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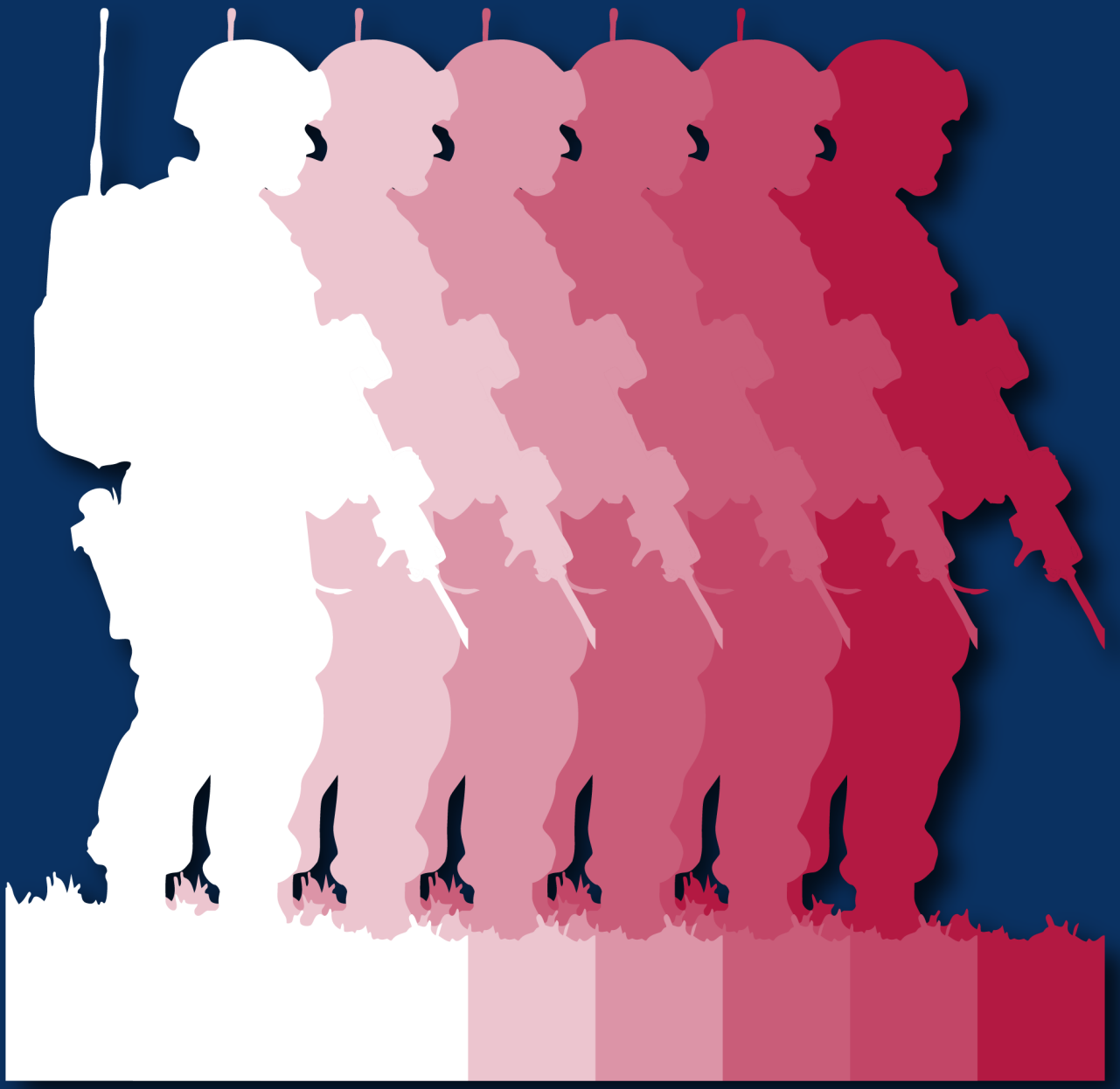

AI's Potential Impact on the Army Officer Corps

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AI Impact on the Army Officer Corps

Executive Summary

Artificial intelligence (AI) is transforming how work is performed across nearly every sector of the economy — and the U.S. military will be no exception. Unlike earlier waves of automation that primarily mechanized physical labor, AI reaches into the cognitive domain, reshaping how humans collect and intake information, how they make decisions, how teams operate, and how organizations allocate human effort. These changes will affect not only which jobs warfighters perform, but how they perform them, requiring the U.S. military to rethink how it organizes, trains, and equips its future workforce, as well as how it designs its forces.

This study represents one of the first systematic, outside efforts to assess how AI might impact the work performed by Army officers. Using occupational data from the Department of Labor's O*NET database, the study mapped 131 Army officer Military Occupational Specialties (MOS) to their closest civilian equivalents to calculate an "AI impact percentage" for each. Additionally, the study team surveyed officers in two combat arms specialties—Infantry and Field Artillery—to assess AI's potential effect on both their peacetime and wartime responsibilities.

Our analysis found that AI has the potential to affect every Army officer MOS and their respective tasks. Estimated impacts for AI's impact on the workload of each Army MOS range from 25% to 64% across the individual MOSs - i.e. between 25% and 64% of the daily work performed by individuals in these occupations could be impacted by AI. These estimates are broadly consistent with similar estimates of AI's impact on the range of occupations for the civilian workforce. The two combat arms surveyed were in the lowest quartile of Army MOS studied–however, they still had over a quarter of their tasks highly impacted by AI. Notably, the study found that for combat arms **AI may have a greater potential effect on tasks performed during deployment rather than those that are performed during time in garrison**.

While these findings provide an important early view, two limitations should be acknowledged. First, the study relied on a task taxonomy designed for the private sector, which may not precisely capture uniquely military work. Second, the sample size for surveys of infantry and field artillery roles was small, and participants were recruited from LinkedIn, which could bias responses toward individuals with private sector exposure or ambition. Respondents were also unpaid, possibly attracting those already motivated by the subject matter. These factors mean that results for the combat arms should be interpreted as a promising hypothesis to more carefully explore in further research as opposed to a definitive conclusion.

Nevertheless, when taken together, these findings point to several broader implications for how the Army should prepare its workforce for an AI-enabled future. To begin with and at the risk of stating the obvious, the Army Officer Corps will not be immune to the effects of AI. In fact, AI will influence every officer MOS in some capacity. Additionally, Army leaders should think holistically about AI's implications across the entire personnel lifecycle. Next, AI will have significant implications for future force design, even if it is premature to draw firm conclusions about the exact size or composition of the Army's future end strength in response to impact from AI. Finally, the Army should begin anticipating which new MOS

may emerge and how existing MOS will evolve as AI becomes more deeply integrated into military operations.

Based on these insights, four policy priorities emerge. **First**, the Army should carefully examine how to reinvest any time and efficiency gains from AI into warfighting capability—ensuring that automation strengthens lethality rather than merely making room for additional administrative tasks. **Second**, for roles with clear private sector counterparts, the Army should align internal work processes and training to leverage external, commercial AI advancements, reserving military-specific AI development for uniquely military occupations. **Third**, the Army should consider increasing its investment in AI applications that enhance wartime tasks, where AI's operational payoff may be greatest. However, the Army should also conduct further research using work activities specific to its MOS to identify the most promising use cases for AI. **Finally**, using AI to reduce the administrative burden on junior officers could alleviate burnout and improve retention, helping the Army preserve its most capable leaders.

In the immediate future, AI will not replace the Army's people, but it will transform how they work. Preparing for this future and what comes next requires a deliberate strategy that utilizes both automation that saves time and augmentation that enhances combat power—ensuring that every technological gain strengthens the Army's core mission: to fight and win the nation's wars.

Introduction

Work has always evolved alongside technology, but the arrival of artificial intelligence (AI) marks a shift in both scale and scope. Unlike past waves of technological advancements, which primarily transformed physical labor by mechanizing it, AI reaches deeply into the realm of cognition—automating not just what people do but, increasingly, how they think and make decisions. Its rise has triggered a fundamental reexamination of what kinds of work humans will perform in the decades ahead, and how societies can adapt to this transformation. Just as these advances are expected to have a transformational impact on the civilian workforce, they will have a similarly transformative impact on the future military workforce.

Earlier forms of automation were tools for consistency, speed, and risk mitigation. They executed well-defined, repetitive processes. AI, particularly modern machine learning and generative systems, operates differently.[1] It learns patterns from its training data and makes probabilistic inferences about how to apply them. As a result, it can take on tasks once reserved for skilled professionals: summarizing complex documents, drafting computer code, assisting in legal research, analyzing imagery, or generating creative content.

This evolution means that AI no longer replaces just manual or routine cognitive labor—it now reshapes knowledge work itself. The boundary between "human-only" and "machine-capable" tasks is becoming fluid, blurring distinctions between white-collar and blue-collar, skilled and unskilled, creative and procedural work.

Given this context, understanding AI's potential impact on the military workforce - especially the officer corps, given their leadership role - is especially critical. The military's effectiveness depends on the skills, experience, and adaptability of its personnel. As AI transforms the daily work of the military, it will inevitably reshape the roles and competencies required across the force. Preparing for this shift is not only about keeping pace with technology but also about ensuring that future service members are ready to operate alongside it. Because military organizations plan and invest on timelines measured in decades, many of the soldiers, sailors, airmen, and marines recruited today will still be serving in 2045–within a security environment fundamentally redefined by AI-enabled systems. Preparing our military leaders now for that AI-enabled future is essential to maintaining America's technological edge and preserving its enduring military advantage.

Tasks, Not Jobs, Are Being Transformed

When assessing the potential impact of AI on the future workforce, a prudent starting point is to focus on tasks rather than entire jobs. Most occupations are made up of many distinct activities, each with different levels of susceptibility to automation or augmentation. AI systems are designed to perform specific functions—like classifying images, summarizing text, providing an initial draft of a plan, or optimizing logistics—not to replicate all the varied and contextual elements of a complete occupation. Even within a single job, some tasks may be highly automatable, while others rely on contextual interpretation, human judgment, interpersonal skills, or creativity that current AI cannot replicate.

[1] We did not include agentic AI in our analysis for this study.

Understanding work at this granular level allows for a clearer picture of how technology is likely to affect different aspects of labor.

By focusing on tasks, researchers and policymakers can better anticipate how AI will reshape jobs rather than simply replace them. Many roles will evolve as AI takes over repetitive or data-intensive functions, freeing workers to focus on higher-value, human-centric activities such as problem-solving, coordination, and communication. This perspective helps identify where reskilling or redesigning work processes will be most effective and prevents the common misconception that AI will lead to widespread job elimination. Instead, studying tasks highlights a more nuanced future—one in which AI serves as a powerful tool for transformation and collaboration within the workforce, rather than as a blanket substitute for human labor.

Prior Work on the Private Sector Workforce

Several prior studies have explored how AI might impact the future civilian workforce by exploring how AI might impact the task content of occupations. Each of these studies has determined that AI could have a substantial impact on the civilian workforce but that this effect varies greatly across occupations, based on their respective task compositions. For example, one study conducted by Goldman Sachs calculated that roughly 66% of U.S. occupations could have between 25-50% of their tasks automated by AI.[2] A different study conducted by the International Monetary Fund found that 40% of global employment was in occupations highly exposed to AI with this percentage rising to 60% in advanced economies.[3] Finally, a study conducted by OpenAI found that if all present-day workers had access to an LLM then "about 15% of all worker tasks in the U.S. could be completed significantly faster at the same level of quality."[4]

Additionally, AI may already be altering the shape of the future workforce. For example, a study from Stanford University has found that "early-career workers (ages 22-25) in the most AI-exposed occupations have experienced a 13% decline in employment … In contrast, employment for workers in less exposed fields and more experienced workers in the same occupations has remained stable or continued to grow."[5] This finding echoes the findings of work which has linked automation technologies to a relative decrease in wages for workers performing routine tasks.[6]

While these studies suggest that AI could have a large impact on the workforce, it remains difficult to predict the net effect on employment. This uncertainty arises because automation and augmentation influence labor demand in very different ways.[7] When AI automates tasks, it can reduce the need for

[2] Joseph Briggs & Devesh Kodnani, The Potentially Large Effects of Artificial Intelligence on Economic Growth, Goldman Sachs (2023).
[3] Mauro Cazzaniga, et al., Gen-AI: Artificial Intelligence and the Future of Work, International Monetary Fund (2024).
[4] Tyna Eloundou, et al., GPTs are GPTs: An Early Look at the Labor Market Impact Potential of Large Language Models, Arxiv (2023).
[5] Erik Brynjolfsson, et al., Canaries in the Coal Mine? Six Facts about the Recent Employment Effects of Artificial Intelligence, Stanford Digital Economy Lab (2025).
[6] Examples of these studies include: David Autor, et al., The Polarization of the U.S. Labor Market, American Economic Review (2006); John Van Reenen, Wage Inequality, Technology, and Trade: 21st Century Evidence, Labour Economics (2011); Daron Acemoglu & Pascual Restrepo, Tasks, Automation, and the Rise in US Wage Inequality, Econometrica (2022).
[7] David Autor, Why Are There Still So Many Jobs? The History and Future of Workplace Automation, Journal of Economic Perspectives (2015).

certain roles or lower demand for specific skills. In contrast, when AI augments workers—helping them perform tasks more efficiently or effectively—it can increase productivity, create new types of work, and even generate demand for complementary jobs. Since AI can often augment some tasks while automating others within the same occupation, predicting the net effect of AI on employment is difficult, especially as AI's capabilities and the way those capabilities affect work processes continue to rapidly evolve.

Given this context, some observers interpret AI's potential impact on the workforce primarily through the lens of job loss, fearing that automation will displace large numbers of workers. While it is true that the number of people employed in certain occupations may decline as specific tasks become automated, technological innovation also creates entirely new categories of work. History bears this out—roughly 60% of jobs Americans hold today had not yet been invented in the 1940s.[8] Importantly, periods of rapid innovation have consistently correlated with the emergence of these new work occupations and tasks. AI is likely to follow this pattern: transforming the task composition of existing roles while also catalyzing the creation of new professions that take advantage of its capabilities.

[8] David Autor, et al., New Frontiers: the Origins and Content of New Work, 1940–2018, NBER Working Paper Series (2022).

Approach

While prior research has been conducted on how AI might impact the civilian workforce, to date no public study has applied these approaches to the military workforce. This study focuses on how AI might impact the Army Officer Corps. We chose this focus for two principal reasons. First, the Army is the largest U.S. military service and contains a wide range of occupations. And second, because officers hold leadership roles within the military hierarchy and ultimately go on to serve at the highest ranks, thus they have a disproportionate effect on the military workforce and its future.

In order to understand the potential impact that artificial intelligence may have on the future of the Army workforce, we must first determine what types of tasks each distinct occupation within the Army performs. The Army defines a total of 177 job categories (referred to as Military Occupational Specialty or MOS) for its officer corps. There is no standard Army taxonomy breaking out the specific tasks or work activities required by each of these occupations either in day-to-day garrison life or out in the field during deployment or combat operations.[9] Instead, we use a standard mapping of tasks and occupations defined by the U.S. Department of Labor's O*NET database. We use the 29.2 version of the O*NET database. The O*NET database defines a total of 41 high-level work activities and specifies both their importance and complexity for 879 unique occupations in the civilian workforce.

When calculating the impact of AI on each individual MOS, we take one of two approaches. Many Army MOS have a strong parallel in the civilian workforce - for example, the work responsibilities of a MOS 60K (Urologist) have a great deal of similarities to physicians specializing in urology in the private sector. In other cases, Army MOS can be mapped to a civilian occupation which is a partial match. For example "Test and Evaluations Officer" (MOS 51T) is a partial match for a "Non-destructive Testing Specialist" from the O*NET database. For these types of occupations where a strong or sensible partial match can be made between an Army MOS and a civilian occupation in the O*NET database, we calculate the impact of AI on the Army MOS based on the data the Department of Labor has captured in the O*NET database for the equivalent civilian occupation. Thus, we can calculate an AI impact percentage for 81 strong matches and 50 partial matches (for a total of 131 Army MOS) out of 177 total Army MOS from this data. Appendix C lists the complete mapping of Army MOS to O*NET occupations.

However, not all Army MOS have a strong or partial match to a civilian occupation. In particular, Army officer MOS with a direct combat role do not have a strong parallel in the civilian workforce. We focused on two of these MOS–the Infantry Officer (11A) and the Field Artillery Officer (13A). To calculate the impact of artificial intelligence on these MOS, we used LinkedIn to recruit individuals who had been trained in these MOS to complete a modified version of the O*NET database survey instrument mapping the impact and complexity of the O*NET work activities for their MOS. Some individuals were asked to complete the survey about their peacetime/garrison responsibilities while others were asked to complete the survey about their deployment/wartime responsibilities. The peacetime survey instrument is provided in Appendix D while the wartime survey instrument is provided in Appendix E. In total, 11 infantry officers

[9] While the Army publishes a document called 'The Army Universal Task List', this document is not a true parallel to concepts such as the O*NET work activities. The Army document lists a set of high-level missions to be accomplished by a unit along with measures to grade how well that mission was accomplished as opposed to detailing the specific work activities performed by individual workers to complete those missions.

completed the peacetime/garrison survey while 8 completed the wartime/combat survey. Additionally, 5 artillery officers completed the peacetime/garrison survey while 2 completed the wartime/combat survey. All participants had served in the Army in their specified MOS within the past 10 years, had a minimum of 2 years of experience in their MOS, and had received their initial training in that MOS.

Limitation of the Study

While this study provides important insights into how artificial intelligence (AI) may affect the work performed by Army officer corps, several limitations should be acknowledged.

First, the study relied on a categorization of work activities originally designed to measure occupations in the private sector rather than the military workforce. This approach allowed for meaningful comparison with previous research on AI's impact in civilian contexts. However, it may not fully capture the unique work activities and operational demands specific to the military environment. Future research on this topic should seek to develop or adapt a taxonomy of military work activities that better reflects the distinctive nature of military occupations, particularly those tied to combat functions.

Second, the small sample size for combat-specific roles limits the strength of conclusions that can be drawn about AI's potential impact in those areas. Although this study's dataset is larger than any other publicly available research of its kind, expanding the sample to include more survey respondents and additional combat specializations would yield a more comprehensive and statistically robust understanding of how AI may affect different segments of the force.

Third, our survey participants were recruited through LinkedIn. Soldiers and veterans with a presence on that platform are more likely to be employed in, or actively seeking employment in, the private sector. As a result, their experiences and perspectives may differ in subtle but important ways from those of soldiers who plan to remain in uniform for their entire careers. This potential selection bias may influence how respondents perceive AI's risks and opportunities in the military context and thus how they answered the survey questions.

Finally, respondents were not compensated for completing the survey. This may have disproportionately attracted individuals with a strong personal or professional interest in AI, who could hold either more optimistic or more skeptical views than the broader military population. Such self-selection effects could skew the distribution of responses captured in the data.

Taken together, these limitations suggest that while the study's findings offer valuable early evidence, they should be interpreted as directional rather than definitive. Future research should expand participation across the Army workforce, incorporate a larger and more diverse sample of combat and non-combat roles, and zero in on the work activities actually being conducted every day by soldiers. Doing so will help ensure that the Army's approach to AI adoption is informed by evidence that is as representative and comprehensive as possible.

Results

Using the data from our survey and from the O*NET database about the importance and complexity of work activities for each Army MOS, we calculated an AI impact percentage for each MOS. This percentage is calculated by summing up the impact of all work activities highly impacted by AI and dividing by the sum of the impact of all work activities. Thus, the AI impact percentage will range from a low of 0 to a high of 100. A score of 0 in this calculation would mean that the MOS would not be impacted by AI at all while a score of 100 would mean that AI will most likely transform every task for that MOS.

To give a concrete example, consider an occupation with three work activities as specified in the table below.

Work Activity Name	Impact Score	Is Impacted By AI
Activity 1	4	No
Activity 2	2	Yes
Activity 3	1	No

The AI Impact Percentage for an occupation with these three work activities would be:

$$\text{AI Impact Percentage} = \frac{2}{4+2+1} * 100$$

In this calculation, high-impact tasks move the needle the most. When AI enhances a core responsibility, the occupation's AI impact percentage shoots up. But if the most critical parts of a job are too complex for AI, the overall impact percentage stays low, even if many other less critical tasks are highly impacted. A full description of the calculation is explained in Appendix A.

Overall, we calculated that AI's impact on the Military Occupational Specialties of Army Officers ranges from 25% to 64.3%. Simply put, this percentage tells us what portion of the daily workload in each of these occupations could be impacted by AI tools already in use today. In other words, the least impacted MOS - that of Infantry Officers - presently has only 25% of its workload exposed to impact by AI. The most impacted MOS - that of Family Medicine Physicians - has nearly 64% of its workload impacted by AI. While the currently available AI tools may not be able to fully automate all aspects of these tasks, their use will transform this work and result in a shift of human effort away from these daily responsibilities. The effect on daily workloads could be substantial, with approximately **80% of officer specialties** having **40% or more** of their workload highly exposed to AI. Figure 1 illustrates the range of impacts below.

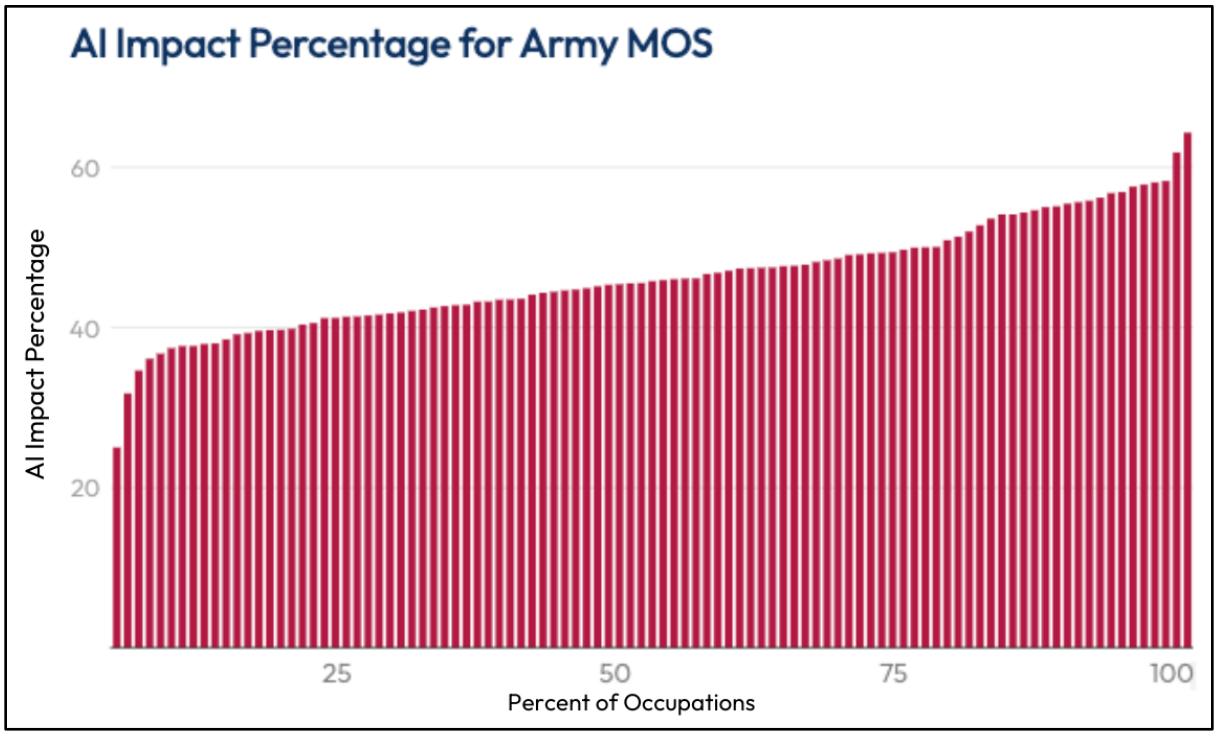

Figure 1

Notably, the range of AI's potential influence on the Army officer workforce closely parallels its estimated impact on the civilian workforce. For civilian occupations in the O*NET database, AI impact percentages range from a low of 27.6% to a high of 86.9%.

We can further subdivide Army's Military Occupational Specialties (MOS) into groups of related functions. The Army traditionally classifies its MOS into three categories: combat arms, combat support, and sustainment. For this analysis, we added three additional categories—medical, legal, and academic—as these encompass a significant number of Army specialties and have clear parallels to civilian occupations. Among these categories, combat arms MOS stand out for having the lowest estimated AI impact, at approximately 33%. The remaining categories show a meaningfully higher degree of AI exposure, ranging between 45 and 50%. Figure 2 illustrates the variation in AI's potential impact across these different MOS categories.

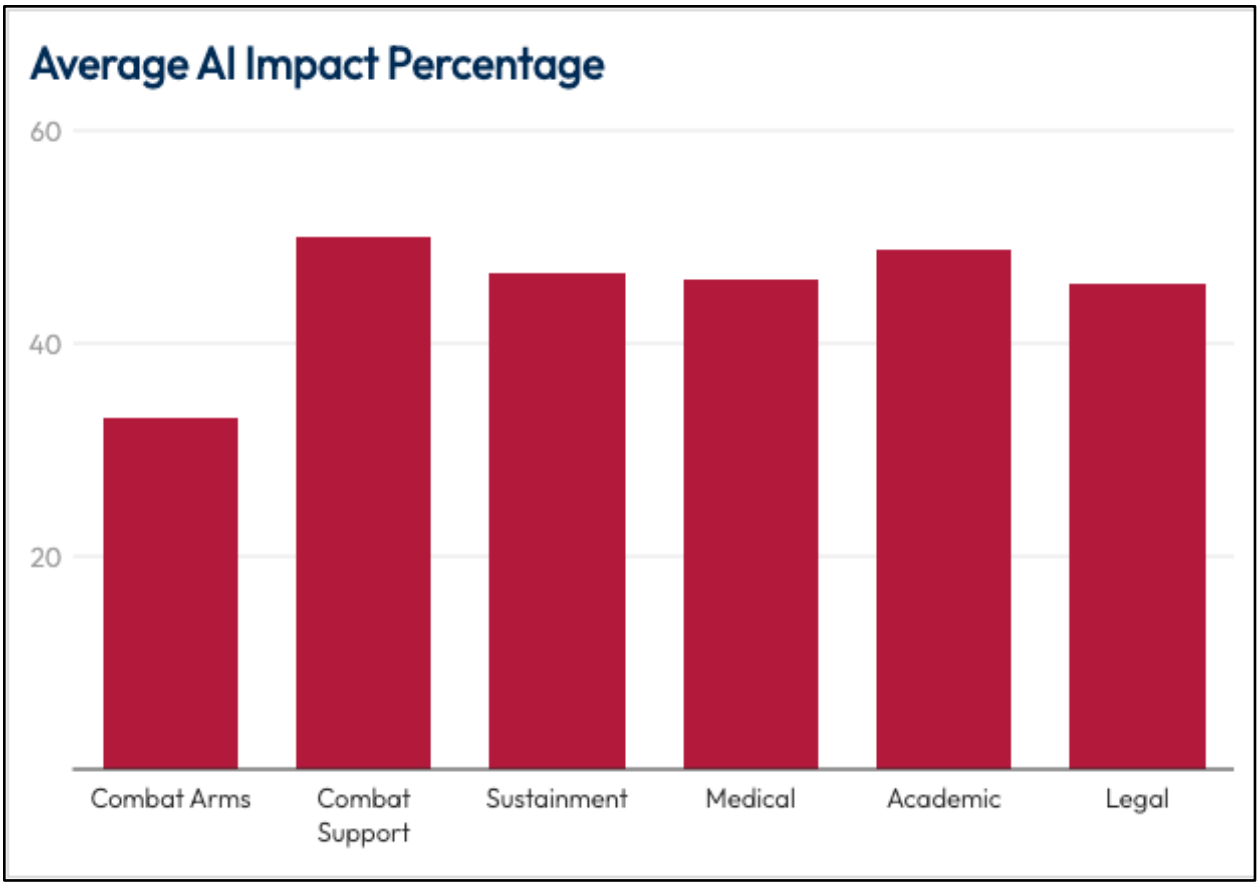

Figure 2

Finally, our survey results found that the two combat MOS we gathered data for (the Infantry Officer and Artillery Officer MOS) were each in the bottom quartile of overall AI impact. This was true for both their peacetime/garrison functions and their deployed/wartime functions. Notably, our data results indicate that AI may have a greater impact on the deployed/wartime responsibilities of both of these occupations compared to their peacetime/garrison responsibilities. The AI impact percentage for the peacetime responsibilities of Infantry Officers was 25% while it was 33.3% for wartime responsibilities. Similarly, the AI impact percentage for Artillery Officers was 33% in peacetime while it grew to 39.7% for wartime tasks. Table 1 illustrates the work activities that contributed the most to the differing AI impact percentages between wartime responsibilities and peacetime responsibilities for Infantry Officers and the relative impact each activity had.

Work Activities with the Greatest Difference in Impact Score for Infantry Officers

Work Activity Name	Peacetime Impact Score	Wartime Impact Score
Identifying Objects, Actions, and Events	1.88	6.35
Getting Information	3.11	6.86
Monitoring Processes, Materials, or Surroundings	2	5.04
Analyzing Data or Information	1.55	3.43

Table 1

The divergence between the impact score of peacetime work activities and wartime work activities is the result of two factors. In some cases, the same category of work activities is impacted by AI for both peacetime and wartime. However, for the work activities driving the divergence between the peacetime and wartime AI impact percentages, the degree of importance for the work activity is much greater during wartime compared to peacetime. For example, the "getting information" work activity has a weighted importance score of 3.11 for infantry officers during peacetime compared to a score of 6.86 during wartime.

In other cases, changes in the complexity of the work activity drive the differences between the AI impact percentage on peacetime and wartime functions. As work activities become more complex, they sometimes exceed the complexity level of what AI models are currently capable of doing. Overall, our data indicates that the complexity of work activities which are impacted by AI is greater for peacetime activities compared to wartime activities (within the same Military Occupational Specialty). This most likely reflects the reality that the stress and chaos of combat operations sometimes force military personnel to reduce the complexity of their actions so they can be successfully accomplished under extremely difficult conditions.

Takeaways

The results of our analysis carry several important implications. To begin with, it is clear that the Military Occupational Specialties (MOS) of the Army Officer Corps will not be immune to the effects of artificial intelligence. In fact, the estimated impact of AI on Army occupations closely mirrors its estimated impact across the civilian workforce, with a similar range and distribution of affected tasks. This parallel suggests that AI's influence on military work will be broad rather than isolated—reshaping daily responsibilities and changing how decisions are made across nearly every officer specialty. Just as in the private sector, AI will not eliminate the need for humans, but it will significantly transform the composition and character of the work they perform.

Given this reality, Army leadership will need to think holistically about AI's implications for its future workforce. AI adoption will influence every stage of the personnel lifecycle: whom the Army recruits and the skillsets they are expected to bring; how those soldiers are trained, educated, and developed; how their performance is evaluated and their careers are managed; and what their day-to-day responsibilities should be in AI-enabled units. These considerations extend far beyond questions of automation or efficiency. They require a comprehensive approach to talent management and force development—one that prepares leaders not only to use AI tools, but also to command and operate effectively in an environment where AI shapes the speed of operations, the complexity of missions, and the expectations placed on every soldier.

Our findings also suggest that AI's ongoing adoption will have significant implications for force design. As AI reshapes both the work and the workflows of the Army, the structure and distribution of roles across the force will inevitably evolve. However, it is premature to draw hard conclusions about the exact size or composition of the Army's future end strength. AI may increase productivity in certain specialties while expanding demand for others; it may shift the balance between combat and support roles; or it may alter which competencies are mission-critical. What is clear, however, is that AI will not be a marginal technology—it will influence how the Army organizes and employs its people across its entire force.

Finally, as with previous technological revolutions, Army leadership must begin anticipating what new MOS will emerge as AI becomes more deeply integrated into military operations—and how existing MOS will evolve. The Army has already taken an important step by moving towards establishing a new MOS career field for technical experts in AI.[10] But the effects of AI will not be limited to those who focus on the technology itself. AI will also change the work of those who use it—infantry officers, logisticians, intelligence analysts, planners, maintainers, and many others. Over the next five to ten years, new categories of operational roles are likely to emerge, and familiar MOS will shift as AI becomes embedded in tactics, processes, and decision cycles. The Army should explore these future MOS now, identify the competencies they will require, and begin laying the groundwork for their eventual incorporation into the force. Preparing early will allow the Army not only to absorb technological change, but to shape it—and to ensure that its future leaders are ready for the demands of an AI-enabled battlefield.

[10] Steve Beynon, Army Creating New Artificial Intelligence-Focused Occupational Specialty and Officer Field, Military.com (2025).

Recommendations

Drawing on these results, we recommend four priorities for how the Army should prepare for AI's impact on its future workforce.

Reinvest AI Gains into Lethality

First, the Army should leverage any gains from applying AI to increase soldier lethality. As artificial intelligence reshapes how work is performed, the Army has an opportunity to fundamentally rebalance how its people spend their time. Many soldiers today devote substantial effort to routine administrative tasks and other mundane activities that—while necessary—divert attention from their primary mission. AI-enabled systems can dramatically reduce the time required to complete these tasks. These efficiencies should not merely be viewed as cost savings or productivity gains, but as a means to strengthen combat effectiveness. Every hour reclaimed through automation is an hour that can be redirected toward training, readiness, and the development of warfighting skills. Company commanders should spend less time formatting PowerPoint slides and responding to data calls from higher headquarters; instead, they should spend more time planning field exercises and training their teams. In short, the benefits of AI integration across the workforce should be reinvested in lethality—ensuring that technological progress translates directly into greater combat capability, rather than a new opportunity to offload tasks from higher echelons.

Align Workflows to Leverage Commercial Investments

Second, the Army should align the work procedures and daily responsibilities of most of its Military Occupational Specialties to leverage the advanced automation capabilities which have been developed and which are being developed to enhance the productivity of their private sector equivalents. The Army currently defines 177 total MOS for its officer workforce. Given realistic budget constraints, the Army will not be able to invest in developing custom AI models to automate or augment the work performed by most of these professions. However, it should not need to. The vast majority of these MOS have a counterpart in the private sector with a meaningful overlap in functions and skills. By more closely aligning the workflows and activities of these roles with their equivalents in civilian workplaces, the Army can better leverage ongoing commercial investments in AI and automation, accelerating modernization without duplicating effort. This approach would free resources to focus on developing AI capabilities for the remaining occupations and functions that are uniquely military—those involving combat, command and control, and other core warfighting professions. As AI continues to reshape the nature of work, making these distinctions and prioritizations will only become more critical.

Invest in AI for Combat-Relevant Tasks

Third, the Army should increase its investments in AI applications which impact work activities under combat conditions. Our survey results, albeit limited, indicate that the overall potential impact of AI may be higher for wartime work activities compared to peacetime work activities. Two factors combine to generate this result. In some cases, work activities impacted by AI have a higher degree of importance during wartime compared to peacetime. For example, while "gathering information" or "identifying objects, actions, and events" are important to peacetime operations, these functions can become a life-

or-death necessity on the front lines. In other cases the degree of complexity of wartime tasks is lower compared to peacetime tasks, making them more amenable to impact by AI models. This result fits the historical pattern–for example, the Army has established a standard structure for operation orders because the exigencies of combat demand clear, concise, and consistent communication practices.

However, further research should be conducted to confirm and refine this hypothesis. In particular, our research adopted work activities designed for private sector jobs in order to allow for comparison against other studies which had explored AI's impact on the private sector workforce. The Army should develop work activities specific to the demands of its combat arms and measure their importance and complexity to more precisely determine which of its work activities hold the most potential to be impacted by AI. It should also explore whether the greater availability of data about peacetime work activities (and thus a greater effectiveness at training AI models) offsets any potential impact of the greater importance or lesser complexity of these work activities during combat operations.

Leverage AI to Improve Retention

Finally, leveraging AI to reduce the workload placed on junior officers would improve Army retention - especially retention of some of its most critical personnel. The Army has long recognized the immense burden it places on company commanders and their executive officers. One study found that these roles routinely work over twelve hours per day[11] while the official training guidance from Army Forces Command in 2018 stated that "the number one resource constraint reflected by unit commanders is the lack of available time. We have many requirements and not enough time to accomplish them to standard."[12] Leaders at the company level spend too much of their time being bombarded by inane requests for information and generating planning products. Deploying AI to handle such routine administrative minutiae could have a transformative effect on the quality of life for junior officers—and, just as importantly for retention, their families.

Given the potentially large impact AI could have on the work performed by Army officers, its use to alleviate time burdens on junior officers and improve their work/life balance could have substantial benefits. Research consistently shows that organizations which limit excessive overtime and promote sustainable workloads see lower stress and reduced burnout. These factors in turn result in higher employee productivity and improved employee retention. For the Army, applying AI intelligently to reduce administrative friction and workload at the company level represents not just a potential efficiency gain, but a strategic opportunity to retain their most talented leaders.

[11] Lisa Saum-Manning, et al., Reducing the Time Burdens of Army Company Leaders, RAND (2019).
[12] Lisa Saum-Manning, et al., Reducing the Time Burdens of Army Company Leaders, RAND (2019).

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Appendix A - Calculating the AI Impact Percentage

In order to calculate the AI impact percentage, we must make two determinations about each work activity. First, we determine if the work activity has a sufficient impact on the occupation to be included in the calculation. The O*NET database uses a 5 point scale to gauge the impact a work activity has on an occupation. The lowest level (1) is labeled 'Not Important' while the second lowest level (2) is labeled 'Somewhat Important'. Thus, if the average impact of the work activity across all the survey participants is less than 2, we do not consider the work activity to be sufficiently impactful to the occupation and we exclude it from the entire AI impact percentage calculation.

If the work activity is sufficiently impactful to the occupation, we then must determine if it will be highly impacted by AI or not. Each work activity lists three specific examples of job activities to help the survey respondent determine if the complexity of the work activity for their occupation is "Low", "Medium", or "High". For example, the "getting information" work activity describes a "Low" complexity activity as "following a standard blueprint", a "Medium" complexity activity as "reviewing a budget", and a "High" complexity activity as "studying international tax laws". We conducted a literature review of existing use cases for AI and available AI products to determine which of these example activities will likely be impacted by AI. In total, this review found that 23 of 41 work activities will be impacted at either a Medium or High level of complexity. These activities are listed in Appendix B. For these work activities highly impacted by AI, if the average complexity score assigned by the survey respondents for that occupation is less than the level of complexity identified in the literature review, we consider that work activity to be highly impacted by AI. If the average complexity score is instead greater than the complexity score identified by the literature review, we do not consider the work activity to be highly impacted by AI.

Finally, we have to calculate the weight assigned to each work activity. In order to weight work activities which are more impactful to the occupation above work activities which are less impactful, we define the weighted score to be 2 ^ (Average Impact Score - 2). Thus, if a work activity has been rated on average by the survey participants to be a 2 (Somewhat Impactful), its weighted score will be 1 (ie. 2 ^ 0). In contrast, if a work activity is rated on average by the survey participants as a 5 (Extremely Impactful), its weighted score will be an 8 (ie. 2 ^ 3).

Thus, the calculation of the AI Impact Percentage is defined as the sum of the weighted score for AI impacted tasks divided by the sum of the weighted score for all tasks.

To illustrate, consider the following simplified example:

Consider an occupation with three work activities as specified in the table below.

Work Activity Name	Average Impact Score	Weighted Score	Is Impacted By AI
Activity 1	4	2^(4-2) = 4	No
Activity 2	3	2^(3-2) = 2	Yes
Activity 3	2	2^(2-2) = 1	No

The AI Impact Percentage for an occupation with these three work activities would be:

$$\text{AI Impact Percentage} = \frac{2}{4+2+1} * 100$$

Appendix B - Work Activities Impacted by AI

O*NET Work Activity	Activity example	AI Impact Level
Getting Information	Study international tax laws	7 - High
Monitoring Processes, Materials, or Surroundings	Check the status of a patient in critical medical care	7 - High
Identifying Objects, Actions, and Events	Determine the reaction of a virus to a new drug	7 - High
Estimating the Quantifiable Characteristics of Products, Events, or Information	Estimate the amount of natural resources that lie beneath the world's oceans	7 - High
Judging the Qualities of Objects, Services, or People	Establish the value of a recently discovered ancient artwork	7 - High
Processing Information	Compile data for a complex scientific report	7 - High
Evaluating Information to Determine Compliance with Standards	Evaluate a complicated insurance claim for compliance with policy terms	4 - Moderate
Analyzing Data or Information	Analyze the cost of medical care services for all hospitals in the country	7 - High
Making Decisions and Solving Problems	Select the location for a major retail store	4 - Moderate
Updating and Using Relevant Knowledge	Learn information related to a complex and rapidly changing technology	7 - High
Developing Objectives and Strategies	Develop the plan to complete the merger of two organizations over a 3-year period	4 - Moderate
Scheduling Work and Activities	Schedule a complex conference program with multiple, parallel sessions	7 - High
Organizing, Planning, and Prioritizing Work	Prioritize and plan multiple tasks several months ahead	7 - High

Operating Vehicles, Mechanized Devices, or Equipment	Drive an 18-wheel tractor-trailer	4 - Moderate
Working with Computers	Write software for keeping track of parts in inventory	4 - Moderate
Documenting/Recording Information	Maintain information about the use of satellites for industry communications	7 - High
Interpreting the Meaning of Information for Others	Interpret how foreign tax laws apply to U.S. exports	4 - Moderate
Communicating with Supervisors, Peers, or Subordinates	Report the results of a sales meeting to a supervisor	4 - Moderate
Communicating with People Outside the Organization	Present information to potential clients about available services	4 - Moderate
Providing Consultation and Advice to Others	Recommend a new software package to increase operational efficiency	4 - Moderate
Performing Administrative Activities	Complete tax forms for a small business	4 - Moderate
Staffing Organizational Units	Direct a recruiting program for a large international organization	7 - High
Monitoring and Controlling Resources	Work as a chef responsible for ordering food for the menu	4 - Moderate

Appendix C - Mapping Army MOS to O*NET Occupations

Army MOS Code	Army MOS Name	O*NET Code	O*NET Occupation Name	Match Type
27A	Judge Advocate, General	23-1011.00	Lawyers	Strong
27B	Military Judge	23-1023.00	Judges, Magistrate Judges, and Magistrates	Strong
42B	Human Resources Officer	13-1071.00	Human Resources Specialists	Strong
42C	Army Music	27-2041.00	Music Directors and Composers	Strong
42H	Senior Human Resources Officer	11-3121.00	Human Resources Managers	Strong
46A	Public Affairs, General	27-3031.00	Public Relations Specialists	Strong
46X	Untrained public affairs officer	27-3031.00	Public Relations Specialists	Strong
47C	USMA, Professor of English	25-1123.00	English Language and Literature Teachers, Postsecondary	Strong
47D	USMA, Professor of Electrical Engineering and Computer Science	25-1021.00	Computer Science Teachers, Postsecondary	Strong
47E	USMA, Professor of Law	25-1111.00	Criminal Justice and Law Enforcement Teachers, Postsecondary	Strong
47G	USMA, Professor of Foreign Languages	25-1124.00	Foreign Language and Literature Teachers, Postsecondary	Strong
47H	USMA, Professor Physics	25-1054.00	Physics Teachers, Postsecondary	Strong
47K	USMA, Professor of History	25-1125.00	History Teachers, Postsecondary	Strong
47M	USMA, Professor of Chemistry	25-1052.00	Chemistry Teachers, Postsecondary	Strong

47N	USMA, Professor of Mathematical Sciences	25-1022.00	Mathematical Science Teachers, Postsecondary	Strong
47P	USMA, Professor Geography and Environmental Engineering	25-1064.00	Geography Teachers, Postsecondary	Strong
47Q	USMA, Professor and Associate Dean	11-9033.00	Education Administrators, Postsecondary	Strong
47S	USMA, Professor of Physical Education	25-1193.00	Recreation and Fitness Studies Teachers, Postsecondary	Strong
48B	Foreign Area Officer - Western Hemisphere	19-3094.00	Political Scientists	Strong
48E	Foreign Area Officer - Europe and Eurasia	19-3094.00	Political Scientists	Strong
48G	Foreign Area Officer - Middle East and North Africa	19-3094.00	Political Scientists	Strong
48J	Foreign Area Officer - Sub-Saharan Africa	19-3094.00	Political Scientists	Strong
48P	Foreign Area Officer - Asia-Pacific	19-3094.00	Political Scientists	Strong
49A	Operations Research/Systems Analysis	15-2031.00	Operations Research Analysts	Strong
49W	Trained ORSA	15-2031.00	Operations Research Analysts	Strong
49X	Untrained ORSA	15-2031.00	Operations Research Analysts	Strong
56A	Command and Unit Chaplain	21-2011.00	Clergy	Strong
56D	Clinical Pastoral Educator	21-2021.00	Directors, Religious Activities and Education	Strong
56X	Chaplain Candidate	21-2011.00	Clergy	Strong
58A	Marketing Officer	11-2021.00	Marketing Managers	Strong

60A	Operational Medicine	11-9111.00	Medical and Health Services Managers	Strong
60C	Preventive Medicine Officer	29-1229.05	Preventive Medicine Physicians	Strong
60D	Occupational Medicine Officer	19-5011.00	Occupational Health and Safety Specialists	Strong
60J	Obstetrician and Gynecologist	29-1218.00	Obstetricians and Gynecologists	Strong
60K	Urologist	29-1229.03	Urologists	Strong
60L	Dermatologist	29-1213.00	Dermatologists	Strong
60N	Critical Care Medicine Anesthesiologist	29-1211.00	Anesthesiologists	Strong
60P	Pediatrician	29-1221.00	Pediatricians, General	Strong
60S	Ophthalmologist	29-1241.00	Ophthalmologists, Except Pediatric	Strong
60V	Neurologist	29-1217.00	Neurologists	Strong
60W	Psychiatrist	29-1223.00	Psychiatrists	Strong
61F	Internist	29-1216.00	General Internal Medicine Physicians	Strong
61G	Infectious Disease Officer	19-1041.00	Epidemiologists	Strong
61H	Family Medicine	29-1215.00	Family Medicine Physicians	Strong
61P	Physiatrist	29-1229.04	Physical Medicine and Rehabilitation Physicians	Strong
61R	Diagnostic Radiologist	29-1224.00	Radiologists	Strong
61U	Pathologist	29-1222.00	Physicians, Pathologists	Strong
63A	General Dentist	29-1021.00	Dentists, General	Strong
63F	Prosthodontist	29-1024.00	Prosthodontists	Strong
63M	Orthodontist	29-1023.00	Orthodontists	Strong
63N	Oral and Maxillofacial Surgeon	29-1022.00	Oral and Maxillofacial Surgeons	Strong
64A	Field Veterinary Service	29-1131.00	Veterinarians	Strong
64F	Veterinary Clinical Medicine	29-1131.00	Veterinarians	Strong

65A	Occupational Therapy	29-1122.00	Occupational Therapists	Strong
65B	Physical Therapy	29-1123.00	Physical Therapists	Strong
65C	Dietitian	29-1031.00	Dietitians and Nutritionists	Strong
65D	Physician Assistant	29-1071.00	Physician Assistants	Strong
66E	Perioperative Nurse	29-1141.01	Acute Care Nurses	Strong
66F	Nurse Anesthetist	29-1151.00	Nurse Anesthetists	Strong
66N	Operational Nursing	29-1141.00	Registered Nurses	Strong
66P	Family Nurse Practitioner	29-1171.00	Nurse Practitioners	Strong
66R	Psychiatric/Behavioral Health Nurse Practitioner	29-1141.02	Advanced Practice Psychiatric Nurses	Strong
66S	Critical Care Nursing	29-1141.03	Critical Care Nurses	Strong
66T	Emergency Nursing	29-1141.01	Acute Care Nurses	Strong
66W	Certified Nurse Midwife	29-1161.00	Nurse Midwives	Strong
67A	Health Services	11-9111.00	Medical and Health Services Managers	Strong
67E	Pharmacy	29-1051.00	Pharmacists	Strong
67F	Optometry	29-1041.00	Optometrists	Strong
67G	Podiatry	29-1081.00	Podiatrists	Strong
70A	Health Care Administrator	11-9111.00	Medical and Health Services Managers	Strong
70B	Health Care Administration Officer	11-9111.00	Medical and Health Services Managers	Strong
70C	Health Services Comptroller	11-3031.01	Treasurers and Controllers	Strong
71A	Microbiologist	19-1022.00	Microbiologists	Strong
71B	Biochemist/physiologist	19-1021.00	Biochemists and Biophysicists	Strong
72C	Audiologist	29-1181.00	Audiologists	Strong
72D	Environmental Science & Engineering	19-2041.00	Environmental Scientists and Specialists, Including Health	Strong
73A	Social Worker	21-1022.00	Healthcare Social Workers	Strong

73B	Clinical Psychologist	19-3033.00	Clinical and Counseling Psychologists	Strong
74A	CBRN	47-4041.00	Hazardous Materials Removal Workers	Strong
88A	Transportation, General	11-3071.00	Transportation, Storage, and Distribution Managers	Strong
90A	Logistics	13-1081.00	Logisticians	Strong
15A	Aviation, General	53-2012.00	Commercial Pilots	Partial
15D	Aviation Maintenance Officer	49-3011.00	Aircraft Mechanics and Service Technicians	Partial
31A	Military Police	33-1012.00	First-Line Supervisors of Police and Detectives	Partial
35A	Intelligence Officer	33-3021.06	Intelligence Analysts	Partial
35B	Strategic Intelligence Officer	33-3021.06	Intelligence Analysts	Partial
36A	Financial Manager	11-3031.00	Financial Managers	Partial
47F	USMA, Professor of Systems Engineering	25-1032.00	Engineering Teachers, Postsecondary	Partial
47J	USMA, Professor of Social Sciences	25-1065.00	Political Science Teachers, Postsecondary	Partial
47L	USMA, Professor of Behavioral Sciences and Leadership	25-1066.00	Psychology Teachers, Postsecondary	Partial
47R	USMA, Professor of Civil and Mechanical Engineering	25-1032.00	Engineering Teachers, Postsecondary	Partial
47T	USMA, Professor of Leader Development and Organizational	25-1011.00	Business Teachers, Postsecondary	Partial

	Learning			
47U	USMA, Professor of Military Instruction and Ethics	25-1126.00	Philosophy and Religion Teachers, Postsecondary	Partial
47V	USMA, Professor of Army Cyber	25-1021.00	Computer Science Teachers, Postsecondary	Partial
47W	USMA, Professor of Army War College	25-1065.00	Political Science Teachers, Postsecondary	Partial
51C	Contract and Industrial Management	13-1023.00	Purchasing Agents, Except Wholesale, Retail, and Farm Products	Partial
51R	Systems Automation Acquisition and Engineering	15-1211.00	Computer Systems Analysts	Partial
51T	Test and Evaluations	17-3029.01	Non-Destructive Testing Specialists	Partial
51Z	Acquisition	11-9199.01	Regulatory Affairs Managers	Partial
59A	Strategic Plans and Policy	19-3094.00	Political Scientists	Partial
60B	Nuclear Medicine Physician	29-1224.00	Radiologists	Partial
60T	Otolaryngologist	29-1216.00	General Internal Medicine Physicians	Partial
61E	Clinical Pharmacologist	29-1229.02	Hospitalists	Partial
62A	Emergency Physician	29-1229.02	Hospitalists	Partial
62Z	General Medical Officer	29-1229.02	Hospitalists	Partial
63B	Comprehensive Dentist	29-1021.00	Dentists, General	Partial
63K	Pediatric Dentist	29-1021.00	Dentists, General	Partial
63R	Executive Dentist	29-1021.00	Dentists, General	Partial
64B	Veterinary	29-1131.00	Veterinarians	Partial

	Preventive Medicine			
64C	Veterinary Laboratory Animal Medicine	31-9096.00	Veterinary Assistants and Laboratory Animal Caretakers	Partial
64D	Veterinary Pathology	29-1222.00	Physicians, Pathologists	Partial
64E	Veterinary Biomedical Scientist	19-1022.00	Microbiologists	Partial
66B	Army Public Health Nurse	29-1141.00	Registered Nurses	Partial
66C	Psychiatric/Behavioral Health Nurse	29-1141.02	Advanced Practice Psychiatric Nurses	Partial
66G	Obstetric and Gynecologic Nurse	29-1161.00	Nurse Midwives	Partial
66H	Medical-Surgical Nurse	29-1141.04	Clinical Nurse Specialists	Partial
67B	Allied Sciences	11-9111.00	Medical and Health Services Managers	Partial
67D	Behavioral Sciences	19-3033.00	Clinical and Counseling Psychologists	Partial
70D	Health Services System Management Officer	15-1211.01	Health Informatics Specialists	Partial
70F	Health Services Human Resources Officers	11-3121.00	Human Resources Managers	Partial
71E	Clinical Laboratory Scientist	11-9121.01	Clinical Research Coordinators	Partial
72A	Nuclear Medical Science Officer	19-4051.02	Nuclear Monitoring Technicians	Partial
72B	Entomologist	19-1023.00	Zoologists and Wildlife Biologists	Partial
89E	Explosive Ordnance Disposal Officer	47-5032.00	Explosives Workers, Ordnance Handling Experts, and	Partial

			Blasters	
91A	Ordnance, General	47-5032.00	Explosives Workers, Ordnance Handling Experts, and Blasters	Partial
91B	Maintenance Management	49-3023.00	Automotive Service Technicians and Mechanics	Partial
91D	Munitions Materiel Management	47-5032.00	Explosives Workers, Ordnance Handling Experts, and Blasters	Partial
92A	Quartermaster, General	11-3071.04	Supply Chain Managers	Partial
AOC 26A	Network Systems Engineering	15-1231.00	Computer Network Support Specialists	Partial
AOC 26B	Data Systems Engineering	15-1244.00	Network and Computer Systems Administrators	Partial
AOC 26Z	Data Network Engineering	15-1241.00	Computer Network Architects	Partial

Survey Instruments

Appendix D - Survey Instrument for Peacetime

Future of Work Survey

Getting Started

You will be asked questions about work activities, which are a set of similar actions that are performed together in many different jobs.

Instructions:

Read the definition of each work activity provided above the question. Then, rate how important the work activity is to the peacetime / garrison responsibilities of a typical junior officer (O1-O3) in your Military Occupational Specialty (MOS).

If you select at least ***somewhat important***, you will be asked to rate the **level** of the work activity

- The level of a work activity is how complex the activity is to perform for an officer in your MOS
- To help you understand the different levels, examples are provided that require either a low, moderate, or high level of complexity to perform the work activity. These examples come from a variety of jobs. They may or may not be directly related to your MOS.
- "1" on the scale means that a low level of complexity is needed to perform the work activity for an officer in your MOS
- "7" on the scale means that a high level of complexity is needed to perform the work activity for an officer in your MOS

What is your Army Branch / MOS?

- Infantry (11)
- Engineer (12)
- Field Artillery (13)
- Air Defense Artillery (14)
- Aviation (15)
- Cyber Warfare Officer (17)
- Armor (19)
- Signal Operations (25)
- Military Police (31)
- Intelligence (35)
- Transportation (88)
- Explosive Ordnance Disposal (89)
- Logistics (90)
- Ordnance (91)
- Quartermaster (92)
- Other _____

Question 1: ***Getting information includes observing, receiving, and otherwise obtaining information from all relevant sources.***

How important is <u>getting information</u> to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 2
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 1b: If you answered at least "somewhat important" above, what **level of complexity** of ***<u>getting information</u>*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: Follow a standard blueprint
Moderate: Review a budget
High: Study international tax laws

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 2: ***Identifying objects, actions, and events*** *includes identifying information by categorizing, estimating, recognizing differences or similarities, and detecting changes in circumstances or events.*
How important is **<u>identifying objects, actions, and events</u>** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 3
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 2b: If you answered at least "somewhat important" above, what **level of complexity** of ***identifying objects, actions, and events*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: Test an automobile transmission
Moderate: Judge the suitability of food products for an event
High: Determine the reaction of a virus to a new drug

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 3: ***Monitoring processes, materials, or surroundings*** *includes monitoring and reviewing information from materials, events, or the environment to detect or assess problems.*
How important is **monitoring processes, materials, or surroundings** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 4
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 3b: If at least somewhat important, what **level of complexity** of ***monitoring processes, materials, or surroundings*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Check to see if baking bread is done*
Moderate: *Test electrical circuits*
High: *Check the status of a patient in critical medical care*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 4: ***Inspecting equipment, structures, or materials*** *includes inspecting equipment, structures, or materials to identify the cause of errors or other problems or defects.*
How important is ***inspecting equipment, structures, or materials*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 5
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 4b: If you answered at least "somewhat important" above, what **level of complexity** of ***inspecting equipment, structures, or materials*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Check that doors to a building are locked*
Moderate: *Inspect equipment in a chemical processing plant*
High: *Conduct a thorough inspection of an aircraft engine*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 5: ***Estimating the quantifiable characteristics of products, events, or information*** *includes estimating sizes, distances, and quantities; or determining time, costs, resources, or materials needed to perform a work activity.*
How important is ***estimating the quantifiable characteristics of products, events, or information*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 6
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 5b: If you answered at least "somewhat important" above, what **level of complexity** of ***estimating the quantifiable characteristics of products, events, or information*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Estimate the size of household furniture to be shipped*
Moderate: *Estimate the time required to evacuate a city in the event of a major disaster*
High: *Estimate the amount of natural resources that lie beneath the world's oceans*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 6: ***Judging the qualities of objects, services, or people*** *includes assessing the value, importance, or quality of things or people.*
How important is ***judging the qualities of objects, services, or people*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 7
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 6b: If you answered at least "somewhat important" above, what **level of complexity** of ***judging the qualities of objects, services, or people*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Determine whether to remove a tree that has been damaged*
Moderate: *Determine the value of property lost in a fire*
High: *Establish the value of a recently discovered ancient artwork*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 7: ***Evaluating information to determine compliance with standards*** *includes using relevant information and individual judgment to determine whether events or processes comply with laws, regulations, or standards.*
How important is ***evaluating information to determine compliance with standards*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 8
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 7b: If you answered at least "somewhat important" above, what **level of complexity** of ***evaluating information to determine compliance with standards*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Review forms for completeness*
Moderate: *Evaluate a complicated insurance claim for compliance with policy terms*
High: *Make a ruling in court on a complicated motion*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 8: ***Processing information*** *includes compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.*
How important is ***processing information*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 9
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 8b: If you answered at least "somewhat important" above, what **level of complexity** of ***processing information*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Calculate the costs for shipping packages*
Moderate: *Calculate the adjustments for insurance claims*
High: *Compile data for a complex scientific report*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 9: ***Analyzing data or information*** *includes identifying the underlying principles, reasons, or facts of information by breaking down information or data into separate parts.*
How important is ***analyzing data or information*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 10
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 9b: If you answered at least "somewhat important" above, what **level of complexity** of ***analyzing data or information*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Skim a short article to gather the main point*
Moderate: *Determine the interest cost to finance a new building*
High: *Analyze the cost of medical care services for all hospitals in the country*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 10: ***Making decisions and solving problems*** *includes analyzing information and evaluating results to choose the best solution and solve problems.*
How important is ***making decisions and solving problems*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 11
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 10b: If you answered at least "somewhat important" above, what **level of complexity** of ***making decisions and solving problems*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Determine the meal selection for a cafeteria*
Moderate: *Select the location for a major retail store*
High: *Make the final decision about a company's 5-year plan*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 11: ***Thinking creatively*** *includes developing, designing, or creating new applications, ideas, relationships, systems, or products, including artistic contributions.*
How important is ***thinking creatively*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 12
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 11b: If you answered at least "somewhat important" above, what **level of complexity** of ***thinking creatively*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Change the spacing on a printed report*
Moderate: *Adapt popular music for a high school marching band*
High: *Create new computer software*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 12: ***Updating and using relevant knowledge*** *includes keeping up-to-date technically and applying new knowledge to your job.*
How important is ***updating and using relevant knowledge*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 13
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 12b: If you answered at least "somewhat important" above, what **level of complexity** of ***updating and using relevant knowledge*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Keep up with price changes in a small retail store*
Moderate: *Keep current on changes in maintenance procedures for repairing sports cars*
High: *Learn information related to a complex and rapidly changing technology*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 13: ***Developing objectives and strategies*** *includes establishing long-range objectives and specifying the strategies and actions to achieve them.*

How important is ***developing objectives and strategies*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 14
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 13b: If you answered at least "somewhat important" above, what **level of complexity** of ***developing objectives and strategies*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Plan the holiday schedule for an airline workforce*
Moderate: *Develop the plan to complete the merger of two organizations over a 3-year period*
High: *Develop a 10-year business plan for an organization*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 14: ***Scheduling work and activities*** *includes scheduling events, programs, and activities, as well as the work of others.*
How important is ***scheduling work and activities*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 15
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 14b: If you answered at least "somewhat important" above, what **level of complexity** of ***scheduling work and activities*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Make appointments for patients using a predetermined schedule*
Moderate: *Prepare the work schedule for salesclerks in a large retail store*
High: *Schedule a complex conference program with multiple, parallel sessions*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 15: ***Organizing, planning, and prioritizing work*** *includes developing specific goals and plans to prioritize, organize, and accomplish your work.*
How important is ***organizing, planning, and prioritizing work*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 16
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 15b: If you answered at least "somewhat important" above, what **level of complexity** of ***organizing, planning, and prioritizing work*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Organize a work schedule that is repetitive and easy to plan*
Moderate: *Plan and adjust a personal to-do list according to changing demands*
High: *Prioritize and plan multiple tasks several months ahead*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 16: ***Performing general physical activities*** *includes doing activities that require considerable use of your arms and legs and moving your whole body, such as climbing, lifting, balancing, walking, stooping, and handling materials.*
How important is ***performing general physical activities*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 17
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 16b: If you answered at least "somewhat important" above, what **level of complexity** of ***performing general physical activities*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Walk between workstations in a small office*
Moderate: *Paint the outside of a house*
High: *Climb up and down poles to install electrical wires*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 17: ***Handling and moving objects*** *includes using hands and arms in handling, installing, positioning, and moving materials, and manipulating things.*
How important is ***handling and moving objects*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 18
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 17b: If you answered at least "somewhat important" above, what **level of complexity** of ***handling and moving objects*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Change settings on copy machines*
Moderate: *Arrange books in a library*
High: *Load boxes on an assembly line*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 18: ***Controlling machines and processes*** *includes using either control mechanisms or direct physical activity to operate machines or processes (not including computers or vehicles).*
How important is ***controlling machines and processes*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 19
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 18b: If you answered at least "somewhat important" above, what **level of complexity** of ***controlling machines and processes*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Operate a cash register*
Moderate: *Operate a drilling rig*
High: *Operate a precision milling machine*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 19: ***Working with computers*** *includes using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.*
How important is ***working with computers*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 20
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 19b: If you answered at least "somewhat important" above, what **level of complexity** of ***working with computers*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Enter employee information into a database*
Moderate: *Write software for keeping track of parts in inventory*
High: *Set up a new computer system for a large multinational company*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 20: ***Operating vehicles, mechanized devices, or equipment*** *includes running, maneuvering, navigating, or driving vehicles or mechanized equipment, such as forklifts, passenger vehicles, aircraft, or watercraft.*
How important is ***operating vehicles, mechanized devices, or equipment*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 21
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 20b: If you answered at least "somewhat important" above, what **level of complexity** of ***operating vehicles, mechanized devices, or equipment*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Drive a car*
Moderate: *Drive an 18-wheel tractor-trailer*
High: *Hover a helicopter in strong wind*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 21: ***Drafting, laying out, and specifying technical devices, parts, and equipment*** *includes providing documentation, detailed instructions, drawings, or specifications to tell others about how devices, parts, equipment, or structures are to be fabricated, constructed, assembled, modified, maintained, or used.*
How important is ***Drafting, laying out, and specifying technical devices, parts, and equipment*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 22
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 21b: If at least somewhat important, what **level of complexity** of ***Drafting, laying out, and specifying technical devices, parts, and equipment*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Specify the lighting for a work area*
Moderate: *Specify the furniture and equipment for a new school*
High: *Draw the layout of a circuit board for a high-performance computer*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 22: ***Repairing and maintaining mechanical equipment*** *includes servicing, repairing, adjusting, and testing machines, devices, moving parts, and equipment that operate primarily on the basis of mechanical (not electronic) principles.*
How important is ***repairing and maintaining mechanical equipment*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 23
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 22b: If at least somewhat important, what **level of complexity** of ***repairing and maintaining mechanical equipment*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Make simple, external adjustments to a door hinge with ordinary hand tools*
Moderate: *Change the oil in a tractor*
High: *Overhaul a power plant turbine*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 23: Repairing and maintaining electronic equipment *includes servicing, repairing, calibrating, regulating, fine-tuning, or testing machines, devices, and equipment that operate primarily on the basis of electrical or electronic (not mechanical) principles.*
How important is ***repairing and maintaining electronic equipment*** *to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?*

- Not Important -> Go to Question 24
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 23b: If at least somewhat important, what **level of complexity** of ***repairing and maintaining electronic equipment*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Use display settings to adjust a television picture*
Moderate: *Make repairs by removing and replacing circuit boards*
High: *Use complex test equipment to calibrate electronic equipment*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 24: ***Documenting/recording information*** *includes entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic form*
How important is ***documenting/recording information*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 25
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 24b: If at least somewhat important, what **level of complexity** of ***documenting/recording information*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Record the weight of a patient during a routine health exam*
Moderate: *Document the results of a crime scene investigation*
High: *Maintain information about the use of satellites for industry communications*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 25: ***Interpreting the meaning of information for others*** *includes translating or explaining what information means and how it can be used.*
How important is ***interpreting the meaning of information for others*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 26
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 25b: If at least somewhat important, what **level of complexity** of ***interpreting the meaning of information for others*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Interpret a blood pressure reading*
Moderate: *Interpret how foreign tax laws apply to U.S. exports*
High: *Interpret a complex experiment in physics for general audiences*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 26: ***Communicating with supervisors, peers, or subordinates*** *includes providing information to supervisors, coworkers, and subordinates by telephone, in written form, by e-mail, or in person.*
How important is ***communicating with supervisors, peers, or subordinates*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 27
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 26b: If at least somewhat important, what **level of complexity** of ***communicating with supervisors, peers, or subordinates*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Write brief messages to others*
Moderate: *Report the results of a sales meeting to a supervisor*
High: *Create and deliver a presentation on a company's internal policies*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 27: ***Communicating with people outside the organization*** *includes representing the organization to customers, the public, government, and other external sources. This information can be exchanged in person, in writing, or by telephone or e-mail.*
How important is ***communicating with people outside the organization*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 28
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 27b: If at least somewhat important, what **level of complexity** of ***communicating with people outside the organization*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Have little contact with people outside the organization*
Moderate: *Present information to potential clients about available services*
High: *Prepare or deliver press releases*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 28: ***Establishing and maintaining interpersonal relationships*** *includes developing constructive and cooperative working relationships with others and maintaining them over time.*
How important is ***establishing and maintaining interpersonal relationships*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 29
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 28b: If at least somewhat important, what **level of complexity** of ***establishing and maintaining interpersonal relationships*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Exchange greetings with a coworker*
Moderate: *Maintain good working relationships with almost all coworkers and clients*
High: *Gain cooperation from a diverse group of executives with competing interests*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 29: ***Assisting and caring for others*** *includes providing personal assistance, medical attention, emotional support, or other personal care to others such as coworkers, customers, or patients.*
How important is ***assisting and caring for others*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 30
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 29b: If at least somewhat important, what **level of complexity** of ***assisting and caring for others*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Help a coworker complete an assignment*
Moderate: *Help a medical patient find in-home assistance or healthcare*
High: *Care for seriously injured persons in an emergency room*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 30: ***Selling or influencing others*** *includes convincing others to buy merchandise/goods or to otherwise change their minds or actions.*
How important is ***selling or influencing others*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 31
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 30b: If at least somewhat important, what **level of complexity** of ***selling or influencing others*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Convince a coworker to assist with an assignment*
Moderate: *Make a sales pitch to convince others to buy a product*
High: *Deliver a major sales campaign in a new market*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 31: ***Resolving conflicts and negotiating with others*** *includes handling complaints, settling disputes, and resolving grievances and conflicts, or otherwise negotiating with others.*
How important is ***resolving conflicts and negotiating with others*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 32
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 31b: If at least somewhat important, what **level of complexity** of ***resolving conflicts and negotiating with others*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Apologize to a customer who complains about waiting too long*
Moderate: *Get two subordinates to agree about vacation schedules*
High: *Negotiate a major labor-management contract*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 32: ***Performing for or working directly with the public*** *includes serving customers in restaurants and stores, and receiving clients or guests.*
How important is ***performing for or working directly with the public*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 33
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 32b: If at least somewhat important, what **level of complexity** of ***performing for or working directly with the public*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Check tickets at a concert*
Moderate: *Sell shoes in a crowded shoe store*
High: *Perform a monologue on TV*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 33: ***Coordinating the work and activities of others*** *includes getting members of a group to work together to accomplish tasks.*
How important is ***coordinating the work and activities of others*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 34
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 33b: If at least somewhat important, what **level of complexity** of ***coordinating the work and activities of others*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Exchange information during a shift change*
Moderate: *Organize the cleanup crew after a major sporting event*
High: *Act as general contractor for building a large industrial complex*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 34: ***Developing and building teams*** *includes encouraging and building mutual trust, respect, and cooperation among team members.*
How important is ***developing and building teams*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 35
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 34b: If at least somewhat important, what **level of complexity** of ***developing and building teams*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Encourage two coworkers to stick with a tough assignment*
Moderate: *Lead an assembly team in an automobile plant*
High: *Lead a large team to design and build a new aircraft*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 35: ***Training and teaching others*** *includes identifying the educational needs of others, developing formal educational or training programs or classes, and teaching or instructing others.*
How important is ***training and teaching others*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 36
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 35b: If at least somewhat important, what **level of complexity** of ***training and teaching others*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Give coworkers brief instructions on a simple procedural change*
Moderate: *Teach a social sciences course to high school students*
High: *Develop and conduct training programs for a medical school*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 36: ***Guiding, directing, and motivating subordinates*** *includes setting performance standards and monitoring performance.*
How important is ***guiding, directing, and motivating subordinates*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 37
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 36b: If at least somewhat important, what **level of complexity** of ***guiding, directing, and motivating subordinates*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Work occasionally as a backup supervisor*
Moderate: *Manage a small team of employees in a dynamic workplace*
High: *Manage a severely downsized unit*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 37: ***Coaching and developing others*** *includes identifying the developmental needs of others and coaching, mentoring, or otherwise helping others to improve their knowledge or skills.*

How important is ***coaching and developing others*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 38
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 37b: If at least somewhat important, what **level of complexity** of ***coaching and developing others*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Show a coworker how to operate a piece of equipment*
Moderate: *Provide on-the-job training for administrative workers*
High: *Coach a college athletic team*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 38: ***Providing consultation and advice to others*** *includes providing guidance and expert advice to management or other groups on technical, systems-, or process-related topics.*
How important is ***providing consultation and advice to others*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 39
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 38b: If at least somewhat important, what **level of complexity** of ***providing consultation and advice to others*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Work in a position that requires little advising of others*
Moderate: *Recommend a new software package to increase operational efficiency*
High: *Provide ideas for changing an organization to increase profitability*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 39: ***Performing administrative activities*** *includes performing day-to-day administrative tasks such as maintaining information files and processing paperwork.*
How important is ***performing administrative activities*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 40
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 39b: If at least somewhat important, what **level of complexity** of ***performing administrative activities*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Complete routine paperwork*
Moderate: *Complete tax forms for a small business*
High: *Serve as the benefits director for a large computer sales organization*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 40: ***Staffing organizational units*** *includes recruiting, interviewing, selecting, hiring, and promoting employees in an organization.*
How important is ***staffing organizational units*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 41
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 40b: *If at least somewhat important, what* ***level of complexity*** *of* ***staffing organizational units*** *is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?*
Examples of activities from a variety of jobs:
Low*: Work in a position that has minimal staffing requirements*
Moderate*: Interview candidates for a sales position and make hiring recommendations*
High*: Direct a recruiting program for a large international organization*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 41: ***Monitoring and controlling resources*** *includes overseeing the spending of money.*
How important is ***monitoring and controlling resources*** to the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to End
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 41b: If at least somewhat important, what **level of complexity** of ***monitoring and controlling resources*** is needed to perform the peacetime / garrison responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Work as a server responsible for keeping track of utensils*
Moderate: *Work as a chef responsible for ordering food for the menu*
High: *Serve as a financial executive in charge of a large company's budget*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Appendix E - Survey Instrument for Wartime

Future of Work Survey

Getting Started

You will be asked questions about work activities, which are a set of similar actions that are performed together in many different jobs.

Instructions:

Read the definition of each work activity provided above the question. Then, rate how important the work activity is to the wartime / combat responsibilities of a typical junior officer (O1-O3) in your Military Occupational Specialty (MOS).

If you select at least ***somewhat important***, you will be asked to rate the **level** of the work activity

- The level of a work activity is how complex the activity is to perform for an officer in your MOS
- To help you understand the different levels, examples are provided that require either a low, moderate, or high level of complexity to perform the work activity. These examples come from a variety of jobs. They may or may not be directly related to your MOS.
- "1" on the scale means that a low level of complexity is needed to perform the work activity for an officer in your MOS
- "7" on the scale means that a high level of complexity is needed to perform the work activity for an officer in your MOS

What is your Army Branch / MOS?

- Infantry (11)
- Engineer (12)
- Field Artillery (13)
- Air Defense Artillery (14)
- Aviation (15)
- Cyber Warfare Officer (17)
- Armor (19)
- Signal Operations (25)
- Military Police (31)
- Intelligence (35)
- Transportation (88)
- Explosive Ordnance Disposal (89)
- Logistics (90)
- Ordnance (91)
- Quartermaster (92)
- Other _____

Question 1: ***Getting information includes observing, receiving, and otherwise obtaining information from all relevant sources.***
How important is <u>getting information</u> to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 2
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 1b: If you answered at least "somewhat important" above, what **level of complexity** of ***<u>getting information</u>*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: Follow a standard blueprint
Moderate: Review a budget
High: Study international tax laws

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 2: ***Identifying objects, actions, and events*** *includes identifying information by categorizing, estimating, recognizing differences or similarities, and detecting changes in circumstances or events.*
How important is **<u>identifying objects, actions, and events</u>** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 3
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 2b: If you answered at least "somewhat important" above, what **level of complexity** of ***identifying objects, actions, and events*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: Test an automobile transmission
Moderate: Judge the suitability of food products for an event
High: Determine the reaction of a virus to a new drug

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 3: ***Monitoring processes, materials, or surroundings*** *includes monitoring and reviewing information from materials, events, or the environment to detect or assess problems.*
How important is **monitoring processes, materials, or surroundings** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 4
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 3b: If at least somewhat important, what **level of complexity** of ***monitoring processes, materials, or surroundings*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Check to see if baking bread is done*
Moderate: *Test electrical circuits*
High: *Check the status of a patient in critical medical care*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 4: ***Inspecting equipment, structures, or materials*** *includes inspecting equipment, structures, or materials to identify the cause of errors or other problems or defects.*
How important is ***inspecting equipment, structures, or materials*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 5
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 4b: If you answered at least "somewhat important" above, what **level of complexity** of ***inspecting equipment, structures, or materials*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Check that doors to a building are locked*
Moderate: *Inspect equipment in a chemical processing plant*
High: *Conduct a thorough inspection of an aircraft engine*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 5: ***Estimating the quantifiable characteristics of products, events, or information*** *includes estimating sizes, distances, and quantities; or determining time, costs, resources, or materials needed to perform a work activity.*
How important is ***estimating the quantifiable characteristics of products, events, or information*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 6
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 5b: If you answered at least "somewhat important" above, what **level of complexity** of ***estimating the quantifiable characteristics of products, events, or information*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Estimate the size of household furniture to be shipped*
Moderate: *Estimate the time required to evacuate a city in the event of a major disaster*
High: *Estimate the amount of natural resources that lie beneath the world's oceans*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 6: ***Judging the qualities of objects, services, or people*** *includes assessing the value, importance, or quality of things or people.*
How important is ***judging the qualities of objects, services, or people*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 7
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 6b: If you answered at least "somewhat important" above, what **level of complexity** of ***judging the qualities of objects, services, or people*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Determine whether to remove a tree that has been damaged*
Moderate: *Determine the value of property lost in a fire*
High: *Establish the value of a recently discovered ancient artwork*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 7: ***Evaluating information to determine compliance with standards*** *includes using relevant information and individual judgment to determine whether events or processes comply with laws, regulations, or standards.*
How important is ***evaluating information to determine compliance with standards*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 8
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 7b: If you answered at least "somewhat important" above, what **level of complexity** of ***evaluating information to determine compliance with standards*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Review forms for completeness*
Moderate: *Evaluate a complicated insurance claim for compliance with policy terms*
High: *Make a ruling in court on a complicated motion*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 8: ***Processing information*** *includes compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.*
How important is ***processing information*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 9
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 8b: If you answered at least "somewhat important" above, what **level of complexity** of ***processing information*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Calculate the costs for shipping packages*
Moderate: *Calculate the adjustments for insurance claims*
High: *Compile data for a complex scientific report*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 9: ***Analyzing data or information*** *includes identifying the underlying principles, reasons, or facts of information by breaking down information or data into separate parts.*
How important is ***analyzing data or information*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 10
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 9b: If you answered at least "somewhat important" above, what **level of complexity** of ***analyzing data or information*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Skim a short article to gather the main point*
Moderate: *Determine the interest cost to finance a new building*
High: *Analyze the cost of medical care services for all hospitals in the country*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 10: ***Making decisions and solving problems*** *includes analyzing information and evaluating results to choose the best solution and solve problems.*
How important is ***making decisions and solving problems*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 11
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 10b: If you answered at least "somewhat important" above, what **level of complexity** of ***making decisions and solving problems*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Determine the meal selection for a cafeteria*
Moderate: *Select the location for a major retail store*
High: *Make the final decision about a company's 5-year plan*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 11: ***Thinking creatively*** *includes developing, designing, or creating new applications, ideas, relationships, systems, or products, including artistic contributions.*
How important is ***thinking creatively*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 12
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 11b: If you answered at least "somewhat important" above, what **level of complexity** of ***thinking creatively*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Change the spacing on a printed report*
Moderate: *Adapt popular music for a high school marching band*
High: *Create new computer software*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 12: ***Updating and using relevant knowledge*** *includes keeping up-to-date technically and applying new knowledge to your job.*
How important is ***updating and using relevant knowledge*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 13
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 12b: If you answered at least "somewhat important" above, what **level of complexity** of ***updating and using relevant knowledge*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Keep up with price changes in a small retail store*
Moderate: *Keep current on changes in maintenance procedures for repairing sports cars*
High: *Learn information related to a complex and rapidly changing technology*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 13: ***Developing objectives and strategies*** *includes establishing long-range objectives and specifying the strategies and actions to achieve them.*
How important is ***developing objectives and strategies*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 14
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 13b: If you answered at least "somewhat important" above, what **level of complexity** of ***developing objectives and strategies*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Plan the holiday schedule for an airline workforce*
Moderate: *Develop the plan to complete the merger of two organizations over a 3-year period*
High: *Develop a 10-year business plan for an organization*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 14: ***Scheduling work and activities*** *includes scheduling events, programs, and activities, as well as the work of others.*
How important is ***scheduling work and activities*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 15
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 14b: If you answered at least "somewhat important" above, what **level of complexity** of ***scheduling work and activities*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Make appointments for patients using a predetermined schedule*
Moderate: *Prepare the work schedule for salesclerks in a large retail store*
High: *Schedule a complex conference program with multiple, parallel sessions*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 15: ***Organizing, planning, and prioritizing work*** *includes developing specific goals and plans to prioritize, organize, and accomplish your work.*
How important is ***organizing, planning, and prioritizing work*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 16
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 15b: If you answered at least "somewhat important" above, what **level of complexity** of ***organizing, planning, and prioritizing work*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Organize a work schedule that is repetitive and easy to plan*
Moderate: *Plan and adjust a personal to-do list according to changing demands*
High: *Prioritize and plan multiple tasks several months ahead*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 16: ***Performing general physical activities*** *includes doing activities that require considerable use of your arms and legs and moving your whole body, such as climbing, lifting, balancing, walking, stooping, and handling materials.*
How important is ***performing general physical activities*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 17
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 16b: If you answered at least "somewhat important" above, what **level of complexity** of ***performing general physical activities*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Walk between workstations in a small office*
Moderate: *Paint the outside of a house*
High: *Climb up and down poles to install electrical wires*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 17: ***Handling and moving objects*** *includes using hands and arms in handling, installing, positioning, and moving materials, and manipulating things.*
How important is ***handling and moving objects*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 18
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 17b: If you answered at least "somewhat important" above, what **level of complexity** of ***handling and moving objects*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Change settings on copy machines*
Moderate: *Arrange books in a library*
High: *Load boxes on an assembly line*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 18: ***Controlling machines and processes*** *includes using either control mechanisms or direct physical activity to operate machines or processes (not including computers or vehicles).*
How important is ***controlling machines and processes*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 19
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 18b: If you answered at least "somewhat important" above, what **level of complexity** of ***controlling machines and processes*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Operate a cash register*
Moderate: *Operate a drilling rig*
High: *Operate a precision milling machine*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 19: ***Working with computers*** *includes using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.*
How important is ***working with computers*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 20
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 19b: If you answered at least "somewhat important" above, what **level of complexity** of ***working with computers*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Enter employee information into a database*
Moderate: *Write software for keeping track of parts in inventory*
High: *Set up a new computer system for a large multinational company*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 20: ***Operating vehicles, mechanized devices, or equipment*** *includes running, maneuvering, navigating, or driving vehicles or mechanized equipment, such as forklifts, passenger vehicles, aircraft, or watercraft.*
How important is ***operating vehicles, mechanized devices, or equipment*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 21
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 20b: If you answered at least "somewhat important" above, what **level of complexity** of ***operating vehicles, mechanized devices, or equipment*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Drive a car*
Moderate: *Drive an 18-wheel tractor-trailer*
High: *Hover a helicopter in strong wind*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 21: ***Drafting, laying out, and specifying technical devices, parts, and equipment*** *includes providing documentation, detailed instructions, drawings, or specifications to tell others about how devices, parts, equipment, or structures are to be fabricated, constructed, assembled, modified, maintained, or used.*
How important is ***Drafting, laying out, and specifying technical devices, parts, and equipment*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 22
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 21b: If at least somewhat important, what **level of complexity** of ***Drafting, laying out, and specifying technical devices, parts, and equipment*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Specify the lighting for a work area*
Moderate: *Specify the furniture and equipment for a new school*
High: *Draw the layout of a circuit board for a high-performance computer*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 22: ***Repairing and maintaining mechanical equipment*** *includes servicing, repairing, adjusting, and testing machines, devices, moving parts, and equipment that operate primarily on the basis of mechanical (not electronic) principles.*
How important is ***repairing and maintaining mechanical equipment*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 23
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 22b: If at least somewhat important, what **level of complexity** of ***repairing and maintaining mechanical equipment*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Make simple, external adjustments to a door hinge with ordinary hand tools*
Moderate: *Change the oil in a tractor*
High: *Overhaul a power plant turbine*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 23: Repairing and maintaining electronic equipment *includes servicing, repairing, calibrating, regulating, fine-tuning, or testing machines, devices, and equipment that operate primarily on the basis of electrical or electronic (not mechanical) principles.*
How important is ***repairing and maintaining electronic equipment*** *to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?*

- Not Important -> Go to Question 24
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 23b: If at least somewhat important, what **level of complexity** of ***repairing and maintaining electronic equipment*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Use display settings to adjust a television picture*
Moderate: *Make repairs by removing and replacing circuit boards*
High: *Use complex test equipment to calibrate electronic equipment*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 24: ***Documenting/recording information*** *includes entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic form*
How important is ***documenting/recording information*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 25
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 24b: If at least somewhat important, what **level of complexity** of ***documenting/recording information*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Record the weight of a patient during a routine health exam*
Moderate: *Document the results of a crime scene investigation*
High: *Maintain information about the use of satellites for industry communications*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 25: ***Interpreting the meaning of information for others*** *includes translating or explaining what information means and how it can be used.*
How important is ***interpreting the meaning of information for others*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 26
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 25b: If at least somewhat important, what **level of complexity** of ***interpreting the meaning of information for others*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Interpret a blood pressure reading*
Moderate: *Interpret how foreign tax laws apply to U.S. exports*
High: *Interpret a complex experiment in physics for general audiences*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 26: ***Communicating with supervisors, peers, or subordinates*** *includes providing information to supervisors, coworkers, and subordinates by telephone, in written form, by e-mail, or in person.*
How important is ***communicating with supervisors, peers, or subordinates*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 27
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 26b: If at least somewhat important, what **level of complexity** of ***communicating with supervisors, peers, or subordinates*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Write brief messages to others*
Moderate: *Report the results of a sales meeting to a supervisor*
High: *Create and deliver a presentation on a company's internal policies*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 27: ***Communicating with people outside the organization*** *includes representing the organization to customers, the public, government, and other external sources. This information can be exchanged in person, in writing, or by telephone or e-mail.*
How important is ***communicating with people outside the organization*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 28
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 27b: If at least somewhat important, what **level of complexity** of ***communicating with people outside the organization*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Have little contact with people outside the organization*
Moderate: *Present information to potential clients about available services*
High: *Prepare or deliver press releases*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 28: ***Establishing and maintaining interpersonal relationships*** *includes developing constructive and cooperative working relationships with others and maintaining them over time.*
How important is ***establishing and maintaining interpersonal relationships*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 29
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 28b: If at least somewhat important, what **level of complexity** of ***establishing and maintaining interpersonal relationships*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Exchange greetings with a coworker*
Moderate: *Maintain good working relationships with almost all coworkers and clients*
High: *Gain cooperation from a diverse group of executives with competing interests*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 29: ***Assisting and caring for others*** *includes providing personal assistance, medical attention, emotional support, or other personal care to others such as coworkers, customers, or patients.*
How important is ***assisting and caring for others*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 30
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 29b: If at least somewhat important, what **level of complexity** of ***assisting and caring for others*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Help a coworker complete an assignment*
Moderate: *Help a medical patient find in-home assistance or healthcare*
High: *Care for seriously injured persons in an emergency room*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 30: ***Selling or influencing others*** *includes convincing others to buy merchandise/goods or to otherwise change their minds or actions.*
How important is ***selling or influencing others*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 31
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 30b: If at least somewhat important, what **level of complexity** of ***selling or influencing others*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Convince a coworker to assist with an assignment*
Moderate: *Make a sales pitch to convince others to buy a product*
High: *Deliver a major sales campaign in a new market*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 31: ***Resolving conflicts and negotiating with others*** *includes handling complaints, settling disputes, and resolving grievances and conflicts, or otherwise negotiating with others.*
How important is ***resolving conflicts and negotiating with others*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 32
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 31b: If at least somewhat important, what **level of complexity** of ***resolving conflicts and negotiating with others*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Apologize to a customer who complains about waiting too long*
Moderate: *Get two subordinates to agree about vacation schedules*
High: *Negotiate a major labor-management contract*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 32: ***Performing for or working directly with the public*** *includes serving customers in restaurants and stores, and receiving clients or guests.*
How important is ***performing for or working directly with the public*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 33
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 32b: If at least somewhat important, what **level of complexity** of ***performing for or working directly with the public*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Check tickets at a concert*
Moderate: *Sell shoes in a crowded shoe store*
High: *Perform a monologue on TV*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 33: ***Coordinating the work and activities of others*** *includes getting members of a group to work together to accomplish tasks.*
How important is ***coordinating the work and activities of others*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 34
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 33b: If at least somewhat important, what **level of complexity** of ***coordinating the work and activities of others*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Exchange information during a shift change*
Moderate: *Organize the cleanup crew after a major sporting event*
High: *Act as general contractor for building a large industrial complex*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 34: ***Developing and building teams*** *includes encouraging and building mutual trust, respect, and cooperation among team members.*
How important is ***developing and building teams*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 35
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 34b: If at least somewhat important, what **level of complexity** of ***developing and building teams*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Encourage two coworkers to stick with a tough assignment*
Moderate: *Lead an assembly team in an automobile plant*
High: *Lead a large team to design and build a new aircraft*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 35: ***Training and teaching others*** *includes identifying the educational needs of others, developing formal educational or training programs or classes, and teaching or instructing others.*
How important is ***training and teaching others*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 36
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 35b: If at least somewhat important, what **level of complexity** of ***training and teaching others*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Give coworkers brief instructions on a simple procedural change*
Moderate: *Teach a social sciences course to high school students*
High: *Develop and conduct training programs for a medical school*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 36: ***Guiding, directing, and motivating subordinates*** *includes setting performance standards and monitoring performance.*
How important is ***guiding, directing, and motivating subordinates*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 37
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 36b: If at least somewhat important, what **level of complexity** of ***guiding, directing, and motivating subordinates*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Work occasionally as a backup supervisor*
Moderate: *Manage a small team of employees in a dynamic workplace*
High: *Manage a severely downsized unit*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 37: ***Coaching and developing others*** *includes identifying the developmental needs of others and coaching, mentoring, or otherwise helping others to improve their knowledge or skills.*
How important is ***coaching and developing others*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 38
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 37b: If at least somewhat important, what **level of complexity** of ***coaching and developing others*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Show a coworker how to operate a piece of equipment*
Moderate: *Provide on-the-job training for administrative workers*
High: *Coach a college athletic team*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 38: ***Providing consultation and advice to others*** *includes providing guidance and expert advice to management or other groups on technical, systems-, or process-related topics.*
How important is ***providing consultation and advice to others*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 39
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 38b: If at least somewhat important, what **level of complexity** of ***providing consultation and advice to others*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Work in a position that requires little advising of others*
Moderate: *Recommend a new software package to increase operational efficiency*
High: *Provide ideas for changing an organization to increase profitability*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 39: ***Performing administrative activities*** *includes performing day-to-day administrative tasks such as maintaining information files and processing paperwork.*
How important is ***performing administrative activities*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 40
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 39b: If at least somewhat important, what **level of complexity** of ***performing administrative activities*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Complete routine paperwork*
Moderate: *Complete tax forms for a small business*
High: *Serve as the benefits director for a large computer sales organization*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 40: ***Staffing organizational units*** *includes recruiting, interviewing, selecting, hiring, and promoting employees in an organization.*
How important is ***staffing organizational units*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to Question 41
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 40b: *If at least somewhat important, what* ***level of complexity*** *of* ***staffing organizational units*** *is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?*
Examples of activities from a variety of jobs:
Low*: Work in a position that has minimal staffing requirements*
Moderate*: Interview candidates for a sales position and make hiring recommendations*
High*: Direct a recruiting program for a large international organization*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High

Question 41: ***Monitoring and controlling resources*** *includes overseeing the spending of money.*
How important is ***monitoring and controlling resources*** to the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?

- Not Important -> Go to End
- Somewhat Important
- Important
- Very Important
- Extremely Important

Question 41b: If at least somewhat important, what **level of complexity** of ***monitoring and controlling resources*** is needed to perform the wartime / combat responsibilities of a junior officer (O1-O3) in your MOS?
Examples of activities from a variety of jobs:
Low: *Work as a server responsible for keeping track of utensils*
Moderate: *Work as a chef responsible for ordering food for the menu*
High: *Serve as a financial executive in charge of a large company's budget*

- 1 Low
- 2
- 3
- 4 Medium
- 5
- 6
- 7 High