

Department of Defense

Morale and Quality of Life
Study

13 June 2001

DoD Study of Morale/QoL

Study Charter

- National Security Presidential Directive #2
 - Tasked SecDef to conduct study of quality of life
 - Requested recommendations for improvements in several key QoL areas
- SecDef expanded study charter to encompass the broader issue of Morale
 - Concern for Morale/QoL is a primary duty for civilian and military leaders
 - Must address quality of life issues in context of their impact on morale of total workforce

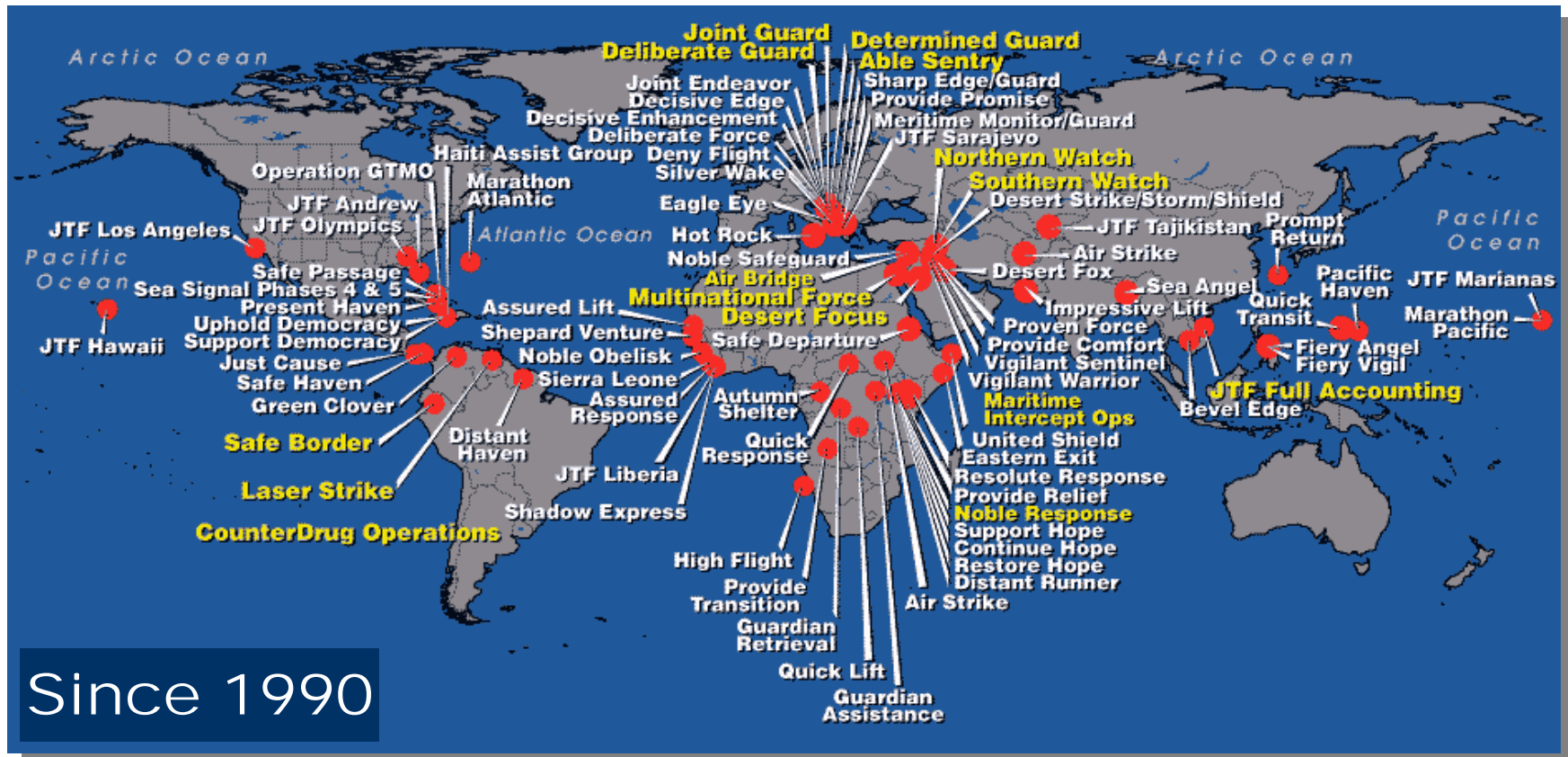
Problem Statement

- Highly esteemed institution but declining propensity to serve
- High operational tempo
- No longer downsizing
- Fewer “influencers” with military experience
- Too much & dated infrastructure
- Limited/missing job enablers
- Inefficient business practices
- Total force usage
- Competitiveness in market for personnel
- Inflexible, “one-size fits all” personnel system
- Career compression
- Requirements for critical skills
- Changing demographics
- High individual expectations
- Substandard & limited housing

Call for Change is Clear

Past paradigms no longer address today's problems, much less requirements of the future.

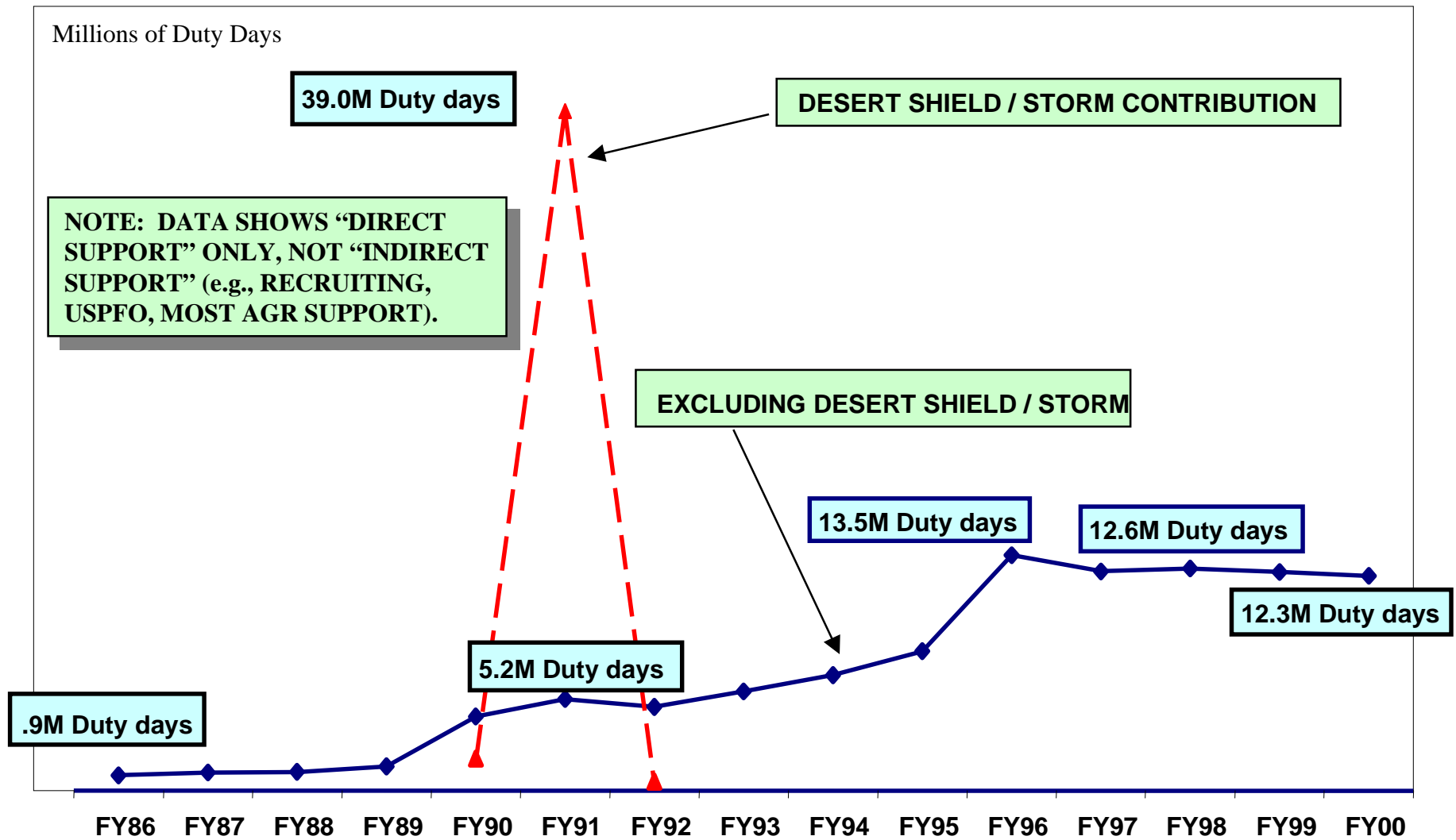
Continuing Pattern of High Operational Tempo



- Army - Deployments up 300 percent in 10 years
- Navy - Deployed Navy ships on any given day up 52 percent
- Marine Corps - Calls to respond to crises tripled
- Air Force - Deployments quadrupled since 1986

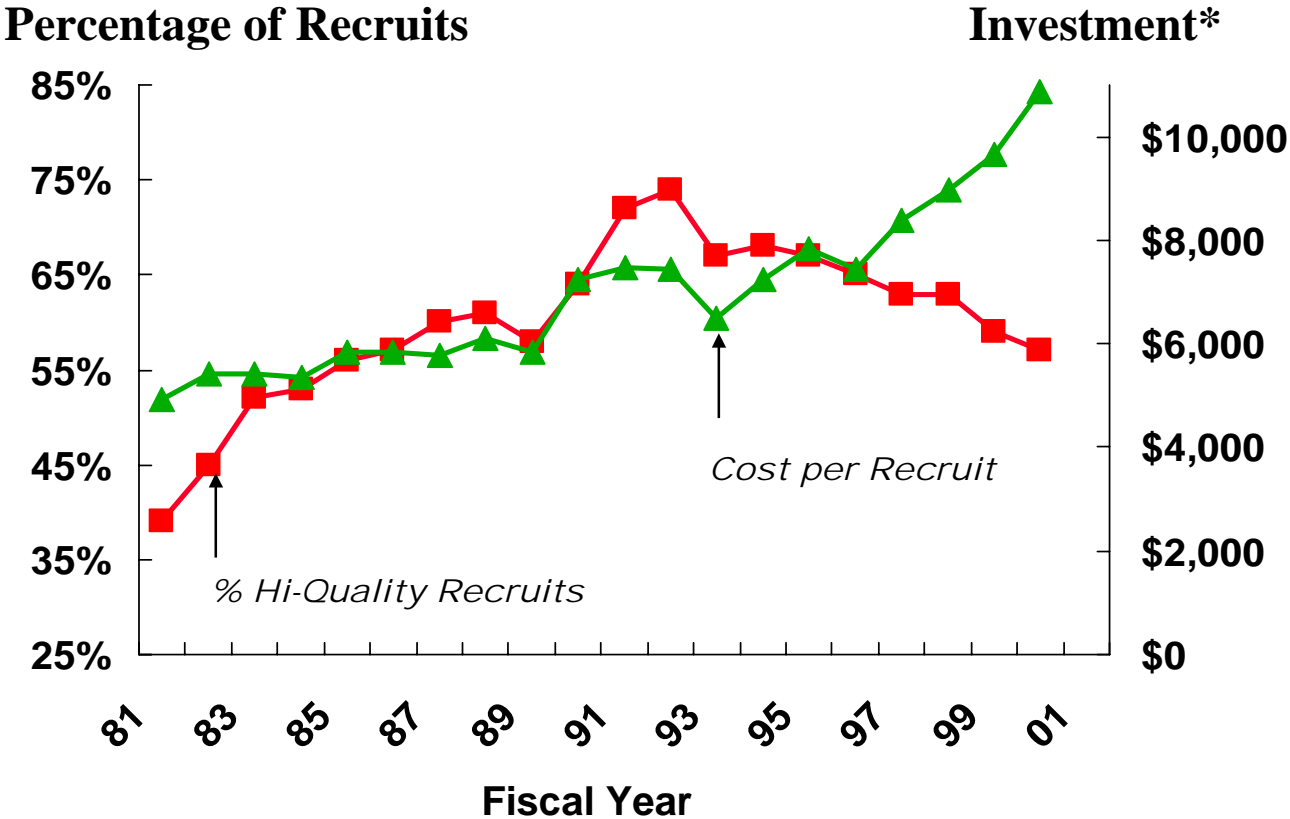
Changing Force Design & Employment Concepts

Expanded Use of Reserve Component



The War for Qualified Personnel

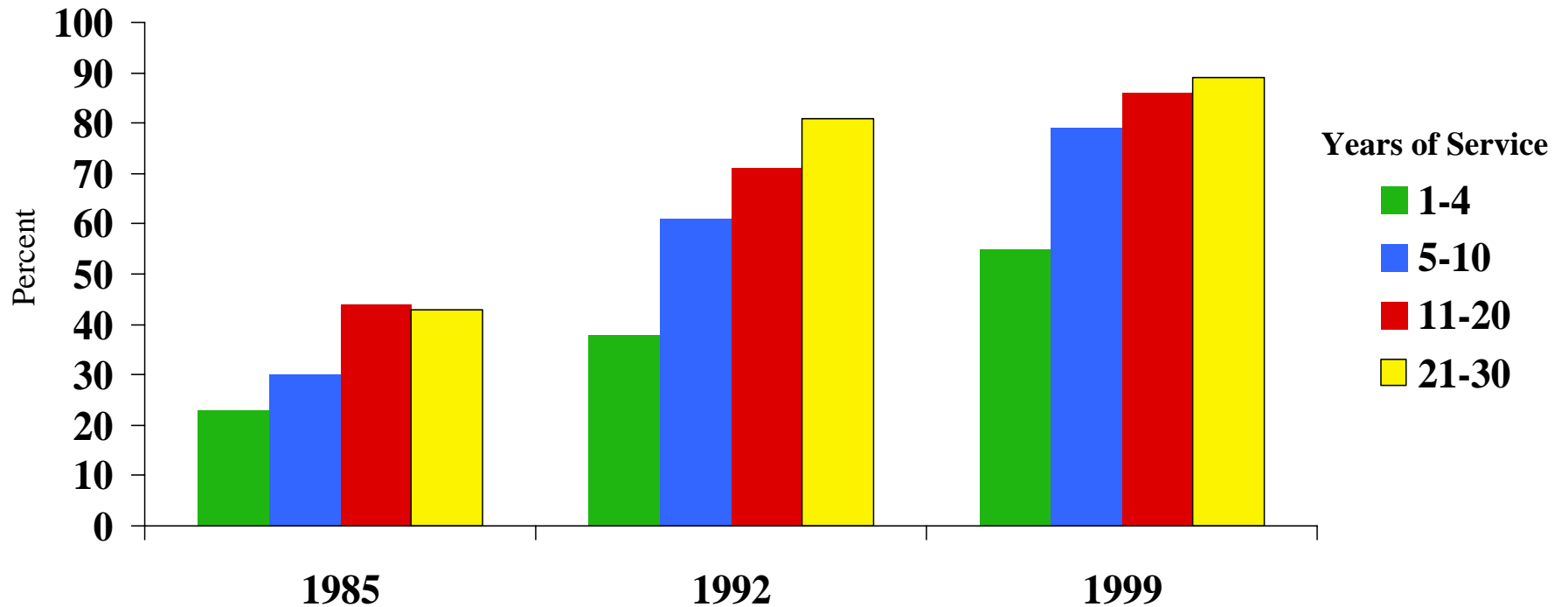
Rising Cost of Quality



*Investment means recruiters, recruiter support, advertising, education benefits, and bonuses per recruit in the year shown (constant FY 2000 dollars). Hi-Quality = HSDG/I-III.A.

Changing Demographics of Enlisted Force

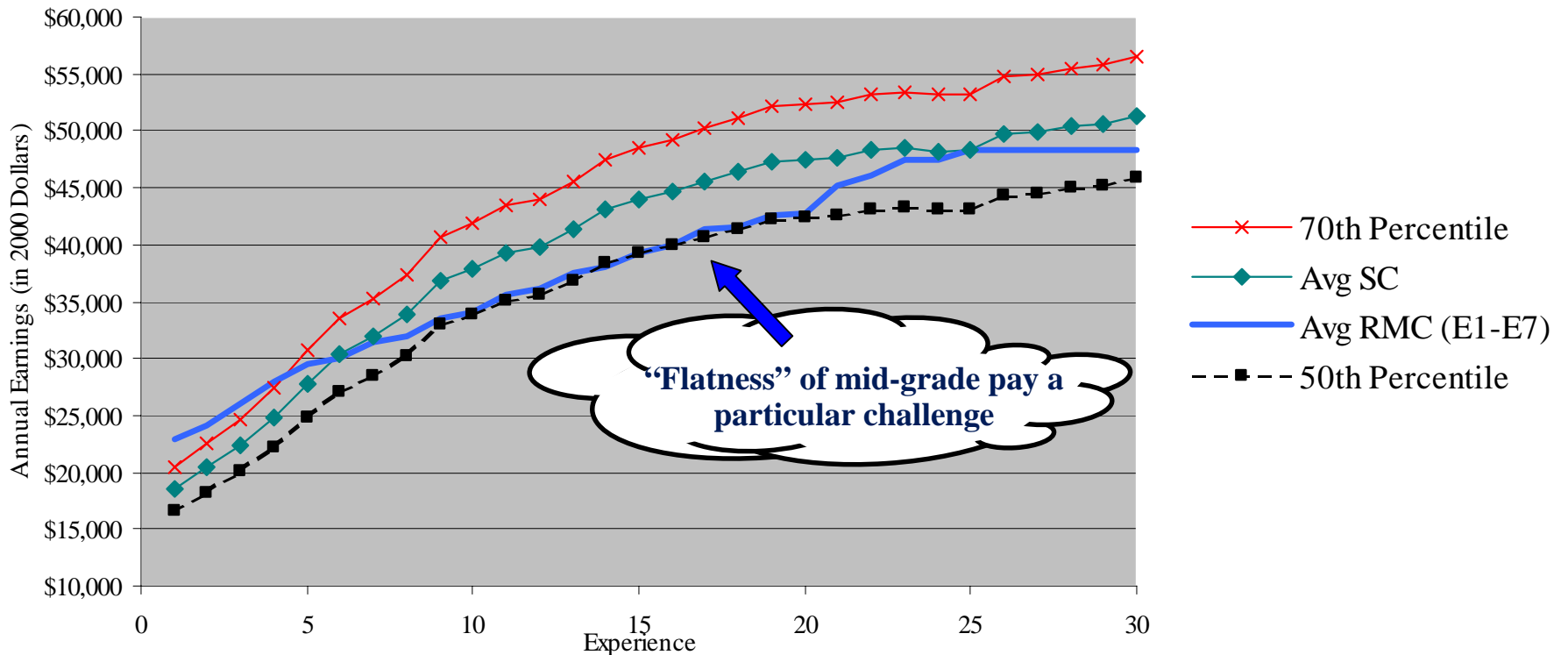
Educational Aspirations and Attainment



Enlisted personnel, percent with "some college" education

Enlisted Pay Insufficient for Comparable Workforce Relative to Earnings of Civilians with Some College

**July 2000 Enlisted Pay (Regular Military Compensation) Compared With
Predicted Year 2000 Earnings of Males with Some College (SC)**



Aging DoD Civilian Workforce



Challenges in management of civilian workforce

- Management of DoD civilian workforce based on complex civil service system, not under SecDef control
- Effects of continuing downsizing have resulted in workforce imbalances by age, experience, and skills
- Half of civilian workforce eligible to retire in next five years
- Fewer young people available to grow into mid-level and senior positions
- Lack of attention on civilian leadership and management development

Providing Better Military Housing Sooner Housing Privatization through Public-Private Ventures

Lackland AFB - Before & After

Before--Wherry Housing →



After--Tejada Estates
Privatized Housing

Workplace Conditions Impact Morale & QoL



“Pay me now or pay me much more later”

F-15 aircraft at Langley AFB drives over deteriorated sewer grate and collapses into the hole (January 1999).

Four Key Areas Identified by Morale/QoL Study

- Leadership
- Force Management
- Workplace
- Personnel & Family
Support

Leadership Recommendations

- Communicate nobility and value of military service
- Engage American public
- Reinforce integrity throughout chain of command
- Improve command climate

Force Management Recommendations

- Develop overall human resource strategic plan
- Implement DoD personnel requirements
- Design flexible career management system
- Redesign recruiting and accession strategies
- Compensate workforce satisfactorily

Workplace Recommendations

- Right-size and modernize infrastructure
- Transform business processes
- Improve worker quality of life

Personnel & Family Support Recommendations

- Provide better housing sooner
- Continue to improve health benefits
- Respond to changing family demographics in military
- Redesign relocation process
- Guarantee service members' and spouses' right to vote

Presidential Initiatives:
Restoring Military Morale
POTUS Trip to Fort Stewart

- Increase Military Pay and Allowances (\$1.4B)
- Improve Housing for Military Personnel and Families (\$.4B)
- Implement expanded health benefits for military retirees (\$3.9B)