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 qualify 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

NOTE: DATA SHOWS “DIRECT SUPPORT” ONLY, NOT “INDIRECT SUPPORT” (e.g., RECRUITING, USPFO, MOST AGR SUPPORT).
Investment means recruiters, recruiter support, advertising, education benefits, and bonuses per recruit in the year shown (constant FY 2000 dollars). Hi-Quality = HSDG/I-IIIA.

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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)

“Flatness” of mid-grade pay a particular challenge
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--Tejeda Estates Privatized Housing
Workplace Conditions Impact Morale & QoL

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

$185,000 to fix plane

$500 to fix grate

“Pay me now or pay me much more later”

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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 ($0.4B)

• Implement expanded health benefits for military retirees ($3.9B)