

**Dear Applicant to the United States Navy Judge Advocate  
General's (JAG) Corps,**

The Navy JAG Corps has commissioned the Navy Personnel Research Studies and Technology Institute (NPRST) to collect information to assist the Navy JAG Corps improve the process by which new officers enter the JAG Corps.

We ask that you volunteer to provide information for this research project. **NO INFORMATION YOU PROVIDE IN THIS SURVEY WILL BE USED BY THE NAVY JAG CORPS IN YOUR SELECTION PROCESS.** Your participation as a research subject will consist of taking an online survey. The survey responses you provide will be stored electronically in a secure database at NPRST. Only the Principal Investigators at NPRST will have access to the identification items. Your responses to the survey will have **NO IMPACT** on you or your career, whether in the Navy JAG Corps or elsewhere.

If you are chosen to be a member of the JAG Corps and if you agree to enter the organization, periodic correlations will be made of your progress as a JAG Lawyer and the responses on the survey. It is hoped that certain survey results will be predictive of successful JAG Corps attorneys. After results have been tabulated and validated over several years, a screening tool may then be developed which could become a part of the JAG Corps selection process.

**Informed Consent and Privacy Act Statement  
Navy JAG Corps Applicant Screening Tool**

You are being invited to take part in a research study titled "Navy JAG Corps Applicant Screening Tool" conducted by the Navy Personnel Research, Studies, and Technology (NPRST) division of the Bureau of Naval Personnel. A decision not to take part, or to stop being a part of the research project will not negatively impact you in any way. Public Law 93-579, the Privacy Act of 1974, requires that you be informed of the purpose of this survey and of the uses to be made of the information collected. Authority to request this information is granted to the Navy Personnel Research, Studies, and Technology division under 10 U.S.C. 5031 and 5032, and 5 U.S.C. 301. License to administer this survey is granted per XXXXXX under OMB Report Control Symbol XXX, which expires XXX 2018.

**PURPOSE:** The purpose of this questionnaire is to collect information concerning the personality factors (work styles and

professional interests) which may affect an officer's experience as a Navy judge advocate and may predict successful performance in the JAG Corps. The information provided by you will be collected and stored by NPRST. Dr. Dan Cable of the London Business School will also be furnished a copy of the raw data and will provide expertise and objectivity in analyzing the results.

**PARTICIPATION:** Completion of this questionnaire is entirely voluntary. Failure to respond to any of the questions will NOT result in any penalties except possible lack of representation of your views in the final results and outcomes. You may discontinue participation at any time without penalty. There is no direct benefit from being in this study; however, taking part may help improve the Navy JAG Corps selection process.

**RISK(S):** The only risk to you is the possibility of inappropriate disclosure of data you provide. However, NPRST has a number of procedures in place to ensure that the data collected is safe and protected from inappropriate disclosure.

**CONFIDENTIALITY:** All responses will be held in confidence by NPRST. Additionally, Dr. Cable has signed an Investigators Agreement with the Human Subjects Committee at NPRST. Information you provide will be statistically summarized with the responses of others, and will not be attributable to any single individual. The information you provide will not become part of your military record and will not affect your career or benefits in any way.

**QUESTIONS:** If you have any questions about this research study, please contact the Principal Investigator, Mr. Geoff Patrissi, by telephone at (901) 874-2256 or by e-mail to [Geoffrey.A.Patrissi@navy.mil](mailto:Geoffrey.A.Patrissi@navy.mil). If you have any questions regarding Human Subjects issues, please contact the NPRST Protection of Human Subjects Committee, DSN 882-4994, COM (901) 874-4994, or email [nprstirb@navy.mil](mailto:nprstirb@navy.mil).

**NPRST PROTECTION OF HUMAN SUBJECTS STATEMENT:** This study (NPRST-xxxx-xxxx-x) has been reviewed by the Navy Personnel Research, Studies, & Technology division's Protection of Human Subjects (PHS) Committee of the Bureau of Naval Personnel. For any questions about research subject's rights, call the NPRST PHS at (901) 874-4994, e-mail [nprstirb@navy.mil](mailto:nprstirb@navy.mil).

**Principal Investigator**

Geoff Patrissi (901) 874-2256 geoffrey.a.patrissi@navy.mil

1. I have read the Informed Consent and Privacy Act Statement and I:
  - Wish to voluntarily participate in this study. (You will continue in the study)
  - Do not wish to participate in this study. (You will exit the study)

**Navy JAG Corps Applicant Survey**

Please type your name

Please provide your Date of Birth

Study Number (NPRST Use Only)

## Navy JAG Corps Applicant Survey

### **Introduction**

The Navy in general, and the JAG Corps in particular, are interested in understanding people's working styles and their possible interest in serving in the Navy. Your thoughts and ideas about work and the JAG Corps are very important to us and thus we hope that you will be as honest as possible as you complete this survey (10-15 minutes).

### **Section #1**

Individuals value different things when it comes to work, and people have different working styles. The following statements will help us understand what is most important to you personally. Using the provided scale, please indicate how much you agree with these statements. Please answer all of the questions, even if some seem similar. Sometimes we need to ask about the same concept in different ways to make sure we understand your thoughts about it.

#### Response Scale

Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
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When looking for a job,  
I work hard to find a  
place where the people  
will accept me for who  
I am.

I am constantly on the  
lookout for new ways  
to improve my life.

I prefer to work with  
others in a team rather  
than to work alone.

In most situations,  
managers should make  
decisions without  
consulting their  
subordinates.

I'd be willing to take a  
little less pay in order  
to work with people  
who know who I am  
and what to expect  
from me.

I feel driven to make a  
difference in my  
community and maybe

the world.

Employees who often question authority sometimes keep their managers from being effective.

I prefer work that has detailed standard operating procedures spelled out.

Given a choice, I would rather do a job where I can work alone rather than do a job where I have to work with others in a group.

I tend to let others take the initiative to start new projects.

Once a decision of a top-level executive is made, people working for the organization should not question it.

When meeting with interviewers, I try to be realistic about myself even if it may hurt my chances of getting the job.

It is better to have job requirements and instructions spelled out in detail so that employees always know what they are expected to do.

Wherever I have been, I have been a powerful force for constructive change.

Respect for tradition is important to me.

I plan for the long term.

I enjoy facing and overcoming obstacles

to my ideas.

For me, it's better to be honest about myself when meeting new people, even if it makes me appear less than ideal.

Working in a group is better than working alone.

In work related matters, managers have a right to expect obedience from their subordinates.

Nothing is more exciting than seeing my ideas turn into reality.

Managers who let their employees participate in decisions lose power.

It's important for an employer to see me as I see myself, even if it means bringing people to recognize my limitations.

A company's rules should not be broken—not even when the employee thinks it is in the company's best interest.

If I see something I don't like, I fix it.

I'd rather have people know who I really am than have them expect too much out of me.

No matter what the odds, if I believe in something I will make it happen.

I value a strong link to my past.

Employees should not express disagreements

with their managers.  
I work hard for success  
in the future.  
I love being a  
champion for my ideas,  
even against others'  
opposition.  
Traditional values are  
important to me.  
I like to be myself  
rather than trying to act  
like someone I'm not.  
I excel at identifying  
opportunities.  
I prefer work that is  
highly structured.  
Family heritage is  
important to me.  
It's worth it to be  
truthful with others  
about my habits and  
personality so that they  
know what to expect  
from me.  
I am always looking for  
better ways to do  
things.  
Managers should be  
able to make the right  
decisions without  
consulting with others.  
If I believe in an idea,  
no obstacle will prevent  
me from making it  
happen.  
I love to challenge the  
status quo.  
I prefer to work for  
supervisors who expect  
employees to closely  
follow instructions.  
I don't mind giving up  
today's fun for success  
in the future.  
When I have a problem,  
I tackle it head-on.

When interviewing for a job, I try to be honest about my personality and working style.

I am great at turning problems into opportunities.

Rules and regulations are important because they inform employees what the organization expects of them.

Persistence is important to me.

I can spot a good opportunity long before others can.

Even though it may seem best to tell interviewers what they want to hear about me, I try to be truthful about myself because I want my employer to know what to expect from me.

If I see someone in trouble, I help out in any way I can.

**Section #2**

Sometimes it's hard to be all things for all people at work, and you might need to make trade-offs between activities. Based on your own work style, please report how your supervisor would evaluate your tradeoffs after working with you for a year. Please use the scale provided.

Response Scale

Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
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...is proactive about spotting problems.

...does whatever it takes to gets his/her client the answer when s/he needs it.

...strives to develop in-depth knowledge in client's subject matter.

...is fully trustworthy.

...strives to develop a wide range of military experiences to draw from (deployed aboard ship, stationed overseas, etc.).

...speaks up with advice when they see problems.

...is responsive to client's needs even if it means sacrificing his/her own personal activities.

...is thorough in identifying all relevant laws and facts.

...discloses sensitive information to third parties only when appropriate.

...identifies issues that need to be fixed without being asked.  
...meets tight deadlines set by client.  
...helps client make progress rather than saying what is not possible.  
...helps client solve problems, even if they are not legal problems.  
...feels personal accountability for decisions and outcomes.  
...is on call and prepared to respond 24 hours a day, 7 days a week, 365 days a year.  
...finds ways within the law to accomplish client's goals.  
...helps client with issues other than legal counsel (writing, editing, etc.).  
...has as great a stake in the outcome as his/her client.  
...handles a large amount of work.  
...identifies practical solutions that can actually be implemented.  
...wants to operate day-to-day in the same situation as his/her client.  
...tells the truth, even when it's difficult.  
...offers realistic legal

answers in light of  
broader societal  
context.

... juggles many  
important projects at  
once.

... tries hard to serve  
in a variety of  
different military  
assignments.

... carries a heavy  
workload.

**Section #3**

Think about why you personally are considering a job with the Navy JAG Corps. Please rate each of the following reasons in terms of how important it is to you. Please use the scale provided.

Response Scale

Slightly important    Somewhat important    Moderately important    Important    Very important    Extremely important    The most important

Serving as a JAG makes the best use of my skills

Good pay  
I actually enjoy the idea of practicing law within the Navy

Serving as a JAG is an important job that I personally value

The idea of litigating sounds exciting to me

The chance for adventure is exciting

High job security

The work I can do as a JAG is meaningful to me

I like the opportunity for travel

Right location for me

Serving my country as a JAG is

important to  
me  
It's a way that  
a lawyer can  
experience the  
power and  
adventure of  
the sea  
I like the level  
of  
responsibility  
I can get at a  
young age  
I think it is  
interesting to  
wear the Navy  
uniform  
Excellent  
preparation for  
a future career  
outside the  
military  
Serving an  
institutional  
client sounds  
satisfying to  
me  
Gives  
something to  
be proud of in  
life

#### Section #4

Below you will find a number of statements that may or may not apply to you. Using the scale provided, please tell us the extent to which you agree or disagree with that statement

Response Scale

Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
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I am kind to almost everyone.

I do a thorough job.

I am inventive.

I am outgoing and sociable.

I can be moody.

I like to cooperate with others.

I do things efficiently.

I am sometimes depressed or blue.

I am original, come up with new ideas.

I am talkative.

I am helpful and unselfish with others.

I make plans and follow through.

I get nervous easily.

I value artistic experiences.

I have an assertive personality.

I have a forgiving nature.

I am a reliable worker.

I can be tense.

I have an active imagination.

I generate a lot of  
enthusiasm.  
I am generally  
trusting.  
I persevere until  
the task is finished.  
I like to reflect and  
play with ideas.  
I am full of  
energy.  
I tend to find fault  
with others.  
I am easily  
distracted.  
I worry a lot.  
I am sophisticated  
in art and music.  
I am often  
reserved.  
I start quarrels  
with others.  
I can be somewhat  
careless.  
I remain calm in  
tense situations.  
I am ingenious, a  
deep thinker.  
I am sometimes  
shy or inhibited.  
I can be cold and  
aloof.  
I tend to be lazy.  
I am emotionally  
stable, not easily  
upset.  
I am sometimes  
rude to others.  
I tend to be  
disorganized.  
I prefer work that  
is routine.  
I am relaxed and  
handle stress well.  
I am curious about  
many things.  
I have few artistic

interests.

I tend to be quiet.

I want to help others through my work.

I want to have positive impact on others through my work.

I care about benefiting others through my work.

It is important to me to do good for others through my work.

One of my objectives at work is to make a positive difference in other people's lives.

At work, I care about improving the welfare of other people.

At work, it is important to me to make a real difference in other people's lives.

I get energized by working on tasks that have the potential to benefit others.

I like to work on tasks that have the potential to benefit others.

I prefer to work on tasks that allow me to have a positive impact on others.

I do my best when I'm working on a

task that  
contributes to the  
well-being of  
others.

It is important to  
me to have the  
opportunity to use  
my abilities to  
benefit others.

**Thank you for your time in participating in this study and thank  
you for your interest in the Navy's JAG Corps.**