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ATTITUDINAL STUDIES OF THE VOLAR EXPERI-  
MENT: MEN IN TRAINING, 1971

S. James Goffard, et al

Human Resources Research Organization

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## Attitudinal Studies of the VOLAR Experiment: Men in Training, 1971

S. James Goffard, James S. DeGracie, and  
Robert Vineberg

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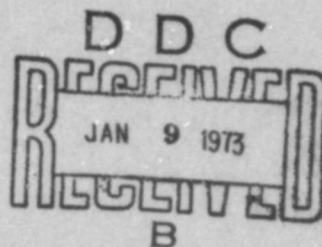
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VOLAR Experiment:  
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The Human Resources Research Organization (HumRRO) is a nonprofit corporation established in 1969 to conduct research in the field of training and education. It is a continuation of The George Washington University Human Resources Research Office. HumRRO's general purpose is to improve human performance, particularly in organizational settings, through behavioral and social science research, development, and consultation. HumRRO's mission in work performed under contract with the Department of the Army is to conduct research in the fields of training, motivation, and leadership.

The findings in this report are not to be construed as an official Department of the Army position, unless so designated by other authorized documents.

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## FOREWORD

This document is a report by the Human Resources Research Organization of the results of a questionnaire study designed to ascertain—over time, for samples of enlisted men in training—their attitudes toward enlistment and re-enlistment and various features of Army life, as well as their evaluations of a variety of things and situations that were potential objects of innovations under VOLAR, a segment of the Modern Volunteer Army program. The sponsor of this research was the Office of the Special Assistant for the Modern Volunteer Army, Department of the Army.

The questionnaires were constructed and the data obtained from them were analyzed at HumRRO Division No. 3, Presidio of Monterey, California. The Director of the Division is Dr. Howard H. McFann. Dr. Robert Vineberg was the Work Unit Leader and was assisted by Dr. S. James Goffard and Dr. James S. DeGracie. Significant contributions were made in data collection by Mrs. Jacklyn Hungerland, Dr. Herbert B. Leedy, Mr. James A. Salter, Dr. Harold P. Bishop, Mr. H. Alton Boyd, the late CPT Ronald Walzell, LT Paul Domingue, and LT Dennis Mar, in data reduction by SP4 John Wehrman, SP5 Leslie Flowers, and in typing of the manuscript by Miss Silvia Apodaca and Mrs. Barbara Young. Special note is made of the contributions by SP5 Alfred Santos, SP5 Gregory Herr, and SP5 Bruce McDiarmid which were of exceptional quality.

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Meredith P. Crawford  
President  
Human Resources Research Organization

## SUMMARY AND CONCLUSIONS

### PURPOSE

The purpose of this study was to determine whether the many VOLAR innovations focused on the men in training at Fort Ord affected their attitudes toward the Army and their re-enlistment intentions as compared with the attitudes and the re-enlistment intentions of the men in training at Fort Jackson, where few, if any, VOLAR innovations were focused on the men in training.

### APPROACH

This purpose entailed comparisons of the attitudes toward enlistment and toward the Army, the re-enlistment intentions and other responses of men in various stages of training at Fort Ord with those of men in the same stages of training at Fort Jackson.

Accordingly, a questionnaire (VOLAR I) was given during "fill week" to all men coming to Fort Ord and Fort Jackson for the 22 cycles of BCT that began between the week of 25 January and the week of 21 June 1971. A supplementary questionnaire (VOLAR IIS) was given to those men who entered BCT the weeks of 4, 11, and 18 January 1971.

A second questionnaire (VOLAR II) was given to all of these men during their eighth and last week of BCT.

A third questionnaire (VOLAR III) was given in their eighth and last week of training (AIT) to all of those men in the groups above who continued on into AIT-Infantry at Fort Ord and at Fort Jackson. The final administration of this questionnaire was in the week of 11 October 1971.

The total numbers of valid questionnaires received for this study were:

<u>Questionnaire</u>	<u>Fort Ord</u>	<u>Fort Jackson</u>	<u>Total</u>
VOLAR I	15,517	21,402	36,919
VOLAR IIS	1,794	2,913	4,707
VOLAR II	15,066	21,583	36,649
VOLAR III	4,161	3,861	8,022
Total	36,538	49,759	86,297

The content of the various questionnaires was as follows:

VOLAR I: background information; various attitudes, such as attitudes toward enlistment and toward the Army; Check List 1, an evaluation of the *personal importance* of a number of items; and Check List 2, an evaluation of the *expected* level of availability of the same items in the Army.

VOLAR IIS: only background information.

VOLAR II: attitudes; Check Lists 1 and 2; and Check List 3, an evaluation of the (perceived) level of Army activity aimed at improving each of the items.

VOLAR III: attitudes; Check Lists 1, 2, and 3; and Check List 4, an evaluation of the influence each of the items would have toward re-enlisting or toward leaving the Army.

The three questionnaires, I, II, and III, were not identical in all details, although most of the items were common to all three.

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## FINDINGS

### Background Characteristics

(1) Fort Ord and Fort Jackson draw generally on different parts of the country for Basic Trainees. The men who took VOLAR I at the two posts, therefore, differed—from a little to very considerably—in Age, Race, Region of Origin, Size of Place of Origin, Education, Mode of Entry into Army, and even Marital Status, as well as in the interactions among some of these variables such as Race X Region of Origin and Race X Education. In particular, the two distributions of Regions of Origin were so very different that the variables of Posts and Region of Origin were thoroughly confounded. As a consequence, it is impossible to make clearly independent statements about either variable.

(2) From these data it is, therefore, impossible to say, unequivocally, whether any differences (or differential changes) in attitudes expressed later by the men at the two posts grew out of differences in their experiences at the two posts, out of differences in their background characteristics, or out of differential interactions of their background characteristics and their experiences at the two posts.

(3) The values of most of the background variables fluctuated widely, but apparently unsystematically, at both posts over the period of observation. Only Mode of Entry into Army appeared to change systematically over time.

(4) The level of Draft Motivation (the proportion answering *Yes* to: "Do you think you would have come into military service even if there had not been a draft?") differed considerably at the two posts. In the permanent party samples this variable and the background variables were all correlated with Re-enlistment Intention and with other attitudes toward the Army.

(5) Analysis of the regression of Draft Motivation upon other selected background characteristics showed the other background variables that contributed most to Draft Motivation to be:

- Age
- Education
- Number of Dependents
- Region of Origin

with a multiple correlation of .50. Neither Posts nor Cycles (Time) nor their interaction, Posts X Cycles, added anything further of significance to this correlation.

(6) In other words, the preservice attitude toward enlistment (Draft Motivation) was, within wide limits, about the same at the two posts and about the same in all cycles at both posts once the effects of Age, Education, Number of Dependents, and Region of Origin had been eliminated statistically, insofar as that was possible. The correlation of .50, however, means that many other variables with large and probably systematic effects were not included in the analysis.

(7) Mode of Entry into the Army (Drafted, Enlisted, Reserve, or National Guard) was one such variable that was assessed but not included in the analysis. It was omitted from the regression analysis because the preliminary data gave no indication that (a) large numbers of Reserves and National Guardsmen with very low levels of Draft Motivation would come into many of the later training cycles at Fort Jackson; or that (b) large but highly variable numbers of *enlistees* with high levels of Draft Motivation would appear in the later cycles at Fort Ord. Other possible variables that might affect Draft Motivation were not included in the analysis because they were not assessed in the questionnaire.

## Attitudes

(8) Before BCT (on VOLAR I) the general attitude of these men toward the Army (Composite Attitude Score) was comparable at the two posts and somewhat better than that taken by the permanent party. By the end of eight weeks of BCT (on VOLAR II), this attitude had dropped from its initial level at both posts.

(9) At the end of BCT, the attitudes of men toward their training (Composite Training Score) were about the same at both posts and, in general, more favorable than unfavorable.

(10) Before BCT, the general level of Re-enlistment Intention among these men (the proportion who planned to re-enlist plus those who were not sure) was comparable to that of the permanent party at both posts. By the end of BCT, at both posts the number of men who planned to re-enlist and the number who *did not* had both increased a little while the number who were *not sure* had, of course, decreased. Re-enlistment Intention, however, had dropped slightly.

(11) Attitudes toward the Army, attitudes toward training, and attitudes toward re-enlistment (Re-enlistment Intention) all dropped between the end of BCT (VOLAR II) and the end of AIT (VOLAR III).

(12) An analysis of the regression of the Re-enlistment Intentions of the men in the VOLAR III sample on their background characteristics showed the best predictors of their Re-enlistment Intention to be:

- Draft Motivation
- Education
- Race by Region of Origin
- Age

with a multiple correlation of only .39, which indicates considerable uncertainty associated with the prediction. Much of the uncertainty of this prediction is no doubt due to potent and systematic variables not included in the questionnaire, hence not included in the analysis. Of the variables that *were* included, however, neither Posts nor Cycles (Time) nor their interaction, Posts X Cycles made an appreciable contribution to the correlation.

(13) At neither post and on none of the questionnaires (VOLAR I or VOLAR II or VOLAR III) did any clear and consistent trends appear over Time (Cycles) in any of the attitudes noted above—either toward the Army or toward the training or toward re-enlistment.

(14) The men who took VOLAR III at the end of AIT-Infantry were not a random, unbiased sample of those who took VOLAR I or VOLAR IIS or VOLAR II, but a residuum after the systematic selection of men for advanced training other than AIT-Infantry. The overall decline in attitudes from VOLAR I through VOLAR II and VOLAR III cannot, therefore, be attributed *unequivocally* to time and experience in the Army but is a result of time, experience, and *selection*. Only longitudinal analyses based on the same sample throughout can show the changes due to time and experience alone.

(15) Longitudinal analyses of a selected set of attitude items show that (a) on the average, about one-third of the men changed their minds from one questionnaire to the next (although this proportion varied over a wide range), and that (b) on the average, seven out of 10 of these changes were in the *unfavorable* direction.

(16) When the attitudes expressed on five different items were examined longitudinally (comparing the responses made on VOLAR I with those made on VOLAR II by the

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same men, and the responses made on VOLAR II with those made on VOLAR III by the same men), in nine out of the 10 comparisons the attitudes expressed on the second of two questionnaires were less favorable than those expressed on the first. The one exception was on Re-enlistment Intention, VOLAR I vs. VOLAR II, where exactly the same number of men showed favorable changes in attitude as showed unfavorable changes.

(17) The longitudinal analyses corroborate the overall analyses: attitudes toward the Army tend to deteriorate over the first 16 weeks of training but the attitude toward Re-enlistment (Re-enlistment Intention) deteriorates less than the others.

### Check Lists

(18) On Check List 1, the men rated 57 items for personal importance. There was strong overall agreement between the two posts on all three questionnaires ( $r = .98$  on each). There was strong but slightly less agreement from one questionnaire to the next (VOLAR I vs. VOLAR II,  $r = .95$ ; VOLAR I vs. VOLAR III  $r = .91$ ; VOLAR II vs. VOLAR III,  $r = .97$ ). There was increasingly stronger agreement with the permanent party (VOLAR I,  $r = .78$ ; VOLAR II,  $r = .84$ ; VOLAR III,  $r = .87$ ).

(19) On neither VOLAR I nor VOLAR II did any of the ranks on Check List I vary over Cycles as much as 10 ranks from the overall rank. On VOLAR III, however, because of the small sizes of the samples, almost all items showed several such variations.

(20) At both posts

Having some privacy

Having freedom from Mickey Mouse stuff

Having some personal freedom

all became increasingly *more* important from VOLAR I through VOLAR II to VOLAR III, while

Having someone who will do something about complaints

became more important at Fort Jackson alone.

(21) At both posts

Having good family housing

Being sure of good retirement benefits

Having good relations with people of other races

Having respect for superiors

all became *less* important from VOLAR I through VOLAR II to VOLAR III, while

Forming satisfying friendships

Freedom from physical danger

became less important at Fort Jackson alone.

(22) On Check List 2, the men rated each of 57 items on (a) their chances of finding it in the Army (VOLAR I); (b) their own experiences with it in BCT (VOLAR II); and (c) again, their chances of finding it in the Army (VOLAR III). The overall agreement between the two posts was considerable but variable (VOLAR I,  $r = .95$ ; VOLAR II,  $r = .88$ ; VOLAR III,  $r = .94$ ). Overall agreement with the permanent party increased rapidly (VOLAR I,  $r = .02$ ; VOLAR II,  $r = .61$ ; VOLAR III,  $r = .84$ ).

(23) On all three questionnaires, the ranks on Check List 2 behaved much like those on Check List 1 over Cycles (Time), with perhaps a little more variation.

(24) Men just entering the Army expect there is a good chance of:

Having clear rules that are fairly enforced

Being free of racial and other discrimination

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Being respected by the general public  
Being able to get free dental and eye care for dependents  
Having an opportunity for personal advancement and promotion  
but, according to the permanent party, the chances of finding these things are *not* good.  
The new men expect they do *not* have a good chance of:  
Being allowed to have and use my own car or cycle  
Getting paid vacations  
Having some personal freedom  
Having a chance to play sports  
Having free evenings and weekends  
but, according to the permanent party, the chances of finding *these* things are good.  
(25) At both posts, experience during BCT with:  
Freedom from physical danger  
Having free evenings and weekends  
was much *better* than expected, but it was much *worse* than expected with:  
Having a chance for travel and new experience  
Having a chance to play sports  
(26) At Fort Ord, experience during BCT with:  
Having some personal freedom  
was much *better* than expected, but it was much *worse* than expected with:  
Having educational opportunities  
Having good food  
Having clear rules that are fairly enforced  
At Fort Jackson, experience during BCT was much *better* than expected with:  
Having good bus service  
(27) At both posts, the estimated chances of:  
Getting enough sleep  
Having good food  
Having clear rules that are fairly enforced  
Getting the kind of specialized training I would like  
Having a chance to plan my own future  
Getting recognition and reward for doing good work  
Doing interesting and satisfying work  
Having a feeling of usefulness  
Getting free job training  
all declined steadily from VOLAR I to VOLAR II through VOLAR III.  
(28) At both posts, the estimated chances of:  
Being free from racial and other discrimination  
Getting fair treatment on the job  
Having good working conditions  
Being respected by the general public  
also declined but only after AIT (VOLAR III).  
(29) At both posts, the estimated chances of:  
Having some personal freedom  
Having good bus service  
Having a variety of entertainment available  
Being able to make and get telephone calls  
became increasingly better from VOLAR I to VOLAR II through VOLAR III.

- 
- (30) At Fort Jackson alone, the estimated chances of:  
Having a good family life  
Being sure I'll be able to earn a living  
became poorer, but the chances of:  
Having comfortable living quarters  
became much better from VOLAR I to VOLAR III.
- (31) On Check List 3 (VOLAR II and III), the men indicated how much they thought the Army was doing to improve each item. Because their status as trainees kept them isolated and gave them only fragmentary views of actual Army life, their testimony is of very limited value. At both posts they agreed, on VOLAR II, that the Army was doing the most about  
Counseling and aid for drug users  
and the least about  
Time off for overtime work  
A chance to meet and date girls  
but disagreed about almost everything else.
- (32) At Fort Ord they saw the Army as taking much more action on:  
Personal freedom  
Free evenings and weekends  
Living quarters  
Freedom to speak up and be heard  
Privacy  
while at Fort Jackson they saw much more action being taken on:  
A chance for free job training  
Choice of job  
A chance to get the kind of specialized training I would like.
- (33) The ranks on Check List 3 varied widely and erratically over Cycles (Time) at both posts on both VOLAR II and VOLAR III.
- (34) There were many and large disagreements between the trainees (VOLAR III) and the permanent party on Check List 3, probably as a result of their differing life styles.
- (35) On Check List 4 (VOLAR III), men rated the influence each item would have on them to re-enlist or to leave the Army. The men finishing AIT at both posts agreed with one another and with the permanent party that:  
If the Army would allow retraining in an MOS of a man's choice  
If weekends and holidays were not charged against leave time  
If a better education were assured for dependents  
The retirement benefits  
If I were able to re-enlist for duty in a specific unit  
If a stabilized tour were given for re-enlisting  
If a promotion were given as a re-enlistment bonus  
it would influence them *most* to re-enlist. They agreed with one another and with the permanent party that:  
The overtime work  
Mickey Mouse stuff  
The amount of privacy there is  
The evening and weekend duty

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would influence them most to *leave* the Army. Other items influential with these men but not with the permanent party reflect their status as trainees.

(36) Because of the small sizes of the samples, the ranks on Check List 4 varied widely and unsystematically over Cycles (Time).

### **Racial Differences**

(37) The attitudes of the four racial or ethnic groups (White, Black, Other, and Spanish Surname) differed from one another both within Posts and between Posts on all three questionnaires (VOLAR I, II, and III). The most striking contrasts were usually between the Whites and the three minority groups.

(38) The *changes* in the attitudes of all four groups, however, usually reflected the overall changes in attitudes toward the Army, toward Re-enlistment, and toward training.

(39) All four groups over all three questionnaires showed a steady erosion of the belief that Black and other minority soldiers are treated the same as White soldiers in the Army. Among the White soldiers, the change was in the direction of believing that Black and minority soldiers are treated *better* than White soldiers; among the Black and minority soldiers, however, the change was in the opposite direction, toward the belief that Black and minority soldiers are treated *worse* than White soldiers. Since all groups began BCT with an initial bias in the direction of their final beliefs, their experience in the Army evidently served to confirm their prejudices. In general, the changes in both directions were larger at Fort Jackson than at Fort Ord.

(40) On Check List 1, at least, the ratings made by the four racial groups were not appreciably different from the *overall* ratings of importance on either VOLAR I, II, or III.

### **Two Substudies**

(41) Substantially equivalent samples, totalling more than 200 men each, were sent to Fort Ord and to Fort Jackson from nine different Midwestern Armed Forces Examining and Entrance Stations (AFEESs). The differences in the attitudes of the two samples were small, statistically insignificant, but persistent over all three questionnaires, and reflected the differences between the two posts. The differences in their responses to the Check List items were larger but also reflected the differences between the two posts.

(42) A specially selected sample of over 200 men was put through an accelerated version of BCT at Fort Jackson. The men were, however, so very atypical of the population of trainees at Fort Jackson that no conclusions can be drawn about the effects of accelerated training on their attitudes.

### **Absenteeism**

(43) Those men who went AWOL from the pertinent training companies at Fort Ord and Fort Jackson during the period of this study were identified and the data from their questionnaires examined to see whether they differed in other ways from trainees in general.

(44) While the backgrounds of the AWOLs and the non-AWOLs were not sharply or distinctively different, they did differ somewhat on many characteristics. The AWOLs were on the whole a bit younger (21% of the trainees but 35% of the AWOLs were 18 or

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less) and less educated (30% of the trainees but 69% of the AWOLs had not gone beyond the 11th grade). The AWOLs were also a little, but only a little, more likely to be: Black; from the Southeast; either married or divorced; with dependents; enlistees; and with positive Draft Motivation.

(45) The AWOL rates in the various background categories often differed at the two posts, but the general picture was much the same at both posts.

(46) In part because of the low overall AWOL rate (3.57%), the correlations of the background variables with AWOL status were too low to warrant a regression analysis; the role of Posts could not, therefore, be evaluated directly. It appears, however, that the higher AWOL rate at Fort Jackson is a function more of the background characteristics of the trainees there than of the post itself.

(47) In their responses to the Check List items, the two AWOL groups sometimes reflected and exaggerated certain characteristics of their respective trainee populations: a greater dependence upon social support and reinforcement at Fort Jackson, and a more demanding and autonomous attitude at Fort Ord.

(48) Although the expectations of both AWOL groups seemed unrealistically high on some items (Being sure I'll be able to earn a living, Having a chance to make money), their level of aspiration was low on others (Getting recognition and reward for doing good work, Having a feeling of usefulness, Having an opportunity for personal advancement or promotion).

## CONCLUSIONS

(1) From these data it is impossible to say whether the VOLAR program at Fort Ord, with its innovations directed primarily at the trainees in BCT and AIT, had more effect upon the attitudes taken by trainees toward the Army and toward re-enlistment than did the non-VOLAR program at Fort Jackson.

(2) The men sent to the two posts for training differed in Race, Region of Origin, Education, Mode of Entry into Army, Age, Marital Status, Number of Dependents, and Draft Motivation. Within broad limits ( $r = .50$ ), the last—a preservice attitude toward enlistment—was the same at both posts throughout the period of this study (January-June 1971), when statistical compensation was made for differences in Age, Education, Number of Dependents, and Region of Origin.

(3) Within even broader limits ( $r = .39$ ), the Re-enlistment Intention among the trainees at the end of AIT was the same at both posts over the period of observation (April-October 1971), when the effects of Draft Motivation, Education, Race X Region of Origin, and Age had all been compensated for statistically.

(4) Because the distributions of Races, Regions of Origin, and Races and Regions of Origin were very different at the two posts, it is impossible to compensate for their effects completely. Therefore, it is impossible to affirm or deny, unequivocally, the existence of differences in attitudes taken by the trainees at the two posts, independent of differences in their background characteristics.

(5) Attitudes taken by trainees toward the Army and toward re-enlistment, initially comparable to or better than those taken by the permanent party, decline steadily and consistently from fill week, before BCT, to the end of AIT, although the decline in Re-enlistment Intention is less marked.

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(6) The effects of VOLAR innovations and other changes are evident in the responses to check list items—sometimes sooner (Having some personal freedom during fill week at Fort Ord), but more often later (Having good bus service and Having comfortable living quarters at Fort Jackson). Men in training, however, are rarely in a position to make direct evaluations (as on Check List 3) of such changes with any accuracy.

(7) Both Whites and non-Whites tend, on the average, to see each other as getting increasingly better treatment than they get themselves.

(8) In other respects, the four racial or ethnic groups (White, Black, Other, Spanish Surname answering White) react in a similar fashion to their experiences in training.

(9) While the few (3.57%) men who go AWOL from training differ a little from those who do not, the differences are neither large enough nor distinctive enough to predict absenteeism with any accuracy.

(10) Although the AWOL rate was higher at Fort Jackson than at Fort Ord, the difference seems more likely to be a consequence of the differences in the backgrounds of the trainees than of the differences in their programs of innovation.

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**Attitudinal Studies of the  
VOLAR Experiment:  
Men in Training, 1971**

## INTRODUCTION

One facet of the Army's Modern Volunteer Army (MVA) program was the VOLAR experiment. The VOLAR experiment supplied funds to selected posts for introducing innovations into the management of the post in addition to the MVA innovations that had already been introduced Army-wide. One of the selected VOLAR posts was Fort Ord, California, where the funded VOLAR innovations were directed primarily at the men in training. In contrast to Fort Ord, Fort Jackson, South Carolina was a non-VOLAR post where only nonfunded MVA innovations had been introduced, innovations that were not directed primarily at the men in training. The general purpose of this study was to examine and contrast the differential reactions of the men in training at Fort Ord and the men in training at Fort Jackson during the first half of 1971, and to arrive, if possible, at some evaluation of the effectiveness of the VOLAR innovations at Fort Ord.

## Chapter I

### THE METHOD OF EVALUATION

This evaluation of VOLAR innovations was made by means of questionnaires given to enlisted men at the two posts (Fort Ord, California and Fort Jackson, South Carolina) at three points in time—during “fill” week, just before they went into Basic Combat Training (BCT); during the last (8th) week of BCT; and during the last (8th) week of Advanced Individual Training, Infantry (AIT-Infantry).

#### THE INSTRUMENTS

Four questionnaires were designed for this evaluation: VOLAR I, II, IIS, and III. Respondents were asked for information in four general areas:

- (A) Background
  - (1) Demographic characteristics, both civilian and military
  - (2) Family background
  - (3) Educational background
  - (4) Work history
- (B) Attitudes
  - (1) Personal morale
  - (2) General attitudes toward the Army, and toward enlistment
  - (3) Attitudes toward specific features of the Army—training, discipline, and so forth
- (C) Re-enlistment intention
- (D) Evaluations of a variety of things, states, and situations that were the objects of potential and actual VOLAR innovations—food, privacy, working conditions, and the like

#### BACKGROUND

Information collected on the respondents' backgrounds was used in analyzing their attitudes toward the Army and their reactions to innovations. Married men and single men, Southerners and Northerners, Blacks and Whites, can all be expected to have different attitudes and react differently to many innovations. In addition, since the populations at the two posts differed demographically, comparisons could not be made between them until appropriate statistical compensations had been made for such differences.

#### ATTITUDES

The information collected on personal morale, general attitudes toward the Army, and attitudes toward specific features of the Army, taken in conjunction with the

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background information, was used to assess the general impact of Army life and training upon men of differing backgrounds.

One preservice attitude of particular interest for this study was Draft Motivation, shown by the choice of *Yes* or *No* in answer to "Do you think you would have come into military service even if there had not been a draft?"

## RE-ENLISTMENT INTENTION

Since the primary purpose of the VOLAR program was to make the Army more attractive, the ultimate criterion of the program's effectiveness is Re-enlistment. For this study, however, two more practicable and realistic secondary criteria were invoked.

The first of these was Draft Motivation, noted above, and the second was Re-enlistment Intention, shown by the choice of *Yes*, *No*, or *Not Sure* in answer to "When your term of service is up, do you think you will want to re-enlist in the Army?" The first criterion, the equivalent of Re-enlistment Intention for men who have not been in the Army at all, was used in the analysis of the data from "fill" week, the second in the analysis of the data collected at the end of AIT-Infantry.

Subsequent analysis showed that the criterion of Draft Motivation was, in fact, closely related to Re-enlistment Intention, while a follow-up study of men in the permanent party who either re-enlisted or left the Army showed that Re-enlistment Intention was, in turn, a fair predictor of later re-enlistment behavior.

## EVALUATIONS--THE OBJECTS OF INNOVATION

The last area covered in the questionnaires was concerned with the primary purpose of the questionnaires—to evaluate both actual and potential VOLAR innovations. Innovations were evaluated in terms of:

- (1) The personal importance to the respondents of such objects of potential or actual innovation as privacy, food, bus service, educational opportunities, racial discrimination, and the like.
- (2) The respondent's estimate of his current or expected chances of finding privacy, good food, bus service, educational opportunities, and so forth in the Army.
- (3) The respondent's awareness of any innovations actually made or actions taken by the Army in respect to these objects of potential innovation.
- (4) The influence that each object of innovation would have on the respondent's decisions either to re-enlist or to leave the Army at the end of his present term of service.

The rationale for these criteria is fairly obvious. An item judged as having relatively little personal importance is necessarily limited in its effectiveness as an object of innovation. Men who feel that "having a chance to play sports" is *not at all important* are not likely to be much affected by new playing fields and ball diamonds.

Even an item judged as being *very important*, however, may not be an appropriate object of innovation unless it is, in addition, not easily found in the Army. "Being able to get good medical and dental service" is rated *very important* by most respondents who also feel that they have a *good chance* of finding it in the Army. The current system for delivering medical care appears to be operating reasonably well and not to be in need of drastic innovative action. On the other hand, "having a choice of job location" is *very important* to many of the respondents, who also believe that they have a *poor chance* of

finding it in the Army. "Choice of job location" is evidently a promising object of innovation, although the feasibility of such an innovation is, of course, quite a different question.

Whether an item is judged important or not, an innovation focused upon that item can be considered only latently effective if the men concerned do not perceive that someone in the Army is doing something about it. "Good food" is judged to be both important and not easily found in the Army; *food* will therefore continue to be a source of irritation unless the innovations focused on food are drastic enough to be evident to a considerable proportion of the beneficiaries.

Finally, the fourth criterion was introduced to fulfill the secondary purpose of the evaluation, which was to estimate the possible influence of innovations upon the re-enlistment/non-re-enlistment plans of the respondents. Any item that influences numbers of respondents either to re-enlist or to leave the Army needs to be considered as a potential object of innovation. In addition, of course, the possible influences of actual innovations can be estimated. Since most men feel that "restrictions on the use of telephones" would have no influence on their plans either to re-enlist or to leave the Army, an innovative lifting of such restrictions would probably be of little moment. On the other hand, substantial numbers of men feel that "the overtime work" would influence them to leave the Army. "The overtime work" might well be the object of a potent innovation.

## THE CHECK LISTS

Each of these four criteria was embodied in a separate check list. The four check lists constituted a considerable proportion of each questionnaire.

On Check List 1, the respondent was asked to judge each of 57 items or objects of innovation as: *very important, fairly important, or not at all important.*

On Check List 2, he was asked to judge whether he had: *a good chance, a fair chance, or a poor chance* of finding each of the same 57 items in the Army.

On Check List 3, he was asked to judge whether the Army was: *doing a lot, doing something, or doing nothing* to improve any of the 57 items plus an additional 25 items.

On Check List 4, he was asked to indicate how each of the original 57 items, plus an additional 27 items, would affect his re-enlistment intentions: *a strong influence to leave, some influence to leave, no influence, some influence to stay, or a strong influence to stay.*

The items added to Check Lists 3 and 4 were mostly rather specific actual or potential innovations (e.g., "a stabilized tour for re-enlisting") that could not reasonably be included in Check Lists 1 and 2.

## CONSTRUCTION AND USE OF QUESTIONNAIRES

Information was not collected in all areas in all questionnaires. The questionnaire given to Basic Trainees in "fill" week (VOLAR I) explored their backgrounds but asked them little about their attitudes toward specific features of the Army, and gave them only the first two ("personal importance" and "chances of finding") of the four check lists.

The questionnaires given the same men at the end of Basic Training (VOLAR II) and at the end of Advanced Individual Training (VOLAR III) asked nothing about their backgrounds but did ask a great deal about the attitudes they had developed during training toward specific features of the Army. Each of these two questionnaires included

one additional check list. Because some of the men taking VOLAR II had missed taking VOLAR I, a supplementary questionnaire (VOLAR IIS) was made up for them covering the background and the preservice attitudes covered in VOLAR I.

In summary, the four questionnaires were:

(1) VOLAR I. For new men *before* they began Basic Training; it covered background, attitudes and expectations about the Army, and Check Lists 1 and 2.

(2) VOLAR II. For the same men as VOLAR I, but given at the end of eight weeks of Basic Training; it covered attitudes and experiences with the Army, and Check Lists 1, 2, and 3.

(3) VOLAR IIS. For new men taking VOLAR II who had missed taking VOLAR I; it covered background information and preservice attitudes toward the Army.

(4) VOLAR III. For the same men as VOLAR I, IIS, and II but given at the end of eight weeks of AIT; it covered attitudes and experiences with the Army and Check Lists 1, 2, 3, and 4.

The numbers of valid, or usable, questionnaires obtained at each post each week from January through October are shown in Table 1.

Supporting data for the results obtained in the questionnaires are presented in Appendices A, B, and C, which cover the demographic characteristics of the samples, their attitudes toward the Army and re-enlistment, and their check list rankings.

## OTHER SOURCES OF INFORMATION

Not all of the information used came from the questionnaires. Lists of names and social security account numbers of the men at Fort Ord and Fort Jackson who went AWOL during the period of this study were supplied by their training companies.

## PLAN OF ANALYSIS

The general plan followed in analyzing the information was to determine how much a criterion, such as Re-enlistment Intention, was related to background, attitudes toward the Army, and to certain experiences with the Army, particularly with VOLAR innovations. To this purpose, several subsidiary measures were developed from the data.

## A MEASURE OF ATTITUDE

The *Composite Attitude Score* was a measure of *general* attitude toward the Army, as contrasted with the highly *specific* attitude represented by Re-enlistment Intention. It consisted of the number of favorable responses given to 10 questions concerned with feelings about the Army. Scores ranged from 0 (no favorable responses) to 10 (all favorable responses). (See Appendix D for details.)

## DIMENSIONS OF THE ANALYSES

The analyses of the data from this study were made, for the most part, in terms of the primary dimensions of the data: Questionnaires (VOLAR I, II, or III), Posts, Cycles (Time of *first* questionnaire administration), and Persons. In each phase of each analysis another one of these dimensions was considered.

**Table 1**  
**Number of Valid VOLAR I, II, IIS, and III Questionnaires at**  
**Each Post on Each Administration**

Cycle	Questionnaire								
	VOLAR I or IIS <sup>a</sup>			VOLAR II			VOLAR III		
	Date	Fort Ord	Fort Jackson	Date	Fort Ord	Fort Jackson	Date	Fort Ord	Fort Jackson
A <sup>a</sup>	1 Mar	628	1017	1 Mar	635	1062	26 Apr	121	157
B <sup>a</sup>	8 Mar	499	943	8 Mar	678	942	3 May	80	166
C <sup>a</sup>	15 Mar	634	952	15 Mar	648	951	10 May	212	167
D <sup>a</sup>	22 Mar	33	1						
1	25 Jan	146	1371	22 Mar	646	1168	17 May	286	168
2	1 Feb	768	1846	29 Mar	639	1437	24 May	100	133
3	8 Feb	669	925	5 Apr	640	684	31 May	110	141
4	15 Feb	764	969	12 Apr	627	858	7 Jun	261	186
5	22 Feb	721	1028	19 Apr	675	1179	14 Jun	189	186
6	1 Mar	747	1265	26 Apr	507	919	21 Jun	289	407
7	8 Mar	707	1085	3 May	600	990	28 Jun	71	153
8	15 Mar	672	774	10 May	614	884	5 Jul	178	212
9	22 Mar	751	866	17 May	650	775	12 Jul	189	161
10	29 Mar	787	814	24 May	626	725	19 Jul	193	137
11	5 Apr	740	829	31 May	599	722	26 Jul	185	
12	12 Apr	747	741	7 Jun	604	684	2 Aug	139	110
13	19 Apr	770	916	14 Jun	546	640	9 Aug	156	129
14	26 Apr	652	796	21 Jun	625	724	16 Aug	190	155
15	3 May	759	726	28 Jun	580	776	23 Aug	186	135
16	10 May	700	829	5 Jul	556	763	30 Aug	150	183
17	17 May	733	827	12 Jul	582	398	6 Sep	149	189
18	24 May	749	896	19 Jul	537	755	13 Sep	214	149
19	31 May	758	979	26 Jul	582	818	20 Sep	126	194
20	7 Jun	736	940	2 Aug	548	921	27 Sep	136	120
21	14 Jun	726	1007	9 Aug	516	986	4 Oct	120	123
22	21 Jun	715	963	16 Aug	606	822	11 Oct	131	
Total		17311	24315		15066	21583		4161	3867
Posts									
Combined			41626			36649			8022

<sup>a</sup>Indicates VOLAR IIS administration. The men in Cycles A, B, and C had already started Basic Combat Training before the first VOLAR I questionnaire administration the week of 25 January; they were given the VOLAR IIS background questionnaire along with the VOLAR II questionnaire at the end of BCT. The men in Cycle D had been missed in the first VOLAR I administration and were given VOLAR IIS. Totals of men taking VOLAR IIS were 1794 at Fort Ord, 2913 at Fort Jackson, and 4707 combined.

### Questionnaires (VOLAR I, II, or III)

A primary dimension of this study was Time in Army, tapped at three successive points—before BCT, after BCT, and after AIT by the three questionnaires, VOLAR I, II, or III, respectively. Much of the analysis was concerned with changes that took place from one questionnaire administration to the next.

### Posts

Ordinarily, in an experimental study, the differences in the behavior or the performances of subjects under experimental conditions and of subjects under control conditions are examined and evaluated. VOLAR was experimental in a broad empirical sense, but only data from rigorously controlled experiments can be rigorously evaluated. Only when all the conditions that are believed to affect the behavior to be observed have been controlled, except the one or more conditions that are of interest, can the effects of these latter conditions be evaluated unambiguously.

In this VOLAR experiment, the only variable clearly controlled was *money* available for innovations at the experimental post (Fort Ord), but not at the "control" post (Fort Jackson), which was free to innovate as it saw fit, provided that the innovations did not cost anything. Furthermore, there were Army-wide innovations that were in effect at both posts. Since there is no reason to suppose that expensive innovations will, in principle, be any more effective than cost-free innovations, the distinction between the *experimental* and *control* conditions cannot be maintained with any rigor. While systematic differences between the two posts have been reported, such differences can only rarely be attributed unequivocally to differences in the VOLAR programs at the two posts.

### Cycles (Time of First Questionnaire Administration)

VOLAR I was given just before the respondents began their eight-week cycle of BCT. If all went well, most of the same men would take VOLAR II eight weeks later and most of those who stayed at the same post for AIT-Infantry would take VOLAR III eight weeks after that, at the end of AIT. There is a great deal of slippage inherent in this scheme. While the dimension of Cycles was useful for determining whether there were any considerable secular changes in the backgrounds of the men sent to the two posts (and there were), the slippage noted above greatly reduced its utility after the first questionnaire.

### Persons

After Questionnaires and Posts, the most important dimensions of the data are found in the various characteristics of the respondents themselves.

One of the more important characteristics of the men was found to be *Race*. Accordingly, certain of the analyses were done in terms of Race or, better, Ethnic group. For the purposes of these analyses, subjects with clearly identifiable Spanish surnames who classified themselves as White on "What is your race?" were put into a new and separate category to see whether, as members of a minority group (Chicano or Puerto Rican), they might show distinctive attitudes.

### Special Considerations

In processing and editing the questionnaires for keypunching, the convention was observed of recording the *second* response—the one further down on the page—when a man gave more than one response to an item calling for a single response.

There were slight changes in the wording of some items as they moved from one questionnaire to the next. The appropriate wording will be used in each discussion.

The three bodies of data described above (from VOLAR I and IIS, II, and III) were first analyzed independently, then in terms of the serial dependencies (VOLAR I vs. VOLAR II; VOLAR I vs. VOLAR III; and VOLAR II vs. VOLAR III) shown on selected questionnaire items. Certain additional substudies were also carried out on portions of the data. In one, a comparison was made between the questionnaire responses of two supposedly equivalent samples of trainees from the Middle West, one sent to Fort Ord for BCT, the other to Fort Jackson. In another, an examination was made of the responses of a selected group of trainees at Fort Jackson who were put through an accelerated version of BCT. A third substudy examined the characteristics of those men who went AWOL during the period of the study (January through October 1971).

## Chapter 2

# ANALYSES OF THE VOLAR I QUESTIONNAIRE

### BACKGROUND CHARACTERISTICS

Analyses of early data from VOLAR I made it clear that the backgrounds of the men sent to Fort Ord for BCT and those sent to Fort Jackson were quite different. Because men are usually sent to posts within their own Region of Origin for BCT, this finding is not surprising. While some of the differences may appear unimportant, the samples are very large; even small percentage differences may represent large numbers of men.

Age. At both posts the overall median age was 19, although the men sent to Fort Jackson are, on the average, older by about four months.

Race. The racial mix at the two posts is quite different. Fort Jackson gets a few more Whites (75.4%, vs. 73.2% at Ord) and many more Blacks (19.5% vs. 7.9%) but a far smaller proportion of Others (2.1% vs. 14.2%) and a slightly smaller proportion of men with Spanish surnames who classify themselves as White (3.0% vs. 4.7%). This latter category was devised to determine whether the attitudes of such men, predominantly Chicanos at Fort Ord and Puerto Ricans at Fort Jackson, resembled those of Whites, Blacks, or Others.

Marital Status. There were a few more single men at Fort Ord than at Fort Jackson (79.8 vs. 75.3%) and a few more who were separated, divorced, and so forth (2.1 vs. 1.6%).

Region of Origin. The Regions of Origin of the men at the two posts were very different:

<u>Region of Origin</u>	<u>Percent</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Northeast	3.9	16.5
Southeast	12.9	64.2
Middle West	13.8	11.7
Mountain States and Southwest	15.0	1.2
Far West	51.3	1.9
Not in the United States	3.2	4.5

Size of Place of Origin. There were also some differences in the sizes of the places where they came from:

<u>Size of Place of Origin</u>	<u>Percent</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Large city (250,000 or more)	30.7	22.4
Medium city (75,000 to 250,000)	21.6	17.4
Small city (5,000 to 75,000)	28.2	29.0
Small town (5,000 or less)	12.2	17.5
Farm area	7.2	13.7

Mode of Entry Into Army. Here too the posts differed considerably:

<u>Mode of Entry Into Army</u>	<u>Percent</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Drafted	46.1	39.0
Enlisted	47.8	35.6
Reserves	1.5	7.8
National Guard	4.6	17.5

Considering *only* those men who were drafted or enlisted, the difference becomes smaller and clearer:

<u>Mode of Entry Into Army</u>	<u>Percent</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Drafted	49.1	52.3
Enlisted	50.9	47.7

In the preliminary data, only 5% of the men at Fort Ord and 7% at Fort Jackson were Reserves or National Guardsmen, therefore, no special provision was made for these groups in the analyses. By the end of June 1971, however, Reserves and National Guardsmen constituted 6.1% of the total sample from Fort Ord but 25.3% of the total sample from Fort Jackson, a negligible difference in the first case but not in the second. If Reserves and National Guardsmen came from the same *motivational* populations as draftees or enlistees, there would be no problem. The data suggest, however, that their attitudes do differ significantly from those of both draftees and enlistees.

Draft Motivation. The answers to: "Do you think you would have come into military service even if there had been no draft?" were in different proportions at the two posts:

<u>Answer</u>	<u>Percent</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Yes	40.6	30.2
No	59.4	69.8

The answer to this question, however, is strongly influenced by Mode of Entry into Army:

<u>Mode of Entry Into Army</u>	<u>Percent Answering</u>	
	<u>Yes</u>	<u>No</u>
Drafted	14.1	85.9
Enlisted	65.9	34.1
Reserves	8.6	91.4
National Guard	11.4	88.6

## ATTITUDES

### COMPOSITE ATTITUDE SCORE

The general attitude taken toward the Army by these new men was reflected in their Mean Composite Attitude Scores—6.9 at Fort Ord and 6.7 at Fort Jackson. These compare favorably with the general mean score of 5.7 of the permanent party (VOLAR

IV-E) and the mean scores of the permanent party at Fort Ord (5.9) and at Fort Jackson (6.4). (See Appendix B.)

## RE-ENLISTMENT INTENTION

Answers to "When your term of service is up, do you think you will want to re-enlist in the Army?" also reflect current attitudes.

<u>Answer</u>	<u>Percent</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Yes	8.5	7.0
No	58.3	63.8
Not Sure	33.2	29.2

Their Re-enlistment Intentions (Yes plus Not Sure) at the two posts, 41.7% at Fort Ord and 36.2% at Fort Jackson, were comparable to those of the permanent party, 36.1% overall, 39.2% at Fort Ord, and 44.9% at Fort Jackson.

## METHOD OF ANALYSIS

Two factors determined the method used in the analysis of these data; one, the general purpose of the study, the other, the interrelated nature of the independent variables being observed.

The general purpose of this study and indeed, that of the VOLAR experiment itself, was to assess the influence of various factors upon the intention to re-enlist, and ultimately, upon re-enlistment behavior. Some of these factors are obviously beyond military control (background characteristics such as Age, Race, Region of Origin, Marital Status and the like), while others, (food, quarters, training, assignments, and the like) are clearly under military control.

The influence of these factors upon such attitudes as intention to re-enlist (or to enlist in the first place) cannot be assessed from a simple inspection of the data. Examination of similar data collected on the permanent party at five different posts showed first, that all of the background variables were related both to Re-enlistment Intention and to one another as well and that, although Re-enlistment Intention might vary considerably from post to post, the background characteristics of the men at the five posts also varied considerably, as they do in the present study.

The form of analysis used in that study, and the one used in this study as well, was a form designed to deal with a large number of "Independent" variables which are interrelated: multiple regression analysis. Multiple regression analysis is a commonly used statistical technique that uses the correlation between each of a set of "independent" variables (such as the factors mentioned above) and a "Dependent" variable (such as an attitude or a behavior—Re-enlistment Intention or Re-enlistment itself, for example) along with all of the intercorrelations among the independent variables to estimate the *unique* influence of each of them upon the dependent variable, that influence each independent variable would have if all of the other independent variables were held constant.

Certain limitations are inherent in this form of analysis. If two of the independent variables are inextricably intertwined or confounded (as Posts and Region of Origin were in this study—very few Southerners took BCT at Fort Ord and very few Far Westerners took BCT at Fort Jackson), their independent contributions to a third variable cannot be evaluated with any certainty; each variable will always include some of the other.

## REGRESSION ANALYSIS

Each of the various regression analyses of the data from this study falls into two phases.

**Phase 1.** This is a simplifying phase. An examination is made of the relationship between each of the independent variables (Age, Race, and Region of Origin) and the dependent variable of interest (Draft Motivation, Re-enlistment Intention, or AWOL Status) to determine how many of the choices given on each of the independent variables actually discriminate on the dependent variable. That is, does the level of Draft Motivation, for example, differ at every age, or is it, statistically, about the same at several adjacent ages? Are the proportions of men who went AWOL different in all Regions of Origin, or are several regions essentially the same in that respect? Adjacent categories of such continuous variables as Age and any categories of such discrete variables as Region of Origin are combined if they do not differ, statistically, on the level of the dependent variable. The correlation is then found between each of these collapsed, or simplified, independent variables and the dependent variable.

**Phase 2.** In the second phase, the collapsed independent variables are combined, one at a time, in order of the size of their correlation with the dependent variable into a *linear regression equation* that shows the unique and *independent* contribution made by each of the independent variables to the prediction of the dependent variable. On the basis of this equation, a selection is made among the independent variables of the "best" set of predictors, the set that shows the highest multiple correlation with the dependent variable.

Many of the "interactions" among the collapsed independent variables are also included as predictors in the linear regression equation. Race and Region of Origin, for example, are both important independent variables, but they are not wholly independent of one another, because a disproportionate number of Blacks come from the Southeast and a disproportionate number of Others come from the Far West. Consequently it is impossible to tell how much of the correlation between Race and the dependent variable is due to Region of Origin or, conversely, how much of the correlation between Region of Origin and the dependent variable is due to Race. The solution to this dilemma is to invoke a whole new set of secondary, interaction variables: Whites from each Region of Origin; Blacks from each Region of Origin; Others from each Region of Origin and so on (or conversely, Northeasterners of each Race; Southeasterners of each Race, and so on).

The importance of such secondary variables is shown clearly in the regression analysis of the data from VOLAR III, in which the "best" set of predictors of Re-enlistment Intention included the interaction Race X Region of Origin but did *not* include either of the original variables, Race or Region of Origin. For the best prediction of Re-enlistment Intention, *both* the Race and the Region of Origin of each respondent must be taken into account.

When the "best" set of predictors has been selected, other variables of interest, such as Posts, Cycles (Time of Questionnaire Administration) and their interaction, Posts X Cycles, can be added to the final "best" set to see whether they do in fact improve the accuracy of the prediction beyond that produced by the "best" set.

**Statistical Significance.** Most of the samples in this study were extremely large. As a consequence, very small differences are likely to be "statistically significant" even though their small size may make them negligible. Accordingly, in reporting the analyses of these data the criterion of "statistical significance" has usually been put aside in favor of "appreciable size" or "practical significance" in determining whether observed differences are worth noting.

**Dependent Variable: VOLAR I.** The dependent variable used in the regression analysis of the VOLAR I data was Draft Motivation rather than Re-enlistment Intention.

For men with no training in, or experience with, the Army, Re-enlistment Intention is likely to represent little more than Enlistment Intention, which is in turn essentially Draft Motivation.

## RESULTS OF ANALYSIS

Using Draft Motivation as the criterion variable, the initial, simplifying phase of the analysis included the following set of predictors:

- Post
- Cycle (Time of VOLAR I questionnaire administration)
- Age
- Race
- Marital Status
- Number of Dependents
- Region of Origin
- Size of Place of Origin
- Education

The results of this initial simplifying analysis are shown in Appendix Table F-1.

In the final regression analysis the following interactions among predictor variables were also included:

- Race X Region of Origin
- Race X Part of Country
- Post X Cycle

The best set of predictors of Draft Motivation was found to be (in order of importance):

- Age
- Education
- Number of Dependents
- Region of Origin

The correlation between Age and the criterion was 0.47; adding the other three predictors raised it to 0.50. With *all* of the predictors and interactions included, the correlation reached only 0.51, and the interaction terms contributed almost nothing to that. Although the final correlation was highly significant (almost certainly not due to chance), it left most of the variation in Draft Motivation unaccounted for. Other variables that were not measured affect this criterion and account for more of its variability than do those that were measured.

Since neither Post nor Cycle nor the interaction of Post with Cycle made a sizable contribution to Draft Motivation, the Draft Motivation of the incoming men was evidently, in effect, constant over posts and over time, once the effects of Age, Education, Number of Dependents, and Region of Origin had been eliminated.

## THE CHECK LISTS

### REPORTING THE DATA FROM THE CHECK LISTS

Preliminary analyses made it clear that the *mean rating* was probably the most useful statistic for characterizing or summarizing the responses made to individual check list items. This mean is computed simply by multiplying each of the possible responses to an item (1, 2, or 3 on Check Lists 1, 2, and 3; 1, 2, 3, 4, or 5 on Check List 4) by the number of men who gave that response, adding those products and then dividing the total by the number of men who responded to that item.

Since the ranges of the rating scales are very small (3 to 5 points), the mean ratings derived from them cover an even smaller range. To spread out these means, therefore, they were ordered from highest to lowest and the items then ranked from 1 to 57 for Check Lists 1 and 2, 1 to 82 for Check List 3, and 1 to 84 for Check List 4, or as appropriate, when items were added to a check list.

Three precautions must be observed in interpreting such ranks, particularly when smaller samples are being considered:

(1) While the highest and the lowest ranks are usually trustworthy, ranks in the middle of the range are probably not. In the middle of the range the means are packed closely together and a shift in the responses of just a few men can change the rank of an item considerably.

(2) The highest and lowest ranks are *relative* positions; they do not necessarily correspond to the highest or the lowest or any other possible rating for that check list. On Check List 1, for example, the item ranked 1 was *not* rated *very important* by everyone and the item ranked 57 was *not* rated *not at all important* by everyone; those two items were simply the two with the most extreme means in either direction. Every item on Check List 1 was rated as *very important* by some men and *not at all important* by others. The rank of the item shows only the *relative* position of the item in the whole set.

(3) While ranks show clearly any differences in the relative standing of an item from one group to another, they show nothing about the absolute value of the mean ratings. Two groups may rank the items in substantially the same order, while at the same time differing widely in the mean level of their ratings. (See Appendix G for a more detailed discussion of rankings.)

Appendix C gives the complete rankings of all check list items on each questionnaire at both posts.

In examining the rankings on the various check lists, a difference, or discrepancy, of 10 ranks has been chosen as worthy of comment. While arbitrary, it seems a workable value.

There were only two check lists in the VOLAR I questionnaire: Check List 1 asked about the personal importance of 57 items and Check List 2 about the chances of finding each of the items in the Army.

## CHECK LIST 1 (57 ITEMS)

### VOLAR I

The men at the two posts agreed almost perfectly about the relative importance of the 57 items ( $r=.98$ ). No items showed a difference of as much as 10 ranks. Nine of the 10 top and eight of the bottom 10 items were identical at both posts. Table 2 shows the 10 *most*, and Table 3 the 10 *least* important items at both posts.

### VOLAR I vs. VOLAR IV-E

Exactly the same items were rated most important by the entire sample of the permanent party except for "Getting enough sleep," which they replaced with "Having some privacy." Among the 10 *least* important items, the permanent party replaced "Being allowed to have and use my own car or cycle," "Having freedom from Mickey Mouse stuff," and "Having a chance to be of service to my country," with "Having counseling and aid about money problems," "Freedom from physical danger," and "Having a place to get together with friends." The effects of experience in the Army are obvious. The overall agreement between VOLAR I and VOLAR IV-E was substantial ( $r=.78$ ), but by no means perfect.

**Table 2**  
**The Ten Most Important Items**  
**Check List 1, VOLAR I**

Item	Rank		
	Overall	Fort Ord	Fort Jackson
Being able to get good medical and dental service	1	1	2
Being sure I'll be able to earn a living	2	3	1
Having a chance to plan my own future	3	2	4
Having a good family life	4	5	3
Getting fair treatment on the job	5	4	5
Getting enough sleep	6	7	6
Being treated like a responsible person	7	9	7
Doing interesting and satisfying work	8	6	9
Having good food	9	8	8
Being treated with respect	10	13	10
Having some choice of job assignment	13	10	16

**Table 3**  
**The Ten Least Important Items**  
**Check List 1, VOLAR I**

Item	Rank		
	Overall	Fort Ord	Fort Jackson
Having good bus service	57	57	57
Being allowed to have and use my own car or cycle	56	55	56
Getting time off for overtime work	55	56	55
Having free personal services (haircuts, laundry, etc.)	54	54	53
Having a chance to play sports	53	53	54
Having a chance to meet and date girls	52	50	52
Having freedom from Mickey Mouse stuff	51	51	50
Having a chance to be of service to my country	50	52	48
Having a chance for travel and new experience	49	47	51
Having a variety of entertainment available	48	49	47
Getting free job training	47	46	49
Having legal counsel	44	48	41

**CHECK LIST 2 (57 ITEMS)**

**VOLAR I**

The entering trainees at Forts Ord and Jackson agreed almost as well about what they expected to find in the Army (Check List 2,  $r=.95$ ) as they did about what they considered important (Check List 1,  $r=.98$ ). The items they *most* expected to find are shown in Table 4. The items they *least* expected to find are shown in Table 5.

The expectations at the two posts differed on five items:

<u>Item</u>	<u>Rank</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Having some personal freedom (wearing clothes of my own choice, etc.)	35	53
Having free evenings and weekends	37	47
Having good food	23	33
Getting the kind of specialized training I would like	44	34
Having a good family life	26	13

The first two of these differences appear to reflect actual differences between the two posts, the last three, differences between the samples.

Table 4

**The Ten Items Most Expected in the Army  
Check List 2, VOLAR I**

Item	Rank		
	Overall	Fort Ord	Fort Jackson
Having respect for superiors	1	1	1
Being able to get good medical and dental service	2	2	2
Having a chance to be of service to my country	3	3	3
Having good relations with people of other races	4	4	4
Forming satisfying friendships	5	6	5
Being able to use special discount stores	6	5	6
Being able to get free dental and eye care for dependents	7	7	7
Liking the people I live with	8	11	8
Having educational opportunities	9	9	10
Being sure of good retirement benefits	10	17	9
Having clear rules that are fairly enforced	12	8	15
Being free from racial and other discrimination	13	10	16

Table 5

**The Ten Items Least Expected in the Army  
Check List 2, VOLAR I**

Item	Rank		
	Overall	Fort Ord	Fort Jackson
Getting time off for overtime work	57	57	57
Having a chance to be my own boss	56	56	55
Having some privacy	55	54	56
Being allowed to have and use my own car or cycle	54	51	54
Having a choice of job location	53	53	51
Having freedom from Mickey Mouse stuff	52	52	52
Having free personal services (haircuts, laundry, etc.)	51	55	49
Having a chance to meet and date girls	50	50	50
Having regular working hours	49	47	48
Having some personal freedom (wearing clothes of my own choice, etc.)	48	35	53
Freedom from physical danger	47	49	40
Having some choice of job	46	48	43

### VOLAR I vs. VOLAR IV-E

If the ordering of these items by the permanent party (VOLAR IV-E) really "show it like it is," the expectations of the incoming trainees bear no relation to reality ( $r=.02$ ), with discrepancies of 10 or more ranks on 21 of the 57 items. With samples of this size (VOLAR I: 35,000; VOLAR IV-E: 20,000) even much smaller discrepancies may well represent real differences in rank.

On 12 items the incoming trainees are likely to be disappointed in their expectations, sometimes by a considerable amount:

Item (In order of size of difference)	Rank	
	VOLAR I	VOLAR IV-E
Having clear rules that are fairly enforced	12	40
Being free from racial and other discrimination	13	37
Being respected by the general public	29	48
Being able to get free dental and eye care for dependents	7	23
Having an opportunity for personal achievement and promotion	23	39
Getting recognition and reward for doing good work	30	43

(Continued)

<u>Item (In order of size of difference)</u> <i>(Continued)</i>	<u>Rank</u>	
	<u>VOLAR I</u>	<u>VOLAR IV-E</u>
Getting the kind of specialized training I would like	38	51
Having someone who will do something about complaints	34	46
Getting free job training	17	28
Having good relations with people of other races	4	14
Being able to use special discount stores	6	16
Having counseling and aid about money problems	19	29

Some of these discrepancies ("Being able to get free dental and eye care for dependents"; "Getting the kind of specialized training I would like"; "Getting free job training") appear to represent misunderstandings or misinterpretations of what the Army has to offer. Others, however, represent serious differences between the public and the private image of the Army. The high expectation of "Having clear rules that are fairly enforced" and "Being free from racial and other discrimination" and their low level of fulfillment point to possible sources of frustration and alienation that are remediable; the somewhat smaller disparity on "Being respected by the general public" is less easily dealt with.

Fortunately, among the new (VOLAR I) men, the relationship between importance (Check List 1) and expectation (Check List 2) was weak ( $r=.27$ ). Consequently none of the items on the preceding list was very important; "Getting the kind of specialized training I would like," the most important, ranked only 15th. On important items, however, large differences between expectation and experience might lead to very serious consequences.

On nine items, what the new men are likely to find will exceed their expectation, sometimes enormously:

<u>Item (In order of size of difference)</u>	<u>Rank</u>	
	<u>VOLAR I</u>	<u>VOLAR IV-E</u>
Being allowed to have and use my own car or cycle	54	1
Getting paid vacations	42	5
Having some personal freedom (wearing clothes of my own choice, etc.)	48	19
Having a chance to play sports	25	7
Having free evenings and weekends	41	26
Having some privacy	55	41
Being able to make and get telephone calls	16	2
Getting enough sleep	37	25
Freedom from physical danger	47	36

All of these items could be classified as pleasant surprises. Only two—"Getting enough sleep" and "Having free evenings and weekends"—were very important (ranks 6 and 12 respectively, on Check List 1). It is reasonable to suppose, however, that the difference between expectation and reality on "Being allowed to have and use my own car or cycle," "Getting paid vacations," and "Having some personal freedom" might have

a favorable impact, despite the low importance of those three items (ranks on Check List 1: 56, 43, and 37 respectively). In the context of VOLAR I, personal importance probably meant: "How much will I mind being without this item during the next eight weeks?"

## TIME AND THE BASIC TRAINEE

### BACKGROUND CHARACTERISTICS

Age. The median age at Fort Ord was constant at 19, except in the 29 March 1971 sample, where it was 20. At Fort Jackson, the median age fluctuated between 19 and 20, in no discernible pattern.

Race. The racial mix varied slightly over time. The proportion of Whites at Fort Ord varied from 67.0% (3 May) to 80.3% (12 April), the Blacks from 5.4% (8 February) to 11.2% (12 April) and the Others from 6.1% (12 April) to 21.2% (8 February). Similarly the proportion of Whites at Fort Jackson varied from 68.1% (25 January) to 84.0% (19 April) and of Blacks, from 10.9% (7 June) to 28.2% (25 January). No temporal trends were apparent at either post.

Marital Status. The proportion of single men varied at Fort Ord from 76.2% (26 April) to 84.8% (1 February); at Fort Jackson, from 70.1% (19 April) to 80.0% (5 April), both unsystematically.

Region of Origin. Men are often sent to more distant posts for training when posts nearer their homes are filled. At the two posts, the proportion of men from each Region of Origin varied over a considerable range, as shown in the following table:

<u>Region of Origin</u>	<u>Range (%)</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Northeast	1.8 - 11.6	5.7 - 27.6
Southeast	6.3 - 22.0	50.0 - 74.7
Middle West	4.3 - 21.3	2.3 - 23.6
Mountain States and Southwest	6.4 - 26.6	.3 - 2.8
Far West	36.5 - 68.8	.4 - 5.2
Not in U.S.	1.6 - 5.5	1.6 - 6.9

This tabulation omits the week of 12 April, when large contingents of Middle Westerners were sent to both posts—44.9% at Fort Ord, and 38.9% at Fort Jackson.

No consistent systematic trends were noticeable in the percentages, but there were clearly large differences in the origins of the trainees at various times.

Size of Place of Origin. There were also wide fluctuations in this background characteristic:

<u>Place of Origin</u>	<u>Range (%)</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Large city	24.7 - 45.3	16.9 - 30.8
Medium city	16.5 - 32.1	14.1 - 23.8
Small city	20.8 - 32.9	27.3 - 32.1
Small town	7.6 - 16.3	14.4 - 21.1
Farm area	5.1 - 10.9	11.1 - 16.3

Mode of Entry Into Army. Because the way a man comes into the Army reflects his motivation, fluctuations in Mode of Entry can be expected to produce significant fluctuations in attitude:

<u>Mode of Entry</u>	<u>Range (%)</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Drafted	23.1 - 59.2	14.0 - 62.9
Enlisted	32.0 - 74.1	22.7 - 43.4
Reserves	0.0 - 5.8	.3 - 18.3
National Guard	0.0 - 12.4	.1 - 35.0

The proportions of National Guardsmen were higher at Fort Jackson in the later weeks as were the proportions of enlistees at Fort Ord. No other trends were apparent.

Draft Motivation. There were large and statistically significant variations in Draft Motivation over time, the proportion ranging from 32.3% to 59.3% at Fort Ord and from 23.4% to 35.6% at Fort Jackson. The highest levels of Draft Motivation at Fort Ord (59.3, 53.2, and 53.8%) were in the last three cycles tested (7, 14, and 21 June) which also contained the highest proportions of enlistees (74.1, 61.8, and 57.7%).

## ATTITUDES OVER TIME

Mean Composite Attitude Score. The mean Composite Attitude Scores fluctuated between 6.5 and 7.5 at Fort Ord and between 6.4 and 7.2 at Fort Jackson. The Mean Composite Attitude Score at Fort Ord is closely related to the proportion of enlistees in the cycle ( $r=.81$ ). At Fort Jackson, however, the relationship ( $r=.05$ ) is apparently obscured and attenuated by the later influx of National Guardsmen who constituted one-third or more of the trainees in some cycles.

Re-enlistment Intention. Re-enlistment Intention fluctuated at Fort Ord from 56.1% to 32.2% and at Fort Jackson from 42.8% to 28.5%. The three cycles at Fort Ord with the most enlistees also had the largest proportions who intended to re-enlist.

## REGRESSION ANALYSIS OVER TIME

In the regression analysis of Draft Motivation, Posts, Cycles, and Posts X Cycles proved to be the weakest of the whole set of 12 variables. When Posts were added to the equation, the multiple correlation rose from .508 to .509 and when Cycles was added, it rose to .510. The correlation with Posts X Cycles was too small to be usable.

The statistically significant changes in Draft Motivation over Time appear to reflect the varying proportions of enlistees, draftees, Reserves, and National Guardsmen in the cycles. Because the influx of the latter two was unexpected, Mode of Entry Into Army was not included as a background variable in the analysis. It is not known for these samples, therefore, whether Draft Motivation did vary systematically over time independently of the Mode of Entry of the samples.

## THE CHECK LISTS OVER TIME

### CHECK LIST 1

The ranks of the items on Check List 1 were astonishingly stable. At Fort Ord only one item changed rank significantly over the 22-week period. In the last three weeks,

when the number of enlistees was largest, "Freedom from physical danger" was rated as less important (ranking 50 or 51) than it had been earlier (average rank, 41). At Fort Jackson "Having free evenings and weekends" was rated less important (ranking 22) in the week of 1 March than at any other time (average rank 13).

## CHECK LIST 2

There was little variation in what these men expected to find in the Army. At Fort Ord, "Having a chance to play sports," with an overall rank of 25, rose suddenly to 16, 14, 15, and 12, (in the weeks of 15, 22, and 29 March and 5 April) then fell, only to rise again to 17, 15, and 18 (in the weeks of 17, 24, and 31 May). Also at Fort Ord, "Being able to make and get telephone calls," with an overall rank of 16, fluctuated between 7 and 27 in no discernible pattern, as did "Liking the people I live with," which ranked 11 overall but fluctuated between 7 and 26. *None* of the items on Check List 2 showed significant fluctuations at Fort Jackson. What these incoming men expected to find in the Army appears to be consistent over both posts and time.

## RACE AND THE BASIC TRAINEE

In the preliminary data from VOLAR I, Race (or Ethnic group) appeared to be an important determiner of attitude, but there were greater differences between the Blacks at Fort Jackson and Fort Ord than between the corresponding Whites. These differences also appeared to be affected by educational level.

In the final regression analysis, Race *was* a significant variable but the interactions Race X Region of Origin and Race X Education were not. Blacks and Whites and Others do have different levels of Draft Motivation before they come into the Army, but these differences do not vary with Region of Origin or with Education.

## DRAFT MOTIVATION

The level of *positive* Draft Motivation in the various racial groups (the percentage who *would* have come into military service even if there had *not* been a draft) varied:

<u>Race</u>	<u>N</u>	<u>Positive Draft Motivation (%)</u>
White	27203	31.4
Black	5295	42.5
Other	2628	46.7
Spanish Surname	1354	43.4

The simplifying analysis combined the Spanish surname group with the Blacks into a mixed group with 42.6% positive Draft Motivation.

A brief analysis was also made of racial differences on other parts of VOLAR I.

## ATTITUDES

There were racial differences in overall attitude:

<u>Race</u>	<u>Mean Composite Attitude Score</u>
White	6.7
Black	7.3
Other	7.2
Spanish Surname	7.1

The non-Whites were clearly the more favorably disposed toward the Army. The picture was a little different at the two posts:

<u>Race</u>	<u>Mean Composite Attitude Score</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
White	6.8	6.5
Black	7.0	7.3
Other	7.2	7.4
Spanish Surname	7.1	7.0

The difference between the Whites and the non-Whites is greater at Fort Jackson than at Fort Ord.

## RE-ENLISTMENT INTENTION

The attitudes subsumed under Re-enlistment Intention showed even larger racial differences:

<u>Race</u>	<u>Re-enlistment Intention (%)</u>
White	34.5
Black	51.1
Other	49.6
Spanish Surname	49.4

Again, the racial differences were even greater when the two posts were viewed separately:

<u>Race</u>	<u>Re-enlistment Intention (%)</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
White	39.5	30.9
Black	50.3	51.3
Other	47.5	59.4
Spanish Surname	44.6	54.8

Apparently the large numbers of predominantly White Reserves and the National Guardsmen at Fort Jackson depressed the attitude responses of the White group there.

## EXPECTATIONS OF TREATMENT

Probably less affected by the Reserves and National Guardsmen was the choice of answers to the question "How do you think Black and other minority soldiers will be treated in the Army?"

All of the differences shown in Table 6, except those between the Others and the Spanish Surnames, are highly significant. When the answers chosen by the various racial groups are examined by post, as shown in Table 7, even more diversity appears. The differences *among* the racial groups at both posts are all significant except those between the Others and the Spanish Surnames. The differences *between* the corresponding racial groups at the two posts are all significant, with the exception of that between the two Spanish Surname groups. When the two Spanish Surname groups are combined with their respective Others, the percentages for the combined groups are so little different from those shown in Table 7 for the Others that they are not given here.

Table 6

### Expected Treatment of Minority Soldiers in the Army: VOLAR I Overall, by Race<sup>a</sup>

Race	Answer Chosen (%)		
	Better Than White Soldiers	Same as White Soldiers	Worse Than White Soldiers
White	4.6	92.7	2.7
Black	1.4	83.4	15.2
Other	3.1	89.3	7.6
Spanish Surname	3.5	89.6	6.9

<sup>a</sup>"How do you think Black and other minority soldiers will be treated in the Army?"

Table 7

### Expected Treatment of Minority Soldiers in the Army: VOLAR I by Race and Post

Race	Post	Answer Chosen (%)		
		Better Than White Soldiers	Same as White Soldiers	Worse Than White Soldiers
White	Fort Ord	5.2	91.9	2.8
	Fort Jackson	4.2	93.1	2.7
Black	Fort Ord	1.8	77.4	20.8
	Fort Jackson	1.2	85.5	13.6
Other	Fort Ord	2.9	90.1	7.0
	Fort Jackson	3.8	85.5	10.7
Spanish Surname	Fort Ord	2.6	91.3	6.1
	Fort Jackson	4.5	87.6	8.0

While the plethora of significant differences imply that no generalization is possible, it is obvious from an inspection of Table 7 that the minority soldiers were much more skeptical than Whites that they will all get equal treatment in the Army and that the Fort Ord Blacks are the group that expected the least. For practical purposes the statistical significance of such small differences as those between Fort Ord and Fort Jackson Whites, for example can be ignored.

### RACE AND CHECK LIST 1

"Having freedom from Mickey Mouse stuff" was rated as considerably *more* important by the White group than by any of the non-White groups. Other disagreements on this item, however, suggest that "Mickey Mouse stuff" may not be a familiar expression in all groups.

The Spanish Surnames and the Others at Fort Jackson disagreed considerably with the consensus there, but not much with the corresponding groups at Fort Ord on the following:

<u>Item</u>	<u>Group</u>	<u>Direction of Disagreement</u>
Having good bus service	Spanish Surname	More important
Having free evenings and weekends	Other	More important
Having a chance for travel and new experience	Other	More important
Having someone who will do something about complaints	Spanish Surname	Less important

Despite these exceptions, which may reflect the small numbers of men in the dissenting groups, there was considerable consensus on Check List 1. Since the very different men who come to Fort Ord and to Fort Jackson for Basic Training agree so substantially on what is important, their consensus may well extend to *all* Basic Trainees.

Low ranking items are only relatively unimportant, however. Few mean ratings were low enough to fall into the *Not at all Important* category. Even "having good bus service," the least important item, was judged *Not at all Important* by less than 20% of the respondents.

Check List 2 was not analyzed by race.

### Chapter 3

## ANALYSES OF THE VOLAR II QUESTIONNAIRE

VOLAR I was given to 36,919 men between 25 January and 26 June 1971, 15,517 of them at Fort Ord and 21,402 at Fort Jackson. VOLAR II was given to 36,649 men eight weeks later, 15,066 at Fort Ord and 21,583 at Fort Jackson. In addition, 4,707 men took VOLAR IIS. Since there is no evidence that the men who took VOLAR II without taking either VOLAR I or VOLAR IIS had any special distinguishing characteristics, it is assumed that the data from VOLAR II were directly comparable with the data from VOLAR I.

### ATTITUDES

#### COMPOSITE ATTITUDE SCORE

The Composite Attitude Score for VOLAR II, for all men, was 6.2; at Fort Ord it was 6.4, and at Fort Jackson, 6.1. Both scores are down considerably from their respective means of 6.9 and 6.7 on VOLAR I.

#### RE-ENLISTMENT INTENTION

Despite the deterioration in the Composite Attitude Score, the answers given to: "When your term of service is up, do you think you will want to re-enlist in the Army?" show little overall change:

<u>Answer</u>	<u>Percent</u>	
	<u>VOLAR I</u>	<u>VOLAR II</u>
Yes	7.6	9.4
No	61.5	63.2
Not sure	30.9	27.4

At both posts the changes are about the same:

<u>Answer</u>	<u>Percent</u>			
	<u>Fort Ord</u>		<u>Fort Jackson</u>	
	<u>VOLAR I</u>	<u>VOLAR II</u>	<u>VOLAR I</u>	<u>VOLAR II</u>
Yes	8.5	10.0	7.0	9.0
No	58.3	59.7	63.8	65.6
Not sure	33.2	30.3	29.2	25.4

It is questionable whether these changes represent improvements; the proportions who answered *Yes* increased from VOLAR I to VOLAR II, but so did the proportions who answered *No*. Eight weeks of BCT tend, apparently, to polarize the attitudes of some of the men who answered *Not Sure* on VOLAR I. The Re-enlistment Intentions (*Yes* and *Not Sures* combined) of all groups, however, dropped from VOLAR I to VOLAR II.

## COMPOSITE TRAINING SCORE

The VOLAR II questionnaire included eight questions about training which were scored to give a Composite Training Score. (See Appendix D.) In VOLAR II, 63% of all the responses made were favorable, for an overall mean score of 5.04. The mean scores of 5.07 at Fort Ord and 5.01 at Fort Jackson were not appreciably different.

## THE CHECK LISTS

The VOLAR II questionnaire included Check Lists 1 and 2 and Check List 3, which asked how much the Army was doing about each of 82 items. Six items were added to Check Lists 1 and 2, such items as "Having a place for visiting family to stay" and "Being treated with courtesy in the PX and commissary," which would not have been meaningful during fill week.

### CHECK LIST 1 (63 ITEMS)

The 10 *most* important items were:

<u>Rank</u>	<u>Item</u>
1	Having a chance to plan my own future
2	Being sure I'll be able to earn a living
3	Having good food
4	Being able to get good medical and dental service
5	Getting enough sleep
6	Having a good family life
7	Being treated like a responsible person
8	Being treated with respect
9	Getting fair treatment on the job
10	Doing interesting and satisfying work

and the 10 items *least* important:

<u>Rank</u>	<u>Item</u>
63	Harassment
62	Having good bus service
61	Having a chance to play sports
60	Being allowed to have and use my own car or cycle
59	Getting time off for overtime work
58	Having free personal services (haircuts, laundry, etc.)
57	Having a chance to be of service to my country
56	Having a chance to meet and date girls
55	Having a variety of entertainment available
54	Having legal counsel

The correlation between the posts was very high ( $r=.98$ ), and there were no differences as large as 10 ranks.

To compare these data with those from VOLAR I, the ranks of the 57 common items had to be adjusted. In many comparisons, therefore, the ranks given for VOLAR II will not always agree with the ranks given in the tables in Appendix C.

Although the correlation of VOLAR I with VOLAR II was very large ( $r=.95$ ), four items shifted, overall, 10 ranks or more:

Item (in order of size and direction of difference)	<u>Rank</u>	
	<u>VOLAR I</u>	<u>VOLAR II (adjusted ranks)</u>
Having some personal freedom (wearing clothes of my own choice, etc.)	37	24
Being able to use the PX and commissary	46	35
Having good relationships with people of other races	30	40
Being sure of good retirement benefits	20	32

At Fort Ord only, "Freedom from Mickey Mouse stuff" rose from 51 to 40. At Fort Jackson only "Having some personal freedom (wearing clothes of my own choice, etc.)" rose from 40 to 25, while "Being sure of good retirement benefits" dropped from 20 to 30.

#### CHECK LIST 2 (63 ITEMS)

On VOLAR I, Check List 2 asked the man what he expected to find in the Army. On VOLAR II it asked "What has been your experience with these things in the Army so far? *Good, Fair, or Bad?*" The 10 items that the trainees, overall, had the *best* experience with were:

<u>Rank</u>	<u>Item</u>
1	Forming satisfying friendships
2	Being able to use the PX and the commissary
3	Having respect for superiors
4	Being able to make and get telephone calls
5	Liking the people I live with
6	Having good relations with people of other races
7	Liking the people I work with
8	Freedom from physical danger
9	Being able to get good medical and dental services
10	Being free from racial and other discrimination

The 10 they had the *worst* experience with were:

<u>Rank</u>	<u>Item</u>
63	Being allowed to have and use my own car or cycle
62	Getting time off for overtime work
61	Having a chance to be my own boss
60	Having a chance to meet and date girls
59	Having a choice of job location
58	Having free personal services (haircuts, laundry, etc.)
57	Having freedom from Mickey Mouse stuff
56	Harassment
55	Having a chance to make money
54	Having some privacy

The high correlation between the two posts ( $r=.88$ ), still allows for striking differences on five items. For comparison, the rankings of these same items by the permanent party (VOLAR IV-E) at the two posts are shown in parentheses:

Item (in order of size of difference)	Rank	
	Fort Ord	Fort Jackson
Having some personal freedom (wearing clothes of my own choice, etc.)	7 (17)	61 (18)
Having free evenings and weekends	14 (29)	35 (43)
Having good bus service	42 (50)	28 (50)
Having educational opportunities	37 (11)	23 (6)
Getting free job training	32 (35)	21 (28)

No simple explanation will cover this divergent set of differences. The difference on the personal freedom item is clearly relevant to the experiences of the Basic Trainees alone, while the difference on the item about free evenings and weekends appears to reflect a general difference between the two posts. Despite the unanimity of the permanent parties on the bus service item, the testimony of the *car-less* Basic Trainees indicates that the bus service is in fact better at Fort Jackson than at Fort Ord. To the permanent party, educational opportunities are about equally available at the two posts, whatever the experiences of the Basic Trainees may be. The rankings of the final item ("Getting free job training"), however, are somewhat ambiguous.

The differences between the ranks of these items on VOLAR I and VOLAR IV-E show the gap between expectation and reality. The differences between VOLAR I and VOLAR II show the changes wrought by the brief experiences of BCT.<sup>1</sup>

Seventeen items changed rank sharply between VOLAR I and VOLAR II at one or both posts.

On seven items the change was quite comparable, but not identical, at both posts:

Item	Rank			
	Fort Ord		Fort Jackson	
	VOLAR I	VOLAR II (adj)	VOLAR I	VOLAR II (adj)
Freedom from physical danger	49	11	40	9
Having free evenings and weekends	37	12	47	31
Being able to make and get tele- phone calls	16	4	18	5
Having a chance to be of service to my country	3	14	3	13
Having educational opportunities	9	33	10	21
Having a chance to play sports	25	40	27	44
Having a chance for travel and new experience	21	45	24	46

Again, the first three changes might be classed as pleasant surprises while the last four seem to reflect the rather restricted life of a trainee in BCT.

<sup>1</sup>These men took VOLAR I at the end of fill week after many of them had already spent the better part of a week on the post learning something about it. Some differences between VOLAR I (expectation) and VOLAR II (experience) may therefore be smaller and some differences between Fort Ord and Fort Jackson on VOLAR I larger than they might have been if the respondents had been totally naive.

Only one item showed a large change at Fort Jackson but not at Fort Ord:

<u>Item</u>	<u>Rank</u>			
	<u>Fort Ord</u>		<u>Fort Jackson</u>	
	<u>VOLAR I</u>	<u>VOLAR II (adj)</u>	<u>VOLAR I</u>	<u>VOLAR II (adj)</u>
Having good bus service	45	38	41	24

Nine showed a large change at Fort Ord but no comparable change at Fort Jackson:

<u>Item</u>	<u>Rank</u>			
	<u>Fort Ord</u>		<u>Fort Jackson</u>	
	<u>VOLAR I</u>	<u>VOLAR II (adj)</u>	<u>VOLAR I</u>	<u>VOLAR II (adj)</u>
Having some personal freedom (wearing clothes of my own choice, etc.)	35	7	53	55
Liking the people I work with	19	8	11	7
Being treated with respect	36	25	38	33
Having a variety of entertainment available	38	27	36	32
Having comfortable living quarters	39	29	45	37
Having a good family life	26	16	13	12
Being able to get good medical and dental service	2	13	2	8
Having clear rules that are fairly enforced	8	23	15	22
Having good food	23	39	33	34

It is noteworthy that on all of these nine items but the first, the change is in the same direction at both posts. The rise in the ranks of the first five items may reflect VOLAR innovations at Fort Ord. Possible reasons for the changes in the last four are less clear.

### CHECK LIST 3 (73 ITEMS)<sup>1</sup>

This check list was included in VOLAR II to see whether innovations could be detected as they were introduced. While marked differences can be expected between the two posts, they agree perfectly on the item they see the Army doing the *most* about, and the two they see the Army doing the *least* about, but they agree less in between those extremes:

<u>Overall Rank</u>	<u>Item</u>
1	Counseling and aid for drug users
2	Medical and dental service
3	Free dental and eye care for dependents
4	Opportunity to make and get telephone calls
5	Having respect for superiors

(Continued)

<sup>1</sup>Two items were inadvertently duplicated on Check List 3.

<u>Overall Rank</u> <i>(Continued)</i>	<u>Item</u> <i>(Continued)</i>
6	Good relations with people of other races
7	Retirement benefits
8	Cash as a re-enlistment bonus
9	Chance to form satisfying friendships
10	Educational opportunities
73	Time off for overtime work
72	A chance to meet and date girls
71	A chance to have and use my own car or cycle
70	Free personal services (haircuts, laundry, etc.)
69	Being stationed near home
68	A chance to be my own boss
67	Freedom from Mickey Mouse stuff
66	Harassment
65	A choice of job location
64	Shorter re-enlistment terms

Fifteen items showed large differences between the posts. On the first eight it was the men at Fort Ord who saw the Army as taking more action and on the second seven it was the men at Fort Jackson:

<u>Item (in order of size of difference)</u>	<u>Rank</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Personal freedom (wearing clothes of my own choice, etc.)	2	61
Free evenings and weekends	5	36
Living quarters	23	53
Freedom to speak up and be heard	33	50
Privacy	53	69
A place to get together with friends	9	22
Harassment	58	70
Being treated with respect	38	48
A chance for free job training	37	17
Choice of job	62	46
A chance to get the kind of specialized training I would like	57	41
Educational opportunities	18	6
Free dental and eye care for dependents	15	3
Better education for dependents	42	31
Special discount stores	35	25

While the largest of the differences may well reflect VOLAR innovations, the smaller ones are more likely to be reflections of local differences in emphasis.

### VOLAR II OVER TIME

Because most of the respondents on VOLAR I were also the respondents on VOLAR II eight weeks later, any fluctuations in their background characteristics should be reflected in VOLAR II eight weeks later.

## ATTITUDE MEASURES

### Composite Attitude Score

No pattern was discernible in the fluctuations of the Composite Attitude Score on VOLAR II. The small drop in the overall mean and at both posts was reflected in the means of almost every cycle. The size of this drop did not appear to vary systematically over time.

### Re-enlistment Intention

In nine cycles at Fort Ord and in six at Fort Jackson, there was a slight rise in Re-enlistment Intention. Re-enlistment Intention, however, did not appear to vary systematically over time. As in VOLAR I, the large numbers of Reserves and National Guardsmen at Fort Jackson may have obscured trends in these data.

### Composite Training Score

Although the mean Composite Training Scores fluctuated considerably, there appeared to be no appreciable systematic changes over time.

Because Time turned out to be the source of so little systematic change in the attitude data from VOLAR I, it is not surprising that it has little effect on VOLAR II.

## TIME AND THE CHECK LISTS

On VOLAR I, neither Check List 1 nor Check List 2 showed much variation over Post or Cycle (Time). On VOLAR II, however, they both showed a good deal more variation over Cycle (Time). The great stability of the data from VOLAR I makes it almost certain that large changes in rankings from VOLAR I to VOLAR II reflect experiences in BCT. In addition, samples the size of these should produce relatively stable rankings. Large changes should therefore almost certainly be significant (or meaningful). Accordingly, on both check lists, the ranks assigned by each cycle at each post on VOLAR I were compared with the ranks assigned by the same cycle on VOLAR II. The first three cycles (4, 11, and 18 January) took VOLAR IIS rather than VOLAR I and could not, therefore, contribute to these comparisons.

### Check List 1 (63 Items)

In general, the rankings of Check List 1 were quite stable. Only 223 (9.1%) of the 2,508 comparisons (57 items X 2 posts X 22 cycles) showed shifts as large as 10 ranks, about equally distributed in number and direction at the two posts. Of the 23 items that showed shifts, 17 showed them in one or more cycles, at both posts. Seven items became *more* important at both posts:

<u>Item</u>	<u>Number of Cycles Shifting</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Having some privacy	16	12
Having some personal freedom (wearing clothes of my own choice, etc.)	6	19
Being able to use the PX and commissary	12	8

(Continued)

<u>Item</u> (Continued)	<u>Number of Cycles Shifting</u> (Continued)	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Liking the people I work with	1	4
Having comfortable living quarters	1	4
Being able to get free dental and eye care for dependents	2	3
Having an opportunity for personal advancement and promotion	2	2

and eight *less* important:

<u>Item</u>	<u>Number of Cycles Shifting</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Having good relations with people of other races	12	7
Having someone to talk over problems with	6	10
Having a place to get together with friends	7	9
Being sure of good retirement benefits	5	10
Having good family housing	7	5
Freedom from physical danger	5	5
Having respect for superiors	7	3
Having good food	2	1

"Having freedom from Mickey Mouse stuff" became *more* important in 12 cycles at Fort Ord, but in none at Fort Jackson; "Being treated with respect" became *more* important in three cycles at Fort Ord, but in none at Fort Jackson; "Having someone who will do something about complaints" became *more* important in three cycles at Fort Ord and *less* important in one at Fort Jackson; "Having a feeling of usefulness" became *more* important in one and *less* important in another cycle, both at Fort Ord; "Getting recognition and reward for doing good work" became *more* important in one cycle at Fort Jackson and *less* in one at Fort Ord. The remaining shifts were unique to one cycle at one post.

The "Mickey Mouse" item points to an unequivocal difference between the two posts, although the nature of that difference is not clear. The discrepancy in the "personal freedom" item, however, (only six cycles at Fort Ord but 19 at Fort Jackson) suggests, as do other data, that the personal freedom of the trainees was less restricted at Fort Ord than at Fort Jackson.

### Check List 2 (63 Items)

What these men *expected* to find in the Army (VOLAR I) showed little variation over Post or Time. VOLAR II asked about their *experiences*.

There were many changes on Check List 2; 527 (21%) of the 2,508 comparisons (57 items X 2 posts X 22 cycles) showed a shift of more than 10 ranks between VOLAR I and II. Forty-three items showed shifts, 27 at both posts, 15 at Fort Ord alone, and one at Fort Jackson alone. Of the 527 shifts, 254 were up, indicating that experience had exceeded expectations, and 273 were down, indicating that expectations were disappointed.

Twelve items shifted *up* in rank on VOLAR II (experience exceeded expectation):

<u>Item</u>	<u>Number of Cycles Shifting</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Freedom from physical danger	22	22
Having free evenings and weekends	22	16
Having good bus service	5	24
Being able to make and get telephone calls	11	24
Liking the people I work with	13	4
Having comfortable living quarters	7	6
Having a place to get together with friends	4	8
Liking the people I live with	7	2
Having a variety of entertainment available	6	1
Having some personal freedom (wearing clothes of my own choice, etc.)	22	
Having a good family life	6	
Being treated with respect	5	

and 18 shifted *down* (experience did not live up to expectation):

<u>Item</u>	<u>Number of Cycles Shifting</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Having a chance for travel and new experience	21	22
Having a chance to play sports	18	19
Having educational opportunities	22	13
Having a chance to be of service to my country	18	10
Having good food	18	1
Having counseling and aid about money problems	17	2
Having clear rules that are fairly enforced	13	4
Being sure I'll be able to earn a living	7	8
Being able to get good medical and dental service	13	1
Having a chance to plan my own future	7	4
Getting free job training	9	1
Having a chance to make money	2	4
Getting recognition and reward for doing good work	4	1
Being sure of good retirement benefits	1	3
Having someone to talk over problems with	7	
Having legal counsel	6	

(Continued)

<u>Item</u> (Continued)	<u>Number of Cycles Shifting</u> (Continued)	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Being able to get free dental and eye care for dependents	3	
Getting enough sleep		5

There were a few contradictions. "Having good food" shifted *up* in two cycles at Fort Jackson but *down* in another at Fort Jackson and in 18 at Fort Ord. "Getting enough sleep" rose in one cycle at Fort Ord and fell in five at Fort Jackson. "Getting paid vacations" rose in one cycle and fell in another at Fort Jackson. "Having someone who will do something about complaints" rose in one cycle at Fort Jackson but fell in two at Fort Ord. The remaining shifts were in one or two cycles at one post or the other.

There are some slight traces of persistent shifts over time. The five cycles at Fort Jackson not "Getting enough sleep" started BCT between 1 March and 5 April 1971; a change may have been introduced and then reversed. Five of the six cycles at Fort Jackson that found their living quarters more comfortable than they expected began training after 3 May 1971; some change may have been made early in May. Apart from these traces, however, there are no other persisting changes over time.

### Check List 3 (73 Items)

Check List 3 asked how much the Army is doing to improve the items. On VOLAR IV-E some items showed persistent changes but none did on VOLAR II. At Fort Ord there were 185 differences between the rank given in a cycle and the overall rank, at Fort Jackson there were 94, but there was no pattern evident in either set. Not uncommonly, the cycle with the highest rank was followed by the cycle with the lowest.

From his necessarily limited perspective, the Basic Trainee can not make reasonable judgments about what the Army is doing; he has only his brief experience and the rumors and gossip current in his training company to guide him. Several years ago it was found,<sup>1</sup> for example, that Basic Trainees believed housekeeping and inspections were the most important parts of BCT, because those had been so strongly emphasized and had taken so much of their time.

The relatively greater instability of the ranks at Fort Ord may reflect its status as a VOLAR post where the Basic Trainees were constant targets of innovations.

### RACIAL DIFFERENCES ON VOLAR II

Since disproportionate numbers of non-Whites elect to follow Army careers, it is important to know whether they have differential reactions to BCT.

### COMPOSITE ATTITUDE SCORE

The racial pattern that was found in VOLAR I persisted almost unchanged during VOLAR II.

<sup>1</sup>In HumRRO Work Unit CAREER, The Army as a Career for Existing and Potential Qualified Personnel.

<u>Race</u>	<u>Mean Composite Attitude Score</u>	
	<u>VOLAR I</u>	<u>VOLAR II</u>
	White	6.7
Black	7.3	6.7
Other	7.2	6.8
Spanish Surname	7.1	6.6

Table 8 shows the drop among the Spanish Surnames at Fort Jackson (predominantly Puerto Ricans) to be appreciably less than the drop in the same group at Fort Ord (predominantly Chicanos).

Table 8  
**Mean Composite Attitude Scores:  
 VOLAR I vs. VOLAR II, by Race and Post**

<u>Race</u>	<u>Mean Composite Attitude Score</u>			
	<u>Fort Ord</u>		<u>Fort Jackson</u>	
	<u>VOLAR I</u>	<u>VOLAR II</u>	<u>VOLAR I</u>	<u>VOLAR II</u>
White	6.8	6.3	6.5	5.9
Black	7.0	6.5	7.3	6.8
Other	7.2	6.7	7.4	6.9
Spanish Surname	7.1	6.4	7.0	6.7
<b>Total</b>	<b>6.9</b>	<b>6.4</b>	<b>6.7</b>	<b>6.1</b>

### COMPOSITE TRAINING SCORE

Although the differences are numerically small, Whites and non-Whites evidently take different evaluative attitudes toward their training, with the larger differences appearing at Fort Jackson:

<u>Race</u>	<u>Mean Composite Training Score</u>		
	<u>Fort Ord</u>	<u>Fort Jackson</u>	<u>Combined</u>
White	4.9	4.8	4.8
Black	5.6	5.8	5.7
Other	5.4	5.5	5.4
Spanish Surname	5.2	5.6	5.4
<b>Total</b>	<b>5.1</b>	<b>5.0</b>	<b>5.0</b>

### RE-ENLISTMENT INTENTION

In all groups, at both posts, positive Re-enlistment Intention dropped between VOLAR I and VOLAR II, as shown in Table 9.

Table 9

**Re-enlistment Intention:  
VOLAR I vs. VOLAR II, by Race and Post**

Race	Fort Ord		Fort Jackson	
	VOLAR I	VOLAR II	VOLAR I	VOLAR II
White	39.5	38.4	30.9	28.8
Black	50.3	45.2	51.3	47.3
Other	47.6	46.2	59.4	55.9
Spanish Surname	44.6	42.4	54.9	52.4
Total	41.7	40.1	36.2	33.4

The drop was greater at Fort Jackson than at Fort Ord and greater among non-Whites than Whites. In most instances, the largest change was in the number who answered *Not Sure*, some turning to *Yes* but more turning to *No*.

### MINORITY TREATMENT

The answers to the question on minority treatment also shift from VOLAR I to VOLAR II, with a falling away from belief in equal treatment, but a falling away in both directions. Overall, the question "How do you think Black and other minority soldiers (will be) (are) treated in the Army?" was answered as follows:

<u>Answer</u>	<u>Percent</u>	
	<u>VOLAR I</u>	<u>VOLAR II</u>
Better than White soldiers	4.0	10.6
Same as White soldiers	91.0	82.3
Worse than White soldiers	5.0	7.1

The numerical dominance of the Whites obscures the choices made by the various racial groups, which are presented in Table 10.

In Table 10, the pattern is uniform: after BCT *fewer* men in every group believe that minorities are given the same treatment as Whites, while in every group, *more* believe minorities are treated *better* than Whites and *more* believe they are treated *worse*. The direction of the greater increase, however, depends upon race. The Whites who believe minorities are treated *better* than Whites nearly triple in number while those who believe minorities are treated *worse* increase only slightly. Among the minorities, however, the larger increases are among those who feel minorities are treated *worse* than Whites.

Tables 10 and 11 are difficult to interpret because opinions shift in both directions and all the percentages change at once. Their general import becomes a little clearer if the three answers are treated as a polarized rating scale, with "Better than White soldiers" rated 1; "The same as White soldiers," 2 (the neutral point); and "Worse than White soldiers," 3. A mean rating then represents the average opinion of a group and the direction of shifts in opinion can be more easily appreciated. With these large samples, even numerically small shifts in means can be statistically significant. The mean ratings of the groups in Table 11 are shown in Table 12.

The opinions of both the Whites and the Blacks shift more at Fort Ord than at Fort Jackson, but in the same directions at both posts. Like the Blacks, the Others and the

Table 10

**Answers to  
Minority Treatment Question:  
VOLAR I vs. VOLAR II, by Race**

Race	Answer	Making Choice (%)	
		VOLAR I	VOLAR II
White	Better	4.6	12.7
	Same	92.7	84.1
	Worse	2.7	3.3
Black	Better	1.4	1.9
	Same	83.4	73.3
	Worse	15.2	24.7
Other	Better	3.1	6.2
	Same	89.3	81.8
	Worse	7.6	12.1
Spanish Surname	Better	3.5	7.7
	Same	89.6	78.6
	Worse	6.9	13.7

Table 11

**Answers to Minority Treatment Question:  
VOLAR I vs. VOLAR II, by Race and Post**

Race	Answer	Making Choice (%)			
		Fort Ord		Fort Jackson	
		VOLAR I	VOLAR II	VOLAR I	VOLAR II
White	Better	5.2	15.4	4.2	10.9
	Same	91.9	81.6	93.1	85.7
	Worse	2.8	3.0	2.7	3.5
Black	Better	1.8	2.4	1.2	1.8
	Same	77.4	63.8	85.5	75.7
	Worse	20.8	33.7	13.6	22.5
Other	Better	2.9	6.5	3.8	4.5
	Same	90.1	82.4	85.5	76.7
	Worse	7.0	10.7	10.7	18.7
Spanish Surname	Better	2.6	9.8	4.5	5.4
	Same	91.2	80.4	87.6	76.7
	Worse	6.1	9.8	8.0	17.9

Table 12  
**Mean Ratings on  
 Minority Treatment Question:  
 VOLAR I vs. VOLAR II, by Race and Post**

Race	Mean Rating			
	Fort Ord		Fort Jackson	
	VOLAR I	VOLAR II	VOLAR I	VOLAR II
White	1.98	1.88	1.99	1.93
Black	2.19	2.32	2.12	2.21
Other	2.04	2.04	2.07	2.14
Spanish Surname	2.03	2.00	2.04	2.13
Total	2.00	1.93	2.02	1.99

Spanish Surnames at Fort Jackson shift farther from neutral while at Fort Ord the Others do not change at all and the Spanish Surnames move to the neutral point.

On the average, then, experience during BCT appears to confirm the initial prejudices of both Blacks and Whites at both posts, and of the Others and Spanish Surnames at Fort Jackson, but not at Fort Ord. This difference between the two posts seems to reflect differences in population rather than differences in the treatment. The Others at Fort Ord, for example, are as different in background from the Others at Fort Jackson as they are from any other racial group.

On Check List 1, few large changes appeared within any of the four racial groups between VOLAR I and II. "Getting the kind of specialized training I would like" showed a sharp increase in importance for the Others at Fort Jackson, and "Having good bus service" became even less important to the Spanish Surname group at Fort Jackson. Although there were other changes of moderate size, only these two were substantial and their significance is obscure.

The data from Check List 2 were not analyzed by race.

## Chapter 4

# ANALYSES OF THE VOLAR III QUESTIONNAIRE

## INTRODUCTION

At the end of eight weeks of Advanced Individual Training-Infantry 8,022 men took VOLAR III. Earlier, 41,626 men had taken VOLAR I or IIS, and 36,649 had taken VOLAR II. Each of these samples was supposed to include the VOLAR III sample, so that all of the 8,022 men who took VOLAR III should also have taken the other two questionnaires (VOLAR I or IIS and VOLAR II).

Such expectations, however, can rarely be fulfilled in longitudinal studies, particularly in the Army. Men get sick, go AWOL, take emergency leave, get recycled, have appointments, or just don't turn up for testing, and, by the time their records are missed, it is too late to do anything about it. In this study, of the 8,022 men who took VOLAR III, 6,061 had taken VOLAR I or VOLAR IIS. The analysis of the VOLAR III data is based primarily on those men.

## BACKGROUND

The background characteristics of the men who took VOLAR III show that they are not a simple random sampling of the original population of incoming trainees. Their median age (20) is higher and their racial distribution is a little different:

<u>Race</u>	<u>Composition (%)</u>	
	<u>VOLAR I</u>	<u>VOLAR III</u>
White	74.5	75.8
Black	14.5	10.3
Other	7.3	9.5
Spanish Surname	3.8	4.4

They differ in other characteristics as well:

	<u>Composition (%)</u>	
	<u>VOLAR I</u>	<u>VOLAR III</u>
<u>Marital Status</u>		
Single	77.2	76.2
Married	21.0	22.1
Other	1.8	1.7
<u>Number of Dependents</u>		
0	72.1	68.3
1	18.2	19.9
2	7.8	9.9
3+	1.9	1.9

(Continued)

Composition (%)		
<i>(Continued)</i>		
	<u>VOLAR I</u>	<u>VOLAR III</u>
<u>Region of Origin</u>		
Northeast	11.1	11.4
Southeast	42.3	30.5
Middle West	12.6	17.1
Mountain States and Southwest	7.1	9.7
Far West	23.0	28.1
Not in the United States	4.0	3.1
<u>Draft Motivation</u>		
Yes	34.6	30.0
No	65.4	70.0
<u>Mode of Entry Into Army</u>		
Drafted	42.0	49.2
Enlisted	40.8	33.9
Reserves	5.1	1.9
National Guard	12.1	15.0

Mode of Entry Into the Army is probably the primary source of the differences noted. Men who enlist have a choice of their future MOS, and, therefore, a considerable proportion of them go into specialized advanced training rather than into AIT-Infantry. The discrepancies between the VOLAR I and the VOLAR II samples shown above result mainly from this partial siphoning off of enlistees.

Although up to this point, Posts has been found to have little or no effect upon attitudes, it should be noted that the larger proportion of the VOLAR III sample came from Fort Ord:

<u>Post</u>	<u>Percentage of Total Sample</u>	
	<u>VOLAR I</u>	<u>VOLAR III</u>
Fort Ord	42.4	57.6
Fort Jackson	57.6	42.4

## ATTITUDES

Because the characteristics of the sample changed little from VOLAR I to VOLAR II, the differences between them could be attributed unequivocally to time and experience in BCT. Because the VOLAR III sample was a *selected* (non-random) sub-sample of the men who took VOLAR I and II, changes from VOLAR I and VOLAR II to VOLAR III cannot be attributed unequivocally to additional time and experience in the Army.

Composite Attitude Score. The Mean Composite Attitude score continued to move downward:

<u>Questionnaire</u>	<u>Mean Composite Attitude Score</u>		
	<u>Fort Ord</u>	<u>Fort Jackson</u>	<u>Overall</u>
VOLAR I	6.9	6.7	6.8
VOLAR II	6.4	6.1	6.2
VOLAR III	5.4	5.0	5.2

Composite Training Score. The Composite Training Score also dropped, but much more at Fort Jackson than at Fort Ord.

<u>Questionnaire</u>	<u>Composite Training Score</u>		
	<u>Fort Ord</u>	<u>Fort Jackson</u>	<u>Overall</u>
VOLAR II	5.07	5.01	5.04
VOLAR III	4.76	4.19	4.49

Re-enlistment Intention. The third measure of attitude, Re-enlistment Intention, was tabulated separately for the VOLAR III subsample on each of the questionnaires:

<u>Questionnaire</u>	<u>Re-enlistment Intention</u>	
	<u>Total Sample</u>	<u>VOLAR III Subsample</u>
VOLAR I	38.4	34.2
VOLAR II	36.4	30.8
VOLAR III	--	28.7

It is apparent, first, that the VOLAR III subsample was initially less interested in an Army career than was the general run of men coming into Basic Training, and second, that its interest decreased more during Basic Training than during AIT.

The decline in attitudes on VOLAR III is clearly a consequence of both selection and experience.

## REGRESSION ANALYSIS

The sample available for the regression analysis of the VOLAR III data is still sufficiently large to ensure the statistical significance of very small differences. As before, therefore, sheerly statistical significance has usually been ignored in favor of such differences as appear to be of practical significance.

For this analysis, Re-enlistment Intention was the criterion variable. The initial simplifying analysis included the following variables as predictors:

- Post
- Cycle (date of VOLAR I questionnaire administration)
- Age
- Race
- Marital Status
- Number of Dependents
- Region of Origin
- Size of Place of Origin
- Education
- Draft Motivation

The results of the initial, simplifying analysis are shown in Appendix Table F-2.

The final regression analysis also included the following interactions:

- Race X Region of Origin
- Race X Education
- Post X Cycle

The best set of predictors of Re-enlistment Intention in the VOLAR III sample was (in order of importance):

- Draft Motivation
- Education
- Race X Region of Origin
- Age

The multiple correlation between Draft Motivation and the criterion was 0.35, and rose to 0.39 when the other three predictors were added. All of the predictors together along with the interactions listed above could not raise the correlation above 0.39. Although highly significant, this correlation (almost certainly not due to chance) leaves most of the variation in Re-enlistment Intention unaccounted for. As before, other variables that were not measured account for much more of the variability of the criterion than do the variables that were measured.

Also as before, neither Posts nor Cycles nor the interaction of Posts with Cycles made a sizable contribution to Re-enlistment Intention. It should be noted, however, that the large differences in the backgrounds of the men who come to the two posts partially confound Posts and Region of Origin. That is, because 51% of the men at Fort Ord but only 2% at Fort Jackson are from the Far West while 13% at Fort Ord but 42% at Fort Jackson are from the Southeast, it is impossible to separate completely the effects of Posts from those of Region of Origin.

## THE CHECK LISTS

The VOLAR III questionnaire included all four check lists. The six items that had been added to Check Lists 1 and 2 for VOLAR II were deleted, but seven items were added to Check List 3. In comparisons *among* the three questionnaires, therefore, adjusted ranks have been used.

### CHECK LIST 1 (57 Items)

The 10 items judged most important on VOLAR I and VOLAR II were also judged most important on VOLAR III and nine of them were among the 10 most important on VOLAR IV-E as well. The same was also true of most of the 10 least important.

The high correlation between the two posts ( $r = .98$ ) precludes large differences between them.

Because of the great stability of the ranks on Check List 1, items that do show large and consistent changes in importance over the three questionnaires merit particular attention and consideration.

Four items rose in relative importance over all three questionnaires at both posts, one more at Fort Jackson than at Fort Ord. Six items decreased in importance at both posts, two more at Fort Jackson than at Fort Ord. Table 13 shows these items in that order.

The items that became more important evidently became increasingly oppressive over the 16-week training period. The items that became less important are not as easily characterized.

### CHECK LIST 2 (57 Items)

The ranks on Check List 2 were less stable. Only about one-half of the top and bottom 10 were in the top and bottom 10 on both VOLAR I and in VOLAR II.

Table 13  
**Items That Changed in Relative Importance Over  
 VOLAR I, II, and III, by Post**

Item	VOLAR Questionnaire <sup>a</sup>	Rank		
		Fort Ord	Fort Jackson	Overall
<b>Large increase in importance at both posts</b>				
Having some personal freedom (wearing clothes of my own choice, etc.)	I	32	40	37
	II	24	25	24
	III	18	17	18
Having some privacy	I	39	42	41
	II	32	34	34
	III	19	25	21
Having freedom from Mickey Mouse stuff	I	51	50	51
	II	40	44	43
	III	32	31	32
<b>Larger increase in importance at Fort Jackson</b>				
Having someone who will do something about complaints	I	26	27	27
	II	27	32	28
	III	20	16	19
<b>Large decrease in importance at both posts</b>				
Having good family housing	I	15	11	11
	II	19	17	19
	III	26	27	27
Having respect for superiors	I	14	12	14
	II	20	18	20
	III	24	28	28
Being sure of good retirement benefits	I	22	20	20
	II	31	30	32
	III	35	32	35
Having good relations with people of other races	I	29	32	30
	II	38	41	40
	III	41	45	44
<b>Larger decrease in importance at Fort Jackson</b>				
Forming satisfying friendships	I	28	24	26
	II	30	29	31
	III	29	34	33
Freedom from physical danger	I	41	36	39
	II	48	43	45
	III	46	46	46

<sup>a</sup>Ranks on VOLAR II have been adjusted for the six additional items in that questionnaire.

The top 10 were:

<u>Rank</u>	<u>Item</u>
1	Being able to use the PX and commissary
2	Being able to make and get telephone calls
3	Forming satisfying friendships
4	Being able to get free dental and eye care for dependents
5	Being able to get good medical and dental service
6	Having respect for superiors
7	Having legal counsel
8	Having a chance to be of service to my country
9	Being sure of good retirement benefits
10	Having good relations with people of other races

All but 2 and 7 above were among the top 10 on VOLAR I while all but 4, 7, 8, and 9 above were among the top 10 on VOLAR II. Six of them (2, 3, 5, 6, 7, and 8) were among the top 10 on VOLAR IV-E.

The bottom 10 were:

<u>Rank</u>	<u>Item</u>
57	Getting time off for overtime work
56	Having a choice of job location
55	Having regular working hours
54	Having freedom from Mickey Mouse stuff
53	Having some choice of job
52	Having a chance to be my own boss
51	Getting the kind of specialized training I would like
50	Doing interesting and satisfying work
49	Getting enough sleep
48	Having a chance to make money

Five of these (52, 54, 55, 56, and 57) were among the bottom 10 on VOLAR I; five (48, 53, 54, 56, and 57) were among the bottom 10 on VOLAR II; six (48, 51, 52, 53, 54, and 56) were among the bottom 10 on VOLAR IV-E.

Among incoming trainees, trainees after BCT, trainees after AIT, and men in the permanent party, there is fair consensus about what *is* to be found in the Army, but somewhat less consensus about what *is not* to be found.

A considerable number of the items—33 in all—on Check List 2 changed rank “significantly” from VOLAR I to VOLAR II to VOLAR III, at one or both posts.

In the following tabulations of these items, the ranks shown for VOLAR II have all been adjusted. Within each tabulation the items have been ordered on their overall importance on Check List 1, VOLAR I.

The pattern of change on four of the items was distinctly different at the two posts:

<u>Item</u>	<u>Questionnaire</u>	<u>Rank</u>		
		<u>Fort Ord</u>	<u>Fort Jackson</u>	<u>Overall</u>
Having a good family life	I	26	13	18
	II	16	12	13
	III	24	22	24
Having good food	I	23	33	28
	II	39	34	38
	III	35	41	38

(Continued)

<u>Item</u>	<u>Questionnaire</u>	<u>Rank (Continued)</u>		
		<u>Fort Ord</u>	<u>Fort Jackson</u>	<u>Overall</u>
Having comfortable living quarters	I	39	45	39
	II	29	37	34
	III	41	29	34
Having some personal freedom (wearing clothes of my own choice, etc.)	I	35	53	48
	II	7	55	39
	III	16	26	20

Differences in initial expectation appear to have produced some of the differences in pattern (VOLAR I).

At Fort Ord, where the initial expectation of a good family life was low, the family life afforded by BCT evidently exceeded expectation, while at Fort Jackson it merely matched expectation. During AIT, however, family life apparently returned to the level initially expected at Fort Ord and fell below it at Fort Jackson, so the two posts ended up about the same.

During BCT, the food at Fort Ord fell far short of the high expectation there, but matched expectation at Fort Jackson. During AIT, however, the food seems to have become a little better at Fort Ord and a little worse at Fort Jackson.

The living quarters at both Fort Ord and Fort Jackson were more comfortable than expected during BCT, but during AIT they became worse (matching initial expectation) at Fort Ord but even better at Fort Jackson.

The personal freedom experienced during BCT was much greater than expected at Fort Ord, where they expected a lot, but matched the low expectations at Fort Jackson. After BCT, personal freedom was apparently reduced at Fort Ord and increased at Fort Jackson but there was still a noticeable difference in favor of Fort Ord.

All four of these differences in pattern could be attributed to differences in the administration of the two posts if it were not for the initial differences in expectation. The differences in living quarters and personal freedom, however, do appear to represent true post differences.

Thirteen items were distinctly less available in AIT than had been expected on VOLAR I. Three of them showed a steady decline through VOLAR I, II, and III at both posts—the first was high in importance (rank 3), the second fairly high (15) and the last average (28):

<u>Item</u>	<u>Questionnaire</u>	<u>Rank</u>		
		<u>Fort Ord</u>	<u>Fort Jackson</u>	<u>Overall</u>
Having a chance to plan my own future	I	32	31	33
	II	43	38	40
	III	44	42	44
Getting the kind of specialized training I would like	I	44	34	38
	II	47	40	44
	III	54	48	51
Having clear rules that are fairly enforced	I	8	15	12
	II	23	22	22
	III	28	33	33

The other 10 showed a less consistent pattern of decline (some even rose slightly on VOLAR II), but all were judged to be less available after AIT than had been expected before BCT.

Three of the 10 declined similarly at both posts, but not quite as much at Fort Jackson:

<u>Item</u>	<u>Questionnaire</u>	<u>Rank</u>		<u>Overall</u>
		<u>Fort Ord</u>	<u>Fort Jackson</u>	
Having good working conditions	I	30	32	32
	II	30	30	30
	III	43	35	39
Getting recognition and reward for doing good work	I	29	30	30
	II	36	35	35
	III	39	39	41
Getting free job training	I	20	14	17
	II	28	19	20
	III	30	20	25

Only the first was of any great importance (rank 16).

The other seven declined either more, or more consistently, at Fort Jackson, although all but the first showed some decline at Fort Ord as well.

<u>Item</u>	<u>Questionnaire</u>	<u>Rank</u>		<u>Overall</u>
		<u>Fort Ord</u>	<u>Fort Jackson</u>	
Being sure I'll be able to earn a living	I	24	19	22
	II	26	25	20
	III	22	30	26
Getting fair treatment on the job	I	18	20	21
	II	17	18	18
	III	25	32	28
Getting enough sleep	I	41	35	37
	II	41	41	41
	III	48	52	49
Doing interesting and satisfying work	I	43	39	40
	II	48	45	48
	III	50	50	50
Having a feeling of usefulness	I	28	26	26
	II	32	28	29
	III	36	36	36
Being free from racial and other discrimination	I	10	16	13
	II	9	11	10
	III	17	28	23
Being respected by the general public	I	33	25	29
	II	34	27	28
	III	38	37	37

The first four of these items, however, were among the 10 most important on VOLAR I.

Five items apparently surpassed expectation during BCT and then returned to a level nearer expectation during AIT. Two showed the pattern clearly at both posts:

<u>Item</u>	<u>Questionnaire</u>	<u>Rank</u>		<u>Overall</u>
		<u>Fort Ord</u>	<u>Fort Jackson</u>	
Having free evenings and weekends	I	37	47	41
	II	12	31	21
	III	32	44	40
Freedom from physical danger	I	49	40	47
	II	11	9	8
	III	37	24	31

The other three showed it more distinctly at Fort Ord than at Fort Jackson:

<u>Item</u>	<u>Questionnaire</u>	<u>Rank</u>		<u>Overall</u>
		<u>Fort Ord</u>	<u>Fort Jackson</u>	
Being treated with respect	I	36	38	36
	II	25	33	32
	III	33	38	35
Liking the people I work with	I	19	11	15
	II	8	7	7
	III	13	13	14
Having a variety of entertainment available	I	38	36	35
	II	27	32	31
	III	29	31	29

Eight items showed the converse pattern, being less available than expected during BCT but more available during AIT. Three showed the pattern clearly at both posts:

<u>Item</u>	<u>Questionnaire</u>	<u>Rank</u>		<u>Overall</u>
		<u>Fort Ord</u>	<u>Fort Jackson</u>	
Being able to get good medical and dental service	I	2	2	2
	II	13	8	9
	III	4	4	5
Having educational opportunities	I	9	10	9
	II	33	21	25
	III	27	16	21
Having a chance to be of service to my country	I	3	3	3
	II	14	13	14
	III	7	7	8

The first was first in importance on VOLAR I. On the other five (none of them very important), the pattern was a little less pronounced at Fort Jackson.

<u>Item</u>	<u>Questionnaire</u>	<u>Rank</u>		<u>Overall</u>
		<u>Fort Ord</u>	<u>Fort Jackson</u>	
Being able to get free dental and eye care for dependents	I	7	7	7
	II	15	10	11
	III	5	3	4
Having legal counsel	I	13	12	11
	II	20	15	15
	III	9	6	7
Having a chance for travel and new experience	I	21	24	24
	II	45	46	46
	III	14	21	16
Having a chance to play sports	I	25	27	25
	II	40	44	43
	III	23	17	22
Being allowed to have and use my own car or cycle	I	51	54	54
	II	57	57	57
	III	20	8	12

Finally, there were three items that became consistently more available at both posts, the first and third during BCT, the second during AIT:

<u>Item</u>	<u>Questionnaire</u>	<u>Rank</u>		<u>Overall</u>
		<u>Fort Ord</u>	<u>Fort Jackson</u>	
Being able to make and get telephone calls	I	16	18	16
	II	4	5	4
	III	2	2	2
Getting paid vacations	I	42	42	42
	II	42	42	42
	III	19	19	17
Having good bus service	I	45	41	44
	II	38	24	27
	III	34	25	30

None of these was, however, very important.

### CHECK LIST 3 (81 Items)<sup>1</sup>

It is not surprising that there should be some disagreement between posts as to what items the Army is doing the most about and what the least about, since the innovations introduced (MVA at both posts, VOLAR at Fort Ord) at the two posts were undoubtedly different.

<sup>1</sup>"Having weekends and holidays not count against leave time" was inadvertently omitted in VOLAR III.

There was agreement on seven of the top 10 items:

<u>Item</u>	<u>Overall Rank</u>
Counseling and aid for drug users	1
Opportunity to make and get telephone calls	2
Medical and dental service	3
Free dental and eye care for dependents	4
Cash as a re-enlistment bonus	5
Retirement benefits	6
The variety of consumer items in the PX and commissary	7

Fort Ord added:

<u>Item</u>	<u>Rank at Fort Ord</u>
Courtesy in the PX and commissary	7
A chance to be of service to my country	9
Personal freedom (wearing clothes of my own choice, etc.)	10

and Fort Jackson added:

<u>Item</u>	<u>Rank at Fort Jackson</u>
A chance to have and use my own car or cycle	5
Legal counsel	7
Educational opportunities	10

There were also seven items common to the bottom 10 at both posts:

<u>Item</u>	<u>Overall Rank</u>
Getting time off for overtime work	81
Being stationed near home	80
A chance to be my own boss	79
Freedom from Mickey Mouse stuff	78
A chance to meet and date girls	77
A choice of job location	76
Regular working hours	75

Fort Ord added:

<u>Item</u>	<u>Rank at Fort Ord</u>
Choice of job	78
A chance for the kind of specialized training I would like	76
Free personal services (haircuts, laundry, etc.)	73

and Fort Jackson added:

<u>Item</u>	<u>Rank at Fort Jackson</u>
Enough sleep	78
Harassment	74
Making work interesting and satisfying	73

The ranks of the items on Check List 3 were exceedingly unstable from one cycle of VOLAR II to the next, which is understandable in view of the relatively segregated and isolated lives led by Basic Trainees. There is, therefore, no point to comparing them with the ranks on VOLAR III.

A detailed comparison of the ranks on VOLAR III and VOLAR IV-E (Fort Ord and Fort Jackson) should have been informative, but it was not. There were 38 disagreements at Fort Ord and 44 at Fort Jackson, on 27 items at both posts, and on 26 items at only one. With 53 (65.4%) of the common items involved in at least one disagreement, a detailed examination could show very little.

The disagreements on how much the Army was doing often appear to reflect differences in life style. On VOLAR III, "enough sleep" ranked 68 at Fort Ord and 78 at Fort Jackson; on VOLAR IV-E it ranked 17 and 20, respectively. "Free dental and eye care for dependents" ranked 6 and 4 on VOLAR III vs. 58 and 21 on VOLAR IV-E. "Promotion as a re-enlistment bonus" ranked 21 and 23 on VOLAR III vs. 74 and 76 on VOLAR IV-E. Most such disagreements seem to derive from the fact that the men who took VOLAR III were still trainees while the men who took VOLAR IV-E were permanent party.

#### CHECK LIST 4 (84 Items)

Check List 4 was included in VOLAR III because, by the time men finish AIT, they should have some notion of what in the Army might attract them and what might repel them.

There was complete agreement between the posts on eight of the 10 items:

<u>Item</u>	<u>Overall Rank</u>
If the Army would allow retraining in an MOS of a man's choice	1
If weekends and holidays were not charged against leave time	2
If a better education were assured for dependents	3
If they had shorter re-enlistment terms	4
The retirement benefits	5
If I were able to re-enlist for duty in a specific unit	6
If a stabilized tour were given for re-enlisting	8
If a promotion were given as a re-enlistment bonus	9

Fort Ord added:

<u>Item</u>	<u>Rank at Fort Ord</u>
The amount of free dental and eye care for dependents	5
The medical and dental services	9

and Fort Jackson added:

<u>Item</u>	<u>Rank at Fort Jackson</u>
If I were able to resign my enlistment on a 30-day notice	5
If there were less harassment	6

Seven of the eight common items were in the top 10 on VOLAR IV-E and the eighth ("If they had shorter re-enlistment terms") was in the top 10 for men with two years or less of service, along with the two items added at Fort Jackson. There is considerable consensus, particularly among younger men, about what features are or would be attractive in the Army.

There was also agreement between the posts on nine out of the 10 items that would most influence them to leave the Army:

<u>Item</u>	<u>Overall Rank</u>
The overtime work	84
Mickey Mouse stuff	83
The amount of privacy there is	82
The evening and weekend duty	81
The amount of sleep I can get	80
The working hours	79
The food	78
The choice of jobs	77
The work itself	76

Fort Ord added:

<u>Item</u>	<u>Rank at Fort Ord</u>
The present state of the Vietnam war	78

and Fort Jackson added:

<u>Item</u>	<u>Rank at Fort Jackson</u>
The chances to make money	75

Only four of the common nine plus the item added at Fort Ord, were in the bottom 10 on VOLAR IV-E.

There is less consensus between trainees and permanent party on what features of the Army are the least attractive.

### VOLAR III OVER TIME

While the demographic and background characteristics of the VOLAR III subsamples were not examined for changes from one cycle to another, their attitudes were.

### ATTITUDES

The Composite Attitude Scores and the Composite Training Scores (attitudes toward training) showed similar pictures. At Fort Ord the highest Composite Attitude Score (7.7) and the highest Composite Training Score (6.4) both came from the first cycle tested (men who began BCT the week of 4 January). The Composite Attitude Score (3.9) of the first cycle was the lowest at Fort Jackson but their Composite Training Score (4.1) was about average. The lowest Composite Training Score at Fort Jackson (3.3) came from the third cycle (men who began BCT on 18 January). *Both* scores were consistently higher at Fort Ord than at Fort Jackson for the first five and for the last six weeks of the study; in between, the scores at the two posts were similar although the Composite Attitude Score was more often lower at Fort Ord than at Fort Jackson.

Re-enlistment Intention followed a similar course over time, being consistently higher at Fort Ord and lower at Fort Jackson for the first few and the last few weeks, and close to the same at both posts in the period between. The only trends clearly apparent in the data are a steady rise in Re-enlistment Intention (*Yes* and *Not Sure* on the re-enlistment question) in the last five weeks at Fort Ord (30 August to 27 September 1971) and in the last three weeks (13 to 27 September) at Fort Jackson. The stability of these trends is unknown.

## TIME AND THE CHECK LISTS

The number of men in each cycle of VOLAR III was relatively small, between 65 and 269 at Fort Ord and 102 and 379 at Fort Jackson. As a consequence, the ranks of the check list items on VOLAR III were extremely unstable. On VOLAR I, only a rare item on Check List 1 deviated as much as 10 ranks over time; on VOLAR III, only one item did *not* deviate over time. Furthermore, on none of the check lists did these multitudinous deviations show any patterning over time. Since the men in successive training cycles are fairly well isolated from one another, the VOLAR III samples, unlike the samples from the permanent party on VOLAR IV-E, are almost wholly independent of any substratum of *shared* common experience. Under these circumstances, ratings tend to be specific to a cycle and to reflect the unique experiences of the men in that cycle. It is only drastic and well-publicized changes in the training regimen that are likely to affect the ratings at all.

Although the check lists on VOLAR III were examined carefully for temporal trends, none was observed in any of them.

## RACIAL DIFFERENCES ON VOLAR III

The racial mix on VOLAR III did not mirror the racial mix on VOLAR I and II. The systematic selection of men to take AIT other than Infantry produced other changes as well.

## COMPOSITE ATTITUDE SCORE

The mean Composite Attitude Scores of the four racial groups at both posts on VOLAR I, II, and III are shown in Table 14. The drops in attitude are smaller at Fort Ord, except among the Spanish Surnames.

Table 14

### Mean Composite Attitude Scores: VOLAR I, II, and III, by Race and Post

Race	Mean Composite Attitude Score					
	Fort Ord			Fort Jackson		
	VOLAR I	VOLAR II	VOLAR III	VOLAR I	VOLAR II	VOLAR III
White	6.8	6.3	5.2	6.5	5.9	4.7
Black	7.0	6.5	6.3	7.3	6.8	5.7
Other	7.2	6.7	6.1	7.4	6.9	5.2
Spanish Surname	7.1	6.4	5.8	7.0	6.7	6.2
Total	6.9	6.4	5.5	6.7	6.1	4.9

## COMPOSITE TRAINING SCORE

Similar effects are seen in the mean Composite Training Scores of Table 15, where the drops are uniformly much smaller at Fort Ord.

Table 15

**Mean Composite Training Scores on  
VOLAR II and III, by Race and Post**

Race	Mean Composite Training Score			
	Fort Ord		Fort Jackson	
	VOLAR II	VOLAR III	VOLAR II	VOLAR III
White	4.9	4.6	4.8	3.9
Black	5.6	5.3	5.8	4.9
Other	5.4	5.2	5.5	4.6
Spanish Surname	5.2	5.0	5.6	5.1
Total	5.1	4.8	5.0	4.1

### RE-ENLISTMENT INTENTION

The contrast is sharper in the Re-enlistment Intentions of the four groups, as shown in Table 16. The large drop in the Re-enlistment Intentions of the White groups is probably a result of selection, reflecting the assignments to advanced training other than infantry. The drop is significantly larger among the Whites at Fort Ord than among the Whites at Fort Jackson.

Table 16

**Re-enlistment Intention on  
VOLAR I, II, and III, by Race and Post  
(Percent)**

Race	Fort Ord			Fort Jackson		
	VOLAR I	VOLAR II	VOLAR III	VOLAR I	VOLAR II	VOLAR III
White	39.5	38.4	26.4	30.9	28.8	22.0
Black	50.3	45.2	40.4	51.3	76.1	41.2
Other	47.6	46.2	41.0	59.4	55.9	38.1
Spanish Surname	44.6	42.4	38.5	54.9	52.4	53.8
Total	41.7	40.1	30.0	36.2	33.4	26.4

### MINORITY TREATMENT

Overall, the answers to "How do you think Black and other minority soldiers (will be/are) treated in the Army?" show a steady erosion of belief in equitable treatment:

Answer	Percent Answering		
	VOLAR I	VOLAR II	VOLAR III
Better than White soldiers	4.0	10.6	19.4
Same as White soldiers	91.0	82.3	71.2
Worse than White soldiers	5.0	7.1	9.4

The picture is similar within each of the four racial groups, as shown in Table 17. In all four groups the change is *away* from a belief in equality of treatment, with all groups moving in the direction of seeing their own members as getting worse treatment, including the Spanish Surnames. This suggests that they may in fact see themselves in a minority role, even though they classified themselves as White on the questionnaire.

Table 17  
**Answers to Question on Minority Treatment  
 From VOLAR I to II to III, by Race**  
*(Percent)*

Race	Answer	Questionnaire		
		VOLAR I	VOLAR II	VOLAR III
White	Better	4.6	12.7	23.4
	Same	32.7	84.1	72.4
	Worse	2.7	3.3	4.2
Black	Better	1.4	1.9	4.2
	Same	83.4	73.3	56.0
	Worse	15.2	24.7	39.7
Other	Better	3.1	6.2	7.7
	Same	89.3	81.8	77.6
	Worse	7.6	12.1	14.7
Spanish Surname	Better	3.5	7.7	10.3
	Same	89.6	78.6	71.6
	Worse	6.9	13.7	18.1

The precise pattern of change was somewhat different at the two posts, as shown in Table 18. Rather more of the Whites at Fort Jackson than at Fort Ord ended up thinking that minority soldiers are treated better. Of the two Black groups, the one at Fort Jackson was initially the more sanguine, but was considerably the less sanguine in the end.

The same data summarized in the form of mean ratings (1 for Better, 2 for Same, and 3 for Worse) in Table 19, show the differences a little more clearly, particularly for the minority groups at the two posts.

### CHECK LIST 1

Tabulations of the mean ratings (on Check List 1) by each of the groups at both posts on VOLAR I, II, and III were inspected for consistent changes in relative importance. Changes appeared in 110 (24.1%) of the 456 tabulations (57 items X 2 posts X 4 groups) and involved 45 of the 57 items. Table 20 lists the items that *increased* in importance in two or more groups, and Table 21, the items that *decreased* in importance in two or more groups.

Neither the content of these items nor the specific groups involved (or not involved) suggest any reasonable summarizing statement. The items must be examined one at a time. In many cases other groups showed similar but small or inconsistent trends.

Table 18

**Answers to Question on Minority Treatment  
From VOLAR I to II to III, by Race and Post  
(Percent)**

Race	Answer	Fort Ord			Fort Jackson		
		VOLAR I	VOLAR II	VOLAR III	VOLAR I	VOLAR II	VOLAR III
White	Better	5.2	15.4	20.4	4.2	10.9	27.2
	Same	91.9	81.6	75.6	93.1	85.7	68.4
	Worse	2.8	3.0	4.0	2.7	3.5	4.4
Black	Better	1.8	2.4	5.2	1.2	1.8	3.9
	Same	77.4	63.8	63.2	85.5	75.7	53.2
	Worse	20.8	33.7	31.6	13.6	22.5	43.0
Other	Better	2.9	6.5	8.1	3.8	4.5	2.6
	Same	90.1	82.4	78.3	85.5	76.7	68.4
	Worse	7.0	10.7	13.6	10.7	18.7	28.9
Spanish Surname	Better	2.6	9.8	9.6	4.5	5.4	12.7
	Same	91.3	80.4	74.7	87.6	76.7	61.9
	Worse	6.1	9.8	15.7	8.0	17.9	25.4

Table 19

**Answers to Question on Minority Treatment Transformed Into Mean Ratings:  
VOLAR I to II to III, by Race and Post**

Race	Fort Ord			Fort Jackson			Overall		
	VOLAR I	VOLAR II	VOLAR III	VOLAR I	VOLAR II	VOLAR III	VOLAR I	VOLAR II	VOLAR III
White	1.98	1.88	1.84	1.99	1.93	1.77	1.98	1.91	1.81
Black	2.19	2.32	2.26	2.12	2.21	2.39	2.14	2.23	2.36
Other	2.04	2.04	2.06	2.07	2.14	2.26	2.05	2.06	2.07
Spanish Surname	2.03	2.00	2.06	2.04	2.13	2.13	2.04	2.06	2.08
Total	2.00	1.93	1.90	2.02	1.99	1.90	2.01	1.97	1.90

Table 20

**Items That Increased in Importance in  
Two or More Groups, Over VOLAR I, II, and III**

Item <sup>a</sup>	Group <sup>b</sup>							
	Fort Ord				Fort Jackson			
	W	B	O	SS	W	B	O	SS
Having freedom from Mickey Mouse stuff	X	X	X	X	X	--	X	X
Having some privacy	X	X	X	X	X	--	X	--
Having some personal freedom (wearing clothes of my own choice, etc.)	X	X	X	X	X	--	--	X
Having a chance to be my own boss	X	X	--	--	X	--	--	X
Having comfortable living quarters	--	--	--	X	X	X	X	--
Being treated like a responsible person	--	X	X	--	--	--	?	--
Having good food	--	--	--	--	--	X	X	--
Being allowed to have and use my own car or cycle	--	--	--	--	X	X	--	--
Getting time off for overtime work	X	--	--	--	X	--	--	--
Being free to speak up and be heard	--	--	X	--	--	--	X	--
Being able to get free dental and eye care for dependents	--	X	--	--	--	--	--	X

<sup>a</sup>In order of number of groups involved

<sup>b</sup>W = White

B = Black

O = Other

SS = Spanish Surname

? = Possible reversal

Table 21

**Items That Decreased in Importance in  
Two or More Groups, Over VOLAR I, II, and III**

Item <sup>a</sup>	Group <sup>b</sup>							
	Fort Ord				Fort Jackson			
	W	B	O	SS	W	B	O	SS
Having good relations with people of other races	X	X	--	X	X	--	--	X
Having a chance to be of service to my country	X	--	X	X	--	--	X	X
Having good bus service	--	--	X	--	X	X	--	X
Having respect for superiors	--	X	--	X	X	X	--	--
Having a chance to play sports	--	--	X	X	--	--	--	X
Freedom from physical danger	--	X	--	--	X	--	X	--
Doing interesting and satisfying work	--	--	--	--	X	X	--	X
Forming satisfying friendships	--	--	X	--	X	X	--	--
Being sure of good retirement benefits	X	--	--	--	X	--	--	X
Having a chance for travel and new experience	--	X	X	--	--	--	--	?
Having some choice of job	--	X	--	--	--	--	X	--
Getting recognition and reward for doing good work	--	X	--	--	--	--	X	--
Having clear rules that are fairly enforced	--	--	--	--	--	X	X	--
Being able to use the PX and commissary	--	X	--	--	--	X	--	--

<sup>a</sup>In order of number of groups involved

<sup>b</sup>W = White

B = Black

O = Other

SS = Spanish Surname

? = Possible reversal

## Chapter 5

### LONGITUDINAL ANALYSES OF ATTITUDE ITEMS

Purpose. A longitudinal analysis follows the responses of the *same persons* from one point in time to another to determine unequivocally what changes take place that *cannot* be attributed to changes in the characteristics of the sample. An exhaustive analysis can be made of (a) how many men changed their minds, and in what direction, each time they answered a particular question, and, conversely, (b) what answers were given earlier by the men who gave a certain answer to a later question.

Samples. The longitudinal analyses of the VOLAR data are based upon three different—but extensively overlapping—samples: men who took VOLAR I and VOLAR II; men who took VOLAR II and VOLAR III; and men who took VOLAR I and VOLAR III. No analysis was made of the sample who took VOLAR I, II, and III.

It is not known why some of the men who took VOLAR I did not take VOLAR II, or why some of the men who took VOLAR II did not take VOLAR I or VOLAR IIS. Consequently, what bias there may be in this analysis is unknown. The losses between VOLAR II and VOLAR III result from the selection of men for other forms of AIT than AIT-Infantry. In addition, there were losses within each sample because some men failed to answer a question on one of the questionnaires. The percentages in the three overlapping samples do not, therefore, always agree.

Method. In a longitudinal analysis a point is quickly reached where a choice has to be made of the baseline to be used for percentages. Because each of the possible baselines carried with it a different set of implications about the data, the choice is an important one, even though in some cases the differences actually observed may be negligible. To show exactly what choices are available and how the choice that is made will determine what can be said about the data, the answers given to a single question have been examined in detail. This example should show how the nature of the question that is asked determines which baseline should be chosen for an analysis.

#### ANALYSIS OF QUESTION ON LIKING THE ARMY

Of all the men who answered Question 32 on VOLAR I (“How do you think you will like being in the Army?”), 27,178 answered Question 7 on VOLAR II (“Do you like the Army so far?”) eight weeks later, with the following results:

Answer on VOLAR II	Answer on VOLAR I			Total (N)
	Probably Will (N)	Don't Know (N)	Probably Won't (N)	
Yes	4340	2448	448	7236
Not Sure	2408	4453	1043	7904
No	1545	4921	5572	12038
Total	8293	11822	7063	27178

It is evident from just the numbers that many men changed their minds and that more changed in an unfavorable than in a favorable direction.

The picture becomes clearer if the raw numbers are converted into percentages of the total number of respondents (N=27,178). These percentages show what proportion of the group changed their minds and in which direction:

<u>Answer on VOLAR I</u>				
<u>Answer on VOLAR II</u>	Probably Will (%)	Don't Know (%)	Probably Won't (%)	Total (%)
Yes	15.9	9.0	1.7	26.6
Not Sure	8.9	16.4	3.8	29.1
No	5.7	18.1	20.5	44.3
<b>Total</b>	<b>30.5</b>	<b>43.5</b>	<b>26.0</b>	<b>100.0</b>

Since there are, overall, fewer *Yes* answers on VOLAR II (26.6%) than there were on VOLAR I (30.5%), more *No* (44.3 vs. 26.0%), and many fewer *Not Sure* answers (29.1 vs. 43.5%), it is obvious that many men changed their minds during BCT.

Overall, 52.8% (15.9 + 16.4 + 20.5%) did *not* change their minds, while 32.7% (8.9 + 5.7 + 18.1%) became *less* favorably disposed and 14.5% (9.0 + 1.7 + 3.8%) became *more* favorably disposed toward being in the Army. *Probably Will* changed to *No* three times more often (5.7%) than *Probably Won't* changed to *Yes* (1.7%), while *Don't Know* changed to *No* twice as often (18.9%) as it changed to *Yes* (9.0%).

What are the chances that a man who chose one answer on VOLAR I will change to another on VOLAR II? To answer this question, the numbers in the original table must be turned into a set of percentages based on the *column totals*—the numbers who chose a particular response on VOLAR I, rather than on the overall total. This, of course, eliminates the initial differences between the columns themselves:

<u>Answer on VOLAR I</u>				
<u>Answer on VOLAR II</u>	Probably Will (%)	Don't Know (%)	Probably Won't (%)	Total (%)
Yes	52.4	20.7	6.3	26.6
Not Sure	29.0	37.7	14.8	29.1
No	18.6	41.6	78.9	44.3
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

More than one-half of those (52.4%) who said they probably would like the Army *do* like it; more than three-quarters of those (78.9%) who said they probably would *not* like it *don't* like it; just under two-thirds of those who were uncertain have made up their minds and have decided, two-to-one, that they *do not* like the Army.

What are the chances that a man who *likes* the Army now thought that he would *not*? To answer that question, the original numbers must be transformed into percentages

of the *row totals*—the numbers who chose a particular answer on VOLAR II. This, of course, eliminates the final differences among the rows:

<u>Answer on VOLAR I</u>				
<u>Answer on VOLAR II</u>	<u>Probably Will (%)</u>	<u>Don't Know (%)</u>	<u>Probably Won't (%)</u>	<u>Total (%)</u>
Yes	60.0	33.8	6.2	100.0
Not Sure	30.5	56.3	13.2	100.0
No	12.8	40.9	46.3	100.0
Total	30.5	43.5	26.0	100.0

Almost two-thirds of the men who now like the Army thought they probably would and almost one-third of them didn't know; only a few (6.3%) thought that they would *not*. More than one-half of those who are *Not Sure* were uncertain before, but almost one-third of them thought they *would* like the Army. Of the men who do *not* like the Army now, almost as many were uncertain about it before as thought they probably would not like it.

The wrong choice of a baseline can lead to quite inappropriate conclusions. In the two preceding tables, however, there are only two discrepancies large enough to lead to divergent conclusions—while a little more than one-third of those who answered *Don't Know* were *Not Sure* on the second time around, more than one-half of *Not Sure* came from *Don't Know*; while more than three-quarters of the *Probably Won't* answers became *No*, less than one-half of the *No* answers started out as *Probably Won't*. The wrong choice of a baseline could lead to a serious misstatement; in cases where the marginal totals are more discrepant than these, the discrepancies in the percentages can be enormous.

All four tables can be combined as they have been in Table 22. In Table 22, [ ] = percent of VOLAR I responses (column total in text illustration); scoring = percent of VOLAR II responses (row total in text illustration); and \* = percent of total VOLAR II respondents.

Table 22

**Longitudinal Analysis of "How do you think you will like being in the Army?" (VOLAR I) vs. "Do you like the Army so far?" (VOLAR II)**

<u>Answer on VOLAR II</u>	<u>Answer on VOLAR I</u>							
	<u>Probably Will</u>		<u>Don't Know</u>		<u>Probably Won't</u>		<u>Total</u>	
Yes	4340	<u>60.0</u>	2448	<u>33.8</u>	448	<u>6.2</u>	7236	<u>100.0</u>
	[52.4]	15.9*	[20.7]	9.0*	[6.3]	1.7*		26.6*
Not Sure	2408	<u>30.5</u>	4453	<u>56.3</u>	1043	<u>13.2</u>	7904	<u>100.0</u>
	[29.0]	8.9*	[37.7]	16.4	[14.8]	3.8*		29.1*
No	1545	<u>12.8</u>	4921	<u>40.9</u>	5592	<u>46.3</u>	12038	<u>100.0</u>
	[18.6]	5.7*	[41.6]	18.1*	[78.9]	20.5*		44.3*
Total	8293		11822		7063		27178	
	[100.0]	30.5*	[100.0]	43.5*	[100.0]	26.0*		100.0*

Tables 23 through 32 were constructed in a manner parallel to that used in building Table 22.

“Do you like the Army so far?”, Question 7 on both VOLAR II and VOLAR III, is cross-tabulated with all of its percentages in Table 23.

Table 23

Longitudinal Analysis of “Do you like the Army so far?”  
VOLAR II vs. VOLAR III

Answer on VOLAR III	Answer on VOLAR II							
	Yes		Not Sure		No		Total	
Yes	673	<u>69.9</u>	199	<u>20.7</u>	91	<u>9.4</u>	963	<u>100.0</u>
	[51.2]	12.1*	[12.6]	3.6*	[3.4]	1.6*		17.3*
Not Sure	381	<u>26.9</u>	710	<u>50.0</u>	328	<u>23.1</u>	1419	<u>100.0</u>
	[29.0]	6.8*	[45.0]	12.7*	[12.2]	5.9*		25.4*
No	261	<u>8.2</u>	668	<u>20.9</u>	2260	<u>70.9</u>	3189	<u>100.0</u>
	[19.8]	4.7*	[42.4]	12.0*	[84.4]	40.6*		57.2*
Total	1315		1577		2679		5571	
	[100.0]	23.6*	[100.0]	28.3*	[100.0]	48.1*		100.0*

Again, each of the various percentage transformations provides unique information. The percentages based on the total show a further decrease in *Yes* answers from 23.6% on VOLAR II to 17.3% on VOLAR III, a corresponding increase in *No* answers from 48.1 to 57.2%, and a small decrease in *Not Sure*. *Yes* changed to *No* (4.6%) on VOLAR III less than three times more often than *No* changed to *Yes* (1.6%). More men did *not* change their minds (65.4%), (vs. 52.9% in the tabulation of VOLAR I vs. VOLAR II) but still twice as many changed for the worse (23.5%) as changed for the better (11.1%).

In the percentages based on column totals, those in the *Yes* column are like those in the *Yes* column in Table 22 for VOLAR II. More *Not Sure* answers stayed *Not Sure* (45.0 vs. 37.7%), and fewer of them changed to *Yes* (12.6 vs. 20.7%) and more *No* answers stayed *No* (84.4 vs. 78.9%).

The row percentages show other facets of the crystallization or polarization of attitudes. About 70% of both the *Yes* and *No* answers on VOLAR III were the same on VOLAR II. One-half of the *Not Sures* on VOLAR III were *Not Sure* on VOLAR II, and the other half came almost equally from the *Yes* and *No* answers on VOLAR II.

Answers on VOLAR I are linked with those on VOLAR III in Table 24. Since this tabulation adds little information beyond that in Tables 22 and 23, it will not be discussed.

Tabulations were also made of four other items that sampled various attitudes toward the Army.

ANALYSIS OF SQUARE (FAIR) DEAL QUESTION

The question on VOLAR I was “From what you have seen or heard, do you think you will get a square deal in the Army?” and on VOLAR II and III “From your experience so far, do you think you will get a fair deal in the Army?”. The answers given were: *I am sure I will*, *I think I will*, *I think I will not*, and *I am sure I will not*, which were collapsed into two categories: favorable and unfavorable.

The analysis of VOLAR I vs. VOLAR II appears in Table 25. The initial (VOLAR I) answers were overwhelmingly favorable (81.9%), but on VOLAR II they were less so

Table 24

Longitudinal Analysis of "How do you think you will like being in the Army?"  
(VOLAR I) vs. "Do you like the Army so far?" (VOLAR III)

Answer on VOLAR III	Answer on VOLAR I						
	Probably Will		Don't Know		Probably Won't		Total
Yes	569 [35.5]	<u>62.7</u> 11.7*	284 [12.0]	<u>31.0</u> 5.3*	63 [4.7]	<u>6.9</u> 1.2*	916 <u>100.0</u> 17.2*
Not Sure	479 [29.9]	<u>36.2</u> 9.0*	707 [29.9]	<u>53.3</u> 13.3*	139 [10.3]	<u>10.5</u> 2.6*	1325 <u>100.0</u> 24.9*
No	554 [34.6]	<u>18.0</u> 10.4*	1375 [44.7]	<u>44.7</u> 25.9*	1148 [25.0]	<u>37.3</u> 21.6*	3077 <u>100.0</u> 57.9*
Total	1602 [100.0]	<u>30.1</u> 30.1*	2366 [100.0]	<u>44.5</u> 44.5*	1350 [100.0]	<u>25.4</u> 25.4*	5318 <u>100.0</u> 100.0*

(70.7%). Twice as many men shifted from favorable to unfavorable (19.1) as shifted from unfavorable to favorable (7.9%), while a large majority (62.8%) were favorable both times.

Table 25

Longitudinal Analysis of Square (Fair) Deal Question  
VOLAR I vs. VOLAR II

Answer on VOLAR II <sup>b</sup>	Answer on VOLAR I <sup>a</sup>				
	Favorable		Unfavorable		Total
Favorable	16841 [76.7]	<u>88.9</u> 62.8*	2105 [43.4]	<u>11.1</u> 7.9*	18946 <u>100.0</u> 70.7*
Unfavorable	5111 [23.3]	<u>65.1</u> 19.1*	2740 [56.6]	<u>34.9</u> 10.2*	7851 <u>100.0</u> 29.3*
Total	21952 [100.0]	<u>81.9</u> 81.9*	4845 [100.0]	<u>18.1</u> 18.1*	26797 <u>100.0</u> 100.0*

<sup>a</sup>"From what you have seen or heard, do you think you will get a square deal in the Army?" (VOLAR I)

<sup>b</sup>"From your experience so far, do you think you will get a fair deal in the Army?"

The analysis of VOLAR II vs. VOLAR III is shown in Table 26. The changes are, on the whole, smaller and less striking. The loss in *favorable* answers is smaller (60.3 to 54.0%). The shifts from *favorable* to *unfavorable* (18.5%) outnumbered the shifts from *unfavorable* to *favorable* (12.2%) only 3 to 2, rather than 2 to 1, but the proportions of men who shifted either way are exactly the same (30.6%). More than three-quarters (77.5%) of the men who were *favorable* on VOLAR III had been *favorable* on VOLAR II.

Table 26

**Longitudinal Analysis of Fair Deal Question  
VOLAR II vs. VOLAR III**

Answer on VOLAR III <sup>a</sup>	Answer on VOLAR II <sup>a</sup>					
	Favorable		Unfavorable		Total	
Favorable	2286	<u>77.5</u>	664	<u>22.5</u>	2950	<u>100.0</u>
	[69.4]	41.8*	[30.6]	12.2*		54.0*
Unfavorable	1008	<u>40.1</u>	1503	<u>59.9</u>	2511	<u>100.0</u>
	[30.6]	18.5*	[69.4]	27.5*		46.0*
Total	3294		2167		5461	
		60.3*		39.7*		100.0*

<sup>a</sup>"From your experiences so far, do you think you will get a fair deal in the Army?"

**ANALYSIS OF QUESTION ON THE VALUE OF ARMY EXPERIENCE**

This question was "As far as you are concerned, do you think your military service will be a *valuable experience*, a *waste of time*, or *some of both*?" on VOLAR I; "As far as you are concerned, do you think that your military service is a *valuable experience*, . . . ?" on VOLAR II; and "Now that you've been in the Army a while, do you think that your military service is a *valuable experience*, . . . ?" on VOLAR III.

The analysis of VOLAR I vs. II is presented in Table 27, and of VOLAR II vs. III in Table 28.

Table 27

**Longitudinal Analysis of Question on Value of Army Experience  
VOLAR I vs. VOLAR II**

Answer on VOLAR II <sup>b</sup>	Answer on VOLAR I <sup>a</sup>							
	Valuable Experience		Some of Both		Waste of Time		Total	
Valuable Experience	7471	<u>79.7</u>	1699	<u>18.1</u>	211	<u>2.2</u>	9381	<u>100.0</u>
	[56.0]	27.5*	[15.0]	6.3*	[8.4]	.8*		34.6*
Some of Both	4893	<u>39.1</u>	6936	<u>55.3</u>	706	<u>5.6</u>	12535	<u>100.0</u>
	[36.6]	18.0*	[61.5]	25.6*	[28.3]	2.6*		46.2*
Waste of Time	991	<u>19.0</u>	2649	<u>50.7</u>	1582	<u>30.3</u>	5222	<u>100.0</u>
	[7.4]	3.7*	[23.5]	9.7*	[63.3]	5.8*		19.2*
Total	13355		11284		2499		27138	
	[100.0]	49.2*	[100.0]	41.6*	[100.0]	9.2*		100.0*

<sup>a</sup>"As far as you are concerned, do you think your military service will be a valuable experience, a waste of time, or some of both?"

<sup>b</sup>"As far as you are concerned, do you think that your military service is a valuable experience, a waste of time, or some of both?"

Table 28  
**Longitudinal Analysis of Question on Value of Army Experience  
 VOLAR II vs. VOLAR III**

Answer on VOLAR III <sup>b</sup>	Answer on VOLAR II <sup>a</sup>							
	Valuable Experience		Some of Both		Waste of Time		Total	
Valuable Experience	859	<u>67.5</u>	352	<u>27.7</u>	62	<u>4.9</u>	1273	<u>100.0</u>
	[51.0]	15.5*	[13.4]	6.3*	[5.0]	1.1*		22.9*
Some of Both	619	<u>24.2</u>	1630	<u>63.8</u>	305	<u>11.9</u>	2554	<u>100.0</u>
	[36.8]	11.2*	[62.3]	29.3*	[24.5]	5.5*		46.0*
Waste of Time	207	<u>12.0</u>	634	<u>36.9</u>	879	<u>51.1</u>	1720	<u>100.0</u>
	[12.3]	3.7*	[24.2]	11.5*	[70.5]	15.9*		31.1*
Total	1685		2616		1246		5547	
	[100.0]	30.4*	[100.0]	47.1*	[100.0]	22.5*		100.0*

<sup>a</sup>“As far as you are concerned, do you think that your military service is a valuable experience, a waste of time, or some of both?”

<sup>b</sup>“Now that you have been in the Army a while, do you think that your military service is a valuable experience, a waste of time, or some of both?”

Belief in military service as a valuable experience takes a beating, dropping from 49.2% (VOLAR I) to 34.6% (VOLAR II) and from 30.4% (VOLAR II) to 22.9% (VOLAR III). The shifts to less favorable answers also outnumbered the shifts to more favorable answers 31.4% vs. 9.7% (VOLAR I vs. II) and 26.4% vs. 12.9% (VOLAR II vs. III). The increase in the proportion who persisted in the belief that their military service would be a waste of time (5.8%, VOLAR I vs. II; 15.9%, VOLAR II vs. III) is probably a consequence of the loss to other training of men who were initially more favorably disposed.

#### ANALYSIS OF “DO YOU CARE WHETHER OR NOT YOU BECOME A GOOD SOLDIER?”

VOLAR I and II asked: “Do you care whether or not you become a good soldier?” and VOLAR III asked: “By now, do you care whether or not you become a good soldier?” The four choices: *Yes, I care a lot*, *Yes, I care some*, *No, I don't care very much*, and *No, I don't care at all*, were condensed to two—*Yes* and *No*.

The longitudinal analysis of VOLAR I vs. II is presented in Table 29, and of VOLAR II vs. III in Table 30.

On this item, more *Yes* answers were lost between VOLAR II and III (84.2% to 75.4%) than between VOLAR I and II (91.6% to 84.8%). In both comparisons *Yes-to-No* outnumbered *No-to-Yes* about 3 to 1, but there were twice as many persistent *No* on VOLAR II vs. III (11 0%) as on VOLAR I vs. II (5.3%).

#### ANALYSIS OF RE-ENLISTMENT QUESTION

All three questionnaires asked: “When your term of service is up, do you think you will want to re-enlist in the Army?”, offering *Yes*, *No*, and *Not Sure* as answers. The analysis of VOLAR I vs. II is shown in Table 31, of VOLAR II vs. III in Table 32.

Table 29

Longitudinal Analysis of "Do you care whether or not you become a good soldier?"  
VOLAR I vs. VOLAR II

Answer on VOLAR II	Answer on VOLAR I				Total	
	Yes		No			
Yes	22159	<u>96.3</u>	844	<u>3.7</u>	23003	<u>100.0</u>
	[89.1]	81.7*	[37.2]	3.1*		84.8*
No	2698	<u>65.5</u>	1422	<u>34.5</u>	4120	<u>100.0</u>
	[10.9]	9.9*	[62.8]	5.3*		15.2*
Total	24857		2266		27123	
	[100.0]	91.6*	[100.0]	8.4*		100.0*

Table 30

Longitudinal Analysis of "Do you care whether or not you become a good soldier?"  
VOLAR II vs. VOLAR III

Answer on VOLAR III <sup>a</sup>	Answer on VOLAR II				Total	
	Yes		No			
Yes	3915	<u>93.6</u>	269	<u>6.4</u>	4184	<u>100.0</u>
	[84.8]	70.6*	[30.6]	4.8*		75.4*
No	758	<u>55.4</u>	610	<u>44.6</u>	1368	<u>100.0</u>
	[15.2]	13.6*	[69.4]	11.0*		24.6*
Total	4673		879		5552	
	[100.0]	84.2*	[100.0]	15.8*		100.0*

<sup>a</sup>By now, do you care whether or not you become a good soldier?"

Yes answers increased from VOLAR I (7.1%) to VOLAR II (9.0%) and almost as many of the latter had been *Not Sure* on VOLAR I (42.0%) as had been *Yes* (44.5%). More than one-half of the men (52.5%) answered *No* on both questionnaires. Exactly the same number of men (13.3%) changed their minds one way as the other. The men who said *No* on VOLAR I were less likely to change their minds than the men who chose either of the other answers.

Yes answers were about the same on VOLAR II (7.8%) as on VOLAR III (7.5%), and the shifts to less favorable attitudes (13.6%) were only a little more common than the shifts to more favorable attitudes (10.6%): A surprisingly large proportion of the men who answered *Yes* on VOLAR III (22.7%) had answered *No* on VOLAR II. On the whole, however, those who answered *No* on VOLAR II seemed fairly well set in their answer.

Table 31  
**Longitudinal Analysis of Re-enlistment Question  
 VOLAR I vs. VOLAR II**

Answer on VOLAR II <sup>a</sup>	Answer on VOLAR I <sup>a</sup>							
	Yes		Not Sure		No		Total	
Yes	1087 [56.1]	<u>44.5</u> 4.0*	1026 [12.3]	<u>42.0</u> 3.8*	331 [2.0]	<u>13.5</u> 1.2*	24444	<u>100.0</u> 9.0*
Not Sure	606 [31.3]	<u>8.2</u> 2.2*	4561 [54.7]	<u>61.5</u> 16.9*	2247 [13.4]	<u>30.3</u> 8.3*	7414	<u>100.0</u> 27.4*
No	243 [12.6]	<u>1.4</u> .9*	2754 [33.0]	<u>16.0</u> 10.2*	14184 [84.6]	<u>82.6</u> 52.5*	17181	<u>100.0</u> 63.6*
Total	1936 [100.0]	7.1*	8341 [100.0]	30.9*	16762 [100.0]	62.0*	27039	100.0*

<sup>a</sup> "When your term of service is up, do you think you will want to re-enlist in the Army?"

Table 32  
**Longitudinal Analysis of Re-enlistment Question  
 VOLAR II vs. VOLAR III**

Answer on VOLAR III <sup>a</sup>	Answer on VOLAR II <sup>a</sup>							
	Yes		Not Sure		No		Total	
Yes	203 [47.4]	<u>49.0</u> 3.7*	117 [9.1]	<u>28.3</u> 2.1*	94 [2.5]	<u>22.7</u> 1.7*	414	<u>100.0</u> 7.5*
Not Sure	142 [33.2]	<u>12.3</u> 2.6*	645 [50.2]	<u>55.7</u> 11.7*	372 [9.8]	<u>32.1</u> 6.8*	1159	<u>100.0</u> 21.1*
No	83 [19.4]	<u>2.1</u> 1.5*	522 [40.6]	<u>13.3</u> 9.5*	3320 [87.7]	<u>84.6</u> 60.4*	3925	<u>100.0</u> 71.4*
Total	428 [100.0]	7.8*	1284 [100.0]	23.3*	3786 [100.0]	68.9*	5498	100.0*

<sup>a</sup> "When your term of service is up, do you think you will want to re-enlist in the Army?"

**SUMMARY ANALYSIS: ALL FIVE QUESTIONS**

The numbers and proportions of men who changed their minds on each of these questions from VOLAR I to VOLAR II and from VOLAR II to VOLAR III are presented in Table 33.

The "Total" column shows the number of men who changed their minds between one questionnaire and the next and the percentage that number is of the entire sample (given in the previous tabulations). This percentage is, in effect, the probability that a man will change his mind, one way or the other, from one questionnaire to the next. These probabilities cover a considerable range from a rare .13 ("Do you care whether or

not you become a good soldier?") to a chancy .47 ("How do you think you will like being in the Army?"), where the chances are almost even that the man will change his mind.

The Favorable and Unfavorable columns show the numbers of men who changed to a more favorable (n1) or to a less favorable (n2) attitude, and the percentages they are of all the men who changed their minds (N). These two percentages give, in effect, the probabilities that, if a man does change his mind, he will change it in a favorable or an unfavorable direction, respectively. These probabilities also cover a considerable range from a chancy 50-50 ("...do you think you will want to re-enlist...?") to the relatively unequivocal 3 to 1 (approximately) of "...do you think your service will be a valuable experience...?" (VOLAR I-II) or "Do you care whether or not you become a good soldier?" (VOLAR I-II and VOLAR II-III).

Table 33

**Numbers and Proportions of Men Who Changed Their Minds  
VOLAR I vs. VOLAR II and VOLAR II vs. VOLAR III**

Question	VOLAR I - VOLAR II					
	Total		Favorable		Unfavorable	
	N <sup>a</sup>	% of Total Sample	n <sub>1</sub>	% of N	n <sub>2</sub>	% of N
Liking the Army	12813	47.1	3939	30.7	8874	69.3
Square/Fair Deal	7216	26.9	2105	29.2	5111	70.8
Value of Army Experience	11149	41.1	2616	23.5	8533	76.5
Care if a Good Soldier	3542	13.1	844	23.8	2698	76.2
Re-enlistment	7207	26.7	3604	50.0	3603	50.0

Question	VOLAR II - VOLAR III					
	Total		Favorable		Unfavorable	
	N	% of Total Sample	n <sub>1</sub>	% of N	n <sub>2</sub>	% of N
Liking the Army	1928	34.6	618	32.1	1310	67.9
Square/Fair Deal	1671	30.6	664	39.7	1007	60.3
Value of Army Experience	2179	39.3	719	33.0	1460	67.0
Care if a Good Soldier	1027	18.5	269	26.2	758	73.8
Re-enlistment	1330	24.2	583	43.8	747	56.2

<sup>a</sup>N=n<sub>1</sub> + n<sub>2</sub>

Separate tabulations were made of these same data for Fort Ord and Fort Jackson. While the contrast between them is not enough to warrant presenting them both, there were some small but curiously persistent differences between them. On every comparison of VOLAR I with VOLAR II, the percentage of men who changed their minds was greater at Fort Ord. On every comparison of VOLAR II with VOLAR III but one ("...how do you like being in the Army?"), that percentage was greater at Fort Jackson. In every comparison, the proportion of men whose attitudes became *more* favorable was from 2.3% to 13.5% greater at Fort Ord, with one exception (VOLAR I vs.

II on: "... do you think your military service will be a valuable experience. . . ?"), where Fort Jackson came out ahead by one-half of one percent.

These data do not lead to any very profound generalizations. Because the VOLAR I-II comparisons are based on virtually the entire original sample and the VOLAR II-III comparisons are based on a selected subsample, the relationship between the two comparisons is not clear-cut. It seems likely, for example, that more men changed their minds on "... do you think you will get a square deal. . . ?" between VOLAR II and III (30.6%) than between VOLAR I and II (26.9%) because they were put into AIT-Infantry and regarded this assignment as undesirable. Their discomfort is not reflected in their responses to most of the other questions, however. It is heartening to note that, in both comparisons, the great majority of the men do care whether or not they become good soldiers.

It can be concluded only that about one-third (from 13 to 48% on these items) of the men will change their attitudes between fill week and the end of BCT and between the end of BCT and the end of AIT, and that about seven times out of 10 their attitudes will become less favorable. Favorable changes are, however, a little more likely to take place at Fort Ord than at Fort Jackson.

Nine times out of 10 (5 items X 2 comparisons) the overall attitude on the second of the two questionnaires was less favorable. Only on the re-enlistment question did favorable changes balance unfavorable changes, exactly on VOLAR I vs. II and almost on VOLAR II vs. III.

It seems fair to say, therefore, that the attitudes that most men take toward the Army deteriorate over the first 16 weeks of training, although their attitude toward Re-enlistment appears to change less than the others.

## Chapter 6

### MIDWESTERN SAMPLES

#### INTRODUCTION

The trainees at Fort Ord and Fort Jackson differed not only in Region of Origin, but also in other demographic characteristics correlated with Region of Origin, such as Race, Size of Place of Origin, and Mode of Entry into the Army. Therefore, differences in attitudes that might arise out of the VOLAR and non-VOLAR status of the two posts were confounded with differences depending upon the Region of Origin of the trainees. The attitudes of two groups of trainees with a common Region of Origin would show—within the limits of the sample sizes—whether the VOLAR status of the post had any differential effects.

#### THE SAMPLES

Two "random" samples<sup>1</sup> of trainees from the Midwest began training the week of 12 April 1971, one at Fort Ord, the other at Fort Jackson. These men came from nine different Armed Forces Examining and Entrance Stations:

- (1) Des Moines, Iowa
- (2) Indianapolis, Indiana
- (3) Chicago, Illinois
- (4) Milwaukee, Wisconsin
- (5) St. Louis, Missouri
- (6) Cleveland, Ohio
- (7) Cincinnati, Ohio
- (8) Detroit, Michigan
- (9) Columbus, Ohio

The numbers of men in these samples who took each of the VOLAR questionnaires at Fort Ord and at Fort Jackson are shown in Table 34. There were other Midwesterners in this cycle and in the other cycles at both posts who were not part of these samples. These samples constitute, in fact, only about 11% of all of the Midwesterners trained at Fort Ord and Fort Jackson during the period of the study.

Significantly different proportions of the original samples took VOLAR III at the two posts. This difference suggests caution in generalizing from the data on VOLAR III.

#### BACKGROUND CHARACTERISTICS

Despite their supposedly random selection from a common population, there were minor demographic differences between the two samples. The only difference that was statistically significant, however, was in Marital Status—82.3% of the sample sent to Fort Ord, but only 74.2% of the sample sent to Fort Jackson were single. In Draft Motivation

<sup>1</sup>The manner in which the samples were selected is not known.

Table 34  
Men in Midwest Samples Who  
Took Each VOLAR Questionnaire

Questionnaire	Week Taken	Post			
		Fort Ord		Fort Jackson	
		(N)	(%)	(N)	(%)
VOLAR I	12 Apr 71	266	100	245	100
VOLAR II	7 Jun 71	214	80.5	203	82.9
VOLAR III	2 Aug 71	88	33.1	26	10.6

the two samples were comparable, with one another and with the other Middle Westerners at Fort Ord and Fort Jackson (Table 35), so they came to their training with approximately equivalent attitudes toward the Army.

Table 35  
Draft Motivation<sup>a</sup> of Midwest Samples and Others

Group	Post		Over Posts
	Fort Ord	Fort Jackson	
Total Sample	40.6	30.2	
Midwest Sample	31.6	27.2	
All Midwesterners both Posts combined (N=4527)			27.6

<sup>a</sup>Percent answering Yes to "Would you have come into military service even if there had not been a draft?"

It is probably safe to assume, therefore, that later differences between the two groups are more likely to reflect differences in experience than differences in background.

### ATTITUDES

The Mean Composite Attitude Scores of the two Midwestern samples and of the two total samples on VOLAR I, II, and III are presented in Table 36.<sup>1</sup>

The small and insignificant but persistent difference between the two Midwestern samples (.4, .4, and .5), in favor of the Fort Ord sample suggests that the Fort Ord sample may have been echoing its parent population in taking a slightly more favorable attitude toward the Army than was taken at Fort Jackson. Such a small and rapid "assimilation" effect may represent the overall effect on attitudes of the differences between Fort Ord and Fort Jackson. The drop in the attitude of the two samples also echoes the drop at the two posts, but is larger or more rapid in the Midwestern samples than in their respective parent populations.

<sup>1</sup> Deletion of these small Midwestern samples from the total samples would not make an appreciable difference in the means of the total samples.

Table 36

## Mean Composite Attitude Scores: Midwest Sample

Questionnaire	Post			
	Fort Ord		Fort Jackson	
	Midwest Sample	Total Sample	Midwest Sample	Total Sample
VOLAR I	6.9	6.9	6.5	6.7
VOLAR II	6.1	6.4	5.7	6.1
VOLAR III	4.0	5.4	3.5	5.0

Like Northeasterners, Midwesterners are somewhat less favorably disposed toward the Army than men from other regions. Their Draft Motivation (as shown in Table 35) and their Re-enlistment Intention (24.4% for the 1024 Midwesterners on VOLAR III vs. 28.5% overall) are consistent with the findings on their Composite Attitude Scores.

## THE CHECK LISTS

## CHECK LIST 1

On VOLAR I, the two Midwestern samples agree almost perfectly on what is important to them ( $r=.95$ ). Seven of the top 10 and seven of the bottom 10 items are the same for both groups. They differed on only two items:

<u>Item</u>	<u>Rank on VOLAR I</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Liking the people I live with	18 (23)	31.5 (25)
Having some personal freedom (wearing clothes of my own choice, etc.)	27 (32)	45.5 (40)

They deviate in opposite directions from their parent populations (ranks in parentheses) on both of these items.

On VOLAR II they agreed as closely ( $r=.96$ ), but differed on four items:

<u>Item</u>	<u>Rank on VOLAR II</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Freedom from "Mickey Mouse" stuff	31 (42)	42 (49)
Forming satisfying friendships	21 (30)	33 (29)
Having a chance to make money	33 (25)	22 (22)
Having good family housing	28 (19)	15 (17)

While they also differ substantially from their parent populations (ranks in parentheses) on some of these items, there is no clear pattern in their deviations.

On VOLAR III they agreed less with one another ( $r=.82$ ), and differed on 21 items. These differences, however, reflect the instability of ranks based on small samples (86 and 26).

## CHECK LIST 2

That men in fill week get some idea of what to expect is shown clearly by such disagreements on VOLAR I as that on "Having some personal freedom (wearing clothes of my own choice, etc.)," with an overall rank of 35 at Fort Ord and 53 at Fort Jackson. The experience in fill week could well be the source of the "assimilation" effect mentioned above. It is not surprising that, on VOLAR I, the two Midwestern samples should disagree on 13 items of this check list.

On VOLAR II, they disagreed again on 13 items, five of them the same as before. Data from Check List 2 evidently reflect local conditions, even on the first administration.

On VOLAR III, the samples were too small to yield stable ranks.

## CHECK LISTS 3 AND 4

On VOLAR II, the two Midwestern samples disagreed on 29 items on Check List 3, although the total samples disagreed on only 16. On VOLAR III, too few men were left in the Midwestern samples to give stable ranks on either Check List 3 or 4.

## CONCLUSION

Little can be concluded from this substudy except that any effect that does take place takes place very early.

## AN ACCELERATED GROUP AT FORT JACKSON

During the period of the VOLAR study (January through June 1971), a sample of men at Fort Jackson who had already shown above-average ability received accelerated training in BCT. Of these men, 198 took VOLAR I and 209 took VOLAR II.

Since the sample was composed of above-average men, there were large and statistically significant differences in demographic characteristics between them and their parent population of trainees at Fort Jackson. Their median age was 20 (vs. 19); 95.5% of them were white (vs. 75.4%); 5.1% of them had enlisted (vs. 35.6%); 72.2% of them were in the Reserves or National Guard (vs. 25.3%); 66.2% of them were single (vs. 75.3%). More of them came from the Northeast (30.5% vs. 16.5%). Their Draft Motivation was 8.2% (vs. 30.2%).

Since the accelerated sample differed completely from its parent population, comparisons made between them will not be particularly meaningful. In particular, the large proportion of Reserves and National Guardsmen make the sample sharply atypical. The values given for the parent population in the tables can serve as a frame of reference.

Table 37 shows the Mean Composite Attitude Scores of the accelerated sample and of the parent population on VOLAR I and VOLAR II and the Mean Composite Training Scores on VOLAR II.

The percentages who chose each answer to the question "When your term of service is up, do you think you will want to re-enlist?" on VOLAR I and II are shown in Table 38.

The accelerated sample and the parent population gave very similar responses to Check Lists 1 and 2 on VOLAR I and II. The lowest correlation was .93.

The highly significant differences in attitudes between the accelerated sample and the parent population only illustrate again the dependence of attitudes upon demographic characteristics.

The accelerated sample was so atypical that no conclusions can be drawn about the effects of the accelerated program. Only a tightly controlled and extensive experiment could assess the effects of accelerated BCT upon attitudes.

Table 37

**Mean Composite Scores: Accelerated Sample**

Score and Questionnaire	Accelerated Sample	Total Sample
<b>Attitude Score</b>		
VOLAR I	5.8	6.7
VOLAR II	4.9	6.1
<b>Training Score</b>		
VOLAR II	4.7	5.0

Table 38

**Re-enlistment Intention:<sup>a</sup>  
Accelerated Sample**

Answer and Questionnaire	Accelerated Sample	Total Sample
<b>VOLAR I</b>		
Yes	1.5	7.0
Not Sure	12.6	29.2
No	85.9	63.8
<b>VOLAR II</b>		
Yes	1.4	9.0
Not Sure	4.8	25.4
No	93.8	65.6

<sup>a</sup>When your term of service is up, do you think you will want to re-enlist?

## Chapter 7

# ATTITUDES AND ABSENTEEISM

## INTRODUCTION

The VOLAR I questionnaires made available a great variety of information about two unusually large and *complete* (or unbiased) samples of men about to begin Basic Combat Training. Since a majority of the men who are going to go Absent Without Leave (AWOL) apparently do so during their first eight weeks in the Army (the rate is much lower during AIT) and since the additional information on AWOL men could be collected with very little trouble to anyone concerned, the situation seemed to present an ideal opportunity for finding out whether any of the information from VOLAR I (and also VOLAR II) would cast any light on the sources of absenteeism or AWOL behavior.

## THE SAMPLE

Records were collected each month during the period of observation (January through October 1971), at first from the appropriate courts and boards, but later directly from the training companies at Fort Ord and Fort Jackson, of the names and social security account numbers of the men who were AWOL during that month. No record was made of the time they went AWOL—whether from BCT or from AIT, early in training or late—or of returns to duty, or of multiple offenses. These names and numbers were compared with the names and numbers of all of the men who had taken VOLAR I, IIS, II, or III.

Of the 42,190 men on whom background information was available from VOLAR I or IIS, 1,507 (3.57%) were in the AWOL subsample. A determination was made of how many men in the AWOL subsample were among the men who made *each* response to a selected set of background and attitude questions. Their proportion is the *AWOL rate* or the number of men per hundred who went AWOL from among the men who chose a particular response.

## AWOL RATES FOR SELECTED BACKGROUND CHARACTERISTICS AND ATTITUDES—OVERALL

Age. The median age of the AWOL men was 19, the same as the median age of the entire sample. The proportion of men who went AWOL varied with age. Adjacent ages with rates that were not significantly different were combined, therefore all adjacent differences are statistically significant:

<u>Age</u>	<u>AWOL Rate (%)</u>
17 and below	6.75
18	5.24
19	3.48

(Continued)

<u>Age (Continued)</u>	<u>AWOL Rate (%)</u>
20-21	2.78
22-23	1.74
24 and over	3.34

Race. Men in the four races or ethnic groups were not equally likely to go AWOL:

<u>Race</u>	<u>AWOL Rate (%)</u>
White	3.23
Black	5.11
Other	4.05
Spanish Surname	3.91
	} 4.00

Here, and below, groups that do not differ significantly are combined. All other differences are statistically significant.

Marital Status. The difference is not in the direction that might be expected:

<u>Marital Status</u>	<u>AWOL Rate (%)</u>
Single	3.27
Married	4.34
Other (Divorced, Separated, etc.)	7.35

Number of Dependents. After the above, the effect of Number of Dependents is less surprising:

<u>Number of Dependents</u>	<u>AWOL Rate (%)</u>
None	3.29
One	3.73
Two	5.27
Three or more	6.29
	} 5.49

Region of Origin. Because Region of Origin is inextricably confounded with Posts, these rates cannot be generalized to any other times or places:

<u>Region of Origin</u>	<u>AWOL Rate (%)</u>
Northeast	2.93
Southeast	4.61
Middle West	1.95
Mountain States and Southwest	1.95
	} 1.95
Far West	3.54
Not in U.S.	3.61
	} 3.55

Size of Place of Origin. The size of a man's place of origin does not make a great difference:

<u>Size of Place of Origin</u>	<u>AWOL Rate (%)</u>
Large city	3.88
Medium city	3.27
Small city	3.38
Small town	4.15
Rural area	3.14
	} 3.33

Home Stability. There were four choices in answer to the question, "Did your family move very often when you were growing up?" The first two have been combined:

<u>Answer</u>	<u>AWOL Rate (%)</u>
No/One or two times	3.24
Three or more times	4.81
Don't remember	9.25

Education. The AWOL rate varied widely, but not linearly, with years of school:

<u>Years of School</u>	<u>AWOL Rate (%)</u>
1-3	0.00
4-6	7.69
7	20.08
8	13.64
9	10.02
10-11	6.79
12-13	1.96
14-15	1.10
16 (college graduate and above)	0.35

If these rates are generalizable to the entire Army, they are a strong argument for accepting only men who have finished high school or more.

Mode of Entry into Army. This variable is less closely related to AWOL rate than is Education:

<u>Mode of Entry</u>	<u>AWOL Rate (%)</u>
Drafted (AUS)	3.93
Enlisted (RA)	4.44
Reserves	0.21
National Guard	0.13

} 0.16

Significantly, but not many, more enlistees than draftees go AWOL.

Draft Avoidance. Only 14.1% of the men took such action as consulting a draft counselor, but their AWOL rate was lower:

<u>Action</u>	<u>AWOL Rate (%)</u>
Did something	3.70
Did nothing	3.86

Liking for Army. The question was "How do you think you will like being in the Army?"

<u>Answer</u>	<u>AWOL Rate (%)</u>
Probably will/Don't know	3.66
Probably won't	4.35

Good Soldier. The question was: "Do you care whether or not you become a good soldier?"

<u>Answer</u>	<u>AWOL Rate (%)</u>
Yes, I care a lot	3.78
Yes, I care some	2.88
No, I don't care very much	4.81
No, I don't care at all	9.13

Composite Attitude Score:<sup>1</sup> VOLAR I. AWOL rate varied with Composite Attitude Score, but not simply:

<u>Composite Attitude Score—VOLAR I</u>	<u>AWOL Rate (%)</u>
1-2	5.96
3-5	3.63
6	2.87
7-8	3.57
9-10	4.04

Composite Attitude Score: VOLAR II. The men who took VOLAR II included about 750 AWOLs. Most of them probably had been AWOL from BCT and had returned to duty:

<u>Composite Attitude Score—VOLAR II</u>	<u>AWOL Rate (%)</u>
1	3.08
2-4	2.28
5-10	1.81

Composite Attitude Score: VOLAR III. Among those who took VOLAR III there were about 140 AWOL men. All of them must have been AWOL and returned to duty. For the VOLAR III sample, the AWOL rate was the same (1.92%) at all levels of the Composite Attitude Score.

Posts. The AWOL rates were significantly different at the two posts:

<u>Post</u>	<u>AWOL Rate (%)</u>
Fort Ord	3.06
Fort Jackson	3.75

This small difference, less than 1%, made a considerable difference in absolute numbers of AWOL men—547 at Fort Ord and 960 at Fort Jackson.

Cycles (Time). The AWOL rates varied widely over cycles, from as low as 1.41% over the first three cycles of January to as high as 5.93% in the cycle of 3 May. There seemed to be nothing systematic about this variation. Statistical analyses combined adjacent cycles if their rates were insignificantly different, but that did not clear up the situation; the combined rates still varied erratically and unpredictably. The variations at the two posts separately might have shown some coherent pattern, but this Post by Cycles interaction was not tabulated.

## **AWOL RATES FOR SELECTED BACKGROUND CHARACTERISTICS AND ATTITUDES—WITHIN POSTS**

Finding the AWOL rates in the various response categories separately for the two posts was complicated. The general tabulation of responses separated by posts was based on VOLAR I alone, while the tabulation of the responses of the AWOL group was based on both VOLAR I and VOLAR IIS. Because it was not feasible to add the VOLAR IIS data to the former tabulation or to delete the AWOLs who took VOLAR IIS from the latter, the two tabulations had to be compared directly.

While this is an uneasy compromise, it is probably not wholly vitiating. VOLAR IIS was given to the first three cycles in January, which included 9.99% of the Fort Ord and 11.97% of the Fort Jackson respondents but produced only 4.38% of the AWOLs. Therefore, AWOL rates, estimated for a response category at one post by dividing the

<sup>1</sup>The zero score has been omitted in these tabulations because it is impossible to distinguish between the men who got a zero score by giving unfavorable answers to all 10 items and the men who gave no answers at all. It is for this reason that the AWOL rates in these tabulations appear to be low.

number of AWOLs in the category (VOLAR I and IIS) by the number of respondents in it (VOLAR I), will be inflated, on the average, by a factor of 10 to 15%. If the distribution of responses were substantially the same on VOLAR I and VOLAR IIS at each post (as it is believed they were), this bias or inflation of the AWOL rate will be about the same in all response categories; if the distributions were radically different, the bias will vary from one category to another. Any conclusions based on these inflated AWOL rates must, therefore, remain somewhat tentative.

Age. The median age of the AWOL men was 19 at both posts. The AWOL rates varied with age but somewhat differently at the two posts. Here and below, unless otherwise noted, the *overall* AWOL rates are from the previous section, given again for comparison with the biased values being tabled:

<u>Age</u>	<u>AWOL Rates (%)</u>		
	<u>Fort Ord</u>	<u>Fort Jackson</u>	<u>Overall</u>
17 or below	5.02	10.10	6.75
18	4.04	7.40	5.24
19	3.14	4.40	3.48
20-21	3.09	3.14	2.78
22-23	2.47	1.80	1.74
24 and above	2.63	4.33	3.34

AWOL rates among the younger men were high at Fort Jackson, but among the older men were about the same at both posts. (The rates for age 24 and above are based upon incomplete data, since the VOLAR I tabulations only went up to age 25.)

Race. The AWOL rates differed for the four racial or ethnic groups at the two posts:

<u>Race</u>	<u>AWOL Rates (%)</u>		
	<u>Fort Ord</u>	<u>Fort Jackson</u>	<u>Overall</u>
White	2.87	4.19	3.23
Black	5.55	5.55	5.11
Other	4.17	5.24	4.05
Spanish Surname	4.19	3.49	3.91

Blacks, Others, and Spanish Surnames were almost equally likely to go AWOL from both posts but Whites were *more* likely to go AWOL from Fort Jackson. The only significant difference was between the two White groups.

Region of Origin. Region of Origin also made a difference at the two posts.

<u>Region of Origin</u>	<u>AWOL Rates (%)</u>		
	<u>Fort Ord</u>	<u>Fort Jackson</u>	<u>Overall</u>
Northeast	4.86**	3.58*	2.93
Southeast	3.04	5.14**	4.61
Middle West	2.38*	2.68*	1.95
Mountain States and Southwest	2.32	3.52	1.95
Far West	3.81**	1.98*	3.54
Not in U.S.	3.52	3.65	3.61

The rates marked with one asterisk in the tabulation are significantly low *for that post*; those marked with two asterisks are significantly high. Small number of cases make some of these estimates unstable.

Mode of Entry into Army. This variable also makes a difference.

<u>Mode of Entry</u>	<u>AWOL Rates (%)</u>		
	<u>Fort Ord</u>	<u>Fort Jackson</u>	<u>Overall</u>
Drafted (AUS)	3.67	5.04	3.93
Enlisted (RA)	3.51	6.92	4.49
Reserves	.43	.18	.21
National Guard	.41	.08	.13

The AWOL rates among the Reserves and the National Guardsmen at both posts were all significantly low and *not* significantly different from one another. The AWOL rates of the Draftees and Enlistees *were* significantly different at Fort Jackson but not at Fort Ord.

Draft Motivation. Draft Motivation also made a difference, but in a peculiar way. ("Do you think you would have come into military service even if there had not been a draft?")

<u>Answer</u>	<u>AWOL Rates (%)</u>		
	<u>Fort Ord</u>	<u>Fort Jackson</u>	<u>Total<sup>1</sup></u>
Yes	3.57	6.33	4.96
No	2.96	3.35	3.20

Men with *positive* Draft Motivation were much more likely to go AWOL and considerably more likely to do so at Fort Jackson than at Fort Ord. This corroborates the rates found for Mode of Entry into Army.

Marital Status. This variable had about the same effect at both posts:

<u>Marital Status</u>	<u>AWOL Rates (%)</u>		
	<u>Fort Ord</u>	<u>Fort Jackson</u>	<u>Overall</u>
Single	3.13	4.09	3.27
Married	4.30	5.24	4.34
Other	5.50	10.78	7.35

Statistically, the AWOL rates in the two married groups were the same, but the rates in the two Single groups and in the two Other groups were different.

Composite Attitude Scores. The scores of the AWOL groups at both posts were more like those of the permanent party than those of all trainees.

<u>Group</u>	<u>Mean Composite Attitude Scores</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
AWOLs (VOLAR I)	5.9	6.2
All Trainees (VOLAR I)	6.9	6.7
Permanent Party	5.9	6.4

## REGRESSION ANALYSIS

Although there were numerous and sometimes large differences among the AWOL rates in the various response categories, the regression analysis of these data was not completed. While most of the characteristics examined are clearly related to absenteeism, the actual (multiple) correlations between the background variables and absenteeism were

<sup>1</sup> Inflated values: not from the previous section.

all extremely small. The largest was that between AWOL and Education ( $r=.19$ ) and none of the rest was as large as .10. (See Appendix Table F-3 for further details.) Since the magnitude of a multiple correlation is directly dependent upon the magnitudes of the first-order correlations, it seems unlikely that a multiple correlation of either practical significance or analytic interest could be derived from these data. Even if the "independent" variables were, in fact, also independent of one another (which they are not), the multiple correlation would be very small.

The primary limit upon the sizes of these correlations derives from the overall low rate of absenteeism. In only a few instances did the AWOL rate within a category reach even 10% and these high rates were in relatively sparsely populated categories which could contribute little to the correlation. Only variables *split in about the same proportions* as the criterion—that is, around 95 to 5—could be very highly correlated with it. Only such variables would make a regression analysis worthwhile. This does not mean, however, that Absenteeism (AWOL) is intrinsically unpredictable. It does mean that variables other than the background characteristics and the preservice attitudes available in these questionnaires must be invoked to predict absenteeism with a reasonably small error.

There are further complications, however. According to these data, fewer than one man in 29 goes AWOL during training (BCT and AIT-Infantry). The factors that influence some of them are likely to have no influence on others. Clearly, then, the men who go AWOL must fall into various *subclasses* of various sizes, one class influenced by one cluster of factors, another by a different cluster. The number of men who fall into any one of these subclasses must necessarily be less than the overall one man in 29 who goes AWOL. The statistical difficulties of predicting events of this rarity, while not insuperable, are considerable.

It is for such reasons as these that the overall predictability of AWOL from the simple background and attitude variables available in these questionnaires is very limited.

### VOLAR I—THE CHECK LISTS

Although absenteeism may be virtually unpredictable from the background and attitude data above, the check lists may give some clues to sources of absenteeism, a possibility enhanced by the relative independence of check list responses from background and attitude variables.

These following tabulations contrast the ranks given by the *entire* population of trainees at each post with the ranks given by the subsample of trainees who went AWOL. While the data would be much "cleaner" if the ranks could have been tabulated *separately* for AWOL and *non-AWOL* men, it was not feasible to do so. In any case, since the AWOL men were less than 5% of the entire trainee population, whether or not they are included in the trainee population is unlikely to have much effect upon the ranks given by that population.

#### CHECK LIST 1 (57 Items)

The AWOL subsamples at the two posts disagreed significantly (10 ranks or more) with the trainee populations, or with one another, on the relative importance of 10 items.

Two items were rated highest by the AWOL subsamples at Fort Ord, while the trainee population at Fort Ord agreed almost exactly, on both items, with both the

trainee population and the AWOL subsample at Fort Jackson. (Ranks given by the trainee populations are in parentheses.)

<u>Item</u>	<u>Rank</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Having a choice of job location	27.5 (38)	38 (39)
Being free to speak up and be heard	6 (16)	15 (15)

One item was rated highest by the AWOL subsample at Fort Jackson, while both trainee populations and the AWOL subsample at Fort Ord agreed fairly closely on it.

<u>Item</u>	<u>Rank</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Having someone to talk over problems with	35.5 (37)	24.5 (33)

Three items were consistently *less* important to both of the AWOL subsamples than to the trainee populations.

<u>Item</u>	<u>Rank</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Having educational opportunities	22.5 (18)	29 (18)
Having a feeling of usefulness	24 (19)	29 (19)
Having an opportunity for personal advancement and promotion	33 (21)	29 (23)

On four items the two AWOL subsamples disagreed with one another, leaving the two trainee populations somewhere in between. Three of these items were most important to the AWOL subsample at Fort Ord.

<u>Item</u>	<u>Rank</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Being free of racial and other discrimination	15 (20)	37 (26)
Having some personal freedom (wearing clothes of my own choice, etc.)	25 (32)	44 (40)
Having some privacy	37 (39)	48 (42)

The other was most important to the AWOL group at Fort Jackson:

<u>Item</u>	<u>Rank</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Forming satisfying friendships	34 (28)	21 (24)

While neither AWOL subsample seems to have a notably high level of aspiration, the one at Fort Jackson appears to be the more dependent upon social reinforcements, and the one at Fort Ord the more aggressive and autonomous.

**CHECK LIST 2 (57 Items)**

On Check List 2, the AWOL subsamples disagreed with the trainee populations or with one another on 11 items, on what they expected to find in the Army.

On one item, the expectations of both AWOL subsamples were high. (Again, ranks given by the trainee populations are in parentheses.)

<u>Item</u>	<u>Rank</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Being sure I'll be able to earn a living	8 (24)	8 (19)

On two items the expectations of both AWOL subsamples were low, with the lowest expectations in the AWOL subsample at Fort Ord.

<u>Item</u>	<u>Rank</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Getting free job training	29 (20)	17.5 (14)
Getting the kind of specialized training I would like	44.5 (44)	38.5 (34)

On four items the expectations of the two AWOL subsamples deviated in opposite directions from those of the trainee populations. On two of these items the highest expectations were in the AWOL subsample at Fort Ord.

<u>Item</u>	<u>Rank</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Having good food	10.5 (23)	34 (33)
Being respected by the general public	20.5 (33)	28.5 (25)

On the other two, the highest expectations were in the AWOL subsample at Fort Jackson.

<u>Item</u>	<u>Rank</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Liking the people I live with	16 (11)	5 (8)
Having a feeling of usefulness	31.5 (28)	21 (26)

On three items, the differing expectations of the two AWOL subsamples seem to reflect little more than the differing expectations of the two trainee populations.

<u>Item</u>	<u>Rank</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Having free evenings and weekends	34 (37)	47.5 (47)
Having some personal freedom (wearing clothes of my own choice, etc.)	39.5 (35)	53 (53)
Having a good family life	23.5 (26)	8 (13)

On one item it was the trainee population at Fort Ord that was out of line, both AWOL subsamples agreeing well with the expectations of the Fort Jackson trainee population.

<u>Item</u>	<u>Rank</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Having a place to get together with friends	27 (14)	26 (23)

The expectations of the AWOL subsamples contrast with those of the trainee populations but they do not create a coherent picture. The AWOLs' extraordinarily high expectations of "Being sure I'll be able to earn a living" are not consistent with their low expectations of the training. Similarly, their expectations of social and creature comforts run both ways.

### VOLAR II--THE CHECK LISTS

Because most men who go AWOL do so during BCT, a majority of the 750 men in the AWOL subsample who took VOLAR II had probably already returned to duty, although a few undoubtedly went AWOL from AIT.

#### CHECK LIST 1 (63 Items)

Both AWOL subsamples judged three items to be *more* important than did the trainee populations (the trainee population ranks are in parentheses):

<u>Item</u>	<u>Rank</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Having counseling and aid about money problems	30.5 (50)	34 (51)
Being able to get free dental and eye care for dependents	14 (23)	18 (28)
Having someone who will do something about complaints	16.5 (27)	23 (32)

There were five items that both of the AWOL subsamples rated as *less* important than did the trainee populations.

<u>Item</u>	<u>Rank</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Getting recognition and reward for doing good work	51 (36)	48.5 (37)
Having a feeling of usefulness	30.5 (17)	30.5 (19)
Having freedom from Mickey Mouse stuff	52.5 (42)	58 (49)
Forming satisfying friendships	44 (30)	43.5 (29)
Having respect for superiors	34 (20)	27.5 (18)

Eight other items were omitted from the lists above because one of their four rankings seemed uniquely high or low. Three of the eight items seemed to be particularly important to the AWOL subsample at Fort Ord.

<u>Item</u>	<u>Rank</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Having a choice of job location	25.5 (37)	26 (40)
Having legal counsel	44 (54)	48.5 (52)
Having a place for visiting family to stay	22.5 (39)	37.5 (44)

Two of them seemed particularly important to the AWOL subsample at Fort Jackson:

<u>Item</u>	<u>Rank</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Someone to talk over problems with	47.5 (49)	34 (42)
Liking the people I live with	25.5 (21)	13 (21)

One item was particularly *unimportant* to the AWOL subsample at Fort Ord:

<u>Item</u>	<u>Rank</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Having a place to get together with friends	50 (40)	41.5 (39)

And one was particularly *unimportant* to the AWOL subsample at Fort Jackson.

<u>Item</u>	<u>Rank</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Getting the kind of specialized training I would like	14 (11)	25.5 (15)

The last of the eight items seemed particularly *important* only to the trainee population at Fort Ord.

<u>Item</u>	<u>Rank</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Having an opportunity for personal advancement or promotion	25.5 (15)	23 (20)

On one item, the difference between the two AWOL subsamples seem to reflect only the difference between the trainee populations.

<u>Item</u>	<u>Rank</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Liking the people I work with	35.5 (34)	25.5 (27)

### CHECK LIST 2 (63 Items)

On VOLAR II, Check List 2, the respondents were asked to rate their experiences so far with the various items as *good*, *fair*, or *poor*.

On five items the experiences reported by AWOL subsamples at both posts were better, more or less, than those reported by the trainee populations (ranks in parentheses):

<u>Item</u>	<u>Rank</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Being respected by the general public	15 (38)	18 (31)
Being stationed near home	32 (49)	42.5 (50)
Having good family housing	25.5 (39)	27.5 (33)
Being sure I'll be able to earn a living	20 (30)	21.5 (29)
Having educational opportunities	35.5 (37)	15 (23)

On four items the experiences reported by the AWOL subsample were better at Fort Jackson and worse at Fort Ord than those reported by the trainee populations, although the differences were sometimes small.

<u>Item</u>	<u>Rank</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Doing interesting and satisfying work	56.5 (54)	46.5 (49)
Liking the people I live with	11 (6)	1 (4)
Being treated with respect	38.5 (29)	32.5 (37)
Having some personal freedom (wearing clothes of my own choice, etc.)	8.5 (7)	60 (61)

On six items, the experiences of AWOL subsamples were worse, more or less than those of the trainee populations.

<u>Item</u>	<u>Rank</u>	
	<u>Fort Ord</u>	<u>Fort Jackson</u>
Having a chance to be of service to my country	23 (16)	27.5 (15)
Having a variety of entertainment available	32 (31)	42.5 (36)
Having legal counsel	32 (23)	17 (17)
Having good bus service	48 (42)	31 (28)
Getting free job training	38.5 (32)	25 (21)
Having free evenings and weekends	23 (14)	35.5 (35)

On none of these items did the experiences of any one group seem *uniquely* good or poor, except possible that of the AWOL subsample at Fort Ord with "Having legal counsel."

### VOLAR I VS. VOLAR II—CHECK LIST 2

On VOLAR I, Check List 2, entering trainees were asked to rate their expected chances of finding 57 items in the Army. On VOLAR II, Check List 2 they were asked to rate their experiences in BCT with each of the same 57 items and with six additional items. If absenteeism is triggered by frustrating experiences during BCT, contrasts between expectation (VOLAR I) and experience (VOLAR II) may suggest their nature.

The ranks on VOLAR I are comparable with the ranks on VOLAR II only if the AWOL subsample that took VOLAR II was an unbiased sample of the AWOL subsample that took VOLAR I. While this would be difficult to establish, it was assumed that they were.

The ranks given on VOLAR I were compared with the ranks given on VOLAR I (adjusted) by both AWOL subsamples and both trainee populations. Of the 57 items, 11 lost and 14 gained rank significantly (10 ranks or more) in at least one group.

### ITEMS THAT LOST RANK

On 11 items experience (VOLAR II) was 10 ranks *lower* than expectation (VOLAR I) in at least one of the four groups. These items are potential sources of frustration.

Three of them showed uniformly large losses in both the AWOL subsample and the trainee population at both posts. (Trainee population ranks are in parentheses.)

<u>Item</u>	<u>VOLAR</u>	<u>Rank</u>	
		<u>Fort Ord</u>	<u>Fort Jackson</u>
Having a chance to be of service to my country	I	4 ( 3)	3 ( 3)
	II	20 (14)	23.5 (13)
Having a chance for travel and new experience	I	23.5 (21)	21 (24)
	II	44.5 (45)	49 (46)
Having a chance to play sports	I	20.5 (25)	28.5 (27)
	II	38 (40)	41.5 (44)

These three items are probably not serious sources of frustration, however, since they rank consistently among the bottom 10 in importance for these men. Besides, their relative unavailability is transient; the permanent party at Forts Ord and Jackson combined ranked their availability 4, 24, and 7, respectively, and that matches or exceeds expectation on VOLAR I.

One other item lost rank in all groups, but less at Fort Jackson than at Fort Ord.

<u>Item</u>	<u>VOLAR</u>	<u>Rank</u>	
		<u>Fort Ord</u>	<u>Fort Jackson</u>
Having educational opportunities	I	10.5 ( 9)	8 (10)
	II	30.5 (33)	13 (21)

Since this item was only moderately important (27th) to trainees and rated highly available (8th) by the permanent party, this frustration, too, is probably neither serious nor permanent.

One item showed large losses at Fort Ord but virtually uniform ranks at Fort Jackson.

<u>Item</u>	<u>VOLAR</u>	<u>Rank</u>	
		<u>Fort Ord</u>	<u>Fort Jackson</u>
Having good food	I	10.5 (23)	34 (33)
	II	35.5 (39)	31.5 (34)

Since "good food" is among the 10 most important items, frustration of the expectations at Fort Ord, which are inexplicably high, might contribute to absenteeism there.

Five items showed uniform but small losses in rank in all groups, with a minor exception in the last item.

Item	VOLAR	Rank	
		Fort Ord	Fort Jackson
Having a chance to plan my own future	I	30 (32)	24 (31)
	II	38 (43)	36 (38)
Being sure I'll be able to earn a living	I	8 (24)	8 (19)
	II	17 (26)	19 (25)
Having a chance to make money	I	38 (46)	36.5 (44)
	II	46 (50)	50 (49)
Being able to get good medical and dental service	I	2 ( 2)	2 ( 2)
	II	7.5 (13)	3 ( 8)
Getting enough sleep	I	41 (41)	34 (35)
	II	48 (41)	48 (41)

Since four of these items are among the top 10 in importance and "Having a chance to make money" ranks about 20th, these smaller frustrations may have some cumulative effect.

On one item there was good agreement between the trainee populations but some disagreement between the two AWOL subsamples:

Item	VOLAR	Rank	
		Fort Ord	Fort Jackson
Having clear rules that are fairly enforced	I	16 ( 8)	21 (15)
	II	20 (23)	17 (22)

Only one of these 11 items, however, is there a clear cut deviation in *both* AWOL subsamples. In "Being sure I'll be able to earn a living," both AWOL subsamples report extraordinarily high initial expectations, greater discrepancies between expectation and experience, although, in the end, better experience. The only other clear-cut anomaly is the initially and inexplicably high expectation of the *food* expressed by the AWOL subsample at Fort Ord.

If the criterion of a noteworthy difference is lowered from 10 ranks to a less stringent more-than-five, five more of these 11 items show similar deviation on the part of *both* AWOL subsamples. On "Having clear rules that are fairly enforced" and "Being able to get good medical and dental service," the AWOL subsamples indicate *less* frustration than do the trainee populations.

On "Having a chance to make money," "Getting enough sleep," and "Having a chance to be of service to my country," they indicate *more* frustration.

Taken at their face value, these data suggest that a primary source of frustration for the AWOL subsamples lies in their own unrealistic expectations of the economic and other rewards of military service with possible secondary sources in unsatisfactory food and inadequate sleep. Only further investigation would show how much these apparent frustrations actually contribute to absenteeism.

## ITEMS THAT GAINED RANK

On 14 items, experience (VOLAR II) was 10 ranks *higher* than expectation (VOLAR I) in at least one of the four groups. The gain in the AWOL subsamples clearly reflect the gains in the trainee populations.

<u>Item</u>	<u>VOLAR</u>	<u>Rank</u>	
		<u>Fort Ord</u>	<u>Fort Jackson</u>
Freedom from physical danger	I	52 (49)	42.5 (40)
	II	11.5 (11)	12 (9)
Having evenings and weekends free	I	34 (37)	47.5 (47)
	II	20 (12)	31.5 (31)

Two items showed clear gains in the AWOL subsample at Fort Ord and smaller gains in the other groups.

<u>Item</u>	<u>VOLAR</u>	<u>Rank</u>	
		<u>Fort Ord</u>	<u>Fort Jackson</u>
Having a place to get together with friends	I	27 (14)	26 (23)
	II	15 (10)	19.5 (14)
Having a variety of entertainment available	I	39.5 (38)	40.5 (36)
	II	28 (27)	38.5 (32)

Five items showed clear gains in the AWOL subsample at Fort Jackson and smaller gains in the other groups.

<u>Item</u>	<u>VOLAR</u>	<u>Rank</u>	
		<u>Fort Ord</u>	<u>Fort Jackson</u>
Having good bus service	I	46 (45)	42.5 (41)
	II	43 (38)	27 (24)
Being respected by the general public	I	20.5 (33)	28.5 (25)
	II	12.5 (34)	16 (27)
Being able to make and get telephone calls	I	12.5 (16)	16 (18)
	II	3.5 (4)	3 (5)
Having some privacy	I	54.5 (54)	56 (56)
	II	45.5 (46)	45 (48)
Being free to speak up and be heard	I	42 (40)	45 (46)
	II	38 (31)	31.5 (39)

Two items showed large gains at Fort Ord, but, if anything, a loss at Fort Jackson.

<u>Item</u>	<u>VOLAR</u>	<u>Rank</u>	
		<u>Fort Ord</u>	<u>Fort Jackson</u>
Having some personal freedom (wearing clothes of my own choice, etc.)	I	39.5 (35)	53 (53)
	II	7.5 (7)	55 (55)
Having a good family life	I	23.5 (26)	8 (13)
	II	17 (16)	11.5 (12)

Three items, showing clear gains in the trainee population at Fort Ord, showed similar but smaller gains in all other groups.

<u>Item</u>	<u>VOLAR</u>	<u>Rank</u>	
		<u>Fort Ord</u>	<u>Fort Jackson</u>
Being treated with respect	I	36.5 (36)	34 (38)
	II	33.5 (25)	28.5 (33)

(Continued)

<u>Item (Continued)</u>	<u>VOLAR</u>	<u>Rank</u>	
		<u>Fort Ord</u>	<u>Fort Jackson</u>
Liking the people I work with	I	16 (19)	12 (11)
	II	13.5 ( 8)	7 ( 7)
Having comfortable living quarters	I	34 (39)	40.5 (45)
	II	31 (29)	36 (37)

On all but one of these items, the changes in the AWOL subsamples merely reflect the population changes. Only on "Being respected by the general public," despite some differences in initial expectations, were the rankings of *both* AWOL subsamples strikingly different. It is not at all clear why the experiences of the AWOL subsamples with the general public were, apparently, so much better than the experiences of the trainee populations or what implication this might have.

The only other anomaly is in the high expectation of the trainee population at Fort Ord of "Having a place to get together with friends," which seems of little relevance here.

Lowering the criterion to more-than-five ranks on these items produces nothing further of interest.

## DISCUSSION

The effects of VOLAR innovations are evident in some of the items that gained rank. Some of those are objects of VOLAR action, others are not feasible objects of innovation at local or even higher levels. Still others ("Having a chance to plan my own future" is a good example) would need to be analyzed and specified in greater detail from the points of view of the men who feel frustrated about them to determine whether they were feasible objects of innovation.

Although most of the correlations between AWOL behavior and the various demographic and background characteristics were extremely small, there were statistically significant differences among the various AWOL rates. These differences yield a picture, faint and uncertain as it may be, of the general characteristics of the man who is likely to go AWOL during training at Fort Ord or Fort Jackson.

This man is likely to be younger rather than older; he is a little more likely to be Black than Other or with a Spanish Surname, and a little more likely to be one of those than White. He is more likely to be married than single, and even more likely to be divorced or separated. The more dependents he has, the more likely he is to go AWOL. There is a suggestion that his home background may have been somewhat unstable.

The data on Region of Origin and Size of Place of Origin are equivocal. They suggest that he is more likely to be from a small town in the Southeast; it would probably be more accurate to say that he is more likely to go AWOL if he is in training not too far from home, which may be either a small town or a large city.

Clearly he is much more likely to go AWOL if he has not finished high school, and the probability that he will go AWOL decreases at higher educational levels. He is more likely to go AWOL if he enlisted than if he was drafted. A lack of enthusiasm for military life and, possibly, excessive enthusiasm are both symptoms of the potential delinquent.

The three most potent frustrated expectations for the AWOL subsamples were:

- Having a chance to plan my own future
- Being sure I'll be able to earn a living
- Having a chance to make money

Taken all together, these data suggest that some portion of the AWOL subsample is composed of young and immature men of low educational level who enlisted with unrealistic expectations of the economic (and educational) advantages to be gained in the Army and of the speed with which they could be obtained. Frustrated in their expectations, they left.

While more careful examination and interviewing of potential enlistees might reduce the number of men who follow this pattern, their evident, but temporary, enthusiasm for a military life may overshadow their less desirable characteristics and make such screening peculiarly difficult.

Although the AWOL rate at Fort Jackson is significantly higher than it is at Fort Ord, it would be folly to attribute the difference to anything more than the differences in the populations that come to the two posts. So many of the background variables are so thoroughly confounded with Posts that no conclusion can ever be reached from these data about the relative influence of the two Posts alone.

## **APPENDICES**

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**Appendix A**  
**DEMOGRAPHIC CHARACTERISTICS OF THE SAMPLES**

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Table A-1

**Selected Demographic Characteristics of the Samples:  
Numbers and Percentages at Each Post**

Characteristic	VOLAR I				Characteristic	VOLAP I			
	Post			Over Post		Post			Over Post
	Ord	Jackson				Ord	Jackson		
<u>Age<sup>d</sup></u>					<u>Race</u>				
16	N	77	107	184	White	N	11665	16100	27765
	%	0.5	0.5	0.5		%	73.2	75.4	74.5
17	N	1697	1447	3144	Black	N	1252	4158	5410
	%	10.9	6.9	8.6		%	7.9	19.5	14.5
18	N	2057	2507	4564	Other	N	2265	459	2724
	%	13.2	12.0	12.5		%	14.2	2.1	7.3
19	N	4993	6958	11951	Spanish Surname <sup>b</sup>	N	754	647	1401
	%	32.0	33.2	32.7		%	4.7	3.0	3.8
20	N	3122	4432	7554	TOTAL	N	15927	21363	37290
	%	20.0	21.1	20.7		%	100.0	100.0	100.0
21	N	1377	1772	3149	<u>Marital Status</u>				
	%	8.8	8.5	8.6	Single	N	12731	16098	28829
22	N	940	1823	2763		%	79.8	75.3	77.2
	%	6.0	8.7	7.6	Married	N	2895	4932	7827
23	N	679	1119	1798		%	18.1	23.1	21.0
	%	4.3	5.3	4.9	Other (separated, divorced, etc.)	N	335	337	672
24	N	356	485	841		%	2.1	1.6	1.8
	%	2.3	2.3	2.3	TOTAL	N	15961	21368	37329
25	N	139	184	323		%	100.0	100.0	100.0
	%	0.9	0.9	0.9	<u>Region of Origin<sup>c</sup></u>				
26	N	56	53	109	Northeast	N	611	3512	4123
	%	0.4	0.3	0.3		%	3.9	16.5	11.1
27	N	29	23	52	Southeast	N	2034	13652	15686
	%	0.2	0.1	0.1		%	12.9	64.2	42.3
28	N	36	18	54	Middle West	N	2179	2496	4675
	%	0.2	0.1	0.1		%	13.8	11.7	12.6
29	N	19	11	30	Mountain States and Southwest	N	2365	255	2620
	%	0.1	0.1	0.1		%	15.0	1.2	7.1
30	N	15	9	24	Far West	N	8107	403	8510
	%	0.1	0.0	0.1		%	51.3	1.9	23.0
31	N	6	3	9	Not in the United States	N	510	958	1468
	%	0.0	0.0	0.0		%	3.2	4.5	4.0
32	N	10	6	16	TOTAL	N	15806	21274	37080
	%	0.1	0.0	0.0		%	100.0	100.0	100.0
TOTAL	N	15617	20959	36576					
	%	100.0	100.0	100.0					

(Continued)

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Table A-1 (Continued)

**Selected Demographic Characteristics of the Samples:  
Numbers and Percentages at Each Post**

Characteristic	VOLAR I			
		Post		Over Post
		Ord	Jackson	
<u>Size of Place of Origin<sup>d</sup></u>				
Large city	N	4923	4775	9698
	%	30.7	22.4	26.0
medium city	N	3458	3706	7164
	%	21.6	17.4	19.2
Small city	N	4524	6180	10704
	%	28.2	29.0	28.7
Small town	N	1954	3729	5683
	%	12.2	17.5	15.2
Farm Area	N	1158	2921	4079
	%	7.2	13.7	10.9
TOTAL	N	16017	21311	37328
	%	100.0	100.0	100.0
<u>Mode of Entry</u>				
Drafted	N	7185	8307	15492
	%	46.1	39.0	42.0
Enlisted	N	7452	7579	15031
	%	47.8	35.6	40.9
Reserves	N	229	1660	1889
	%	1.5	7.8	5.1
National Guard	N	716	3727	4443
	%	4.6	17.5	12.1
TOTAL	N	15502	21273	36775
	%	100.0	100.0	100.0
<u>Draft Motivation<sup>e</sup></u>				
Yes	N	6303	6379	12682
	%	40.6	30.2	34.6
No	N	9225	14764	23989
	%	59.4	69.8	65.4
TOTAL	N	15528	21143	36671
	%	100.0	100.0	100.0

<sup>a</sup>How old were you on your last birthday?

<sup>b</sup>Spanish surname answering under white.

<sup>c</sup>In what part of the country have you spent most of your life?

<sup>d</sup>In what size place did you live most of the time while you were between 8 and 18 years old?

<sup>e</sup>Do you think you would have come into military service even if there had not been a draft?

**Appendix B**  
**ATTITUDES TOWARD THE ARMY AND RE-ENLISTMENT**

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Table B-1  
**Composite Attitude Score:  
 Cumulative Percentage Distributions by Post**

Score	VOLAR I			VOLAR II			VOLAR III			
	Post		Over Post	Post		Over Post	Post		Over Post	
	Ord	Jackson		Ord	Jackson		Ord	Jackson		
1	N	330	519	849	796	1089	1885	360	358	718
	%	2.1	2.5	2.3	5.5	5.2	5.3	9.3	10.2	9.7
2	N	879	1253	2132	1698	2515	4213	740	776	1516
	%	5.7	6.0	5.9	11.7	12.0	11.9	19.1	22.1	20.5
3	N	1620	2311	3931	2732	4148	6880	1136	1193	2329
	%	10.5	11.0	10.8	18.8	19.8	19.4	29.3	33.9	31.5
4	N	2590	3822	6412	3825	5992	9817	1508	1650	3158
	%	16.8	18.2	17.6	26.3	28.7	27.7	39.0	46.9	42.7
5	N	3951	5957	9908	5090	8152	13242	1917	2043	3960
	%	25.7	28.4	27.2	35.0	39.0	37.4	49.5	58.1	53.6
6	N	5779	8654	14433	6654	10638	17292	2351	2393	4744
	%	37.6	41.2	39.7	45.8	50.9	48.8	60.7	68.0	64.2
7	N	8125	11859	19984	8502	13361	21863	2786	2771	5557
	%	52.8	56.5	54.9	58.5	63.9	61.7	72.0	78.8	75.2
8	N	10891	15462	26353	10568	16166	26734	3244	3103	6347
	%	70.8	73.6	72.4	72.7	77.3	75.4	83.8	88.2	85.9
9	N	13610	18833	32443	12825	18817	31642	3595	3366	6961
	%	88.5	89.7	89.2	88.2	90.0	89.3	92.9	95.7	94.2
10	N	15386	21001	36387	14536	20900	35436	3871	3518	7389
	%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
MEAN		6.895	6.730	6.800	6.375	6.130	6.231	5.444	4.982	5.224

Table B-2

Attitude Toward Training: Composite Score  
Cumulative Percentage Distributions by Post

Score	VOLAR II			VOLAR III			
	Post		Over Post	Post		Over Post	
	Ord	Jackson		Ord	Jackson		
1	N	694	1202	1896	242	362	604
	%	4.7	5.7	5.3	6.0	10.0	7.9
2	N	1686	2879	4565	595	847	1442
	%	11.5	13.7	12.8	14.9	23.4	18.9
3	N	3227	5084	8311	1084	1399	2483
	%	22.0	24.3	23.4	27.1	38.6	32.6
4	N	5304	8004	13308	1687	1971	3658
	%	36.2	38.2	37.4	42.1	54.4	48.0
5	N	7937	11403	19340	2436	2614	5050
	%	54.7	54.4	54.4	60.8	72.2	66.2
6	N	10798	15146	25944	3177	3133	6310
	%	73.8	72.3	72.9	79.3	86.5	82.7
7	N	13294	18843	32137	3760	3473	7233
	%	90.8	90.0	90.3	93.9	95.9	94.8
8	N	14635	20944	35579	4006	3620	7626
	%	100.0	100.0	100.0	100.0	100.0	100.0
MEAN		5.066	5.013	5.035	4.760	4.188	4.488

Table B-3

**Do you like the Army?  
Percent Choosing Each Answer, by Post**

VOLAR I, Q 32. How do you think you will like being in the Army?

Answer		VOLAR I		
		Post		Over Post
		Ord	Jackson	
I probably will like it	N	3704	4589	8293
	%	33.6	28.4	30.5
I probably won't like it	N	2348	4715	7063
	%	21.3	29.2	26.0
I don't know whether I will like it or not	N	4967	6855	11822
	%	45.1	42.4	43.5
Total	N	11019	16159	27178
	%	100.0	100.0	100.0

VOLAR II and III. Do you like the Army so far?

Answer		VOLAR II			VOLAR III		
		Post		Over Post	Post		Over Post
		Ord	Jackson		Ord	Jackson	
Yes	N	3335	3901	7236	600	363	963
	%	30.3	24.1	26.6	18.7	15.3	17.3
No	N	4069	7969	12038	1698	1491	3189
	%	36.9	49.3	44.3	53.0	63.0	57.2
Not sure	N	3615	4289	7904	904	514	1419
	%	32.8	26.6	29.1	28.3	21.7	25.5
Total	N	11019	16159	27178	3202	2368	5571
	%	100.0	100.0	100.0	100.0	100.0	100.0

(Continued)

Table B-3 (Continued)

Do you like the Army?:  
 Longitudinal Analysis of Answers  
 VOLAR I vs. VOLAR II vs. VOLAR III

Answer VOLAR I		VOLAR II											
		Fort Ord				Fort Jackson				Over Post			
		Yes	No	Not sure	Total	Yes	No	Not sure	Total	Yes	No	Not sure	Total
I probably will like it	N	2004	586	1114	3704	2336	959	1294	4589	4340	1545	2408	8293
	%	54.1	15.8	30.1	100.0	50.9	20.9	28.2	100.0	52.3	18.6	29.0	100.0
I probably won't like it	N	201	1694	453	2348	247	3878	590	4715	448	5572	1043	7063
	%	8.6	72.1	19.3	100.0	5.2	82.2	12.5	100.0	6.3	78.9	14.8	100.0
I don't know whether I will like it or not	N	1130	1789	2048	4967	1318	3132	2405	6855	2448	4921	4453	11822
	%	22.8	36.0	41.2	100.0	19.2	45.7	35.1	100.0	20.7	41.6	37.7	100.0

Answer VOLAR I		VOLAR III											
		Fort Ord				Fort Jackson				Over Post			
		Yes	No	Not sure	Total	Yes	No	Not sure	Total	Yes	No	Not sure	Total
I probably will like it	N	340	305	289	934	229	249	190	668	569	554	479	1602
	%	36.4	32.7	30.9	100.0	34.3	37.3	28.4	100.0	35.5	34.6	29.9	100.0
I probably won't like it	N	38	583	89	710	25	565	50	640	63	1148	139	1350
	%	5.4	82.1	12.5	100.0	3.9	88.3	7.8	100.0	4.7	85.0	10.3	100.0
I don't know whether I will like it or not	N	191	791	477	1459	93	584	230	907	284	1375	707	2366
	%	13.1	54.2	32.7	100.0	10.2	64.4	25.4	100.0	12.0	58.1	29.9	100.0

Answer VOLAR II		VOLAR III											
		Fort Ord				Fort Jackson				Over Post			
		Yes	No	Not sure	Total	Yes	No	Not sure	Total	Yes	No	Not sure	Total
Yes	N	406	134	230	770	267	127	150	544	673	261	381	1315
	%	52.7	17.4	29.9	100.0	49.1	23.3	27.6	100.0	51.2	19.8	29.0	100.0
No	N	60	1163	202	1425	31	1097	126	1254	91	2260	328	2679
	%	4.2	81.6	14.2	100.0	2.5	87.5	10.0	100.0	3.4	84.4	12.2	100.0
Not sure	N	134	401	472	1007	65	267	238	570	197	668	710	1577
	%	13.3	39.8	46.9	100.0	11.4	46.8	41.8	100.0	12.6	42.4	45.0	100.0

Table B-4

## Re-enlistment Intention: Percent Choosing Each Answer, by Post

When your term of service is up, do you think you will want to re-enlist in the Army?

Answer		VOLAR I			VOLAR II			VOLAR III		
		Post		Over Post	Post		Over Post	Post		Over Post
		Ord	Jackson		Ord	Jackson		Ord	Jackson	
Yes	N	1319	1498	2813	1477	1908	3385	312	282	594
	%	8.5	7.0	7.6	10.0	9.0	9.4	7.6	7.5	7.6
No	N	9078	13550	22628	8832	13942	22774	2830	2760	5590
	%	58.3	63.8	61.5	59.7	65.6	63.2	69.3	73.3	71.2
Not sure	N	5174	6193	11367	4493	5395	9888	941	721	1662
	%	33.2	29.2	30.9	30.3	25.4	27.4	23.0	19.2	21.2
Total	N	15571	21237	36808	14804	21247	36051	4083	3764	7847
	%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Longitudinal Analysis of Re-enlistment Intention:  
VOLAR I vs. VOLAR II vs. VOLAR III

Answer VOLAR I		VOLAR II											
		Fort Ord				Fort Jackson				Over Post			
		Yes	No	Not sure	Total	Yes	No	Not sure	Total	Yes	No	Not sure	Total
Yes	N	491	104	284	879	596	139	322	1057	1087	243	606	1936
	%	55.8	11.8	32.3	100.0	56.4	13.2	30.5	100.0	56.1	12.6	31.3	100.0
No	N	147	5196	1062	6405	184	8988	1185	10357	331	14184	2247	16762
	%	2.3	81.1	16.6	100.0	1.8	86.8	11.4	100.0	2.0	84.6	13.4	100.0
Not sure	N	430	1168	2041	3639	596	1586	2520	4702	1026	2754	4561	8341
	%	11.8	32.1	56.1	100.0	12.7	33.7	53.6	100.0	12.3	33.0	54.7	100.0

Answer VOLAR I		VOLAR III											
		Fort Ord				Fort Jackson				Over Post			
		Yes	No	Not sure	Total	Yes	No	Not sure	Total	Yes	No	Not sure	Total
Yes	N	74	41	52	167	75	41	47	163	149	82	99	330
	%	44.3	23.6	31.1	100.0	46.0	25.2	28.8	100.0	45.2	24.8	30.0	100.0
No	N	66	1724	260	2050	36	1258	128	1422	102	2982	388	3472
	%	3.2	84.1	12.7	100.0	2.5	88.5	9.0	100.0	2.9	85.9	11.2	100.0
Not sure	N	72	398	374	844	61	330	238	629	133	728	612	1473
	%	8.5	47.2	44.3	100.0	9.7	52.5	37.8	100.0	9.0	49.4	41.6	100.0

(Continued)

Table B-4 (Continued)

Longitudinal Analysis of Re-enlistment Intention:  
VOLAR I vs. VOLAR II vs. VOLAR III

Answer VOLAR II		VOLAR III											
		Fort Ord				Fort Jackson				Over Post			
		Yes	No	Not sure	Total	Yes	No	Not sure	Total	Yes	No	Not sure	Total
Yes	N	110	43	76	229	93	40	66	199	203	83	142	428
	%	48.0	18.8	33.2	100.0	46.7	20.1	33.2	100.0	47.4	19.4	33.2	100.0
No	N	54	1878	231	2163	40	1442	141	1623	94	3320	372	3768
	%	2.5	86.8	10.7	100.0	2.5	88.8	8.7	100.0	2.5	87.7	9.8	100.0
Not sure	N	62	286	396	744	55	236	249	540	117	522	645	1284
	%	8.3	38.4	53.2	100.0	10.2	43.7	46.1	100.0	9.1	40.6	50.2	100.0

Table B-5

**Expectation of Square (Fair) Deal:  
Percent Choosing Each Answer, by Post**

VOLAR I. From what you have seen or heard, do you think you will get a square deal in the Army?  
VOLAR II, III. From your experience so far, do you think you will get a fair deal in the Army?

Answer		VOLAR I			VOLAR II			VOLAR III		
		Post		Over Post	Post		Over Post	Post		Over Post
		Ord	Jackson		Ord	Jackson		Ord	Jackson	
I am sure I will	N	1792	2165	3957	1333	1575	2908	303	164	467
	%	16.5	13.6	14.8	12.2	9.9	10.9	9.7	7.0	8.6
I think I will	N	6883	11111	17994	6144	9893	16037	1387	1096	2483
	%	63.3	69.8	67.2	56.5	62.1	59.8	44.3	47.0	45.5
I think I will not	N	1581	1976	3557	2097	2945	5042	802	652	1455
	%	14.5	12.4	13.3	19.3	18.5	18.8	25.6	28.0	26.6
I am sure I will not	N	618	670	1288	1300	1509	2809	637	419	1056
	%	5.7	4.2	4.8	12.0	9.5	10.5	20.3	18.0	19.4
Total	N	10874	15922	26796	10874	15922	26796	3129	2331	5461
	%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

**Longitudinal Analysis of Expectation of Square (Fair) Deal:  
VOLAR I vs. VOLAR II vs. VOLAR III**

Expectation VOLAR I		Response on VOLAR II								
		Fort Ord			Fort Jackson			Over Post		
		Positive	Negative	Total	Positive	Negative	Total	Positive	Negative	Total
Positive	N	6515	2160	8675	10325	2951	13276	16841	5111	21952
	%	75.1	24.9	100.0	77.8	22.2	100.0	76.7	23.3	100.0
Negative	N	962	1237	2199	1143	1503	2646	2105	2740	4845
	%	43.7	57.3	100.0	43.2	56.8	100.0	43.4	56.6	100.0

These numbers represent only those persons who answered this question on both VOLAR I and II.

Expectation VOLAR I		Response on VOLAR III								
		Fort Ord			Fort Jackson			Over Post		
		Positive	Negative	Total	Positive	Negative	Total	Positive	Negative	Total
Positive	N	1407	971	2378	1073	788	1861	2480	1759	4239
	%	59.2	40.8	100.0	57.6	42.4	100.0	52.5	41.5	100.0
Negative	N	222	451	673	99	222	321	321	673	994
	%	33.0	67.0	100.0	30.8	69.2	100.0	32.3	67.7	100.0

These numbers represent only those persons who answered this question on both VOLAR I and III.

(Continued)

Table B-5 (Continued)

Longitudinal Analysis of Expectation of Square (Fair) Deal:  
 VOLAR I vs. VOLAR II vs. VOLAR III

Expectation VOLAR II		Response on VOLAR III								
		Fort Ord			Fort Jackson			Over Post		
		Positive	Negative	Total	Positive	Negative	Total	Positive	Negative	Total
Positive	N	1263	508	1771	1023	499	1522	2286	1008	3294
	%	71.3	28.7	100.0	67.2	32.8	100.0	69.4	30.6	100.0
Negative	N	427	931	1358	237	572	809	664	1503	2167
	%	31.4	68.6	100.0	29.3	70.7	100.0	30.6	69.4	100.0

These numbers represent only those persons who answered this question on both VOLAR II and III.

Table B-6

## Care if Good Soldier: Percent Choosing Each Answer, by Post

VOLAR I and VOLAR II. Do you care whether or not you become a good soldier?  
 VOLAR III. By now, do you care whether or not you become a good soldier?

Answer	VOLAR I			VOLAR II			VOLAR III			
	Post		Over Post	Post		Over Post	Post		Over Post	
	Ord	Jackson		Ord	Jackson		Ord	Jackson		
Yes, I care a lot	N	7406	10967	18373	5549	8130	13680	1222	788	2012
	%	67.6	67.8	67.7	50.7	50.2	50.4	38.6	34.5	36.9
Yes, I care some	N	2584	3899	6483	3655	5668	9323	1212	960	2172
	%	23.6	24.1	23.9	33.4	35.0	34.4	38.3	42.0	39.9
No, I don't care very much	N	548	755	1303	973	1471	2444	409	245	754
	%	5.0	4.7	4.8	8.9	9.1	9.0	12.9	10.7	12.0
No, I don't care at all	N	408	555	963	769	907	1676	323	291	614
	%	3.8	3.4	3.6	7.0	5.6	6.2	10.2	12.8	11.3
Total	N	10946	16176	27122	10946	16176	27123	3166	2284	5450
	%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Longitudinal Analysis of Care if Good Soldier:  
 VOLAR I vs. VOLAR II vs. VOLAR III

Attitude VOLAR I	VOLAR II									
	Fort Ord			Fort Jackson			Over Post			
	Positive	Negative	Total	Positive	Negative	Total	Positive	Negative	Total	
Positive	N	8829	1161	9990	13329	1537	14866	22159	2698	24857
	%	88.4	11.6	100.0	89.7	10.3	100.0	89.1	10.9	100.0
Negative	N	375	581	956	469	841	1310	844	1422	2266
	%	39.2	60.8	100.0	35.8	64.2	100.0	37.2	62.8	100.0

These numbers represent only those persons who answered this question on both VOLAR I and II.

Attitude VOLAR I	VOLAR III									
	Fort Ord			Fort Jackson			Over Post			
	Positive	Negative	Total	Positive	Negative	Total	Positive	Negative	Total	
Positive	N	2270	547	2817	1600	468	2068	3870	1015	4885
	%	80.6	19.4	100.0	77.4	22.6	100.0	79.2	20.8	100.0
Negative	N	87	180	267	43	115	158	130	295	425
	%	32.6	67.4	100.0	27.2	72.8	100.0	30.6	69.4	100.0

These numbers represent only those persons who answered this question on both VOLAR I and III.

(Continued)

Table B-6 (Continued)

**Longitudinal Analysis of Care if Good Soldier:  
VOLAR I vs. VOLAR II vs. VOLAR III**

Attitude VOLAR II		VOLAR III								
		Fort Ord			Fort Jackson			Over Post		
		Positive	Negative	Total	Positive	Negative	Total	Positive	Negative	Total
Positive	N	2261	387	2648	1652	371	2023	3915	758	4673
	%	83.1	16.9	100.0	81.7	18.3	100.0	84.8	15.2	100.0
Negative	N	173	345	518	96	265	361	269	610	879
	%	33.4	66.6	100.0	26.6	73.4	100.0	30.6	69.4	100.0

These numbers represent only those persons who answered this question on both VOLAR II and III.

Table B-7

**Value of Army Experience: Number and Percent Choosing Each Answer, by Post**

VOLAR I. As far as you are concerned, do you think your military service will be a valuable experience, a waste of time or some of both?

VOLAR II. As far as you are concerned, do you think that your military service is a valuable experience, a waste of time or some of both?

VOLAR III. Now that you've been in the Army a while, do you think that your military service is a valuable experience, a waste of time or some of both?

Answer		VOLAR I			VOLAR II			VOLAR III		
		Post		Over Post	Post		Over Post	Post		Over Post
		Ord	Jackson		Ord	Jackson		Ord	Jackson	
Valuable experience	N	5417	7938	13355	3782	5599	9381	716	557	1273
	%	49.4	49.1	49.2	34.5	34.6	34.6	22.6	23.5	22.9
A waste of time	N	986	1513	2499	2096	3126	5222	940	780	1720
	%	9.0	9.4	9.2	19.1	19.3	19.2	29.6	32.8	31.0
Some of both	N	4564	6720	11284	5089	7446	12535	1517	1037	2554
	%	41.6	41.5	41.6	46.4	46.1	46.2	47.8	43.7	46.1
Total	N	10967	16171	27138	10967	16171	27138	3173	2374	5547
	%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

**Longitudinal Analysis of Value of Army Experience:  
VOLAR I vs. VOLAR II vs. VOLAR III**

Answer VOLAR I		VOLAR II											
		Fort Ord				Fort Jackson				Over Post			
		Valuable experience	A waste of time	Some of both	Total	Valuable experience	A waste of time	Some of both	Total	Valuable experience	A waste of time	Some of both	Total
Valuable experience	N	2994	396	2027	5417	4477	595	2866	7938	7471	991	4893	13355
	%	55.3	7.3	37.4	100.0	56.4	7.5	36.1	100.0	55.9	7.4	36.6	100.0
A waste of time	N	91	611	284	986	120	971	422	1513	211	1582	706	2499
	%	9.2	62.0	28.8	100.0	7.9	64.2	27.9	100.0	8.4	63.3	28.3	100.0
Some of both	N	697	1089	2778	4564	1002	1560	4158	6720	1699	2649	6936	11284
	%	15.3	23.7	60.9	100.0	14.9	23.2	61.9	100.0	15.0	23.5	61.5	100.0

These numbers represent only those persons who answered this question on both VOLAR I and II.

(Continued)

Table B-7 (Continued)

**Longitudinal Analysis of Value of Army Experience:  
VOLAR I vs. VOLAR II vs. VOLAR III**

Answer VOLAR I		VOLAR III											
		Fort Ord				Fort Jackson				Over Post			
		Valuable experience	A waste of time	Some of both	Total	Valuable experience	A waste of time	Some of both	Total	Valuable experience	A waste of time	Some of both	Total
Valuable experience	N 500 % 36.9	233 17.2	622 45.9	1355 100.0	419 39.4	210 19.8	434 40.8	1063 100.0	919 38.0	443 18.3	1056 43.7	2418 100.0	
A waste of time	N 22 % 7.2	219 72.1	63 20.7	304 100.0	16 7.9	151 74.4	36 17.7	203 100.0	38 7.5	370 73.0	99 19.5	507 100.0	
Some of both	N 150 % 10.5	484 34.0	790 55.5	1424 100.0	87 9.0	371 38.6	503 52.4	961 100.0	237 9.9	855 35.8	1293 54.2	2385 100.0	

Answer VOLAR II		VOLAR III											
		Fort Ord				Fort Jackson				Over Post			
		Valuable experience	A waste of time	Some of both	Total	Valuable experience	A waste of time	Some of both	Total	Valuable experience	A waste of time	Some of both	Total
Valuable experience	N 468 % 52.1	98 10.9	332 37.0	898 100.0	391 49.7	109 13.8	287 36.5	787 100.0	859 51.0	207 12.3	619 36.8	1685 100.0	
A waste of time	N 37 % 5.2	488 68.7	185 26.1	710 100.0	25 4.7	391 73.0	120 22.4	536 100.0	62 5.0	879 70.5	305 24.5	1246 100.0	
Some of both	N 211 % 13.5	354 22.6	1000 63.9	1565 100.0	141 60.0	280 26.6	630 13.4	1051 100.0	352 13.4	634 24.2	1630 62.3	2616 100.0	

**Appendix C**  
**RANKINGS OF CHECK LIST ITEMS**

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Table C-1

**Relative Importance of Various Items:  
Rankings on Check List 1 by Post**

	VOLAR I			VOLAR II			VOLAR III		
	Post		Over Post	Post		Over Post	Post		Over Post
	Ord	Jackson		Ord	Jackson		Ord	Jackson	
48. Having some privacy	39.0	42.0	41.0	32.0	34.0	34.0	19.0	25.0	21.0
49. Having good food	8.0	8.0	9.0	3.0	3.0	3.0	3.0	5.0	3.0
50. Getting enough sleep	7.0	6.0	6.0	5.0	7.0	5.0	5.0	7.0	6.0
51. Having comfortable living quarters	31.0	31.0	33.0	28.0	24.0	27.0	31.0	22.0	26.0
52. Having good bus service	57.0	57.0	57.0	62.0	62.0	62.0	57.0	57.0	57.0
53. Being allowed to have and use my own car or cycle	55.0	56.0	56.0	60.0	60.0	60.0	53.0	52.0	53.0
54. Having a chance to play sports	53.0	54.0	53.0	61.0	61.0	61.0	56.0	56.0	56.0
55. Being able to make and get telephone calls	25.0	21.0	22.0	26.0	23.0	23.0	25.0	20.0	23.0
56. Freedom from physical danger	41.0	36.0	39.0	53.0	46.0	50.0	46.0	46.0	46.0
57. Having some choice of job	10.0	16.0	13.0	13.0	16.0	14.0	14.0	14.0	14.0
58. Doing interesting and satisfying work	6.0	9.0	8.0	10.0	11.0	10.0	6.0	12.0	9.0
59. Having regular working hours	34.0	29.0	31.0	29.0	26.0	29.0	34.0	33.0	34.0
60. Getting the kind of specialized training I would like	11.0	17.0	15.0	11.0	15.0	12.0	12.0	13.0	13.0
61. Getting free job training	46.0	49.0	47.0	51.0	53.0	52.0	49.0	51.0	50.0
62. Having an opportunity for personal advancement or promotion	21.0	23.0	21.0	15.0	20.0	17.0	16.0	19.0	17.0
63. Getting fair treatment on the job	4.0	5.0	5.0	9.0	9.0	9.0	10.0	9.0	10.0
64. Having good working conditions	17.0	14.0	16.0	18.0	13.0	16.0	23.0	21.0	20.0
65. Liking the people I work with	35.0	35.0	35.0	34.0	27.0	30.0	28.0	35.0	31.0
66. Getting recognition and reward for doing good work	36.0	38.0	36.0	36.0	37.0	37.0	42.0	37.0	39.0
67. Having educational opportunities	18.0	18.0	18.0	16.0	14.0	15.0	15.0	18.0	15.0
68. Having a chance to plan my own future	2.0	4.0	3.0	2.0	1.0	1.0	1.0	1.0	1.0
69. Having freedom from Mickey Mouse stuff	51.0	50.0	51.0	42.0	49.0	45.0	32.0	31.0	32.0
70. Having free evenings and weekends	12.0	13.0	12.0	12.0	10.0	11.0	13.0	10.0	12.0
71. Getting time off for overtime work	56.0	55.0	55.0	59.0	59.0	59.0	54.0	50.0	52.0
72. Having a chance for travel and new experience	47.0	51.0	49.0	52.0	54.0	53.0	48.0	49.0	48.0
73. Being treated with respect	13.0	10.0	10.0	7.0	8.0	8.0	7.0	4.0	5.0
74. Having respect for superiors	14.0	12.0	14.0	20.0	18.0	20.0	24.0	28.0	28.0
75. Being treated like a responsible person	9.0	7.0	7.0	6.0	6.0	7.0	4.0	6.0	4.0
76. Having a choice of job location	38.0	39.0	38.0	37.0	40.0	39.0	36.0	39.0	37.0
77. Getting paid vacations	45.0	43.0	43.0	46.0	43.0	43.0	43.0	42.0	42.0
78. Being respected by the general public	40.0	37.0	40.0	43.0	35.0	36.0	39.0	36.0	36.0

(Continued)

Table C-1 (Continued)

**Relative Importance of Various Items:  
Rankings on Check List 1 by Post**

	VOLAR I			VOLAR II			VOLAR III		
	Post		Over Post	Post		Over Post	Post		Over Post
	Ord	Jackson		Ord	Jackson		Ord	Jackson	
79. Having clear rules that are fairly enforced	30.0	28.0	28.0	33.0	33.0	33.0	30.0	29.0	29.0
80. Liking the people I live with	23.0	25.0	25.0	21.0	21.0	21.0	22.0	26.0	24.0
81. Having a good family life	5.0	3.0	4.0	8.0	5.0	6.0	9.0	3.0	7.0
82. Having a feeling of usefulness	19.0	19.0	19.0	17.0	19.0	18.0	17.0	15.0	16.0
83. Having some personal freedom (wearing clothes of my own choice, etc.)	32.0	40.0	37.0	24.0	25.0	24.0	18.0	17.0	18.0
84. Being free to speak up and be heard	16.0	15.0	17.0	14.0	12.0	13.0	11.0	11.0	11.0
85. Being free from racial and other discrimination	20.0	26.0	24.0	22.0	31.0	25.0	21.0	24.0	22.0
86. Having someone to talk over problems with	37.0	33.0	34.0	49.0	42.0	44.0	44.0	44.0	43.0
87. Forming satisfying friendships	28.0	24.0	26.0	30.0	29.0	31.0	29.0	34.0	33.0
88. Having a place to get together with friends	33.0	30.0	32.0	40.0	39.0	40.0	40.0	40.0	41.0
89. Having good relations with people of other races	29.0	32.0	30.0	38.0	41.0	41.0	41.0	45.0	44.0
90. Having legal counsel	48.0	41.0	44.0	54.0	52.0	54.0	47.0	47.0	47.0
91. Having a chance to be of service to my Country	52.0	48.0	50.0	58.0	57.0	57.0	55.0	55.0	55.0
92. Having a chance to be my own boss	43.0	45.0	45.0	48.0	50.0	49.0	38.0	41.0	40.0
93. Having a chance to make money	24.0	22.0	23.0	25.0	22.0	22.0	27.0	23.0	25.0
94. Being sure I'll be able to earn a living	3.0	1.0	2.0	1.0	2.0	2.0	2.0	2.0	2.0
95. Having a variety of entertainment available	49.0	47.0	49.0	56.0	55.0	55.0	51.0	48.0	49.0
96. Having good family housing	15.0	11.0	11.0	19.0	17.0	19.0	26.0	27.0	27.0
97. Being able to get good medical and dental service	1.0	2.0	1.0	4.0	4.0	4.0	8.0	8.0	8.0
98. Being able to get free dental and eye care for dependents	27.0	34.0	29.0	23.0	28.0	26.0	33.0	30.0	30.0
99. Being sure of good retirement benefits	22.0	20.0	20.0	31.0	30.0	32.0	35.0	32.0	35.0
100. Having free personal services (hair-cuts, laundry, etc.)	54.0	53.0	54.0	57.0	58.0	58.0	52.0	53.0	54.0
101. Being able to use special discount stores	44.0	46.0	46.0	35.0	38.0	35.0	37.0	38.0	38.0
102. Having a chance to meet and date girls	50.0	52.0	52.0	55.0	56.0	56.0	50.0	54.0	51.0
103. Having someone who will do something about complaints	26.0	27.0	27.0	27.0	32.0	28.0	20.0	16.0	19.0
104. Having counseling and aid about money problems	42.0	44.0	42.0	50.0	51.0	51.0	45.0	43.0	45.0
-- Having a place for visiting family to stay				39.0	44.0	42.0			
-- Being treated with courtesy in the PX and commissary				45.0	48.0	48.0			
-- Being able to get all kinds of items in the PX and commissary				44.0	47.0	47.0			
-- Being stationed near home				41.0	36.0	39.0			
-- Having information about location of services and facilities on post				47.0	45.0	46.0			
-- Harassment				63.0	63.0	63.0			

<sup>a</sup> Items are listed and numbered as they appeared in the VOLAR I questionnaire. Several items were added in the VOLAR II administration.

Table C-2

**Likelihood of Finding Various Items in the Army:  
Rankings on Check List 2 by Post**

	VOLAR I			VOLAR II			VOLAR III		
	Post		Over Post	Post		Over Post	Post		Over Post
	Ord	Jackson		Ord	Jackson		Ord	Jackson	
105. Having some privacy	54.0	56.0	55.0	51.0	53.0	54.0	45.0	47.0	46.0
106. Having good food	23.0	33.0	28.0	43.0	38.0	42.0	35.0	41.0	38.0
107. Getting enough sleep	41.0	35.0	37.0	45.0	45.0	45.0	48.0	52.0	49.0
108. Having comfortable living quarters	39.0	45.0	39.0	33.0	41.0	38.0	41.0	29.0	34.0
109. Having good bus service	45.0	41.0	44.0	42.0	28.0	31.0	34.0	25.0	30.0
110. Being allowed to have and use my own car or cycle	51.0	54.0	54.0	63.0	63.0	63.0	20.0	8.0	12.0
111. Having a chance to play sports	25.0	27.0	25.0	44.0	48.0	47.0	23.0	17.0	22.0
112. Being able to make and get telephone calls	16.0	18.0	16.0	4.0	5.0	4.0	2.0	2.0	2.0
113. Freedom from physical danger	49.0	40.0	47.0	13.0	9.0	8.0	37.0	24.0	31.0
114. Having some choice of job	48.0	43.0	46.0	55.0	47.0	50.0	55.0	51.0	53.0
115. Doing interesting and satisfying work	43.0	39.0	40.0	54.0	49.0	53.0	50.0	50.0	50.0
116. Having regular working hours	47.0	48.0	49.0	48.0	52.0	52.0	53.0	56.0	55.0
117. Getting the kind of specialized training I would like	44.0	34.0	38.0	52.0	44.0	48.0	54.0	48.0	51.0
118. Getting free job training	20.0	14.0	17.0	32.0	21.0	23.0	30.0	20.0	25.0
119. Having an opportunity for personal advancement or promotion	22.0	21.0	23.0	20.0	22.0	21.0	18.0	23.0	19.0
120. Getting fair treatment on the job	18.0	20.0	21.0	19.0	20.0	20.0	25.0	32.0	28.0
121. Having good working conditions	30.0	32.0	32.0	34.0	34.0	34.0	43.0	35.0	39.0
122. Liking the people I work with	19.0	11.0	15.0	8.0	7.0	7.0	13.0	13.0	14.0
123. Getting recognition and reward for doing good work	29.0	30.0	30.0	40.0	39.0	39.0	39.0	39.0	41.0
124. Having educational opportunities	9.0	10.0	9.0	37.0	23.0	28.0	27.0	16.0	21.0
125. Having a chance to plan my own future	32.0	31.0	33.0	47.0	42.0	44.0	44.0	42.0	44.0
126. Having freedom from Mickey Mouse stuff	52.0	52.0	52.0	57.0	57.0	57.0	52.0	55.0	54.0
127. Having free evenings and weekends	37.0	47.0	41.0	14.0	35.0	24.0	32.0	44.0	40.0
128. Getting time off for overtime work	57.0	57.0	57.0	62.0	62.0	62.0	57.0	57.0	57.0
129. Having a chance for travel and new experience	21.0	24.0	24.0	50.0	51.0	51.0	14.0	21.0	16.0
130. Being treated with respect	36.0	38.0	36.0	29.0	37.0	36.0	33.0	38.0	35.0
131. Having respect for superiors	1.0	1.0	1.0	3.0	3.0	3.0	6.0	9.0	6.0
132. Being treated like a responsible person	27.0	29.0	27.0	25.0	30.0	29.0	26.0	34.0	32.0
133. Having a choice of job location	53.0	51.0	53.0	59.0	56.0	59.0	56.0	53.0	56.0
134. Getting paid vacations	42.0	42.0	42.0	46.0	46.0	46.0	19.0	19.0	17.0
135. Being respected by the general public	33.0	25.0	29.0	38.0	31.0	32.0	38.0	37.0	37.0

(Continued)

Table C-2 (Continued)

**Likelihood of Finding Various Items in the Army:  
Rankings on Check List 2 by Post**

	VOLAR I			VOLAR II			VOLAR III		
	Post		Over Post	Post		Over Post	Post		Over Post
	Ord	Jackson		Ord	Jackson		Ord	Jackson	
136. Having clear rules that are fairly enforced	8.0	15.0	12.0	26.0	24.0	25.0	28.0	33.0	33.0
137. Liking the people I live with	11.0	8.0	8.0	6.0	4.0	5.0	11.0	11.0	11.0
138. Having a good family life	26.0	13.0	18.0	18.0	13.0	15.0	24.0	22.0	24.0
139. Having a feeling of usefulness	28.0	26.0	26.0	36.0	32.0	33.0	36.0	36.0	36.0
140. Having some personal freedom (wearing clothes of my own choice, etc.)	35.0	53.0	48.0	7.0	61.0	43.0	16.0	26.0	20.0
141. Being free to speak and be heard	40.0	46.0	43.0	35.0	43.0	41.0	42.0	43.0	43.0
142. Being free from racial and other discrimination	10.0	16.0	13.0	10.0	11.0	10.0	17.0	28.0	23.0
143. Having someone to talk over problems with	12.0	17.0	14.0	24.0	19.0	19.0	21.0	18.0	18.0
144. Forming satisfying friendships	6.0	5.0	5.0	2.0	1.0	1.0	3.0	5.0	3.0
145. Having a place to get together with friends	14.0	23.0	20.0	12.0	16.0	14.0	10.0	15.0	13.0
146. Having good relations with people of other races	4.0	4.0	4.0	5.0	6.0	6.0	8.0	12.0	10.0
147. Having legal counsel	13.0	12.0	11.0	23.0	17.0	17.0	9.0	6.0	7.0
148. Having a chance to be of service to my Country	3.0	3.0	3.0	16.0	15.0	14.0	7.0	7.0	8.0
149. Having a chance to be my own boss	56.0	55.0	56.0	58.0	60.0	61.0	51.0	54.0	52.0
150. Having a chance to make money	46.0	44.0	45.0	56.0	54.0	55.0	46.0	49.0	48.0
151. Being sure I'll be able to earn a living	24.0	19.0	22.0	30.0	29.0	30.0	22.0	30.0	26.0
152. Having a variety of entertainment available	38.0	36.0	35.0	31.0	36.0	35.0	29.0	31.0	29.0
153. Having good family housing	31.0	28.0	31.0	39.0	33.0	37.0	31.0	27.0	27.0
154. Being able to get good medical and dental service	2.0	2.0	2.0	15.0	8.0	9.0	4.0	4.0	5.0
155. Being able to get free dental and eye care for dependents	7.0	7.0	7.0	17.0	10.0	13.0	5.0	3.0	4.0
156. Being sure of good retirement benefits	17.0	9.0	10.0	21.0	18.0	18.0	12.0	10.0	9.0
157. Having free personal services (hair-cuts, laundry, etc.)	55.0	49.0	51.0	61.0	55.0	58.0	49.0	46.0	47.0
158. Being able to use special discount stores	5.0	6.0	6.0	1.0	2.0	2.0	1.0	1.0	1.0
159. Having a chance to meet and date girls	50.0	50.0	50.0	60.0	58.0	60.0	47.0	45.0	45.0
160. Having someone who will do something about complaints	34.0	37.0	34.0	41.0	40.0	40.0	40.0	40.0	42.0
161. Having counseling and aid about money problems	15.0	22.0	19.0	27.0	26.0	26.0	15.0	14.0	15.0
-- Having a place for visiting family to stay				22.0	27.0	22.0			
-- Being treated with courtesy in the PX and commissary				9.0	12.0	11.0			
-- Being able to get all kinds of items in the PX and commissary				11.0	14.0	12.0			
-- Being stationed near home				49.0	50.0	49.0			
-- Having information about location of services and facilities on post				28.0	25.0	27.0			
-- Harassment				53.0	59.0	56.0			

<sup>a</sup> Items are listed and numbered as they appeared in the VOLAR I questionnaire. Several items were added in the VOLAR II administration.

Table C-3

**Perceived Army Efforts to Improve Various Items:  
Rankings on Check List 3 by Post**

	VOLAR II			VOLAR III		
	Post		Over Post	Post		Over Post
	Ord	Jackson		Ord	Jackson	
189. Privacy	53.0	69.0	63.0	46.0	63.0	57.0
190. Food	55.0	55.0	56.0	36.0	56.0	46.0
191. Enough sleep	60.0	62.0	61.0	68.0	78.0	73.0
192. Living quarters	23.0	53.0	41.0	26.0	13.0	16.0
193. Bus service	51.0	54.0	52.0	30.0	43.0	39.0
194. A chance to have and use my own car or cycle	70.0	71.0	71.0	18.0	5.0	9.0
195. A chance to play sports	40.0	38.0	37.0	35.0	14.0	22.0
196. Opportunity to make and get telephone calls	4.0	7.0	4.0	2.0	3.0	2.0
197. Freedom from physical danger	19.0	13.0	15.0	42.0	18.0	31.0
198. Choice of job	62.0	46.0	57.0	78.0	67.0	72.0
199. Making work interesting and satisfying	59.0	58.0	58.0	69.0	73.0	70.0
200. Regular working hours	49.0	56.0	54.0	72.0	76.0	75.0
201. A chance for the kind of specialized training I would like	57.0	41.0	51.0	76.0	70.0	74.0
202. A chance for free job training	37.0	17.0	23.0	50.0	31.0	40.0
203. An opportunity for personal advancement or promotion	22.0	26.0	24.0	24.0	33.0	28.0
204. Fair treatment on the job	21.0	28.0	26.0	34.0	41.0	38.0
205. Working conditions	34.0	34.0	33.0	44.0	42.0	44.0
206. Liking the people I work with	28.0	21.0	22.0	37.0	35.0	35.0
207. Recognition and reward for doing good work	44.0	43.0	45.0	51.0	54.0	54.0
208. Educational opportunities	18.0	6.0	10.0	23.0	10.0	13.0
209. A chance to plan my own future	56.0	52.0	55.0	67.0	62.0	66.0
210. Freedom from Mickey Mouse stuff	66.0	67.0	67.0	74.0	80.0	78.0
211. Free evenings and weekends	5.0	36.0	20.0	15.0	58.0	42.0
213. A chance for travel and new experience	47.0	45.0	48.0	29.0	29.0	32.0
214. Being treated with respect	38.0	48.0	44.0	47.0	53.0	48.0
215. Having respect for superiors	3.0	8.0	5.0	11.0	17.0	12.0
216. Being treated like a responsible person	36.0	42.0	38.0	48.0	48.0	47.0
217. A choice of job location	67.0	64.0	65.0	79.0	72.0	76.0
218. Paid vacations	54.0	51.0	53.0	39.0	32.0	36.0
219. Being respected by the general public	52.0	44.0	49.0	56.0	52.0	55.0
220. Clear rules that are fairly enforced	39.0	35.0	36.0	40.0	47.0	45.0
221. Liking the people I live with	32.0	23.0	25.0	43.0	39.0	41.0

(Continued)

Table C-3 (Continued)

**Perceived Army Efforts to Improve Various Items:  
Rankings on Check List 3 by Post**

	VOLAR II			VOLAR III		
	Post		Over Post	Post		Over Post
	Ord	Jackson		Ord	Jackson	
222. Chance for a good family life	48.0	39.0	46.0	59.0	44.0	53.0
223. Having a feeling of usefulness	50.0	49.0	50.0	62.0	60.0	60.0
224. Personal freedom (wearing clothes of my own choice, etc.)	2.0	61.0	40.0	10.0	30.0	18.0
225. Freedom to speak up and be heard	33.0	50.0	42.0	49.0	55.0	51.0
226. Freedom from racial and other discrimination	8.0	14.0	12.0	20.0	34.0	26.0
227. Someone to talk over problems with	20.0	18.0	18.0	28.0	21.0	24.0
228. Chance to form satisfying friendships	12.0	9.0	9.0	16.0	15.0	14.0
229. A place to get together with friends	9.0	22.0	17.0	14.0	26.0	21.0
231. Legal counsel	17.0	12.0	13.0	13.0	7.0	11.0
232. A chance to be of service to my country	16.0	11.0	11.0	9.0	12.0	10.0
233. A chance to be my own boss	68.0	65.0	68.0	77.0	77.0	79.0
234. A chance to make money	61.0	59.0	60.0	64.0	65.0	65.0
235. Job security	27.0	20.0	21.0	33.0	19.0	25.0
236. Making a variety of entertainment available	26.0	30.0	31.0	27.0	27.0	27.0
237. Family housing	41.0	32.0	35.0	41.0	28.0	34.0
238. Medical and dental service	7.0	2.0	2.0	4.0	2.0	3.0
239. Free dental and eye care for dependents	15.0	3.0	3.0	6.0	4.0	4.0
240. Retirement benefits	13.0	4.0	7.0	8.0	6.0	6.0
241. Free personal services (haircuts, laundry, etc.)	71.0	66.0	70.0	73.0	69.0	71.0
242. Special discount stores	35.0	25.0	28.0	25.0	20.0	23.0
243. A chance to meet and date girls	72.0	72.0	72.0	75.0	75.0	77.0
244. Someone who will do something about complaints	45.0	47.0	47.0	54.0	51.0	52.0
245. Counseling and aid about money problems	29.0	29.0	30.0	32.0	25.0	29.0
246. A place for visiting family to stay	24.0	33.0	32.0	22.0	38.0	30.0
247. Courtesy in the PX and commissary	14.0	16.0	16.0	7.0	11.0	8.0
248. The variety of consumer items in the PX and commissary	11.0	15.0	14.0	5.0	9.0	7.0
249. Information about location of services and facilities on post	30.0	27.0	29.0	19.0	22.0	19.0
250. Good relations with people of other races	6.0	5.0	6.0	12.0	24.0	17.0
251. Counseling and aid for drug users	1.0	1.0	1.0	1.0	1.0	1.0
252. Being stationed near home	69.0	68.0	69.0	80.0	79.0	80.0
253. Time off for overtime work	73.0	73.0	73.0	81.0	81.0	81.0

(Continued)

Table C-3 (Continued)

Perceived Army Efforts to Improve Various Items:  
Rankings on Check List 3 by Post

	VOLAR II			VOLAR III		
	Post		Over Post	Post		Over Post
	Ord	Jackson		Ord	Jackson	
254. Higher grades for people who come into the Army with useful civilian skills	63.0	57.0	59.0	70.0	71.0	69.0
255. Cash as a re-enlistment bonus	10.0	10.0	8.0	3.0	8.0	5.0
256. Extra leave as a re-enlistment bonus	25.0	19.0	19.0	17.0	16.0	15.0
257. Promotion as a re-enlistment bonus	31.0	24.0	27.0	21.0	23.0	20.0
258. A stabilized tour for re-enlisting	46.0	40.0	43.0	31.0	37.0	33.0
259. Re-enlistment for duty in a specific unit	43.0	37.0	39.0	38.0	36.0	37.0
260. Chance to resign my enlistment on a 30-day notice	64.0	60.0	62.0	61.0	57.0	59.0
261. Shorter re-enlistment terms	65.0	63.0	64.0	65.0	64.0	63.0
262. Harassment	58.0	70.0	66.0	53.0	74.0	67.0
263. Better education for dependents	42.0	31.0	34.0	45.0	40.0	43.0
-- Providing placement service for part-time civilian jobs				63.0	59.0	61.0
-- Providing a service for getting off-post housing for families				55.0	45.0	50.0
-- Letting soldiers furnish their rooms at their own expense				58.0	66.0	62.0
-- Stabilizing tours for instructor personnel for 24 months				57.0	50.0	56.0
-- Providing annual awards for outstanding NCOs who are not in combat arms				52.0	46.0	49.0
-- Allowing retraining in an MOS of your choice				71.0	68.0	68.0
-- Providing clear information on re-enlistment				60.0	49.0	58.0
-- Making NCO clubs dues-free				66.0	61.0	64.0

<sup>a</sup> Items are listed and numbered as they appeared in the VOLAR II questionnaire. Several items were added in the VOLAR III administration.

Table C-4

**Influence of Various Items on Re-enlistment Intention:  
Rankings on Check List 4 by Posts**

	VOLAR III		
	Post		Over Post
	Ord	Jackson	
260. The amount of privacy there is	82.0	81.0	82.0
261. The food	76.0	79.0	78.0
262. The amount of sleep I can get	80.0	80.0	80.0
263. The living quarters (barracks)	74.0	59.0	73.0
264. The bus service on post and to town	41.0	36.0	38.0
265. The restrictions on owning and using my own car or cycle	52.0	43.0	47.0
266. The chances given to play sports	40.0	34.0	36.0
267. The restrictions on using telephones	47.0	45.0	46.0
268. The risk of physical danger	72.0	57.0	65.0
269. The choice of jobs	79.0	77.0	77.0
270. The work itself	75.0	76.0	76.0
271. The working hours	77.0	78.0	79.0
272. The specialized training I can get	49.0	49.0	51.0
273. The job training given	58.0	53.0	54.0
274. The opportunities open for personal advancement or promotion	38.0	46.0	43.0
275. The treatment given on the job	57.0	67.0	60.0
276. The working conditions	64.0	70.0	67.0
277. The people I work with	42.0	41.0	40.0
278. The recognition and reward given for doing good work	46.0	55.0	49.0
279. Educational opportunities	32.0	31.0	31.0
280. The possibility of planning my own future	59.0	56.0	56.0
281. Mickey Mouse stuff	83.0	83.0	83.0
282. The evening and weekend duty	81.0	82.0	81.0
283. The overtime work	84.0	84.0	84.0
284. The possibility for travel and new experience	22.0	26.0	24.0
285. The amount of respect given to me	55.0	68.0	59.0
286. My superiors	60.0	63.0	61.0
287. The extent to which I am treated as a responsible person	51.0	61.0	55.0
288. The choice I have of job locations	69.0	64.0	69.0
289. The reaction of the general public to the military	65.0	60.0	64.0
290. The way the rules are stated and enforced	70.0	74.0	72.0
291. The people I live with	43.0	39.0	42.0

(Continued)

Table C-4 (Continued)

**Influence of Various Items on Re-enlistment Intention:  
Rankings on Check List 4 by Post**

	VOLAR III		
	Post		Over Post
	Ord	Jackson	
292. The kind of family life I can have	73.0	73.0	74.0
293. The extent to which I feel useful	61.0	62.0	62.0
294. Personal freedom (wearing clothes of my own choice, etc.)	53.0	65.0	57.0
295. The extent to which I can speak up and be heard	63.0	69.0	66.0
296. The amount of racial and other discrimination	48.0	50.0	50.0
297. The chance I have to talk over my problems with someone	44.0	44.0	44.0
298. The friendships I have made	16.0	17.0	17.0
299. The chances there are to get together with friends	33.0	32.0	33.0
300. The contact with people of other races	28.0	37.0	32.0
301. The legal counsel I can get	31.0	30.0	30.0
302. The chance to be of service to my country	29.0	28.0	28.0
303. The extent to which I can be my own boss	68.0	71.0	70.0
304. The chances to make money	67.0	75.0	71.0
305. The job security	39.0	42.0	41.0
306. The variety of entertainment available	56.0	52.0	53.0
307. The family housing available	45.0	47.0	45.0
308. The medical and dental services	9.0	15.0	11.0
309. The amount of free dental and eye care for dependents	5.0	12.0	10.0
310. The retirement benefits	3.0	10.0	5.0
311. The cost of personal services (hair-cuts, laundry, etc.)	26.0	27.0	27.0
312. The prices at the PX and the commissary	13.0	14.0	13.0
313. The chances I have to meet and date girls	71.0	58.0	68.0
314. The extent to which something is done about complaints	62.0	66.0	63.0
315. The counseling and aid given about money problems	36.0	38.0	37.0
316. The housing for visitors	37.0	40.0	39.0
317. The treatment in the PX and the commissary	25.0	25.0	26.0
318. The variety of consumer items available at the PX and the commissary	23.0	22.0	22.0
319. Information about location of services and facilities on and off post	34.0	35.0	35.0
320. The chances of being stationed near home	54.0	51.0	52.0
321. If higher grades were given for useful civilian skills	21.0	18.0	21.0
322. If cash were given as a re-enlistment bonus	14.0	11.0	12.0

(Continued)

Table C-4 (Continued)

**Influence of Various Items on Re-enlistment Intention:  
Rankings on Check List 4 by Post**

	VOLAR III		
	Post		Over Post
	Ord	Jackson	
323. If extra leave were given as a re-enlistment bonus	15.0	13.0	14.0
324. If a promotion were given as a re-enlistment bonus	10.0	8.0	9.0
325. If a stabilized tour were given for re-enlisting	8.0	9.0	8.0
326. If I were able to re-enlist for duty in a specific unit	7.0	7.0	6.0
327. If I were able to resign my re-enlistment on a 30-day notice	11.0	5.0	7.0
328. If they had shorter re-enlistment terms	6.0	3.0	4.0
329. If there were less harassment	20.0	6.0	16.0
330. If a better education were assured for dependents	4.0	4.0	3.0
331. If I could get a good civilian job	35.0	33.0	34.0
332. If I change my marital status	50.0	48.0	48.0
333. If some of my buddies re-enlist	30.0	29.0	29.0
334. The present state of the Vietnam war	78.0	72.0	75.0
335. My family's feeling about my being in the Army	66.0	54.0	58.0
336. If the Army provided a placement service for part-time civilian jobs	24.0	23.0	23.0
337. If the Army provided a service for getting off-post housing for families	12.0	16.0	15.0
338. If the Army would let soldiers furnish their rooms at their own expense	18.0	20.0	19.0
339. If there were stabilized tours for instructor personnel for 24 months	17.0	19.0	18.0
340. If there were annual awards for outstanding NCOs who are not in combat arms	27.0	24.0	25.0
341. If the Army would allow retraining in an MOS of a man's choice	1.0	1.0	1.0
342. If weekends and holidays were not charged against leave time	2.0	2.0	2.0
343. If NCO clubs were dues-free	19.0	21.0	20.0

## Appendix D

### COMPOSITE SCORES

#### INTRODUCTION

When the intercorrelations of a set of related attitude questions will allow it, it is generally more convenient and more meaningful to summarize the response made to them in the form of a more general attitude score rather than to display separately all of the specific attitudes tapped by the questions. Three rather general attitudes were measured in this way with varying success in these VOLAR studies: Personal Morale, Attitude Toward the Army, and Attitude Toward Training.

#### SCALE CONSTRUCTION

There is no substitute for an empirical approach to the construction of attitude scales. To measure any particular general attitude, a wide variety of items, item forms, and response choices must be tried out on populations that are at least similar to the target population and the ensuing data analyzed carefully to determine a best set of questions and answers for the purpose.

Unfortunately, the time available for the construction of the 1971 VOLAR questionnaires was very limited. No empirical pretesting was possible. Items found to work in earlier studies and new items were arbitrarily combined into scales and the *favorable* responses to each item selected. In scoring, a man was given one point for each favorable response he made. Then, using the first data obtained from VOLAR I and VOLAR II, the correlation was found between the favorable response to each item and the total score, or the number of favorable responses made to all the items. Items were accepted or rejected primarily on the basis of these correlations. While the "scales" developed this way are rather crude, they serve the purpose reasonably well. A more extensive preliminary analysis would have shown whether the responses chosen to be scored as *favorable* were in fact the best for the purpose.

#### PERSONAL MORALE SCORE

Personal Morale Score was one construct selected for measurement, since it often affects other attitudes, sometimes quite strongly, particularly when the men are new to the Army and to Army life.

The six items reflecting Personal Morale (with *favorable* responses italicized) showed the following correlations with their total score on VOLAR I and VOLAR II.

<u>Item</u>	<u>Correlation With Total</u>	
	<u>VOLAR I</u>	<u>VOLAR II</u>
How would you say your physical condition is right now? <i>Very good</i> <i>Good</i> Fair   Poor	.53	.38
Have you felt homesick much of the time since you have been in the Army? A lot of the time   Some of the time <i>Hardly ever</i>	.53	.46
About how many letters and phone calls did you get in the last week? <i>Above median</i> Below median	.34	.58
How many letters did you send or phone calls did you make in the last week? <i>Above median</i> Below median	.35	.54
Have you felt lonesome since you have been in the Army? A lot of the time   Some of the time <i>Hardly ever</i>	.56	.51
Do you think it will be hard to make friends in the Army? Harder than in civilian life <i>Easier than in civilian life</i> <i>About the same as in civilian life</i>	.39	.34

The average correlations were .45 and .47 and estimated overall reliability of the set was .60 and .63. Because the correlations were low and relatively unstable, the Personal Morale score was abandoned.

### COMPOSITE ATTITUDE SCORE

A set of items concerned more specifically with attitudes toward various features of Army life was combined in the same way into a measure of general attitude toward the Army. The items (*favorable* choices italicized) and the correlation of each with the total score on VOLAR I and VOLAR II are shown in the following table:

<u>Item</u>	<u>Correlation With Total</u>	
	<u>VOLAR I</u>	<u>VOLAR II</u>
If you had your choice right now, which of the services would you rather be in? <i>Army</i> Navy   Air Force   Marines Coast Guard	.48	.53
Do you sometimes think you should have tried to avoid military service? Yes <i>No</i> Not Sure	.50	.59
From what you have seen or heard, do you think you will get a square deal in the Army? <i>I am sure I will</i> <i>I think I will</i> I think I will not   I am sure I will not	.55	.59

<u>Item</u>	<u>Correlation With Total</u>	
	<u>VOLAR I</u>	<u>VOLAR II</u>
How do you think you will like being in the Army? <i>I probably will like it</i> <i>I probably won't like it</i> <i>I don't know whether I will like it or not</i>	.68	.70
How do you think black and other minority soldiers will be treated in the Army? <i>Better than white soldiers</i> <i>The same as white soldiers</i> <i>Worse than white soldiers</i>	.29	.28*
As far as you are concerned, do you think your military service will be a valuable experience, a waste of time, or some of both? <i>A valuable experience</i> <i>A waste of time</i> <i>Some of both</i>	.55	.56
Do you think you stand a good chance of getting the kind of Army job or assignment that you would like? <i>Yes</i> <i>No</i> <i>Not Sure</i>	.49	.30*
Do you think that your training and experience in the Army will be useful to you in later civilian life? <i>Yes</i> <i>No</i> <i>Not Sure</i>	.58	.15*
It is sometimes said that "the Army will make a man of you." Do you believe that this is true? <i>Yes</i> <i>No</i> <i>Not Sure</i>	.59	.57
Do you think you could get as good a job in the Army as you could get in civilian life? <i>Yes</i> <i>No</i> <i>Not Sure</i>	.56	.52
Do you think that most men have a better chance of getting ahead in the Army than they would have outside the Army? <i>Better chance in the Army</i> <i>Better chance in civilian life</i> <i>About the same</i>	.51	.49
Do you think that a man like yourself would have a good chance to succeed in an Army career? <i>Yes</i> <i>No</i> <i>Not Sure</i>	.57	.53*
Do you think you need the kind of discipline you are likely to get in the Army? <i>Yes</i> <i>No</i>	.55	.61
Do you care whether or not you become a good soldier? <i>Yes, I care a lot</i> <i>Yes, I care some</i> <i>No, I don't care much</i> <i>No, I don't care at all</i>	.52	.47

The four items marked with an asterisk were dropped because of their low or unstable correlations, or, in the case of the last one, because the form of the item was changed in the other questionnaires. Since the remaining 10 items had average correlations of .55 and .56 with their respective total scores and estimated reliabilities of .81 and .82, they were retained as a scale.

Minor changes had to be made in many items, (e.g., changes in verb tenses) to make them suitable for later questionnaires. It is the VOLAR I form that is shown in the foregoing table.

### COMPOSITE TRAINING SCORE

Another set of items was selected to measure attitudes toward training on VOLAR II and the subsequent questionnaires.

<u>Item</u>	<u>Correlation With Total VOLAR II</u>
Has your life during basic training been easier or rougher than you expected? <i>Much easier than I expected</i> <i>A bit easier than I expected</i> <i>Just about what I expected</i> <i>A bit rougher than I expected</i> <i>Much rougher than I expected</i>	.36*
How did your actual training compare with what you thought it would be like? <i>Very much better</i> <i>Better</i> <i>About the same</i> <i>Worse</i> <i>Much worse</i>	.46
As far as the physical side of basic is concerned, do you think it should be made easier or tougher? <i>Much easier</i> <i>Somewhat easier</i> <i>Neither easier nor tougher</i> <i>Somewhat tougher</i> <i>Much tougher</i>	.20*
In general, how do you feel about the way things were taught in basic? <i>It was excellent</i> <i>It was good</i> <i>It was fair</i> <i>It was not too good</i> <i>It was poor</i>	.48
During basic, how much training time did you feel was wasted because of poor planning, foul-ups in the training schedule, waiting to use limited equipment or weapons, or other reasons? <i>Almost no time wasted</i> <i>Very little time wasted</i> <i>A fair amount of time wasted</i> <i>Quite a lot of time wasted</i> <i>A tremendous amount of time wasted</i>	.44

<u>Item</u>	<u>Correlation With Total</u> <u>VOLAR II</u>
How did the <i>enlisted cadre</i> (NCOs) in your company seem to feel toward the trainees? <i>They respected us and treated us like men</i> <i>They had a good deal of respect for us</i> <i>They had a fair amount of respect for us</i> They didn't seem to have much respect for us They treated us like dirt	.65
How did the <i>instructors</i> during basic training seem to feel toward trainees? <i>They respected us and treated us like men</i> <i>They had a good deal of respect for us</i> <i>They had a fair amount of respect for us</i> They didn't seem to have much respect for us They treated us like dirt	.61
How about the <i>officers</i> in your company? How did they seem to feel toward the trainees? <i>They respected us and treated us like men</i> <i>They had a good deal of respect for us</i> <i>They had a fair amount of respect for us</i> They didn't seem to have much respect for us They treated us like dirt	.61
How much difference did it seem to make to your instructors whether you really learned the things you were supposed to learn in basic training? None at all    Very little    Some, but not much <i>Quite a bit    A great deal</i>	.48
If you learned to do something well in basic training, did any of your instructors take notice of it? <i>They always noticed it    They usually noticed it</i> They sometimes noticed it They seldom noticed it    They never noticed it	.45
During basic training, did you get much help from the guys around you or your buddies? <i>I got a lot of help    I got some help</i> I got a little help, but not much I didn't get any help	.25*
Do you think you could have learned more if you had more of a chance to work with and get help from your buddies? Yes    No    Not Sure	.20*

<u>Item</u>	<u>Correlation With Total</u> <u>VOLAR II</u>
Do you think you could have learned more if you could have worked at your own speed?	
I could have learned a great deal more	
I could have learned a little more	
<i>I would have learned about the same amount</i>	
<i>Not sure</i>	.31*
When you came into the Army, how eager were you to get into the actual training?	
<i>I was very eager</i> <i>I was pretty eager to begin</i>	
I didn't care much one way or the other	
I wasn't very eager to begin	
I wasn't eager at all to begin	.30*

Again, the items marked with an asterisk were dropped. The average correlation of the remaining items with the total was .52, the estimated reliability, .75. Although the scale formed by these items is limited, it was used in subsequent analyses.

## Appendix E

### MULTIPLE LINEAR REGRESSION ANALYSIS

#### INTRODUCTION

A statistical technique that can be used to untangle a number of interrelated variables is multiple linear regression analysis. On the assumption that a *dependent criterion variable* is linearly related to two or more *independent predictor variables*, this technique develops a regression equation which relates the criterion variable in the sample data to the set of independent variables. This regression equation estimates the weighting or importance of the *unique* contribution of each of the independent variables in predicting the dependent criterion variable.

In using multiple linear regression analysis, two general assumptions are commonly made: one, that the criterion variable is linearly dependent on the set of independent variables; the other, necessary if tests of significance are to be made, that deviations from the regression equation are both normally and independently distributed. If these assumptions are not met, neither the estimates nor the tests of significance will be exact. The amount they are in error will depend upon the extent of the deviation from the assumptions.

#### USE OF MULTIPLE LINEAR REGRESSION ANALYSIS FOR VOLAR I, II, III

Three criterion variables were used in the analysis of these data: Draft Motivation for VOLAR I, Re-enlistment Intention for VOLAR III, and AWOL behavior in the Absenteeism study, each dichotomized for the regression analysis. The independent variables used were background measures, such as Age, Education, Race, Marital Status, and so on. Posts was also treated as an independent variable in the regression equation and its contribution, above that of the set of "best" predictors, was assessed. In this way, it was possible to determine whether the post itself made a significant contribution to the prediction of the criterion variable.

It must be borne in mind, however, that attitudes, such as Draft Motivation and Re-enlistment Intention, and behavior, such as going AWOL, are determined by a multitude of factors, only a few of which can be included in the data from questionnaires, hence in the regression equation. Since the error or the uncertainty associated with prediction from a regression equation includes the effects of all the variables that were not measured and included in the equation, such error or uncertainty is likely to be considerable.

#### STATISTICAL SIGNIFICANCE

On the average, about 840 VOLAR I (or VOLAR II-S) questionnaires were given per administration at each post. Thus, there were more than 40,000 valid VOLAR I and II-S questionnaires in the total sample, with about 17,000 from Fort Ord and about 24,000

from Fort Jackson. Approximately 733 VOLAR II questionnaires were given on the average per administration at each post, over the 25 cycles from 1 March 1971 to 16 August 1971. Thus, there were more than 36,000 valid VOLAR II questionnaires in the total sample with about 15,000 from Fort Ord and about 21,000 from Fort Jackson. An average of about 160 VOLAR III questionnaires were given per administration at each post, in the 25 cycles from 26 April 1971 to 11 October 1971. The number of valid VOLAR III questionnaires was therefore substantially less, but still with over 8,000 in the total sample. Of these, more than 4,100 were from Fort Ord and 3,800 from Fort Jackson.

With samples of this size, a difference between posts in Draft Motivation, for example as small as 1%, will be statistically significant. This does not mean, however, that such a difference is *important*, but only that it probably represents a real—but very small—difference between posts. For practical purposes statistically significant differences this small are negligible because they involve relatively small numbers of men. In this report, therefore, an attempt has been made to differentiate between statistically significant differences that are of no practical significance and those that are both statistically and practically significant.

Table E-1 shows the difference in Re-enlistment Intention, in Composite Attitude Score, and in Composite Attitude Toward Training Score that would be statistically significant ( $p < .05$ ) between samples of various but equal sizes. For the two Composite Scores, the values in the table were derived from the simple *t*-test of the difference between two sample means using an estimate of the variance pooled over the two samples. For Re-enlistment Intention, the values were derived from the normal approximation to the binomial using the maximum variance, which arises when  $p = q = .05$ . By using the maximum variance, we can be confident that any difference larger than the one shown will be significant, since, as the true proportions in the population deviate from 0.5, smaller differences can be detected. The significant differences for Re-enlistment Intention apply to comparisons of Draft Motivation or AWOL behavior as well.

Table E-1  
Differences in Re-enlistment Intention,  
Composite Attitude Score, and Composite Attitude Toward  
Training Score That Would be  
Statistically Significant at the .05 Level

Sample Sizes	Differences		
	Re-enlistment Intention <sup>a</sup> (%)	Composite Attitude Score	Composite Attitude Toward Training Score
100	13.9	0.70	0.54
500	6.2	0.31	0.24
700	5.2	0.26	0.20
1000	4.4	0.22	0.17
3000	2.5	0.13	0.10
8000	1.5	0.08	0.06
10000	1.4	0.07	0.05
30000	0.8	0.04	0.03
40000	0.7	0.03	0.03

<sup>a</sup>These differences are significant for the other binomial variables as well: Draft Motivation and AWOL Behavior.

It should be noted that a difference between posts, statistically significant or not, carries no implication as to the *source* or the reason for the difference. Multiple linear regression was used in analyzing the data in order to get at such sources, to determine not only whether posts differed significantly on the criterion variable but what sources or causes might have contributed to such differences and whether one of the sources might be the VOLAR innovations introduced at one post and not at the other.

## SELECTION OF THE "BEST" REGRESSION EQUATION

Methods commonly used for selecting the "best" regression equation include backward elimination, forward selection, and all possible regressions. Different methods will usually produce somewhat different sets of "best" predictor variables and "best" regression equations. In all methods, however, the primary criterion for determining "best" is how much the error of prediction is reduced by the inclusion of a selected predictor variable. The statistic usually used to measure this reduction is the multiple correlation coefficient.

In this report, both backward elimination and forward selection were used for determining the set of "best" predictors. That is, a regression equation was developed, first using forward selection and then using backward elimination. If the results of the two were in agreement, the set of predictor variables selected was termed "best". If the two methods were not in complete agreement, the set of predictors used was based on the results from both methods. This set was then fitted to the data as if it were in fact a best set. A significant increase in the size of the multiple correlation coefficient was used as the criterion for including further variables. Because of the large sample sizes in the data from VOLAR I, II, and III, however, in selecting the "best" regression equation an increase in the value of the multiple correlation coefficient that was of *practical* and not just *statistical* significance was used.

When the best set of predictors had been selected, and the corresponding multiple correlation coefficient computed, the variables of Post, Cycle (week of VOLAR I questionnaire administration), and the Post by Cycle interaction were added to the regression equation one at a time. As each new variable was added to the equation a new multiple correlation coefficient was worked out. In this way the contribution made by each new term (Post, Cycle, and the Post by Cycle interaction) was determined, above and beyond the contribution made by the selected best set of predictors.

## CONSIDERATION OF THEORETICAL PROBLEMS

### The Assumption of Normality

One of the requirements of multiple linear regression analysis is that the criterion variable be normally distributed. In this analysis, the dichotomized criterion variables are binomially distributed, taking values of 0 or 1. The distribution function of a binomial variable, however, converges to a normal distribution function as the sample size becomes large. This convergence is hastened if the binomial population is evenly divided.

By one rule of thumb, the assumption of normality is considered viable for binomial data, if:

$$Np(1-p) \geq 9$$

where  $N$  is the sample size and  $p$  is the proportion showing a characteristic or attribute. Values of  $p$  and  $N$  that satisfy this rule, and thereby imply that the normal approximation to the binomial is applicable, are shown in Table E-2.

Table E-2

Minimum Values of  
N for Which  $Np(1-p) > 9$

$p$	N
0.05	190
0.15	71
0.25	48
0.35	40
0.45	37
0.50	36

Because of the large sizes of the samples and because the dichotomies of Re-enlistment Intention (No vs. Yes plus Not Sure) were 62% vs. 38% on VOLAR I, 63% vs. 37% on VOLAR II, and 71% vs. 29% on VOLAR III, it was concluded that the assumption of normality was reasonably met, as it was also for Draft Motivation on VOLAR I where the split was 65% vs. 35%. Because the AWOL rate is so low, the assumption of normality is not as easily met. The overall AWOL rate of 0.0345 requires a sample size of 270 to satisfy the rule. Again, however, because of the large sample on VOLAR I, we feel that the assumption is reasonably met.

### Correlation

With continuous variables, the correlation coefficient ( $r$ ) has a range of  $-1 < r < 1$ . When the two variables are binomial, however, its range may not be the same. In fact, the correlation between two binomials ranges between  $-1 < r < 1$ , if, and only if, the population is split into exactly the same proportions on *both* attributes. Otherwise, the maximum value of the correlation ( $r_{\max}$ ) depends upon the relative magnitudes of the two proportions.

Care must be taken, therefore, in interpreting correlation coefficients based on binomial data and, to a lesser extent, on multinomial data. The observed correlation should not be compared to a maximum of  $\pm 1.00$  but to its own possible maximum ( $r_{\max}$ ), which can easily be calculated. One reasonable statistic that will make such an observed correlation comparable to the usual coefficient is  $r/r_{\max}$ .

In these analyses, correlations were found between the criterion variables, which were binomials, and various demographic variables. Some of the demographic variables were multinomial, so the range of their correlations approached  $-1$  to  $+1$ , but others were or became binomial after the initial simplification. Table E-3 shows the maximum

Table E-3

Maximum Possible Correlations ( $r_{\max}$ ), Observed Correlations ( $r$ ), and  $r/r_{\max}$ . Between Selected Binomial Criterion and Predictor Variables

Sample	Variable	$r_{\max}$	$r$	$r/r_{\max}$
VOLAR I	Draft Motivation vs. Posts	0.846	0.108	0.128
VOLAR I	AWOL vs. Posts	0.221	0.024	0.108
VOLAR III	Re-enlistment Intention vs. Posts	0.739	0.037	0.050
VOLAR III	Re-enlistment Intention vs. Race	0.893	0.157	0.176
VOLAR III	Re-enlistment Intention vs. Draft Motivation	0.955	0.350	0.367

correlation coefficient possible ( $r_{\max}$ ) between selected criterion and binomial predictor variables along with the observed correlation ( $r$ ) and the ratio  $r/r_{\max}$ .

It can be seen from Table E-3 that  $r_{\max}$ , the upper bound of  $r$ , can differ greatly from 1. The observed correlations ( $r$  in the table), however, are simple first-order correlations between binomial variables. The correlations presented in the text are multiple correlations between a binomial criterion variable and a set of binomial and multinomial predictors. While the maximum value of such a multiple correlation may vary with varying splits in the data, it is almost certain not to be affected as much as the simple first-order correlations presented in Table E-3.

**Appendix F**

**SUMMARIES OF THE INITIAL ANALYSES OF THE  
REGRESSION OF A CRITERION VARIABLE UPON  
SELECTED INDEPENDENT PREDICTOR VARIABLES FROM VOLAR I**

**Table F-1  
Table F-2  
Table F-3**

**Draft Motivation (VOLAR I)  
Re-enlistment Intention (VOLAR III)  
AWOL Status (VOLAR I)**

Table F-1  
Draft Motivation  
VOLAR I

Independent Predictor Variables	Before Analysis			After Analysis		
	Original Response Categories	N	Draft Motivation	New Response Categories	Draft Motivation	Correlation Between Predictor and Draft Motivation
Post	Ord	15541	0.406	Ord	0.406	0.108
	Jackson	21131	0.302	Jackson	0.302	
Cycle (date of VOLAR I administration)	1+2 25 Jan and 1 Feb	4706	0.336	1-3 25 Jan, 1 Feb, and 8 Feb	0.336	0.078
	3 8 Feb	1586	0.337	4 15 Feb	0.300	
	4 15 Feb	1718	0.300	5 22 Feb	0.378	
	5 22 Feb	1727	0.378	6-11 1 Mar, 8 Mar, 15 Mar, 22 Mar, 29 Mar, and 5 Apr	0.342	
	6 1 Mar	1986	0.328	12-14 12 Apr, 19 Apr, and 26 Apr	0.315	
	7 8 Mar	1764	0.344	15 3 May	0.412	
	8 15 Mar	1430	0.358	16-18 10 May, 17 May, and 24 May	0.298	
	9 22 Mar	1606	0.337	19-20 31 May and 7 Jun	0.385	
	10 29 Mar	1564	0.331	21-22 14 Jun and 21 Jun	0.421	
	11 5 Apr	1514	0.361			
	12 12 Apr	1472	0.323			
	13 19 Apr	1670	0.302			
	14 26 Apr	1381	0.321			
	15 3 May	1452	0.412			
	16 10 May	1402	0.287			
	17 17 May	1533	0.296			
	18 24 May	1628	0.310			
	19+20 31 May and 7 Jun	3161	0.385			
	21+22 14 and 21 Jun	3371	0.421			
Age <sup>a</sup>	16	178	0.781	16	0.781	0.466
	17	3047	0.842	17	0.842	
	18	4432	0.672	18	0.671	
	19	11728	0.269	19	0.269	
	20	7385	0.220	20-21	0.215	
	21	3081	0.204	22-23	0.154	
	22	2714	0.155	24-25	0.229	
	23	1764	0.153	26	0.644	
	24	819	0.219	27 or more	0.929	
	25	309	0.256			
	26	104	0.644			
	27	52	0.923			
	28	53	0.962			
29	28	0.857				
30 or more	23	0.956				

(Continued)

Table F-1 (Continued)

**Draft Motivation  
VOLAR I**

Before Analysis				After Analysis		
Independent Predictor Variables	Original Response Categories	N	Draft Motivation	New Response Categories	Draft Motivation	Correlation Between Predictor and Draft Motivation
Race	White	27203	0.314	White	0.314	0.115
	Black (Negro)	5295	0.425	Black (Negro) &		
	Other	2628	0.467	Spanish Surname		
	Spanish Surname (answering White)	1354	0.434	(answering White) Other	0.426 0.467	
Marital Status	Single	28175	0.378	Married	0.214	0.145
	Married	7696	0.214	Single	0.378	
	Other (separated, divorced, etc.)	645	0.481	Other	0.481	
Number of Dependents <sup>a</sup>	None	26207	0.367	None	0.367	0.084
	One	6607	0.270	One	0.270	
	Two	2846	0.300	Two	0.300	
	Three or more	683	0.419	Three or more	0.419	
Region of Origin	Northeast	3931	0.265	Northeast & Middle West	0.271	0.119
	Southeast	15456	0.336	Southeast	0.336	
	Middle West	4527	0.276	Far West & Mountain States or Southwest	0.388	
	Mountain States or Southwest	2535	0.402	Not in U.S.	0.527	
	Far West	8386	0.384			
	Not in U.S.	1442	0.527			
Size of Place of Origin <sup>a</sup>	Large city	9461	0.337	Large city	0.337	0.057
	Medium city	6807	0.378	Medium city	0.378	
	Small city	10574	0.349	Small city & Small town	0.353	
	Small town	5641	0.359	Farm area	0.279	
	Farm area	4047	0.279			
Education <sup>a</sup>	1-7	290	0.510	1-8	0.533	0.373
	8	1030	0.540	9-10	0.620	
	9	2167	0.608	11	0.568	
	10	3438	0.628	12	0.309	
	11	4177	0.568	13	0.228	
	12	13842	0.309	14	0.167	
	13	4010	0.228	15	0.128	
	14	2962	0.168	16 or more	0.071	
	15	1342	0.128			
	16	2906	0.071			
	over 16	248	0.069			

<sup>a</sup>Only adjacent response categories of these predictors were compared.

Table F-2  
 Re-enlistment Intention  
 VOLAR III

Independent Predictor Variables	Before Analysis			After Analysis		
	Original Response Categories	N	Re-enlistment Intention	New Response Categories	Re-enlistment Intention	Correlation Between Predictor and Re-enlistment Intention
Post	Ord Jackson	3492 2569	0.301 0.267	Ord Jackson	0.301 0.267	0.037
Cycle <sup>a</sup> (Date of Administration of VOLAR I or IIS)	A, B, 1 Mar, 8 Mar, C, D <sup>b</sup> 15 Mar, and 22 Mar	684	0.307	A <sup>b</sup> -3 1 Mar - 22 Mar, and 25 Jan - 8 Feb	0.305	0.111
	1-2 25 Jan and 1 Feb	609	0.315	4 15 Feb	0.208	
	3 8 Feb	256	0.277	5-6 22 Feb - 1 Mar	0.374	
	4 15 Feb	288	0.208	7 8 Mar	0.228	
	5 22 Feb	250	0.356	8 15 Mar	0.314	
	6 1 Mar	328	0.387	9-14 22 Mar - 26 Apr	0.241	
	7 8 Mar	241	0.228	15 3 May	0.381	
	8 15 Mar	236	0.314	16-18 10 May - 24 May	0.241	
	9 22 Mar	242	0.240	19-22 31 May - 21 Jun	0.321	
	10 29 Mar	260	0.238			
	11 5 Apr	173	0.278			
	12 12 Apr	226	0.212			
	13 19 Apr	216	0.264			
	14 26 Apr	282	0.227			
	15 3 May	295	0.381			
	16 10 May	247	0.223			
	17 17 May	261	0.257			
	18 24 May	275	0.244			
	19-20 31 May and 7 Jun	429	0.329			
	21-22 14 Jun and 21 Jun	293	0.311			
Age <sup>a</sup>	16	10	0.700	16-17	0.615	0.215
	17	208	0.611	18	0.446	
	18	612	0.446	19	0.279	
	19	2061	0.279	20	0.246	
	20	1327	0.246	21-25	0.217	
	21	616	0.224	26	0.650	
	22	510	0.208	27	1	
	23	346	0.191	28	0.429	
	24	163	0.252	29 or more	1	
	25	45	0.289			
	26	20	0.650			
	27	3	1			
	28	7	0.429			
	29 or more	5	1			

(Continued)

Table F-2 (Continued)

**Re-enlistment Intention  
VOLAR III**

Before Analysis				After Analysis						
Independent Predictor Variables	Original Response Categories	N	Re-enlistment Intention	New Response Categories	Re-enlistment Intention	Correlation Between Predictor and Re-enlistment Intention				
Race	White	4558	0.246	Black (Negro), Other, and Spanish Surname (answering White) White	0.412 0.246	0.157				
	Black (Negro)	621	0.411							
	Other	571	0.408							
	Spanish Surname (answering White)	265	0.423							
Marital Status	Single	4590	0.289	Other (separated, divorced, etc.) Single Married	0.505 0.289 0.256	0.071				
	Married	1329	0.256							
	Other (separated, divorced, etc.)	105	0.505							
Number of Dependents <sup>a</sup>	None	3910	0.277	None or One Two Three or more	0.274 0.336 0.454	0.066				
	One	1141	0.265							
	Two	568	0.329							
	Three or more	108	0.454							
Region of Origin	Northeast	682	0.254	Not in U.S. Southeast and Mountain States or Southwest Northeast, Middle West and Far West	0.500 0.302 0.302 0.259	0.098				
	Southeast	1828	0.302							
	Middle West	1024	0.244							
	Mountain States or Southwest	581	0.300							
	Far West	1682	0.270							
	Not in U.S.	188	0.500							
Size of Place of Origin	Large city	1624	0.280	Large city, Medium city and Small city Small town Farm area	0.279 0.328 0.279	0.037				
	Medium city	1447	0.289							
	Small city	1575	0.270							
	Small town	826	0.328							
	Farm area	559	0.279							
Education <sup>a</sup>	1-7	20	0.600	1-8 9 10 11 12-13 Over 13	0.581 0.422 0.522 0.435 0.266 0.175	0.233				
	8	97	0.577							
	9	223	0.422							
	10	364	0.522							
	11	538	0.435							
	12	2340	0.273							
	13	811	0.252							
	14	641	0.178							
	15	246	0.167							
	16	595	0.176							
	Over 16	48	0.146							
	Draft Motivation	Yes	1578				0.523	Yes No	0.523 0.177	0.350
		No	3680				0.177			

<sup>a</sup>Only adjacent response categories of these predictors were compared.

<sup>b</sup>Dates of VOLAR IIS administration.

Table F-3  
**AWOL Status**  
**VOLAR I**

Before Analysis				After Analysis		
Predictor	Category	N	AWOL	Category	AWOL	Correlation
Post	Ord	18014	.0306	Ord	.0306	.0238
	Jackson	24176	.0395	Jackson	.0395	
Cycle <sup>a</sup> (date of VOLAR I administra- tion)	1+3 25 Jan and 1 Feb	4673	.0141	1+2 25 Jan 1 Feb	.0141	.0558
	3 8 Feb	1604	.0337	3-6 8 Feb	.0433	
	4 15 Feb	1733	.0312	15 Feb		
	5 22 Feb	1748	.0418	22 Feb		
	6 1 Mar	2009	.0343	1 Mar	.0352	
	7 8 Mar	1792	.0474	7 8 Mar	.0474	
	8 15 Mar	1446	.0353	8-10 15 Mar		
	9 22 Mar	1617	.0297	27 Mar		
	10 29 Mar	1599	.0388	29 Mar	.0345	
	11 5 Apr	1567	.0574	11 5 Apr	.0574	
	12 12 Apr	1486	.0289	12-14 12 Apr		
	13 19 Apr	1688	.0308	19 Apr		
	14 26 Apr	1445	.0381	26 Apr	.0325	
	15 3 May	1485	.0593	15-16 3 May		
	16 10 May	1528	.0465	10 May	.0528	
	17 17 May	1558	.0392	17-20 17 May		
	18 24 May	1648	.0376	24 May		
	19+20 31 May and 7 Jun	3413	.0349	31 May 7 Jun	.0366	
	21+22 14 and 21 Jun	3419	.0292	21-22 14 Jun 21 Jun	.0292	
Age <sup>b</sup>	16	201	.0697	15-17	.0675	.0738
	17	3444	.0674	18	.0524	
	18	5117	.0524	19	.0348	
	19	13321	.0348	20-21	.0278	
	20	8423	.0290	22-23	.0174	
	21	3596	.0250	24-30	.0334	
	22	3198	.0169			
	23	2149	.0181			
	24	995	.0261			
	25	377	.0424			
	26	122	.0410			
	27	58	.0172			
	28	60	.1000			
	29	36	.0278			
	30 or more	28	.0357			

(Continued)

Table F-3 (Continued)

**AWOL Status  
VOLAR I**

Before Analysis				After Analysis		
Predictor	Category	N	AWOL	Category	AWOL	Correlation
Race	White	31437	.0323	White	.0323	.0359
	Black (Negro)	5929	.0511	Black (Negro)	.0511	
	Other	2990	.0405	Spanish Surname		
	Spanish Surname (answering White)	1562	.0391	(answering White) and Other	.0400	
Marital Status	Single	32377	.0327	Married	.0327	.0364
	Married	8840	.0434	Single	.0434	
	Other (separated, divorced, etc.)	762	.0735	Other	.0735	
Number of Depend- ents <sup>a</sup>	None	27148	.0329	None	.0329	.0361
	One	8882	.0373	One	.0373	
	Two	3436	.0527	Two	.0549	
	Three or more	938	.0629	Three or more		
Region of Origin	Northeast	5328	.0293	Northeast	.0293	.0560
	Southeast	16588	.0461	Southeast	.0461	
	Middle West	6103	.0195	Mountain States	.0195	
	Mountain States or Southwest	3281	.0195	Not in U.S. and Far West	.0355	
	Far West	8957	.0354			
	Not in U.S.	1468	.0361			
Size of Place of Origin <sup>a</sup>	Large City	11214	.0388	Large City	.0388	.0186
	Medium City	20985	.0327	Medium City and Small City	.0333	
	Small City	11446	.0338	Small Town	.0415	
	Small Town	5683	.0415	Farm Area	.0314	
	Farm Area	4079	.0314			
Education <sup>a</sup>	1-7	310	.1709	1-3	.0000	.1852
	8	1144	.1364	4-6	.0769	
	9	2376	.1002	7	.2008	
	10	3768	.0727	8	.1364	
	11	4630	.0727	9	.1002	
	12	27881	.0201	10-11	.0679	
	13	4596	.0178	12-13	.0196	
	14	3452	.0110	14-15	.0110	
	15	1555	.0109	16 or more	.0035	
	16	3507	.0031			
	Over 16	253	.0079			

(Continued)

Table F-3 (Continued)

**AWOL Status  
VOLAR I**

Predictor	Before Analysis			After Analysis		
	Category	N	AWOL	Category	AWOL	Correlation
How often did your family move?	No	23273	.0315	No, and One or Two	.0324	.0566
	One or Two	6434	.0347	Three or More	.0481	
	Three or More	29707	.0481	Don't Remember	.0925	
	Don't Remember	822	.0925			
Mode of Entry into Army	Drafted	4000	.0393	Enlisted	.0444	.0791
	Enlisted	35135	.0444	Drafted	.0393	
	Reserves	1890	.0021	Reserves and		
	National Guard	4445	.0013	National Guard	.0016	
Attempt to Avoid Military Service	Yes	5189	.0370	Yes	.0370	.0028
	No	31527	.0386	No	.0386	
Like being in the Army?	Will like it	11257	.0365	Won't like it	.0435	.0158
	Won't like it	9486	.0435	Don't know and will like it		
	Don't know	15855	.0366		.0366	
Becoming a Good Soldier	Yes, care a lot	24819	.0378	No, don't care at all	.0913	.0619
	Yes, care some	8600	.0288	No, don't care very much	.0481	
	No, don't care very much	1850	.0481	Yes, care a lot	.0378	
	No, don't care at all	1511	.0913	Yes, care some	.0288	

<sup>a</sup>Only adjacent response categories of these predictors were compared.

## Appendix G

### CONSIDERATIONS IN THE USE OF RANKS

#### INTRODUCTION

Complete tabulations were made of all responses to each item on each check list, that is, of the numbers of men in each group of interest who chose each of the three possible responses on Check Lists 1, 2, and 3, and each of the five possible responses on Check List 4. Table G-1 shows the number of items on each check list on each questionnaire. The resulting distributions that contain all of the information on check list responses are too voluminous to be dealt with fully, and therefore must be summarized.

Table G-1

Number of Items on Each Check List on Each Questionnaire

Check List	VOLAR Questionnaire		
	I	II	III
	57	63	57
2	57	63	57
3	a	73	81
4	a	a	84

<sup>a</sup>These check lists were not in these questionnaires.

The simplest summary statistic is probably the number (or percentage) of men who rated an item as, for example, *very important*. This, however, discards the rest of the information; that is, the number who rated it *fairly important* or *not at all important*.

The mean rating is a more definitive summary statistic. This mean is computed simply by multiplying each of the possible responses to an item (1, 2, or 3 on Check Lists 1, 2, and 3; 1, 2, 3, 4, or 5 on Check List 4) by the number of men who gave that response, adding those products, and then dividing the sum by the total number of men who responded to that item. The mean rating does have certain deficiencies, however. Information about the *variability* of the responses to an item is lost; items with equal numbers of men in the extreme categories get the same mean, regardless of the number in the middle category. In addition, it is not completely clear exactly how a mean rating of, for example, 1.125 (the overall mean rating of "Being able to get good medical and dental service" on Check List 1, VOLAR I) should be translated into verbal terms.

The rank of an item is more easily interpreted than its mean rating. The items on each check list were ordered from highest to lowest on the basis of their mean ratings and then ranked as follows:

<u>Ranks</u>	<u>Check List</u>	<u>VOLAR Questionnaire</u>
1-57	1, 2	I, III
1-63	1, 2	II
1-73	3	II
1-81	3	III
1-84	4	III

While a good deal of information is obviously lost in this process, ranks are simple to deal with. It is hoped that the gain in clarity of interpretation compensates for the loss of information.

Three precautions must be observed in interpreting ranks, particularly when smaller samples are being considered:

(1) While the highest and the lowest ranks are usually trustworthy, ranks in the middle of the range are probably not. In the middle of the range the means are packed closely together and a shift in the responses of just a few men may change the rank of an item considerably.

(2) The highest and lowest ranks are relative positions; they do not correspond to the highest and the lowest possible mean ratings. On Check List 1, for example, the item ranked 1 was *not* rated *very important* by everyone and the item ranked 57 was *not* rated *not at all important* by everyone; those two items were simply the two with the most extreme means in either direction. Every item on Check List 1 was rated as *very important* by some men and *not at all important* by others. The rank of the item shows only the *relative* position of the item in the whole set.

(3) While ranks show clearly any differences in the relative standing of an item from one group to another, they show nothing about the absolute value of the mean ratings. Two groups may rank the items in substantially the same order, while at the same time differing widely in the mean level of their ratings.

## VARIABILITY OF MEAN RATINGS

To illustrate some of the effects of the loss of information, the complete distributions by post are shown in Table G-2 for four items from Check List 1 on VOLAR I, II, and III. The four items are those with *overall* ranks of 1, 10, 48, and 57 on VOLAR I.

It is obvious from Table G-2 that there is much diversity of opinion on every item, both within posts and between posts. Every item, from the most to the least important, is rated *very important*, *fairly important*, and *not at all important* by someone. Although the item judged (overall) as the *most* important on VOLAR I was rated as *not at all important* by only 1% of the men, nearly one-third of them (32.5%) rated the (overall) *least* important item as *very important*.

The foregoing *overall* figures also conceal some of the diversity between Fort Ord and Fort Jackson; from 1.2% to 0.8% in the first instance, and from 30.2% to 34.2% in the second. On VOLAR I, the mean ratings themselves vary from Fort Ord to Fort Jackson, and often the difference, because of the large sample sizes, is statistically significant, particularly among the lower ranking items, where the general diversity is greater. The mean ratings at the two posts cover different ranges: 1.139-1.897 at Fort Ord vs. 1.114-1.827 at Fort Jackson. Although some of this diversity is reflected in the disagreements in ranking from one post to the other, much of the diversity is lost in the process of converting the data to ranks in the interest of simplicity.

Table G-2

**Distributions of Responses, Mean Ratings, and Ranks of Four Items on  
Check List 1 by Post and by Questionnaire**

Item	Questionnaire									
	VOLAR I			VOLAR II			VOLAR III			
	Post		Over Post	Post		Over Post	Post		Over Post	
	Ord	Jackson		Ord	Jackson		Ord	Jackson		
<b>Being able to get good medical and dental service</b>										
1. Very important	N	13506	18897	32403	12019	17480	29499	3093	2931	6024
	%	87.3	89.4	88.5	82.3	82.9	82.6	77.2	78.7	77.9
2. Fairly important	N	1787	2065	3852	3210	3220	5530	772	683	1455
	%	11.6	9.8	10.5	15.8	15.3	15.5	19.3	18.3	18.8
3. Not at all important	N	178	177	355	270	397	667	142	110	252
	%	1.2	0.8	1.0	1.8	1.9	1.9	3.5	3.0	3.3
<b>TOTAL</b>	N	15471	21139	36610	14597	21097	35694	4007	3724	7731
	%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
	Mean Rating	1.139	1.114	1.125	1.196	1.191	1.193	1.264	1.242	1.253
	Rank	1	2	1	4	4	4	8	8	8
<b>Being treated with respect</b>										
1. Very important	N	12035	17387	29422	11671	17253	28924	3106	3006	6112
	%	77.5	82.0	80.1	79.5	81.6	80.7	77.3	80.4	78.8
2. Fairly important	N	3197	3551	6748	2782	3484	6266	784	625	1409
	%	20.6	16.8	18.4	18.9	16.5	17.5	19.5	16.7	18.2
3. Not at all important	N	305	256	561	229	414	643	126	108	234
	%	2.0	1.2	1.5	1.6	2.0	1.8	3.1	2.9	3.0
<b>TOTAL</b>	N	15537	21194	36731	14682	21149	35831	4016	3740	7756
	%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
	Mean Rating	1.245	1.192	1.214	1.221	1.204	1.711	1.258	1.226	1.243
	Rank	13	10	10	7	8	8	7	4	5
<b>Having a variety of entertainment available</b>										
1. Very important	N	7642	10769	18411	6787	9985	16772	1938	1907	3845
	%	49.4	51.0	50.4	46.5	47.3	47.0	48.4	51.2	49.8
2. Fairly important	N	6963	9413	16376	6883	9900	16783	1809	1605	3414
	%	45.0	44.6	44.8	47.2	46.9	47.0	45.2	43.1	44.2
3. Not at all important	N	853	918	1771	913	1201	2114	257	209	466
	%	5.5	4.4	4.8	6.3	5.7	5.9	6.4	5.6	6.0
<b>TOTAL</b>	N	15458	21100	36558	14585	21089	35674	4004	3721	7725
	%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
	Mean Rating	1.561	1.533	1.545	1.598	1.584	1.590	1.580	1.544	1.563
	Rank	47	47	48	56	55	55	51	48	49

(Continued)

Table G-2 (Continued)

Distributions of Responses, Mean Ratings, and Ranks of Four Items on Check List 1 by Post and by Questionnaire

Item	Questionnaire									
	VOLAR I			VOLAR II			VOLAR III			
	Post		Over Post	Post		Over Post	Post		Over Post	
	Ord	Jackson		Ord	Jackson		Ord	Jackson		
Having good bus service										
1. Very important	N	4680	7231	11911	4669	6360	11029	1462	1208	2670
	%	30.2	34.2	32.5	31.6	30.0	30.7	36.1	32.1	34.2
2. Fairly important	N	7720	10311	16031	6952	10213	17165	1777	1721	3498
	%	49.9	48.8	49.3	47.1	48.2	47.7	43.8	45.7	44.7
3. Not at all important	N	3080	3585	6665	3133	4635	7768	815	835	1650
	%	19.9	17.0	18.2	21.2	21.9	21.6	20.1	22.2	21.1
TOTAL	N	15480	21127	36607	14754	21209	35963	4054	3764	7818
	%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
	Mean Rating	1.897	1.627	1.857	1.896	1.919	1.909	1.840	1.902	1.870
	Rank	57	57	57	62	62	62	57	57	57

Similar or greater diversity obtains on the other check lists—for example, Check List 2, VOLAR I, as follows:

<u>Item</u>	<u>Overall Rank</u>	<u>Overall Mean Rating</u>	<u>Overall Choosing Good Chance (%)</u>
Having respect for superiors	1	1.377	67.5
Being sure of good retirement benefits	10	1.632	48.9
Having some personal freedom (wearing clothes of my own choice, etc.)	48	2.003	29.9
Getting time off for overtime work	57	2.346	15.2

On Check List 3, VOLAR II:

<u>Item</u>	<u>Overall Rank</u>	<u>Overall Mean Rating</u>	<u>Overall Choosing Doing a Lot (%)</u>
Counseling and aid for drug users	1	1.709	40.4
Educational opportunities	10	1.843	32.2
Shorter re-enlistment terms	64	2.178	16.8
Time off for overtime work	73	2.304	15.7

On Check List 4, VOLAR III:

<u>Item</u>	<u>Overall Rank</u>	<u>Overall Mean Rating</u>	<u>Overall Choosing Doing a Lot (%)</u>
If the Army would allow retraining in an MOS of a man's choice	1	3.117	37.7
The amount of free dental and eye care for dependents	10	2.977	33.5
The present state of the Vietnam War	75	2.387	16.0
The overtime work	84	2.100	9.2

The mean ratings range widely, both within and between check lists. Therefore, as pointed out earlier, care must be taken in interpreting ranks based on mean ratings. Ranks indicate the order but not the magnitude of differences. Although they provide a reasonable basis for comparing the relative positions of check list items, they carry no information about their absolute positions on the scale.

#### INTERCORRELATION OF MEASURES

The question arises as to whether the information lost in going successively from distributions to means to ranks seriously impairs any of the comparisons made. In Table G-3, the correlation found among the three measures is shown: the mean rating, the rank based on it, and the percent responding *Very Important* on Check List 1, VOLAR I.

Table G-3

#### Correlations Between Mean Rating, Rank, and Percent Choosing *Very Important*, Check List 1, VOLAR I

	Mean Rating	Rank	Percent Choosing <i>Very Important</i>
Mean Rating	1.00	.97	.99
Rank		1.00	.98
Percent Choosing <i>Very Important</i>			1.00

The three measures are, for all correlational purposes, interchangeable; the loss of information makes no difference. Correlations based on ranks would be identical with those that are based on mean ratings or on percent choosing *Very Important*.