= \$135k

U.S. Army Officer Corps



THE COMMISSIONED OFFICER AND THE WARRANT OFFICER OATH OF OFFICE

I (insert name), having been appointed a (insert rank) in the U.S. Army under the conditions indicated in this document, do accept such appointment and do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic, that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office on which I am about to enter, so help me God.

ARMY VALUES

LOYALTY: BEAR TRUE FAITH AND ALLEGIANCE TO THE U.S. CONSTITUTION, THE ARMY, YOUR UNIT, AND OTHER SOLDIERS.

DUTY: FULFILL YOUR OBLIGATIONS.

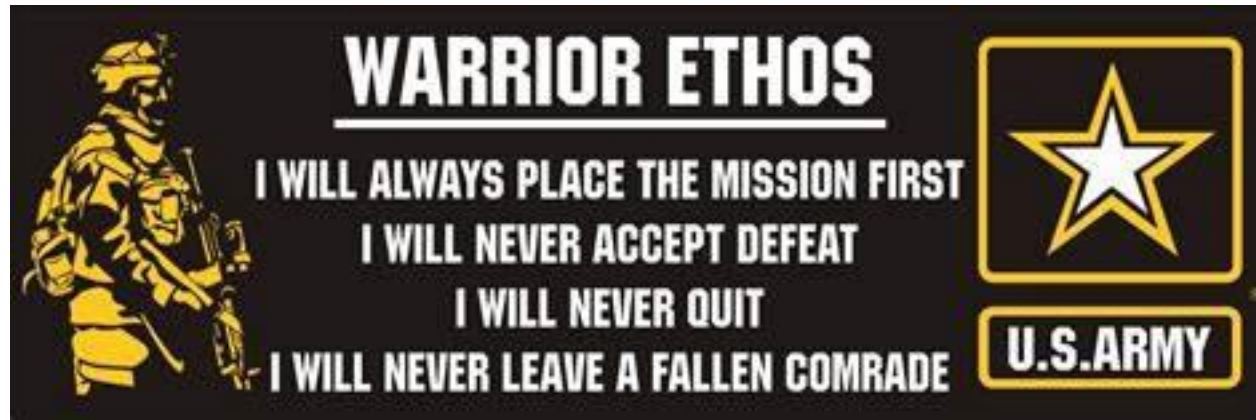
RESPECT: TREAT PEOPLE AS THEY SHOULD BE TREATED.

SELFLESS-SERVICE: PUT THE WELFARE OF THE NATION, THE ARMY, AND YOUR SUBORDINATES BEFORE YOUR OWN.

HONOR: LIVE UP TO ALL THE ARMY VALUES.

INTEGRITY: DO WHAT'S RIGHT, LEGALLY AND MORALLY.

PERSONAL COURAGE: FACE FEAR, DANGER, OR ADVERSITY (PHYSICAL OR MORAL).



Methodology



What do I need to answer the research question(s)?

- Why did the millennial officers join?
- What is their opinion of the Army's Talent Management practices
 - Overall assessment
 - The value the Army places on evaluations
 - Their opinion of what is assessed
 - Understanding of the structure career path
 - Professional and civilian education opportunities
 - Operational/assignment opportunities
 - Mentorship
- Do they expect to remain in their current branch/functional area
- Opinion of Army compensation
- Inclusivity
- Work-life balance
- Their desire to conform to some of the Army customs, traditions, etc....

Survey specifics

20 focus area questions

6 demographic questions

Anonymous

Many different types of units

Google docs

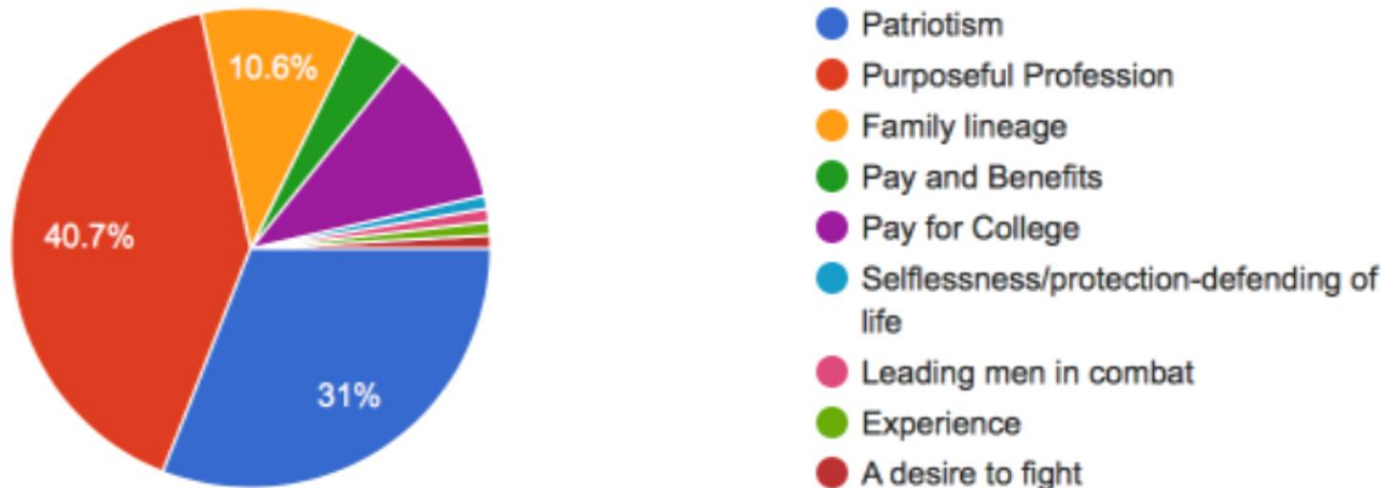
- Demographics: Age, rank, branch, commissioning source, expected length of service
- Are their overall expectations being met

Survey Responses



What was your leading desire to become a US Army Officer?

113 responses



Analysis

75% = Purposeful, patriotic or like response

10% = Compensation – most of these respondents state they will not retire from Army

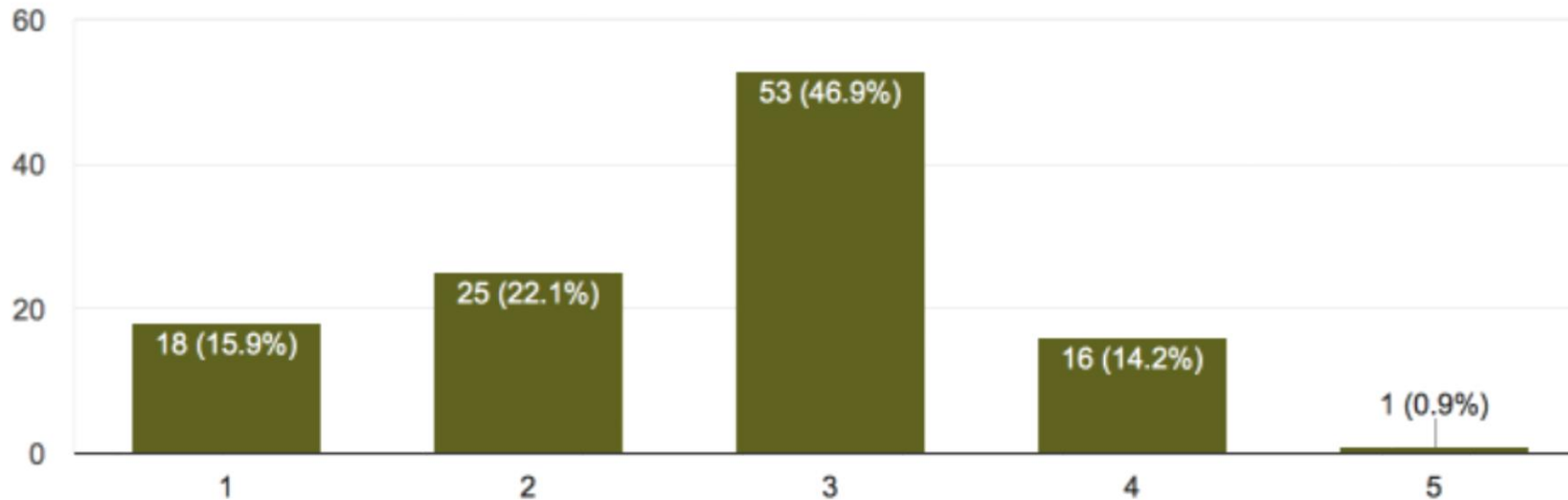
10% Family lineage - Survey fell short to see if family lineage is a big factor, no demographic question

Survey Responses



What is your opinion of the Army officer corps' ability to manage talent?

113 responses



Analysis

Trend is neutral to very dissatisfied

Of the 17 satisfied – most indicate they are staying in past company command

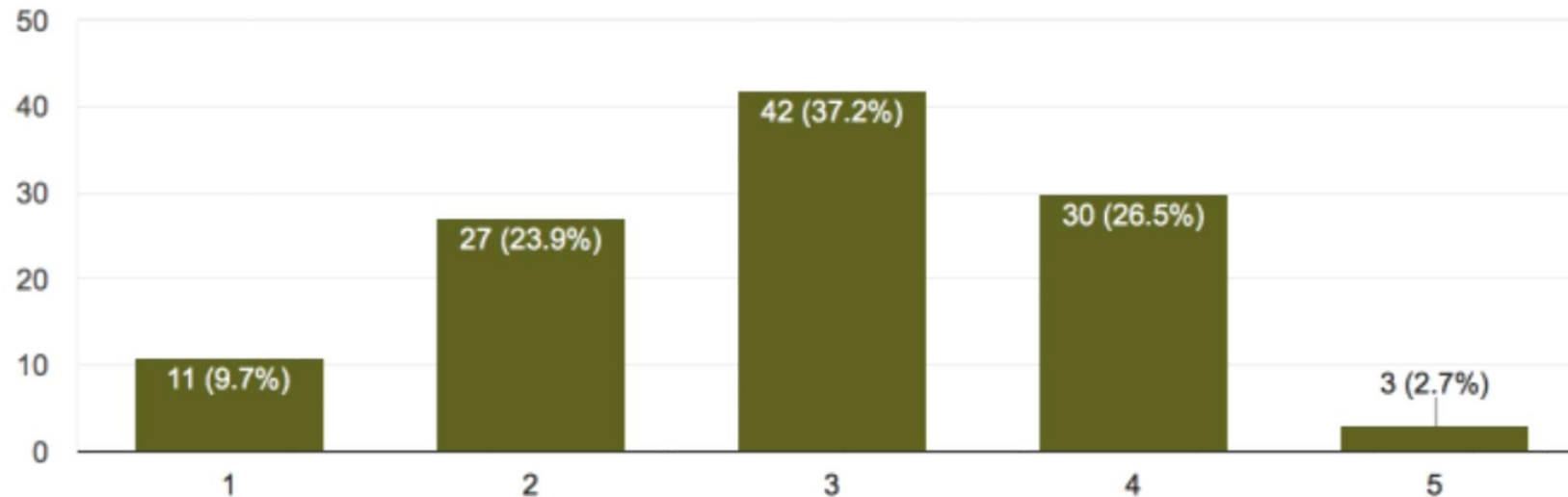
Must be a focus for the institution to inform/educate the officers on the methodology

Survey Responses



What is your opinion of the current Officer Evaluation Report (OER), DA Form 69-10, as the best tool used to determine an officer's promotion and command potential?

113 responses



Analysis

70% to neutral to dissatisfied

Likelihood of officer remaining in past company command increased the more satisfied they were

My initial thought would be it is experience but actually counter with:

1 x MAJ = 1

2 x MAJ = 3

Survey Responses



What is your opinion that the attribute "Character" is an acceptable evaluation criteria of an army officer?

113 responses What is your opinion that the attribute "Presence" is an acceptable evaluation criteria of an army officer?

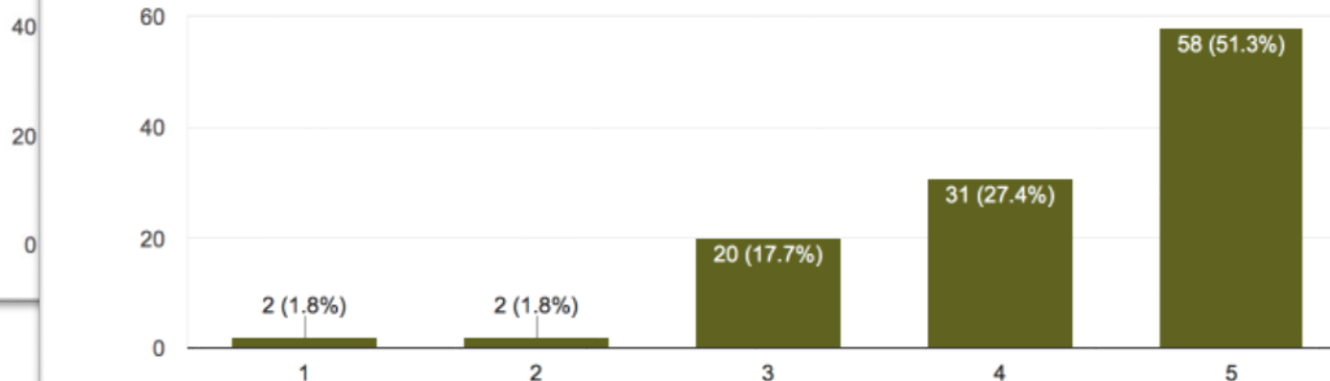
113 responses What is your opinion that the attribute "Intellect" is an acceptable evaluation criteria of an army officer?

What is your opinion that the competency "Lead" is an acceptable evaluation criteria of an army officer?

112 responses What is your opinion that the competency "Develop" is an acceptable evaluation criteria of an army officer?

113 responses What is your opinion that the competency "Achieve" is an acceptable evaluation criteria of an army officer?

113 responses



Analysis

Very positive trend

All attributes and competencies were overwhelmingly very/satisfied

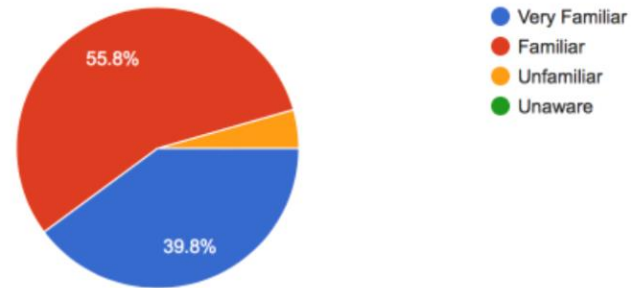
Both millennials and myself believe the updated evaluation criteria are good

Survey Responses



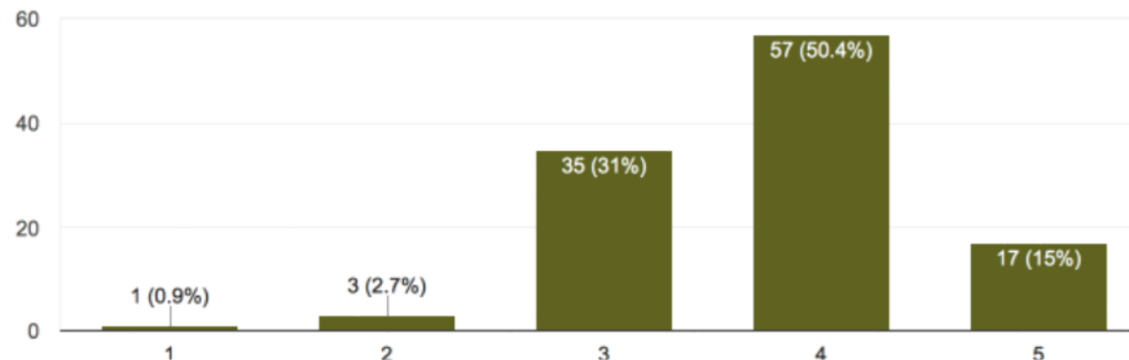
How familiar are you with your current branch's (or functional area) career path / timeline?

113 responses



How comfortable are you to have a basic career path / timeline to assist in planning your future?

113 responses



Analysis

95% of officers were either familiar or very familiar with their career path

Almost all will use it to make career decisions

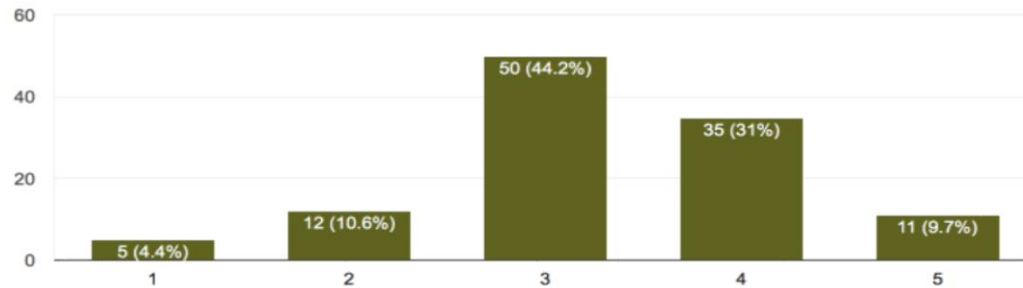
Army must sustain informing their officers on career paths

Survey Responses



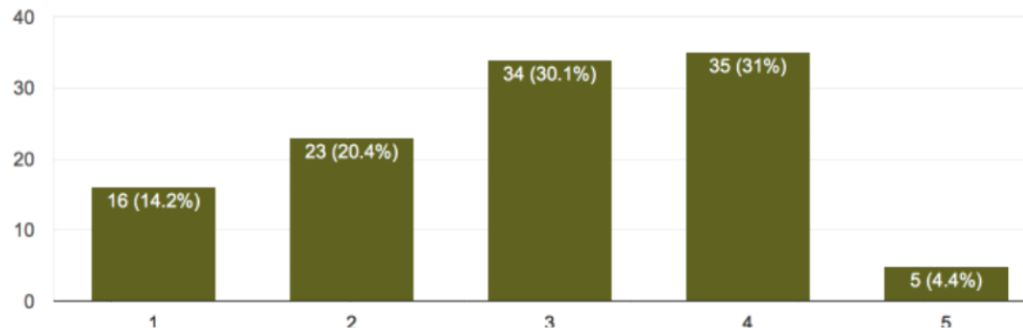
What is your opinion with the professional military education opportunities (Basic Course, Career Course, ILE, SSC) along your desired Army career path?

113 responses



What is your opinion with the civilian education opportunities along your desired Army career path?

113 responses



Analysis

Professional education trends are similar to career path trends

Overall, more civilian education is desired

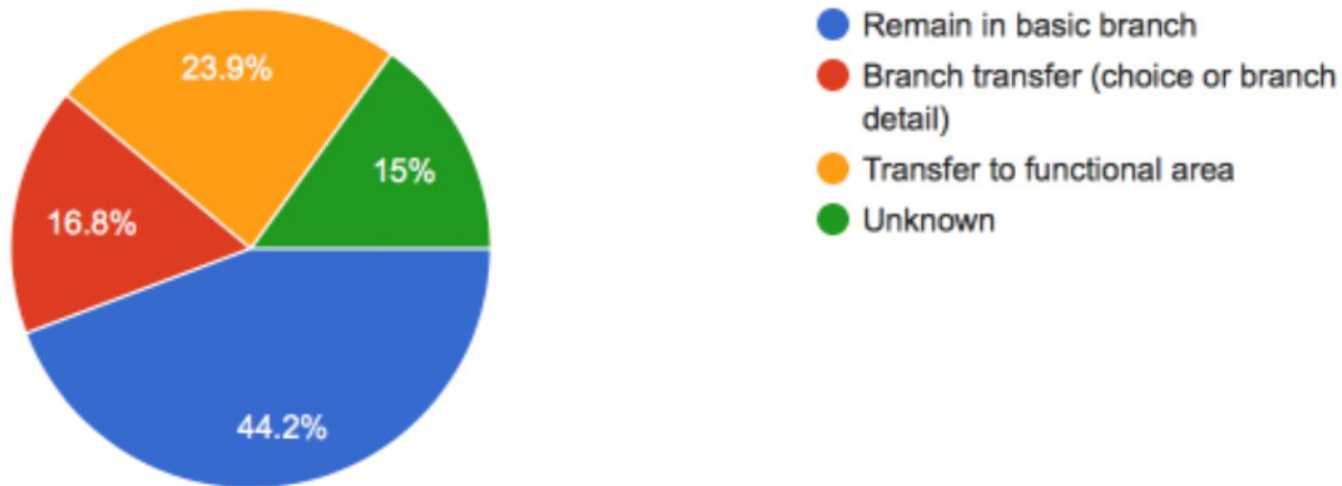
Could be a lack of opportunities or knowledge of the available opportunities

Survey Responses



What is your opinion on remaining in your current basic branch or changing branches or seeking a functional area?

113 responses



Analysis

Most of the unknowns (15%) had positive indicators

Of the Branch transfer/detail, only 2 will serve past initial obligation

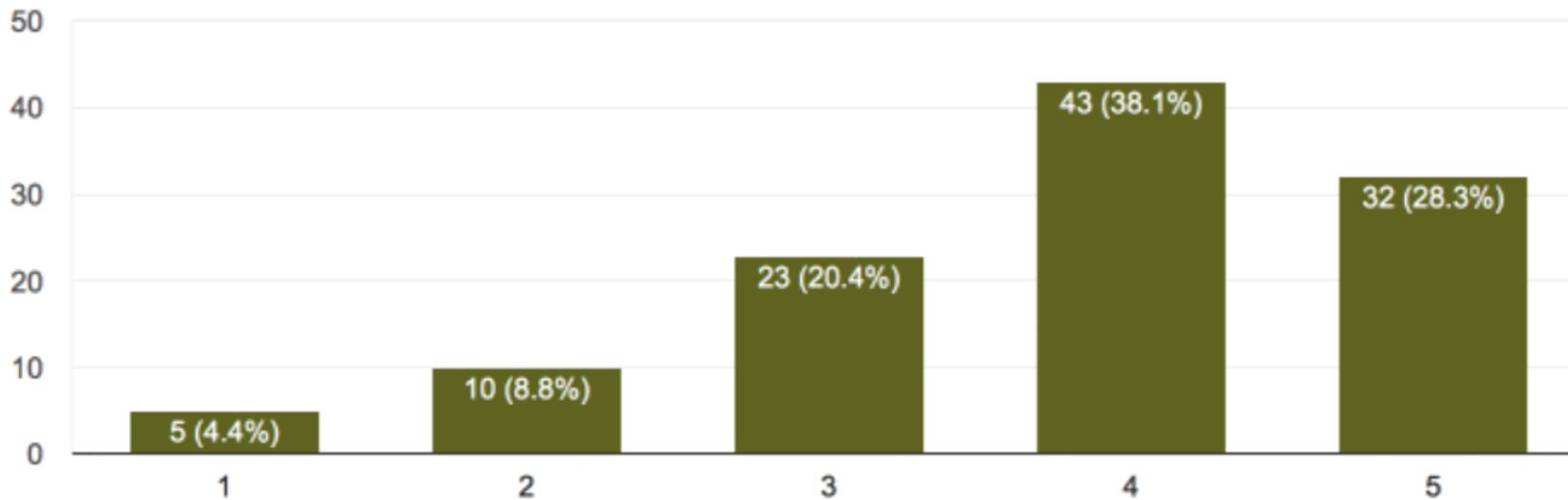
Functional areas may be gaining a more positive view from the force

Survey Responses



What is your opinion with the compensations (pay, allowances, and benefits) in the US Army officer corps?

113 responses



Analysis

Only 13% have a negative opinion

Information is available

Pay and incentives are good

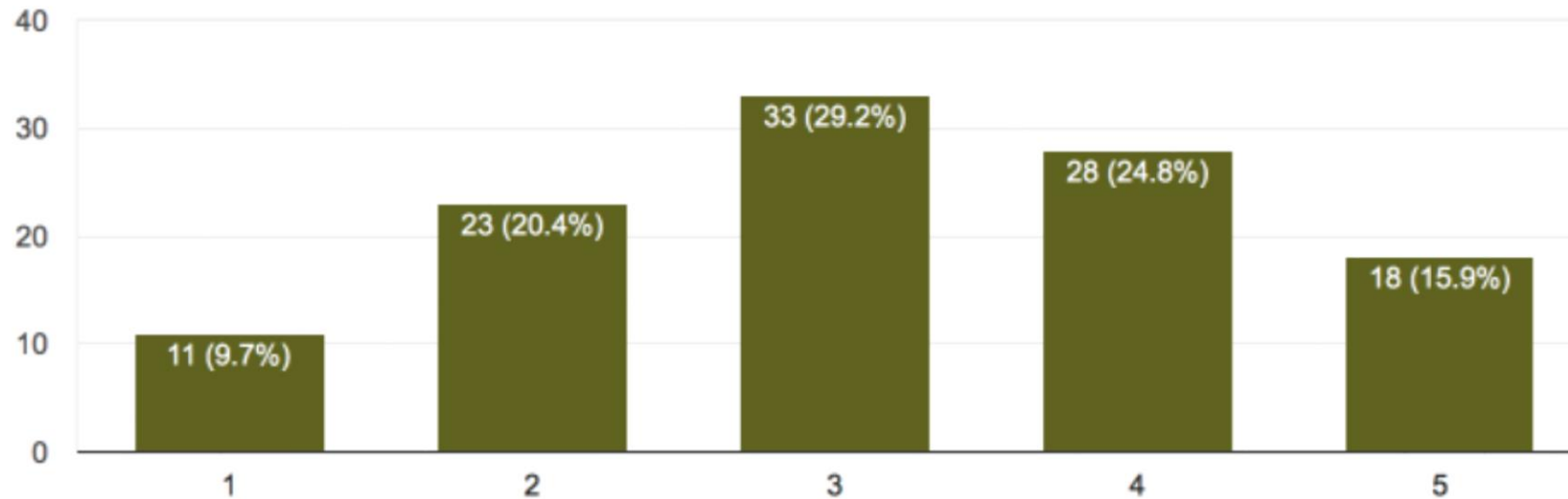
Supports the research that millennials want to be properly compensated

Survey Responses



What is your opinion with the mentorship you receive from within your current assignment?

113 responses



Analysis

Very even response average

The higher the rank, the more positive the response

66% of majors are very satisfied

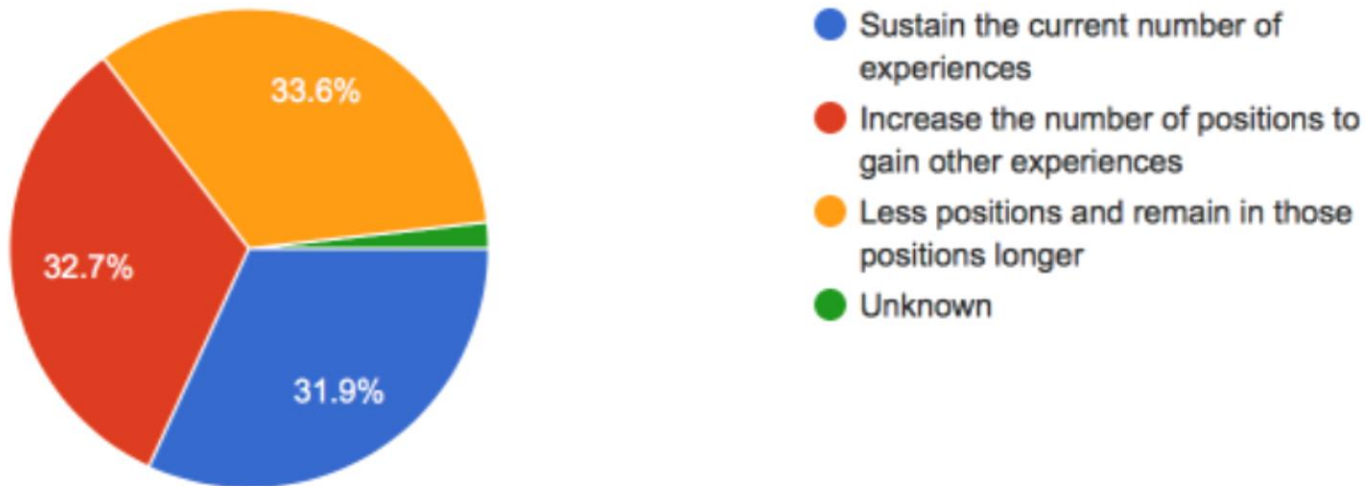
8 LTs were very dissatisfied; only 2 LTs were very satisfied

Survey Responses



What is your opinion with the number of duty positions/jobs you have an opportunity to have during each duty location assignment?

113 responses



Analysis

1/3 for each response

No real trend to confirm job hopping

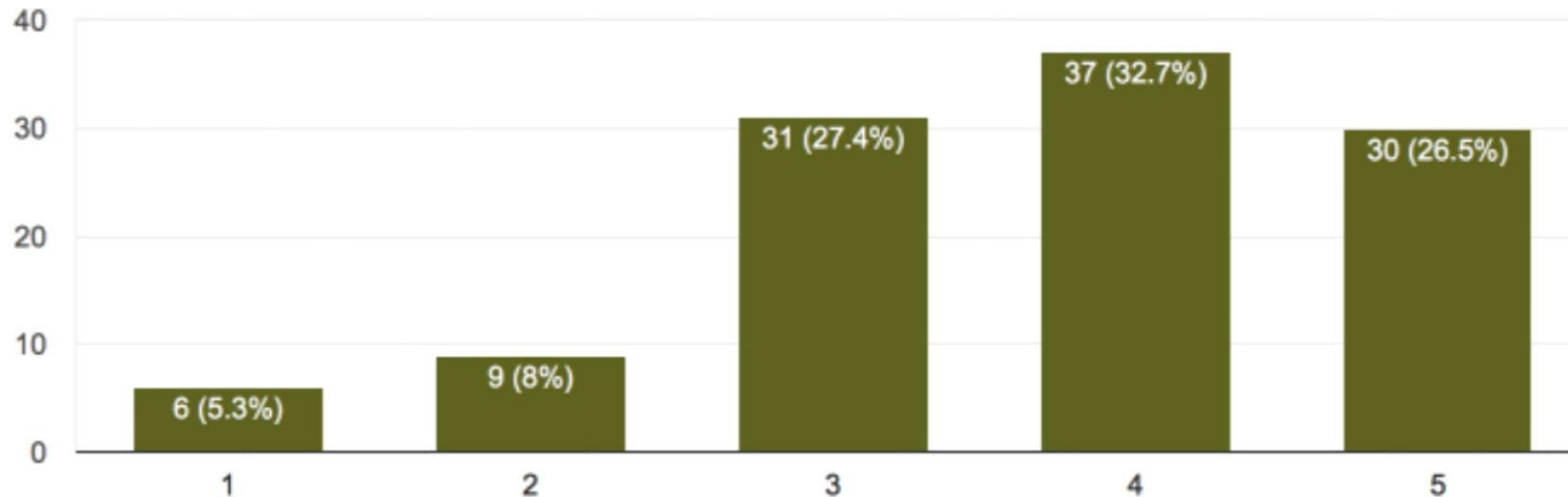
Survey did not establish a trend to determine what was more important to the officers: the number of training positions or duration in position

Survey Responses



What is your opinion with the Army officer corps when it comes to inclusion (ADRP 6-22 defines inclusive as: the organization integrates everyone, regardless of difference)?

113 responses



Analysis

60% were satisfied or very satisfied

13% were dissatisfied

No demographic questions based on race, gender, marital status, etc....

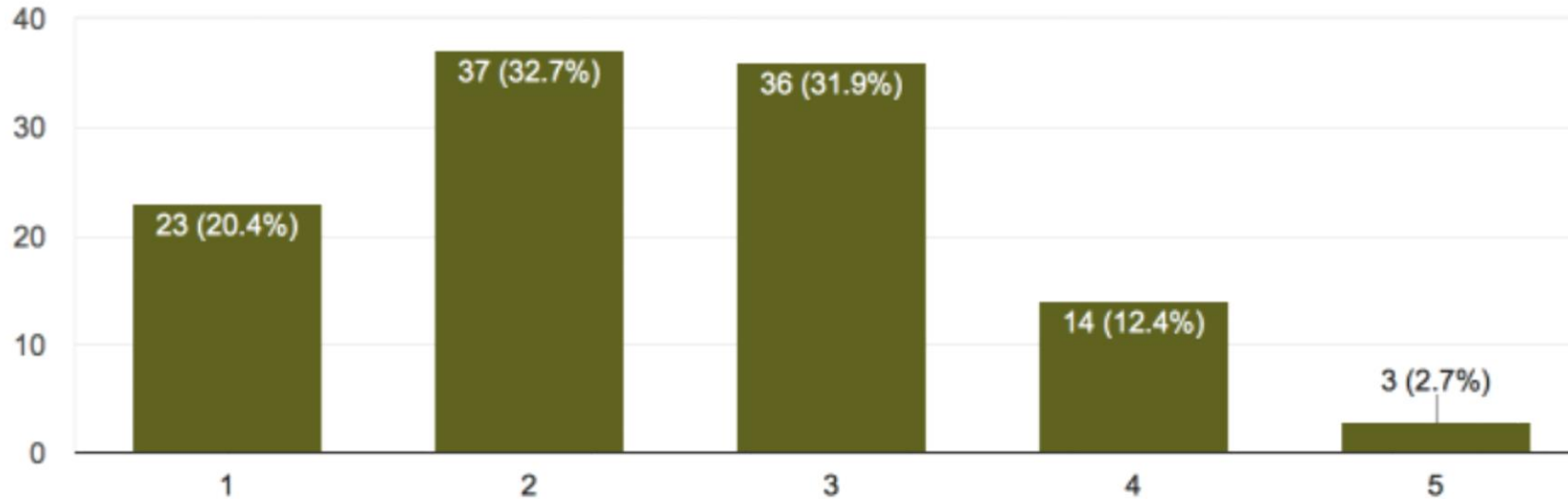
This has been a major focus area for the Army

Survey Responses



What is your opinion with the work-life balance as an Army Officer?

113 responses



Analysis

Very negative trend

Of the 17 satisfied or better officers – all are looking to serve at least through company command

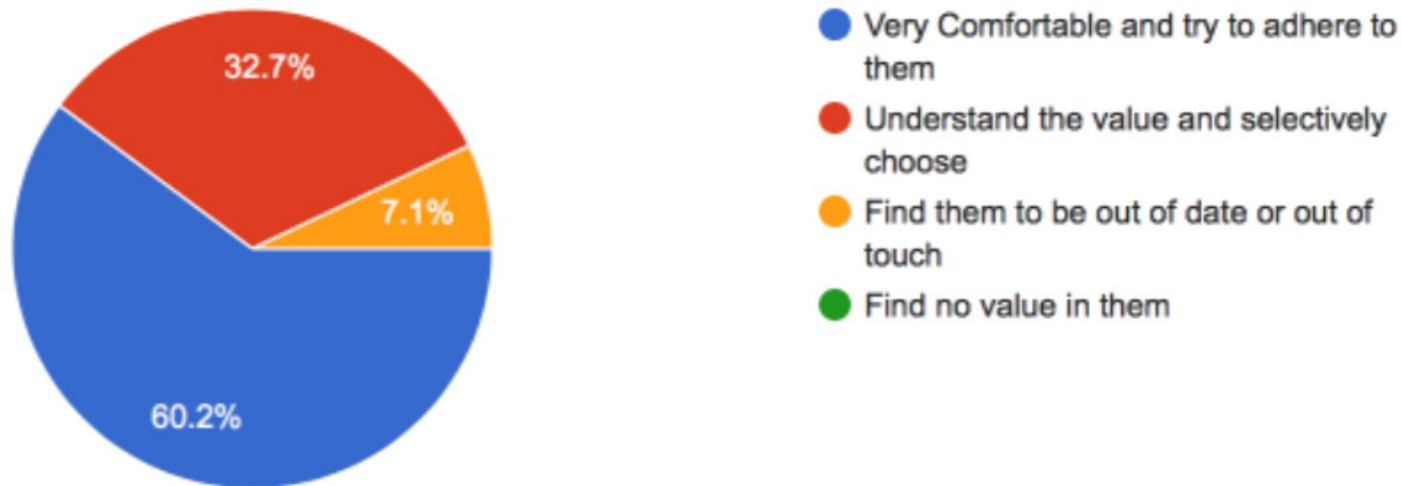
Not meeting the Millennial desires but not sure if the Army has ever met this balance

Survey Responses



What is your opinion with adherence to the customs, traditions, uniform, and other professional standards of an Army officer?

113 responses



Analysis

Positive trend – 93% see the value

7% find the traditions out of touch

-- Most were USMA grads

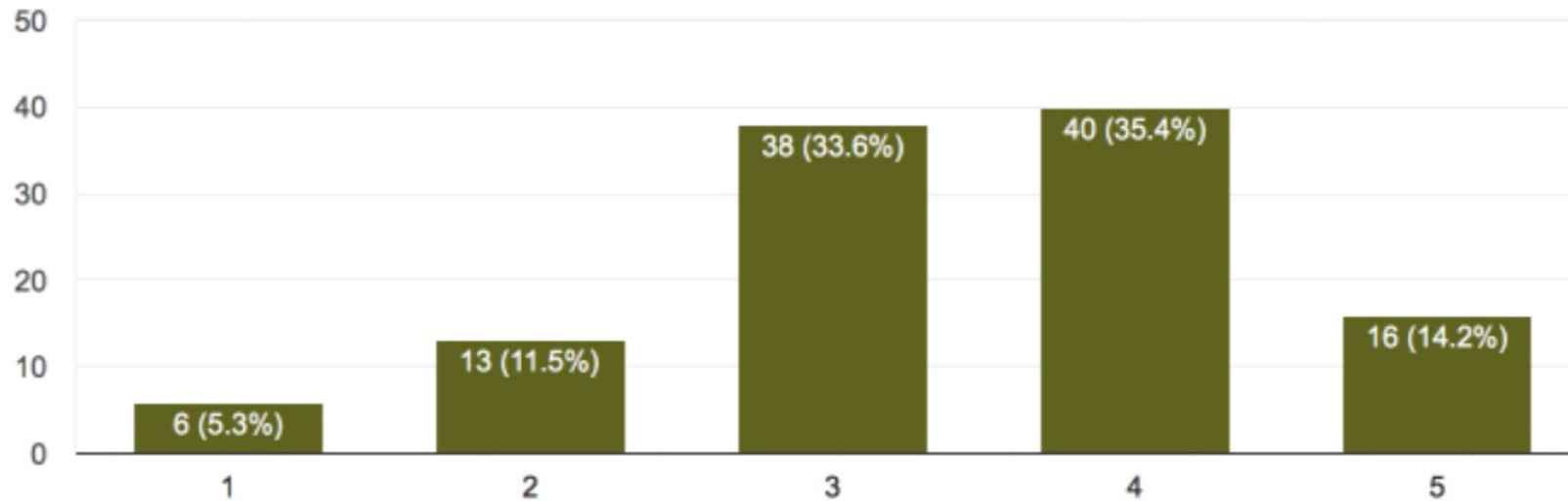
Most surprising result of the survey

Survey Responses



What is your opinion with how serving as an Army Officer meets your expectations?

113 responses



Analysis

Very Dissatisfied = 0 / 2 / 4

Dissatisfied = 0 / 7 / 6

Neutral = 1 / 21 / 16

Satisfied = 0 / 27 / 13

Very Satisfied = 2 / 10 / 4

Legend: (MAJ / CPT and post CCC LT / LT)

Recommendations



For the Army:

- Sustain the career path
- Communicate more to the millennials
- No longer about assimilation but may be about time to pass the torch

For the millennial officers:

- OERs are here to stay
- Work life balance – how important is it?

For future study:

- Does the Army still need the Branch Detail program
- Investigate the possibility to increase civilian education (degrees, certs, experiences)
- Here comes Generation Z – what is needed to assimilate this cohort?

Backup slides



The Millennial Challenge



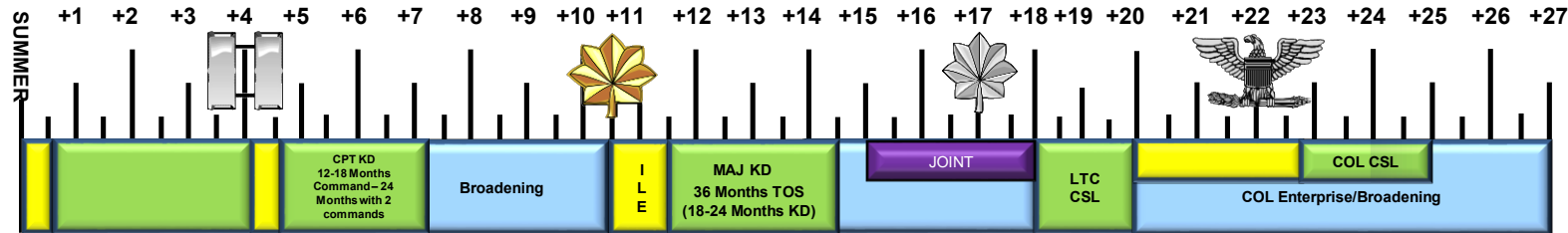
Areas of Commonality

- The Army is a purpose driven profession
- The attributes and competencies as evaluation criteria
- Career path focused on development
- Professional education and duty position experience for growth
- Compensation
- Inclusion
- Customs, courtesies, norms, values

Areas of Conflict

- The annual officer evaluation report and the reliance on centralized board proceedings
- Junior officer mentorship
- Civilian education incorporation in career path
- Work-life balance/integration

Infantry Officer Timeline



Broadening (Institutional/Enterprise): Infantry Officers experience diverse areas of responsibility

- BN Staff,
- 75th Ranger Regiment (RR),
- The Old Guard (TOG),
- Army Ranger Training Battalion (ARTB)
- Maneuver Center of Excellence (MCoE)
- Observer Controller Trainer (OC/T)
- ROTC
- Recruiting
- Fellowship,
- 75thRR,
- Project Warrior
- TOG
- ARTB
- MCoE
- OC-T
- ROTC
- Recruiting
- West Point
- Joint/ COCOM / Army Staff
- Fellowship/ Scholarship
- OC-T
- MCOE
- Corps / Division Staff
- Security Force Assistant BDE
- Joint/COCOM/ Army Staff,
- Office, Chief
- Legislative Liaison (OCLL)
- OC-T Senior

Operational /CAM: Train, lead, and employ maneuver and fire assets on the battlefield



Self Development: Bridges the gaps between the operational and institutional domains

- Infantry Officer Basic Course (IBOLC)
- Ranger
- Airborne
- Stryker or Bradley Leaders Course
- Cavalry Leaders Course
- Reconnaissance and Surveillance Leaders Course
- Captain's Career Course
- Command and General Staff College (CGSC)
- Pre-Command Courses
- Senior Service College

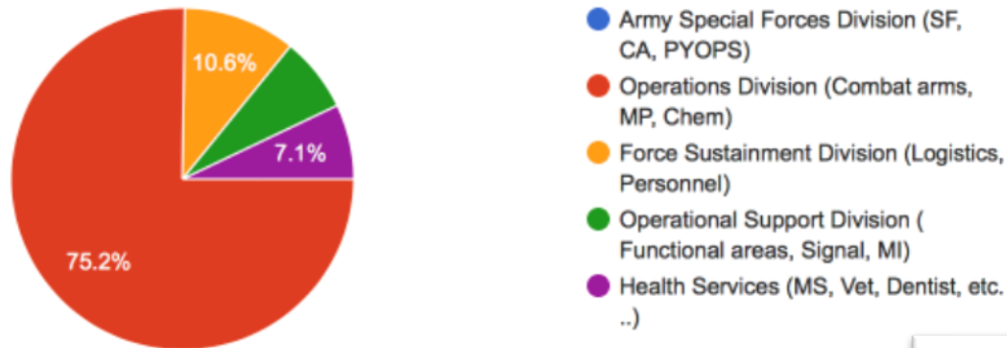
Infantry leaders who accomplish assigned Army, Joint and Multi-national missions and are prepared and able to lead tactical, operational, and strategic commands and staffs.

Survey Responses



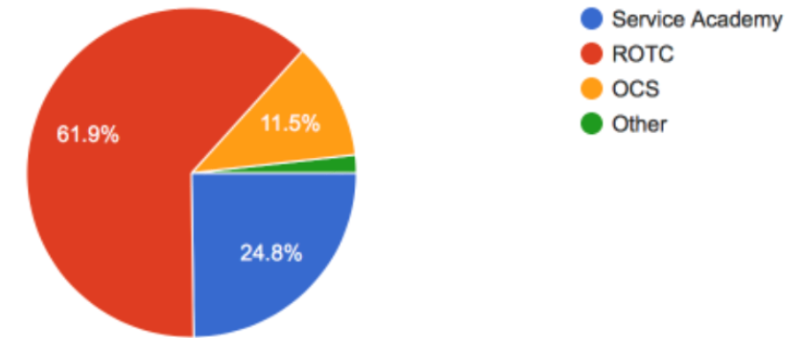
What personal management division does your current branch or functional area fall under?

113 responses



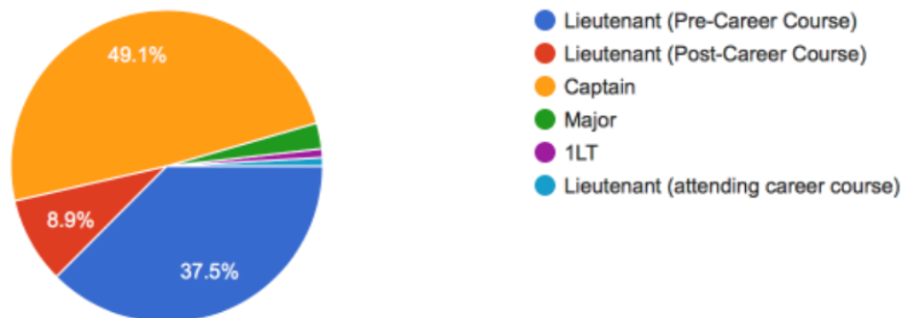
What was your commissioning source?

113 responses



What is your current pay grade?

112 responses



How long do you plan to serve as a US Army Officer?

113 responses

