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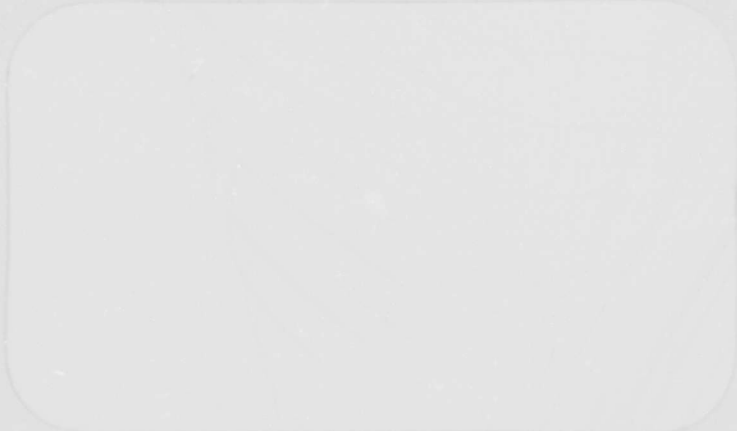
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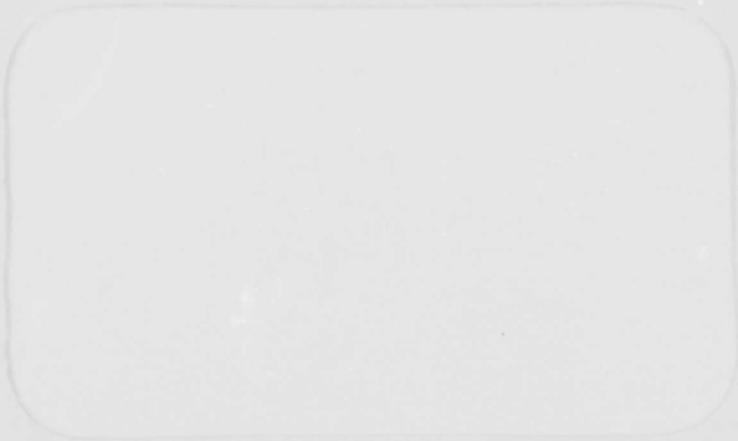
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**U.S. Army Leadership Human Research Unit  
Presidio of Monterey, California**

*Under the Technical Supervision of*

**The George Washington University  
HUMAN RESOURCES RESEARCH OFFICE  
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THE DEPARTMENT OF THE ARMY**



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~~Task NCO-1~~

(17) NCO-1

9 STAFF MEMORANDUM

X  
6 A CRITICAL INCIDENT STUDY OF INFANTRY, AIRBORNE, AND ARMORED JUNIOR NONCOMMISSIONED OFFICERS.

4  
by  
10 Morris Showel  
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11 11 Jul 58

12 69p.

Approved:

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## BRIEF

This report presents parallel listings of "approved" and "disapproved" noncommissioned officer behaviors as reported and evaluated by persons who had served with those junior NCOs. The incidents were gathered for the purpose of providing source material for the development of a junior NCO training program. Specifically, the material is to be used as a basis for developing curriculum content and teaching techniques, as well as criterion measurements for evaluating the effectiveness of the NCO training program.

The material was gathered in the form of critical incidents, by interviewing 135 persons subordinate to, and 135 persons superior to, junior noncommissioned officers in infantry, airborne, and armored units, stationed both in the ZI and in Europe. The subjects were asked to relate three incidents of "good" and three incidents of "bad" performance on the part of a junior NCO.

Approximately 1600 critical incidents were secured from the sample of 270 subjects. Two researchers examined the critical incidents and divided them into the specific behaviors which appeared to contribute to the subjects' evaluation of the overall incident. Nearly 4,000 such behaviors were identified and then classified into 26 sub-areas, which were, in turn, classified into nine general areas.

The nine general areas identified by the researchers are: planning and foresight, informal teaching and briefing, supervising and checking, correcting and rewarding or punishing, manner of dealing with subordinates, concern with welfare of men, attitude towards job, deportment, and technical job knowledge and ability. The frequency with which subordinates and superiors reported each behavior as either "good" or "bad" is shown; subordinate and superior differences in evaluation are discussed in the text.

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## STATEMENT OF PROBLEM

Task NCO has as its objective the development of a leader training program for potential junior noncommissioned officers. In order to develop such a program, it is necessary to have an accurate description of the job of the junior NCO. Such a description can provide a basis for developing curriculum content and teaching techniques, as well as criterion measurements for evaluating the effectiveness of the leader training program.

One approach to making a job description is the critical incident technique.<sup>1</sup> While this technique does not yield a complete description of job duties, it does tend to reveal those job duties which appear to be most important to the individuals questioned. This paper presents the findings of a critical incident study of junior NCO performance in infantry, airborne, and armored units both in the ZI and in Europe.<sup>2</sup>

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1

See Flanagan, J. C. "The Critical Incident Technique," Psychological Bulletin, Vol. 51, No. 4, 327-358.

2

This material will be supplemented in the final report on phase two of NCO I by a review of the military literature as well as job descriptions based on observations of the junior NCO at work. A staff memorandum by Richard P. Kern on the first phase of this subtask, Observations on a Number of Noncommissioned Officer Academies, was issued by the U.S. Army Leadership Human Research Unit in May 1958.

## PROCEDURE

### The Sample

In the summer of 1957, interviews were conducted in three of the five battle groups in two infantry divisions and in three of the five battle groups in two airborne divisions. One infantry and one airborne division were in the ZI, one each was in Europe. In addition, personnel were interviewed in an armored cavalry regiment in Europe. The specific units studied and the personnel interviewed in each are indicated in Table 1.

The units in Europe were tactical with a major portion of their time being spent in field exercises. The 4th Division (ZI) was engaged in giving basic individual training to the great bulk of its personnel who had just joined that division. The training was being given by the companies themselves, and most of the trainees were scheduled to remain with the unit in which they received their basic training. The 101st Division (ZI) was engaged in routine, although not basic, training.

Persons to be interviewed were drawn from the squads, platoons, companies, and battalions within the selected battle groups in such a way as to secure a representative picture of the units contacted. Subjects were asked for by job, in the case of superiors (e.g. platoon sergeant of the 2nd platoon, A company, 47th Infantry), and by either time in squad or job in the case of subordinates (e.g. oldest man in 3rd squad, 2nd platoon, B company, 47th Infantry; or rifleman, 3rd squad, 1st platoon, C company, 47th Infantry).<sup>1</sup> While substitution was often necessary, it is believed that the sample accurately reflects the parent population at the time of the study.

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1

Originally it was planned to use only time in squad (youngest, middle or oldest) as a basis for selecting subordinates for interview. The lack of variation on this dimension in some units required the selection of subordinates also on the basis of job in squad.

Table 1

SAMPLE DESIGN OF UNITS CONTACTED AND PERSONNEL INTERVIEWED FOR CRITICAL INCIDENTS STUDY

Unit Designation	Location	Persons Interviewed	
		Sub	Sup
4th Division : 12th Infantry	ZI	10	10
	39th Infantry	10	10
	47th Infantry	10	10
101st Division: 187th Airborne*	ZI	10	10
	327th Airborne	10	10
	501st Airborne	10	10
8th Division : 5th Infantry	Europe	10	10
	13th Infantry	10	10
	28th Infantry	10	10
11th Division	187th Airborne*	10	10
	503rd Airborne	10	10
	504th Airborne	10	10
11th Armored Cavalry	Europe	<u>15</u>	<u>15</u>
	Total	135	135

Note: Subordinate refers to men serving in rifle or weapon squads. Superiors refers to assistant platoon sergeants, platoon sergeants or platoon leaders. \*Portions of the 187th Airborne were both in Europe and the ZI.

## The Interview

Five different interviewers gathered critical incident material, three in Europe and two in the ZI. In both situations, at least two interviewers interviewed personnel from the same battle group. Interviews were about one hour in length and were held privately. Each subject was asked to relate three incidents of "good" squad leader performance and three incidents of "bad" squad leader performance.<sup>1</sup> The specific questions asked in order to secure these incidents were as follows:

### Good

Think back over the last couple of weeks and remember a time when you saw a squad leader do something which you thought was especially good--something which made you feel he was really on the ball. It could be some little thing that happens every day, or some important thing that happens only once in a while. Tell me about the situation and exactly what he said and did.

### Bad

Think back over the last couple of weeks and remember a time when you saw a squad leader do something which you thought was especially bad--something which made you feel he really wasn't on the ball. It could be some little thing that happens every day, or some important thing that happens only once in a while. Tell me about the situation and exactly what he said and did.

---

1

While subjects were asked to confine incidents to those that had occurred during the past couple of weeks, some subjects found it necessary to go back a greater distance in time. If sufficient detail was provided, such incidents were used. While subjects were asked to describe incidents involving squad leaders, some subjects found it necessary to describe incidents involving other junior NCOs, such as team leaders, assistant squad leaders, assistant section leaders, section leaders, and junior cadre personnel. Approximately 90% of the behaviors reported dealt with junior NCOs, approximately 8% with assistant platoon sergeants and platoon sergeants, and less than 1% with first sergeants.

Incidents were written down substantially as related by the subject. Where necessary, probing questions were asked to gain clarification of obscure points.

Over 1600 critical incidents were secured from the sample of 270 subjects with each subject reporting approximately 6 critical incidents. In addition to recording the incident itself, the interviewers secured the following biographical information from the subject, both about himself and about the NCO whom he described. Analysis of this material, however, other than rank of subject, is not included in this report.

<u>Subject</u>	<u>NCO Described by the Subject</u> <sup>1</sup>
Rank	Rank
Component	Component
Job	Job
Months in Army	Months on the Job
Team (for subordinates)	Previous military experience
Squad (for subordinates)	Typicality of NCO behavior in the incident
Platoon	Branch: Infantry, airborne
Company	Unit Weapon: crew-individual
Battle Group	Prior attendance at NCO school
Branch: Infantry, airborne, armored	
Location: ZI, Europe	

### Scoring of Incidents

The following procedure was used to analyze the critical incident material. Two researchers drew a sample of both "good" and "bad" incidents and read them carefully. In reading a particular critical incident, the researchers noted those specific behaviors or acts performed by the NCO, which appeared to contribute significantly to the overall incident being evaluated by the subject. In most critical incidents, a number of

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<sup>1</sup>

Some of the NCO biographical information is of questionable reliability since in many instances the subject did not have complete or accurate personal information about the NCO he described. This is especially true in reference to number of months on the job.

such significant behaviors could be found and it was these which were subsequently classified.<sup>1</sup> This scoring procedure of breaking the critical incident into its component significant behaviors resulted in few critical incidents being classified as a whole. At the same time, however, every possible aspect of the NCO's behavior reported in the incident was not scored but only those behaviors which, in the opinion of the researchers, contributed significantly to the subject's evaluation of it. In many instances, the failure to perform an act constituted a significant behavior if the subject specifically mentioned the failure.

If the critical incident was homogeneous, that is, described only a "good" or only a "bad" incident, all of the significant behaviors in that incident were classified as "good" or "bad." When the subject specifically identified a particular behavior as "good" or "bad" it was so classified by the researchers, regardless of the subject's evaluation of the overall incident. If a critical incident was, in effect, both "good" and "bad" as reported by the subject, it was split and treated as two separate incidents.

On the basis of the reading of the sample of incidents, tentative scoring categories were established to represent the significant behaviors found. The remaining incidents were then classified, using the tentatively established scoring categories. From time to time it was necessary to redefine a scoring category or add a new scoring category when new sig-

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1

As an illustration, the following critical incident, reported by a subordinate, was scored as two significant behaviors: one, Working on Own Time, and two, Showing Men How to Correct Previous Poor Performance. "We had a man who was having a hard time to qualify with the M-1. At night in the barracks, the SI got into the rifle position and coached the man. He helped the man so that the man did qualify with the M-1. He would explain how to get the right sight picture. The man was the kind who would really try. He was happy that he qualified. I never saw anybody so happy."

nificant behaviors were found. A total of 81 different scoring categories was eventually agreed upon.<sup>1</sup>

The 1600 critical incidents yielded 3,946 significant behaviors. These behaviors were classified into the 81 different scoring categories by two researchers working jointly. In view of the purpose of the study, i.e. development of source material, no attempt was made to secure measures of reliability of classification. Upon completion of the classification, the 81 categories were carefully examined to make sure that the significant behaviors had been properly classified. When the scoring and checking had been completed, the 81 scoring categories were grouped into 26 sub-areas. These sub-areas were then grouped into nine general areas. An outline of these groupings and a brief description of the behavior classified therein will be found in the next section.

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1.

The identification of significant behaviors as well as the setting up of scoring categories and general areas necessarily involved subjective judgments on the part of the researchers who were performing the classifications. The procedure adopted in all three instances reflected the researchers' opinion as to the most meaningful method to be used in view of the purpose of the study. Other researchers might well have developed other systems of behavior identification and classification.

## OVERVIEW OF FINDINGS

A statement about the material covered in this report may assist the reader in obtaining an overview of the material that follows. The nine general areas, types of behavior comprising each are as follows:

### I. Planning and Foresight

A. Securing Information. NCO secures, or fails to secure, information on: routine non-tactical requirements; tactical requirements including terrain conditions; the man's point of view on squad problems; the status of men's work; the background of new squad members; the skills, abilities and proficiency level of squad members; basic military subjects.

B. Securing Equipment. NCO secures, or fails to secure, equipment for non-tactical and tactical needs.

C. Developing a Plan of Operation. NCO develops, or fails to develop, a plan of operation in reference to: alerting men for subsequent activity; systematic assignment procedure consonant with men's ability; advance preparation for teaching class; tactical situation procedures; cleaning of living area.

### II. Informal Teaching and Briefing

A. Informal Teaching. NCO teaches, or fails to teach, men informally on proper military procedures.

B. Briefing. NCO briefs, or fails to brief, new men on unit policies; squad members on: next day's activities, specific assignments, tactical operations. Checks men's understanding of material presented.

C. Manner of Giving Orders. When giving orders, NCO does, or fails to do, the following: give reasons why job must be done; evaluate men's ideas carefully, accepting good and rejecting poor suggestions; transmit orders through proper channels; delegate responsibility to subordinates; issue orders in calm, confident manner; use positive motivation instead of threats; tell men that and when he will inspect work; set high standards.

### III. Supervising and Checking

A. Non-tactical Supervising. NCO supervises, or fails to supervise such non-tactical activities as cleaning of living area, maintenance of equipment and gear, work details and classes. (Disapproved only: requires maintenance work during off-duty hours; oversupervises.)

B. Non-tactical Checking. NCO checks, or fails to check, condition of men, equipment and area for non-tactical purposes. (Disapproved only: holds inspections during off-duty hours.)

C. Tactical Supervising and Checking. In tactical situations, NCO does, or fails to do the following: check on the whereabouts and performance of men; maintain contact with superiors; use appropriate signals for communication.

D. Quality of Voice. NCO has, or has not, an adequate command voice.

### IV. Correcting and Rewarding or Punishing

A. Correcting. NCO makes on-the-spot corrections as opposed to: failing to take corrective action; chewing men out; requiring inappropriate corrections; correcting men in inappropriate manner. Works with poor performers on his own time.

B. Rewarding or Punishing. NCO rewards good performance; corrects mistakes; finds out reason for poor performance before punishing; punishes when appropriate by pulling passes and giving extra details or training as opposed to: failing to reward good performance; punishing without discovering who or what was at fault; failing to punish when deserved; utilizing physical harassment or profanity; punishing too severely, or in public, or for mistakes committed by him as well as men; showing favoritism in punishing; using punishment to impress superiors; passing buck to superiors instead of handling problem himself.

C. Critiquing. NCO critiques men in good and poor points of completed performance.

### V. Manner of Dealing with Subordinates

A. Sharing Common Standards. NCO shares, or fails to share, common standards by: working with men on work details when unit is short-handed; applying same requirements for appearance and conduct to himself as to men.

B. Fairness. NCO shows, or fails to show, fairness in dealings with men by having no favorites and no scapegoats when giving passes, correcting or punishing performance, or assigning work.

C. Friendliness. NCO maintains, or fails to maintain a professional, yet friendly, relationship with his men.

D. Admitting Errors. NCO admits, or fails to admit, when he makes an error which causes difficulty.

#### VI. Concern with Welfare of Men

A. Interaction with Superiors Concerning Men's Welfare. NCO goes, or fails to go, to superiors to protect men from unfair actions or to get benefits for them.

B. Interaction with Men Concerning Their Welfare. NCO performs, or fails to perform, the following functions: answering men's questions; helping them get work done; seeing that they are properly equipped; loaning money and equipment; improving living area; watching out for their physical well being, handling drunks properly; being accessible for personal problems; taking special pains with problem cases; showing concern for men's welfare under conditions of physical or psychological hardship; looking after their welfare before his own. (Disapproved only: make busy work or harass men during off-duty hours; exploit them financially; make them do his work; administer degrading punishment; break promises; disregard rules himself; try to impress superiors at expense of men.)

#### VIII. Attitude Toward Job

A. Motivation. NCO shows, or fails to show, motivation by: putting in extra time; obeying orders; working hard. (Approved only: volunteers his services; spends own money for benefit of unit.)

B. Initiative. NCO shows, or fails to show, initiative by: assuming responsibility when superiors are absent; breaking up fight; checking and supervising without specific instructions. (Approved only: is an idea man.)

C. Relations with Superiors and Peers. NCO's relations with superiors and peers are, or are not, characterized by: making suggestions to superiors, particularly in tactical operations; keeping superiors thoroughly informed;

using chain of command, cooperating with fellow NCOs; enthusiastically supporting orders and policies of superiors.

#### VIII. Deportment

A. Absence from Duty. Disapproved NCO behaviors only: lack of punctuality; absence during duty hours; AWOL.

B. Personal Appearance and Bearing. NCO is, or is not, a good example of conformance to standards of personal appearance and military courtesy.

C. Morality. NCO does not make excuses or blame others for his own mistakes; use profanity or obscenity; refuse to return borrowed money or equipment; get into fights; get drunk frequently; get into trouble during off-duty hours in violation of commonly accepted civilian and military standards of conduct.

#### IX. Technical Job Knowledge and Ability

A. Knowledge and Skills in the Field. NCO demonstrates, or fails to demonstrate, knowledge and skill in the field including deployment, terrain navigation, and communication. Acts effectively in emergency situations and is in good physical condition.

B. Knowledge and Skill in Garrison. NCO demonstrates, or fails to demonstrate, knowledge and skills in garrison including both teaching ability and information on military subjects.

The presentation of the results takes the form of parallel listings of approved and disapproved behaviors. Approved behavior refers to the fact that subordinates and superiors both cited the behavior in critical incidents evaluated by them as "good," or that one of the rank groups so cited the behavior and the other did not cite the behavior at all. Disapproved behaviors are those which subordinates and superiors both cited in critical incidents evaluated by them as "bad," or which were so cited by one of the rank groups and not cited at all by the other. Where the two rank groups differed in their evaluation of a particular behavior, such differences are noted in footnotes and discussed in the text. Following each behavior is listed the frequency with which subordinates and superiors cited the behavior in critical incidents evaluated by them as "good" or "bad."

Figure 1 shows the frequency distribution of reported behaviors in the nine general areas for the total sample and for subordinates and superiors considered separately. The reader is cautioned in his interpretation of the frequencies reported in this table and in following sections of the report for two primary reasons. First, the frequency reported for each area, sub-area, and behavior is a function of the particular method used by the researchers to classify the critical incidents; a different system of classification would result in different frequencies for the areas, sub-areas, and behaviors identified. Second, the magnitude of the frequency for a particular area, sub-area, or behavior may not be an adequate guide as to the criticalness or importance of the area, sub-area, or behavior for NCO training. A behavior may be critical yet seldom be reported because opportunities for its performance seldom occur. The reader will be on safer ground when interpreting reported frequencies if he restricts his comparisons to differences between frequencies of approved and disapproved behaviors and to differences between subordinate and superior reports within specific behaviors rather than across behaviors, sub-areas, or areas.

It is believed that the material contained here, perhaps condensed in a less technical version, would be useful to the junior NCO as well as to those who serve both above and below him in the military hierarchy. A popularized presentation of the report might enable subordinates and superiors better to appreciate how the other rank group evaluated specific junior NCO performance, and might enable the junior NCO himself better to understand how those both below and above him evaluated that performance.

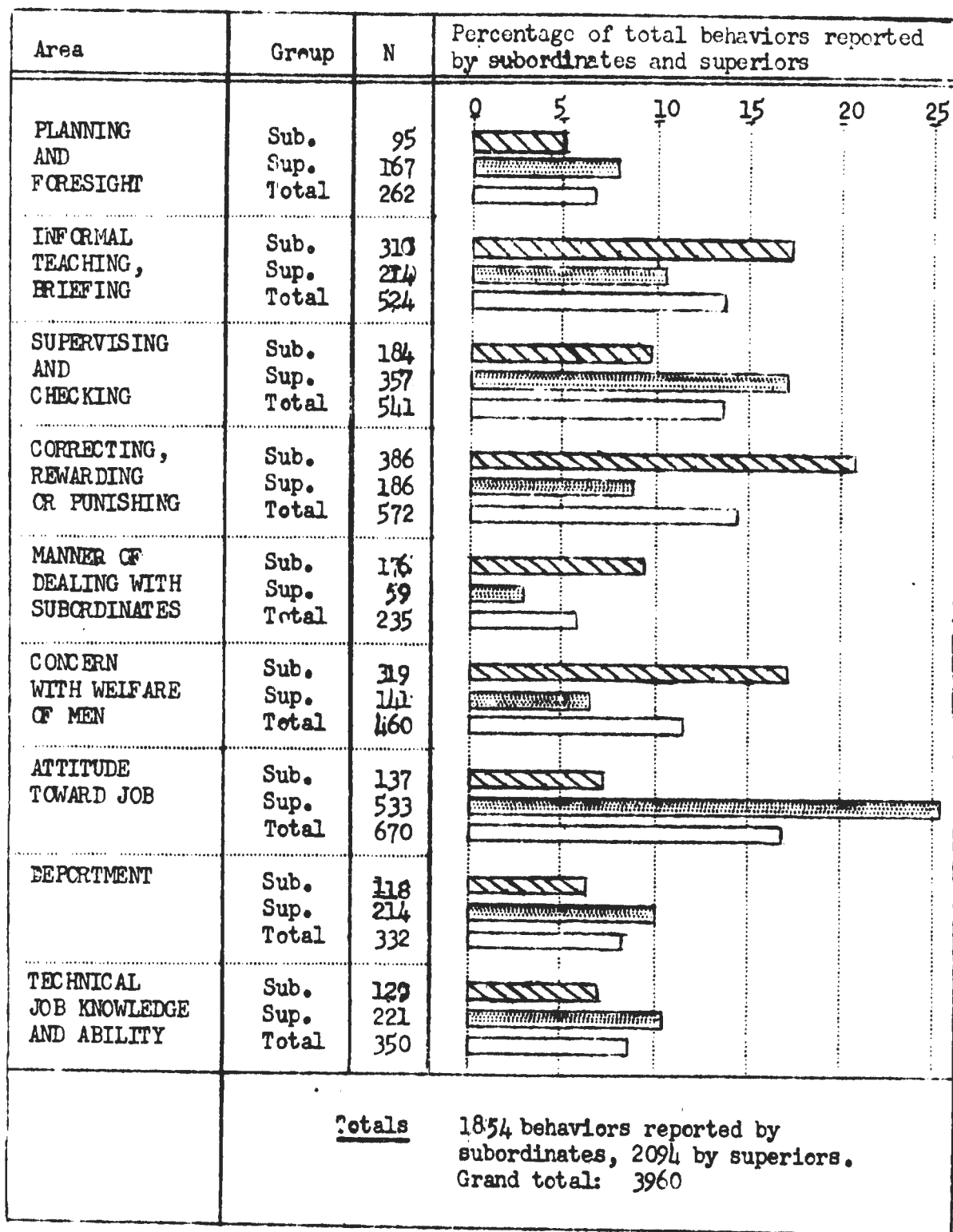


Figure One  
 FREQUENCY DISTRIBUTION BY AREA OF REPORTED BEHAVIORS

## AREA I. PLANNING AND FORESIGHT

Approximately 7% of all behaviors reported are concerned with planning and foresight and have been grouped into three sub-areas:

- A. Securing information.
- B. Securing and distributing equipment.
- C. Developing a plan of operation or procedure, often based upon the information and equipment secured.

Although superiors report behaviors in this area more often than subordinates, the pattern for both rank groups is similar in that three common failures of noncommissioned officers in the area of securing information may be noted: failure to secure necessary information of both a tactical and non-tactical nature; securing information from sources not qualified to provide it; and failure to seek clarification of points not fully understood in orders and information given by superiors. A feature common to all of these is that the NCO takes action on the basis of inadequate, inaccurate, or no information, and that such action is subsequently criticized.

Subordinate-Superior Differences. The emphasis by superiors in the area of Planning and Foresight is primarily concentrated on favorable reports about noncommissioned officers' securing information, particularly basic information of the type secured from manuals (A-8), and unfavorable reports about noncommissioned officers' failure both to secure equipment (B-1) and to prepare for teaching a class (C-4). Concern with preparing for class is exclusively reported by superiors. Subordinates outnumber superiors, on the other hand, in their reporting of behaviors dealing with consulting men on problems peculiarly relevant to them (A-4), alerting men in time for some subsequent activity (C-1), rotation of work details (C-2), and assigning men to jobs in line with their rank, knowledge, and skills (C-3).

Relative Frequency of Approved vs. Disapproved Behaviors. By a ratio of better than two to one, all subject groups tended to give more good examples than poor examples of behaviors in this area.

AREA I. PLANNING AND FORESIGHT

A. Secures Information

Approved Behaviors<sup>1</sup>

Disapproved Behaviors<sup>1</sup>

1. Secures current information of a non-tactical nature from superiors, other NCOs, or the bulletin board which has direct relevance to next days activities, such as, uniform of the day, time of formations, and type of activities or classes to be carried on. Ascertains the requirements for forthcoming inspections, such as procedures for securing, marking, and displaying clothing and equipment. Checks on the status and whereabouts of his men.

4: 10: 14

2. In tactical situations, secures information regarding the availability of rations, equipment, weapons and ammunition. Makes sure he understands information and orders he has been given by his superiors.

1: 2: 3

3. Carefully studies maps and reconnoiters terrain prior to engaging in specific tactical operations.

4: 9: 13

Fails to check training schedules or other sources and so is uninformed as to the uniform and equipment requirements for the following day. Does not secure information regarding the requirements for marking and displaying clothing and equipment. Takes actions without first checking to see if his superiors have not made such actions unnecessary.

5: 4: 9

Does not know the location of his superiors, nor the location of items of equipment when engaged in tactical operations. Fails to make sure he understands orders and information he has been given. Does not question what he does not understand. Accepts information from sources not qualified to provide it, and then takes action on the basis of this incorrect information.

4: 5: 9

Engages in tactical operations without first making a careful reconnaissance of the terrain.

2: 1: 3

---

1

The three numbers following each behavior indicate the frequency of reports of the behavior from subordinates, from superiors, and the total frequency, in that order. Frequencies presented in footnotes are included in area totals but not in sub-area totals or behavior totals.

Area I. Planning and Foresight - 2

Approved Behaviors

Disapproved Behaviors

4. Consults subordinates on matters which are peculiarly relevant to them. Seeks their opinions on raising funds to help a squad member in need or to purchase improvements in the squad's living area. Asks for their suggestions regarding the time to begin cleaning the living area and their ideas regarding the best procedure for going about it. When a limited number of passes are available to the squad, consults men as to how they shall be distributed.

6: 3: 9

5. Questions and observes his men to see which ones are caught up with their work.

1: 0: 1

Does not know who among his men are caught up with their work.

1: 0: 1

6. Interviews new men who join his squad regarding their age, blood type, home town, marital status, parents, schooling, sports, hobbies, possession of an automobile, and family or personal problems.

1: 3: 4

7. By observing and questioning, keeps himself informed regarding the kinds of knowledge, skills, and abilities his men have, and their level of proficiency in these things. Knows who among his men are slow learners and who among them are not well trained. Is alert to which men have personal problems.

5: 10: 15

Is unaware of the level of knowledge, skill, and ability possessed by his men.

1: 1: 2

Area I. Planning and Foresight - 3

Approved Behaviors

8. Secures basic military information by talking to or observing superiors, other NCOs, or by reading military publications, in order to increase his own knowledge, and to keep abreast of changes in military subjects. Secures military information in such technical areas as weapons, tactics, equipment, map reading, dismounted and extended order drill. Seeks to improve his leadership ability by learning how to handle men, make reports, teach classes, and conduct guard mounts.

3: 32: 35

Disapproved Behaviors

Makes little or no effort to increase his own military knowledge or to keep informed about changes in military subjects.

1: 7: 8

Total A. Secures Information

Approved	Sub	Sup	T	Disapproved	Sub	Sup	T
	25	69	94		14	18	32

B. Secures Equipment

1. Gets, or arranges to get necessary equipment for his men. Is good at "scrounging" things that his men need. To facilitate cleaning area, gets cleaning solution, wax, buffer, broom, and mops. To improve appearance of area, scrounges paint, furniture and accessories. To maintain weapons properly gets spare parts, oil, bore cleaner, patches and cleaning rods. Goes to supply room to replace missing items of clothing and equipment. When on range, sees that his men have ammunition.

9: 15: 24

Neglects to get necessary equipment for his men, such as equipment needed to clean area.. Forgets to bring necessary equipment when engaged in field problems. Fails to see that his men have ammunition when on the range.

1: 4: 5

Area I. Planning and Foresight - 4

Approved Behaviors

2. Checks weapons, ammunition, equipment, and rations of his unit prior to engaging in tactical operations. Checks and redistributes weapons, ammunition, equipment and rations of casualties.

8: 8: 16

Disapproved Behaviors

Forgets to check weapons, ammunition, equipment and rations of his unit prior to engaging in tactical operations. Fails to check and redistribute weapons, ammunition, equipment and rations of casualties.

2: 6: 8

---

Total B. Secures Equipment

---

Approved       $\frac{\text{Sub}}{17}$     $\frac{\text{Sup}}{23}$     $\frac{\text{T}}{40}$

Disapproved       $\frac{\text{Sub}}{3}$     $\frac{\text{Sup}}{10}$     $\frac{\text{T}}{13}$

---

C. Develops Plan of Operation

1. Wakes men up in time to perform some subsequent activity such as cleaning living area. Alerts men to "lights out" so that they can get their work done and gear put away.

6: 1: 7

Neglects to wake his men up in time or wakes his men up earlier than is actually necessary.

5: 3: 8

2. Develops a systematic procedure for assigning men to work details. Prepares a roster, informs his men of their position on the roster, assigns men to jobs in line with the roster, and checks men's names when ne o. someone else assigns men to a job.

13: 4: 17

(For disapproved behaviors in this area see Area IV, Correcting and Rewarding or Punishing, and Area V, Manner of Dealing with Subordinates.)

3. Assigns men to jobs in line with their knowledge, skill, and rank. Gives men responsibilities consistent with their knowledge, skill and rank.

4: 2: 6

Disregards men's level of knowledge, skill, rank, and experience when assigning them to jobs, or giving them responsibilities.

5: 1: 6

Area I. Planning and Foresight - 5

Approved Behaviors

4. Prepares himself when he is to give a class. Consults manuals, prepares lesson plans, arranges to get or constructs training aids, and prepares and rehearses demonstrations.

0: 16: 16

5. Develops a procedure in tactical situations for sending men to chow, while at the same time maintaining adequate levels of security. Carefully prepares a sleeping plan. Plans out in advance routes he will take when engaging in tactical operations.

2: 5: 7

6.

Disapproved Behaviors

Fails to prepare himself when he is to give a class. Does not consult manuals on material he does not know. Neglects to make lesson plans, to secure training aids, or to prepare and rehearse demonstrations.

0: 9: 9

Neglects to develop an adequate chow procedure and sleeping plans in tactical situations. Does not plan in advance the route he will take or the signals he will use when engaged in tactical operations.

1: 3: 4

Fails to develop an orderly procedure or system for getting the living area ready for inspection.

0: 3: 3

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Total C. Develops Plan of Operation

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Approved	<u>Sub</u>	<u>Sup</u>	<u>T</u>	Disapproved	<u>Sub</u>	<u>Sup</u>	<u>T</u>
	25	28	53		11	19	30

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TOTAL AREA I. PLANNING AND FORESIGHT

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Approved	<u>Sub</u>	<u>Sup</u>	<u>T</u>	Disapproved	<u>Sub</u>	<u>Sup</u>	<u>T</u>
	67	120	187		28	47	75

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## AREA II. TEACHING AND BRIEFING

Approximately 13% of all behaviors reported are concerned with briefing and informally teaching subordinates. Subjects of subordinate ranks report behaviors in this area about one third more often than do subjects of superior ranks. These behaviors have been grouped into three sub-areas:

- A. Informally teaching men (outside of regularly scheduled classes).
- B. Briefing men prior to assigning them to jobs.
- C. The manner of briefing or giving orders to subordinates.

Subordinate-Superior Differences. There is little difference between subordinates and superiors in the frequency with which they report "good" or "bad" behaviors in sub-areas A and B, informal teaching, and briefing. Subordinates report a somewhat larger number of "bad" incidents about inadequate NCO briefings in tactical situations while superiors report a somewhat larger number of "good" incidents about NCO checking of their men's understanding.

Manner of briefing, in sub-area C, evinces somewhat sharper subordinate-superior differences. Subordinates frequently report "good" incidents about NCOs who accept good suggestions from their men and frequently report "bad" incidents about NCOs who do not accept such good suggestions (C-2). Both types of behavior are less often reported by men of superior ranks. A similar pattern is evident with reference to using promises of rewards and threats of punishment as devices to motivate men to work (C-8), for while subordinates frequently report the former as "good" and the latter as "bad," superiors less frequently mention either behavior. NCO use of a confident matter-of-fact manner when giving orders is reported as "good" by subordinates; NCOs who appear to be afraid to give orders to their men (C-6) are cited as "bad" more often by superiors. Both rank groups report "bad" incidents of NCOs using profanity or yelling when giving orders (C-7).

Differences in Opinion as to What is "Approved" Behavior. In contrast to the majority of areas and sub-areas within this study where there is general agreement as to what constitutes "approved" behavior, in sub-area C, the manner of briefing or giving orders, we find a minority of subjects who differ from the rest of the group. This may, in part, reflect a feeling that special circumstances warrant different behavior as, for example, in C-8 where the use of threats of punishment as a premotivator is generally reported as "bad" (33:7:40), but

threatening when there has been previous poor performance is reported as "good" (8:6:14).<sup>1</sup> The use of the chain of command as a justification for orders was reported as "good" in three cases (1:2:3) but as "bad" in six (4:2:6). "Asking" men to do things was reported as "good" by nine subjects (8:1:9) but as "bad" by three (1:2:3). While there is clear evidence that subordinates favor "asking" as a method, it is not so clear that superiors would agree with them.

The importance of the manner in which an NCO takes action is emphasized by the fact that subjects report as "bad" the curt rejection of ideas or suggestions (C-2) but report as "good" the rejection of poor suggestions after their evaluation by the NCO (C-3). They also report as "bad" the delegation of authority as a means of avoiding work but report as "good" the proper delegation of authority (C-5).

Relative Frequency of Approved vs. Disapproved Behaviors.  
In sub-area A, informal teaching, both subordinates and superiors reported more good than poor examples by a five to one ratio. In sub-area B, briefing men prior to assigning them to jobs, both subordinates and superiors reported more good behaviors than poor behaviors by a two to one ratio. In sub-area C, manner of briefing or giving orders to subordinates, good behaviors are only reported slightly more often than poor behaviors, (55% to 45%) by both subordinates and superiors.

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1

Types of threats reported as "good" by both subordinates and superiors included giving a general warning and pulling passes. Reported as "good" by subordinates only were telling superior when man refuses to obey an order, compelling man to work on own time, and giving an undesirable detail such as KP. Reported as "good" by superiors only were threats of physical enforcement of orders.

AREA II. TEACHING AND BRIEFING

A. Informal Teaching

Approved Behaviors

1. Takes the time to teach his men such things as how to mark, fold and display clothing and equipment in preparation for inspections. Teaches men how to clean, repair, and utilize clothing, equipment, and weapons. Instructs his men in field living, tactics, communication and vehicle maintenance. Gives certain men special instruction in the job of being an assistant squad leader or team leader. When possible, teaches his men by example and demonstration rather than by just telling them.

38: 32: 70

Disapproved Behaviors

Neglects to teach his men such things as the proper procedure for marking and displaying clothing and equipment. Fails to instruct his men in the proper use of weapons. Does not prepare any of his men for the responsibilities of leadership. When he does teach, is inclined to tell his men rather than show them by example and demonstration.

8: 4: 12

B. Briefing

1. When new men come into the squad, orients them to unit and post policy. Tells them what will be expected of them, and informs them of the location of various service and recreational facilities.

3: 2: 5

Fails to orient new men when they first come in. Fails to inform them as to who are the squad leaders and who is the platoon sergeant.

1: 1: 2

2. Briefs men as to the preparations they will have to make for the following day. Informs them of the kind of activities or classes that will be held, the time of such activities, and the equipment they will need to participate in these activities.

6: 7: 13

Fails to inform his men regarding the type and time of activities that will be held the following day. Doesn't tell his men what preparations in the way of uniform and equipment they will need to participate in these activities.

4: 5: 9

AREA II. TEACHING AND BRIEFING - 2

Approved Behaviors

3. Briefs his men when assigning jobs to them by carefully telling them what to do and how to do it. Gives all necessary details. Keeps men informed regarding anything that is of concern to them.

10: 9: 19

4. Thoroughly briefs his men prior to engaging in tactical operations. Gives all necessary information, using maps, diagrams, and pointing out the terrain when necessary to make sure the briefing is clear. Covers such material as: location and strength of the enemy and friendly forces, location of the CP, the mission, time of departure, how to move, route to be taken, what to do when hit by enemy fire, rally point, plan for reorganizing, signals, chain of command in case the leader is killed, firing positions, and fields of fire.

18: 16: 34

5. In both tactical and non-tactical briefings, assigns specific men to specific jobs so as to avoid any misunderstanding as to who is to do what.

11: 9: 20

Disapproved Behaviors

When assigning men to jobs, issues confusing and contradictory orders. Often tells men what to do, but not how to do it. His instructions are usually too general to be of value. Does not give complete information. Fails to keep his men informed on matters which they need to know.

5: 3: 8

Fails to brief his men thoroughly prior to engaging in tactical operations. Relies on verbal briefing alone, not making use of maps and diagrams to clarify points. Issues confusing, contradictory, and inadequate orders and information. Often fails to tell his men fields of fire, special signals, rally point, reorganizing plans, time to move out, and where to go.

14: 7: 21

In both tactical and non-tactical situations assigns jobs to his men in such a way that they don't know who has what specific responsibilities.

4: 1: 5

AREA II. TEACHING AND BRIEFING - 3

Approved Behaviors

Disapproved Behaviors

6. In both tactical and non-tactical situations checks his men's understandings of material presented to them by asking them questions and by encouraging them to ask him questions.

3: 13: 16

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Total B. Briefing

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	<u>Sub</u> <u>Sup</u> <u>T</u>		<u>Sub</u> <u>Sup</u> <u>T</u>
Approved	51 56 107	Disapproved	28: 17: 45

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C. Manner of Giving Orders

1. When giving orders to his men, tries to cite good reasons why the job must be done or must be done in a certain way. Appeals to men's sense of fairness and personal worth as a soldier when assigning them to jobs. Also cites the fact that they will live longer and be more effective in combat if they do what they are told.

13: 13: 26

Fails to give his men reasons why things must be done. When justifying orders he gives to his men merely cites the fact that he is a NCO and that the men are in the Army.<sup>1</sup>

5: 4: 9

2. Carefully evaluates ideas and suggestions offered by his men and accepts them when they are good. Asks for volunteers when assigning men to jobs and uses men who do volunteer.

12: 1: 13

Is unreceptive to ideas and suggestions offered by his men. Dismisses such ideas and suggestions without first carefully evaluating them.

13: 1: 14

---

1

There are three cases (1:2:3) in which citing the "chain of command" is approved as a reason for doing a job.

AREA II. TEACHING AND BRIEFING - 4

Approved Behaviors

3. After evaluating suggestions offered by his men, rejects them if they are poor.
4. When giving orders to men in his squad, transmits these orders through his assistant squad leader or through team leaders. When correcting, punishing or assigning jobs to men in other squads, goes through the men's squad leader.
5. Delegates responsibilities to subordinates to secure equipment, train new men, select men for details, check men's state of readiness, and supervise their activities.
6. When giving orders to his men, uses a confident, matter of fact manner. Gives the impression that he has little doubt that the men will comply with his orders.
- 7.

0: 1: 1

1: 3: 4

9: 5: 14

20: 8: 28

Disapproved Behaviors

Uncritically accepts ideas and suggestions offered by his men, even when such suggestions are poor. Is easily swayed by his men.

4: 5: 9

Corrects, punishes, or assigns jobs to men in other squads without going through their squad leaders.

5: 2: 7

In order to avoid work himself, assigns his responsibilities to subordinates. Has his subordinates select men for details, supervise cleaning of area, supervise preparation of displays, and make reports. In tactical situations, has his subordinates distribute ammunition, keep men alert at night, and lead patrols--things which he himself should do.

7: 7: 14

Indicates by his manner that he is afraid to give orders to his men. Does things himself rather than tell his men to do them.

2: 12: 14

When giving orders to his men, hollers, yells, and uses profanity.

8: 6: 14

L

There are nine cases (8:1:9) in which "asking" men to do things is approved and three cases (1:2:3) in which it is disapproved.

AREA II. TEACHING AND BRIEFING - 5

Approved Behaviors

Disapproved Behaviors

8. When assigning jobs to his men, motivates them to do a good job by promising passes or time off, and by offering to help them. Appeals to his men's pride and expresses confidence in the ability of his men to do a good job. Does not threaten his men as a means of motivating them.

Threatens his men as a means of motivating them to do a good job. Threatens them with extra details, physical violence, restrictions, demotions, and imprisonment.<sup>1</sup>

19: 6: 25

33: 7: 40

9. When assigning men to jobs tells them that he will inspect and when he will inspect their work.

4: 2: 6

10. Sets high standards for his men when assigning them to jobs. Emphasizes the need to get the job done. Encourages competitions between and within the squads as a means of getting good work done.

Sets low standards for his men. Encourages his men to get the job done fast, disregarding the quality of the work resulting from this speed.

10: 11: 21

2: 0: 2

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Total C. Manner of Giving Orders

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Approved                      Sub Sup T  
88: 50: 138

Disapproved                      Sub Sup T  
79: 44: 123

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TOTAL AREA II - TEACHING AND BRIEFING

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Approved                      194: 147: 341

Disapproved                      116: 67: 183

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<sup>1</sup>

There are fourteen cases (8:6:14) in which threats of some kind of punishment are approved. These generally occur when there has been some previous poor performance on the part of the person threatened.

### AREA III. SUPERVISING AND CHECKING

Approximately 14% of all behaviors reported are concerned with supervising and checking. Subjects of superior ranks report behaviors in this area almost twice as often as do subjects of subordinate ranks. These behaviors have been grouped into four sub-areas:

- A. Supervising men in non-tactical situations.
- B. Checking men in non-tactical situations.
- C. Supervising and checking men in tactical situations.
- D. Quality of voice.

Subordinate-Superior Differences. The behaviors reported in this area show a pattern of subordinate and superior differences in attitude towards supervising and checking behaviors. Superiors report NCO supervising and checking of their men (A-1,2,3; B-1; C-1,2) as "good," and NCO failures to do so, as "bad." They apparently show little concern over the time at which these activities take place (A-4; B-2). Subordinates, on the other hand, evidence their greatest concern with the time at which the supervising and checking are done: they report requirements of work during off-duty hours as "bad." Incidentally, this rejection of working on their own time does not include Friday evening in preparation for Saturday inspection, a practice which is apparently not objected to by subordinates. The only other behavior on which more subordinates report than superiors concerns the NCO's ability to communicate to his men during tactical operations (C-3).

Relative Frequency of Approved vs. Disapproved Behaviors. Both superiors and subordinates gave slightly more good examples than poor examples (53% to 47%) of behaviors in this total area. In sub-area A, non-tactical supervising, subordinates gave twice as many poor examples as good examples, a reversal of the usual pattern caused by the objections mentioned above, to working on their own time.

AREA III. SUPERVISING AND CHECKING

A. Non-tactical Supervising

Approved Behaviors

Disapproved Behaviors

1. Requires his men to keep their living area clean. Supervises his men while they prepare the living area for inspections.<sup>1</sup>

Doesn't require his men to keep the living area clean. When men are cleaning the living area, fails to supervise their work.

6: 12: 18

5: 18: 23

2. Requires his men to clean their clothing, equipment and weapons. Supervises their preparations of their personal gear for inspections.<sup>1</sup>

Doesn't require his men to maintain their clothing, equipment, and weapons, and to prepare for inspection. When men are cleaning their gear or preparing it for inspection, fails to supervise them.

5: 20: 25

2: 18: 20

3. Supervises his men in various activities in which they are engaged. Watches their performance on work details, in class, on guard mounts, and in vehicle maintenance. Closely observes "eight-balls". Knows the whereabouts of his men.<sup>1</sup>

Fails to supervise his men as they engage in various activities. Does not urge them to good performance. Is unaware of the whereabouts of his men.

4: 27: 31

7: 19: 26

4.

Requires his men to clean the living area or to clean and prepare their personal gear on their own time, either before duty hours in the morning or after duty hours in the evening.

14: 1: 15

5.

Harrasses his men while they work. Stands over them and tries to control their every movements. Supervises too closely.

6: 1: 7

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Total A. Non-tactical Supervising

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Approved

Sub Sup T  
15 59 74

Disapproved

Sub Sup T  
34 57 91

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<sup>1</sup>There are seven cases (7:0:7) in which failure to supervise is approved. These seven cases are distributed among A-1,2,3, B-1, and C-1.

Area III. Supervising and Checking - 2

B. Nontactical Checking

Approved Behaviors

Disapproved Behaviors

1. Checks the appearance of the living area in the morning and prior to inspections. Checks men's preparations for inspections and for other new activities, such as bivouac or field problems. Examines men's clothing, equipment, and weapons for loss, state of repair, and cleanliness, particularly after returning from field problems. Inspects each man's personal appearance in the morning before inspections, and before letting the man go on pass. Checks his men in class and when they are on work details.

Fails to check the condition of the living area or the condition of clothing, weapons, and equipment. Neglects to inspect his men's personal appearance.

33: 36: 69

8: 27: 35

2.

Holds inspections of men's personal gear on men's own time--after duty hours in the evening.

5: 0: 5

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Total B. Nontactical Checking

Approved      Sub   Sup   T  
                   33    36    69

Disapproved      Sub   Sup   T  
                           13    27    40

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C. Tactical Supervising and Checking

1. Knows the whereabouts of his men, even though they may be dispersed and concealed. Keeps his men together and yet moving, even when going through difficult terrain, and gets them to the right spot at the right time. Insures that his men maintain cover, concealment and dispersion. Insists that his men construct adequate fox holes and weapon installations. Sees to it that designated men are awake and alert at night.

Does not keep track of the whereabouts of his men, even when they are not dispersed and concealed. Fails to keep his men together and moving forward. Does not get his men to the right spot at the right time. Is lax in maintaining or having his men maintain cover, concealment and dispersion. Neglects to dig or have his men dig adequate fox-holes or weapon installations. Fails to stay awake or to see that designated men are awake and alert at night.

38: 79:117

27: 64: 91

<sup>1</sup> See note 1, preceding page.

Area III. Supervising and Checking - 3

Approved Behaviors

2. Keeps in contact with superiors so as to facilitate the receiving of instructions and information.

2: 12: 14

3. When giving instructions to his men, uses hand and arm signals when appropriate. At other times shouts loud enough so that his men can hear over the noise of firing

3: 1: 4

Disapproved Behaviors

Is unable to receive necessary instructions and information because he fails to keep in contact with superiors.

1: 9: 10

Relies upon arm and hand signals to communicate to his men at times when he should be shouting to them. When he uses verbal commands, he can not be heard. Takes up a position so that his men can not see him for instructions.

8: 5: 13

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<u>Total C. Tactical Supervising and Checking</u>							
Approved	<u>Sub</u>	<u>Sup</u>	<u>T</u>	Disapproved	<u>Sub</u>	<u>Sup</u>	<u>T</u>
	43	92	135		36	78	114

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D. Quality of Voice

1. Has a voice which is loud enough to be heard by his men.

0: 1: 1

His voice is not loud enough to be heard by the men, even in non-tactical situations. Has no adequate control of voice, so that commands often sound like screams. A foreign accent impairs the men's ability to understand what is said.

3: 7: 10

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<u>TOTAL AREA III. SUPERVISING AND CHECKING</u>							
Approved	<u>Sub</u>	<u>Sup</u>	<u>T</u>	Disapproved	<u>Sub</u>	<u>Sup</u>	<u>T</u>
	98	188	286		86	169	255

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#### AREA IV. CORRECTING AND REWARDING OR PUNISHING

Approximately 14% of the behaviors are concerned with correcting and rewarding or punishing. Men of subordinate ranks report behaviors in this area more than twice as often as do men of superior ranks. These behaviors have been grouped into three sub-areas:

- A. Correcting.
- B. Rewarding or Punishing.
- C. Critiquing.

Subordinate-Superior Differences. Slightly over half of the "good" reports about correction are made by men of superior ranks, and the large majority of the "bad" reports about correction come from men of subordinate ranks. Superiors report as "good" the correction of poor performance and report as "bad" the failure to correct poor performance. Subordinates, on the other hand, display somewhat different interests in correcting. Like superiors, they report as "good" the correction of poor performance. Unlike superiors, however, they less frequently report as "bad" the failure to correct and more frequently report as "bad" the manner or situation in which the correction is made.<sup>1</sup> Among the behaviors reported as "bad" by subordinates are: observe standards which the NCO himself does not observe; being made to correct performance which they feel is satisfactory, particularly when such performance has been evaluated and approved by persons superior in rank to the NCO; being chewed or punished rather than told what is wrong or shown how to do better.

While reports of rewards are outnumbered about four-to-one by reports of punishment, the rewarding of good performance is reported as "good" by both subordinates and superiors and is

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1

Reports of an NCO's showing men how to correct occur far less frequently than purely verbal correction; showing how is also criticized less often than the latter. Showing how generally occurs in delayed rather than on-the-spot correction, which tends to be verbal and is more often criticized than delayed correction. This does not mean that the subjects are critical of on-the-spot correction per se.

never reported as "bad" by either group.<sup>1</sup> Subordinates do, however, report as "bad" the failure to reward good performance. Consistent with this pattern are "good" reports by subordinates about NCOs who react to poor performance by telling the men what is wrong and by showing them how to do better rather than by punishing them.

The administration of punishment is reported as "bad" by both subject groups, but particularly by men of subordinate ranks.<sup>2</sup> There are relatively few reports of situations in which the NCO should have punished, but failed to do so; more often punishment is reportedly administered where it was inappropriate. The major reasons for objecting to punishment are listed under sub-area B, behaviors 6 through 13.

#### Relative Frequency of Approved vs. Disapproved Behaviors.

In sub-area A, correcting, subordinates reported an equal number of good and poor examples whereas 71% of the examples given by superiors were good and 29% poor. However, for sub-area B, both subordinates and superiors gave twice as many poor examples of rewarding or punishing as good examples. Sub-area C, critiquing, was seldom reported by either rank group.

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1

Reports of verbal rewards (praise) occur about as often as reports of tangible rewards (passes, excusing from duty, etc.). Both types of rewards are reported as "good" by both subordinates and superiors.

2

Reports of verbal punishment (chewing, etc.) occur less often than do reports of tangible punishment (extra duty, restriction, physical work-out). Tangible punishment is reported as "bad" by a two-to-one ratio, verbal punishment by a nine-to-one ratio.

AREA IV. CORRECTING AND REWARDING OR PUNISHING

A. Correcting

Approved Behaviors

1. When his men make mistakes, takes immediate action to correct them by telling them how to do better, showing them how to do better, and then requiring them to correct their performance. Is particularly careful to show men how to correct their mistakes in tactical training by physically placing the men in correct positions, showing them sketches of the various formations, or at least by telling the men where he should be and what he should be doing. Verbally corrects men's cover concealment, and dispersion in tactical situations. Corrects men's mistakes in the construction of foxholes and weapon emplacements. Makes on the spot corrections of men who goof-off on details, act rowdy or disorderly, don't pay attention or show a lack of military courtesy. Requires men to correct poor personal appearance, losses of clothing and equipment, and poor appearance or condition of gear and living area. Shows men how to correct poor rifle firing positions by getting down and acting as their coach. Takes opportunity to teach others while he corrects men who make mistakes.

41: 50: 91

2.

Chews men out when he sees them make mistakes, rather than showing how to correct them.

5: 1: 6

3.

Requires correction when there has been no poor performance. Requires correction of mistakes that he himself makes. Corrects persons in the presence of others.

Disapproved Behaviors

Takes no correcting action when he sees his men make mistakes. Ignores the fact that some of his men are not doing their share of the work, or are acting in a disorderly manner. Overlooks poor personal appearance or a lack of military courtesy and discipline on the part of his men. Does not correct poor performance in tactical situations, such as failures to maintain cover, concealment, dispersion, a proper rate of forward movement, or security at night. Takes no action to enforce safety regulations on the range.

8: 19: 27

Area IV. Correcting and Rewarding or Punishing - 2

Approved Behaviors

Disapproved Behaviors

4.

Chews his men at the same time that he corrects them. Moreover, the men may not have performed poorly in the first place or it may not have been the NCOs responsibility to make the corrections.

20: 3: 23

5. Takes time in the evenings to work with men who have performed poorly because of some physical, psychological or situational condition—men who are physically uncoordinated, have a physical handicap, are slow learners, or have missed portions of their basic training due to conditions beyond their control. Works with such persons on such matters as the displaying of clothing and equipment, use of weapons, dismounted drill, and any other deficiencies they may have. Also takes time in the evenings to work with men who have poor habits of personal cleanliness, lack military courtesy and discipline, or have a record of being drunk or disorderly. Tries to motivate such men to do better.

15: 15: 30

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<u>Total A. Correcting</u>							
Approved	<u>Sub</u>	<u>Sup</u>	<u>T</u>	Disapproved	<u>Sub</u>	<u>Sup</u>	<u>T</u>
	56	65	121		53	26	79

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B. Rewarding or Punishing

1. Rewards good performance on the part of his men by praising them, getting them passes or time off, excusing them from details, and recommending them for promotions.

Fails to praise his men when they do good work.

27: 10: 37

3: 0: 3

Area IV. Correcting and Rewarding or Punishing - 3

Approved Behaviors

Disapproved Behaviors

2. Does not chew or punish his men when they doo poorly, but rather tells them to, or shows them how to correct their poor performance in squad tactics, rifle firing, and appearance of displays and equipment.

20: 8: 28

3. Asks reason for poor performance on field tactics, personal appearance, equipment, absence from detail. Gets complete story from both sides then corrects rather than punishes if appropriate.

4: 2: 6

Doesn't ask reason for poor performance to find out if man was at fault. Punishes without finding out who is to blame.

5: 1: 6

4. Punishes poor performance on the part of his men by pulling their passes, giving them extra details, or giving them extra training. (Most often such poor performance takes the form of poor personal appearance, goofing off on work details, dirty weapons, and missing or being late for formations.)

27: 5: 32

Fails to punish his men when they doo poor work. Hesitates to tell superiors, pull passes, or give extra details to men who directly refuse to obey him, talk back to him, show disrespect, or leave work details without permission.

6: 7: 13

---

1

There is one case (1:0:1) in which not accepting a good excuse for poor performance is approved. In this instance, the NCO chewed a man for failing to maintain his area even though the man told him that someone else had left trash after he had cleaned the area.

2. While these approved punishing techniques have been evaluated as good techniques by some subjects, a nearly equal number of subjects (27:6:33) would not agree, and evaluated these same punishing techniques as poor. Since these punishing techniques were not as completely rejected by the subjects as were those listed in B-5, they may be considered more acceptable methods of punishing poor performance than are the punishing techniques listed in B-5.

Area IV. Correcting and Rewarding or Punishing - 4

Approved Behaviors

Disapproved Behaviors

5. Punishes poor performance on the part of his men by physically striking them, giving them push-ups or some kind of physical work-out, telling superiors, preventing promotion, throwing men out of bed (when they are slow to get up) chewing them, using profanity, hollering and yelling, and displaying anger, or by punishing the whole group for the errors of one or a few individuals.  
136; 38:174
6. Punishes men when there has been no poor performance, or when the poor performance has been due to some condition over which the man has no control; as for example, a physical handicap, or when the man was told by someone else to do what the NCO then punishes.  
(45: 05: 50)\*
7. Provokes the men to poor performance, and then punishes the man for the poor performance.  
(20: 01: 21)\*
8. Punishes the men more severely than is warranted by the seriousness of the offense.  
(57: 18: 75)\*
9. Makes the same mistakes for which he punishes his men.  
( 9: 06: 15)\*
10. Discriminates in how he punishes his men. Lets certain men get by for what he punishes others.  
(20: 02: 22)\*

- 36 -

\*

Figures in brackets have not been included in the overall totals because such behaviors have been tabulated in previous sections of this area.

<sup>1</sup>While these punishing techniques can be found in critical incidents evaluated as "good" by the subjects (19:17:36), the overwhelming majority of them are found in critical incidents evaluated as "poor" by the subjects. These, then, appear to be relatively unacceptable methods of punishing poor performance.

Area IV. Correcting and Rewarding or Punishing - 5

Approved Behaviors

Disapproved Behaviors

- |     |   |
|-----|---|
| 11. | <p>Punishes men in the presence of others.</p> <p>( 1: 1: 2)*</p>   |
| 12. | <p>Punishes men as a means of impressing superiors.</p> <p>( 6: 0: 6)*</p>  |
| 13. | <p>Punishes men by reporting them to superiors instead of handling such problem personnel himself.</p> <p>( 0: 7: 7)*</p> |

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Total B. Rewarding or Punishing

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Approved	<u>Sub</u>	<u>Sup</u>	<u>T</u>		Disapproved	<u>Sub</u>	<u>Sup</u>	<u>T</u>
	78	25	103			150	46	196

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C. Critiques

1. Critiques his men after they have completed some tactical problem, discussing both good and poor points of the completed performance.

2: 1: 3

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TOTAL AREA IV. CORRECTING AND REWARDING OR PUNISHING

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Approved	<u>Sub</u>	<u>Sup</u>	<u>T</u>		Disapproved	<u>Sub</u>	<u>Sup</u>	<u>T</u>
	156	108	264			230	78	308

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## AREA V. MANNER OF DEALING WITH SUBORDINATES

Approximately 6% of the behaviors reported are concerned with the manner in which the NCO deals with his subordinates.<sup>1</sup> Men of subordinate ranks report behaviors in this area about three times as often as do men of superior ranks. These behaviors have been grouped into four sub-areas:

- A. Sharing common standards.
- B. Fairness.
- C. Friendliness.
- D. Admitting errors.

Subordinate-Superior Differences. This area reflects between-rank differences on several aspects of the manner in which the NCO deals with his subordinates. In sub-area A, subordinates report as "good" the practice of the NCO working alongside of his men on work details whether the unit is short-handed or not (combined frequencies are 22:01:23). On the other hand, superiors, with the exception of one approval when the unit is short-handed and two "bad" reports when the unit is not short-handed, do not mention the practice at all. In sub-area B, again subordinates contribute the bulk of the reports; most of the performance cited is "bad" and refers to NCOs who play favorites or have scapegoats, although there is some conflict of opinion where previous poor performance is concerned. In sub-area C, superiors outnumber subordinates in behavior reports; here again the reports are primarily "bad" and reflect opposition to excess friendliness between the NCO and his men. What constitutes being "too friendly" is, of course, a difficult question to answer and will be treated at more length, with working alongside of men and handling poor performers, in the discussion section of this report. It should be noted here, however, that participation in formally-organized off-duty recreational activities is reported as "good" by both rank groups.

Relative Frequency of Approved vs. Disapproved Behaviors. In this area, and its sub-areas both superiors and subordinates gave about four times as many poor examples as good.

1

Over 13% of all behaviors reported would be in this area if the following behaviors, classified under other areas, were included: giving men reasons why they should do a job, asking for and using volunteers, accepting suggestions from subordinates, manner of giving orders, delegating responsibilities to subordinates, and using positive or negative promoters, all classified under Teaching and Briefing; and consulting subordinates on matters relevant to them, classified under Planning and Foresight. Men of subordinate ranks report behaviors in this enlarged area about twice as often as do men of superior ranks.

AREA V. MANNER OF DEALING WITH SUBORDINATES

A. Sharing Common Standards

Approved Behaviors

1. Works with men on work details when the unit is short-handed. In such situations does the same kind of work as his men cleaning the living area or setting up installations in the field when on tactical problems.<sup>1</sup>

5: 1: 6

2. Accepts the same standards for himself as are expected of his men. When his men are restricted, stays with them even though he could go on pass. When his men are engaged in PT, takes the training alongside his men even when he is not required to do so.

(See Area VI, Concern with Welfare of Men for more information regarding this problem).

2: 0: 2

Disapproved Behaviors

Criticizes his men for mistakes that he makes himself. Is critical of their personal appearance when his own appearance is poor. Criticizes his men for goofing off on, or leaving work details when he himself leaves and does not supervise these details. Criticizes them when they are drunk, miss formation, or are careless with weapons, even though he makes these same mistakes. Requires his men to maintain cover and concealment in tactical situations at the same time that he violates these basic tactical principles. Jokes and kids with his men but refuses to allow them to reply in kind.<sup>2</sup>

24: 7: 31

1

In situations when the unit is not short-handed the following pattern is evident: seventeen cases (17:0:17) in which working alongside men is approved; four cases (4:0:4) in which failure to work alongside men is disapproved; one case (0:1:1) in which not working alongside men is approved and two cases (1:1:2) in which working alongside men is disapproved.

2

Some of these behaviors have been cited A-3, B-9 of Area IV. Correcting and Rewarding or Punishing.

AREA V. MANNER OF DEALING WITH SUBORDINATES - 2

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Total A. Sharing Common Standards

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	<u>Sub</u> <u>Sup</u> <u>T</u>		<u>Sub</u> <u>Sup</u> <u>T</u>
Approved	7 1 8	Disapproved	24 7 31

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B. Fairness

Approved Behaviors

1. Is fair in dealing with his men. Picks on no one and favors no one when it comes to giving passes, correcting, punishing, or being friendly with the men in the squad. (Work details considered separately below).

7: 2: 9

2. (Rotation of details with no previous poor performance involved. Approval of rotation of details in this situation was included under Area I. Planning and Foresight).

(13: 4: 17)

Disapproved Behaviors

Shows partiality when dealing with the men in his squad. Has favorites whom he does not correct or punish as he should. Has men he picks on for no apparent reason, and others whom he picks on because at some time in the past they fouled up. Insults and harasses these men, corrects and punishes them for things he lets others get by with.<sup>1</sup>

30: 4: 34

Doesn't rotate details, not because of previous poor performance, but because he has favorites whom he doesn't assign or men he picks on for no apparent reason or because of prejudice. Assigns these men to more than their share of details, particularly the dirty ones.<sup>2</sup>

28: 5: 33

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Total B. Fairness

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	<u>Sub</u> <u>Sup</u> <u>T</u>		<u>Sub</u> <u>Sup</u> <u>T</u>
Approved	7: 2: 9	Disapproved	58: 9: 67

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- 40 -

<sup>1</sup> Some of these behaviors have been cited in B-10, Area IV Correcting and Rewarding and Punishment section.

<sup>2</sup> There are seven cases (7:0:7) in which non-rotation of details for men who have performed poorly in the past is approved and eleven cases (11:0:11) in which it is disapproved.

AREA V. MANNER OF DEALING WITH SUBORDINATES - 3

C. Friendliness

Approved Behaviors

1. Maintains a professional, yet friendly relationship with his men. Deals with them on a man-to-man basis, and does not use his rank as a means of maintaining his position. Participates in their organized athletics, and in other formally organized off-duty activities, such as unit parties. Does not engage in kidding or horseplay with them however. Associates with other NCOs, rather than with his men, in informal after-duty hour activities, such as going on pass, drinking beer, playing cards.

8: 7: 15

Disapproved Behaviors

- Is too friendly with his men. Discusses his personal problems and the problems of the NCO and officer group with them. Kicks around with and engages in horseplay with his men. Goes on pass with them after duty hours, drinking beer, playing cards, double dating. Buddies around with the men under him.<sup>1</sup>

8: 29: 37

D. Admission of Error

1. Admits to his men when he makes mistakes which cause them difficulty or trouble.

3: 0: 3

- Makes mistakes in dealing with his men and then refuses to admit that he is at fault or that he doesn't know what he is doing.<sup>2</sup>

10: 2: 12

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TOTAL AREA V. MANNER OF DEALING WITH SUBORDINATES

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Approved    Sub Sup T  
58: 11: 69

Disapproved    Sub Sup T  
118: 48: 166

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1

There are three cases (3:0:3) in which kidding around is approved and six cases (6:0:6) in which spending off-duty time on pass with subordinates is approved. In one case (1:0:1) not being friendly enough is disapproved--SL did not wish to participate in company party. All these reports are made by men of subordinate ranks.

2

See Area VII Department, for more information regarding this problem. There is one case (1:0:1) in which admitting lack of knowledge to his men is disapproved.

## AREA VI. CONCERN WITH WELFARE OF MEN

Approximately 12% of all behaviors reported reflect NCO concern with the welfare of his men. Subjects of subordinate ranks report behaviors in this area more than twice as often as do subjects of superior ranks. These behaviors have been grouped into two sub-areas:

- A. Interaction with superiors concerning men's welfare.
- B. Interaction with men concerning their welfare.

Subordinate-Superior Differences. Subordinates' reports in sub-area A clearly indicate that they expect their NCO to act as their spokesman in dealings with superior NCOs or officers. On the whole, superiors' reports also indicate that they expect the NCO to fulfill this role, but they report such behaviors far less often than do subordinates. Although the bulk of the behaviors in sub-area B, interaction with men concerning their welfare, are more often reported by subordinates than by superiors, both rank groups tend to give similar reports of "good" and "bad" NCO performance on such matters as answering men's questions (B-1), physically helping men in difficult situations (B-2, 19), and showing concern for men's physical well being and comfort (B-6).

A number of behaviors in this sub-area are reported as often, or more often, by superiors: seeing that men are equipped (B-3); improving the living area (B-5); handling of drunks in town (B-7); being on the alert for men who have problems (B-10); working with men who are problem cases or tight-balls (B-11); looking after men's welfare before his own (B-20). Behaviors reported almost exclusively by subordinates probably reflect a degree of intimacy lacking on the part of superiors. These include loaning money or equipment (B-4); accessibility to men who have personal problems (B-8); needless harassing of men (B-12); and trying to impress superiors at men's expense (B-21).

As mentioned in previous sections on both checking and correcting, subordinates and superiors differ in evaluating the practice of an NCO requiring men to perform some activity during off-duty hours. Subordinates report being required to clean their equipment or living area on their own time as "bad" (16:1:17). While superiors and some subordinates report correction of poor performance during off-duty hours

as "good" (6:13:19), the practice is cited as "bad" when subordinates believe that there has actually been no poor performance to correct (10:0:10). As noted earlier, subordinates do report favorably on NCOs who work with individual problem personnel in the evenings,

Relative Frequency of Approved vs. Disapproved Behavior.

In sub-area A, good examples outnumbered poor by a ratio of nearly three-to-one for subordinates and over two-to-one for superiors. In sub-area B, subordinates gave almost as many poor cases as good, while 60% of the examples given by superiors were good.

AREA VI. CONCERN WITH WELFARE OF MEN

A. Interaction with Superiors Concerning Men's Welfare

Approved Behaviors

Disapproved Behaviors

1. Protects his men from unfair actions by superiors or other NCOs. When his men are levied for more than their share of details, protests, and tries to get the detail load more equitably distributed among the squads. Goes to his superiors, on his men's behalf when superiors are punishing his men unjustly (they have done no wrong) or excessively (the seriousness of the offense does not warrant the amount of punishment administered.) When promotion or pass policies are unjust to his men, goes to superiors to advance his men's interests. Defends his men from harrasing on the part of other NCOs or older men.

Fails to take action to defend his men from unfair actions on the part of superiors or other NCOs. Takes no action when his men are levied for more than their share of details. When his men are being punished, makes no effort to defend them, even when the punishment is unjust or excessive. Allows other NCOs to levy his men for details or to harrass his men and does nothing about it.

40: 15: 55

14: 0: 14

2. Tries to get benefits for his men from superiors. Goes to superiors to get passes for men who need them. Complains to superiors about inadequate laundry service, and about inadequate food and water when in the field. Helps his men get automobiles registered, pay records straightened out, excused from duty because of poor physical condition, and transferred to different units. Arranges Army transportation when needed.

Refuses to go himself and denies his men permission to go and see superiors about such personal problems as time-off, or transfers to other units or other jobs.

21: 7: 28

8: 2: 10

Total A. Interaction with Superiors Concerning Men's Welfare

Approved	<u>Sub</u>	<u>Sup</u>	<u>T</u>	Disapproved	<u>Sub</u>	<u>Sup</u>	<u>T</u>
	61	22	83		22	2	24

1

There are three cases (0:3:3) in which an NCO protecting his men from actions on the part of officers or other NCOs was criticized. In these three cases the superiors felt the NCO was too aggressive in his defense, had insufficient information, or identified himself too closely with his men.

Area VI. Concern with Welfare of Men - 2

B. Interaction with Men Concerning  
Their Welfare

Approved Behaviors

1. When men ask him questions regarding military matters, answers these questions. Tells them, or shows them how to do manual of arms, use weapons, secure missing items of equipment, make proper displays for inspections. Is always willing to answer his men's questions.

16: 5: 21

Disapproved Behaviors

Doesn't answer his men's questions regarding the securing or displaying of clothing and equipment.

3: 0: 3

2. Physically helps his men get their personal work done when there is some reason why the man can not get it done himself. Helps men shine their shoes and polish their brass so that they can become "best soldier of the week," or "colonel's orderly." Marks, or helps men mark, their clothing and equipment properly. When men are away on duty, helps get their gear in shape and properly displayed for inspection. When laundry service is poor, uses his car to take their dirty clothing to the laundry or to his own home to get it washed. When men are not permitted to go to the PX, goes to the PX for them and buys things for them.<sup>1</sup>

17: 5: 22

---

1

There is one case (0:1:1) in which providing such help is criticized. The superior felt the NCO was doing his men's work for them. The five superiors who cited approved behaviors related incidents regarding laundry (3), marking clothing and equipment (1), and preparing displays (1).

Area VI. Concern with Welfare of Men - 3

Approved Behaviors

Disapproved Behaviors

3. Makes more than routine efforts to see that his men are properly equipped. Scrounges clothing and equipment for his men when they are short. Thoroughly looks for clothing and equipment which has been stolen. Briefs his men on how to insure that their gear will not be taken. Holds money for men who are afraid they will lose or spend it. Returns to supply room the gear of men who are in the hospital.

6: 5: 11

4. Loans money and equipment to his men when they are in need. At times will give them money to help them out.

16: 2: 18

Will not contribute to a fund to help a man who is in financial difficulty.

1: 0: 1

5. Takes steps to improve the condition of his men's living area. Scrounges furniture and material with which to improve the living area so as to make it more comfortable, utilitarian and attractive for his men. Helps in the actual construction when it is necessary.

1: 4: 5

Area VI. Concern with Welfare of Men - 4

Approved Behaviors

6. Shows concern for the physical comfort and well being of his men. Cautions them regarding practices which will endanger their health, such as not changing socks, drinking impure or too much water, or not keeping eating utensils clean. Checks on the physical condition of his men and sees that men who need medical attention get it. Organizes work details and classes so as not to expose his men to unnecessary discomfort.<sup>1</sup>

6: 4: 10

7. When he sees his men drunk in town takes steps to sober them up and brings them back to camp so that they will not be picked up by civilian police, MPs, or be AWOL from the next day's duty.

6: 4: 10

Disapproved Behaviors

Indicates a lack of concern with his men's physical condition and comfort. Neglects to check his men's physical condition or to caution them regarding the consumption of water when in the field. Takes no action when his men are sick. Makes it difficult for men who are sick to go on sick call. Goes out of his way to make things difficult for men who are in poor physical condition or who are sick. Gives such men difficult details when he could give them ones commensurate with their ability. Requires a level of performance from these men equal to that expected of men in good physical condition. In tactical situations ignores the problems of men who are carrying heavy weapons and equipment.

11: 5: 16

In an effort to help men who are drunk in town, secures a hotel room and puts the men in it, instead of bringing the men back to camp. These men, consequently, miss next day's formations and are considered AWOL.

0: 2: 2

1

There are two cases (0:2:2) in which giving men rest breaks during tactical problems is criticized. The superiors felt the NCO was not obeying orders but was rather showing over-concern for his own and his men's welfare.

Area VI. Concern with Welfare of Men - 5

Approved Behaviors

8. Is accessible to his men when they have personal problems, listens sympathetically and understandingly to his men's personal problems. Men feel free to confide in him. Responds promptly to their requests for information and assistance.

10: 1: 11

9.

10. Does not wait for men's requests for help but is alert and sensitive to their problems. Finds out about them, and then takes action to help them. Does such things as bring cigarettes to men who are in the hospital, see that men get their mail, stops older men from taking advantage of new men, cheers men up when they are feeling low, organizes financial aid to men who are in need.

6: 6: 12

11. Takes special pains with men who are problem cases or eight-balls. Tries to work with these men and help them in any way he can. Finds out about their problems and then tries to encourage and advise them on how to shape-up.

2: 6: 8

Disapproved Behaviors

Ignores men's requests for help when he could give it to them. Refuses to fix gear for man who is going on a detail, and to get equipment for a man who doesn't know how or where to get it. Ignores the problems of men who are in financial need. Disregards his men's complaints about the manner in which he assigns and relieves men from work details and guard duty.

8: 2: 10

When assigning men to jobs, disregards who is and who is not caught up with their work. When men ask for a little more time to finish what they are doing, ignores this request and requires men to go immediately.

7: 0: 7

Area VI. Concern with Welfare of Men - 6

Approved Behaviors

Disapproved Behaviors

12. Does not make "busy work" or harass his men during off-duty hours.

Requires men to "get busy" when there is nothing to do. Takes choice magazines and chairs away from men who have them first; requires men to do push-ups, stand at attention, or engage in physical work-outs for no apparent reason. Deliberately soils men's equipment or dirties living area, and then requires men to clean it.

3: 1: 4

22: 3: 25

13.

Before or after normal duty hours, or on men's own time during the day, requires men to clean their weapons, equipment and living area, activities which could and should be done during normal duty hours.<sup>1</sup>

16: 1: 17

14.

Financially exploits his men by loaning them money at high rates of interest, selling them services, and by requiring them to buy unnecessary items or items which should be issued to them.

4: 0: 4

15.

Takes advantage of his position to make his men do his work for him, things that he should do himself. Requires his men to blow-up his air mattress, clean his room, align equipment, and get men for details.

3: 1: 4

16.

Administers degrading punishment to his men.

2: 1: 3

---

1

There is a difference of opinion between subordinates and superiors in regard to requiring men to correct things during off duty hours. Superiors approve the practice (6:13:19) while subordinates disapprove (10:0:10). Subordinates' objections rest on the fact that they are often required to correct their mistakes until the early hours of the morning, thus not only being denied free time for personal matters, but also time to secure adequate sleep. Correcting, which takes the form of "showing" men how to do better, when done in the evenings, is less objected to by subordinates than is being required to re-clean the living area in the evening.

Area VI. Concern with Welfare of Men - 7

Approved Behaviors

Disapproved Behaviors

17.

Breaks promises that he makes to his men. Requires men to display or clean equipment or the living area, then doesn't show up to inspect when he said he would. Promises men that they will not be on details, then puts them on detail.

6: 0: 6

18.

Doesn't cooperate with his men. After group decision has been made to help one man who is in financial need, refuses to contribute. Disregards rules about putting coke bottles away, keeping out of the latrine before inspections in the morning, cleaning his section of the living area, thus making more work for his men. Is careless in handling of men's displays prior to inspections. Makes unnecessary noise at night, thus preventing his men from getting needed sleep.

6: 2: 8

19. Under conditions of physical or psychological hardship, shows concern for his men's welfare. Helps carry heavy weapons and equipment for them during field problems. Gives men rest breaks and puts men on jeep when they are exhausted. Laughs and jokes with men or has men sing songs to keep up morale on difficult field problems. Calms and reassures men who are under stress when firing for record or preparing to make a parachute jump.

Disregards his men's welfare under conditions of physical or psychological hardship. Criticizes or ignores his men when he should be encouraging, calming or reassuring them, as when man is firing M-1 for record, or when squad is trying for speed in setting up a mortar. When men are tired or cold doesn't try to pep them up.

19: 11: 30

2: 5: 7

Area VI. Concern with Welfare of Men - 8

Approved Behaviors

Disapproved Behaviors

20. Looks after his men's welfare before he looks after his own. Checks and sees that his men are equipped before he starts on his own chores. Gives up his own clothing, equipment, rations, or sleep time in order that his men will be more comfortable. Gives up free time in order to supervise his men on pass.

Looks after his own welfare before looking after the welfare of his men. Is the first man to the chow truck, disregarding his men's needs to eat also. Fails to divide rations among his men, but takes the best rations for himself. Looks after his own physical comfort by staying near the fire or in the tent or sleeping bag, ignoring the comfort needs of his men. May even prevent his men from sharing the same physical comforts that he takes for himself.

3: 5: 8

3: 15: 18

21. Does not try to impress his superiors at his men's expense.

Does things to impress superiors at the expense of his men. Becomes a strict disciplinarian when his superiors are present, barking orders and urging his men to get busy. Requires men to correct things which he normally overlooks and is overly severe in how much correction he requires. Punishes men for things that are of no consequence or things that he normally overlooks when a superior is present. Volunteers his men for extra details in order to impress superiors.

1: 0: 1

14: 2: 16

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Total B. Interaction with Men Concerning Their Welfare

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Approved	<u>Sub</u>	<u>Sup</u>	<u>T</u>
	112	59	171

Disapproved	<u>Sub</u>	<u>Sup</u>	<u>T</u>
	108	39	147

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TOTAL AREA VI. CONCERN WITH WELFARE OF MEN

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Approved	<u>Sub</u>	<u>Sup</u>	<u>T</u>
	179	94	273

Disapproved	<u>Sub</u>	<u>Sup</u>	<u>T</u>
	140	47	187

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## AREA VII. ATTITUDE TOWARD JOB

The NCO's attitude toward his job is reflected in approximately 17% of all behaviors reported. Men of superior ranks report behaviors in this area about five times more often than do men of subordinate ranks. These behaviors have been grouped into three sub-areas:

- A. Motivation.<sup>1</sup>
- B. Initiative.<sup>1</sup>
- C. Relations with superiors and peers.

Subordinate-Superior Differences. There are few subordinate-superior differences in evaluations of behaviors concerned with attitude towards job. The area, however, is clearly of more concern to superiors than to subordinates. Some interesting patterns may be noted. Both groups report as "good" the NCO volunteering his own services to help his superiors or the unit (A-1), but subordinates report as "bad" NCO volunteering their men for this purpose. In sub-area B, subordinates report far fewer incidents concerned with NCO use of initiative than do superiors, and, in further contrast to the latter group whose reports are predominantly "good," they are as likely to cite it as "bad" as they are "good."<sup>2</sup> Their reporting of it as "bad" is most often evoked when the NCO's initiative takes the form of requiring his men to perform some activity (e.g. clean the barracks) either on their own time or without an authorization by a superior.

Following orders (approved frequencies for A-3 are 6:45:51) and showing initiative (total sub-area B approved frequencies are 18:100:118) are both reported as "good" by superiors. However, failure to obey orders is reported as "bad" far more often than is failure to show initiative

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1

When the subject reported that the NCO displayed initiative in performing some act, both "showing initiative" and the act itself were scored. The initiative aspect of the act is reported in this section of the report; the act itself is reported elsewhere in the report. A similar procedure was followed in scoring acts done on the NCO's own time.

2

This is, in part, an artifact of the scoring procedure. NCO actions with reference to the men's welfare, categorized under Area VI, are, strictly speaking, incidents in which initiative is being shown.

(16:81:97 for A-3 as opposed to 2:16:18 for sub-area B). The problems facing the NCO in reconciling the requirement for strict obedience to orders with the desire to show initiative are discussed more thoroughly in the concluding section of this report. It should be noted in this connection, however, that in the four cases where the use of initiative was reported as "bad" by superiors, the NCO was directly violating a specific order without either notifying his superior of the change or requesting permission to make the change.

A difference of opinion between subordinates and superiors occurs in their evaluation of NCO correction or punishment of men who are not his direct responsibility. Superiors tend to report this behavior as "good" (2:11:13) and subordinates as "bad" (4:2:6). The criticism from both rank groups stems partially from the fact that the NCO corrects or punishes the man directly instead of working through the man's NCO.

#### Relative Frequency of Approved vs. Disapproved Behaviors.

In sub-area A, disapproved behaviors slightly outnumber approved in superior reports; the reverse is true of subordinates. In sub-area B, both rank groups gave at least six times as many good examples as poor examples. In sub-area C, men of superior ranks cited slightly more poor examples than good, and subordinates gave about an equal number of each.

AREA VII. ATTITUDE TOWARD JOB

A. Motivation

Approved Behaviors

Disapproved Behaviors

1. Volunteers his services to help superiors or the unit in the accomplishment of some mission. Offers to, and does, go through an infiltration course as an example to recruits, scores and verifies scores on the rifle range, conducts classes or monitor field problems, grades test papers, cleans and repairs unit equipment weapons, and vehicles, makes improvements in the appearance of the living area, checks on security at night, and organizes unit parties.<sup>1</sup>

4: 15: 19

2. Puts in a great deal of extra time. Works beyond normal duty hours to get his men and the living area ready for inspection. Takes time in the evenings to teach his men new knowledge and skills and to help men who have had difficulty with military materials presented during the day. Spends off-duty time preparing himself and doing things for the benefit of the unit as a whole.

19: 25: 44

Reports for duty no earlier than he must and stays around no later than is absolutely necessary. Is not around in the evenings to work with his men.

3. Obeys orders. Does what he is told to do by superiors. Perseveres in carrying out orders, overcoming obstacles which may lie in his path.

6: 45: 51

Is unreliable. When orders are given, fails to carry them out or carries them out in a half-hearted way. Is particularly lax when it comes to obeying orders about maintaining security and alert when engaged in tactical problems.

2: 6: 8  
16: 81: 97

1

There is one case (1:0:1) in which an NCO volunteering his men is approved and six cases (6:0:6) in which volunteering his men is disapproved. Volunteering his men is viewed as a device to impress superiors.

Area VII. Attitude Toward Job- 2

Approved Behaviors

Disapproved Behaviors

4. Works hard at whatever he does during duty hours. Puts out. In tactical situations plays the game all the way. Tries to do a good job.

Is lazy. Does no more work than he absolutely has to during normal duty hours. Tries to get out of work. Is the last one up and out of bed in the morning. Is inclined to goof off. Does not take tactical problems seriously.

6: 43: 49

11: 58: 69

5. Spends own money for the benefit of the unit. Out of own pocket buys paint and other small items to improve the appearance of the living area.

2: 4: 6

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Total A. Motivation

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Approved	<u>Sub</u>	<u>Sup</u>	<u>T</u>
	37	132	169

Disapproved	<u>Sub</u>	<u>Sup</u>	<u>T</u>
	29	145	174

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B. Initiative

1. Assumes the responsibilities of his superiors when his superiors are incapacitated for some reason. In tactical situations takes charge of operations when his superior is called away or injured. In non-tactical situations, when his superior is absent, assumes responsibilities for briefing, checking men and equipment, supervising work details and guard mounts, and sending men to the hospital.

When his superiors are absent, fails to assume responsibilities for controlling his men's behavior. Also sets low standards of performance for his men when superiors are not around.

2: 27: 29

1: 1: 2

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<sup>1</sup>There are three cases (3:0:3) in which an NCO assuming responsibilities when his superiors are absent is disapproved. In these cases, subordinates feel the NCO was being overly aggressive in assuming responsibilities. In two of the cases, the NCO used the opportunity to require his men to clean their equipment and living area although there had been no instructions from superiors to do so.

Area VII. Attitude Toward Job - .9

Approved Behaviors

2. Steps in and breaks up fights between men. Usually the men fighting are drunk.<sup>1</sup>  
8: 3: 11
3. Shows initiative. Without specifically being told to do so, teaches his men, requires his men to clean weapons, equipment, or living area, holds inspections of weapons and equipment, scrounges necessary items of clothing and equipment, and in tactical situations, deploys men, equipment and weapons.<sup>2</sup>  
5: 52: 57
4. Is an idea man. Comes up with and carries out novel ideas regarding display of clothing and equipment, appearance of living and company area, organization of the supply room and operations room, and tactical operations.  
3: 18: 21

Disapproved Behaviors

- When he sees men fighting, does nothing to stop the fight.  
1: 1: 2
- Fails to show initiative in situations where he should do so. Unless specifically told to do so, does not adequately organize work details, distribute equipment, check on the whereabouts of his men, require the cleaning of the living area, handle personnel problems, or deploy men, equipment, and weapons in tactical situations.  
0: 14: 14

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Total B. Initiative

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Approved	Sub	Sup	T	Disapproved	Sub	Sup	T
	18	100	118		2	16	18

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1

There are 21 cases involving NCO taking, or failing to take, correcting or punishing actions with reference to men who are not his own. These generally involve infractions of rules of courtesy, discipline, and personal appearance. Superiors generally approve the practice while subordinates are divided in their attitude. Criticism of the practice rests on three counts: (1) there is no poor performance; (2) there is poor performance but it is not the responsibility of the NCO to correct another NCO's men; (3) the NCO should correct another NCO's men by going through the NCO, rather than correcting the man directly.

2

There are ten cases (6:4:10) in which assuming initiative is criticized. Superiors' objections are based on the fact that the NCO took the action without informing them. Subordinates' objections are based on the fact that the NCO's actions, usually requiring something on the part of subordinates, were done without specific authorization by a superior.

Area VII. Attitude Toward Job - 1

C. Relations with Superiors and Peers

Approved Behaviors

1. Corrects superiors or makes suggestions to superiors. Is not afraid to correct his superiors when they make mistakes, particularly when engaged in tactical operations. Makes suggestions to superiors regarding improvements in the marking and displaying of clothing and equipment, organization and beautification of living and company area, and plans of operation in tactical situations.

3: 20: 23

2. Keeps his superiors thoroughly informed regarding matters of concern to them. Informs them regarding the men's personal characteristics, civilian background and level of military knowledge and skills. Gives superiors lists of men going on leave, manifests prior to air operations, and detailed accounting of the state of men's equipment, along with steps he has taken to correct deficiencies. Reports to superiors upon the completion of work details. Prepares complete and detailed reports of what he saw on patrol actions. Keeps superiors informed as to his ammunition needs, his deployment of his men, his fire plan, and his state of readiness in tactical operations.

1: 25: 26

Disapproved Behaviors

Fails to suggest modifications in tactical operations when he should do so. Deviates from specific plan without first indicating to superiors that he would like to do so.

1: 1: 2

Fails to tell superiors when his men go to the hospital or are absent from duty for some other reason. Neglects to indicate to superiors when he is not prepared to carry out tasks assigned him. Absents himself from duty without informing anyone. Does not inform superiors when his resources are inadequate to carry out a task, or report back upon the completion of the task. Changes his subordinates around without informing superiors. In tactical situations fails to report his state of readiness in regard to personnel, ammunition, or weapons. Makes incomplete, inaccurate, unintelligible, and at times falsified, reports when returning from patrol actions.

4: 16: 20

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<sup>1</sup>There is one case (0:1:1) in which correcting a superior is criticized. In this instance the NCO corrected another NCO who was conducting a class, citing his training in NCO school as a basis for disagreement with the material being taught. The correction was made in the presence of the class.

Area VII. Attitude Toward Job - 5

Approved Behaviors

Disapproved Behaviors

3. Uses chain of command in his dealings with his superiors to get benefits for his men.

Bypasses his immediate superiors and goes to next higher echelon in trying to punish a man or in trying to get a transfer for himself.

3: 1: 4

0: 3: 3

4. Cooperates with fellow NCOs to get work done. Gets together with them to decide how details will be rotated within the platoon. Volunteers his men to help other squads on work details. Secures information for and shares equipment with other squads. Marks equipment for other squads.

Doesn't cooperate with other NCOs. Refuses request of another tank crew NCO to let his men help them repair their tank. Criticizes other NCOs in the presence of the men.

5: 1: 6

1: 1: 2

5. Supports his assistants when men refuse to obey legitimate orders of the assistant.

1: 1: 2

6. Enthusiastically supports orders and policies of his superiors. Doesn't complain or apologize for his superiors' orders, but passes them along as if they were his own orders.

Is critical of superiors' orders and unit policies. Complains and gripes about superiors' orders and policies to the superiors, to other NCOs, in the presence of the men, and to the men themselves. Doesn't identify himself with superiors' orders but rather refers the responsibility for orders to superiors.<sup>1</sup>

1: 7: 8

6: 45: 51

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Total C. Relations with Superiors and Peers

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Approved    Sub    Sup    T  
                  14       55       69

Disapproved    Sub    Sup    T  
                      12       66       78

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TOTAL AREA VII. ATTITUDE TOWARD JOB

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Approved    Sub    Sup    T  
                  74       298    372

Disapproved    Sub    Sup    T  
                      63       235    298

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1

There are two cases (2:0:2) in which referring responsibility for orders to superiors was approved. In these cases the NCO did it apparently as a means of identifying himself with the men in order to get them to work more readily.

## AREA VIII. DEPARTMENT

Approximately 8% of all behaviors reported are concerned with deportment. Men of superior ranks report behaviors in this area about twice as often as do men of subordinate ranks. These behaviors have been grouped into three sub-areas:

- A. Absence from duty.<sup>1</sup>
- B. Personal appearance and bearing.
- C. Morality.

Subordinate-Superior Differences. Superiors report disapproval of NCO absence from duty about twice as often as do subordinates. Working on personal gear instead of working with or supervising men (a subcategory of A-2) is the only behavior in this sub-area that is more often reported by subordinates than by superiors. Although superiors clearly outnumber subordinates in reports about personal appearance and bearing in sub-area B, both groups agree on "good" and "bad" citations.

In sub-area C, subordinates and superiors report approximately equal numbers of "bad" acts. It should be noted that the frequencies reported in C-2 for profanity grossly underestimate the total frequency not only with which it occurs, but also the frequency with which it is reported as "bad," because profanity in connection with giving orders was scored under Area II (5:4:9) and profanity in connection with punishing was scored under Area IV (19:9:28). Considering profanity wherever it occurs, subordinates report it as "bad" more often than do superiors (30:20:50) who may be less aware of its occurrence.

Relative Frequency of Approved vs. Disapproved Behaviors. Poor examples outnumber good in all three sub-areas of Department.

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1

This sub-area consists entirely of disapproved behaviors. This, like initiative in Area VII, is, in part, an artifact of the scoring procedure in that when the subject reported, for example, NCO performance of a supervisory act, "supervision" was scored but the fact that the NCO was present was not. On the other hand, if the subject reported that the NCO went off to the PX and consequently failed to supervise, both "absent from duty" and "failed to supervise" were scored.

AREA VIII. DEPARTMENT

A. Absent From Duty

Approved Behaviors

Disapproved Behaviors

1.

Misses or is late for reveille, bed-check, and other duty formations.

4: 13: 17

2.

Absents himself from duty during normal duty hours. Goes to sleep when he should be supervising tactical security. Takes off during duty hours and cannot be found. Goes to PX, beer hall, home, or to sleep in the barracks, or works on own gear when he should be performing his duties.

33: 58: 91

3.

Goes AWOL. Deserts military duty.

1: 8: 9

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Total A. Absent From Duty

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Disapproved    Sub    Sup    T  
38            79       117

---

B. Personal Appearance and Bearing

1. Presents a good personal appearance. Always has a correct haircut and is clean shaven. His uniform is clean and pressed. His brass and shoes are shined. He has a good military bearing.

7: 17: 24

Presents a poor personal appearance. Usually needs a haircut and a shave. His uniform is dirty and needs pressing. His brass and shoes need shining. He has a poor military bearing.

9: 31: 40

Area VIII. Deportment - 2

Approved Behaviors

Disapproved Behaviors

2. Conforms to rules of military courtesy in dealing with his superiors and his men.

Behaves in a way unbecoming an NCO. Engages in horseplay with other NCOs, and with the men.<sup>1</sup> Argues in front of the men. Shows a lack of military courtesy.

0: 2: 2

1: 9: 10

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Total B. Personal Appearance and Bearing

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Approved

Sub  
7

Sup  
19

T  
26

Disapproved

Sub  
10

Sup  
10

T  
50

---

C. Morality

1. Doesn't make excuses or blame others for his own mistakes.<sup>2</sup>

Makes excuses and tries to blame others for his own mistakes. Lies to protect himself. Submits falsified reports in tactical situations to cover his own failures.

0: 2: 2

3: 15: 18

2. Does not use profanity or obscenity in dealing with people.

Continually uses profanity and obscenity. (This does not include profanity and obscenity used when correcting, punishing, or giving orders. Areas II and IV.)

6: 2: 8

6: 7: 13

3.

Borrows money and equipment from his men and then refuses to give it back.

6: 8: 14

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1

There are two cases (2:0:2) in which engaging in horseplay is approved.

2

In Area V, Manner of Dealing with Subordinates, subordinates report as "bad" NCOs' refusing to admit to them when they don't know something or don't know what they are doing (10:2:12).

Area VIII. Department - 3

Approved Behaviors

Disapproved Behaviors

4.

Gets into fights with his men and other men.

3: 1: 4

5.

Is frequently drunk both on and off duty. Is unable to carry out his duties because of being intoxicated. Gets drunk in town, acts disorderly, comes back to camp, makes a fool out of himself. Harasses the men while under the influence of liquor.

27: 31: 58

6. Doesn't get into trouble during off-duty hours.

Violates commonly accepted civilian and military standards of conduct. Breaks traffic laws, is in debt to local businessmen, causes disturbances in town, steals and pawns government property. Is unfaithful to his wife, cheats when on the rifle range and compass problems.

0: 1: 1

10: 9: 19

Total C. Morality

Approved    Sub    Sup    T  
                  6        5        11

Disapproved    Sub    Sup    T  
                          55        71        126

TOTAL AREA VIII. DEPARTMENT

Approved    Sub    Sup    T  
                  15        24        39

Disapproved    Sub    Sup    T  
                          103        190        293

## AREA IX. TECHNICAL JOB KNOWLEDGE AND ABILITY

Approximately 9% of all behaviors reported are concerned with technical job knowledge and ability.<sup>1</sup> Men of superior ranks report behaviors in this area nearly twice as often as do men of subordinate ranks. These behaviors have been grouped into two sub-areas:

- A. Knowledge and skills in the field
- B. Knowledge and skills in garrison

Subordinate-Superior Differences. Although "good" behaviors in tactical situations (A-1) are reported more often by superiors than subordinates, reports dealing with terrain navigation are more often reported by subordinates, perhaps because the consequences of good or poor map reading are more acutely felt by them. Considering its importance, there are relatively few reports (eight, including both good and poor examples) about the physical condition of NCOs (A-5).

The small size of the subordinate frequency in the Knowledge and Skill area may reflect either a lack of concern with this area or the lack of an adequate standard against which to judge NCO competence. Relatively speaking, subordinate frequencies are greater in tactical than in non-tactical situations which may indicate greater concern with tactical problems and/or a better basis of assessing NCO skill.

Relative Frequency of Approved vs. Disapproved Behaviors. Of the behaviors reported in this area, 63% were "good" primarily because superiors cited more approved than disapproved behaviors by ratios of two-to-one and three-to-one in sub-areas A and B, respectively. Subordinates gave slightly more poor examples than good ones in sub-area A and half again as many good examples as poor in sub-area B.

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1

Technical job knowledge and ability is used here in a narrow sense for much of the material presented in previous sections of this report can also be viewed as indicating job knowledge and ability. For example, tactical planning, discussed in Area I, tactical briefing, discussed in Area II, and tactical supervision and checking, discussed in Area III, could all be subsumed under Knowledge and Skills in the Field.

AREA IX. TECHNICAL JOB KNOWLEDGE AND ABILITY

A. Knowledge and Skills in the Field

Approved Behaviors

Disapproved Behaviors

- |   |   |
|---|---|
| 1. Demonstrates knowledge and skills in tactical situations. Correctly positions men, equipment, and weapons when on the move and in defensive operations against the enemy so as to maximize their effectiveness against the enemy and minimize their exposure to enemy action. Makes the best possible use of his resources and the terrain in actions against the enemy. | Improperly deploys his men, weapons, and equipment, thus decreasing their effectiveness against the enemy and increasing the likelihood of their being exposed to enemy action. Does not know how to utilize his mortars or recoilless rifles to their best advantage. Makes improper reactions when first coming under enemy fire. |
| 24: 43: 67  | 19: 19: 38  |
| 2. When in the field, demonstrates skill in terrain navigation. Is able to read a map and compass well and to use them when moving through difficult and unfamiliar terrain. Does not get lost.   | Is incapable of finding his way through difficult or unfamiliar terrain. Cannot read a map or compass or use either as aids in terrain navigation. Loses his way when engaged in field problems requiring the use of maps and compass.  |
| 15: 12: 27  | 22: 10: 32  |
| 3.  | Is unable to maintain and operate communication equipment in the field.   |
|   | 0: 2: 2   |
| 4. Acts calmly, coolly, and effectively in emergency situations. Takes proper remedial action when fires break out, when men are injured or lose their heads and become dangerous, and when there is danger because of defective parachutes during a jump.  | Is easily excited in emergency situations. In tactical situations gets flustered and does the wrong thing--gives wrong commands or flees from the situation. By his own actions, creates emergencies where they did not exist.  |
| 7: 16: 23   | 9: 5: 14  |

Area IX. Technical Job Knowledge and Ability - 2

Approved Behaviors

Disapproved Behaviors

5. Is in good physical condition. Is able to equal or excel any man in his outfit in his ability to keep going over a long period of time.

Is in poor physical condition. Is unable to keep up with his men on field problems. Is one of the first to fall-out in strenuous field problems.

1: 1: 2

0: 6: 6

Total A. Knowledge and Skills in the Field

Approved      Sub    Sup    T  
                   47        72       119

Disapproved    Sub    Sup    T  
                   50        42       92

B. Knowledge and Skills in Garrison

1. Is a good teacher. Has a confident manner in class. Speaks loudly, fluently, and clearly. Organizes his material well and keeps his classes interesting. Makes wide use of training aids and demonstrations. Emphasizes practical work.

Is unable to teach a class. Hesitates and stumbles along when teaching. Doesn't speak loudly enough and doesn't speak clearly. Often uses words men don't understand. His organization of material is poor and there is excessive repetition.

10: 39: 49

4: 6: 10

2. Knows military subjects. His actions in class and in other garrison activities indicate that he is well informed about military matters. Knows a great deal about tactics, map reading, weapons, vehicles and dismounted drill.

Demonstrates a lack of knowledge about military subjects in classroom and other garrison situations. Gives wrong commands, or right commands at wrong time in dismounted drill. Is uninformed about tactics, and weapons. Shows a lack of knowledge about radio communication, first aid, and physical training.

9: 43: 52

9: 19: 28

Total B. Knowledge and Skills in Garrison

Approved      Sub    Sup    T  
                   19        82       101

Disapproved    Sub    Sup    T  
                   13        25       38

TOTAL AREA XI. TECHNICAL JOB KNOWLEDGE AND ABILITY

Approved      Sub    Sup    T  
                   66       154       220

Disapproved    Sub    Sup    T  
                   63        67       130

## DISCUSSION

At various points in the presentation of "good" and "bad" behavior reports on junior noncommissioned officers, it has been noted that differences of opinion existed, either between rank groups or within a particular rank group, on what constitutes approved performance. It is the purpose of this section to examine more closely the conflicts in role expectations which the junior NCO may encounter with regard to such matters as initiative, friendliness with subordinates, working alongside of squad members, methods of punishment and of handling poor performance. Since these problems, for the most part, cut across the behavior categorizations utilized within the study, they will be discussed by topic rather than in terms of areas or sub-areas.

### Initiative

Initiative poses a double-barreled problem to the junior NCO. He not only faces the dilemma of when to comply strictly with orders and when to use initiative, on which he will be judged by his superiors, but he further runs the risk of antagonizing his men if his use of initiative is perceived as a means of impressing a superior at their expense. As we have seen, subordinates describe favorably those NCO acts which benefit them (e.g., interaction with superiors concerning their welfare, giving them assistance on personal problems<sup>1</sup> or helping them to improve performance), but react unfavorably when his initiative takes the form of requiring work on their part, particularly during off-duty hours. The matter of work during off-duty hours will be treated subsequently under methods of punishment and handling poor performers. With respect to the apparent conflict in subordinates' attitudes toward NCO use of initiative, it may be clarified by pointing out that their objections seem, to be not to initiative per se, but rather to its aggressive, and perhaps even hypocritical, display.

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#### 1

An additional dimension is added to the problem by the fact that a few superiors cite as "bad" some of the very practices reflecting concern with subordinates' welfare of which squad members express approval. In these instances, however, criticism is of "over-concern," "doing men's work for them," an overly aggressive or misinformed attempt to defend a subordinate, or "too close an identification with the men."

From the viewpoint of the NCO's superiors, it would seem that in questionable cases the junior NCO would be wiser to follow orders than to use initiative. Nevertheless, he should not interpret orders rigidly as a means of evading work or responsibility. The use of initiative is reported as "good" when it is consistent with the spirit of an order or a policy, and takes the form of implementing that order or policy. Thus, it would seem that initiative is more likely to be exercised when orders or policies are stated in general terms and their purpose made clear to the NCO. Under such circumstances, the NCO can evaluate the specific situation in the light of orders or policies and then use his initiative in implementation.

#### Friendliness with Subordinates

The question of how friendly any person in a superior position should be toward his subordinates is a persistent one in management circles and it is not surprising that the junior NCO should be plagued by conflicting opinions in this regard. Superiors express opposition to the practice of an NCO being too friendly with his men, but, as has been pointed out, it is difficult to know what constitutes being "too friendly." Often what is "too friendly" in the eyes of superiors may be "friendly enough" to subordinates. Even though eight subordinates disapproved of NCOs' being too friendly with their men, there were three cases in which kidding around was approved, six cases in which spending off-duty time on pass with subordinates was approved and one case in which not being friendly enough was disapproved by subordinates. However, both rank groups expressed approval of NCOs who maintain a professional yet friendly relationship with their men and who participate in organized off-duty recreation with them. It would, therefore, seem that NCOs who confine their off-duty social associations with their men to such formally organized activities as athletics and unit parties would be making a satisfactory compromise between the conflicting views of subordinates and superiors. It should be noted that criticism of being too friendly rests to a great extent upon the fear that it might lead to favoritism and to lessened ability on the part of the NCO to require his men to carry out their duties.

#### Working Alongside of Men

Closely related to the matter of friendliness is the problem, also raised in Area V, as to whether an NCO should work alongside of his men when the unit is not short handed. Subordinates clearly favor the practice and in four cases cite the failure to do so as "bad." Although superiors, for the

most part, did not mention it, except for one disapproval of the practice and one approval of the failure to do so, informal discussions with superiors in the course of the study indicated that they oppose the practice on two counts. First, they point out that it is more difficult for the NCO to supervise properly if he is working with the men and hence productivity is lower. Second, they point out that it is not a function of the NCO's role to become so closely related to his men. The subordinates argue that their productivity is higher if the NCO works with them since they are then more willing to work harder. Furthermore, they state that any tendency for the NCO to harass or over-supervise may be reduced if he is working with them. There seems to be little doubt that, in instances where morale is low, the NCO can raise morale by working with the men. It is important to note that over half of the "good" reports of working with the men made by subordinates came from the infantry-ZI group which was engaged in basic training and consequently using trainees in positions of leadership.

It would appear that the NCO could reconcile the conflict between the role expectations of his subordinates and superiors by helping the men to get started on a detail, i.e., showing them what to do and how to do it, and then supervising. From a productivity standpoint, the effect of an NCO working alongside his men on details, when the unit is not short-handed, is not known.

#### Methods of Punishment and Handling Poor Performance

An impression received from studying the presentation of "good" and "bad" behaviors in Area IV is that all methods of punishment are looked upon with disfavor by most subordinates and some superiors. In the military setting, as in home and school, the true art appears to be avoidance of the need for punishment or the threat thereof. However, if and when punishment is necessary, some methods seem to be less unacceptable than others.

The efficacy of positive motivation in lieu of threats is demonstrated by the fact that promising a reward, appealing to men's pride and their sense of personal worth, expressing confidence in their ability to do a good job, and citing reasons why a job must be done when giving orders are named as "good" by both subordinates and superiors. Furthermore, the use of threats as a means of motivating men or the failure to give reasons for doing a job are specifically mentioned as "bad." It should be pointed out that in some instances threatening punishment was approved when there had been previous poor performance on the part of the person threatened.

Reacting to good performance apparently poses no great problem: the use of praise or reward is listed as "good" by both rank groups. It is, however, in the handling of poor performance that the junior NCO encounters conflicting opinions. Such punishing techniques as pulling passes, assigning extra details or extra training are approved by a frequency of 27:5:32 and disapproved by a frequency of 27:6:33. Using physical violence, reporting offenders to superiors, chewing men out, punishing the whole group, and preventing promotion are disapproved by a frequency of 136:38:174, although some of these methods were cited in "good" reports. It would seem, then, that even though no absolute statement can be made regarding "the right" or "the wrong" method of punishing poor performance, the former techniques (pulling passes, assigning extra details or training) might be considered as more acceptable to both rank groups. It should further be noted that while administration of punishment is criticized, in many cases the objection is to the manner of administration or to its inappropriateness in the specific situation.

The material in this report is suggestive of methods other than punishment for handling poor performance. Immediate action on the part of the NCO to correct his men's mistakes and correcting rather than chowing or punishing them are cited as "good." Emphasis is also placed upon the value of an NCO taking time to work in the evenings with problem personnel--helping those men who had performed poorly because of physical, psychological, or situational conditions. This procedure seems preferable to the practice of some NCOs who assign these men to more than their share of details, especially the dirty details. Certainly, such a practice makes it more difficult for a man to rectify his mistakes since it allows him less time, and decreases his motivation, to improve himself.

Peripheral to this is the matter of requiring men to work during off-duty hours, a sore subject with subordinates, as indicated in several places in this report, but one which is mentioned favorably, or not at all, by superiors. Requiring men to maintain clothing, equipment, weapons and the living area before or after normal duty hours is reported as "bad" and the holding of inspections by the NCO during these hours is similarly reported. It should be made clear that it is not the actual maintenance requirements or inspections which are criticized, for these activities are approved and the NCO's failure to perform them is disapproved. Correcting, when it takes the form of showing men how to do better, is less objected to by subordinates than is being compelled to re-clean the living area, or clean their weapons and equipment, activities which they feel could, and should, be done within normal duty hours.