

SCALES AND QUESTIONS FOR JAG APPLICANT PREDICTIVE ANALYSIS SURVEY

Survey Instructions: Please answer all of the questions, even if some seem similar. Sometimes we need to ask about the same concept in different ways to make sure we understand your thoughts about it.

Prosocial Motivation

SCALES: Grant, A. M. 2008. *Does Intrinsic Motivation Fuel the Prosocial Fire? Motivational Synergy in Predicting Persistence, Performance, and Productivity.* JOURNAL OF APPLIED PSYCHOLOGY, 93, 48-58.

Instructions: Individuals value different things when it comes to work, and people have different working styles. The following statements help us understand what is most important to you personally. Using the provided scale, please indicate how much you agree with the following statements.

Strongly Disagree	Slightly Disagree		Neither Agree nor Disagree	Slightly Agree		Strongly Agree
1	2	3	4	5	6	7

- I want to help others through my work.
- I want to have positive impact on others through my work.
- I care about benefiting others through my work.
- It is important to me to do good for others through my work.
- One of my objectives at work is to make a positive difference in other people's lives.
- At work, I care about improving the welfare of other people.
- At work, it is important to me to make a real difference in other people's lives.
- I get energized by working on tasks that have the potential to benefit others.
- I like to work on tasks that have the potential to benefit others.
- I prefer to work on tasks that allow me to have a positive impact on others.
- I do my best when I'm working on a task that contributes to the well-being of others.
- It is important to me to have the opportunity to use my abilities to benefit others.

Self Verification

SCALES: Cable, D. M. & Kay, V. 2012. *Striving for self verification during organizational entry.* ACADEMY OF MANAGEMENT JOURNAL, 55: 360-380.

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Strongly Disagree	Slightly Disagree		Neither Agree nor Disagree	Slightly Agree		Strongly Agree
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- When looking for a job, I work hard to find a place where the people will accept me for who I am.
- When meeting with interviewers, I try to be realistic about myself even if it may hurt my chances of getting the job.
- For me, it's better to be honest about myself when meeting new people, even if it makes me appear less than ideal.

- It's worth it to be truthful with others about my habits and personality so that they know what they expect from me.
- When interviewing for a job, I try to be honest about my personality and working style.
- I'd rather have people know who I really am than have them expect too much out of me.
- Even though it may seem best to tell interviewers what they want to hear about me, I try to be truthful about myself because I want my employer to know what to expect from me.
- I like to be myself rather than trying to act like someone I'm not.
- It's important for an employer to see me as I see myself, even if it means bringing people to recognize my limitations.
- I'd be willing to take a little less pay in order to work with people who know who I am and what to expect from me.

Collectivism

SCALES: Wagner, J. A. (1995). *Studies of individualism-collectivism: Effects on cooperation in groups*. ACADEMY OF MANAGEMENT JOURNAL, 38(1), 152-172.

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Strongly Disagree	Slightly Disagree		Neither Agree nor Disagree	Slightly Agree		Strongly Agree
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- I prefer to work with others in a team rather than to work alone.
- Given a choice, I would rather do a job where I can work alone rather than do a job where I have to work with others in a group.
- Working in a group is better than working alone.

Power Distance

SCALES: Earley, P. C. (1999). *Playing follow the leader: Status-determining traits in relation to collective efficacy across cultures*. ORGANIZATIONAL BEHAVIOR AND HUMAN DECISION PROCESSES, 80(3), 192-212.

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Strongly Disagree	Slightly Disagree		Neither Agree nor Disagree	Slightly Agree		Strongly Agree
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- In most situations, managers should make decisions without consulting their subordinates.
- In work related matters, managers have a right to expect obedience from their subordinates.
- Employees who often question authority sometimes keep their managers from being effective.
- Once a decision of a top-level executive is made, people working for the organization should not question it.
- Employees should not express disagreements with their managers.
- Managers should be able to make the right decisions without consulting with others.

- Managers who let their employees participate in decisions lose power.
- A company's rules should not be broken—not even when the employee thinks it is in the company's best interest.

Uncertainty Avoidance

SCALES: Soon, A., van Dyne, L., & Begley, T. M. (2003). *The employment relationships of foreign workers versus local employees: a field of study of organizational justice, job satisfaction, performance, and OCB.* JOURNAL OF ORGANIZATIONAL BEHAVIOR, 24(5), 561.

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Strongly Disagree	Slightly Disagree		Neither Agree nor Disagree	Slightly Agree		Strongly Agree
1	2	3	4	5	6	7

- I prefer work that has detailed standard operating procedures spelled out.
- It is better to have job requirements and instructions spelled out in detail so that employees always know what they are expected to do.
- I prefer work that is highly structured.
- I prefer to work for supervisors who expect employees to closely follow instructions.
- Rules and regulations are important because they inform employees what the organization expects of them.

Tradition

SCALES: Bearden, W. O., Money, R. B., & Nevins, J. L. (2006). *A measure of Long-Term Orientation: Development and validation.* JOURNAL OF THE ACADEMY OF MARKETING SCIENCE, 34(3), 456-467.

Instructions: Individuals value different things when it comes to work, and people have different working styles. The following statements help us understand what is most important to you personally. Using the provided scale, please indicate how much you agree with the following statements.

Strongly Disagree	Slightly Disagree		Neither Agree nor Disagree	Slightly Agree		Strongly Agree
1	2	3	4	5	6	7

- Respect for tradition is important to me.
- I plan for the long term.
- Family heritage is important to me.
- I value a strong link to my past.
- I work hard for success in the future.
- I don't mind giving up today's fun for success in the future.
- Traditional values are important to me.
- Persistence is important to me.

Proactivity

SCALES: Bateman, T. S., & Crant, J. M. 1993. *The proactive component of organizational behavior: A measure and correlates.* JOURNAL OF ORGANIZATIONAL BEHAVIOR, 14: 103-118.

Instructions: Individuals value different things when it comes to work, and people have different working styles. The following statements help us understand what is most important to you personally. Using the provided scale, please indicate how much you agree with the following statements.

Strongly Disagree	Slightly Disagree		Neither Agree nor Disagree	Slightly Agree		Strongly Agree
1	2	3	4	5	6	7

- I am constantly on the lookout for new ways to improve my life
- I feel driven to make a difference in my community and maybe the world
- *I tend to let others take the initiative to start new projects
- Wherever I have been, I have been a powerful force for constructive change
- I enjoy facing and overcoming obstacles to my ideas
- Nothing is more exciting than seeing my ideas turn into reality
- If I see something I don't like, I fix it
- No matter what the odds, if I believe in something I will make it happen
- I love being a champion for my ideas, even against others' opposition
- I excel at identifying opportunities
- I am always looking for better ways to do things
- If I believe in an idea, no obstacle will prevent me from making it happen
- I love to challenge the status quo
- When I have a problem, I tackle it head-on
- I am great at turning problems into opportunities
- I can spot a good opportunity long before others can
- If I see someone in trouble, I help out in any way I can

JAG Values Scales

SCALES: These items came from customized scale development with the JAG Corps in 2007, based on questions posed to commanders (clients) about what characteristics they valued in JAG officers serving their commands.

Instructions: Sometimes it's hard to be all things to all people at work, and you might need to make trade-offs between activities. Based on your work style, please report how your supervisor would evaluate your tradeoffs after working with you for a year. Please use the scale below:

Strongly Disagree	Slightly Disagree		Neither Agree nor Disagree	Slightly Agree		Strongly Agree
1	2	3	4	5	6	7

- is proactive about spotting problems.
- does whatever it takes to get his/her clients the answer when s/he needs it.
- strives to develop in-depth knowledge in clients' subject matter.
- is fully trustworthy.
- strives to develop a wide range of military experiences to draw from (deployed aboard ship, stationed overseas, etc.).

- speaks up with advice when they see problems.
- is responsive to client's needs even if it means sacrificing his/her own personal activities.
- thorough in identifying all relevant laws and facts.
- discloses sensitive information to third parties only when appropriate.
- identifies issues that need to be fixed without being asked.
- meets tight deadlines set by clients.
- helps clients make progress rather than saying what is not possible.
- helps clients solve problems, even if they are not legal problems.
- feels personal accountability for decisions and outcomes.
- on call and prepared to respond 24 hours a day, 7 days a week, 365 days a year.
- finds ways within the law to accomplish client's goals.
- helps clients with issues other than legal counsel (writing, editing, etc.).
- has as great a stake in the outcome as his/her clients.
- handles a large amount of work.
- identifies practical solutions that can actually be implemented.
- wants to operate day-to-day in the same situation as his/her clients.
- tells the truth, even when it's difficult.
- offers realistic legal answers in light of broader societal context.
- juggles many important projects at once.
- tries hard to serve in a variety of different military assignments.
- carries a heavy workload.

Perceived Locus of Causality

SCALES: Vallerand, R. J. 1997. *Toward A Hierarchical Model of Intrinsic and Extrinsic Motivation*. *ADVANCES IN EXPERIMENTAL SOCIAL PSYCHOLOGY*, 29, 271-360.

Instructions: Think about why you personally are considering a job with the JAGs. Please rate each of the following reasons in terms of how important it is to your job pursuit decisions. Please use the scale below:

Slightly important 1	Somewhat important 2	Moderately important 3	Important 4	Very important 5	Extremely important 6	The most important 7
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Extrinsic

- Good pay
- High job security
- Right location for me
- Excellent preparation for a future career outside the military
- Gives something to be proud of in life

Identified

- Serving as a JAG makes the best use of my skills
- Serving as a JAG is an important job that I personally value
- The work I can do as a JAG is meaningful to me
- Serving my country as a JAG is important to me
- Serving an institutional client sounds satisfying to me

Intrinsic

- I actually enjoy the idea of practicing law within the Navy
- The idea of litigating sounds exciting to me

- I like the opportunity for travel
- The chance for adventure is exciting
- It's a way that a lawyer can experience the power and adventure of the sea
- I like the level of responsibility I can get at a young age
- I think it is interesting to wear the Navy uniform

Big Five Personality Inventory

SCALES: Gosling, Samuel D; Ko, Sei Jin; Mannarelli, Thomas; Morris, Margaret E. 2002. *A room with a cue: Personality judgments based on offices and bedrooms.* JOURNAL OF PERSONALITY AND SOCIAL PSYCHOLOGY, 82, 379-398.

Instructions: Below you will find a number of statements that may or may not apply to you. Choose a number for each statement to indicate the extent to which you agree or disagree with that statement.

Strongly Disagree			Neither Agree nor Disagree			Strongly Agree
1	2	3	4	5	6	7

Agreeableness

- I am kind to almost everyone.
- I like to cooperate with others.
- I am helpful and unselfish with others.
- I have a forgiving nature.
- I am generally trusting.
- I tend to find fault with others.
- I start quarrels with others.
- I can be cold and aloof.
- I am sometimes rude to others.

Conscientiousness

- I do a thorough job.
- I do things efficiently.
- I make plans and follow through.
- I am a reliable worker.
- I persevere until the task is finished.
- I am easily distracted.
- I can be somewhat careless.
- I tend to be lazy.
- I tend to be disorganized.

Emotional Stability

- I can be moody.
- I am sometimes depressed or blue.
- I get nervous easily.
- I can be tense.
- I worry a lot.
- I remain calm in tense situations.
- I am emotionally stable, not easily upset.
- I am relaxed and handle stress well.

Openness to Experience

- I am inventive.
- I am original, come up with new ideas.
- I value artistic experiences.
- I have an active imagination.
- I like to reflect and play with ideas.
- I am sophisticated in art and music.
- I am ingenious, a deep thinker.
- I am curious about many things.
- I prefer work that is routine.
- I have few artistic interests.

Extraverted

- I am outgoing and sociable.
- I am talkative.
- I have an assertive personality.
- I generate a lot of enthusiasm.
- I am full of energy.
- I am often reserved.
- I am sometimes shy or inhibited.
- I tend to be quiet.