

**APPENDIX H**  
**SURVEY RESULTS**

**SURVEY SECTION A - PERSONAL DATA**

Table H1: Respondent Rank \* Branch Crosstabulation

N=397	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
	Flight Lieutenant	90	66	25	65	246
	Squadron Leader	41	45	20	45	151
	Total	131	111	45	110	397

Table H2: Respondent Rank \* Branch \* Age Crosstabulation

Age N=397	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Up to 29 yrs	Flight Lieutenant	20	10	4	17	51
	Squadron Leader					
	Total	20	10	4	17	51
30-39 yrs	Flight Lieutenant	56	43	18	39	156
	Squadron Leader	22	27	12	22	83
	Total	78	70	30	61	239
40-49 yrs	Flight Lieutenant	14	7	3	8	32
	Squadron Leader	18	14	7	16	55
	Total	32	21	10	24	87
50 yrs and over	Flight Lieutenant		6		1	7
	Squadron Leader	1	4	1	7	13
	Total	1	10	1	8	20

**Table H3: Respondent Rank \* Branch \* Commissioned Service Crosstabulation**

Commissioned Service N=397	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
0 - 5 yrs	Flight Lieutenant	25	24	8	27	84
	Squadron Leader					
	Total	25	24	8	27	84
6 - 10 yrs	Flight Lieutenant	24	20	9	19	72
	Squadron Leader	1	5	1	8	15
	Total	25	25	10	27	87
11 - 15 yrs	Flight Lieutenant	32	19	6	16	73
	Squadron Leader	18	22	9	19	68
	Total	50	41	15	35	141
16 - 20 yrs	Flight Lieutenant	7	3	2	1	13
	Squadron Leader	14	13	7	8	42
	Total	21	16	9	9	55
20 -25 yrs	Flight Lieutenant	2			2	4
	Squadron Leader	7	2	2	7	18
	Total	9	2	2	9	22
26 yrs and over	Flight Lieutenant					
	Squadron Leader	1	3	1	3	8
	Total	1	3	1	3	8

**Table H4: Respondent Rank \* Branch \* Seniority Crosstabulation**

Seniority in Rank N=397	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
0 - 2 yrs	Flight Lieutenant	23	18	8	27	76
	Squadron Leader	19	17	5	22	63
	Total	42	35	13	49	139
3 - 5 yrs	Flight Lieutenant	26	24	7	19	76
	Squadron Leader	13	22	10	10	55
	Total	39	46	17	29	131
6 - 8 yrs	Flight Lieutenant	24	17	7	9	57
	Squadron Leader	4	1	2	4	11
	Total	28	18	9	13	68
9 - 11 yrs	Flight Lieutenant	13	3	2	6	24
	Squadron Leader	3	1	2	6	12
	Total	16	4	4	12	36
12 yrs and over	Flight Lieutenant	4	4	1	4	13
	Squadron Leader	2	4	1	3	10
	Total	6	8	2	7	23

## SECTION B - SURVEY QUESTIONS

### Question B1 - Do you wish to be promoted to the next substantive rank?

Table H5: Rank \* Branch \* Desire Promotion Crosstabulation

Response N=397	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Yes	Flight Lieutenant	74	56	21	61	212
	Squadron Leader	36	41	17	35	129
	Total	110	97	38	96	341
Not Sure	Flight Lieutenant	10	4	1	3	18
	Squadron Leader	3	2	2	4	11
	Total	13	6	3	7	29
No	Flight Lieutenant	6	5	3	1	15
	Squadron Leader		2	1	4	7
	Total	6	7	4	5	22
Not Applicable	Flight Lieutenant		1			1
	Squadron Leader	1			2	3
	Total	1	1		2	4
Missing	Flight Lieutenant	1				1
	Squadron Leader	1				1
	Total					

### Question B2 - Why do you believe the RAF has a promotion system?

Table H6: Rank \* Branch \* To Recognise Performance Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Agree	Flight Lieutenant	49	44	14	49	156
	Squadron Leader	19	33	13	29	94
	Total	68	77	27	78	250
Not Sure	Flight Lieutenant	20	8	4	12	44
	Squadron Leader	9	6		5	20
	Total	29	14	4	17	64
Disagree	Flight Lieutenant	12	7	2	3	24
	Squadron Leader	10	4	5	4	23
	Total	22	11	7	7	47
Not Applicable	Flight Lieutenant	1		1		2
	Squadron Leader			1		1
	Total	1		2		3
Missing	Flight Lieutenant	2	1	1		4
	Squadron Leader	1			1	2
	Total	3	1	1	1	6

Table H7: Rank \* Branch \* To Grow Leaders Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Agree	Flight Lieutenant	70	48	18	55	191
	Squadron Leader	30	40	16	32	118
	Total	100	88	34	87	309
Not Sure	Flight Lieutenant	11	8	1	6	26
	Squadron Leader	4	1	2	6	13
	Total	15	9	3	12	39
Disagree	Flight Lieutenant	2	3	1	3	9
	Squadron Leader	4	2	1		7
	Total	6	5	2	3	16
Not Applicable	Flight Lieutenant			1		1
	Squadron Leader					
	Total			1		1
Missing	Flight Lieutenant	1	1	1		3
	Squadron Leader	1			1	2
	Total	2	1	1	1	5

Table H8: Rank \* Branch \* To Signify Achievement Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Agree	Flight Lieutenant	27	21	5	26	79
	Squadron Leader	7	21	9	12	49
	Total	34	42	14	38	128
Not Sure	Flight Lieutenant	32	19	7	29	87
	Squadron Leader	15	12	2	14	43
	Total	47	31	9	43	130
Disagree	Flight Lieutenant	21	19	7	7	54
	Squadron Leader	15	10	6	12	43
	Total	36	29	13	19	97
Not Applicable	Flight Lieutenant			1	2	3
	Squadron Leader			2		2
	Total			3	2	5
Missing	Flight Lieutenant	4	1	2		7
	Squadron Leader	2			1	3
	Total	6	1	2	1	10

Table H9: Rank \* Branch \* To Fill Vacancies Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Agree	Flight Lieutenant	67	49	19	49	184
	Squadron Leader	26	33	13	27	99
	Total	93	82	32	76	283
Not Sure	Flight Lieutenant	9	5	2	6	22
	Squadron Leader	8	3	5	6	22
	Total	17	8	7	12	44
Disagree	Flight Lieutenant	7	6		8	21
	Squadron Leader	5	7	1	5	18
	Total	12	13	1	13	39
Not Applicable	Flight Lieutenant				1	1
	Squadron Leader					
	Total				1	1
Missing	Flight Lieutenant	1		1		2
	Squadron Leader				1	1
	Total	1		1	1	3

Table H10: Rank \* Branch \* To Recognise Potential Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Agree	Flight Lieutenant	35	38	9	40	122
	Squadron Leader	24	23	11	26	84
	Total	59	61	20	66	206
Not Sure	Flight Lieutenant	35	17	6	15	73
	Squadron Leader	10	11	3	7	31
	Total	45	28	9	22	104
Disagree	Flight Lieutenant	12	4	4	8	28
	Squadron Leader	3	9	4	5	21
	Total	15	13	8	13	49
Not Applicable	Flight Lieutenant			1		1
	Squadron Leader			1		1
	Total			2		2
Missing	Flight Lieutenant	2	1	2	1	6
	Squadron Leader	2			1	3
	Total	4	1	2	2	9

Table H11: Rank \* Branch \* To Recognise Value Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Agree	Flight Lieutenant	26	20	4	18	68
	Squadron Leader	14	13	3	8	38
	Total	40	33	7	26	106
Not Sure	Flight Lieutenant	32	16	7	26	81
	Squadron Leader	12	18	6	11	47
	Total	44	34	13	37	128
Disagree	Flight Lieutenant	24	23	9	18	74
	Squadron Leader	11	12	8	19	50
	Total	35	35	17	37	124
Not Applicable	Flight Lieutenant			1	2	3
	Squadron Leader	1		2		3
	Total	1		3	2	6
Missing	Flight Lieutenant	2	1	1		4
	Squadron Leader	1			1	2
	Total	3	1	1	1	6

Table H12: Other Reasons for a Promotion System Listed by Respondents

Other Factor (N=370)	Frequency	Percent	Valid Percent	Cumulative Percent
Retention	13	3.5	44.8	44.8
Award pay increase	2	.5	6.9	51.7
Competition	2	.5	6.9	58.6
To command	1	.3	3.4	62.1
Operational need	2	.5	6.9	69.0
A motivator	1	.3	3.4	72.4
To recognise leadership & management skills	2	.5	6.9	79.3
To reward personnel	1	.3	3.4	82.8
To establish a hierarchy of "policy makers, decision makers and implementers"	2	.5	6.9	89.7
For equivalence in NATO	1	.3	3.4	93.1
To avoid stagnation	1	.3	3.4	96.6
To Reward & recognise report writing ability	1	.3	3.4	100.0
Total Other Factors	29	7.8	100.0	
Missing System	341	92.2		
Total	370	100.0		

**Question B3 - How important to you are the following factors in your desire to be promoted?**

**Table H13: Rank \* Branch \* Increased Pay Crosstabulation**

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Very Important	Flight Lieutenant	19	11	8	9	47
	Squadron Leader	9	20	7	8	44
	Total	28	31	15	17	91
Important	Flight Lieutenant	29	21	9	31	90
	Squadron Leader	17	14	4	14	49
	Total	46	35	13	45	139
Quite Important	Flight Lieutenant	25	22	4	21	72
	Squadron Leader	8	8	8	10	34
	Total	33	30	12	31	106
Of Little Importance	Flight Lieutenant	10	6		3	19
	Squadron Leader	4	1		5	10
	Total	14	7		8	29
Not Important At All	Flight Lieutenant			1		1
	Squadron Leader				1	1
	Total			1	1	2
Not Applicable	Flight Lieutenant					
	Squadron Leader					
	Total					0
Missing	Flight Lieutenant	1				1
	Squadron Leader	1			1	2
	Total	2			1	3

Table H14: Rank \* Branch \* Opportunity Greater Variety of Appointments  
Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Very Important	Flight Lieutenant	17	13	7	18	55
	Squadron Leader	9	8	3	12	32
	Total	26	21	10	30	87
Important	Flight Lieutenant	37	19	6	28	90
	Squadron Leader	17	18	7	11	53
	Total	54	37	13	39	143
Quite Important	Flight Lieutenant	20	16	7	13	56
	Squadron Leader	6	9	3	10	28
	Total	26	25	10	23	84
Of Little Importance	Flight Lieutenant	8	8		3	19
	Squadron Leader	7	5	2	1	15
	Total	15	13	2	4	34
Not Important At All	Flight Lieutenant		1		1	2
	Squadron Leader		2	3	4	9
	Total		3	3	5	11
Not Applicable	Flight Lieutenant	1	1	2		4
	Squadron Leader		1	1		2
	Total	1	2	3		6
Missing	Flight Lieutenant	1	2		1	4
	Squadron Leader				1	1
	Total	1	2		2	5

Table H15: Rank \* Branch \* Sign to Others of Personal Achievement Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Very Important	Flight Lieutenant	7	11	4	10	32
	Squadron Leader	4	8	4	2	18
	Total	11	19	8	12	50
Important	Flight Lieutenant	23	22	7	24	76
	Squadron Leader	9	11	6	10	36
	Total	32	33	13	34	112
Quite Important	Flight Lieutenant	21	8	5	13	47
	Squadron Leader	11	9	4	11	35
	Total	32	17	9	24	82
Of Little Importance	Flight Lieutenant	21	15	4	8	48
	Squadron Leader	10	13	4	10	37
	Total	31	28	8	18	85
Not Important At All	Flight Lieutenant	10	4	1	6	21
	Squadron Leader	3	2	1	5	11
	Total	13	6	2	11	32
Not Applicable	Flight Lieutenant				2	2
	Squadron Leader					
	Total				2	2
Missing	Flight Lieutenant	2		1	1	4
	Squadron Leader	2			1	3
	Total	4		1	2	7

Table H16: Rank \* Branch \* Greater Status Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Very Important	Flight Lieutenant	1	1	1	2	5
	Squadron Leader		2	1		3
	Total	1	3	2	2	8
Important	Flight Lieutenant	1	5	1	7	14
	Squadron Leader	1	2	1	3	7
	Total	2	7	2	10	21
Quite Important	Flight Lieutenant	18	14	6	17	55
	Squadron Leader	8	12	5	8	33
	Total	26	26	11	25	88
Of Little Importance	Flight Lieutenant	37	26	11	17	91
	Squadron Leader	12	19	6	14	51
	Total	49	45	17	31	142
Not Important At All	Flight Lieutenant	26	13	3	20	62
	Squadron Leader	17	7	6	12	42
	Total	43	20	9	32	104
Not Applicable	Flight Lieutenant		1		1	2
	Squadron Leader				1	1
	Total		1		2	3
Missing	Flight Lieutenant	1				1
	Squadron Leader	1	1		1	3
	Total	2	1		1	4

Table H17: Rank \* Branch \* Sign of Value to RAF Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Very Important	Flight Lieutenant	7	17	5	12	41
	Squadron Leader	4	5	4	5	18
	Total	11	22	9	17	59
Important	Flight Lieutenant	29	16	7	21	73
	Squadron Leader	7	16	6	10	39
	Total	36	32	13	31	112
Quite Important	Flight Lieutenant	25	20	9	19	73
	Squadron Leader	15	14	5	15	49
	Total	40	34	14	34	122
Of Little Importance	Flight Lieutenant	18	6	1	11	36
	Squadron Leader	8	7	2	7	24
	Total	26	13	3	18	60
Not Important At All	Flight Lieutenant	4			1	5
	Squadron Leader	4	1	2	1	8
	Total	8	1	2	2	13
Not Applicable	Flight Lieutenant					
	Squadron Leader					
	Total					0
Missing	Flight Lieutenant	1	1			2
	Squadron Leader	1			1	2
	Total	2	1		1	4

Table H18: Rank \* Branch \* Larger Families Quarter Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Very Important	Flight Lieutenant	3		1	1	5
	Squadron Leader	1				1
	Total	4		1	1	6
Important	Flight Lieutenant	5	2		1	8
	Squadron Leader	1	4	1	2	8
	Total	6	6	1	3	16
Quite Important	Flight Lieutenant	3	9	3	2	17
	Squadron Leader	2	3	2	2	9
	Total	5	12	5	4	26
Of Little Importance	Flight Lieutenant	18	13	5	13	49
	Squadron Leader	12	12	7	7	38
	Total	30	25	12	20	87
Not Important At All	Flight Lieutenant	35	27	10	28	100
	Squadron Leader	19	19	8	16	62
	Total	54	46	18	44	162
Not Applicable	Flight Lieutenant	19	9	3	19	50
	Squadron Leader	3	5	1	11	20
	Total	22	14	4	30	70
Missing	Flight Lieutenant	1				1
	Squadron Leader	1			1	2
	Total	2			1	3

Table H19: Rank \* Branch \* Opportunity for New Challenges Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Very Important	Flight Lieutenant	23	22	10	24	79
	Squadron Leader	13	14	5	14	46
	Total	36	36	15	38	125
Important	Flight Lieutenant	49	27	8	29	113
	Squadron Leader	15	17	10	15	57
	Total	64	44	18	44	170
Quite Important	Flight Lieutenant	9	9	3	7	28
	Squadron Leader	9	9	3	6	27
	Total	18	18	6	13	55
Of Little Importance	Flight Lieutenant	2	2	1	3	8
	Squadron Leader	1	2	1	1	5
	Total	3	4	2	4	13
Not Important At All	Flight Lieutenant				1	1
	Squadron Leader	1	1		2	4
	Total	1	1		3	5
Not Applicable	Flight Lieutenant					
	Squadron Leader					
	Total					
Missing	Flight Lieutenant	1				1
	Squadron Leader				1	1
	Total	1			1	2

Table H20: Rank \* Branch \* Recognition of Potential Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Very Important	Flight Lieutenant	10	16	4	16	46
	Squadron Leader	9	4	8	9	30
	Total	19	20	12	25	76
Important	Flight Lieutenant	43	22	14	30	109
	Squadron Leader	11	19	9	10	49
	Total	54	41	23	40	158
Quite Important	Flight Lieutenant	23	18	2	13	56
	Squadron Leader	13	13	2	13	41
	Total	36	31	4	26	97
Of Little Importance	Flight Lieutenant	6	3	2	4	15
	Squadron Leader	3	6		3	12
	Total	9	9	2	7	27
Not Important At All	Flight Lieutenant	1	1			2
	Squadron Leader	2	1		2	5
	Total	3	2		2	7
Not Applicable	Flight Lieutenant				1	1
	Squadron Leader				1	1
	Total				2	2
Missing	Flight Lieutenant	1				1
	Squadron Leader	1			1	2
	Total	2			1	3

Table H21: Rank \* Branch \* Opportunity to Serve to Age 55 Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Very Important	Flight Lieutenant	6	7	1	11	25
	Squadron Leader		2		2	4
	Total	6	9	1	13	29
Important	Flight Lieutenant	11	14	4	12	41
	Squadron Leader	2	3	3	4	12
	Total	13	17	7	16	53
Quite Important	Flight Lieutenant	17	9	6	18	50
	Squadron Leader	7	7	1	2	17
	Total	24	16	7	20	67
Of Little Importance	Flight Lieutenant	24	14	6	7	51
	Squadron Leader	5	3	5	4	17
	Total	29	17	11	11	68
Not Important At All	Flight Lieutenant	18	10	3	10	41
	Squadron Leader	11	12	2	9	34
	Total	29	22	5	19	75
Not Applicable	Flight Lieutenant	7	6	2	5	20
	Squadron Leader	13	16	8	17	54
	Total	20	22	10	22	74
Missing	Flight Lieutenant				1	2
	Squadron Leader	1			1	2
	Total	2			2	4

Table H22: Rank \* Branch \* Opportunity for Greater Influence Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Very Important	Flight Lieutenant	4	9	3	14	30
	Squadron Leader	4	8	4	5	21
	Total	8	17	7	19	51
Important	Flight Lieutenant	22	13	4	10	49
	Squadron Leader	15	14	9	9	47
	Total	37	27	13	19	96
Quite Important	Flight Lieutenant	31	23	11	16	81
	Squadron Leader	11	12	4	11	38
	Total	42	35	15	27	119
Of Little Importance	Flight Lieutenant	17	11	3	17	48
	Squadron Leader	4	6	2	7	19
	Total	21	17	5	24	67
Not Important At All	Flight Lieutenant	7	4		7	18
	Squadron Leader	3	3		4	10
	Total	10	7		11	28
Not Applicable	Flight Lieutenant	2		1		3
	Squadron Leader	1			2	3
	Total	3		1	2	6
Missing	Flight Lieutenant	1				1
	Squadron Leader	1			1	2
	Total	2			1	3

Table H23: Rank \* Branch \* Work Will Get Easier Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Very Important	Flight Lieutenant	1				1
	Squadron Leader					
	Total	1				1
Important	Flight Lieutenant			1		1
	Squadron Leader					
	Total			1		1
Quite Important	Flight Lieutenant	1	1			2
	Squadron Leader	1				1
	Total	2	1			3
Of Little Importance	Flight Lieutenant	12	6	6	10	34
	Squadron Leader	4	3	2	2	11
	Total	16	9	8	12	45
Not Important At All	Flight Lieutenant	41	35	6	23	105
	Squadron Leader	15	26	9	18	68
	Total	56	61	15	41	173
Not Applicable	Flight Lieutenant	28	17	9	31	85
	Squadron Leader	17	14	8	17	56
	Total	45	31	17	48	141
Missing	Flight Lieutenant	1	1			2
	Squadron Leader	2			2	4
	Total	3	1		2	6

Table H24: Rank \* Branch \* Opportunity to Acquire Transferable Skills Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Very Important	Flight Lieutenant	3	4	1	9	17
	Squadron Leader	4	3		4	11
	Total	7	7	1	13	28
Important	Flight Lieutenant	23	22	8	27	80
	Squadron Leader	7	14	4	10	35
	Total	30	36	12	37	115
Quite Important	Flight Lieutenant	31	20	6	20	77
	Squadron Leader	9	13	9	8	39
	Total	40	33	15	28	116
Of Little Importance	Flight Lieutenant	14	11	3	7	35
	Squadron Leader	7	9	2	8	26
	Total	21	20	5	15	61
Not Important At All	Flight Lieutenant	8	2	2	1	13
	Squadron Leader	10	4	3	6	23
	Total	18	6	5	7	36
Not Applicable	Flight Lieutenant	4	1	2		7
	Squadron Leader	1		1	2	4
	Total	5	1	3	2	11
Missing	Flight Lieutenant	1				1
	Squadron Leader	1			1	2
	Total	2			1	3

Table H25: Rank \* Branch \* Recognition of Performance Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Very Important	Flight Lieutenant	16	17	3	11	47
	Squadron Leader	5	7	7	10	29
	Total	21	24	10	21	76
Important	Flight Lieutenant	32	27	9	34	102
	Squadron Leader	10	17	10	11	48
	Total	42	44	19	45	150
Quite Important	Flight Lieutenant	29	9	7	14	59
	Squadron Leader	19	13		15	47
	Total	48	22	7	29	106
Of Little Importance	Flight Lieutenant	6	5	2	4	17
	Squadron Leader	3	3	2	1	9
	Total	9	8	4	5	26
Not Important At All	Flight Lieutenant				1	1
	Squadron Leader	2	2		1	5
	Total	2	2		2	6
Not Applicable	Flight Lieutenant			1		1
	Squadron Leader					
	Total			1		1
Missing	Flight Lieutenant	1	2			3
	Squadron Leader		1		1	2
	Total	1	3		1	5

Table H26: Rank \* Branch \* Opportunity for Increased Responsibility Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Very Important	Flight Lieutenant	18	21	7	21	67
	Squadron Leader	6	11	7	11	35
	Total	24	32	14	32	102
Important	Flight Lieutenant	42	26	8	28	104
	Squadron Leader	16	19	9	14	58
	Total	58	45	17	42	162
Quite Important	Flight Lieutenant	19	10	5	11	45
	Squadron Leader	12	7	2	10	31
	Total	31	17	7	21	76
Of Little Importance	Flight Lieutenant	3	3	2	2	10
	Squadron Leader	4	5	1	3	13
	Total	7	8	3	5	23
Not Important At All	Flight Lieutenant	1			2	3
	Squadron Leader		1			1
	Total	1	1		2	4
Not Applicable	Flight Lieutenant					
	Squadron Leader					
	Total					
Missing	Flight Lieutenant	1				1
	Squadron Leader	1			1	2
	Total	2			1	3

Table H27: Rank \* Branch \* Higher Pension Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Very Important	Flight Lieutenant	21	13	6	19	59
	Squadron Leader	11	20	5	11	47
	Total	32	33	11	30	106
Important	Flight Lieutenant	31	19	8	19	77
	Squadron Leader	17	12	2	12	43
	Total	48	31	10	31	120
Quite Important	Flight Lieutenant	23	22	6	18	69
	Squadron Leader	7	8	9	12	36
	Total	30	30	15	30	105
Of Little Importance	Flight Lieutenant	8	5	1	5	19
	Squadron Leader	4	2	1	2	9
	Total	12	7	2	7	28
Not Important At All	Flight Lieutenant		1	1	3	5
	Squadron Leader			1	1	2
	Total		1	2	4	7
Not Applicable	Flight Lieutenant					
	Squadron Leader		1			1
	Total		1			1
Missing	Flight Lieutenant	1				1
	Squadron Leader			1	1	2
	Total	1		1	1	3

Table H28: Three Most Important Promotion Motivation Factors

Response N=1110	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
More Pay	Flight Lieutenant	26	21	10	12	69
	Squadron Leader	22	26	10	14	72
	Total	48	47	20	26	141
Appointment Variety	Flight Lieutenant	34	12	10	23	79
	Squadron Leader	12	10	3	10	35
	Total	46	22	13	33	114
Sign of Achievement	Flight Lieutenant	7	9		15	31
	Squadron Leader	4	8	2	1	15
	Total	11	17	2	16	46
Greater Status	Flight Lieutenant		1		2	3
	Squadron Leader		1			1
	Total		2		2	4
Sign of Value	Flight Lieutenant	10	10	1	6	27
	Squadron Leader	1	3	3	5	12
	Total	11	13	4	11	39
Larger Families Quarter	Flight Lieutenant	1		1		2
	Squadron Leader	1	1			2
	Total	2	1	1		4
New Challenges	Flight Lieutenant	37	35	8	31	111
	Squadron Leader	13	21	10	22	66
	Total	50	56	18	53	177
Recognition of Potential	Flight Lieutenant	24	17	4	14	59
	Squadron Leader	7	5	7	6	25
	Total	31	22	11	20	84
Serve to Age 55	Flight Lieutenant	7	5	2	8	22
	Squadron Leader	1	2		2	5
	Total	8	7	2	10	27
Greater Influence	Flight Lieutenant	9	6	4	8	27
	Squadron Leader	6	11	4	4	25
	Total	15	17	8	12	52
Work Get Easier	Flight Lieutenant					
	Squadron Leader					
	Total					
Transferable Skills	Flight Lieutenant	4	6	4	9	23
	Squadron Leader	5	4	1	3	13
	Total	9	10	5	12	36
Recognition of Performance	Flight Lieutenant	31	18	3	14	66
	Squadron Leader	12	10	7	15	44
	Total	43	28	10	29	110

Table H28 continued

Response N=1110	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Increased Responsibility	Flight Lieutenant	24	25	5	20	74
	Squadron Leader	9	12	5	18	44
	Total	33	37	10	38	118
Higher Pension	Flight Lieutenant	32	11	9	23	75
	Squadron Leader	21	15	5	14	55
	Total	53	26	14	37	130
Other Factor	Flight Lieutenant	3	1	2		6
	Squadron Leader					
	Total	3	1	2		6
Missing	Flight Lieutenant	3	3	3	7	16
	Squadron Leader	3			3	6
	Total	6	3	3	10	22

**Table H29: Squadron Leader Expectation for Three Most Important Promotion Motivation Factors**

Response N=414	Squadron Leader Expectation Met	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
More Pay	Met Fully	9	9	4	8	30
	Met Most	7	8	4	4	23
	Met Some	6	7	1	2	16
	Met Few		2	1		3
	Total	22	26	10	14	72
Appointment Variety	Met Fully	3	2		2	7
	Met Most	6		1	2	9
	Met Some	3	4	2	1	10
	Met Few		3		4	7
	Met None		1		1	2
	Total	12	10	3	10	35
Sign of Achievement	Met Fully	1	2	1		4
	Met Most	2	5	1		8
	Met Some	1	1		1	3
	Met Few					
	Met None					
Total	4	8	2	1	15	
Greater Status	Met Fully					
	Met Most					
	Met Some		1			1
	Met Few					
	Met None					
Total		1			1	
Sign of Value	Met Fully		1			1
	Met Most		1		1	2
	Met Some		1	2	2	5
	Met Few	1		1	1	3
	Met None				1	1
	Total	1	3	3	5	12
Larger Families Quarter	Met Fully	1				1
	Met Most					
	Met Some					
	Met Few					
	Met None		1			1
Total	1	1			2	
New Challenges	Met Fully	3	9	5	5	22
	Met Most	7	6	5	9	27
	Met Some	3	5		4	12
	Met Few				3	3
	Met None		1		1	2
	Total	13	21	10	22	66

Response N=414	Squadron Leader Expectation Met	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Recognition of Potential	Met Fully	1	1	1	2	5
	Met Most	3	1	4	1	9
	Met Some	2	2	2	1	7
	Met Few	1	1		2	4
	Met None					
	Total	7	5	7	6	25
Serve to Age 55	Met Fully	1	2		1	4
	Met Most					
	Met Some				1	1
	Met Few					
	Met None					
Total	1	2		2	5	
Greater Influence	Met Fully		2			2
	Met Most	1	3	1		5
	Met Some	4	4	3	3	14
	Met Few	1	1			2
	Met None		1		1	2
	Total	6	11	4	4	25
Work Get Easier	Met Fully					
	Met Most					
	Met Some					
	Met Few					
	Met None					
	Total					
Transferable Skills	Met Fully	1	1		1	3
	Met Most		2		1	3
	Met Some	2	1			3
	Met Few	2			1	3
	Met None					
	Total	5	4		3	12
Recognition of Performance	Met Fully	4	3	5	3	15
	Met Most	7	6	1	8	22
	Met Some	1	1	2	3	7
	Met Few				1	1
	Met None					
	Total	12	10	8	15	45
Increased Responsibility	Met Fully	5	4	3	8	20
	Met Most	2	6	2	8	18
	Met Some	1	2		2	5
	Met Few	1				1
	Met None					
	Total	9	12	5	18	44
Higher Pension	Met Fully	6	7	3	8	24
	Met Most	6	6	2	4	18
	Met Some	9	2		1	12
	Met Few				1	1
	Met None					
	Total	21	15	5	14	55

Table H30: Rank \* Branch \* Certain Appointments Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Certainly Help	Flight Lieutenant	48	35	12	36	131
	Squadron Leader	27	21	11	23	82
	Total	75	56	23	59	213
Maybe Help	Flight Lieutenant	13	9	4	15	41
	Squadron Leader	5	9	3	6	23
	Total	18	18	7	21	64
Neither Help nor Hinder	Flight Lieutenant	4	2		1	7
	Squadron Leader		1	1		2
	Total	4	3	1	1	9
Maybe Hinder	Flight Lieutenant	6	8	2	2	18
	Squadron Leader	1	3	2	5	11
	Total	7	11	4	7	29
Certainly Hinder	Flight Lieutenant	5	4	2	7	18
	Squadron Leader	3	9	2	3	17
	Total	8	13	4	10	35
Not Applicable	Flight Lieutenant	6	2	1	1	10
	Squadron Leader	2			1	3
	Total	8	2	1	2	13
Missing	Flight Lieutenant	2		1	2	5
	Squadron Leader	1			1	2
	Total	3		1	3	7

Table H31: Rank \* Branch \* More Seniority Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Certainly Help	Flight Lieutenant	17	16	7	16	56
	Squadron Leader	5	11	3	8	27
	Total	22	27	10	24	83
Maybe Help	Flight Lieutenant	29	25	9	31	94
	Squadron Leader	14	15	6	7	42
	Total	43	40	15	38	136
Neither Help nor Hinder	Flight Lieutenant	25	15	4	12	56
	Squadron Leader	15	8	8	12	43
	Total	40	23	12	24	99
Maybe Hinder	Flight Lieutenant	8	1	2	4	15
	Squadron Leader	4	7	1	7	19
	Total	12	8	3	11	34
Certainly Hinder	Flight Lieutenant	3	3			6
	Squadron Leader	1	2		3	6
	Total	4	5		3	12
Not Applicable	Flight Lieutenant					
	Squadron Leader			1	1	2
	Total			1	1	2
Missing	Flight Lieutenant	2			1	3
	Squadron Leader				1	1
	Total	2			2	4

Table H32: Rank \* Branch \* Good Job in Previous Appointment Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Certainly Help	Flight Lieutenant	45	41	19	44	149
	Squadron Leader	24	31	13	22	90
	Total	69	72	32	66	239
Maybe Help	Flight Lieutenant	26	10	1	12	49
	Squadron Leader	11	10	5	11	37
	Total	37	20	6	23	86
Neither Help nor Hinder	Flight Lieutenant	10	8	1	7	26
	Squadron Leader	2	2	1	5	10
	Total	12	10	2	12	36
Maybe Hinder	Flight Lieutenant					
	Squadron Leader					
	Total					
Certainly Hinder	Flight Lieutenant	1				1
	Squadron Leader					
	Total	1				1
Not Applicable	Flight Lieutenant					
	Squadron Leader					
	Total					
Missing	Flight Lieutenant	2	1	1	1	5
	Squadron Leader	2			1	3
	Total	4	1	1	2	8

Table H33: Rank \* Branch \* Branch Structure Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Certainly Help	Flight Lieutenant	5	12	4	15	36
	Squadron Leader	4	3	1	5	13
	Total	9	15	5	20	49
Maybe Help	Flight Lieutenant	16	15	9	15	55
	Squadron Leader	8	9	3	6	26
	Total	24	24	12	21	81
Neither Help nor Hinder	Flight Lieutenant	18	28	7	10	63
	Squadron Leader	7	19	11	11	48
	Total	25	47	18	21	111
Maybe Hinder	Flight Lieutenant	22	4		12	38
	Squadron Leader	11	9	4	10	34
	Total	33	13	4	22	72
Certainly Hinder	Flight Lieutenant	19	1	2	11	33
	Squadron Leader	8	3		6	17
	Total	27	4	2	17	50
Not Applicable	Flight Lieutenant	2				2
	Squadron Leader	1				1
	Total	3				3
Missing	Flight Lieutenant	2			1	3
	Squadron Leader				1	1
	Total	2			2	4

Table H34: Rank \* Branch \* Respected as a Leader Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Certainly Help	Flight Lieutenant	11	10	3	10	34
	Squadron Leader	4	8	6	4	22
	Total	15	18	9	14	56
Maybe Help	Flight Lieutenant	30	23	7	22	82
	Squadron Leader	6	11	5	14	36
	Total	36	34	12	36	118
Neither Help nor Hinder	Flight Lieutenant	36	26	9	30	101
	Squadron Leader	27	24	5	20	76
	Total	63	50	14	50	177
Maybe Hinder	Flight Lieutenant	2				2
	Squadron Leader			2		2
	Total	2		2		4
Certainly Hinder	Flight Lieutenant					
	Squadron Leader					
	Total					
Not Applicable	Flight Lieutenant	2	1	3	1	7
	Squadron Leader	1		1		2
	Total	3	1	4	1	9
Missing	Flight Lieutenant	3			1	4
	Squadron Leader	1			1	2
	Total	4			2	6

Table H35: Rank \* Branch \* Secondary Duties & Extra-curricular Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Certainly Help	Flight Lieutenant	43	21	8	23	95
	Squadron Leader	15	18	11	10	54
	Total	58	39	19	33	149
Maybe Help	Flight Lieutenant	30	30	12	32	104
	Squadron Leader	18	17	5	20	60
	Total	48	47	17	52	164
Neither Help nor Hinder	Flight Lieutenant	7	6		5	18
	Squadron Leader	4	8	3	6	21
	Total	11	14	3	11	39
Maybe Hinder	Flight Lieutenant	1	1		2	4
	Squadron Leader	1			2	3
	Total	2	1		4	7
Certainly Hinder	Flight Lieutenant		1	1		2
	Squadron Leader	1				1
	Total	1	1	1		3
Not Applicable	Flight Lieutenant	1	1	1		3
	Squadron Leader					
	Total	1	1	1		3
Missing	Flight Lieutenant	2			2	4
	Squadron Leader				1	1
	Total	2			3	5

Table H36: Rank \* Branch \* Number of Vacancies Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Certainly Help	Flight Lieutenant	33	36	15	36	120
	Squadron Leader	22	24	8	22	76
	Total	55	60	23	58	196
Maybe Help	Flight Lieutenant	20	17	5	16	58
	Squadron Leader	10	12	5	9	36
	Total	30	29	10	25	94
Neither Help nor Hinder	Flight Lieutenant	11	5	1	4	21
	Squadron Leader	2	4	2	2	10
	Total	13	9	3	6	31
Maybe Hinder	Flight Lieutenant	8	1		1	10
	Squadron Leader	1	2	2		5
	Total	9	3	2	1	15
Certainly Hinder	Flight Lieutenant	9	1		6	16
	Squadron Leader	4	1	2	5	12
	Total	13	2	2	11	28
Not Applicable	Flight Lieutenant			1		1
	Squadron Leader					
	Total			1		1
Missing	Flight Lieutenant	3			1	4
	Squadron Leader				1	1
	Total	3			2	5

Table H37: Rank \* Branch \* Less Seniority Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Certainly Help	Flight Lieutenant					
	Squadron Leader				1	1
	Total				1	1
Maybe Help	Flight Lieutenant	3	3	1	2	9
	Squadron Leader	2	3	1	2	8
	Total	5	6	2	4	17
Neither Help nor Hinder	Flight Lieutenant	30	21	7	25	83
	Squadron Leader	18	13	10	17	58
	Total	48	34	17	42	141
Maybe Hinder	Flight Lieutenant	31	25	10	24	90
	Squadron Leader	14	15	7	10	46
	Total	45	40	17	34	136
Certainly Hinder	Flight Lieutenant	11	9	3	12	35
	Squadron Leader	3	12	1	8	24
	Total	14	21	4	20	59
Not Applicable	Flight Lieutenant	7	2	1		10
	Squadron Leader	1				1
	Total	8	2	1		11
Missing	Flight Lieutenant	2			1	3
	Squadron Leader	1			1	2
	Total	3			2	5

Table H38: Rank \* Branch \* Getting on with Reporting Officers Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Certainly Help	Flight Lieutenant	47	34	14	44	139
	Squadron Leader	21	27	13	21	82
	Total	68	61	27	65	221
Maybe Help	Flight Lieutenant	21	19	5	13	58
	Squadron Leader	15	11	4	14	44
	Total	36	30	9	27	102
Neither Help nor Hinder	Flight Lieutenant	10	5		5	20
	Squadron Leader	2	2	1	3	8
	Total	12	7	1	8	28
Maybe Hinder	Flight Lieutenant	2	2	3	1	8
	Squadron Leader	1	2	1		4
	Total	3	4	4	1	12
Certainly Hinder	Flight Lieutenant	2				2
	Squadron Leader		1			1
	Total	2	1			3
Not Applicable	Flight Lieutenant					
	Squadron Leader					
	Total					
Missing	Flight Lieutenant	2			1	3
	Squadron Leader				1	1
	Total	2			2	4

Table H39: Rank \* Branch \* Good Job in Current Appointments Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Certainly Help	Flight Lieutenant	55	48	17	44	164
	Squadron Leader	30	31	14	23	98
	Total	85	79	31	67	262
Maybe Help	Flight Lieutenant	24	9	5	14	52
	Squadron Leader	7	11	4	12	34
	Total	31	20	9	26	86
Neither Help nor Hinder	Flight Lieutenant	3	3		5	11
	Squadron Leader	2	1	1	2	6
	Total	5	4	1	7	17
Maybe Hinder	Flight Lieutenant					
	Squadron Leader					
	Total					
Certainly Hinder	Flight Lieutenant					
	Squadron Leader					
	Total					
Not Applicable	Flight Lieutenant					
	Squadron Leader				1	1
	Total				1	1
Missing	Flight Lieutenant	2			1	3
	Squadron Leader				1	1
	Total	2			2	4

Table H40: Rank \* Branch \* Luck Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Certainly Help	Flight Lieutenant	36	21	7	24	88
	Squadron Leader	16	16	5	15	52
	Total	52	37	12	39	140
Maybe Help	Flight Lieutenant	36	25	11	25	97
	Squadron Leader	15	22	9	13	59
	Total	51	47	20	38	156
Neither Help nor Hinder	Flight Lieutenant	7	8	4	12	31
	Squadron Leader	5	5	4	9	23
	Total	12	13	8	21	54
Maybe Hinder	Flight Lieutenant		1			1
	Squadron Leader			1		1
	Total		1	1		2
Certainly Hinder	Flight Lieutenant	1	1			2
	Squadron Leader					
	Total	1	1			2
Not Applicable	Flight Lieutenant	2	3		2	7
	Squadron Leader	2			1	3
	Total	4	3		3	10
Missing	Flight Lieutenant	2	1		1	4
	Squadron Leader	1			1	2
	Total	3	1		2	6

Table H41: Rank \* Branch \* Reporting Officer's Appraisal Writing Skills  
Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Certainly Help	Flight Lieutenant	64	42	17	42	165
	Squadron Leader	30	30	13	31	104
	Total	94	72	30	73	269
Maybe Help	Flight Lieutenant	9	13	2	12	36
	Squadron Leader	7	9	3	5	24
	Total	16	22	5	17	60
Neither Help nor Hinder	Flight Lieutenant	5	2		2	9
	Squadron Leader			2	1	3
	Total	5	2	2	3	12
Maybe Hinder	Flight Lieutenant	1	2	1	3	7
	Squadron Leader	1	3	1		5
	Total	2	5	2	3	12
Certainly Hinder	Flight Lieutenant	1	1	2	3	7
	Squadron Leader		1			1
	Total	1	2	2	3	8
Not Applicable	Flight Lieutenant	2			1	3
	Squadron Leader	1				1
	Total	3			1	4
Missing	Flight Lieutenant	2			1	3
	Squadron Leader				2	2
	Total	2			3	5

Table H42: Rank \* Branch \* Showing Potential for Next Rank Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Certainly Help	Flight Lieutenant	48	46	13	46	153
	Squadron Leader	26	30	14	28	98
	Total	74	76	27	74	251
Maybe Help	Flight Lieutenant	28	11	9	14	62
	Squadron Leader	9	11	4	9	33
	Total	37	22	13	23	95
Neither Help nor Hinder	Flight Lieutenant	6	3		2	11
	Squadron Leader	3	2	1	1	7
	Total	9	5	1	3	18
Maybe Hinder	Flight Lieutenant				1	1
	Squadron Leader					
	Total				1	1
Certainly Hinder	Flight Lieutenant					
	Squadron Leader					
	Total					
Not Applicable	Flight Lieutenant					
	Squadron Leader					
	Total					
Missing	Flight Lieutenant	2			1	3
	Squadron Leader	1			1	2
	Total	3			2	5

Table H43: Rank \* Branch \* Point Wish to be Promoted Crosstabulation

Response N=370	Rank	Branch				Total
		Operations Support	Engineer	Supply	Administrative	
Ahead of Most	Flight Lieutenant	22	23	8	17	70
	Squadron Leader	10	13	9	9	41
	Total	32	36	17	26	111
Ahead of Some	Flight Lieutenant	43	27	12	36	118
	Squadron Leader	22	20	7	22	71
	Total	65	47	19	58	189
Along with Most	Flight Lieutenant	15	8	2	11	36
	Squadron Leader	7	9	3	7	26
	Total	22	17	5	18	62
After Most	Flight Lieutenant		1			1
	Squadron Leader		1		1	2
	Total		2		1	3
Never	Flight Lieutenant	1				1
	Squadron Leader					
	Total	1				1
Not Applicable	Flight Lieutenant	1	1			2
	Squadron Leader					
	Total	1	1			2
Missing	Flight Lieutenant	2				2
	Squadron Leader					
	Total	2				2

Table H44: Incidence of Attitudes Expressed If Not Promoted At Desired Point

Other Factor (N=392 (see note))	Frequency
Disappointed	104
Undervalued	39
Let Down	21
Unappreciated	15
Less able	10
Disaffected	28
Frustrated & Upset	30
Demotivated	23
Consider leaving	43
Thats life!	15
Wonder why	10
Keep trying	12
Question system	16
Confused about what RAF values in its officers	5
Lose respect for superiors	2
Missing chance for further promotion	1
Unhappy but more to life	18

Note: 285 respondents made comment on their feelings in not promoted at the point they desired. Up to 4 'attitudes' were recorded for each respondent, hence the 392 'attitudes' recorded.