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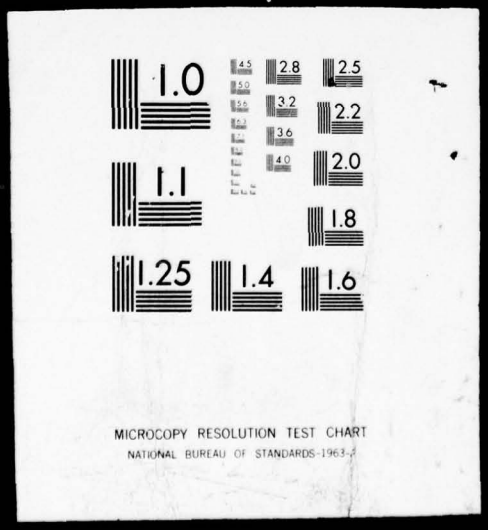


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(10) Stephen J. Schleifer Alfred J. Goldman

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SUMMARY OF MAJOR FINDINGS

This study assesses Guardsmen's attitudes toward the major elements of Guard life, and measures the effect of these attitudes on retention. The results of this study do not necessarily reflect the position of the National Guard Bureau, but are the objective professional opinions of National Analysts.

1. Overall, training is the major problem area, and unfavorable attitudes toward it impact heavily on termination decisions. Negative attitudes relate to both intrinsic and extrinsic aspects of training.

   - Intrinsic problems (those dealing with the content of training) are perceptions of "dull" and "boring" assemblies, where "busy work" is created to fill the time.

   - Extrinsic problems (those related to factors outside the Guard) are also major barriers to retention, as large numbers of discharged and non-extending Guardsmen report conflicts with their personal and/or business activities.

2. Promotion opportunities are another major problem area. Manifestations of this are reflected by the importance a sizable proportion of Guardsmen place on these opportunities, while concomitantly being dissatisfied with the way promotions are handled. Dissatisfaction in this area, however, does not appear to impact significantly on retention.

3. Guardsmen who opt to extend or re-enlist feel that the qualities of Guard life (e.g., the military way of life, the prestige of being in the Guard), and the opportunity for personal growth and development are important, and feel these needs are being satisfied by the Guard. Disillusionment from not having such needs met exists among a moderately large proportion of discharged and non-extending Guardsmen, and thus appears to play a role in their decisions to leave the Guard.

4. Unhappiness with discipline and leadership in the Guard is not widespread. However, certain aspects of both are problem areas. Specifically, nearly half (44%) of all Guardsmen are dissatisfied with haircut regulations, although this has only a small effect on retention. Disrespect for unit officers and NCO's is also moderately high, and these feelings seem to impact on retention.

5. The current pay scale is not a problem area, and is not a deterrent to retention. Guardsmen view pay as important, and overall are quite satisfied with it.

6. Unhappiness with other benefits (e.g., retirement benefits, travel opportunities) is moderate, regardless of enlistment status, and these attitudes are similarly moderate influences on termination.

7. The fact that 30% of all Guardsmen surveyed report receiving no counseling pertaining to re-enlisting or extending suggests this is a major problem area which needs attention by the Guard. And although the presence or absence of counseling per se does not appear to affect retention, the quality of counseling does, since more extending than either discharged or non-extending Guardsmen reported receiving good/satisfactory counseling.

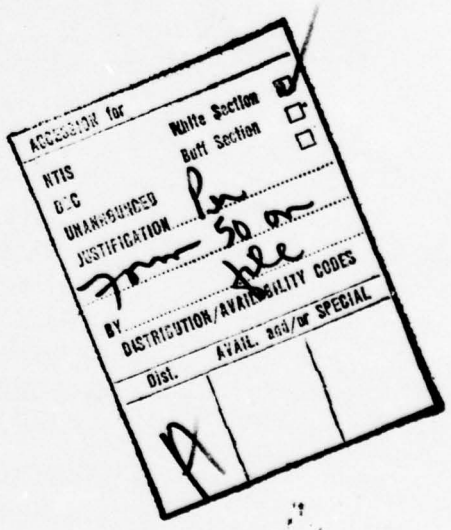
The study also investigated the extent to which racial problems are perceived to exist in the Guard, and the frequency of human/race relations counseling.

1. Whites are not sensitive to, or aware of racial problems existing in their units. Non-whites, however, more often report serious racial incidents, as well as discrimination in promotions. With regard to the latter, 39% of the non-white Guardsmen feel they do not have equal promotion opportunities.

2. Non-whites are not as likely to report receiving human/race relations training in the past year (whites -- 62%, non-whites -- 54%). When they have received such training, non-whites are more likely to perceive it as helpful.

The above findings can be summarized as follows:

Element of Guard Life	Level of Problem	Effect on Retention
Training	High	High
Counseling	High	Moderate
Promotion opportunities	High	Low
Qualities of Guard life, opportunity for personal growth and development	Moderate	Moderate
Discipline and leadership	Moderate	Moderate
Benefits (travel, retirement, etc.)	Moderate	Moderate
Pay	Low	Low
Human relations	Low (whites)	Low (whites)
	High (non-whites)	Moderate (non-whites)



NATIONAL GUARD RETENTION STUDY

- Report on Wave I -

Prepared for:

NATIONAL GUARD BUREAU

Washington, D.C.

Prepared by:

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A Division of Booz, Allen & Hamilton Inc.
Philadelphia, Pa.

February, 1977

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I. INTRODUCTION

The primary objective of this study is to provide information on ways to enhance the retention rate among National Guardsmen. To do this, the research has examined those factors which influence National Guardsmen's decisions to either re-enlist, extend, or terminate membership in the Guard upon completion of their enlistment.

The following areas of inquiry were investigated to determine their impact on retention:

- Overall satisfaction with the Guard, and with specific features of it
- The impact of these features on extension and/or re-enlistment decisions
- Attitudes toward various aspects of training, and the scheduling of unit training assemblies
- Attitudes toward Guard counseling relating to re-enlistment or extension
- Awareness of and attitudes toward the National Guard's human relations program, and reports of any racial friction experienced during training

The study design includes four waves of interviews. This report includes only the results of Wave I.

The investigation was conducted by National Analysts, the marketing and social science division of Booz, Allen & Hamilton Inc. As such, the study results reflect the objective professional opinions of National Analysts, based on the data from the survey, and do not necessarily represent the position of the National Guard Bureau.

II. RESEARCH METHODOLOGY

A total of 6,000 telephone interviews are to be conducted in quarterly waves of approximately 1,500 interviews per wave. This section presents the methodology utilized for Wave I only of this project.

1. Interviewing Procedures

Fifteen hundred and five (1,505) telephone interviews were conducted with both past and present members of the National Guard in September and October of 1976. Of these, 1,034 were completed with Army, and 471 with Air Guardsmen. Interviewing was done in 48 states via a centralized WATS line location.

Three distinct types of Guardsmen were interviewed:

- Those who are within six months of expiration term of service (ETS)

- Those who have been discharged within the past three months and did not re-enlist or extend their enlistment

- Those who have reached their ETS in the past ninety days and have extended or re-enlisted.

Two questionnaires were utilized, one for Guardsmen still serving, and one for those who have been discharged. The questionnaires are identical in content other than verb tense changes in some of the questions. The questionnaires can be found in the Appendix of this report.

2. Sampling Technique

A total of 4,742 names of potential respondents were provided by the National Guard Bureau for Wave I; 3,122 for the Army National Guard and 1,620 for the Air National Guard.

The National Guard Bureau maintains national personnel files, but not addresses and telephone numbers. However, as the Bureau is the statutory channel of communication between the states and the military departments, NGB requested the telephone numbers from the respective Adjutants General.

Based on guidance from National Analysts, the selection of these names was conducted in the following manner:

a. NGB selected the sample from the personnel data bases and requested the Adjutants General in each of the 48 conterminous states to provide the telephone numbers for current and former Army and Air Guard members.

b. The number of names requested from each state had been determined by calculating the percentage of all Army and Air Guardsmen in each state. Then, for example, if 15% of the Guard are in New York State, 15% of the sample (and thus, 15% of the sample names needed) would have been requested from that State's Adjutant General.

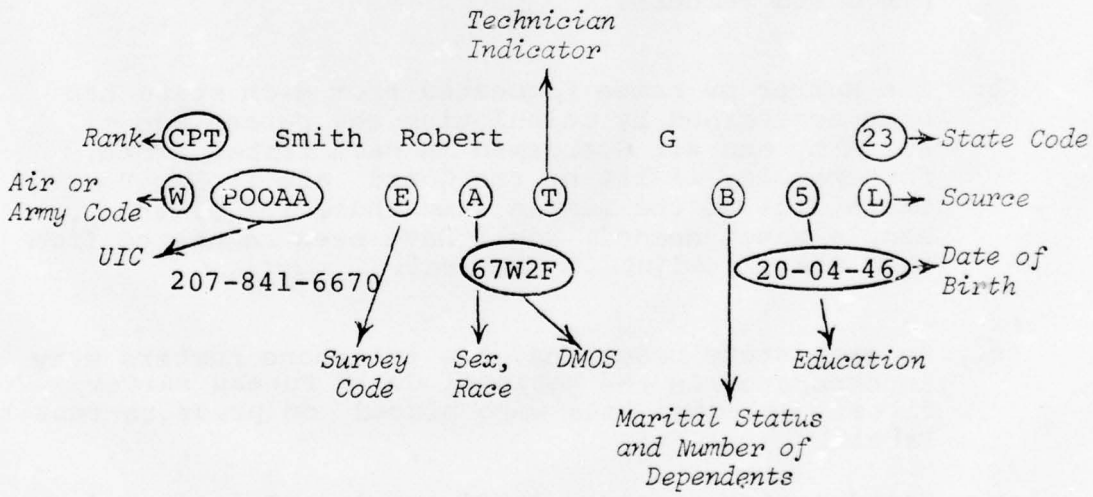
c. As each state responded, the telephone numbers were incorporated in the National Guard Bureau survey files. Selected data were placed on pressure sensitive labels.

d. Upon receipt of these labels, National Analysts' Sampling Department placed each onto a screening form, and then randomized all of the forms. Following this, each respondent was given a specific identification number.

e. In addition to providing the names and telephone numbers of potential respondents, the National Guard Bureau also provided National Analysts with the following information about each of them, which was included in the same label:

- Grade
- Unit Identification Code
- Sex, race
- State
- DMOS
- Technician Indicator
- Marital status and number of dependents
- Education
- Date of birth
- Survey code, termination and enlistment status in the National Guard
- Source of original enlistment
- Army or Air codes

Shown below is an example of a label and the coding of the classification data:



A code booklet was prepared by the National Guard Bureau outlining the codes and their meaning. The data on the labels were keypunched by our Data Processing Department onto data cards.

f. A "blue line" sampling technique was established for calling potential respondents. This involved initially giving interviewers approximately 2,000 names from which to complete the needed 1,500 interviews. An original call and up to two callbacks were attempted to complete as many interviews as possible from this group of 2,000 names. Only after this effort was completed were interviewers allowed to substitute additional names from the remaining 2,700 randomized Guard names. An initial call and up to two callbacks were also made to complete interviews with names below the blue line.

3. Respondent Quotas

Our original design had suggested specific quotas for each of the following Guard segments:

a. Termination and enlistment status

- Current Guardsmen within 6 months of separation
- Guardsmen who completed their enlistment and are still serving

b. Branch of service

- Army National Guard
- Air National Guard

c. Race

- White
- Non-white

d. Status

- Officer -- Technicians
- Officer -- Non-technicians
- EMs -- Technicians
- EMs -- Non-technicians

e. Personnel classification

- All service has been in the National Guard
- Other reserve or active duty component experience

f. Geographic area -- Census region

- Region I
  II
  III
  IV
  V
  VI
  VII
  VIII
  IX

However, the filling of quotas requires screening to meet these quotas, and the amount of screening depends on the incidence of certain segments in the Guard population. Since some of these incidence figures are currently unknown, it was decided not to set segment quotas for Wave I, but to let the analysis of these 1,505 interviews determine incidences (and thus, possible segment quotas) for the subsequent waves.

4. Questionnaire Development

Upon initiation of this project, National Analysts conducted an extensive review of previous studies relating to retention carried out by or for the National Guard: a total of 23 studies were examined, of which 16 were conducted by individual states and the remainder by the National Guard Bureau or an advertising or research firm. This review was undertaken in order for us to gain a better understanding of those factors of importance affecting retention.

Based on our findings of this review, which can be found in the Appendix of this report, a questionnaire was developed which attempted to incorporate those areas found in the previous studies to be of key importance regarding retention. Subsequent meetings with the National Guard Bureau were then held to discuss and refine the questionnaire. Additional insights were provided by the National Guard Bureau regarding the appropriate military terminology to be used and further areas of concern needed to be included. Once these modifications were made, a pre-test was conducted to determine the length of the questionnaire and the workability of the instrument, that is, did the questions provide us with sufficient information or the type we needed, and was the respondent able to follow the flow of the questionnaire and to understand the meaning of each question.

The National Guard Bureau provided us with the names and telephone numbers of 42 Guardsmen, from which we completed 20 pre-test interviews. Upon their completion, meetings were again held with the National Guard Bureau to discuss the findings of the pre-test and modify the questionnaire accordingly. Modifications were made to the questionnaire that would maintain a better flow of thought for the respondent to follow, clarify some of the questions, eliminate redundancies, and incorporate additional areas of inquiry.

A second pre-test consisting of five interviews was then conducted, which showed that the questions were understood by respondents, and that the questionnaire was within its budgeted time (i.e., 20 minutes) in length. After some minor structural revisions the questionnaire was approved by the National Guard Bureau and incorporated into the survey.

5. Analysis

In the computer tabulations, the data have been statistically weighted when combining responses from both Air and Army Guardsmen. This was carried out in order to properly reflect (or "weight") the 4 to 1, Army to Air Guard enlistment levels, since proportionately more Air Guardsmen had been interviewed. Weighting was not necessary when examining the Army and Air Guards separately.

The data analysis which follows focuses on (1) attitudes toward a variety of elements which together constitute the Guard "experience", and (2) the effect of each element on retention rates. Major attention has been given to differences in attitudes and retention implications among three Guard segments -- those who have been recently discharged, those who are currently obligated but plan to terminate, and those currently in who plan to extend. Further difference among other segments such as Army versus Air, pay grades, and race will only be mentioned if they appear to add a meaningful dimension to the analysis.

A complete set of the computer tabulations from Wave I has been forwarded under separate cover.

It should be noted that a special kind of analysis was performed on two specific questions (#'s 3 and 4). The first of these questions measured the importance of various Guard features in Guardsmen's enlistment or extension decisions, and the second assessed Guardsmen's overall satisfaction with these same features.

A total of seventeen features were examined. Both the importance of, and satisfaction with each feature was measured using four-point scales, as follows:

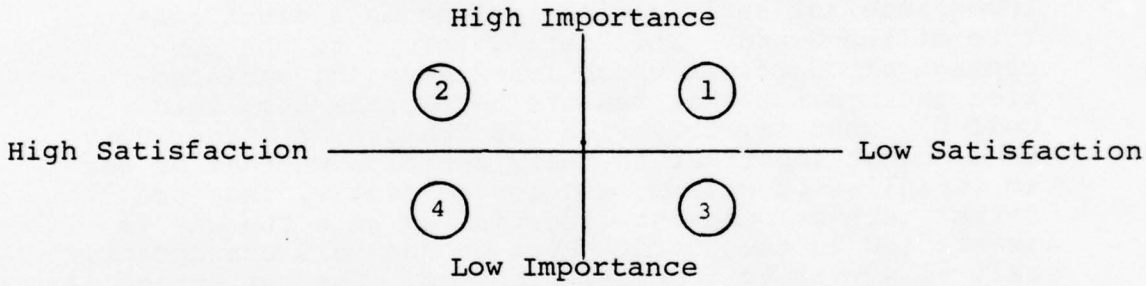
- Importance

  Very important
  Somewhat important
  Slightly important
  Not at all important

- Satisfaction

  Very satisfied
  Somewhat satisfied
  Slightly dissatisfied
  Very dissatisfied

A "combined" analysis of these questions was performed, that is, the degree of importance attributed to a specific feature was cross-analyzed by the degree of satisfaction with it. This was conducted for each respondent, and the results formed a "satisfaction/importance index" for each Guard feature. A four-celled matrix was then formed using this cross analysis and all respondents' importance/satisfaction ratings were placed into one of the four cells. The matrix appears as follows:



- Cell #1 - Responses in this cell are those which indicate that a particular feature of the Guard is very or somewhat important in Guardsmen's decisions to enlist or extend, and that the same Guardsmen are dissatisfied with the feature. This is the "problem" cell, and if relatively large numbers of Guardsmen fall into it, correcting the problem should receive a high priority for attention by the National Guard Bureau.

- Cell #2 - The response to a particular feature falling into this cell would merit the second highest priority, since it is important and is felt to be basically satisfactory. Satisfaction needs to be maintained.

- Cell #3 - Features in Cell #3 are third highest in priority, since they are of less importance, and Guardsmen are unhappy with them.

- Cell #4 - Features in Cell #4 should receive least attention by the Guard at present, since they represent lower importance features that are viewed with satisfaction.

Throughout the report, we will refer to a "high importance/low satisfaction" rating on a given feature of the Guard. This rating refers to the percentage of Guardsmen whose importance and satisfaction ratings for that feature categorize them into Cell #1, that is, they view the feature as either very or somewhat important in their decision whether or not to re-enlist or extend, and concomitantly, they are either very or somewhat dissatisfied with the way it is handled in the Guard. From an analysis standpoint, Cell #1 serves to identify problems. The percentage of Guardsmen in it suggests the level (i.e., severity) of the problem; the extent to which the level of the problem differs between Guardsmen who are or plan to stay in the Guard, and those who have terminated suggest the degree to which each of the factors affects retention.

6. Schedule

The time frame listed below was followed for this study:

Questionnarie development and pretesting	- 3/76 - 6/76
Names available to National Analysts	- 9/76
Interviewing	- 9/76 - 10/76
Data analysis and report	- 11/76 - 1/77

7. Project Team

A team of researchers from National Analysts worked with the National Guard Bureau and its advertising agency, W. B. Doner & Company, on this project. Key members of the project team were:

a. National Analysts

Dr. Stephen Schleifer: Vice President of National Analysts, Dr. Schleifer directed the research and served as the primary contact with the National Guard.

Dr. Alfred Goldman: Dr. Goldman, President of National Analysts, served as a consultant to Dr. Schleifer throughout the study, particularly during the questionnaire development and analysis phases of the research.

Mr. Anthony Asmann: As Director of Data Collection and Chief Statistician, Mr. Asmann designed and directed the sampling components of the study, as well as the statistical weighting carried out during the analysis.

b. National Guard Bureau

Colonel Homer R. Ward, Jr.: Colonel Ward, as Executive Director, NGBRAC, was National Analysts' primary contact at the National Guard Bureau. He helped to structure the survey, and provided guidance to National Analysts.

C. W. B. Doner and Company

Mr. Charles B. Riter: In his role as Director, Marketing Research at W. B. Doner and Company, Mr. Riter worked closely with the National Guard Bureau and National Analysts throughout the study, and served as a liaison between the two parties.

III. IMPACT OF TRAINING ON RETENTION

A. Overview

Overall, Guardsmen's attitudes toward training appear to have a more significant impact on retention than any other factor studied. These attitudes have played a major role in the termination decisions of both discharged and non-extending Guardsmen. As would be expected, extending Guardsmen express more satisfaction with the training they receive; however, they too report unfavorable attitudes toward it, and indicate that the nature of training will affect their future decisions to extend or terminate.

While dissatisfaction with training is expressed by both Army and Air Guardsmen overall, the latter tend to be more satisfied with the training they receive, and view it as less of a problem.

Problems associated with training can be classified into two areas: intrinsic and extrinsic. Intrinsic problems are those dealing with the content of training, and as such are those over which the Guard has direct control. Extrinsic problems, on the other hand, are those relating to the impact (or effect) of training on Guardsmen's lives outside the Guard. As such, the National Guard Bureau has little or no control over these problems which relate to interference with social life and occupation.

While the study suggests that intrinsic problems especially affect all Guardsmen's retention decisions, extrinsic problems more strongly impact on discharged and non-extending Guardsmen. Extending Guardsmen are less likely to view training as an infringement on their personal time.

B. Extrinsic Factors Associated with Training

1. Interference with civilian life is a major problem for discharged and non-extending Guardsmen

It is clear that the Guard "competes" for the time of those in it with the many other demands on Guardsmen's

lives. The Guard appears to have lost this competition with many discharged and non-extending Guardsmen, who reported major problems with training scheduled when they had other things to do, and training's interference with civilian jobs (Table 1).

In fact, when asked what it would take to keep them in the National Guard, 38% of discharged and 28% non-extending Guardsmen replied "nothing", that it simply represented too much interference with their civilian life. On the other hand, in response to this same open-ended question, over 40% of discharged and 30% of non-extending Guardsmen mentioned some element of improved training (Table 2). Similarly, when asked to suggest changes in the Guard, about 43% of the discharged/will not extend group cited training changes, while fewer (29%) of the extenders suggested these (Table 2).

Few extending Guardsmen (Table 1) reported major extrinsic problems with Guard training. Their most frequently voiced complaint was having to give up vacation time for annual training (8%).

As will be seen, extending Guardsmen are much more satisfied with the intrinsic qualities of training, and with the Guard overall. Consequently, perhaps because they feel their time is being better spent, their time at training assemblies apparently is not looked upon as a major infringement on their personal lives. On the other hand, discharged and non-extending Guardsmen view almost every element of the Guard as being unsatisfactory. Therefore, they resent the time they must give up from their personal time to spend on training.

Table 1

Major Extrinsic Problems Relating to Scheduling of Guard Training

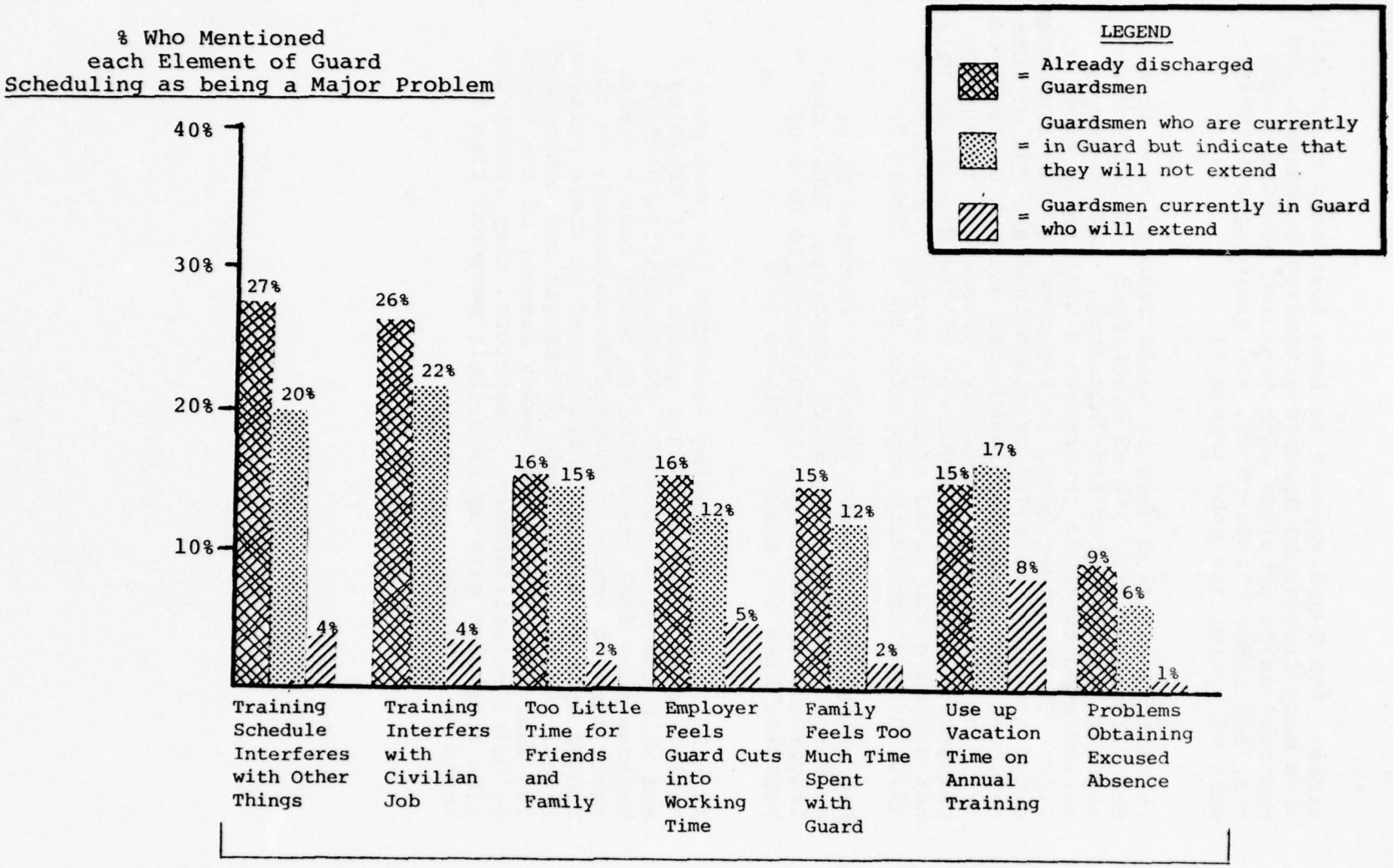


Table 2

Suggested Guard Improvements

"What would it take to keep you in your National Guard unit when your commitment ends?"*

	Enlistment Status	
	Already Discharged	Will Not Extend
	%	%
% who mentioned any aspect of improved training	44	34
% who mentioned each individual aspect:**		
More meaningful work, less wasted time	13	7
Shorter hours, fewer weekends	10	7
Choice of locality	8	5
Flexibility in choice of duty time	8	10
Choice of MOS	6	3
More community involvement	2	1
Improved or more job training	2	1
Better training, more training	1	4
	N = (327)	(220)

"If you could suggest changes to the National Guard that, in your opinion, would increase your interest in re-enlisting or extending your enlistment, what one major change would you suggest?"

	Enlistment Status		
	Already Discharged	Will Not Extend	Will Extend
	%	%	%
% who mentioned any aspect of improved training	43	42	29
% who mentioned each individual aspect:			
Better utilization of time	17	17	8
More community involvement	8	8	4
Better organization, coordination among units	5	8	3
Better, more useful, extensive training	4	4	6
Choice of MOS	4	2	3
Flexibility in choice of duty time	4	5	2
Shorter hours, fewer weekends	5	6	1
Offer improved or more job training	3	4	4
	N = (526)	(226)	(747)

*Base includes only those respondents who mentioned some element of Guard life. Those who indicated that "nothing would keep them in their unit" were excluded.

**Sum of the individual percentages may not add up to the net because of multiple responses.

2. Army Guardsmen are more dissatisfied than their Air counterparts with extrinsic training factors

As indicated in Table 3, fewer Air than Army Guardsmen perceive extrinsic training factors as being major problem. However, a large percentage of Army Guardsmen are consistent in agreeing that training's interference with their personal life is a major problem.

While major differences exist between non-extending Army and Air Guardsmen, it should be pointed out that the number of non-extending Air Guardsmen is quite small. Consequently, the data presented may reflect a trend, but not necessarily a precise account of the attitudes of this group.

Table 3

Major Extrinsic Problems Relating to Scheduling of Guard Training as Perceived by Army Guardsmen

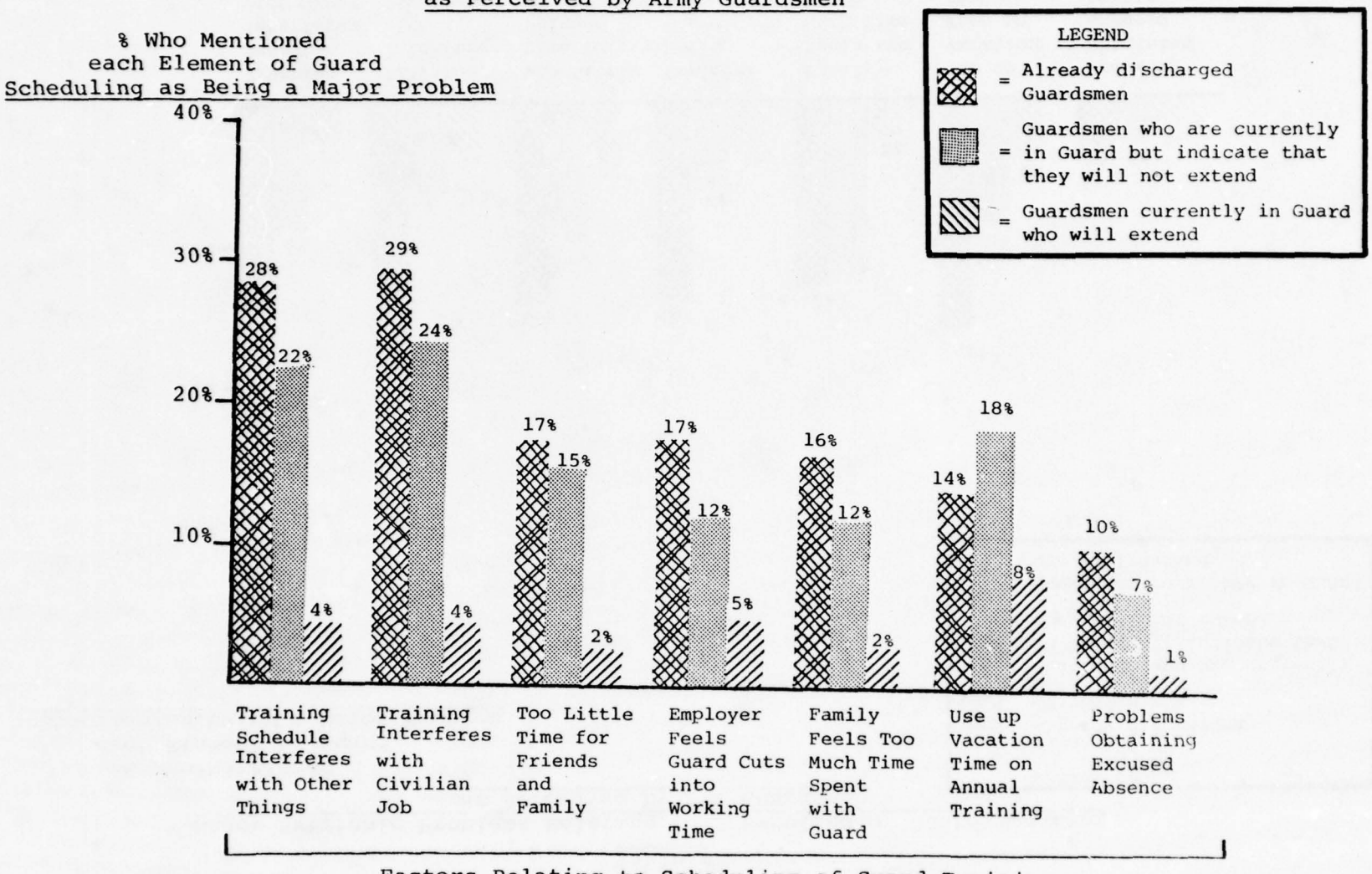
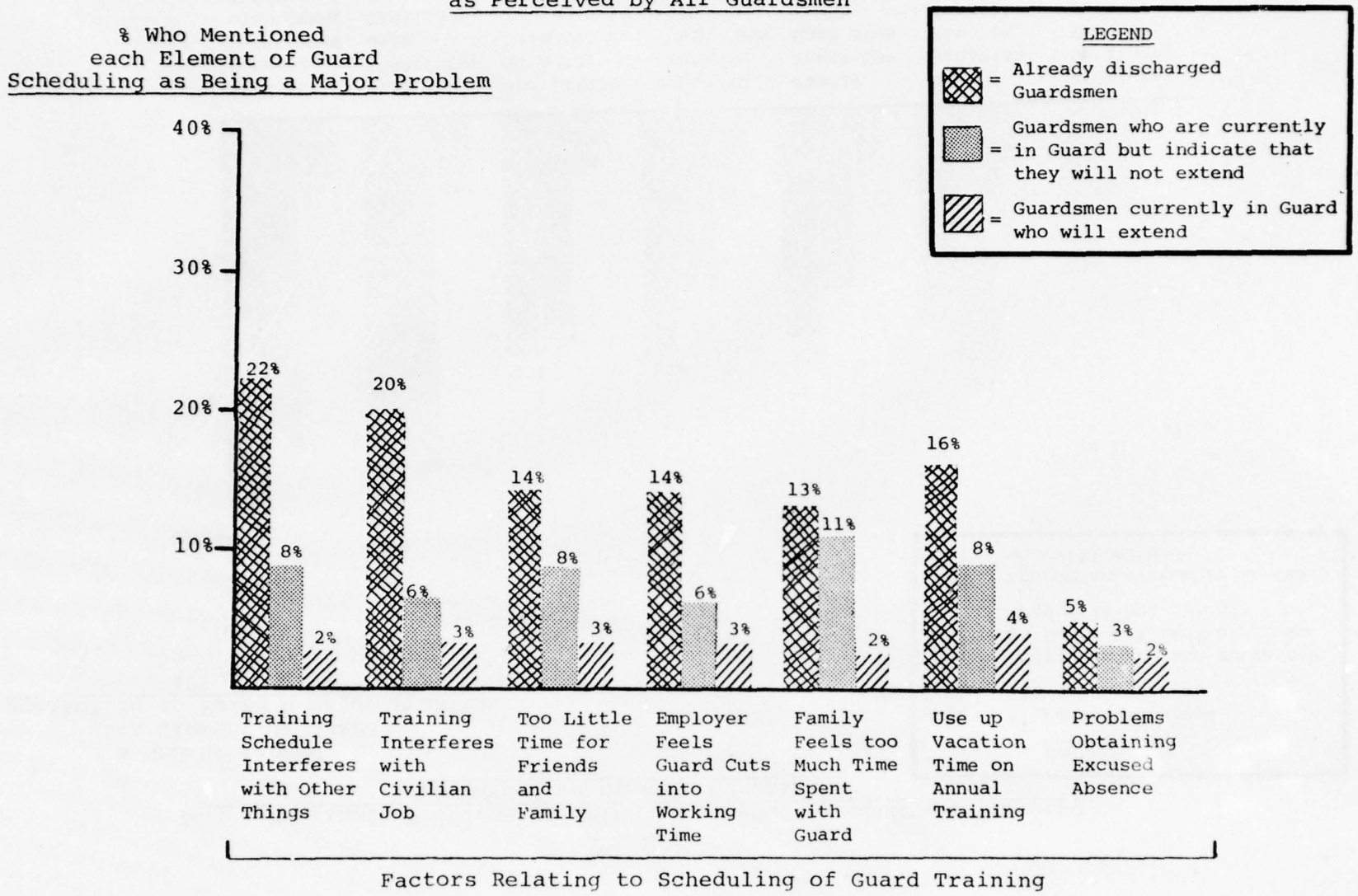


Table 4

Major Extrinsic Problems Relating to Scheduling of Guard Training as Perceived by Air Guardsmen



C. Intrinsic Training Factors Affecting Retention

1. Perceived lack of meaningful work at training assemblies is a major complaint

Negative feelings about too much "busy work" at unit training assemblies, and perceptions of dull and monotonous time spent there have a major impact on a Guardsman's decision not to re-enlist or extend his enlistment (Table 5). Half of the discharged and non-extending Guardsmen (and even over one-third of extending Guardsmen) indicate that their perceptions of inadequate training have or will influence their decision to leave the Guard.

As was seen earlier, when questioned regarding changes they would recommend to increase their interest in extending, over 40% of all discharged and non-extending Guardsmen, and 29% of those extending, answered that they would improve the training. The most frequently cited aspect of training was better utilization of time, less repetition and less waiting (Table 2).

Consistent with the previously-examined extrinsic factors, Air are not as likely as Army Guardsmen to indicate that intrinsic factors influenced them to leave the Guard (Tables 6 and 7). Also, technicians are somewhat more satisfied with training than are non-technicians.

Table 5

The Influence of Specific Training Factors on Guardsmen's Decision to Leave

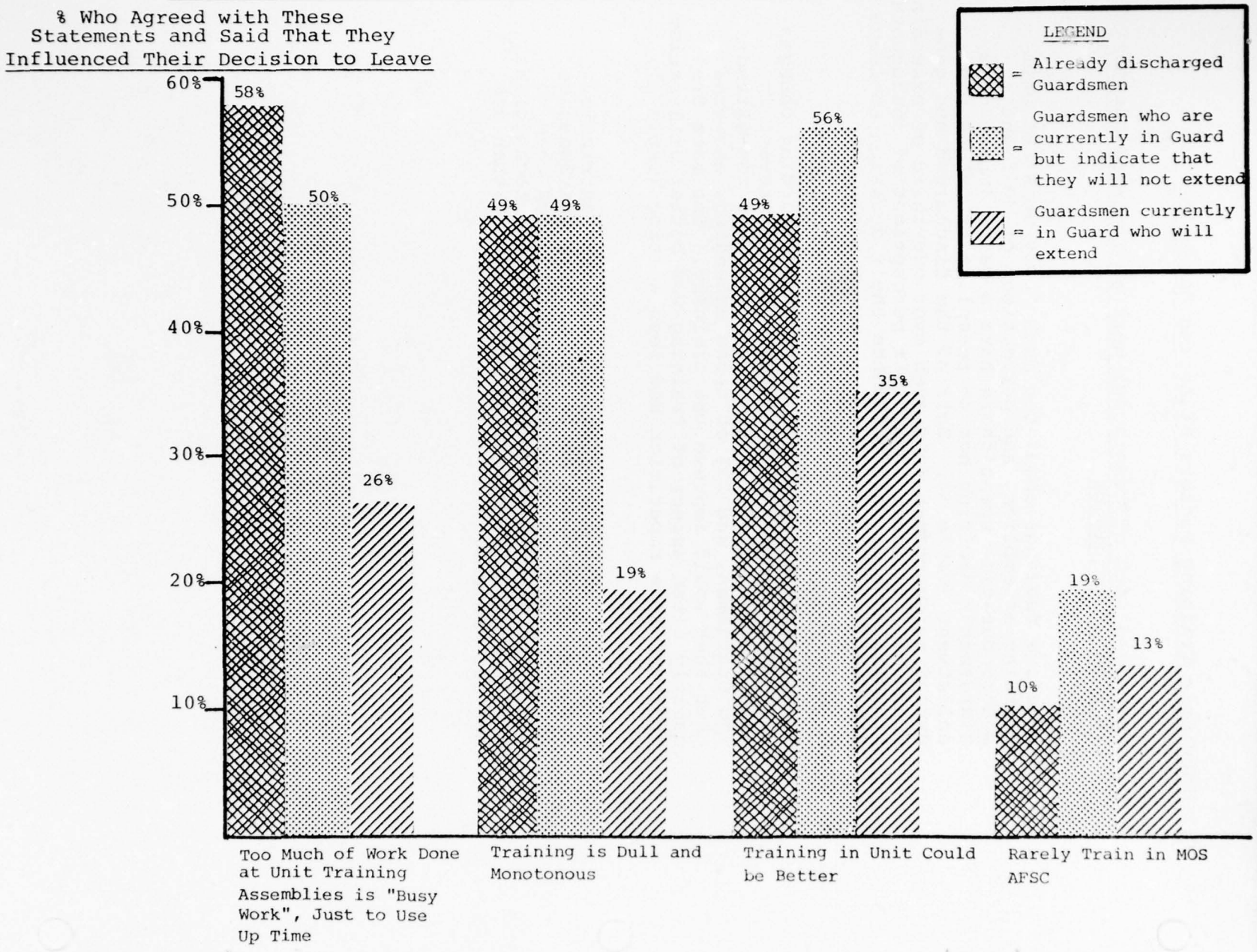


Table 6

The Influence of Specific Training Factors on Army Guardsmen's Decision to Leave

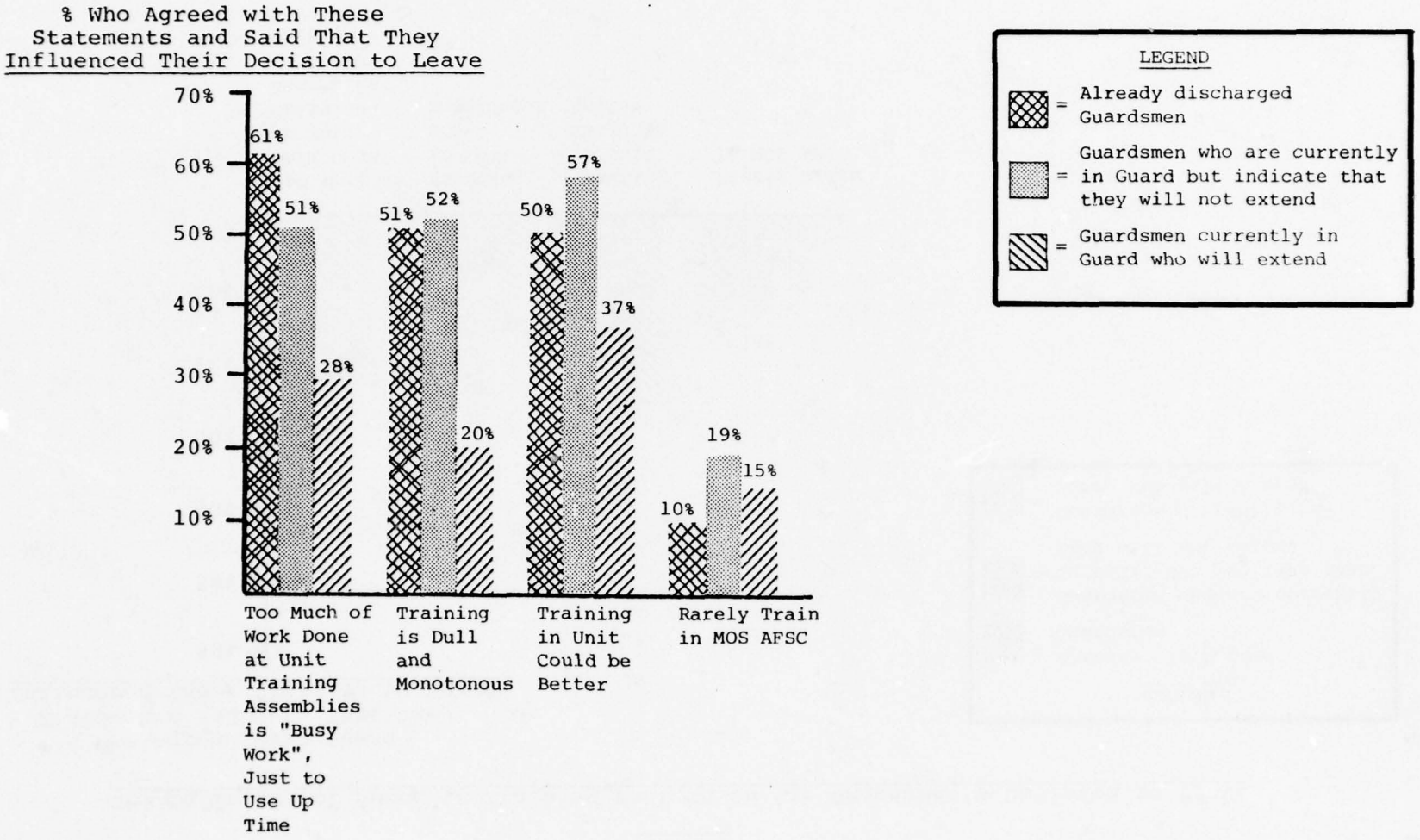
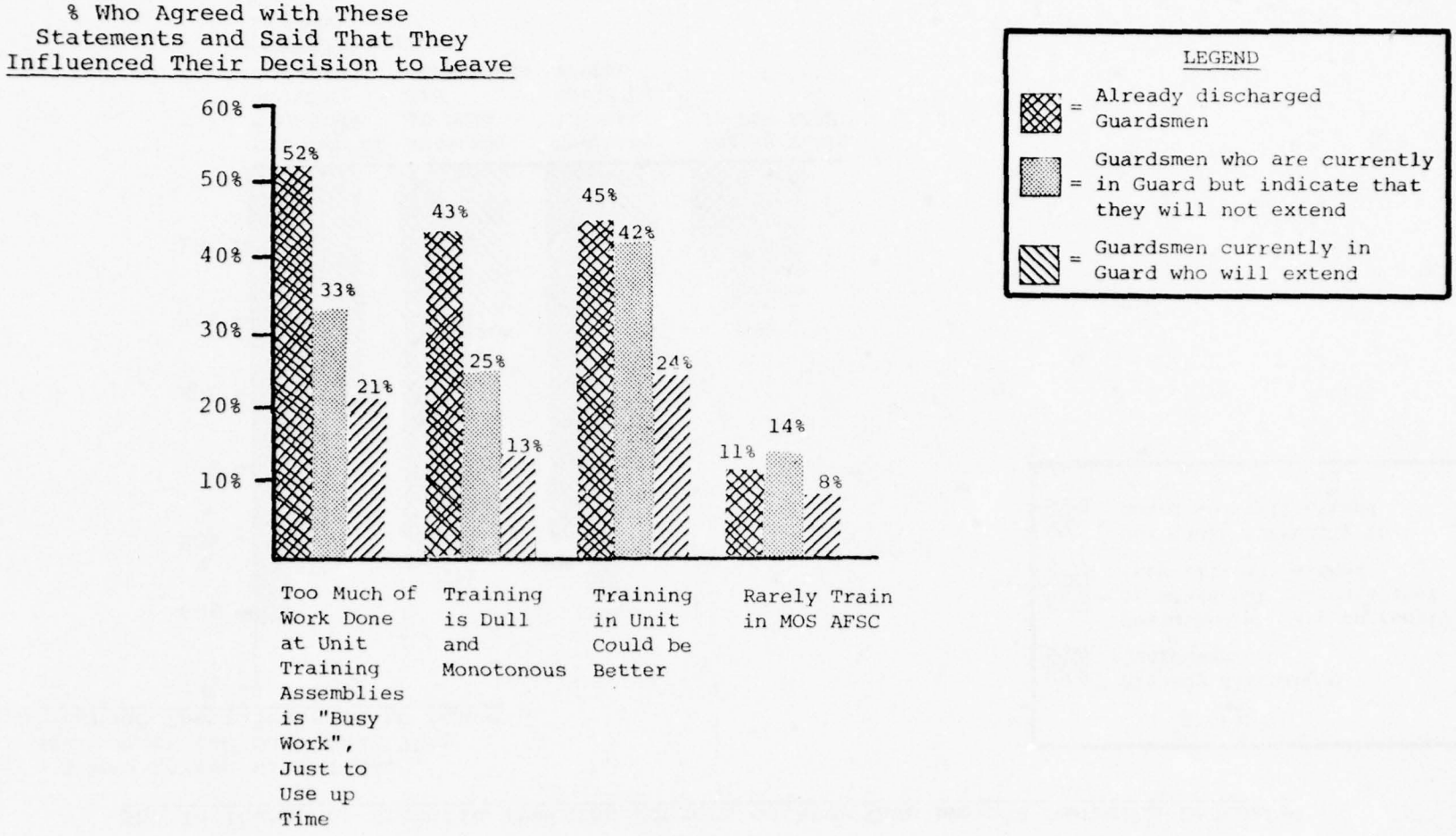


Table 7

The Influence of Specific Training Factors on Air Guardsmen's Decision to Leave



2. Learning new skills and making use of current skills and interests are viewed as important benefits of the Guard; Guardsmen are only somewhat satisfied with the way these factors are handled in the Guard, and this appears to impact on retention

Other intrinsic training factors -- those of learning a skill in the Guard, and/or making use of civilian skills or interests -- are considered important factors of Guard training.

While satisfaction with this area of training is relatively high among extending Guardsmen, approximately half of those already discharged or not extending report dissatisfaction (Table 8). However, when examining the extent to which underutilization of civilian interests and skills represents a problem area, and its impact on retention, several conclusions emerge (Table 9). First, underutilization is a problem among about a quarter of all discharged and non-extending Guardsmen, who report these are important considerations in re-enlistment/extension decisions, and that they are dissatisfied with the way the Guard is handling them. Second, since significantly more discharged and non-extending than extending Guardsmen fall into the "problem area" (i.e., high importance/low satisfaction) group, this is a factor that does impact on retention.

As indicated in Table 10, Air Guardsmen express generally greater satisfaction toward these elements of training than do Army Guardsmen, although utilization of civilian skills/interests/hobbies in the Guard is about equally important to both groups. However, perceived underutilization of civilian skills appears to impact negatively most heavily on both groups (Table 11).

Table 8

Satisfaction with, and Importance of Training Factors

	Enlistment Status					
	Already Discharged		Will Not Extend		Will Extend	
	Satisfied*	Important**	Satisfied*	Important**	Satisfied*	Important**
Learning trade/skill helpful in civilian life	50%	52%	56%	56%	76%	65%
Make use of interests/ hobbies	42	48	51	47	74	58
Make use of civilian skills	39	54	47	60	72	68
N =	(526)	(526)	(226)	(226)	(747)	(747)

*On four-point scale (Very Satisfied, Somewhat Satisfied, Somewhat Dissatisfied, Very Dissatisfied), these are respondents who are very satisfied or somewhat satisfied with Guard Training.

**On four-point scale (Very Important, Somewhat Important, Somewhat Unimportant, Very Unimportant), these are respondents who feel Guard Training is very important or somewhat important.

Table 9

High Importance/Low Satisfaction Ratings of Training Factors*

	Enlistment Status		
	Already Discharged	Will Not Extend	Will Extend
Learning trade/skill helpful in civilian life	26%**	22%	12%
Make use of interests/ hobbies	28	18	11
Make use of civilian skills	34	31	15
N =	(526)	(226)	(747)

*Refer to Page 8, special analysis.

**Should be read: Of those respondents already discharged, 26% were very or somewhat dissatisfied with these training elements, and the elements are either very or somewhat important considerations in their re-enlistment/extension decisions.

Table 10

Satisfaction with Training Factors*

	Enlistment Status					
	Already Discharged		Will Not Extend		Will Extend	
	Army	Air	Army	Air	Army	Air
Learning trade/skill helpful in civilian life	45%	63%	54%	72%	74%	87%
Make use of interests/ hobbies	38	51	53	33	75	73
Make use of civilian skills	37	45	46	51	71	75
N =	(289)	(237)	(190)	(36)	(551)	(196)

Importance of Training Factors**

	Enlistment Status					
	Already Discharged		Will Not Extend		Will Extend	
	Army	Air	Army	Air	Army	Air
Learning trade/skill helpful in civilian life	52%	51%	56%	50%	65%	67%
Make use of interests/ hobbies	52	38	47	39	59	68
Make use of civilian skills	54	52	60	60	68	69
N =	(289)	(237)	(190)	(36)	(551)	(196)

*On four-point scale (Very Satisfied, Somewhat Satisfied, Somewhat Dissatisfied, Very Dissatisfied), these are respondents who are very satisfied or somewhat satisfied with each of the listed elements of Guard training.

**On four-point scale (Very Important, Somewhat Important, Somewhat Unimportant, Very Unimportant), these are respondents who feel each of the listed elements of Guard training is very important or somewhat important.

Table 11

High Importance/Low Satisfaction Rating of Training Factors

	Enlistment Status					
	Already Discharged		Will Not Extend		Will Extend	
	Army	Air	Army	Air	Army	Air
Learning trade/skill helpful in civilian life	28%**	20%	24%	6%	13%	6%
Make use of interests/ hobbies	32	17	17	19	10	14
Make use of civilian skills	37	29	32	23	15	14
N =	(289)	(237)	(190)	(36)	(551)	(196)

*Refer to Page 8, special analysis.

**Should be read: Of respondents already discharged, 28% are very or somewhat dissatisfied with these training elements, and the elements are either very or somewhat important considerations in their re-enlistment/ extension decisions.

IV. ATTITUDES TOWARD PAY AND BENEFITS

A. Overview

Dissatisfaction with pay does not appear to be a major deterrent to retention. Guardsmen view this element as important, and overall are quite satisfied with it. A moderate level of dissatisfaction exists vis-a-vis other benefits such as retirement benefits and travel opportunities, and these feelings exert a similarly moderate influence on retention.

B. Effect of Pay on Retention

1. Dissatisfaction with pay is not a problem area, and thus, is not a major deterrent to retention

Overall, most Guardsmen are satisfied with their pay and consider it an important factor in their re-enlistment and/or extension decisions (Table 12). Only about 10% of discharged and non-extending Guardsmen concurrently cite pay as important while being dissatisfied with it. Slightly fewer (5%) extending Guardsmen indicate this.

However, in response to an open-ended question, a large number of discharged and non-extending Guardsmen (25% and 29%, respectively) responded that improved pay would keep them in their National Guard unit when their enlistment is completed (Table 13). Yet, when then asked to suggest a major change that would increase interest in extending, only 7% of discharged and 6% of non-extending Guardsmen mentioned improved pay. It appears, therefore, when placing pay in its proper perspective with other characteristics of the Guard, it becomes an area of less concern, and of a more satisfactory nature than certain other factors.

While improved pay was mentioned by 16% of the extending Guardsmen as possibly increasing their interest in extending, from Table 10 it can be seen that this is a problem area for a small number (5%) of them -- those who indicate pay is important and who are dissatisfied with it.

Table 12

Importance of, and Satisfaction with Pay

	Enlistment Status		
	Already Discharged	Will Not Extend	Will Extend
Satisfied with pay*	85%	87%	94%
View pay as important**	66	76	90
High importance/low satisfaction***	10	9	5
N =	(526)	(226)	(747)

*On four-point scale (Very Satisfied, Somewhat Satisfied, Somewhat Dissatisfied, Very Dissatisfied), these are respondents who are very satisfied or somewhat satisfied with their pay.

**On four-point scale (Very Important, Somewhat Important, Somewhat Unimportant, Very Unimportant), these are respondents who feel pay is very important or somewhat important.

***Refer to page 8. Respondents who are very or somewhat dissatisfied with pay, and who feel it is very or somewhat important.

Table 13

Suggested Changes Relating to Pay

"What would it take to keep you in your National Guard unit when your commitment ends?"

	Enlistment Status	
	Already Discharged	Will Not Extend
	%	%
% who mentioned improved pay	25	29

"If you could suggest changes to the National Guard that, in your opinion, would increase your interest in re-enlisting or extending your enlistment, what one major change would you suggest?"

	Enlistment Status		
	Already Discharged	Will Not Extend	Will Extend
	%	%	%
% who mentioned improved pay	7	6	16
N =	(526)	(226)	(747)

In addition, as would be anticipated, fewer Guardsmen whose pay grade is between E6 to E9 reported a high importance/low satisfaction rating with respect to pay, than those between E1 and E5.

2. About a third of all Guardsmen are dissatisfied with retirement benefits and travel opportunities; yet, the impact of this level of dissatisfaction on retention is slight

Although retirement benefits and travel opportunities are considered to be of lesser importance than some other elements of Guard life (e.g., pay), a relatively large proportion of Guardsmen are dissatisfied with them. Approximately a quarter of all Guardsmen indicated that retirement benefits were very important and that they were dissatisfied with them (Table 14). However, since about the same percentage of extending and discharged/non-extending Guardsmen indicated this, it does not appear to differentiate Guardsmen who are leaving or staying in.

Dissatisfaction does appear greater among Guardsmen in higher pay grades, and among technicians. Since these men have been in the Guard for a longer period of time and are, therefore, closer to their retirement, these benefits are of more concern to them.

There also is greater dissatisfaction in regard to travel opportunities. This appears to be more predominant among Army than Air Guardsmen.

Table 14

Importance of, and Satisfaction with Benefits

	Enlistment Status		
	Already Discharged	Will Not Extend	Will Extend
Retirement Benefits			
Satisfied with benefits*	61%	65%	71%
View benefits as important**	55	65	85
High importance/low satisfaction***	23	21	23
Travel Opportunities			
Satisfied with travel opportunities*	47%	45%	65%
View travel as important**	53	56	63
High importance/low satisfaction***	27	28	19
N =	(526)	(226)	(747)

*On four-point scale (Very Satisfied, Somewhat Satisifed, Somewhat Dissatisfied, Very Dissatisfied), these are respondents who are very satisfied or somewhat satisfied with their benefits.

**On four-point scale (Very Important, Somewhat Important, Somewhat Unimportant, Very Unimportant), these are respondents who feel benefits are very important or somewhat important.

***Refer to page 8. Respondents who are very or somewhat dissatisfied with benefits, and who feel they are very or somewhat important.

Table 15

Suggested Changes in Benefits

"What would it take to keep you in your National Guard unit when your commitment ends?"

	Enlistment Status	
	Already Discharged	Will Not Extend
	%	%
% who mentioned any aspect of improved benefits	7	8
% who mentioned each individual aspect		
Educational, health, earlier retirement	7	9
Better benefit program for dependents	*	2

"If you could suggest changes to the National Guard that, in your opinion, would increase your interest in re-enlisting or extending your enlistment, what one major change would you suggest?"

	Enlistment Status		
	Already Discharged	Will Not Extend	Will Extend
	%	%	%
% who mentioned improved benefits	7	13	17
N =	(526)	(226)	(747)

*Less than .5%

V. THE EFFECT OF PERSONAL GROWTH AND DEVELOPMENT, AND QUALITIES OF GUARD LIFE AND RETENTION

A. Overview

The achievement of personal growth and development, and the anticipated satisfaction derived from important qualities of Guard life clearly contribute to initial enlistment decisions. Disappointments in these areas appear to impact on retention, particularly disappointments pertaining to the perceived quality of Guard life.

B. Opportunities for Personal Growth and Development in the Guard

The opportunity the Guard provides for personal self-enhancement is attractive to a majority of all Guardsmen; the importance of this opportunity is greatest to extending Guardsmen, and least to those already discharged (Table 16). Concomitantly, extenders are most frequently satisfied with their opportunity for growth in the Guard, while former Guardsmen are the least satisfied.

The disillusionment of not achieving these relatively important goals in the Guard does appear to stimulate termination decision, particularly when the development of responsibility and leadership skills are felt to be thwarted. Both can be considered problem areas, since 20% to 29% of discharged and non-extending Guardsmen report these as important, but unsatisfactory to them in the Guard. Furthermore, these feelings do affect retention, since a significantly smaller percentage of extending Guardsmen report having them.

C. The Qualities of Guard Life

Disappointment with certain "intangible" qualities of Guard life is relatively high, and appears to significantly affect whether Guardsmen elect to stay in or get out. All of the qualities examined are

Table 16

Importance of, and Satisfaction with Opportunities For Personal Growth and Development

	Enlistment Status		
	Already Discharged	Will Not Extend	Will Extend
Opportunities to Become Mature, Self-Reliant			
Satisfaction*	62%	70%	88%
Importance**	53	60	71
High importance/low satisfaction***	18	13	5
Development of Responsibility			
Satisfaction*	58%	68%	86%
Importance**	54	70	80
High importance/low satisfaction***	24	20	9
Development of Leadership Skills			
Satisfaction*	50%	56%	81%
*Importance***	57	61	77
High importance/low satisfaction***	29	26	11
N =	(526)	(226)	(747)

*On four-point scale (Very Satisfied, Somewhat Satisfied, Somewhat Dissatisfied, Very Dissatisfied), these are respondents who are very satisfied or somewhat satisfied with Guard life.

**On four-point scale (Very Important, Somewhat Important, Somewhat Unimportant, Very Unimportant), these are respondents who feel Guard life is very important or somewhat important.

***Refer to page 8. Respondents who are very or somewhat dissatisfied with Guard life, and who feel it is very or somewhat important.

most important to extending Guardsmen, who most often feel these qualities are satisfactorily derived from Guard life. They are least often important, and least satisfactory to discharged Guardsmen.

As seen in Table 17, perceived failure of the Guard to enhance what are obviously important attractions of Guard membership -- i.e., the opportunity to serve one's community and country, the military way of life and the prestige of being a Guard member, and the excitement and stimulation of the Guard -- are significant problems to be addressed. The level of these problems, particularly unhappiness with the prestige of membership, the military way of life, and the stimulation and excitement of the Guard, is high, as 20% to 36% of all discharged and non-extending Guardsmen express feelings of high importance and low satisfaction pertaining to them. Also, since fewer extending Guardsmen (5% to 14%) manifest these same attitudes, their effect on termination decisions appears high, perhaps second only to training problems.

Table 17

Importance of, and Satisfaction with Qualities of Guard Life*

	Enlistment Status		
	Already Discharged	Will Not Extend	Will Extend
Opportunity to Serve Country			
Satisfaction	85%	86%	96%
Importance	60	75	89
High importance/low satisfaction	10	10	2
Opportunity to Serve Community/ State			
Satisfaction	71%	81%	93%
Importance	63	73	86
High importance/low satisfaction	19	12	4
Military Way of Life			
Satisfaction	47%	57%	83%
Importance	60	57	74
High importance/low satisfaction	34	26	10
Prestige of Being a Guard Member			
Satisfaction	53%	67%	84%
Importance	46	50	72
High importance/low satisfaction	20	13	5
Excitement/Stimulation of Guard			
Satisfaction	40%	50%	75%
Importance	60	63	71
High importance/low satisfaction	36	30	14
N =	(526)	(226)	(747)

*See footnotes under Table 16, page 35.

VI. ATTITUDES TOWARD GUARD DISCIPLINE AND LEADERSHIP

A. Overview

Vis-a-vis other elements of Guard life, widespread unhappiness with discipline and leadership is not evident, and appears to play a relatively modest role in termination decisions. The too rigid enforcement of hair regulations is a more widespread problem, which impacts moderately on retention, although more often among Air Guardsmen.

Treatment by the officers and NCO's, and the lack of respect for them, have influenced the decision of some discharged and non-extending Guardsmen to leave the Guard, while very few extending Guardsmen indicate this would be a significant influence on them.

B. The Impact of Hair and Dress Regulations on Retention

1. Unhappiness with haircut regulations is relatively high throughout the Guard, and seems to play a role in some retention decisions. The level of the problem, and its impact on terminations, however, is highest in the Air Guard.

Despite the relatively small number of Guardsmen who spontaneously mention less rigid haircut regulations as an incentive to keep them in the Guard, or as a change they would suggest (Table 18), when questioned specifically about this element of Guard life, a somewhat different picture emerges. It is one that suggests about half of all Guardsmen feel these regulations are an important influence on their reenlistment/retention decisions, while about half are dissatisfied with hair regulations. Further, Guardsmen who have a "problem" with hair regulations (i.e., for whom they are important, but are unsatisfactory) more often tend to be discharged (37%) or not extending (24%), rather than extending (20%). That the problem is greatest among discharged Guardsmen implies it is one that becomes greater upon reflection and a physical separation from the Guard, but may well exist unconsciously among current Guardsmen.

Table 18

Suggested Discipline Improvements

"What would it take to keep you in your National Guard unit when your commitment ends?"

	Enlistment Status	
	Already Discharged %	Will Not Extend %
% who mentioned each individual aspect		
Less rigid regulations, haircut, dress code, other rules	14	6
Be more disciplined, enforce hair regulations	4	3

"If you could suggest changes to the National Guard that, in your opinion, would increase your interest in re-enlisting or extending your enlistment, what one major change would you suggest?"

	Enlistment Status		
	Already Discharged %	Will Not Extend %	Will Extend %
% who mentioned each individual aspect			
Less rigid regulations, haircut, dress code, other rules	14	8	7
Be more disciplined, enforce hair regulations	5	2	4
N =	(526)	(226)	(747)

Table 19

Importance of, and Satisfaction with Haircut Regulations

	Enlistment Status		
	Already Discharged	Will Not Extend	Will Extend
Satisfaction*	45%	56%	64%
Importance**	50	39	48
High importance/low satisfaction***	37	24	20
N =	(526)	(226)	(747)

*On four-point scale (Very Satisfied, Somewhat Satisfied, Somewhat Dissatisfied, Very Dissatisfied), these are respondents who are very satisfied or somewhat satisfied with the haircut regulations.

**On four-point scale (Very Important, Somewhat Important, Somewhat Unimportant, Very Unimportant), these are respondents who feel the haircut regulations are very important or somewhat important.

***Refer to page 8. Respondents who are very or somewhat dissatisfied with the haircut regulations, and who feel they are very or somewhat important.

Table 20

Importance of, and Satisfaction with Haircut Regulations*

	Enlistment Status					
	Already Discharged		Will Not Extend		Will Extend	
	Army	Air	Army	Air	Army	Air
Satisfaction	53%	26%	60%	36%	67%	49%
Importance	47	55	38	44	49	49
High importance/low satisfaction	30	50	22	36	18	27
N =	(289)	(237)	(190)	(36)	(551)	(196)

*See footnotes under Table 19.

Table 21

Suggested Discipline Improvements as Perceived by Army Guardsmen

"What would it take to keep you in your National Guard unit when your commitment ends?"

	Enlistment Status	
	Already Discharged	Will Not Extend
	%	%
% who mentioned each individual aspect		
Less rigid regulations, haircuts, dress codes, other rules	8	5
Be more disciplined, enforce hair regulations	5	3
N =	(178)	(67)

"If you could suggest changes to the National Guard that, in your opinion, would increase your interest in re-enlisting or extending your enlistment, what one major change would you suggest?"

	Enlistment Status		
	Already Discharged	Will Not Extend	Will Extend
	%	%	%
% who mentioned each individual aspect			
Less rigid regulations, haircuts, dress codes, other rules	8	7	5
Be more disciplined, enforce hair regulations	6	2	4
N =	(289)	(190)	(551)

Table 22

Suggested Discipline Improvements as Perceived by Air Guardsmen

"What would it take to keep you in your National Guard unit when your commitment ends?"

	Enlistment Status	
	Already Discharged	Will Not Extend
	%	%
% who mentioned each individual aspect		
Less rigid regulations, haircuts, dress codes, other rules	25	8
Be more disciplined, enforce hair regulations	3	-
N =	(149)	(10)

"If you could suggest changes to the National Guard that, in your opinion, would increase your interest in re-enlisting or extending your enlistment, what one major change would you suggest?"

	Enlistment Status		
	Already Discharged	Will Not Extend	Will Extend
	%	%	%
% who mentioned each individual aspect			
Less rigid regulations, haircuts, dress codes, other rules	26	11	20
Be more disciplined, enforce hair regulations	3	3	2
N =	(237)	(36)	(196)

As can be seen in Table 19, the extent of the problem is greater among Air than Army Guardsmen where it plays a more significant role in termination decisions. Furthermore, volunteered responses pertaining to less rigid hair regulations are given most frequently by Air Guardsmen (Table 22.)

C. Effect of Guard Leaders on Retention

1. The levels of disrespect that exist for unit officers, primarily, and NCO's secondarily, have a moderate impact on retention.

As seen in Table 23, slightly over a quarter of all discharged and non-extending Guardsmen report a lack of respect for their unit officers, and a somewhat smaller percentage report similar feelings about their NCO's. These attitudes have influenced their decision to leave the Guard. In addition, few members of these same two Guard segments volunteered that higher quality officers and their being given better treatment by them would change their attitudes about leaving the Guard (Table 24). While a small percentage of extending Guardsmen indicate problems with their officers and NCO's, these factors have little impact on their termination decisions.

Slightly more Air than Army Guardsmen indicate that their NCO's and officers have caused them to leave the Guard.

Table 23

Effect of Officers/NCO's on Guardsmen's Decision to Leave

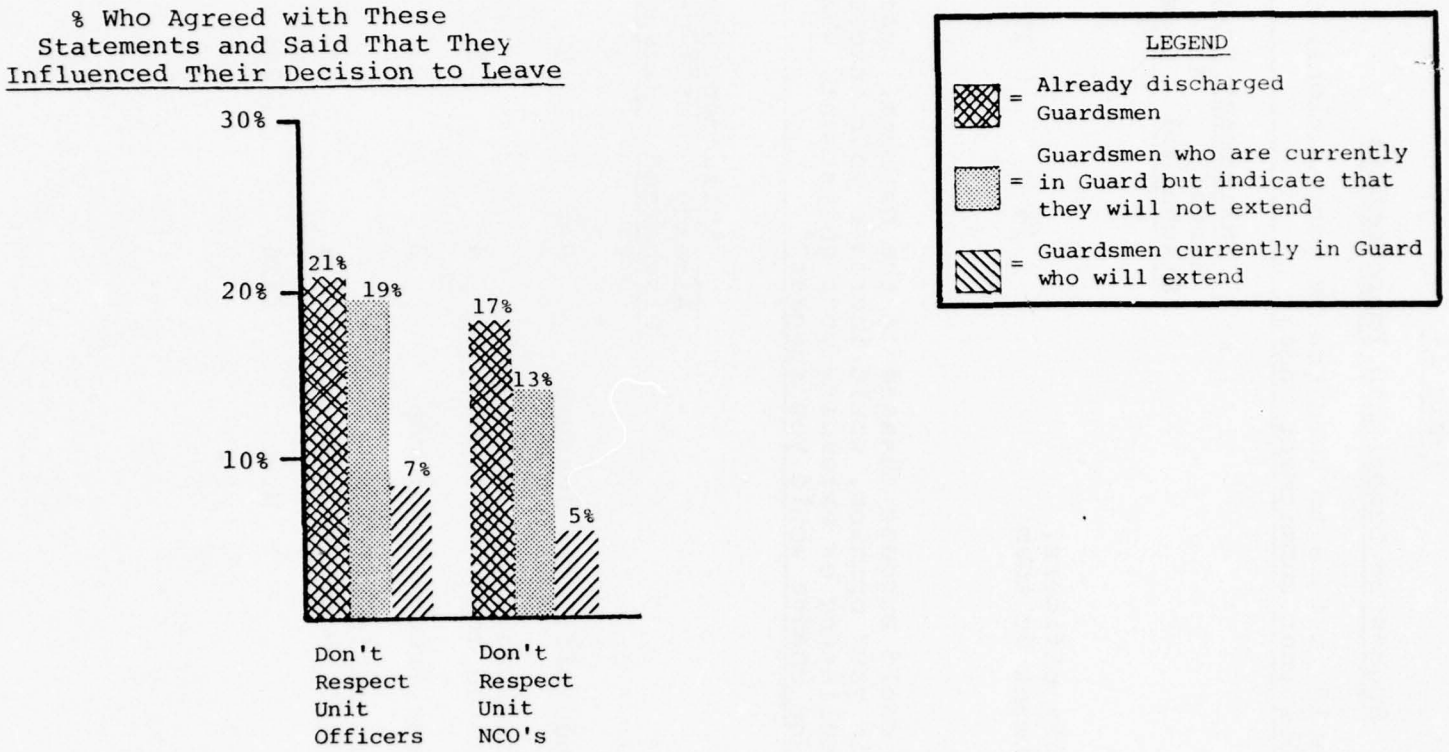


Table 24

Suggested Leadership Improvements

"What would it take to keep you in your National Guard unit when your commitment ends?"

	Enlistment Status	
	Already Discharged	Will Not Extend
	%	%
Higher quality officers, better treatment by them	15	15

"If you could suggest changes to the National Guard that, in your opinion, would increase your interest in re-enlisting or extending your enlistment, what one major change would you suggest?"

	Enlistment Status		
	Already Discharged	Will Not Extend	Will Extend
	%	%	%
Better trained officers, leaders	9	6	3
Improve communication, relations between enlisted men and officers	4	5	3
Better, fairer treatment of men	3	3	2
Better relationship between weekend men and those full time	1	*	*
N =	(526)	(226)	(747)

VII. THE IMPACT OF PROMOTION ON RETENTION

Promotion opportunities are important to most Guardsmen, and dissatisfaction with this aspect of the Guard was reported by a significant number of survey respondents. This dissatisfaction, however, appears to exert only a very slight influence on termination decisions.

These conclusions are supported by several findings from the study. Over three-quarters (78%) of all Guardsmen, regardless of their enlistment status, view promotion opportunities as important to their re-enlistment/extension decisions, while only 56% report satisfaction with these opportunities (Table 25). More extenders report promotion is important, but more are also satisfied with it.

Despite the fact that almost half of all Guardsmen are dissatisfied with promotion opportunities, this unhappiness exists only to a slightly greater extent among terminating (50%) and terminated (52%) Guardsmen than among those who will extend (60%). Furthermore, when examining the size of the "problem group" within each of these three Guard segments (i.e., those for whom promotion opportunities are important, but who are dissatisfied with such opportunities), it can be seen that the percentages of already discharged (38%) and will not extend (39%) Guardsmen are only slightly larger than those who will extend (32%). It must be concluded, therefore, that retention is only minimally affected by problems with promotions.

Further support for this conclusion can be found in Table 26, where very few Guardsmen offered, in response to two open-ended questions, that increased promotion opportunities might be an incentive to keep them in the Guard, or a change in the Guard that they would suggest.

The data also suggest that higher-ranking Guardsmen (E6-E9) hold more favorable attitudes toward promotion opportunities than those in Grades E1-E5.

Table 25

Importance of, and Satisfaction with Promotion Opportunities *

	All Respondents	Enlistment Status: Already Discharged	Will Not Extend	Will Extend
Satisfaction	56%	52	50	60
Importance	78%	67	75	86
High importance/ low satisfaction	35%	38	39	32
N =	(1,505)	(526)	(226)	(747)

*See footnotes under Table 19, page 40.

Table 26

Suggested Improvements for Promotion

"What would it take to keep you in your National Guard unit when your commitment ends?"

	Enlistment Status	
	Already Discharged	Will Not Extend
Increased opportunities for promotion	15%	16%
N =	(327)	(77)

"If you could suggest changes to the National Guard that, in your opinion, would increase your interest in re-enlisting or extending your enlistment, what one major change would you suggest?"

	Enlistment Status		
	Already Discharged	Will Not Extend	Will Extend
Increased opportunities for promotion	6%	6%	10%
N =	(526)	(226)	(747)

VIII. AWARENESS OF AND EXPOSURE TO RACIAL PROBLEMS, AND HUMAN RELATIONS INSTRUCTION

A. Overview

Whites are not sensitive to, and/or aware of racial problems existing in the Guard. Non-whites, however, report that such problems exist, and when they do, view them as serious. Discrimination regarding promotion, and perceived unfair treatment by officers and NCO's are the major areas of concern to non-whites.

More whites than non-whites also report that they received instructions on human/race relations in the past year, but do not consider it as helpful to them as do the non-whites.

B. Promotion Opportunities

1. Non-whites do not believe they have the same chance for promotion as whites

As inferred from Table 27, 39% of all non-whites do not know or believe they have the same chance for promotion as do whites. Whites, on the other hand, are far less likely (10%) to perceive this alleged discrimination.

The believed problem of an unfair allocation of promotions is also evident when Guardsmen were asked to describe any racial problems, and in a response that emerged when they suggested the changes which would interest them to extend. The most frequent racial problem cited by non-whites was discrimination in favor of whites for promotions (12%). A large number of non-whites (21%) also suggested enhanced promotion opportunities as a change the Guard could make. Few white Guardsmen (1% and 7%, respectively) gave similar answers to these two open-ended questions.

Table 27

Equal Promotion Opportunities

	Race	
	White	Non-White
	%	%
Believe non-whites have equal chance for promotion	90	61
N =	(1,416)	(89)
Incidents of Racial Problems *		
Discrimination in favor of whites for promotions	1%	12%
N =	(1,416)	(89)
Suggested changes influencing ** Guardsmen decision to stay		
Increased opportunities for promotion - faster, fairer	7%	21%
N =	(1,416)	(89)

*Answer to open-ended question regarding nature of racial problems, which was asked only if respondent indicated such problems exist.

See footnote, Table 19, page 40.

C. Instructions on Human/Race Relations

1. Almost half of all respondents report not receiving any human/race relations instructions in the past year. Of those who did, more non-whites perceive the instructions as helpful.

Although a large number of respondents have not received any instructions, more whites than non-whites indicate receiving them (Table 28). However, only two-thirds of the whites perceive these instructions as helpful while more than 90% of the non-whites indicate this.

D. Incidents of Racial Friction

1. Non-whites are more aware of racial incidents and regard them as more serious when they occur.

As seen in Table 29, 20% of all non-whites report that they are aware of racial problems, while only 6% of whites indicate this. Fewer whites also perceive these incidents as being serious.

Non-whites most frequently describe racial problems which pertain to discrimination in promotions, and unfair treatment by officers and NCO's. Although a small percentage of whites acknowledge that minorities feel discriminated against, they perceive that the nature of this discrimination is what causes the trouble.

Table 28

Human/Race Relations Instructions

	Race	
	White	Non-White
Given instructions in past 12 months	62%	54%
Perceived instructions as helpful*	68%	92%
N =	(1,416)	(89)

*Asked only of Guardsmen who received instruction.

Table 29

Incidents of Racial Friction

	Race	
	White	Non-White
Awareness of racial problems	6%	20%
Problems reported as very/ somewhat serious	68%	76%
Description of Racial Problems *		
Minorities feel discriminated against, cause trouble	2**	1
Physical violence between racial groups	1	2
No physical violence, just threats and verbal abuse	1	3
Blacks don't do as good a job as white men, are lazy	1	-
Officers, NCO's unfair to Blacks	1	6
N =	(1,416)	(89)

* Other mentions were less than 1%

** Should be read: 2% of all white Guardsmen view that the minorities feel they are discriminated against, and therefore they (i.e., minorities) cause trouble.

APPENDIX I

DESCRIPTION OF NATIONAL ANALYSTS

National Analysts was established in 1943 to perform scientific, socioeconomic, and marketing research for government, industry, universities and foundations. On March 1, 1970, National Analysts became a subsidiary, and later a division of Booz, Allen & Hamilton Inc., one of the oldest and largest management consulting organizations in the world.

During more than 30 years of research, the company has conducted well over 3,000 studies on a national and regional scale. These studies have dealt with the behavior, opinions, attitudes, and perceptions of groups, organizations and individuals.

National Analysts occupies two floors containing 16,000 square feet in a modern office building in downtown Philadelphia. The company owns its own IBM card equipment (including keypunch machines, electronic statistical machines, multiplier, tabulators, sorters, etc.) and all of its other office equipment.

National Analysts is staffed by highly trained and experienced social scientists, including specialists competent to deal with each phase of a complete research program. They are supported by a national staff of approximately 2,000 trained interviewers and, in most major cities, a bilingual (English-Spanish) resident staff.

All study director personnel at or above the Senior Study Director level have graduate degrees and extensive research experience. They are complemented by a talented group of junior-level study directors and research associates, many of whom also hold advanced degrees.

The disciplines represented by the study direction staff include:

- Psychology
- Sociology
- Communications
- Statistics
- Economics
- Business Administration
- Political Science.

Many among the study direction staff have, in the past, been on the faculties of leading colleges and universities, and some have served in the research departments of business, industry, and government before joining the staff of National Analysts.

In addition, National Analysts is able to call upon the facilities of the entire Booz, Allen & Hamilton network of diversified subsidiaries throughout the world in order to customize services and bring additional expertise to bear on highly specialized needs. Because the staff have been drawn from all the major social science disciplines and have had extensive experience working in their special fields, National Analysts can call upon a multi-disciplinary research team possessing the skill required to design and complete any project.

National Analysts is a firm with a reputation for methodological innovation and unusual success in handling difficult and complex studies. Although the organization has consistently pioneered in the development of new survey research techniques, it retains the flexibility to meet a wide variety of research objectives, using alternative approaches, where required, to match the specialized needs of a particular project. Thus, National Analysts frequently designs and conducts experiments within the broader framework of survey research.

Because our capabilities span a wide range of qualitative as well as quantitative procedures, we are staffed and equipped to handle all of the following stages in a complete survey research program:

- The development of research specifications and project designs

- Exploratory group depth interviewing by advanced-degree psychologists to encourage expression of attitudes and opinions, and to identify salient areas of inquiry for further research and questionnaire development

- Design of interviewing schedules and pretesting to ensure their sensitivity to the attitudes and behaviors under examination

- Sample design, ranging from simple quota samples to highly complex probability sampling procedures for both areas and lists

- Interviewing conducted locally and nationwide in person, by telephone, or through the mail

- Recruiting and intensive training of competent field supervisors and interviewers, including bilingual interview personnel where required

- Editing and quality control of all interviews to ensure accuracy and completion

- Coding and keypunching of questionnaires

- Computer tabulations, including thorough descriptive statistical treatment of data as well as complex multivariate statistical analyses where appropriate

- Insightful interpretation of data and report writing to present some conclusions and suggest appropriate courses of action.

APPENDIX II

NATIONAL GUARD BUREAU FACT SHEET

National Guard Bureau

FACT SHEET

national guard
The Guard Belongs.

Public Affairs Office • National Guard Bureau • Washington, D.C. 20310 • (202) 695-0421 / AVN 225-0421

Number 103-75 July 1975

BASIC FACTS ABOUT THE NATIONAL GUARD

The National Guard originated in 1636 with the formation of the Old North Regiment of the Massachusetts Colonial Militia. It is the oldest military force in the nation and has participated in all major U. S. conflicts from the Revolutionary War to Vietnam.

Today, the Army National Guard and the Air National Guard totals some 490,000 men and women, serving in about 4,000 units located in nearly 3,000 communities in all 50 States, the Commonwealth of Puerto Rico, the U. S. Virgin Islands and the District of Columbia.

By Act of the Congress, the Guard is the primary backup force of the Army and the Air Force. In peacetime, it is commanded by the State Governors...and serves in State emergencies, natural disasters, and civil disturbances. For examples, during Fiscal Year 1970, more than 60,000 National Guardsmen provided major assistance during 103 civil disturbances in 31 States, and battled the forces of nature in 21 States on 54 different occasions; during Fiscal Year 1972, 17,577 Guardsmen provided major help in flood and other natural disasters, while another 15,103 assisted in civil disturbances. An additional 989 Guardsmen were called to State Active Duty for other State emergencies. A total of 132 separate call ups to State Active Duty were made during that period; during Fiscal Year 1974, 18,552 Guardsmen and women provided assistance during the aftermath of natural disasters having been called 181 times. A total of 21,121 Guardsmen and women served after having been called 24 times for civil disturbances.

Although not a direct federal or state mission, the National Guard performs a unique third role in service to the nation...its ability to provide local communities with domestic action programs. Unique in the fact that its members are part of the local community it serves, the Guard participates in almost every conceivable way; from helping the handicapped to collecting toys for underprivileged children. Its bulldozers transform Boy Scout trails into serviceable roads, its aircraft fly mercy missions to help the seriously

injured and sick. Although some of the expended man-hours are performed on a "drill status", most of the time and energy devoted to these programs are accomplished on the Guardsmen's own time.

Approximately one out of every ten Guardsmen has been participating in Domestic Action since records were initiated in early 1971. Of those who are participating, the average time spent on these activities is three days per man per year. The number of youths and adults being reached by this program is averaging in the hundreds of thousands annually.

Army Guardsmen operate four aircraft repair centers on a full-time basis, the centers having the responsibility for the total depot maintenance and supply functions for all Army Guard aircraft.

The Air National Guard operates an accredited NCO Academy providing professional military training for senior NCOs of the Army and Air National Guard, the active Air Force, and the Air Force Reserve. Two new Air Guard schools, the ANG Leadership Training School and the Officers Preparatory School have been recently instituted as an additional step to insure the availability of professional leadership training.

Army National Guard Officer Candidate Schools are operated by 49 States, the Commonwealth of Puerto Rico and the District of Columbia. (Alaska does not conduct an OCS.) Done so because of the necessity of the Army Guard to provide itself with most of its qualified officers, the training is monitored and evaluated by the Infantry School at Fort Benning, Georgia.

All of this direct support for the active forces is being provided as a part of the Guard's regular training and without mobilization.

At the height of the Pueblo Crisis and the Vietnam War, a total of 12,234 Army National Guardsmen and 10,511 Air National Guardsmen (including 500 pilots) were ordered to active duty in 1968 with their mobilized units. Many of the mobilized Guardsmen served for about one year in Vietnam or in the Korean-Japanese area. All of the units were returned to State control by the end of 1969.

The great majority of equipment and vehicles furnished to the Army and Air National Guard are funded by federal dollars which are allocated by the National Guard Bureau, a joint Departments of the Army and Air Force office in the Pentagon which administers Guard related activities.

The inventory value of Army and Air Guard federal equipment, as of the end of the 1974 Fiscal Year, was $3.2 Billion and $2.7 Billion, respectively. The funds obligated during that same period were $1,191,124,765.00 (Army) and $762,947,872.00 (Air).

The current Chief of the National Guard Bureau is Major General La Vern E. Weber of Oklahoma. Functioning as the Directors for the Army National Guard and Air National Guard respectively are Major Generals Charles A. Ott, Jr., and John T. Guice.

National Guard Bureau

FACT SHEET

national guard
The Guard Belongs.

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THE NATIONAL GUARD BUREAU

The National Guard Bureau is the Federal instrumentality responsible for the administration of the National Guard. It is unique in that it is established by law as a Joint Bureau of the Departments of the Army and the Air Force.

When the Federal Government was made responsible for the supervision of training, equipment and pay of the Militia, by the Dick Act in 1903, the administrative burden thereby placed on the War Department led to the creation of a bureau-type agency to administer Militia affairs. Between 1903 and 1908, matters pertaining to the Organized Militia in the War Department, and questions affecting the interests thereof, were considered separately throughout the War Department. In an effort to consolidate the different classes of work pertaining to the Militia and place them under the immediate supervision of a single head, the Division of Militia Affairs was established by War Department Orders of February 12, 1908.

With the support thus provided, the Militia developed into sufficiently well organized and uniformly trained units to permit, under the National Defense Act of 1916, as amended, the necessary alignment with the Regular Army and Federal recognition of individual Militia as a composite National Guard. It was at this time that the Division of Military Affairs was redesignated the Militia Bureau.

Although the National Defense Act of 1916 officially recognized the name National Guard for the Organized Militia, it was not until 1933 that the title "Militia Bureau" was changed to National Guard Bureau.

Also, during 1916, the antecedent unit of the present day Air National Guard was federally recognized, with separate status as a component later established by the National Security Act of 1947. With the creation of the separate components, the National Guard Bureau, while continuing to be a Bureau of the Department of the Army, also became an agency of the Department of the Air Force, to perform similar functions and duties for that Department. The Department of Defense Reorganization Act of 1958 designated the National Guard Bureau as a Joint Bureau of the Departments of the Army and Air Force.

The mission of the National Guard Bureau is to participate with the Army and the Air Force staffs in the development and coordination of all programs pertaining to or affecting the National Guard. The National Guard Bureau formulates and administers programs for the development and maintenance of the Army and Air National Guard units in the several States, the Commonwealth of Puerto Rico, the District of Columbia, and the Virgin Islands in accordance with Departments of the Army and Air Force policy.

The National Guard Bureau is therefore both a staff and operating agency. The Chief, National Guard Bureau reports through the Chief of Staff Army to the Secretary of the Army, and through the Chief of Staff Air Force to the Secretary of the Air Force, and is the principal staff advisor on National Guard affairs.

As an operating agency, the National Guard Bureau is the channel of communications between the States and the Departments of the Army and the Air Force. The Bureau participates with and assists the several States in the organization, maintenance and operation of National Guard units so as to provide trained and equipped units available for service in time of war or national emergency to augment the active Army and Air Force.

The National Guard Bureau does not have command authority. In peacetime, National Guard units are under the command of the Governor of the State. However, the Army and Air Force Chiefs of Staff and the Chief of the National Guard Bureau do, in fact, exercise effective control over the National Guard at all times. This is possible through inspection and training supervision exercised by the active services, by the authority to withdraw Federal Recognition of units performing unsatisfactorily, through the allocation of financial and logistical support to units of the National Guard, and through the authority of the Chief, National Guard Bureau to develop and publish regulations governing the National Guard when not in Federal service.

The Chief, National Guard Bureau is appointed by the President, with the advice and consent of the Senate, from a list of National Guard officers recommended by the respective Governors, for a term of four years and is eligible to succeed himself. The grade authorized for this position is major general.

The organizational structure of the National Guard Bureau reflects its unique joint status. The Chief of the National Guard Bureau has two principal assistants--the Director of the Army National Guard and the Director of the Air National Guard. The Directorate of the Army National Guard is organized into five divisions--Comptroller, Installations, Logistics, Organization and Training, and Personnel--plus the Offices of Special Assistant for Military Support and the Army Surgeon. The Directorate of the Air National Guard is organized into seven divisions--Civil Engineering, Communications, Electronics and Meteorology, Comptroller, Plans and Operations, Programs and Resources, Logistics, and Personnel--plus the Offices of the Air Surgeon and Aerospace Safety. Eight joint offices--the Office of Legal Advisor, Office of Policy and Liaison, Office of Equal Opportunity, Office of Public Affairs, Office of Information Systems, Office of Technician Personnel, Office of Procurement Policy and Review, and the Office of Administrative Services--advise and assist the Chief, National Guard Bureau on both Army and Air matters.

National Guard Bureau

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MISSION OF THE NATIONAL GUARD

The National Guard is rooted in the concept of the privilege and responsibility of our able-bodied citizens to be ready at all times to bear arms for the common defense. This tradition was begun in the early 17th Century with the development of militia bands in the various colonies. The framers of the Constitution recognized the importance of the concept by empowering the Congress to "provide for organizing, arming and disciplining the militia." National military policy subsequently enacted into law has served to enhance the availability and improve the readiness of the National Guard as a Federal reserve force. The general policy stated in current law (Section 102, Title 32, United States Code) is quoted:

> "In accordance with the traditional military policy of the United States, it is essential that the strength and organization of the Army National Guard and the Air National Guard as an integral part of the first line defense of the United States be maintained and assured at all times. Whenever Congress determines that more units and organizations are needed for the national security than are in the regular components of the ground and air forces, the Army National Guard of the United States and the Air National Guard of the United States, or such parts of them as are needed, together with such units of other reserve components as are necessary for a balanced force, shall be ordered to active Federal duty and retained as long as so needed."

While its Federal reserve potential has been strengthened, the National Guard of each State remains constitutionally a State-administered military force. The dual State-Federal missions are set forth in National Guard Regulation No. 350-1 and the Air National Guard Regulation Number 20-1. The State mission is to provide units organized, trained and equipped that under competent orders of Federal or State authorities will provide protection of life and property and preserve peace, order and public safety. The Federal mission is to provide units with trained personnel and sufficient and suitable equipment, capable and ready for mobilization in time of war or national emergency to support the Army and Air Force.

National Guard Bureau

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COMPACT HISTORY OF THE NATIONAL GUARD

Since the earliest colonial days, military forces from the community at large have been instrumental in winning and defending American independence. This is the traditional role of the National Guard.

The origins of the modern-day National Guard are found in the detachments of able-bodied young men who manned the defense perimeters of the early colonies. Forerunners even of the militia, these were the men who stood watch over Jamestown, the Massachusetts Bay Colony...Plymouth...and others.

The heritage of the so-called "train bands" and of the militia is deeply ingrained in the National Guard. In peace and in war over a span of nearly four centuries "the Guard" has dramatically proven, time and time again, the ever-present need for "part-time soldiers" in the nation's first line of defense.

Older, as a matter of fact, than the nation itself, the National Guard can point to the longest continuous history of any military organization in the United States.

Many modern National Guard organizations in the eastern States trace their ancestry back to militia organizations which fought alongside the British in the French and Indian campaigns. Later, many of these same militiamen were arrayed against British regiments as our fledgling nation went about the business of breaking away from the English yoke.

The militia organizations first answered the call on what might be termed a "large scale" when George Washington called for troops to fight the British in the American War for Independence.

The National Guard descendents of the Revolutionary militia today carry battle streamers embroidered with the names of the campaigns of 1776-1780: Virginia...Long Island...Trenton...New York...Princeton...Brandywine...Germantown...Monmouth...South Carolina...Saratoga...Connecticut...Boston.

They helped win the independence today's Guard is pledged to defend.

The name "National Guard" first appeared on the scene in New York. This came about August 25, 1824, as a result of a visit to New York by the Marquis de Lafayette. The honor guard for the gallant French officer who contributed so heavily to the winning of U. S. independence was drawn from the 2d Battalion, 11th Regiment of Artillery of New York. This battalion was renamed the "Battalion of National Guards" in tribute to Lafayette's command of the Garde Nationale of the French Army in Paris in 1789. New York's "Battalion of National Guards" later became the famous Seventh Regiment of Infantry and on the 1st of October, 1917, it became the 107th Infantry Regiment of the 27th Division.

As the nation grew, of course, the outward appearance of the Guard changed.

It was, throughout the 19th Century, an unwieldy and sprawling force which nevertheless contributed heavily to the winning of four major wars and hundreds of minor encounters. The wars included service of State troops in the War of 1812, the Mexican War, the Civil War, and War with Spain.

The modern face of the National Guard began to emerge in 1903 when Congressional legislation thrust the Federal Government into the picture by establishing procedures for a more direct and active part in organizing, training, and equipping the militia troops in line with the standards of the United States Army.

Then, in the passage of the National Defense Act of 1916, official cognizance was taken of the name National Guard for the organized Militia and it was made to conform to the organizational structure of the regular Army. As such, it became a component of the nation's organized peacetime establishment and, when called into Federal service, it was an integral part of the Army of the United States.

In 1916, over 150,000 Guardsmen were mobilized under the call of the President and 110,000 served under General John J. Pershing along the Mexican Border.

In World War I the National Guard supplied seventeen divisions, eleven of which became engaged in actual combat operations. Of the eight American divisions rated "excellent" or "superior" by the German High Command, six were National Guard divisions. The best known of these divisions was the 42d (Rainbow) Division, a composite division composed of troops from all parts of the country. One of the brigade commanders of this distinguished division was a brigadier general named Douglas MacArthur.

Following a rapid and haphazard demobilization at the end of World War I, it was necessary for the States to rebuild the National Guard from scratch. Under postwar amendments to the National Defense Act of 1916, the National Guard was reorganized to consist of the same numbered divisions that had served during the war.

The amended National Defense Act established an Army of the United States to consist of the regular Army, the Organized Reserve Corps, and the National Guard when called into Federal service. The National Guard remained a State force under the command of State authorities. The new act also provided for increased Federal assistance for the Guard. This meant that when units reached established standards with relation to strength, equipment, and skill, they were "Federally recognized" and thus eligible for Federal support.

The act of June 5, 1933, created a new component of the Army, the National Guard of the United States. This component, while identical in personnel and organization to the National Guard of the several States, was a part of the Army at all times and could be ordered into active Federal service by the President whenever Congress declared a national emergency. This made it possible for the National Guard to be given an Army mission without having to wait for a call to be issued through the Governors of the States.

In August of 1940, the President of the United States ordered the National Guard of the United States into active military service. Between September 16, 1940, and October 1, 1941, the National Guard brought into Federal service more than 300,000 men in 18 combat infantry divisions as well as in numerous non-divisional units including 29 air observation squadrons. These troops immediately doubled the strength of the active Army.

Guardsmen supplied sorely needed leadership for the expanding Army...over 80,000 National Guard enlisted men later became commissioned officers.

Individual Guardsmen received 14 Medals of Honor. It is almost impossible to trace accurately the number of Distinguished Service Crosses and "other" awards earned by Guardsmen in the wartime Army of ten million men.

Following World War II, National Guard units were demobilized and personnel returned directly to civilian life through Army separation centers. For a short peroid during the winter of 1945-1946, there actually was no National Guard.

On October 13, 1945, the Secretary of War approved a plan for reorganizing the Guard. The first four post-World War II units were extended Federal Recognition on June 30, 1946. The air units of the National Guard were organized as a separate entity and since that time the National Guard establishment has consisted of the Army National Guard and the Air National Guard.

During the Korean War, more than 183,000 members of the post-World War II National Guard saw active service. Eight infantry divisions, 22 wings, and hundreds of other units of the Army and Air National Guard were ordered into Federal service. Four divisions and 17 wings were stationed in the U. S. Two divisions (the 28th and 43rd) and three wings served in Europe; two divisions (the 40th and 45th) and two wings (the 116th and 136th) fought in Korea.

The post-Korea National Guard rose in strength of over half a million men in March 1957. The current programmed strength of the Army National Guard is 400,000 and the Air National Guard is authorized 101,338 members.

In 1956, various Federal laws pertaining to the armed forces and National Guard, including the National Defense Act of 1916, were codified in Title 10 and Title 32, United States Code. All units and members of the Army National Guard of the United States and Air National Guard of the United States are in the Ready Reserve. In time of national emergency declared by the President, or when otherwise authorized by law, the Secretary of the Army or Secretary of the Air Force may order these units and personnel to active duty for not more than 24 consecutive months. In time of war or a national emergency declared by the Congress, or when otherwise authorized by law, they may be ordered to active duty for the duration of the war or emergency and for six months thereafter.

On October 1, 1961 as part of the military build-up occasioned by the Berlin Crisis, a partial mobilization of the Army and Air National Guard was effected. Over 21,000 Air Guardsmen were called to active duty. In October and early November, eight of the fighter squadrons involved in this callup, comprising more than 200 aircraft, flew to various bases in Europe in a single accident-free deployment. Additional units, including three F-104 flying squadrons, were mobilized on November 1, 1961. In all, the Air National Guard contributed a total of nine wings, plus the three F-104 squadrons, to the build-up. Of the nine wings, six were tactical fighter wings, one was a reconnaissance wing and two were long range air transport wings.

The October 15, 1961 mobilization of the Army Guard brought into Federal service the 32nd Infantry Division, the 49th Armored Division and 140 non-divisional units, with a total of 44,350 officers and men. Both of these divisions and the majority of the non-divisional units were combat ready in four months--two full months before the required six-month deadline.

In 1967, the Army National Guard underwent a total force structure reorganization, which reduced the number of units in the Army Guard from 4,001 to 3,038. Strength levels in all units were raised to 93 per cent of the Table of Organization allocation.

Thus the overall strength in numbers of officers and men was increased from 400,000 to 412,000, though the number of units dropped. Major alterations were made in structural organization, most notably in the reduction of combat divisions from 23 to 8, an increase in the allocation of separate combat brigades from 8 to 18, and the formation of four armored cavalry regiments.

The mobilizations of 26 January and 13 May, 1968, initiated by Pueblo incident and the increased tempo of the Vietnam War, saw more than 7,000 Army Guardsmen and 2,000 Air Guardsmen deployed to the combat zone.

The 26 January mobilization involved eight Air National Guard tactical fighter groups, three tactical reconnaissance groups and a reconnaissance technical squadron. Three more units were mobilized on 13 May. Four augmented tactical fighter squadrons deployed directly to the Republic of Vietnam and a fifth unit, the 355th, an active Air Force unit, was 85 per cent manned by Air Guardsmen.

Major Army Guard elements mobilized on 13 May 1968 were the 29th Infantry Brigade (Separate), Hawaii (with its brigade aviation company from California), the 69th Infantry Brigade (Separate), Kansas (with one mechanized infantry battalion from Iowa's 133rd Infantry (Mechanized)), and the 1st Squadron, 18th Armored Cavalry from California. Additionally, 22 combat support and nine service support units were ordered to active duty. Eight Army Guard units were on active duty in Vietnam.

APPENDIX III

DEMOGRAPHIC CHARACTERISTICS OF THE SAMPLE

Table A1

Number of Interviews Obtained

	#
Total Completed Interviews	1,505
Guardsmen already discharged	526
Guardsmen who will not extend	226
Guardsmen who will extend	747
Army Guardsmen	1,034
Guardsmen already discharged	289
Guardsmen who will not extend	190
Guardsmen who will extend	551
Air Guardsmen	471
Guardsmen already discharged	237
Guardsmen who will not extend	36
Guardsmen who will extend	196

Table A2

Interviews by Geographic Census Regions

	Total Respondents %	Enlistment Status: Already Discharged %	Will Not Extend %	Will Extend %
Census Regions				
New England	9	10	7	10
Middle Atlantic	10	10	14	9
South Atlantic	17	15	20	18
East South Central	11	8	6	14
East North Central	14	16	20	12
West North Central	14	14	12	14
West South Central	11	14	7	10
Mountain	5	4	4	5
Pacific	9	9	10	8
N =	(1,505)	(526)	(226)	(747)

Table A3

Sex and Race

	Total Respondents %	Enlistment Status: Already Discharged %	Will Not Extend %	Will Extend %
Male, White	93	97	93	91
Male, Black	4	2	3	6
Male, Other	1	*	2	1
Female, White	1	*	1	1
Female, Black	*	-	1	*
N =	(1,505)	(526)	(226)	(747)

Marital Status

	Total Respondents %	Enlistment Status: Already Discharged %	Will Not Extend %	Will Extend %
Married	77	72	69	83
N =	(1,505)	(526)	(226)	(747)

*Less than .5%

Table A4

Age

	Total Respondents %	Enlistment Status: Already Discharged %	Will Not Extend %	Will Extend %
18-24	9	12	13	7
25-26	25	38	28	16
27-28	24	26	25	21
29-30	17	15	12	21
31-33	11	5	11	14
34-39	10	3	8	15
40 and over	4	1	3	6
Average age	29	27	28	30
N =	(1,505)	(526)	(226)	(747)

Table A5

Education

	Total Respondents %	Enlistment Status: Already Discharged %	Will Not Extend %	Will Extend %
Less than high school	6	3	7	7
High school graduate	53	47	50	57
1-2 years of college	18	22	18	16
3-4 years of college, no degree	6	8	10	4
College degree	15	19	13	13
Master's degree	2	1	2	2
Other degrees	1	*	*	1
N =	(1,505)	(526)	(226)	(747)

*Less than .5%

Table A6

Occupation

	Total Respondents	Enlistment Status: Already Discharged	Will Not Extend	Will Extend
	%	%	%	%
Craftsmen, foremen	22	20	25	22
Professional, technical workers	21	25	22	19
Operators	14	13	16	13
Managers, Officials and Proprietors	10	12	9	8
Clerical workers	8	6	7	8
Sales workers	7	8	6	7
Other service workers	6	5	6	7
Other laborers	4	4	4	5
Farmers and farm managers	2	4	2	2
Not in the labor force	6	3	3	9
Union membership	30%	26%	26%	34%
N =	(1,505)	(526)	(226)	(747)

Table A7

Total Annual Family Income

	Total Respondents	Enlistment Status: Already Discharged	Will Not Extend	Will Extend
	%	%	%	%
Under $5,000	2	2	1	3
$5,000 to under $10,000	20	18	24	20
$10,000 to under $15,000	43	39	42	46
$15,000 to under $20,000	22	21	23	22
$20,000 to under $25,000	8	11	6	7
$25,000 and over	5	8	4	3
N =	(1,505)	(526)	(226)	(747)

Table A8

Pay Grades

	Total Respondents	Enlistment Status: Already Discharged	Will Not Extend	Will Extend
	%	%	%	%
Enlisted Men	94	99	95	90
E1	*	*	-	-
E2	1	1	1	*
E3	3	4	5	2
E4	27	43	28	15
E5	45	43	47	45
E6	16	6	12	24
E7	2	1	2	4
E8	*	-	-	*
Officers	6	1	5	9
01	3	1	3	4
02	2	*	2	3
03	1	-	1	2
Warrant Officers				
W1	-	-	-	-
W2	*	-	-	*
Technicians	5	*	2	10
	N = (1,505)	(526)	(226)	(747)

*Less than .5%

Table A9

Source of Original Enlistment

	Total Respondents	Enlistment Status: Already Discharged	Will Not Extend	Will Extend
	%	%	%	%
All National Guard	57	74	59	44
Enlisted Army Guard	47	56	56	38
Enlisted Air Guard	10	18	3	6
Other Source	40	26	39	50
Enlisted Regular Army	16	8	16	22
Enlisted under Title 10 USC 511(b)	2	1	1	2
Enlisted prior to RFA 55 or REP 63	1	*	*	1
Enlisted under Title 10 USC 511(d)	2	3	3	2
Enlisted Regular Air Force	9	8	5	11
Induction in any service, draftees	5	2	7	6
Enlisted Regular Marines	2	1	4	2
Enlisted Regular Navy	3	2	3	4
Unknown	3	-	2	6
N =	(1,505)	(526)	(226)	(747)

APPENDIX IV

Key Tables from the Study

(These tables contain the answers to certain key questions from the survey. The answers to them are not presented in a single table in the report, but are discussed in the section where each answer is most relevant.)

Incentives to Remain in Guard (Q.1)

	Total	Enlistment Status: Already Discharged	Enlistment Status: Will Not Extend
	%	%	%
Improved Training	**40**	**44**	**34**
More meaningful work, less waste of time	11	13	7
Shorter hours, fewer weekends	9	10	7
Flexibility in choice of duty time	8	8	10
Choice of locality	7	8	5
Choice of MOS	5	6	3
Better training, more training	2	1	4
Improved or more job training	2	2	1
More community involvement	2	2	1
Discipline and Leadership	**25**	**27**	**20**
Higher quality officers, better treatment by them	15	15	15
Less rigid regulations - haircut, dress code, other rules	11	14	6
Be more disciplined, enforce hair regulations	4	4	3
Improved Pay	**26**	**25**	**29**
More pay, re-enlistment, bonus, cash incentives	26	25	29

Incentives to Remain in Guard (Q.1)
(Continued)

	Total	Enlistment Status: Already Discharged	Enlistment Status: Will Not Extend
	%	%	%
Promotion	15	15	16
Increased opportunities for promotion	15	15	16
Improved Benefits	11	7	8
Better benefits - educational, health, earlier retirement	11	7	9
Better benefit program for dependents	1	*	2
Improved Facilities and Equipment	2	2	2
Better living facilities, mess hall	1	1	1
More or better equipment, modern aircraft, weapons	1	1	1
Nothing interferes with job, family life	34	38	28
N =	(742)	(522)	(220)

*Less than .5%

Suggested Guard Changes (Q.2)

	Total	Enlistment Status: Already Discharged	Will Not Extend	Will Extend
	%	%	%	%
Improved Training	36	43	42	29
Better utilization of time, less repetition, waiting	12	17	17	8
More community involvement	6	8	8	4
Better, more useful, more extensive training	5	4	4	6
Better organization, more coordination among units	4	5	8	3
Offer improved or more job training	4	3	4	4
Flexibility in choice of duty time	3	4	5	2
Shorter hours, fewer weekends	3	5	6	1
Choice of MOS	3	4	2	3
Choice of locality	2	1	3	3
More emphasis on combat training	1	1	1	2
More time on duty	1	*	-	1

*Less than .5%

Suggested Guard Changes (Q.2)
(Continued)

	Total	Enlistment Status: Already Discharged	Will Not Extend	Will Extend
	%	%	%	%
Discipline and Leadership	**22**	**30**	**22**	**17**
Less rigid regulations - haircut, dress code	9	14	8	7
Better trained officers, leaders	6	9	6	3
Be more disciplined, enforce hair regulations	4	5	2	4
Improve communications, relationship between enlisted men and officers	4	4	5	3
Better, fairer treatment of men	2	3	3	2
Better relationship between weekend men and those fulltime	*	1	*	*
Improved Benefits	**13**	**7**	**13**	**17**
Better benefits - educational, health, earlier retirement	12	7	13	16
Better benefit program for dependents	1	*	1	1
Free State licenses - driving, hunting, fishing	1	*	1	2
Improved Pay	**11**	**7**	**6**	**16**
Better pay, re-enlistment, bonus, cash incentives	11	7	6	16

Suggested Guard Changes (Q.2)
(Continued)

	Total	Enlistment Status: Already Discharged	Will Not Extend	Will Extend
	%	%	%	%
Promotion	8	6	6	10
Increased opportunities for promotion	8	6	6	10
Improved Facilities and Equipment	4	2	6	5
More or better equipment, modern aircraft, weapons	3	1	5	4
Improved or expanded training facilities	1	*	1	1
Better living facilities, mess hall, better food	1	*	1	1
Recruitment and Retention	4	4	5	5
Better recruiting program, offer something interesting	3	3	2	3
More emphasis on re-enlistment, keep experienced men	1	1	1	1
Permit shorter enlistment period	1	1	2	1
Other changes	16	15	18	17
No changes	12	12	14	11
N =	(1,505)	(526)	(226)	(747)

High Importance/Low Satisfaction With Specific Features of the Guard*

	Total	Enlistment Status: Already Discharged	Will Not Extend	Will Extend
	%	%	%	%
Learning a trade/skill that would be helpful in civilian life	18	26	22	12
The retirement benefits	22	23	21	23
The opportunity to become more mature, self-reliant	10	18	13	5
The extra income it provides	7	10	9	5
The development of responsibility	16	24	20	9
Making use of your civilian skills	24	34	31	15
Making use of your interests or hobbies	18	28	18	11
The haircut regulations	26	37	24	20
Having the opportunity to serve your country	6	10	10	2
Having the opportunity to serve your community and/or state	10	19	12	4
The military way of life	20	34	26	10
The prestige of being a Guard member	11	20	13	5
The travel opportunities	23	27	28	19
The development of leadership skills	19	29	26	11
The excitement and stimulation the Guard provides	24	36	30	14
The chance for promotion	35	38	39	32
The friendships and social life	4	6	4	4
N =	(1,505)	(526)	(226)	(747)

*These percentages represent those Guardsmen who indicate that they are very or somewhat dissatisfied with the feature and feel it is very or somewhat important.

Satisfaction with Specific Features of the Guard*

	Total	Enlistment Status: Already Discharged	Will Not Extend	Will Extend
	%	%	%	%
Learning a trade/skill that would be helpful in civilian life	64	50	56	76
The retirement benefits	67	61	65	71
The opportunity to become more mature, self-reliant	77	62	70	88
The extra income it provides	90	85	87	94
The development of responsibility	74	58	68	86
Making use of your civilian skills	57	39	47	72
Making use of your interests or hobbies	60	42	51	74
The haircut regulations	56	45	56	64
Having the opportunity to serve your country	91	85	86	96
Having the opportunity to serve your community and/or state	84	71	81	93
The military way of life	67	47	57	83
The prestige of being a Guard member	71	53	67	84
The travel opportunities	56	47	45	65
Development of leadership skills	67	50	56	81
Excitement and stimulation the Guard provides	59	40	50	75
The chance for promotion	56	52	50	60
The friendships and social life	91	89	91	93
N =	(1,505)	(526)	(226)	(747)

*Guardsmen were asked to rate how satisfied they were with each feature. These percentages represent those Guardsmen who were either very or somewhat satisfied with this feature.

Importance of Specific Features of the Guard*

	Total	Enlistment Status: Already Discharged	Will Not Extend	Will Extend
	%	%	%	%
Learning a trade/skill that would be helpful in civilian life	59	52	56	65
The retirement benefits	72	55	65	85
The opportunity to become more mature and self-reliant	63	53	60	71
The extra income it provides	80	66	76	90
The development of responsibility	70	54	70	80
Making use of your civilian skills	62	54	60	68
Making use of your interests or hobbies	53	48	47	58
The haircut regulations	47	50	39	48
Having the opportunity to serve your country	77	60	75	89
Having the opportunity to serve your community and/or state	76	63	73	86
The military way of life	67	60	57	74
The prestige of being a Guard member	60	46	50	72
The travel opportunities	59	53	56	63
The development of leadership skills	68	57	61	77
The excitement and stimulation the Guard provides	66	60	63	71
The chance for promotion	78	67	75	86
The friendship life	75	64	71	84
N =	(1,505)	(526)	(226)	(747)

*Guardsmen were asked to rate each feature as to how important it was in their decision to either extend or terminate membership in the Guard. These percentages represent those Guardsmen who rated each feature as being either very or somewhat important.

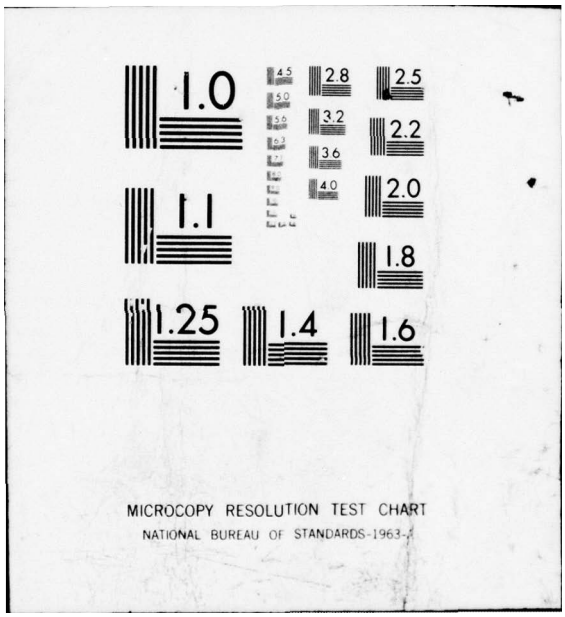
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Factors Influencing Guardsmen's Decision to Leave*

	Total	Enlistment Status: Already Discharged	Will Not Extend	Will Extend
Training in unit could be better	43%	49%	56%	35%
Too much of work done at unit training assemblies is "busy work", just to use up time	40	58	50	26
Training is dull and monotonous	34	49	49	19
Never have right equipment for training	27	29	42	28
The equipment is never new or up-to-date	27	22	42	26
Rarely train in MOS, AFSC	13	10	19	13
Don't respect unit officers	13	21	19	7
Don't respect unit NCO's	10	17	13	5

*Guardsmen were initially asked how strongly they agreed with these statements. If they strongly agreed or agreed, they were asked if this factor influenced their decision to leave the Guard. These percentages represent those Guardsmen who said that this factor influenced their decision to leave the Guard.

APPENDIX V

SUMMARY OF RESULTS FROM PREVIOUS NATIONAL GUARD STUDIES

A. Summary of Previous Available Data

Many of the Guardsmen included in the studies that were reviewed joined the Guard before the draft was discontinued, and thus, a frequent reason mentioned by men who are in the last years of their initial six-year enlistment is that they joined the Guard as an alternative to possibly being drafted (sometimes expressed as "fulfilling my military obligation"). Extra income is the other important attraction, both for initial enlistment and re-enlistment. Retirement benefits do not seem to matter much to those with less than six years of Guard service, but they are of greater importance to older men.

There was considerable variance in the mix of possible advantages/benefits that was presented in the various questionnaires, but we have concluded that the following aspects of the National Guard that appear to be of major importance in re-enlistment decisions are:

- TRAINING
  - Use of individual skills
  - Applicability of civilian life to MOS
  - Meaningfulness to the individual, his community, defense
  - Skill of officers, NCO's and others involved in training
  - Productivity/efficiency of training, boredom
- PAY AND BENEFITS
  - Drill pay
  - Retirement (perhaps include effect of lowered age for eligibility)
  - Re-enlistment bonus

- OFFICERS, NCO'S AND ADMINISTRATION

  - Leadership qualities
  - Personal qualities (harassment, hassles)

- APPEARANCE REGULATIONS

  - Haircuts

- TIME AND SCHEDULING

  - Amount of time spent in night drills
  - Amount of time spent in weekend drills
  - Amount of time in annual field training
  - Interference with job or education, employer's attitudes toward Guard duty
  - Interference with family and social life, using up vacation time, etc.

- FAMILY/FRIEND OBJECTIONS TO GUARD SERVICE (TIME, SCHEDULE, IMAGE)

- PROMOTION POLICY (LIKELIHOOD OF PROMOTION, FAIRNESS)

- COMMUNITY PROGRAMS (MAKING THE GUARD "MEANINGFUL", IMPROVING THE IMAGE)

- INTERPERSONAL/SOCIAL RELATIONS

  - Camaraderie, friendships with other Guardsmen

- OPPORTUNITY TO SERVE THE COUNTRY/STATE/COMMUNITY, PATRIOTISM (NEEDS PARTICULAR CARE)

  - Pride in membership
  - Helping defend the country

In addition, the following aspects were mentioned, but appear to be of lesser importance.

- Personal development
- Tuition assistance, educational benefits
- Medical care after retirement
- Reduced cost license plates
- State income tax benefits
- Insurance
- Medical/dental check-ups
- FHA/VA home guarantees
- MOS proficiency pay incentives
- Counseling related to career, re-enlistment
- Military dress
- MUTA time
- Scheduling of various drills
- The development of business contacts
- Doing something worthwhile in belonging to the Guard
- Travel benefits
- PX and commissary privileges
- Length of re-enlistment term

B. Results of Individual Studies

Maryland (Survey of 150 Non-Re-enlistees. Check-Off of Pre-Coded Reasons for Leaving) (January, 1976)

The most frequent reasons for leaving the Guard were dissatisfaction with unit training, unit leadership, promotion policy, improper utilization of talents, lack of meaningful training and interference with business opportunities. Most important was the feeling that Guard service is non-productive.

Less important, but still of substantial importance, are administrative hassles, harassment, family commitments, wife influences, objections to weekend drills.

Least frequently cited are pay problems, lack of schooling opportunities, instructor qualifications, not being asked to re-enlist, not being counseled prior to ETS, not knowing who the unit career counselor was, employer objections, peer group attitudes and too many night drills.

Vermont (Survey of "Recently Separated Guardsmen". Number Unknown. Same List as Maryland, above) (January, 1976)

Dissatisfaction with promotion policy, meaningfulness of training, harassment, non-productive service, unit training, interference with business opportunities, unit leadership, improper utilization of talents, family commitments.

Georgia (Air Guardsmen Completing a Term of Service) (January, 1976)

Guardsmen re-enlist mainly because of supplementary income, retirement benefits and the opportunity to serve the country. Other reasons are minor.

But considering all important reasons, not just the "most important", pay, interpersonal relationships, opportunity for travel (Air Guard), training and "contribution to defense posture" are also important.

Major deterrents to re-enlistment are job conflicts and unreasonable hair requirements.

(Attached Questionnaire on the Results -- May Not Be Another Georgia Study)

Factors of importance in increasing likelihood of re-enlistment are drill pay increases, bonus, educational benefits, free PX and commissary benefits, reduced rate license plates, lower age for retirement. Another part of the questionnaire also indicated importance for shorter hours, "improve fringe benefits", more useful training, less annual active duty.

Wyoming (1,354 Enlisted Personnel) (January, 1976)

"Significant factors" in deciding to re-enlist are pay and allowances and "enjoying serving in the WY ARNG", with wide margins over retirement benefits, personal friendships, promotion opportunities, "knowing that I play a part in the defense of our country", pride in membership, "feeling that my time in the service improves both myself and my country", training opportunities.

A bonus or one-grade promotion would be very attractive for re-enlistment. Interference with civilian occupation or education are major deterrents.

Arkansas (400 Members) (January, 1976)

Major reason for joining Guard was "fulfill military obligation" (stated as "avoid the draft" in other questionnaires/reports) followed by added income and, far down, patriotism. Of little importance were comradeship, benefits, and retirement benefits.

Respondents think re-enlistments would be increased by VA benefits, more pay, longer hair regulations, more meaningful training and commissary privileges.

Many believe in working to improve the community.

Colorado (Unknown Sample Size, but Seems to Be Fairly Large) (October, 1973)

When asked why they think others do not join, the six-year enlistment was the most frequently selected reason.

The most important reasons for re-enlistment are pay and educational benefits. State income tax benefits and reduced license plate costs are relatively unimportant. There is considerable interest in community projects.

Missouri (257 Members of an Engineer Brigade) (May, 1975)

Most joined to avoid the draft, followed by additional income. Additional income is the most important reason for re-enlisting, and older Guardsmen rate retirement benefits high, and are more likely to re-enlist.

Most feel leaders are of leadership quality and are adequately trained. There is much dissatisfaction with haircut regulations, and considerable dissatisfaction with annual field training -- takes vacation time and is inconveniently scheduled. There is little positive attitude toward the Guard among family members.

HQ, 6th U.S. Army (Study by 96th U.S. Army Reserve Command) (November, 1975)

Most important reasons for joining, in order, are pay, allowances and insurance, promotion, personal friendships, training opportunities, retirement benefits, service to the community, enjoyment in serving in the unit, knowing a part is being played in the defense of the country, improvement of self and country, pride in membership in the Army Reserve.

Statements related to "Information", "Job Understanding", and "Nature of Job" were rated most negative.

Iowa ("Over 300 First-Term Members" of Iowa Air Guard) (February, 1976)

Respondents say they would be positively influenced in staying in the Guard by retirement benefits, re-enlistment bonus, pay, PX benefits, group discount buying, partial college tuition payments, medical/dental checkups, space available free flights.

They want adjusted drill times and summer camp time, shorter-term re-enlistment, and looser hair regulations.

There is some objection to supervisors, to military uniforms, some by family, and considerable negativity toward the Guard among friends. Many feel they will not be promoted.

South Dakota (4,400 Army and Air Guard) (November, 1974)

Most important are drill pay, promotion, re-enlistment bonus. Substantial importance are skill training and retirement benefits, latter particularly to older men.

Criticism of unproductive and boring drills. Training equipment of virtually no significance. More interest in better scheduling than in less annual active duty. Some interest in tuition assistance.

Springfield, Illinois (210 Men in Grade E-4 or Below, Varied Length of Service) (January, 1976)

Almost all (202 out of 210) men said they would not re-enlist, mostly because of interference with civilian job, regulation of personal appearance and interference with family and social life. Other reasons, in decreasing importance, are "nothing of importance accomplished at drills", six-year obligation too long, unnecessary harassment by officers or NCO's, insufficient pay, and too many drills per year.

North Carolina "Survey of North Carolina National Guard on Tuition Assistance Programs" (November, 1975)

If tuition assistance were offered, 45% would "possibly use it".

RAC "Maintenance of Reserve Components in a Volunteer Environment" (Vol. II) No Survey Data (November, 1972)

As a result of statistical analysis, factors found to be most important in attraction are, in order:

1. "Non-economic incentives" (community action, better skill utilization, grooming and personal appearance, assumption of family responsibilities -- i.e., "we care about your family")
2. SGLI insurance
3. Improved retirement
4. FHA/VA home guarantees
5. MOS proficiency pay incentives

RMC Research Corp. "Report on Phase I of a Preferential Analysis of the Distribution of Reserve Component Funds for Recruiting and Advertising" (No Survey Data -- Mentions Beginning of Survey in Progress) (March, 1974)

RAC, etc., Phase II (March, 1974)

Of importance for enlistment are enlistment bonus, more PX privileges, higher quality officers, generally improved benefits, improvement of image/increased pride, higher pay, and shorter service time.

National Guard Bureau (1974 Gilbert Youth Survey, Males 17-21)

Mainly about intentions to join the regular military, regular service preferences, and influences on enlistment interest.

Data on reserves include only likelihood of joining, estimated pay, estimated monthly commitment necessary (hours).

Doner/Gilbert Youth Research (National Sample, 16-21 Year Old Males, N = 1,352) (January, 1974)

4%-5% would definitely consider the Guard/Reserves. Best segments are high school educated, low income; main interests are opportunity to learn a skill, extra money, patriotic motives.

Regard Guard as supportive of police and non-prestigious, interfering with civilian life and life styles.

No data on re-enlistment.

Wisconsin ("Recruiting, Retention and Training in the WISARNG": 158 Guardsman)

Many respondents believe the Guard is not worthwhile to themselves, that "guys in their unit don't give a damn". The Guard "is a Mickey Mouse outfit", the Guard is "political" or not worthwhile to the country. Over half say their wives object to the Guard, and two-fifths say their bosses do. Almost three-quarters joined to avoid the draft. When asked what they dislike about the Guard, mentioned in rank order were interference into social life, meaningless training, boring classes, haircut policy, "Mickey Mouse", standing around, interference with job, "hurry up and wait" and overnight training. Each of these was mentioned by at least two-fifths of the men. Some attractions were PX privileges, variety from civilian life, promotions, insurance, business/professional contacts, travel, retirement, additional income, social contacts.

Possible incentives for retention are, in decreasing order of attraction, $500 re-enlistment bonus, pro-rated GI bill, state school tuition remission, health insurance, free auto license, major medical insurance, free sportman's license, expanded PX/ commissary rights and promotions.

Wisconsin ("Recruiting and Retraining the Wisconsin Guardsman: An Organizational Communication Approach" 812 Guardsmen) (January, 1976)

Additional money is, by far, the most important motivation for remaining in the Guard. "Social ties" is second in importance, and learning a new skill was third. Other gratifications were infrequently mentioned. However, those who are attracted by retirement pay, advancement, learning a new skill and variety from civilian life are likely to be interested in re-enlistment.

Interference with social life is the biggest drawback for the Guard. Also mentioned often are meaningless training "Mickey Mouse", standing around and "hurry up and wait". Other important deterrents are interference with vacations, boring classes, and overnight training.

New Jersey -- Questionnaire, No Data (1976)

Nevada -- No Survey, Qualitative Analysis by University of Nevada Professor (December, 1975)

Manpower Research and Data Analysis Center -- Concerns Regular Armed Forces, Not Guard/Reserve (May, 1974)

Included on the following page is a matrix outlining the benefits and/or problems of the National Guard that were included in the individual studies that we examined. Some of these that are mentioned quite frequently on the chart are not included in the questionnaire because they were indicated to be of lesser importance. Conversely, others that appear less frequently on the chart are included in the questionnaire because they were indicated to be of major importance.

BENEFITS/PROBLEMS	STATES															
	** WI	CA	IA	SD	VT	GA	WY	AR	ID	NJ	MO	MD	IL	CO	96th USAR COMD.	RAC
Drill pay *	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X
Retirement *	X	X	X	X	X	X	X	X	X		X	X	X		X	X
Training meaningful to individuals, community, defense *	X	X	X	X	X	X	X	X	X	X		X	X		X	
Productivity/efficiency of training, boredom *	X	X	X	X	X	X	X		X	X	X	X	X		X	
Interference with job or education *	X		X	X	X	X	X	X	X	X	X	X	X			
Tuition assistance, education benefits	X		X	X	X	X			X		X	X		X		
Haircuts *	X	X	X			X	X	X	X		X		X		X	X
Promotion policy *	X	X	X	X	X	X	X		X			X			X	
Friendships with other Guardsmen *	X	X	X			X	X	X		X	X		X		X	
Pride in membership	X	X		X		X	X		X	X			X		X	X
Interference with family and social life *	X			X	X	X		X	X	X		X	X			
Helping defend country *	X	X		X		X	X	X	X		X				X	
PX and commissary privileges	X	X	X			X		X	X	X	X				X	X
Re-enlistment bonus	X		X	X		X	X		X				X			X
Leadership qualities of officers, NCO's and administrators *		X			X			X		X	X	X			X	X
Use of individual skills *		X		X	X	X						X			X	
Applicability of civilian life skills to MOS *		X	X			X	X			X					X	
Insurance	X	X	X					X		X					X	X
Training skill of officers, NCO's and others *	X	X			X					X	X	X				
Personal development *		X	X			X							X		X	
Personal qualities (harassment, hassles) *	X	X	X		X							X	X		X	
Amount of time spent in night drills *			X		X		X					X	X			
Amount of time spent in weekend drills *			X		X		X					X	X			
Friend/family objection to Guard Service *	X		X		X					X	X	X				
Community programs *		X						X	X					X	X	
Military dress			X				X				X					X
Amount of time spent in annual field training *	X		X	X			X				X					
Travel benefits	X		X			X				X			X			
Length of re-enlistment time			X										X	X		X
Medical/dental check-ups	X		X			X			X							
Doing something worthwhile *	X				X		X					X				
Reduced cost license plates	X					X								X		
FHA/VA home guarantees		X														X
Counseling related to career, re-enlistment					X							X			X	
MUTA time	X						X			X						
Business contacts	X						X				X					
Medical care after retirement										X						
State income tax benefits														X		
MOS proficiency pay incentives																X
Scheduling of various drills			X												X	

* Aspects of the National Guard regarded by members as being the most important.

** The two Wisconsin studies were similar and covered the same subject areas.
"Recruiting, Retention and Training in the WISARNG"
"Recruiting and Retraining the Wisconsin Guardsmen"

APPENDIX VI

VERSIONS A AND B OF QUESTIONNAIRE

FIELD INTERVIEWING INSTRUCTIONS

1. What would it take to keep you in your National Guard unit when your present commitment ends? (PROBE)

(2.) If you could suggest changes to the National Guard that, in your opinion, would increase your interest in re-enlisting or extending your enlistment, what one major change would you suggest? (FOR MAJOR CHANGE ASK RESPONDENT WHAT CAUSED HIM TO SUGGEST THE CHANGE.)

MAJOR CHANGE 1 (RECORD AND PROBE)

(2a.) What one other major change would you suggest?

MAJOR CHANGE 2 (RECORD -- DO NOT PROBE FOR SPECIFICS)

(ASK Q'S 3 & 4 IN SEQUENCE FOR EACH ITEM BEFORE GOING ON TO THE NEXT ONE)

(3.) I will now read you some specific features of the National Guard. For each feature, please tell me how satisfied you are with it. Lets start with (ITEM) . Are you very satisfied, somewhat satisfied, somewhat dissatisfied, or very dissatisfied? (CIRCLE ONE CODE IN Q.3 COLUMN BELOW.)

(4.) How important was (ITEM) in your decision whether or not to re-enlist or extend your enlistment in the National Guard? Would you say it was very important, somewhat important, slightly important, or not at all important? (CIRCLE ONE CODE IN Q.4 COLUMN BELOW.)

	Q.3				Q.4			
(READ)	VS	SS	SD	VD	VI	SO.I	SL.I	NI
a. Learning a trade/skill that would be helpful in civilian life	1	2	3	4	1	2	3	4
b. The retirement benefits	1	2	3	4	1	2	3	4
c. The opportunity to become more mature and self-reliant	1	2	3	4	1	2	3	4
d. The extra income it provides	1	2	3	4	1	2	3	4
e. The development of responsibility	1	2	3	4	1	2	3	4
f. Making use of your civilian skills	1	2	3	4	1	2	3	4
g. Making use of your interests or hobbies	1	2	3	4	1	2	3	4
h. The haircut regulations	1	2	3	4	1	2	3	4
i. Having the opportunity to serve your country	1	2	3	4	1	2	3	4
j. Having the opportunity to serve your community and/or state	1	2	3	4	1	2	3	4
k. The military way of life	1	2	3	4	1	2	3	4
l. The prestige of being a Guard member	1	2	3	4	1	2	3	4
m. Travel opportunities	1	2	3	4	1	2	3	4
n. The development of leadership skills	1	2	3	4	1	2	3	4
o. The excitement and stimulation the Guard provides	1	2	3	4	1	2	3	4
p. The chance for promotion	1	2	3	4	1	2	3	4
q. The friendships and social life	1	2	3	4	1	2	3	4

(ASK Q's 5 & 6 IN SEQUENCE FOR EACH STATEMENT BEFORE GOING ON TO THE NEXT ONE, ASK Q.6 ONLY IF APPLICABLE)

(5.) Think now of your Guard unit training assemblies. Let me read you some statements about them and after I read each, please tell me whether you strongly agree, agree, disagree, or strongly disagree with it. How about (READ STATEMENT)? (CIRCLE CODE BELOW UNDER COLUMN Q.5)

(ASK Q.6 ONLY FOR THOSE STATEMENTS CIRCLED CODE #1 OR 2 "STRONGLY AGREE" OR "AGREE" IN Q.5)

6. Would this influence your decision to leave the Guard when your obligation is fulfilled? (CIRCLE CORRECT CODE UNDER COLUMN Q.6 BELOW)

(READ)	Q.5				Q.6	
	Strongly Agree	Agree	Disagree	Strongly Disagree	Yes	No
a. Too much of what we do at unit training assemblies is quote "busy work" unquote, just to use up time	1	2	3	4	1	2
b. I don't respect the officers in our unit very much	1	2	3	4	1	2
c. I don't respect the NCO's in our unit very much	1	2	3	4	1	2
d. We never seem to have the right equipment for our training	1	2	3	4	1	2
e. The training is dull and monotonous	1	2	3	4	1	2
f. The training at my unit could be a lot better	1	2	3	4	1	2
g. I rarely train in my assigned MOS or AFSC	1	2	3	4	1	2
h. The equipment we train on is never new or up-to-date	1	2	3	4	1	2

(ASK Q'S 7 AND 8 IN SEQUENCE FOR EACH ITEM BEFORE GOING ON TO THE NEXT ONE, ASK Q.8 ONLY IF APPLICABLE)

(7.) I would now like to know about the scheduling of Guard training. Please tell me whether each of the statements I read applies to you. (CIRCLE CODE UNDER COLUMN Q.7)

8. (FOR EACH ITEM CIRCLED CODE #1-YES IN Q.7, ASK:) Is this a major problem, a slight problem or no problem at all? (CIRCLE CODE BELOW UNDER COLUMN Q.8)

(READ)	Q.7		Q.8		
	Yes	No	Major Problem	Slight Problem	No Problem
a. I use up some vacation time on annual training (summer camp)	1	2	1	2	3
b. Time I spend on Guard activities, I really should spend on my civilian job	1	2	1	2	3
c. I have too little time to spend with my friends and immediate family because of the Guard	1	2	1	2	3
d. Training always seems to be scheduled when I have something I should or want to do	1	2	1	2	3
e. My employer feels that the Guard is cutting into the time I should spend on my job	1	2	1	2	3
f. My immediate family feels I spend too much time with the Guard	1	2	1	2	3
g. I have problems with my unit commander in obtaining excused absences when I have a pressing civilian commitment	1	2	1	2	3
h. I am never told far enough in advance when training is rescheduled	1	2	1	2	3

(9.) How understanding is your supervisor at work about your Guard duties? Is that person:

	(READ)	
	Very understanding,	1
	Somewhat understanding, or	2
	Not at all understanding?	3
(DO NOT READ)	Not employed	4

(10.) How understanding is your spouse about your Guard duties? Is she/he:

	(READ)	
	Very understanding,	1
	Somewhat understanding, or	2
	Not at all understanding?	3
(DO NOT READ)	Not married	4

(11.) Were you ever asked by an officer or NCO in your unit whose job is retention to re-enlist or extend you enlistment in the Guard?

	Yes	1
(SKIP TO Q.13)	No	2

12. How would you rate the job the Guard did in counseling you to re-enlist or to extend your enlistment? Would you say it did:

	(READ)	
	A good job,	1
	A satisfactory job,	2
	A fair job, or	3
	A poor job?	4
(DO NOT READ)	No counseling	9

(13.) Were you given instruction in your unit on human relations or on race relations in the past twelve months?

	Yes	1
(SKIP TO Q.15)	No	2
	Don't Know	V

14. Was this instruction helpful to you?

	Yes	1
	No	2

(15.) Have there been any incidents of racial problems or friction in your unit in the past twelve months that you're aware of?

	Yes	1
(SKIP TO Q.18)	No	2
	Don't Know	V

16. How serious were these incidents? Were they:

(READ)	
Very serious,	1
Somewhat serious,	2
Not very serious, or	3
Not at all serious?	4

17. Please describe these incidents and your specific feelings about them. (PROBE FOR SPECIFIC DETAILS ABOUT EACH INCIDENT, LIMIT IT TO TWO MAJOR INCIDENTS.)

(18) In your opinion, do Blacks and other minority group members in your Guard unit have the same chance for promotions as others?

Yes	1
No	2
Don't Know	V

(19) Overall, considering everything, how satisfied are you with the National Guard? Are you:

(READ)

Very satisfied,	1
Somewhat satisfied,	2
Somewhat dissatisfied, or	3
Very dissatisfied?	4

Now, just a few questions for classification purposes only.

(20) What is your civilian occupation? Tell me the type of work done and the type of company. (PROBE FOR SPECIFIC JOB DUTIES.)

_____ in _____
TYPE OF WORK TYPE OF COMPANY

(21) Do you belong to a union?

Yes	1
No	2

(22) In what year and month were you born?

Month and Year: _____

(23) And finally, in which of the following categories would your total annual family income in 1975 fall before taxes? Is it:

(READ)

Under $5,000	1
$5,000 to under $10,000,	2
$10,000 to under $15,000,	3
$15,000 to under $20,000,	4
$20,000 to under $25,000, or	5
$25,000 and over?	6

(1.) What would it have taken to keep you in your National Guard unit when your commitment ended? (PROBE)

(2.) If you could suggest changes to the National Guard that, in your opinion, would have increased your interest in re-enlistment or extending your enlistment, what one major change would you suggest? (FOR MAJOR CHANGE ASK RESPONDENT WHAT CAUSED HIM TO SUGGEST THE CHANGE.)

MAJOR CHANGE 1 (RECORD AND PROBE)

2a. What one other major change would you suggest?

MAJOR CHANGE 2 (RECORD -- DO NOT PROBE FOR SPECIFICS)

(ASK Q'S 3 & 4 IN SEQUENCE FOR EACH ITEM BEFORE GOING ON TO THE NEXT ONE)

(3.) I will now read you some specific features of the National Guard. For each feature please tell me how satisfied you were with it. Lets start with (ITEM). Were you very satisfied, somewhat satisfied, somewhat dissatisfied, or very dissatisfied? (CIRCLE ONE CODE IN Q.3 COLUMN BELOW.)

(4.) How important was (ITEM) in your decision whether or not to re-enlist or extend your enlistment in the National Guard? Would you say it was very important, somewhat important, slightly important, or not at all important? (CIRCLE ONE CODE IN Q.4 COLUMN BELOW.)

(READ)	Q.3				Q.4			
	VS	SS	SD	VD	VI	SO.I	SL.I	NI
a. Learning a trade/skill that would be helpful in civilian life	1	2	3	4	1	2	3	4
b. The retirement benefits	1	2	3	4	1	2	3	4
c. The opportunity to become more mature and self-reliant	1	2	3	4	1	2	3	4
d. The extra income it provided	1	2	3	4	1	2	3	4
e. The development of responsibility	1	2	3	4	1	2	3	4
f. Making use of your civilian skills	1	2	3	4	1	2	3	4
g. Making use of your interests or hobbies	1	2	3	4	1	2	3	4
h. The haircut regulations	1	2	3	4	1	2	3	4
i. Having the opportunity to serve your country	1	2	3	4	1	2	3	4
j. Having the opportunity to serve your community and/or state	1	2	3	4	1	2	3	4
k. The military way of life	1	2	3	4	1	2	3	4
l. The prestige of being a Guard member	1	2	3	4	1	2	3	4
m. Travel opportunities	1	2	3	4	1	2	3	4
n. The development of leadership skills	1	2	3	4	1	2	3	4
o. The excitement and stimulation the Guard provided	1	2	3	4	1	2	3	4
p. The chance for promotion	1	2	3	4	1	2	3	4
q. The friendships and social life	1	2	3	4	1	2	3	4

(ASK Q'S 5 AND 6 IN SEQUENCE FOR EACH STATEMENT BEFORE GOING ON TO THE NEXT ONE, ASK Q.6 ONLY IF APPLICABLE)

(5.) Think now of your Guard unit training assemblies. Let me read you some statements about them and after I read each, please tell me whether you strongly agree, agree, disagree, or strongly disagree with it. How about (READ STATEMENT)? (CIRCLE CODE BELOW UNDER COLUMN Q.5)

(ASK Q.6 ONLY FOR THOSE STATEMENTS CIRCLED CODE #1 OR 2 "STRONGLY AGREE" OR "AGREE" IN Q.5)

6. Did this influence your decision to leave the Guard when your obligation was fulfilled? (CIRCLE CORRECT CODE UNDER COLUMN Q.6 BELOW)

	Q.5				Q.6	
(READ)	Strongly Agree	Agree	Disagree	Strongly Disagree	Yes	No
a. Too much of what we did at unit training assemblies was quote "busy work" unquote, just to use up time	1	2	3	4	1	2
b. I didn't respect the officers in our unit very much	1	2	3	4	1	2
c. I didn't respect the NCO's in our unit very much	1	2	3	4	1	2
d. We never seemed to have the right equipment for our training.	1	2	3	4	1	2
e. The training was dull and monotonous	1	2	3	4	1	2
f. The training at my unit could have been a lot better	1	2	3	4	1	2
g. I always trained in my assigned MOS or AFSC	1	2	3	4	1	2
h. The equipment we trained on was never new or up-to-date	1	2	3	4	1	2

(ASK Q's 7 AND 8 IN SEQUENCE FOR EACH ITEM BEFORE GOING ON TO THE NEXT ONE, ASK Q.8 ONLY IF APPLICABLE)

(7.) I would now like to know about the scheduling of Guard training. Please tell me whether each of the statements I read applied to you. (CIRCLE CODE BELOW UNDER COLUMN Q.7)

8. (FOR EACH ITEM CIRCLED CODE #1-YES IN Q.7, ASK:) Was this a major problem, a slight problem or no problem at all? (CIRCLE CODE BELOW UNDER COLUMN Q.8)

(READ)	Q.7		Q.8		
	Yes	No	Major Problem	Slight Problem	No Problem
a. I used up some vacation time on annual training (summer camp)	1	2	1	2	3
b. Time I spent on Guard activities, I really should have spent on my civilian job	1	2	1	2	3
c. I had too little time to spend with my friends and immediate family because of the Guard	1	2	1	2	3
d. Training always seemed to be scheduled when I had something I should or wanted to do	1	2	1	2	3
e. My employer felt that the Guard was cutting into the time I should have spent on my job	1	2	1	2	3
f. My immediate family felt I spent too much time with the Guard	1	2	1	2	3
g. I had problems with my unit commander in obtaining excused absences when I had a pressing civilian commitment	1	2	1	2	3
h. I was never told far enough in advance when training was rescheduled	1	2	1	2	3

(9.) How understanding was your supervisor at work about your Guard duties? Was that person:

	(READ)	
	Very understanding,	1
	Somewhat understanding, or	2
	Not at all understanding?	3
(DO NOT READ)	Not employed	4

(10.) How understanding was your spouse about your Guard duties? Was she/he:

	(READ)	
	Very understanding,	1
	Somewhat understanding, or	2
	Not at all understanding?	3
(DO NOT READ)	Not married	4

11. Were you ever asked by an officer or NCO in your unit whose job is retention to re-enlist or extend your enlistment in the Guard?

	Yes	1
(SKIP TO Q.13)	No	2

12. How would you rate the job the Guard did in counseling you to re-enlist or to extend your enlistment? Would you say it did:

(READ)

	A good job,	1
	A satisfactory job,	2
	A fair job, or	3
	A poor job?	4
(DO NOT READ)	No counseling	9

13. Were you given instruction in your unit on human relations or on race relations in the past twelve months?

	Yes	1
(SKIP TO Q.15)	No	2
	Don't Know	V

14. Was this instruction helpful to you?

Yes	1
No	2

15. Have there been any incidents of racial problems or friction in your unit in the past twelve months that you're aware of?

	Yes	1
(SKIP TO Q.18)	No	2
	Don't Know	V

16. How serious were these incidents? Were they:

(READ)

Very serious,	1
Somewhat serious,	2
Not very serious, or	3
Not at all serious?	4

17. Please describe these incidents and your specific feelings about them. (PROBE FOR SPECIFIC DETAILS ABOUT EACH INCIDENT, LIMIT IT TO TWO MAJOR INCIDENTS.)

(18) In your opinion, did Blacks and other minority group members in your Guard unit have the same chance for promotions as others?

Yes	1
No	2
Don't Know	V

(19) Overall, considering everything, how satisfied are you with the National Guard? Are you:

(READ)

Very satisfied,	1
Somewhat satisfied,	2
Somewhat dissatisfied, or	3
Very dissatisfied?	4

Now, just a few questions for classification purposes only.

(20) What is your civilian occupation? Tell me the type of work done and the type of company. (PROBE FOR SPECIFIC JOB DUTIES.)

_____ in _____
TYPE OF WORK TYPE OF COMPANY

(21) Do you belong to a union?

Yes	1
No	2

(22) In what year and month were you born?

Month and Year: _____

(23) And finally, in which of the following categories would your total annual family income in 1975 fall before taxes? Is it:

(READ)

Under $5,000	1
$5,000 to under $10,000,	2
$10,000 to under $15,000,	3
$15,000 to under $20,000,	4
$20,000 to under $25,000, or	5
$25,000 and over?	6

NATIONAL GUARD STUDY

INTERVIEWERS' INSTRUCTIONS

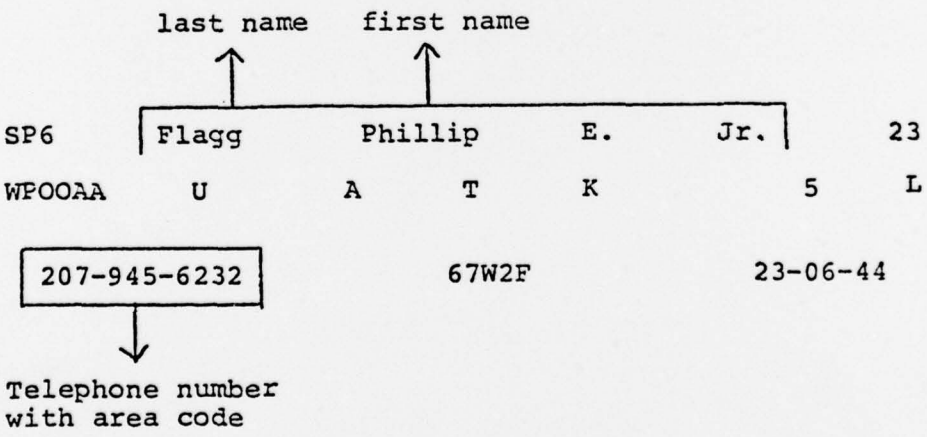
Purpose of the Study

The major objective of this study is to determine why past and present National Guardsmen have decided to either re-enlist or to terminate membership in the National Guard once their obligation is completed.

Respondent

The name and telephone number of each potential respondent is located on a label on each screening form. You will interview only that person whose name is on the label. Do not make any substitutions. You will be interviewing both male and female members of the Guard.

Shown below is an example of a label telling you where the name and telephone number are located.



Disregard the other numbers and letters in the label; they are for our internal use only.

The telephone number is that given by the Guardsman as the place he can be easily reached at. Consequently, this number may not be his home number, but his work number, or that of another family member or friend. If you are unable to reach him at the number on the label, find out, if possible, where he can be reached and attempt to contact him there.

Questionnaire

You will be using two questionnaires, an A version and a B version. The version identification letter is located on the top of each questionnaire. The questionnaires are identical in content; however, the A version is in the present tense of the verbs and is for Guardsmen currently in the National Guard and the B version is in the past tense and is for those who are out of the National Guard. You will find out whether the respondent is a past or present member from the questions on the screening form and it will tell you which questionnaire to use for that particular respondent. This will be discussed later in the instructions.

Screening Form and Result of Call

The purpose of the screening is to:

- Tell you which questionnaire to go to, either the A or B version.

- Record the result of each phone attempt.

Call Report Form

You will make up to three calls to each respondent and record the result of each call on the back of the screening form.

Record the date of the screening, the correct time, circling either A.M. or P.M. whichever is appropriate, and the number that corresponds to the result of call. This information is to be placed under the correct call # for each attempt.

Result of Call Codes

1. Interview completed
2. Refused screening
3. Screened, refused interview

} Go to next name

4. No answer
5. Line busy
6. Eligible respondent not home - set up time to call back
7. Non-working number - go to next name
8. Cannot locate respondent - respondent is unknown at that telephone number - go to next name
0. Other - anything other than was listed above, specify the result of the call

Screening Form

Time began, time ended - Record the time of the completed interview, or in the case of no interview (respondent refused or cannot locate respondent) the time of the screening. Circle either A.M. or P.M., whichever is appropriate.

Date - The day, month and year of again either the completed interview or the final screening.

Respondent # - A five-digit number. This number must be transferred onto the top of each completed interview in the space provided.

Interviewer - Record either your name or initials.

Introduction - Read slowly and carefully to the respondent. Stress to him that his responses are confidential and that the National Guard will not be able to associate him with any of his answers.

Q.1 - If respondent says "no", that he is no longer in the National Guard, go directly to questionnaire Version B. If "yes", continue on back of screening form.

Q's 2, 3 - Upon completion of one or both of these questions go to questionnaire Version A.

Q.2 - If respondent says "yes", go directly to questionnaire Version A, Q.2. If "no", go to questionnaire Version A, Q.1. If "don't know", continue to Q.3 on the screening form.

Q.3 - Ask only of respondents who say "don't know" to Q.2. If respondents say code #1, "definitely extend your enlistment", go to Q.2 on questionnaire Version A, otherwise ask Q.1 on Version A.

The Questionnaire

Top of the questionnaire

Version letter - Make sure you have picked up the correct version of the questionnaire.

Respondent # - Five digit number on the front of the screening form, transfer onto the questionnaire.

Question-by-Question Instructions

All circled questions must be asked of everyone.

Q.1 Ask only those respondents who say "no" in Q.2 or Codes #2-4 in Q.3 of the screening form.

Probe fully on each specific feature mentioned. Probe for what caused him to mention that feature and why that feature would make him stay in the Guard. Probe for as many features respondent is able to give.

Example of probing to be followed on all open-ended questions:

Q. What would it take to keep you in your National Guard unit when your present commitment ends?

Better pay. (What do you mean by "better pay"?) (P) I'm only making $3.00 an hour and for the time I spend in the Guard, it's not worth it. (P) I'm not learning anything. Everything is routine. (What do you mean by "routine"?) (P) All we do is take apart our rifles, clean them and then reassemble them. The time I spend there is worthless.(What do you mean by "worthless"?) (P) I'm not learning anything in the Guard that I can use in civilian life. I'm a mechanic and would like to learn more about this area instead of working on things I really don't care about. They should make it so you can choose the field you would like to work in and where you can learn the most and also, at the same time, most benefit the Guard. They couldn't pay me enough money to stay in the National Guard. (What else would it take to keep you in your National Guard unit?) (P) Nothing else. That's all.

As you can see, detail probing as shown in the above example brought out a better analysis of the factors that would take to keep this respondent in the National Guard. This key word probing should be followed throughout the questionnaire on all open-ended questions, Q's 1,2 and 17.

Q.2 Ask everyone. Ask first for only 1 major change and probe fully. Probe for specifics about the change, why he suggested that change and specific improvement he would like to see regarding that change.

Q.2a Just record the change he would like. Do not probe for why he suggested the change or detailed specifics on the change.

Q's 3 & 4 Ask these two questions in sequence for each item before going on to the next item. Always start at the item which is next to the "X". Go down the list of items and then back to the top of the items until all items are asked. Make sure you have a code circled for both Q. 3 and 4 for every item.

Example:

Record Answers to Q.3 | Record Answers to Q.4

(READ)	Q.3				Q.4			
	VS	SS	SD	VD	VI	SO.I	SL.I	NI
a. Learning a trade/skill that would be helpful in civilian life	1	2	3	4	1	2	3	4
b. The retirement benefits	1	2	3	4	1	2	3	4
c. The opportunity to become more mature and self-reliant	1	2	3	4	1	2	3	4
d. The extra income it provided	1	2	3	4	1	2	3	4
e. The development of responsibility	1	2	3	4	1	2	3	4
X f. Making use of your civilian skills	1	2	3	4	1	2	3	4
g. Making use of your interests or hobbies	1	2	3	4	1	2	3	4
h. The haircut regulations	1	2	3	4	1	2	3	4
i. Having the opportunity to serve your country	1	2	3	4	1	2	3	4
j. Having the opportunity to serve your community and/or state	1	2	3	4	1	2	3	4
k. The military way of life	1	2	3	4	1	2	3	4
l. The prestige of being a Guard member	1	2	3	4	1	2	3	4
m. Travel opportunities	1	2	3	4	1	2	3	4
n. The development of leadership skills	1	2	3	4	1	2	3	4
o. The excitement and stimulation the Guard provided	1	2	3	4	1	2	3	4
p. The chance for promotion	1	2	3	4	1	2	3	4
q. The friendships and social life	1	2	3	4	1	2	3	4

Start at the x'ed item, "f", continue down to "q" and start back up to "a" until all items are asked.

Circle only one response for each item in Q.3 and one response for each item in Q.4.

The letters on the columns under Q's 3 and 4 correspond to the answers you will read in the questions themselves to the respondent.

The codes are:

Q.3

VS Very satisfied

SS Somewhat satisfied

SD Somewhat dissatisfied

VD Very dissatisfied

Q.4

VI Very important

SO.I Somewhat important

SL.I Slightly important

NI Not at all important

Be sure you are circling the code under the correct question number and heading.

Do not attempt to explain any item to the respondent. If he does not understand what an item means, tell him it is whatever it means to him. This applies to all questions and items in the questionnaire.

Q's 5 & 6 Follow the same procedures as on Q's 3 and 4 where you start at the x'ed item.

Ask Q's 5 and 6 in sequence (if applicable) for each statement before going on to the next one.

Ask Q.6 only for those items where codes #1 and 2, "strongly agree" and "agree" were circled. Otherwise, ask Q.5 for the next statement.

Circle only one answer for each item in Q.5 and Q.6 if Q.6 is to be asked.

Q's 7 & 8 Again start at the x'ed item and ask Q's 7 and 8 (if applicable) until all items are asked.

Ask Q's 7 and 8 in sequence. Q.8 should be asked only of those items where the respondent said "yes" in Q.7.

Q.9 We are referring to the person the respondent must report to at work, whoever his boss is. If not employed, circle code #4 and continue to Q.10.

Q.10 We are referring to husband or wife, not to girlfriends or boyfriends. If respondents indicates he/she is not married, circle code 4 and continue to Q.11.

Q.11 We are not interested in if the respondent was asked by a friend, fellow Guardsmen or an officer whose job is not retention, but only by those Guardsmen whose job is to ask Guardsmen to re-enlist or extend their enlistment.

Skip to Q.13 if respondent was not asked to re-enlist or extend his enlistment.

Q's 13-18 These questions deal with race or human relations.

Q.16 Do not explain "serious" to the respondent. It means whatever the respondent classifies as being serious.

Q.17 Specifically, probe for details about the incident, but most important, probe for his/her reactions or attitudes toward the incident. Probe for what effect, if any, this incident may have had on his/her decision to re-enlist or extend his/her enlistment in the Guard. Follow probing example on Page 5.

Limit the respondent to two major incidents if respondent starts to mention more than two.

Q's 20-23 These questions are for classification purposes.

Q.20 We do not want to know the respondent's occupation in the Guard, but what job he does outside of the Guard. Get as much detail as possible relating to his job duties, not just his title. We also want to know the type of company, not the specific name of the company, example, "a market research company" not National Analysts.

Q.22 Record first the month and second the year the respondent was born. We do not need the day.

Q.23 Read each income category to respondent and circle one code.

Thank respondent at end of interview. Attach screening form to interview and circle code #1 on the Result of Call. Do not forget to transcribe the respondent number correctly onto the questionnaire.

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