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Introduction

(Professionals)

Thank you very much for taking our survey. The following questions focus on your job and career. They cover several topics, including what you value in employment and what you think it would be like to work for different types of organizations.

As always, your responses are completely confidential. It will take about 20 minutes to complete the questionnaire.

((Students)

Thank you very much for taking our survey. The following questions focus on your thoughts about jobs and careers. They cover several topics, including what you value in employment and what you think it would be like to work for different types of organizations. We know that your views may change, but we are interested in how are thinking right now.

As always, your responses are completely confidential. It will take about 20 minutes to complete the questionnaire.

Screening and Filtering Questions

(Professionals)

1. Which of the following best describes your occupation?

[Randomize](#)

Civil Engineer	1
Electronics Engineer	2
Information Technology Manager	3
Contracting/Procurement Specialist	4
Other	5 TERMINATE

(If Professional and Electronics Engineer) - [We are asking this of Electronic Engineers in the Professional sample to confirm they are not working as Electrical Engineers]

a. Does the following description describe the type of work that you do?

Managing, supervising, leading, and/or performing professional engineering and scientific work involving electronic circuits, circuit elements, equipment, systems, and associated phenomena concerned with electromagnetic or acoustical wave energy or electrical information for purposes such as communication, computation, sensing, control, measurement, and navigation.

Yes, completely	1
Yes, partially	2
No	3 TERMINATE

(If Professional and Contract/Procurement Specialist) [We are asking this of Contract/Procurement Specialists in the Professional sample to confirm that their job description matches how the Army defines a Contract Specialist]

b. Does the following description describe the type of work that you do?

Manage, supervise, perform, or develop policies/procedures for professional work involving the procurement of supplies, services, construction, or research and development using advertising or negotiation procedures; the evaluation of contract price proposals; and the administration/ termination /close out of contracts. Requires knowledge of the legislation, regulations, and methods used in contracting; and knowledge of business and industry practices, sources of supply, and cost factors.

Yes, completely	1
Yes, partially	2
No	3 TERMINATE

2. Do you currently work for any branch of the Armed Forces either on active duty or in the drilling reserve?

Yes, on active duty	1 TERMINATE
Yes, in drilling reserve	2
No	3

(If No)

a. Have you ever served in the military? If yes, which branch?

Randomize

No, never served in military	1
Yes, Army	2
Yes, Navy	3
Yes, Air Force	4
Yes, Marines	5

3. To begin, we'd like to ask you a few questions so that we can present the appropriate questions to you later in the survey. First, which of the following categories includes your current age?

	1
Under 22	
22-29	2
30-39	3
40-49	4
50-59	5
60-65	6
Over 65	7

(Students)

4. Are you currently a student?

Yes	1
	2
No	TERMINATE

(Students)

5. What year are you in?

Randomize

Undergrad: Freshman	1	TERMINATE
Undergrad: Sophomore	2	TERMINATE
Undergrad: Junior	3	
Undergrad: Senior	4	
Grad school: 1 st year	5	
Grad school: 2 nd year	6	
Grad school: 3rd year or higher	7	

(Students)

a. Which of the following areas of study represents your current main area of study?

Randomize	
Science	1
Technology	2
Engineering	3
Math	4
Liberal Arts	5
Computer Science	6
Music	7
Religion/Philosophy	8
Law/Pre-Law	9
Medical School/Pre-Med	10
Linguistics	11
Foreign Languages	12
Law Enforcement	13
Other	14

(Students)

6. We would like to know the type of careers you might be interested in pursuing. For each of the following descriptions, indicate how interested you might be in learning more about this career. The following descriptions are brief summaries. If you are interested in seeing additional detail for Information Technology Manager, hold your mouse over the job heading. [The yellow-shaded additional wording will then appear.] (Insert 0-10 scale, labels -- 0: "Not at all Interested"; 10: "Very Interested") (Randomize)

Civil Engineer Managing, supervising, leading, and/or performing professional engineering and scientific work involving: <ul style="list-style-type: none">• Construction, renovation, inspection, decommissioning, and/or demolition of structures, infrastructures, and their environmental systems above or under the earth's surface;• Investigation and evaluation of the earth's physical, natural, and man-made features;• Transportation, utilities, building and construction industries.	1
Contracting Specialist Manage, supervise, perform, or develop policies/procedures for professional work involving the procurement of supplies, services, construction, or research and development using advertising or negotiation procedures; the evaluation of contract price proposals; and the administration/termination /close out of contracts. Requires knowledge of the legislation, regulations, and methods used in contracting; and knowledge of business and industry practices, sources of supply, and cost factors.	2
Electronics Engineer	3

<p>Managing, supervising, leading, and/or performing professional engineering and scientific work involving electronic circuits, circuit elements, equipment, systems, and associated phenomena concerned with electromagnetic or acoustical wave energy or electrical information for purposes such as communication, computation, sensing, control, measurement, and navigation.</p>	
<p>Information Technology Manager Administrative positions that manage, supervise, lead, administer, develop, deliver, and support information technology (IT) systems and services. Includes the automated acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, assurance, or reception of information. Covers computers, network components, peripheral equipment, software, firmware, services, and related resources. IT Manager specialties include:</p> <ul style="list-style-type: none"> • Policy and Planning – Strategic planning, capital planning and investment control, workforce planning, policy and standards development, resource management, knowledge management, architecture and infrastructure planning and management, auditing, and information security management. Can apply to an entire organization. • Enterprise IT Architecture –Analysis, planning, design, implementation, documentation, assessment, and management of the enterprise structural framework to align IT strategy, plans, and systems with the mission, goals, structure, and processes of the organization. • Security – Ensuring the confidentiality, integrity, and availability of systems, networks, and data through the planning, analysis, development, implementation, maintenance, and enhancement of information systems security programs, policies, procedures, and tools. • Systems Analysis – Applying analytical processes to the planning, design, and implementation of new and improved information systems to meet the business requirements of customer organizations. • Applications Software – Design, documentation, development, modification, testing, installation, implementation, and support of new or existing applications software. • Operating Systems – Planning, installation, configuration, testing, implementation, and management of the systems environment in support of the organization’s IT architecture and business needs. • Network Services – Planning, analysis, design, development, testing, QA (quality assurance), configuration, installation, implementation, integration, maintenance, and/or management of networked systems used for the transmission of information in voice, data, and/or video formats. • Data Management – Planning, development, implementation, and administration of systems for the acquisition, storage, and retrieval of data. • Internet – Technical planning, design, development, testing, implementation, and management of Internet, intranet, and extranet activities, including systems/applications development and site mgt. technical management of Web sites. • Systems Administration – Planning/coordinating the installation, testing, 	4

operation, troubleshooting, & maintenance of hardware and software systems.

- Customer Support -Planning and delivery of customer support services: installation, configuration, troubleshooting, customer assistance, training, in response to customer requirements.

(Students)

You said you might be interested in learning more about a career as a (Career). In many of the following questions, we are going to ask your thoughts about a career as a (Career).

(Professionals)

7. First, we have a couple of questions about how your current job. How long you worked at the organization where you are now employed?

Less than a year	1
1-3 years	2
4-5 years	3
6-10 years	4
11-15 years	5
16-20 years	6
Over 20 years	7

Job Characteristic Preferences

(Students)

8. Different people look for different things in their jobs and careers. While your priorities might change, answer this question based on how you feel now.

(Professionals)

Different people look for different things in their jobs and careers. Answer this question based on your current priorities.

On the following several screens you will see sets of four job characteristics. (If professional: Assuming you were looking for another job) (If student: When you start looking for a job) select the characteristic that would be the highest priority for you, and the characteristic that would be the lowest priority.)

Randomize

Generous retirement/pension plan	1
Generous benefits (insurance, etc.)	2
Attractive salary level	3
Opportunity to travel	4
Strong job security	5
Fast career advancement	6
Exposure to exciting job-related challenges	7
Good work-life balance	8
Opportunity to do great things with your life	9
Opportunity to use your talents and abilities	10
Opportunity to work with people like you	11
Generous holiday/vacation policy	12
Encourages collaboration among co-workers	13
Allows for flexibility in work schedule	14
Provides many opportunities to learn and advance	15
Colleagues you enjoy working with	16

Types of Organizations: Evaluations and Preferences

(Professionals)

9. Here is the same list of job characteristics. Think about the organization where you work, and rate it on each one. (Insert 0-10 scale: 0=Very Poor; 10=Excellent)

Randomize

Generous retirement/pension plan	1
Generous benefits (insurance, etc.)	2
Attractive salary level	3
Opportunity to travel	4
Strong job security	5
Fast career advancement	6
Exposure to exciting job-related challenges	7
Good work-life balance	8
Opportunity to do great things with your life	9
Opportunity to use your talents and abilities	10
Opportunity to work with people like you	11
Generous holiday/vacation policy	12
Encourages collaboration among co-workers	13
Allows for flexibility in work schedule	14
Provides many opportunities to learn and advance	15

10. (Professionals)

- a. How satisfied are you with your current job? (Insert 0-10 scale: 0=Extremely Dissatisfied; 10=Extremely Satisfied)

11. Are you looking for another job currently?

Yes	1
No	2

(If No)

12. How likely are you to look for another job within the next 12 months? (Insert 0-10 scale: 0=Extremely Unlikely; 10=Extremely Likely)

(If looking for another job now or likely to in next 12 months)

- a. Why are you (If Q10=1: looking for another job) (If Q11=5-10: likely to look for another job)? Please be as specific as possible. (Insert text box)

13. Here is a list of activities that people often use when conducting a job search. For each of the following tell us how effective you think it would be (Professionals: in helping you find a new job at a different organization / Students: in helping you find a job). Base your answers on either your experiences or general impressions. (Insert 0-10 scale: 0=Not At All Effective; 10=Extremely Effective)

Randomize

Online employment/career website that serves multiple industries (e.g., Indeed, Glassdoor, Monster.com, Careerbuilder.com)	1
Google	2
Employment agency/head hunter	3
Job/Career fairs	4
Government websites (e.g., usajobs.com, usace.army.mil/careers)	5
Profession-specific online employment/career website (e.g., EngineeringDaily.net, Engineer.net)	6
Websites of potential employers	7
Referral by an employee of the company/organization	8
Professional organization/Professional journals	9
Professional Networking (e.g., LinkedIn)	10
Alumni networks or collegiate academic departments	11

14. (Students) Which of following types or organizations would you prefer to work in? Even if you aren't sure, base your opinion on your thoughts and impressions.

(Professionals) Regardless of where you are working now, which of the following types of organizations would you prefer to work in.

Randomize

Non-profit	1
Start-up company	2
State or local government	3
Federal government	4
Small company (under 100 employees)	5
Medium company (100 to 1,000 employees)	6
Large company (over 1,000 employees)	7
Other (please specify) (Anchor)	8

We are asking different people to give us their impressions of what they think it would be like to work as a (Insert Career) in different types of organizations. Base your answers either on your experiences or your general impressions.

15. First....

(Professionals and Students)

- a. ... think about working as a (Insert variable: Career) in the Federal Government. Rate the Federal Government (as an employer) on the following characteristics. If you don't have any experiences, just give us your impression. (Insert 0-10 scale: 0=Poor; 10=Excellent)

Randomize

Generous retirement/pension plan	1
Generous benefits (insurance, etc.)	2
Attractive salary level	3
Opportunity to travel	4
Strong job security	5
Fast career advancement	6
Exposure to exciting job-related challenges	7
Good work-life balance	8
Opportunity to do great things with your life	9
Opportunity to use your talents and abilities	10
Opportunity to work with people like you	11
Generous holiday/vacation policy	12
Encourages collaboration among co-workers	13
Allows for flexibility in work schedule	14
Provides many opportunities to learn and advance	15
Colleagues you enjoy working with	16

(Students)

b. Now please...

...think about working as a (Insert variable: Career) at a (Insert type of organization selected in Q14). Rate this type of organization (as an employer) on the following characteristics. If you don't have any experiences, just give us your impression. (Insert 0-10 scale: 0=Very Poor; 10=Excellent)

Randomize	
Generous retirement/pension plan	1
Generous benefits (insurance, etc.)	2
Attractive salary level	3
Opportunity to travel	4
Strong job security	5
Fast career advancement	6
Exposure to exciting job-related challenges	7
Good work-life balance	8
Opportunity to do great things with your life	9
Opportunity to use your talents and abilities	10
Opportunity to work with people like you	11
Generous holiday/vacation policy	12
Encourages collaboration among co-workers	13
Allows for flexibility in work schedule	14
Provides many opportunities to learn and advance	15
Colleagues you enjoy working with	16

Knowledge of Civilian Employment in the Army

We are interested in people's thoughts about different branches of the armed forces, and we are going to ask you about the Army.

16. First, we would like your overall impression of the Army. Using the scale below give us your overall impression of the Army. (Insert 0-10 scale: 0=Extremely Unfavorable; 10=Extremely Favorable)

17. As far as you know can civilians work for the Army as civilians, or do they have to join the Army as enlisted service members or officers in order to get an Army job?

Randomize	
Civilians have jobs in the Army	1
Civilians enlist or join the Army as officers to get a job	2
Not sure (Anchor)	3

Army as Employer: Attitudes and Perceptions

(As you know/Actually), many civilians have professional careers in the Army, including (Career). These civilian professionals are not in uniform, and live in their own housing, just as they would if they were employed by any other organization.

18. (If professional: Assuming you were looking for another job, given) (If student: Given) this information, how interested would you be in learning more about...

- a. ...civilian jobs in the Army?
- b. ...civilian careers in the Army?

(Insert 0-10 scale: 0=Not at All Interested;
10=Extremely)

19. Now we want your impression of what it would be like working as civilian in the Army. Here are the same job characteristics you saw earlier. Please rate civilian employment in the Army on each one. It's likely you won't know for sure, so answer based on your impressions. (Insert 0-10 scale: 0=Poor; 10=Excellent)

[Randomize](#)

Generous retirement/pension plan	1
Generous benefits (insurance, etc.)	2
Attractive salary level	3
Opportunity to travel	4
Strong job security	5
Fast career advancement	6
Exposure to exciting job-related challenges	7
Good work-life balance	8
Opportunity to do great things with your life	9
Opportunity to use your talents and abilities	10
Opportunity to work with people like you	11
Generous holiday/vacation policy	12
Encourages collaboration among co-workers	13
Allows for flexibility in work schedule	14
Provides many opportunities to learn and advance	15
Colleagues you enjoy working with	16

-
20. Now here are some reasons people have given for not wanting to work for the Army. These reasons are based on their perceptions and may not reflect the reality of working for the Army as a civilian. After each one, tell us how much it would concern you personally if you were considering working for the Army as a civilian. (Insert 0-10 scale: 0=Not a Concern; 10=Major Concern)

Randomize	
Possibility of injury or death	1
Possibility of being transferred involuntarily	2
Required to live in undesirable places	3
Opposition by family/friends	4
Not enough job security	5
Too much travel required	6
Low salary	7
Poor benefits package	8
Do not want to be part of or support the military	9

21. If the Army were mobilized in the case of a war, do you think that Army civilian employees could be involuntarily deployed?

Randomize	
Could <u>not</u> be involuntarily deployed	1
Could be involuntarily deployed	2
Not Sure (Anchor at bottom)	3

(If Not sure)

- a. You said you are not sure if Army civilian employees could be involuntarily deployed in the case of war. To what extent do you believe that would be a possibility? (Insert 0-10 scale: 0=Not At All Possible; 10= Very Possible)

22. Do you think that being a civilian employee of the Army is basically the same as or different than being a federal government employee? If you aren't sure, give your best guess.

Randomize	
The same	1
Different	2
Not Sure (Anchor at bottom)	3

Next, please read the paragraph below, which give some facts about civilian employment in the Army.

CIVILIAN CAREERS IN THE ARMY

More than 330,000 men and women work in a wide variety of careers through Army Civilian Service.

WHAT IS AN ARMY CIVILIAN?

An Army civilian is an employee of the United States Army who fills critical Department of Defense roles in more than 500 careers, including cyber security, engineering, medicine and administration. Army Civilian Service is one of the largest, busiest and most successful elements within the Department of Defense. Army civilians are an integral part of the Army team. They provide mission-essential support to Soldiers by providing a workforce of talented, qualified civilians to fill critical non-combat roles.

BENEFITS OF CIVILIAN SERVICE

Army Civilian Service employees receive a benefits package designed to provide a comfortable and secure work-life balance. These benefits include:

- Competitive salaries
- Paid holidays, sick leave, and vacation time
- A flexible work environment
- Comprehensive health and life insurance options with a substantial employer contribution to premiums
- A three-tiered retirement program with matching employer contribution
- Bonuses, awards and other incentives for job performance
- Challenging, stable job opportunities that may transfer from installation to installation.

MILITARY VETERANS AND MILITARY SPOUSES IN CIVILIAN SERVICE

Veterans may be eligible for preference in hiring over non-veteran applicants.

Military spouses may be eligible for noncompetitive appointment or preference when seeking federal employment through Army Civilian Service.

STUDENTS AND RECENT GRADUATES

Army Civilian Service will fill more than 100,000 jobs in the next three to five years, providing many opportunities that can align with college major. Army Civilian Service has an established culture of growing leaders. The [Career Intern Program](#) prepares entry-level employees for advancement in professional, administrative and technological career fields.

EMPLOYMENT FOR DISABLED INDIVIDUALS

Disabled individuals may qualify for Army Civilian Service competitive positions based on a special appointing authority. Applicants must be able to perform the essential duties of the job with reasonable accommodation. Noncompetitive employment is also available for individuals with severe physical, psychiatric or intellectual disabilities. Candidates must provide documentation of their disability and proof of job readiness.

23. Now that you have learned more about civilian employment in the Army, how interested would you be in learning more about...

- a. ... civilian jobs in the Army?
- b. ...civilian careers in the Army?

(Insert 0-10 scale: 0=Not at All Interested; 10=Extremely)

24. Below is the paragraph you just read. Please read it again and click on any words or phrases that think are especially good reasons for a civilian to consider working for the Army. [This question will enable us to identify specific facts that respondents' find compelling]

25. Suppose a friend or colleague was looking for a job. How likely would you be to recommend they consider a civilian position in the Army? (Insert 0-10 scale: 0=Extremely Unlikely; 10=Extremely Likely)

Demographics:

We have a few final questions, so we can learn a bit more about you.

26. Have you ever held a job with federal, state or local government?

Yes	1
No	2

(If Yes)

- a. Why did you leave that position? (If you have had more than one job, think about the most recent.) (Insert text box)

27. What is your gender?

Male	1
Female	2

(Students)

28. Do you currently have a part of full-time job?

Yes	1
No	2

(If Yes)

a. Is this job in a field related to your studies or career interests?

Yes	1
No	2

(Professionals or Q29a=Yes)

29. Which of the following best describes the organization where you work?

[Randomize](#)

Non-profit	1
State or local government	2
Federal government	3
Small company (under 100 employees)	4
Medium company (under 100 to 1,000 employees)	5
Large company (over 1,000 employees)	6
Other (please specify) (Anchor)	7

(Professionals or Q29a=Yes)

30. Which of the following describes your position?

Executive	1
Senior manager	2
Mid-level manager	3
Engineer	4
Assistant	5
Intern	6
Other (Please specify) (Insert text box)	8

(All Respondents)

31. What is your marital status?

Never Married	1
Married	2
Separated	3
Divorced	4
Widowed	5

(If Q32 = Not Married)

a. Do you live with a spouse/partner?

Yes	1
No	2

(If Yes)

32. Is your spouse/partner employed?

Yes	1
No	2

33. What state do you live in? (Insert pull-down menu)

34. About how many people live in your city, town or village? If you don't know for sure, use your best guess,

Under 1,000	1
1,000 to 4,999	2
5,000 to 9,999	3
10,000 to 99,999	4
100,000 to 499,999	5
500,000 to 1,000,000	6
Over 1,000,000	7

35. Are you the parent of any children ages 18 or younger that live with you in your household?

Yes	1
No	2

(If Yes)

a. Please indicate how many children you have in each of the age ranges shown below. (Insert text box next to each age category)

0-2 years old	1
3-5 years old	2
6-10 years old	3
11-15 years old	4
16-17 years old	5
18 years old	6

36. Are you Spanish/Hispanic/Latino?

Yes	1
No	2

(If No)

37. What is your race? (Mark one or more races to indicate what you consider yourself to be.)

Randomize

White	1
Black or African American	2
American Indian or Alaska Native	3
Asian	4
Native Hawaiian or Other Pacific Islander	5

38. Please provide your best estimate of your household's total 2017 income before taxes.

Less than \$25,000	1
\$25,000 - \$49,999	2
\$50,000 - \$74,999	3
\$75,000 - \$99,999	4
\$100,000 - \$199,999	5
\$200,000 or more	6
Prefer not to answer	7

(Professionals)

39. What was the last level of education that you completed?

High school graduate or equivalency	1
Vocational/Technical	2
Some college/2-year college	3
2-year college	4
Four-year college graduate	5
Masters or other post-graduate degree	6

(Students)

(If Junior or Senior)

40. Do you intend to get a graduate degree?

Yes	1
No	2

(If Yes)

-
- a.** Will you most likely pursue the degree directly after undergraduate or after working for a while?

[Randomize](#)

Directly or very soon after finishing undergraduate	1
After working for a while	2

(If live with a spouse/partner)

- 41.** Has your spouse/partner ever served in the U.S. military?

Yes, currently serving	1
Yes, but not currently	2
No	3

(If Yes, currently serving OR Yes, but not currently)

- a.** Which service?

[Randomize](#)

Army	1
Air Force	2
Navy	3
Marines	4

- 42.** Have your parents ever served in the U.S. military?

Yes, currently serving	1
Yes, but not currently	2
No	3

(If Yes, currently serving OR Yes, but not currently)

- a.** Which service?

[Randomize](#)

Army	1
Air Force	2
Navy	3
Marines	4

That completes our questionnaire. Thank you very much for your time.