SEMI-ANNUAL EVALUATION REPORT, 1 Jan-31 Dec 71,

MODERN VOLUNTEER ARMY EXPERIMENT

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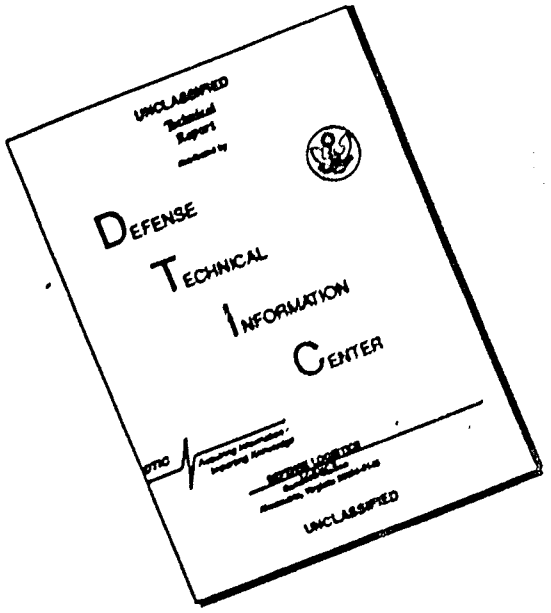
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Major, Infantry
R&D Coordinator

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AJIVA

14 January 1972

SUBJECT: Semi-Annual VOLAR Evaluation Report

THRU: Commanding General
Third United States Army
Fort McPherson, Georgia 30330

Commanding General
US Continental Army Command
Fort Monroe, Virginia 23351

TO: Special Assistant, Modern Volunteer Army
Department of the Army
Washington, D.C. 20310

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1. References:

a. Letter, OCSA-SAMVA, subject: VOLAR Evaluation Plan, dated 24 June 1971.

b. The Fort Benning Plan for Movement Toward a Modern Volunteer Army, FY 72, Revised Edition - August 1971.

c. Installation Evaluation Report, Modern Volunteer Army Experiment - 1971, this Headquarters, dated 26 July 1971.

2. This report is submitted in accordance with reference a. In that Fort Benning has been involved in the VOLAR experiment prior to Fiscal Year 1972, the report covers the period 1 January 1971 through 31 December 1971.

AJIVA
SUBJECT: Semi-Annual VOLAR Evaluation Report

3. As previously reported in reference c the initial stages of the Modern Volunteer Army Program at Fort Benning consisted of implementing as many approved actions as possible in order to have a comprehensive base for evaluation of the overall program. The basic thrust of the effort was to initiate measures which would develop a more professional environment, provide soldiers with a better life for which young men would enlist, and to generate increased public esteem for the Army. Successfully achieved, these measures would contribute to a reduced reliance on the draft.

4. In order to evaluate the effectiveness of Fort Benning's program toward achieving the overall goals, a baseline attitudinal survey was conducted prior to the test period and periodically thereafter to measure changes in attitudes toward the Army, specific VOLAR actions, and career intentions. A detailed evaluation of the experiment is at TABS A through D attached.

5. The objective data at TAB C (Education and Training Actions) lends support to the subjective data originally reported in the Installation Evaluation Report of July 1971.

6. Recognizing that military discipline and good order cannot be jeopardized, special studies were undertaken to measure opinions held at Fort Benning regarding the effect of VOLAR on a number of specific aspects of military discipline. The results of surveys administered in May and November 1971 show that there were no significant negative changes among either enlisted or officer groups on twelve areas of military discipline (i.e. mutual attitudes among the military service members; maintenance of personal appearance; observance of military courtesy, etc.). However, in response to another item designed to find whether VOLAR changes had caused real or imagined problems, grade groups E1-4, E5 and E6 showed significant increases in the belief that VOLAR had caused increased discipline problems, while the officer group showed nonsignificant positive change and the E7-9 group showed nonsignificant negative changes. Further, the Fort Benning AWOL, Article 15, and court-martial rates have not changed significantly during the period of the VOLAR experiment. The sum total of information on military discipline at Fort

Benning during the period of the VOLAR experiment shows that while discipline has, in fact, not been affected negatively and may have gotten somewhat better; there are large numbers of enlisted personnel who show an unexplicable and possibly emotional response, regarding deteriorated discipline. No indicators have been isolated to reinforce opinions that discipline has suffered since VOLAR. More extensive studies into this area are planned during the remainder of the experiment.

7. It appears that actions implemented at Fort Benning pursuant to the VOLAR experiment (possibly in conjunction with unidentified variables within the total environment of personnel surveyed) have had a very large positive impact in the areas of inequity, security, and leadership for first-tour enlisted personnel. The only positive change for the other three groups (first-tour officers, extended-tour enlisted and officers), was inequity for extended-tour non-commissioned personnel and this change was not significant. The extended-tour officer personnel showed significant negative changes in the areas of involvement, inequities, and security. While there are no data to support the conclusion that these changes resulted from the reduction in force which was threatening at the time of the November 1971 survey, as well as the qualitative management program, it seems more reasonable to attribute the observed negative changes to this or some similar cause, rather than to any effect of VOLAR.

8. Having completed 12 months of the VOLAR experiment, it is considered appropriate to re-emphasize earlier reported observations that the most critical times lie ahead. Any significant change or discontinuation of favorably accepted VOLAR innovations can be expected to prove extremely counterproductive to the program and success achieved will undoubtedly be jeopardized. Further success in attaining the goals of the Modern Volunteer Army demands that the momentum attained thus far be maintained. This is recognized as a major challenge in that a reduction in the size of the Army will require increased personal

enthusiasm at all levels. If current momentum continues there is real hope that a truly volunteer situation can perhaps, in fact, be created within the time frame established.

4 Incl
as

ORWIN C. TALBOTT
Major General, USA
Commanding

TAB A

OVERALL SCIENTIFIC EVALUATION, SEMIANNUAL EVALUATION

PROJECT VOLAR

FORT BENNING, GEORGIA

SUMMARY AND CONCLUSIONS

In early November 1970, Fort Benning was designated as one of three experimental posts for Phase I of the field experiment designated Project VOLAR. Subsequently, Fort Benning's participation in the VOLAR experiment was continued to extend through the end of Fiscal Year 1972. In reaction to the early designation as an experimental post, the office of Project Manager (Control Group/Evaluation Element) was organized and the United States Army Infantry Human Research Unit and the Human Resources Research Organization, Division No. 4, were tasked to provide technical advisory support for the evaluation of the experiment.

Prior to the implementation of VOLAR actions, an attitude assessment instrument was prepared and administered to a stratified random sample of officers and enlisted men. The survey questionnaire has now been administered a total of four times, including the pre-VOLAR administration of November 1970. Attitude survey data have been collected and analyzed from 6,559 members of the Fort Benning military community.

Statistical tests of significance were performed on the items representing individual VOLAR actions in order to measure differences in attitude over the times the surveys were administered, between the tour status of the individuals surveyed (first-tour vs. extended-tour), between the grades of the individuals surveyed (officer vs. enlisted), and to identify interactions of these main variables. In addition, the general attitude items contained in the survey were analyzed and produced four areas which were identified as:

1. Ego involvement with the Army and its missions.
2. The extent to which the demands and the rewards of Army service are inequitable.
3. The security, both material and psychological, offered by service in the Army.
4. Attitudes toward leadership provided by the Army.

During the period of the VOLAR experiment at Fort Benning, there have been massive positive changes, among all groups, toward those areas of military life which were addressed by specific VOLAR actions. There were also highly significant positive changes in the expressed career intentions of the first-tour soldiers, as illustrated in Figure 1, with first-tour officers and extended-tour soldiers showing nearly significant positive changes. The extended-tour officer group continued to show remarkably stable and relatively high intentions to remain in the Army for a career. Actual

FIGURE 1
EXPRESSED CAREER INTENTIONS

FIRST-TOUR ENLISTED

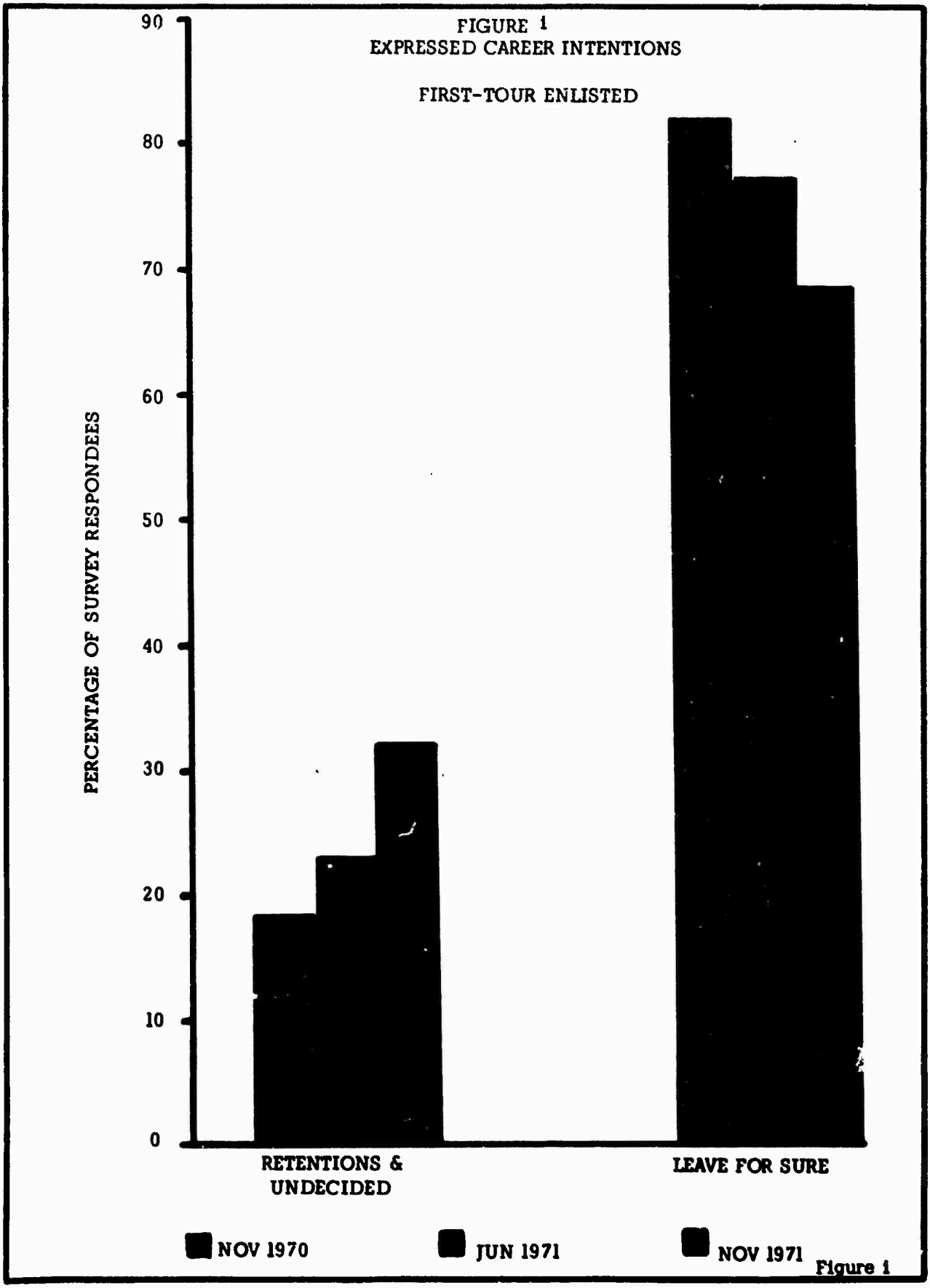


Figure 1

experience in reenlistments for Fort Benning for 1971 versus 1970 showed a positive change (rate per 1,000), but failed to reach statistical significance. This favorable change in reenlistments was realized despite the imposition of considerably more stringent qualifications for reenlistment in August 1971. The current first-tour reenlistment goal of 0.3% of the total post enlisted operating strength is shown in Figure ii with the actual first-tour reenlistments for 1971. This demonstrates, following reduced reenlistments in August, the recovery of first-tour reenlistments at Fort Benning to achievement of the goal by December 1971. The increase in officers' requests for extension and for RA appointments during 1971 (as opposed to 1970) did achieve statistical significance, while there were fewer officers who submitted requests for separation from the service.

The four factors relating to general attitudes toward the Army (Ego Involvement, Inequities, Security and Leadership) showed the following changes and are summarized in Figure iii for first-tour personnel from November 1970 to November 1971:

a. For first-tour soldiers: significant positive changes from November 1970 to November 1971 and June to November 1971 in the areas of reduced inequities, increased security, and attitudes toward Army leadership.

b. For first-tour officers: significant positive change from November 1970 to November 1971 on the same three factors. (However, in the June to November 1971 comparison, this group showed nonsignificant negative changes in all four areas.)

c. For extended-tour soldiers: significant positive change in attitudes of reduced inequities from November 1970 to November 1971. There was also a positive change that did not achieve statistical significance in this same area from June to November 1971. In the area of ego involvement, this group showed a significant negative change from November 1970 and from June 1971 to November 1971. Changes in feelings of security and attitudes toward leadership were nonsignificantly negative from June to November 1971.

d. For extended-tour officers: significant negative changes in all the factors except leadership from June to November 1971, and in ego involvement from November 1970 to November 1971.

It must be concluded that during the period of the VOLAR experiment at Fort Benning, there have been massive positive changes in the attitudes of first-tour personnel, the primary target of VOLAR actions. These positive changes have occurred in respect to the objectives of specific

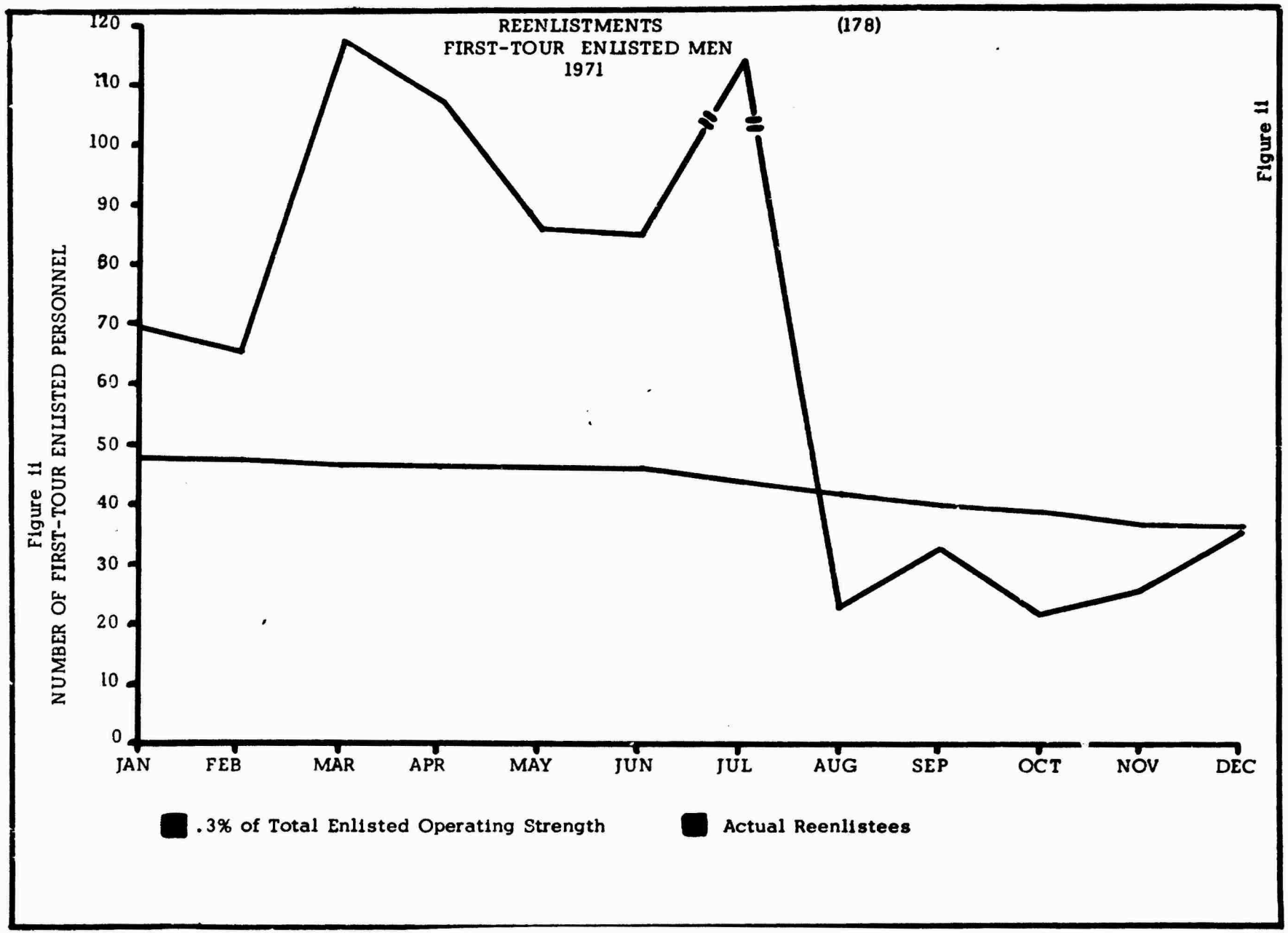

REENLISTMENTS
FIRST-TOUR ENLISTED MEN
1971
(178)
Figure 11
NUMBER OF FIRST-TOUR ENLISTED PERSONNEL
120
110
100
90
80
70
60
50
40
30
20
10
0
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC
.3% of Total Enlisted Operating Strength
Actual Reenlistees
Figure 11

Figure 111
MEAN FACTOR COMPOSITE SCORES (GENERAL ATTITUDES)

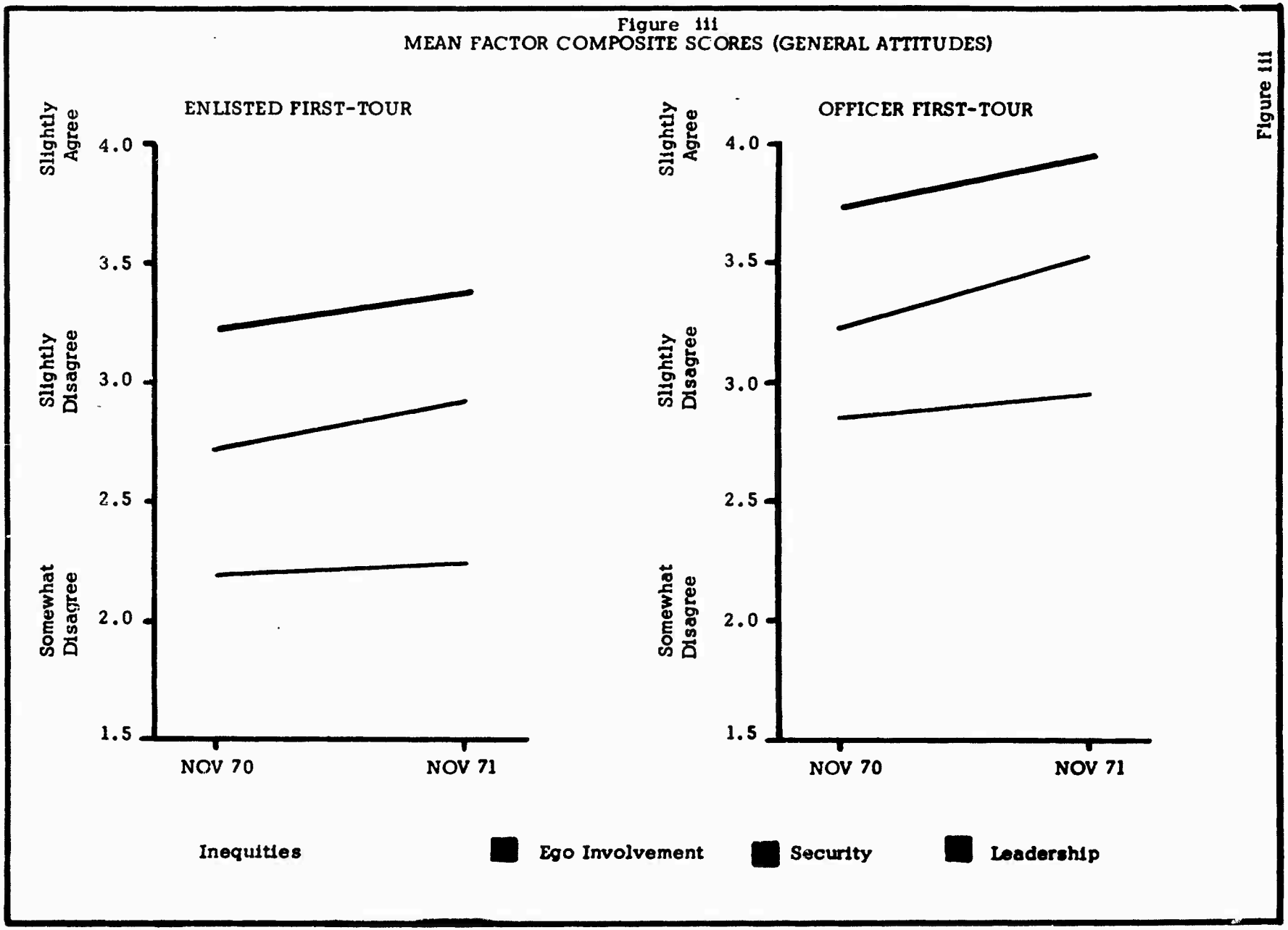


Figure 111

VOLAR actions, to general attitudes toward the Army, and to expressed career intentions. There is no evidence that these general, highly significant changes have been accompanied by significant losses in military discipline and order, or in reduced mission capability.

To say conclusively that any specific action or group of VOLAR actions have caused these positive changes is not possible, lacking a control test. Whether these changes in attitudes will result in retentions at a rate that will permit reduced reliance on the draft is also impossible to determine at the present time, although indirect evidence suggests that perhaps as many as 6% of reenlistment-qualified first-tour personnel studied in one sample at Fort Benning may have been influenced by VOLAR actions to stay in the Army. If this is a reliable finding, and if a similar result would be obtained through implementation of VOLAR Army-wide with the same effectiveness as at Fort Benning, then it is evident that VOLAR would have produced significant gains toward achievement of Modern Volunteer Army objectives.

The circumstantial evidence that VOLAR has produced a major and highly significant impact at Fort Benning is now impossible to ignore. It therefore seems reasonable to conclude that VOLAR actions undertaken at Fort Benning and at DA level have, within the space of the past year, achieved a major success, that major progress has been made toward the attainment of VOLAR goals, and that the promise of continued progress toward these goals is reasonable to expect.

INTRODUCTION

In early November 1970, LTG George I. Forsythe, (Special Assistant for the Modern Volunteer Army, Department of the Army), named Fort Benning as one of three experimental posts for Phase I of the initial field experiment designated Project VOLAR. Phase I of Project VOLAR was to last from 1 January 1971 through 30 June 1971. Guidance from the Chief of Staff was, "Nothing is considered sacrosanct except where military order and discipline - the soul of the Army that insures success on the battlefield - are jeopardized. This we cannot and will not yield."

Immediately upon learning that Fort Benning had been designated one of the experimental posts, the office of the Project Manager (Control Group/Evaluation Element) was organized. At the same time, the United States Army Infantry Human Research Unit/Human Resources Research Organization, Division No. 4 were tasked to provide technical advisory assistance for the implementation and evaluation of Project VOLAR. In response, personnel from the Evaluation Element USAINFHRU, and HumRRO designed a baseline questionnaire for the purpose of assessing individual career intentions and attitudes over many areas of Army life, as well as toward 118 possible and anticipated VOLAR actions at Fort Benning. This questionnaire was administered to a random sample, stratified within broad limits on rank and tour status, (extended-tour by first-tour) of the post population in late November 1970, prior to the implementation of the first VOLAR actions at Fort Benning...in order to develop a pre-VOLAR baseline against which future results could be compared. At the same time, comparable baseline data were collected from a control post, at which no funded VOLAR actions were to be authorized. The control data were intended to serve as an aid in identifying possible non-VOLAR influences that might otherwise have led to incorrect conclusions about results at Fort Benning.

The evaluation of Project VOLAR was based on criteria at two levels. At the more general level, it was felt that there was a need to make military service interesting, challenging, and rewarding to the widest possible numbers of military personnel. With the objective of a reduced dependence upon the draft, it was thought necessary to attempt to modify the conditions under which personnel serve in the military so that it would become more desirable, both for short-term involvement, and for long-term careers--but without sacrificing mission capability. At the more specific level, assessment of VOLAR actions, it was felt that there was a need to determine which action, or combination of actions, was responsible for producing desirable outcomes (if any), in order that future, perhaps more limited, resources can be allocated in the most cost-effective way to maximize outcomes.

The first evaluation of VOLAR actions was completed in June 1971. The report of that evaluation not only identified broad attitude areas that are of major concern to the soldier (needs for pride in service, security, effective leadership, and reduced inequities), but also specific VOLAR actions that proved effective in changing soldiers' attitudes at Fort Benning, in comparison with the control post, i.e., those actions that were effective at Fort Benning and not effective at the control post (which was as it should have been, because VOLAR actions were not implemented at that post).

The present report contains the results of the second major evaluation of VOLAR actions at Fort Benning, but without the comparison with a control post. The primary reason for deletion of the control post from this evaluation, and from all future evaluations, is that Project VOLAR actions were directed to be implemented at that post at the end of FY 1971, so that it could no longer serve as a control post. (It was felt that the desirable effects of implementation of VOLAR at that post would far outweigh the loss of the post for control purposes.) Consequently, the present evaluation and all future Fort Benning evaluations will consist basically of comparisons between Fort Benning's earlier data collections and data recently collected concerning attitudes of soldiers toward (1) the Army as a career, (2) the four broad attitude areas identified earlier (pride in service, security, leadership, and reduced inequities), and (3) specific VOLAR actions implemented at Fort Benning.

METHODOLOGY

Subsequent to the initial November 1970 survey of soldiers' attitudes, follow-up surveys were administered in June 1971, August 1971, and November 1971. While the surveys administered in November 1970 and June 1971 were identical, those administered in August 1971 and November 1971 were somewhat different. The latter survey forms were changed to delete those actions which were not implemented or which were discontinued at the end of FY 71, with new actions being added in order to address all of the actions implemented under Project VOLAR as of the end of FY 71, both funded and nonfunded.

The personnel surveyed--at both Fort Benning and the control post (for the first two administrations)--represent a random sample of the respective post populations, stratified within broad limits on rank and tour status. The sampling procedure was based on the use of the last four digits of each potential subject's social security account number. Quotas, based on the percentage of the total post population represented in each of these broad categories of personnel, were given to the quality control officer of each of the post's major commands. The quality control officers were responsible for the administration of the surveys within their organizations, according to a set of detailed instructions provided by the VOLAR Evaluation Element. All administrations of the surveys were carried out under strictly enforced controlled conditions and supervised by the post VOLAR Control Group/Evaluation Element.

The personnel surveyed were partitioned into sixteen groups by: tour status (first-tour vs. extended-tour), grade (enlisted vs. officer), and the time of administration of the survey (Nov 70, Jun, Aug, Nov 71). The partition of the sample into subgroups is shown in Table 1.

The primary objective of the analysis of the questionnaire data was to provide information bearing on the following questions:

a. Was there a change in reenlistment intentions during the period of the VOLAR experiment at Fort Benning, in relation to the comparison data from November 1970 or June 1971?

b. Was there a change in general attitudes toward the Army during the period of the VOLAR experiment at Fort Benning?

c. Was there a relationship between general attitudes toward the Army and career intentions?

d. Were there significant relationships between specific VOLAR actions and career intentions?

In the following sections of this Tab, each of these four areas will be considered in turn. A final section will then consider the VOLAR actions separately in terms of the attitudes of personnel at Fort Benning toward the VOLAR actions themselves, disregarding whether these attitudes are associated with career intentions.

The major emphasis of this report will be the period of June 1971 through November 1971. It should be noted that since it was not possible to maintain a control post beyond June 1971, it is not possible to say that VOLAR has, in itself, caused any changes that may be found in the present and in future evaluations, as, for example, in general attitudes toward the Army. Rather, any such changes will reflect not only the effect of various VOLAR actions but also the impact of any other significant changes, both within the Army and within the soldier's total environment.

CAREER INTENTIONS

A primary objective of VOLAR is to increase the attractiveness of military service to both young soldiers and young officers, in order to facilitate attainment of the long range objective of a zero-draft, Modern Volunteer Army. Consequently, a primary criterion of the effectiveness of the VOLAR experiment is the extent to which career intentions changed during the period of the VOLAR experiment. Career intentions were measured in two ways. First, all personnel responding to the VOLAR attitudes survey answered the following question:

TABLE 1

PARTITION OF SAMPLE

GROUP NO.	GRADE	TOUR STATUS	SURVEYED DATE TESTED	NUMBER
1	ENLISTED	FIRST	70 NOV	1116
2	ENLISTED	FIRST	71 JUN	774
3	ENLISTED	FIRST	71 AUG	543
4	ENLISTED	FIRST	71 NOV	554
11	ENLISTED	EXTENDED	70 NOV	674
12	ENLISTED	EXTENDED	71 JUN	377
13	ENLISTED	EXTENDED	71 AUG	367
14	ENLISTED	EXTENDED	71 NOV	308
21	OFFICER	FIRST	70 NOV	260
22	OFFICER	FIRST	71 JUN	217
23	OFFICER	FIRST	71 AUG	114
24	OFFICER	FIRST	71 NOV	91
31	OFFICER	EXTENDED	70 NOV	550
32	OFFICER	EXTENDED	71 JUN	203
33	OFFICER	EXTENDED	71 AUG	206
34	OFFICER	EXTENDED	71 NOV	205

Which of the following best describes your Army career intentions?

1. I will remain in the Army until retirement.
2. I will remain in the Army for a while longer, but have not decided yet about staying until retirement.
3. I am undecided about my Army career intentions.
4. I will leave the Army upon completion of current obligation.

Second, data were obtained at Fort Benning for CY 1970 and CY 1971 on actual reenlistments.

Analysis of Expressed Career Intentions

Responses to the career intentions item on the VOLAR evaluation questionnaire are shown in Table 2. In order to test the statistical significance of the differences observed between groups, a three-way analysis of variance[1] was performed. The variables were: time (June 1971 vs. November 1971); tour status (first-tour vs. extended-tour); and grade (officer vs. enlisted). The results of this analysis show an overall significant positive difference over time ($p<.025$); between tour statuses ($p<.001$), with extended-tour personnel being more career committed than first-tour personnel; and between grade groups ($p<.001$), with officers having overall, more positive career intentions than enlisted men.

In order to clarify the changes over time, two by four chi-squares[2] were performed on all groups (November 1970 to November 1971 and June to November 1971). This further analysis showed that the significant main effect for time in the analysis of variance was a result of a large effect for first-tour enlisted only (November 1970 to November 1971, $p<.001$; and June to November 1971, $p<.005$). There were also positive changes over time for first-tour officer and extended-tour enlisted groups, but these changes only approached significance ($.05<p<.10$) for both groups. It is not surprising that the extended-tour officer group showed no significant improvement over time. This is a result of the very high career intentions expressed originally by this group.

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[1] An analysis of variance is a statistical procedure for simultaneous comparison of more than just two samples at a time, and permits inferences as to whether these samples differ significantly from one another on one or more dimensions (e.g., time, tour status), as well as whether the dimensions are interrelated.

[2] A chi-square is a test of significance which determines significant changes in a distribution of scores (e.g., the number of a group which respond "1," "2," "3," or "4" in November as compared to the number which respond to the same four choices in June).

These results lead to two major conclusions. First, there are highly significant differences between first-tour personnel of all ranks, and personnel in an extended status. In general, on the order of 78% of all enlisted personnel in the non-first-tour status responded by choosing either the first or second alternative of the career intentions item (see Table 2), with about 65% choosing the first, thereby indicating that a firm career decision had already been made. For commissioned personnel, the percentages were even higher; on the order of 90% of the officers chose either the first or second alternative, with about 76% choosing Alternative One.

In contrast, first-tour personnel, both enlisted and commissioned, strongly selected either the third or fourth choice. For officer personnel, approximately 67% were either undecided or had decided to leave upon completion of their current obligation. For enlisted personnel, the percentages were even higher, with approximately 85% of this group falling into these categories. Further, first-tour enlisted personnel were somewhat more certain of leaving the Army than were first-tour officers.

This picture is consistent with findings of other work dealing with the relationship between tour status and career intentions. Generally speaking, when the first decision to either extend or reenlist is made, the individual has virtually made a career decision at that point in time.

The second major conclusion to be drawn from Table 2 concerns the impact of VOLAR actions at Fort Benning on career intentions. Figure 1 shows the means of Table 2 in graphic form, which allows ready comparison of the various officer and enlisted groups over the three times of testing. As was noted earlier, the analysis of variance showed a significant change in career intentions from June 1971 to November 1971. It was also noted that subsequent chi-squares showed this significant difference to be due almost exclusively to the primary target population, first-tour soldiers. With the exception of the extended-tour officers, who are remarkably stable, all groups show positive changes in career intentions both from November 1970 to November 1971 and from June 1971 to November 1971. This shows then, that VOLAR actions taken at Fort Benning (possibly in conjunction with unidentified changes in the environments of the personnel surveyed) have had a significantly positive impact on the expressed career intentions of the first-tour soldiers and a positive, though not significant, impact on the career intentions of the first-tour officers and extended-tour enlisted men.

Analysis of Actual Reenlistment Experience

While expressed career intentions at Fort Benning showed significant positive changes for the first-tour enlisted group, the actual reenlistment experience for Fort Benning (CY 1970 - CY 1971) was a positive change in rate per thousand from 9.70 to 10.27, a change which failed to reach statistical significance.

TABLE 2

EXPRESSED CAREER INTENTIONS TO:

Which of the following best describes your Army career intentions?

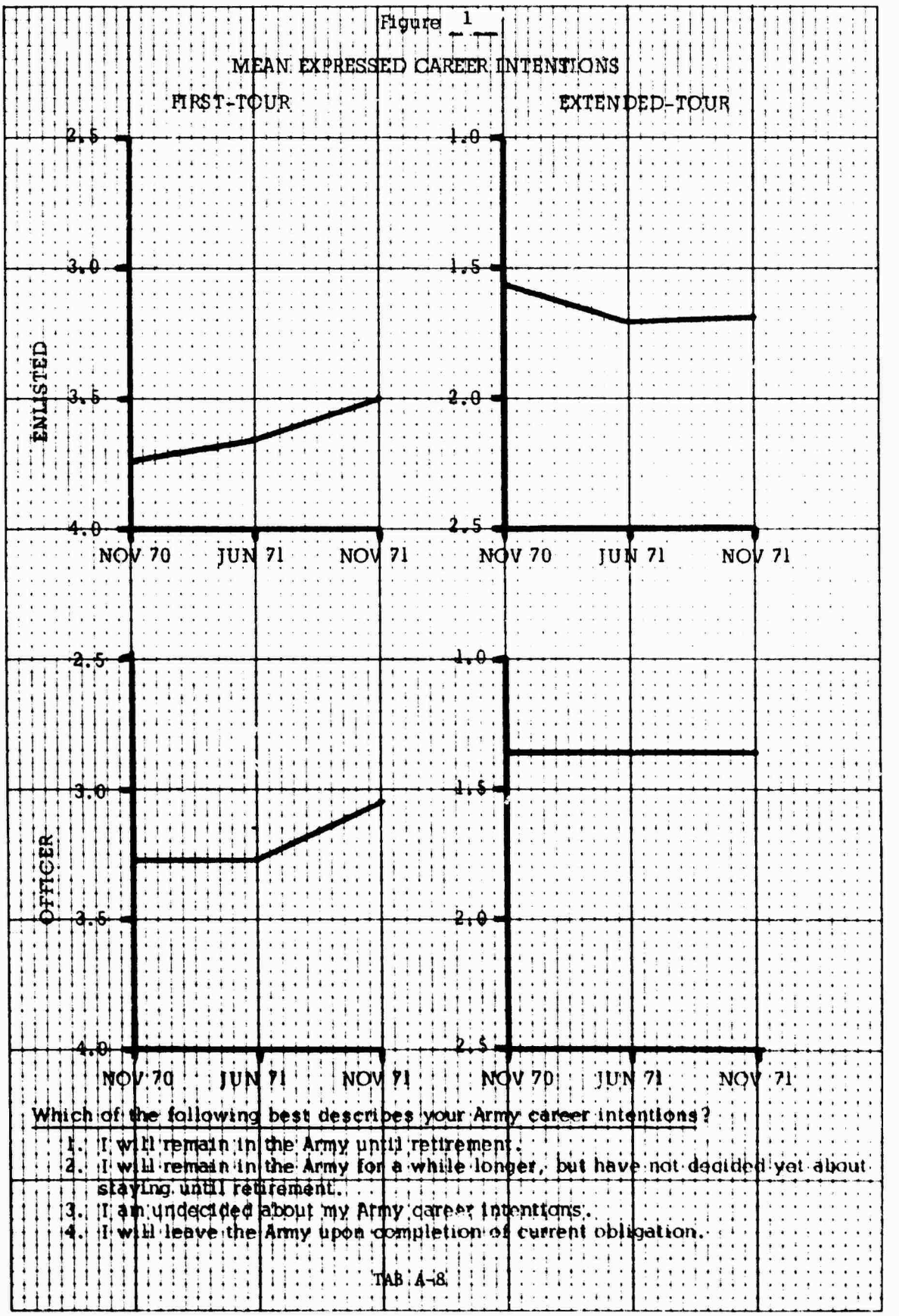
1. I will remain in the Army until retirement.
2. I will remain in the Army for a while longer, but have not decided yet about staying until retirement.
3. I am undecided about my Army career intentions.
4. I will leave the Army upon completion of current obligation.

PERCENTAGE RESPONDING TO:

GROUP	DATE	1	2	3	4	Mean Response
First Tour Enlisted	Nov 70	1.4%	4.9%	12.0%	81.6%	3.74
	Jun 71	2.1%	7.5%	13.3%	77.1%	3.66
	Nov 71	3.6%	10.7%	17.7%	68.0%	3.50
First Tour Officer	Nov 70	7.3%	14.3%	20.1%	58.3%	3.29
	Jun 71	10.1%	12.9%	14.3%	62.7%	3.29
	Nov 71	12.1%	20.9%	16.5%	50.5%	3.05
Extended Tour Enlisted	Nov 70	71.2%	9.6%	8.6%	10.5%	1.58
	Jun 71	64.5%	12.5%	10.3%	12.7%	1.71
	Nov 71	65.9%	12.7%	7.5%	14.0%	1.10
Extended Tour Officer	Nov 70	77.9%	12.4%	4.9%	4.7%	1.36
	Jun 71	78.8%	11.8%	3.9%	5.4%	1.36
	Nov 71	76.6%	15.1%	4.4%	3.9%	1.36

NOTE: The lower the group mean, the more favorable the response. A group mean of 1.00 would indicate that everyone within that group intends to remain in the Army until retirement.

Figure 1



Which of the following best describes your Army career intentions?

1. I will remain in the Army until retirement.
2. I will remain in the Army for a while longer, but have not decided yet about staying until retirement.
3. I am undecided about my Army career intentions.
4. I will leave the Army upon completion of current obligation.

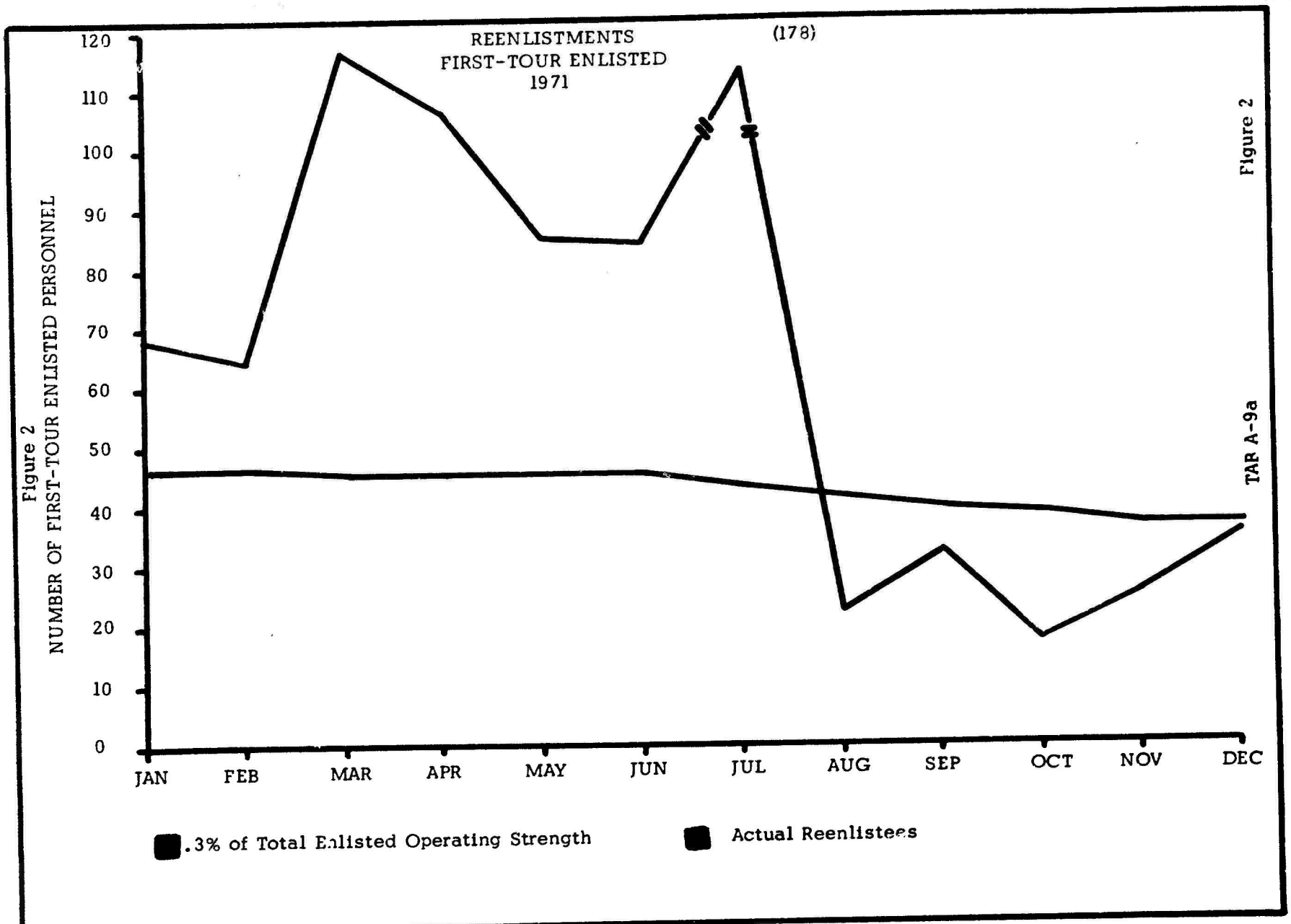
TAB B, page 3, shows the monthly reenlistments and post population for both CY 1970 and CY 1971. As can be seen from this table, the monthly reenlistment rate at Fort Benning was consistently greater from January through July during CY 71 than during CY 70. In August of CY 1971, the qualifications for reenlistment were made much more stringent than they had been either in earlier CY 1971 or through CY 1970. It seems probable that if reenlistment qualifications had not been changed, there might well have been a significant increase in reenlistments during CY 1971. Of interest is the more recent change in the monthly reenlistment goal to 0.3% of the total enlisted operating strength for first-tour reenlistments. If this goal had been in effect during the entirety of CY 1971 the actual number of reenlistments would have surpassed this goal until August and would have recovered to matching the goal by December. This is illustrated in Figure 2.

Data were also available for officer extensions and requests for indefinite category appointments for the same periods as those just described for enlisted personnel. While there were no significant changes in either the first-tour officer or extended-tour officer career intentions from either November 1970 or June 1971 to November 1971, the rate per thousand of both OBV officers requesting extension and OBV officers requesting an RA appointment showed highly significant positive increases ($p<.001$) from CY 1970 to CY 1971. None of the other categories studies showed a significant change (i.e., OBV officers requesting voluntary indefinite category, voluntary indefinite officers requesting an RA appointment, voluntary indefinite officers requesting release from active duty, and RA officers requesting an unqualified resignation).

In summary, the comparison of actual reenlistment and officer retention data at Fort Benning with the preceding year's data shows a positive trend for enlisted. There have been more reenlistments, as identified by rates per one thousand enlisted strength, however, this difference did not achieve statistical significance. Similarly, while OBV officers requesting retention and applying for RA commissions showed positive significant differences between CY 1970 and CY 1971, other officer retention data did not. It is very encouraging to note that these positive changes took place during the period of the VOLAR experiment at Fort Benning and yet it is not possible to state empirically that VOLAR in itself has caused these changes.

Attitudes Toward The Army

While the primary objective of VOLAR actions was to increase the attractiveness of an Army career, a secondary objective of no small importance was to make more favorable the attitudes of all personnel toward the Army, whether or not they were career committed. From a purely practical point of view, the word-of-mouth advertising provided by personnel who have separated is a crucial element in attracting young men to give initial consideration to the Army, and to make their initial volunteer enlistment. Therefore, it is essential that this word-of-mouth advertising be as favorable as possible, excepting only that discipline and mission capability should not be sacrificed to obtain it.


REENLISTMENTS
FIRST-TOUR ENLISTED
1971
(178)
Figure 2
NUMBER OF FIRST-TOUR ENLISTED PERSONNEL
120
110
100
90
80
70
60
50
40
30
20
10
0
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC
.3% of Total Enlisted Operating Strength
Actual Reenlistees
Figure 2
TAR A-9a

The VOLAR evaluation questionnaire in November 1970 and in June 1971 contained 70 items designed to measure attitudes toward the Army. These items were answered by all persons participating in both the baseline and follow-up surveys. In order to obtain more clear-cut interpretations of what these 70 items all might mean, in June 1971 the data from this section of the survey were subjected to a factor analysis (a statistical technique which reduces the total number of items in a set of items to a more manageable set of variables which may then be more easily interpreted). The results of the June 1971 factor analysis for first-tour officers and first-tour enlisted men, the two target groups of most concern, are shown in Table 3. As the factor loadings show, the factor content was remarkably similar for both of the two target groups, the meaning of the factors was clear-cut for each, and yielded evidence that the individuals responding during the survey were concerned with four broad attitude areas:

I--The extent to which one can feel pride and intrinsic value from Army service.

II--The extent to which one feels that the Army's demands are inequitable.

III--The security to be gained from membership in the Army.

IV--The extent to which Army leaders are viewed as capable, understanding, and responsive to the needs and problems of their men.

The items of this section of the survey which did not load on any factor were deleted from the August and November 1971 versions of the survey. In order to verify the original factors in the new version, factor analyses were performed on the remaining 32 items following the August and November 1971 surveys. The results of these analyses showed the factor structure for each factor to be essentially the same as before. It was decided, therefore, to retain the original June 1971 factor structure to facilitate comparisons between first administrations of the survey (November 1970 and June 1971) and subsequent administrations.

The first factor consisted of statements concerning the individual's acceptance of the importance of the Army and Army missions, and reflected his belief that his Army service is worthwhile. An inference from this factor is that an individual who scores high on these items (and low on the negative items of this factor) feels that his service is intrinsically valuable, i.e., worthwhile in itself. It would be suspected that a moderately high score on this factor would be necessary for a high level of motivation--though not necessarily satisfaction--in the service.

TABLE 3

Items Defining Factors -- Attitudes Toward Army

Loading		Item Number and Current Center Heading	
Officer	Enlisted		FACTOR I -- Ego Involvement with Army and Its Missions
.71	.62	7.	Doing a good job in the Army gives me a feeling of satisfaction.
.70	.55	14.	Army service gives me a sense of achievement.
.70	.60	15.	I consider it an honor to be a soldier in the U. S. Army.
.69	.52	17.	Army service gives me a sense of contributing to society.
.67	.54	3.	Army service gives me a sense of responsibility.
.67	.48	6.	Army service gives me a sense of authority.
.66	.51	11.	Army service gives me a sense of challenge.
.64	.58	1.	By being in the Army, I am performing an important service to my country.
.64	.59	31.	Defending the United States is an important duty to me.
.63	.49	2.	The Army is essential for the defense of our country.
-.58	-.63	4.	I don't care how well I do in the Army.
.55	.52	9.	The discipline you get in the Army is good for you.
-.55	-.66	32.	The reputation of the Army is not very important to me.
.54	.45	30.	I feel that being in the Army has improved my character.
-.53	-.36	12.	If I had a choice, I would rather serve my country in some other way than being in the Army.
-.51	-.69	23.	The performance of my unit is not very important to me.
			FACTOR II -- Rejection of Army Way (as Inequitable)
.54	.41	24.	The Army has the wrong idea about what a fair day's work should be.
.51	.37	26.	I will not get the jobs for which I have been trained.
.50	---	32.	It is very hard on young children to have a father in the Army.
.50	.49	18.	There is too much unnecessary harassment in the Army.

TABLE 3 (Cont'd)

			FACTOR III -- Security Needs
.70	.69	29.	Army service gives me a sense of security.
.46	.65	30.	Army service gives me a feeling of freedom from anxiety.
.42	.62	8.	Army service gives me a sense of independence.
.37	.62	14.	Army service gives me a sense of achievement.
.65	.62	25.	Army service satisfies my needs for a feeling of financial security.
.56	.61	22.	Army service gives me a feeling of personal privacy.
.36	.59	11.	Army service gives me a sense of challenge.
.41	.59	17.	Army service gives me a sense of contributing to society.
.64	.52	27.	I feel that I am better off economically in the Army than in civilian life.
---	.50	6.	Army service gives me a sense of authority.
.68	---	28.	I like the security and certainty of Army life.
			FACTOR IV -- Leadership
.57	.56	10.	Army officers are generally understanding of the needs and problems of their men.
.64	.54	16.	Most of the NCOs in the Army are well qualified for their jobs.
.60	.52	5.	Most Army officers are well qualified for their jobs.
.38	.52	19.	Regardless of their ranks or jobs in the Army, men are treated with proper respect.
.64	.49	13.	Army NCOs are generally understanding of the needs and problems of their men.

TABLE 3 (Cont'd)

Factor II identifies attitudes that are negative toward the Army. While the small number of items makes this factor somewhat difficult to describe, it is inferred that the factor is concerned with feelings of inequity, that the rewards of Army service do not justify the demands made on the individual by the Army. Item 32 is suggestive that an individual scoring high on this factor might feel that the Army expects too many sacrifices from its members.

Factor III is clearly associated with security needs and the extent to which the individual feels that the Army satisfies these needs. This is a factor that has been found in other studies of service career motivation. However, it is quite interesting to note in the present analysis that the factor emerges with virtually the same strength for both commissioned and noncommissioned respondees.

Factor IV is equally clear-cut. It is concerned with the feelings of the individuals in the survey about the competence of the Army leaders, their understanding of the needs and problems of their men and their responsiveness to these needs. This factor also emerged with nearly equal strength with both commissioned and noncommissioned respondents.

In order to find whether these broad attitude areas were related to career intentions, a factor composite score was computed from the items listed for each factor, for each person surveyed. In the computation of these factor composite scores, those items with negative loadings were subtracted while those with positive loadings were added to produce the score for each person. On the "Inequity" factor all of the items showed negative loadings. It was necessary, therefore, to sum these items and consider them inversely to the other scores. Finally, the correlations between the factor composite scores and the career intentions item were computed for each group.

The correlation[3] between the composite scores and career intentions are shown in Table 4, together with the correlations of the composites with one another. For both of the primary target groups (first-tour officers and first-tour enlisted men), Security was most strongly correlated with career intentions. That is, the greater the feeling of security (both physiological and psychological) conferred by Army service, the more likely the individual was to indicate a decision to make the Army a career. The satisfaction of security needs, therefore,

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[3] A correlation is a measure of relationship, which may range from +1.00 through zero to -1.00. A correlation of zero indicates no relationship, i.e., a person could have a high score on one measure and a low score on a second measure, while another person in the same sample had high scores on both. A correlation of +1.00 would indicate a very strong (perfect) relationship, i.e., everyone who has high scores on one measure will also have high scores on the second measure.

TABLE 4

Correlations Among Factors and Between Factors and Career Intentions

FIRST TOUR	Involvement		Inequity		Security		Leadership	
	Off	EM	Off	EM	Off	EM	Off	EM
Career Intentions	.58	.42	-.48	-.18	.70	.47	.31	.23
Involvement			-.43	-.29	.87	.83	.52	.54
Inequity					-.49	-.21	-.36	-.18
Security							.47	.58

EXTENDED TOUR	Involvement		Inequity		Security		Leadership	
	Off	EM	Off	EM	Off	EM	Off	EM
Career Intentions	.39	.62	-.27	-.38	.42	.61	.20	.45
Involvement			-.23	-.43	.69	.86	.49	.62
Inequity					-.32	-.35	-.24	-.26
Security							.46	.65

is a key element in career intentions among the individuals included in the VOLAR surveys. The second highest set of correlations was with Involvement. That is, the greater the feeling of pride the individual had as a consequence of his work and his membership in the Army, the more likely he was to indicate a decision to make the Army a career. Inequity and Leadership produced lower correlations, of approximately equal strength. (Note: The strength of a correlation is determined by its absolute size, disregarding sign.) The individual who felt that the Army makes inequitable demands was less likely to elect the Army as a career, and, conversely, the individual who felt that Army leaders were capable and understanding was more likely to do so.

These findings, for the period of June 1971 through November 1971, are essentially the same as those obtained for the period of November 1970 through June 1971.[4] One change is that the correlations for June-November 1971 are in most cases somewhat stronger than the earlier ones. These results suggest that there are three basic needs that are being served well among those who elect an Army career, and in the order indicated: a need for security, a need for pride in one's work, and a need for confidence in one's leadership. In addition, the individual must not feel that the hardships of Army service outweigh the advantages or rewards.

Analysis of the Impact of VOLAR on Attitudes Toward the Army

In order to determine whether VOLAR actions might have impacted on these four key need areas, the factor composite scores were subjected to analyses of variance similar to those discussed above. The variables were: time (November 1970 vs. November 1971 and again with June 1971 vs. November 1971), grade (officer vs. enlisted), and tour status (first-tour vs. extended-tour). To further determine individual group changes, the group factor composite scores' means and standard deviations were computed and subjected to t-tests[5] over time (November 1970 vs. November 1971 and June vs. November 1971). Group means for the three time periods are shown in Table 5 and illustrated in the two following figures. For clarity of reporting, the changes in the factor composite scores will be reported for June 1971 through November 1971 first, with the November 1970 to November 1971 data being reported second.

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[4] Fort Benning Installation Evaluation Report: Modern Volunteer Army Experiment 1971, 26 July 1971.

[5] A t-test is a statistical procedure for comparison of just two samples at a time, and permits inferences as to whether these samples differ significantly from another on only one dimension (e.g., time).

TABLE 5

Mean Factor Composite Scores

FIRST TOUR ENLISTED

	NOV 70	JUN 71	NOV 71	NOV 70-NOV 71 CHANGE	Level of Significance	JUN-NOV 71 CHANGE	Level of Significance
Involvement	2.19	2.20	2.27	Positive	NS	Positive	NS
Inequity	4.36*	4.17	3.78	Positive	.005	Positive	.005
Security	2.74	2.78	2.95	Positive	.005	Positive	.01
Leadership	3.23	3.28	3.41	Positive	.005	Positive	.025
EXTENDED TOUR ENLISTED							
Involvement	3.47	3.44	3.29	Negative	.005	Negative	.01
Inequity	3.69*	3.25	3.10	Positive	.005	Positive	NS
Security	4.41	4.47	4.34	Negative	NS	Negative	NS
Leadership	3.97	4.07	3.98	Positive	NS	Negative	NS
FIRST TOUR OFFICER							
Involvement	2.84	2.98	2.96	Positive	NS	Negative	NS
Inequity	3.89*	3.58	3.68	Positive	.05	Negative	NS
Security	3.25	3.60	3.57	Positive	.025	Negative	NS
Leadership	3.75	3.95	3.94	Positive	.05	Negative	NS
EXTENDED TOUR OFFICER							
Involvement	3.81	3.86	3.71	Negative	.005	Negative	.005
Inequity	3.16*	2.88	3.10	Positive	NS	Negative	.01
Security	4.63	4.77	4.55	Negative	NS	Negative	.01
Leadership	4.43	4.48	4.38	Negative	NS	Negative	NS

*NOTE: The factor composite scores for Inequity have negative loadings, therefore, a positive change is viewed as one which decreases over time.

Figure 3
MEAN FACTOR COMPOSITE SCORES

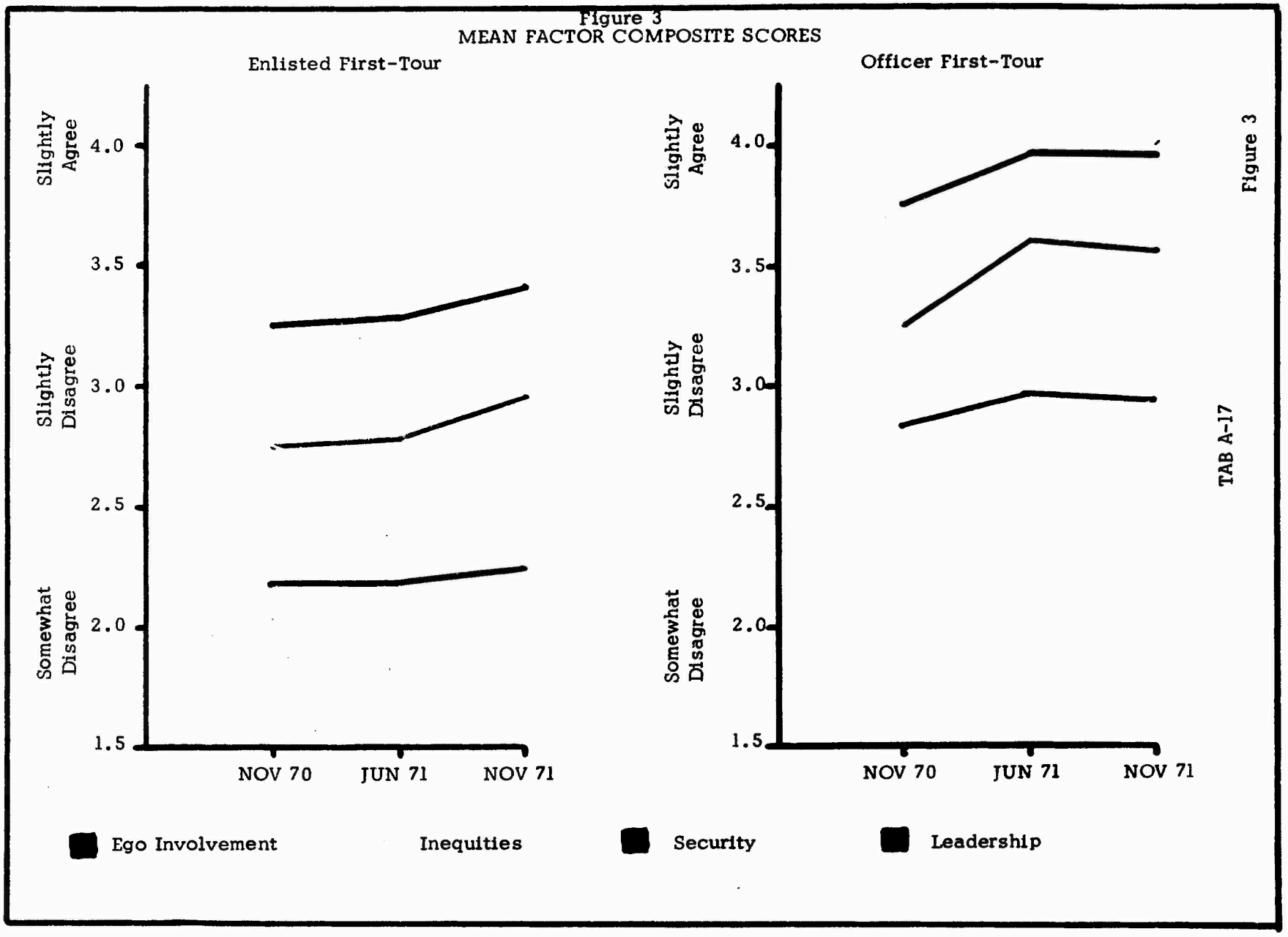


Figure 3

TAB A-17

Figure 4

MEAN FACTOR COMPOSITE SCORES

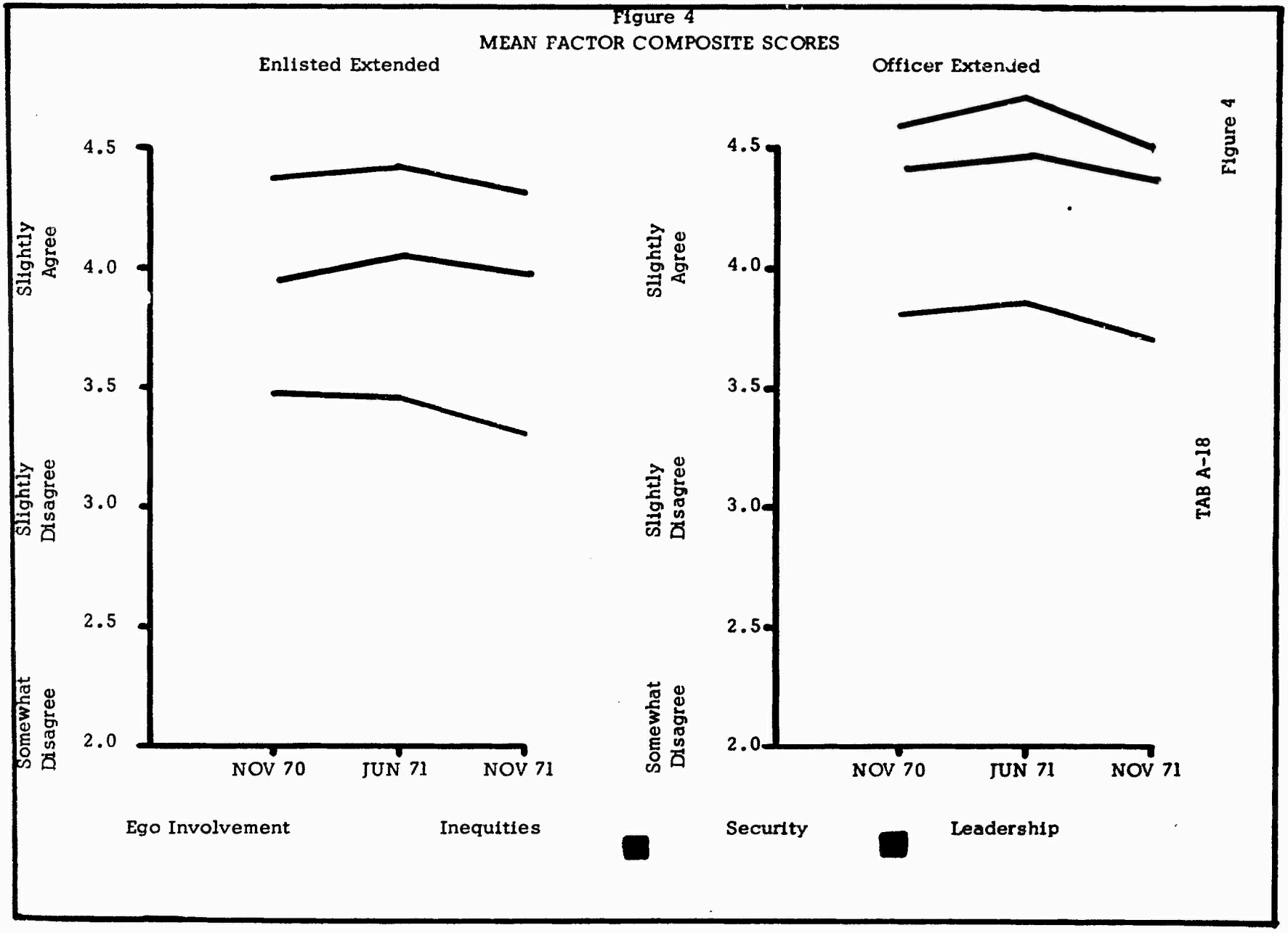


Figure 4

TAB A-18

While the analyses of variance showed no significant overall change for the time from June to November 1971, both Grade and Tour Status were significant on all four of the factors ($p < .001$). The subsequent t-tests showed the following results on a group by group basis:

a. Involvement: The changes in feelings of involvement from June to November 1971 were not significant for first-tour personnel, neither enlisted (positive change) nor officer (negative change).

b. Inequity: Among first-tour enlisted personnel there was a significant ($p < .005$) decrease in feelings of inequity between the June and November 1971 test periods. The increased feelings of inequity for first-tour officers did not approach significance. The extended-tour enlisted group showed nearly significant ($.05 < p < .10$) decreases in feelings of inequity while the extended-tour officer group showed increased feelings of inequity ($p < .005$).

c. Security: First-tour enlisted personnel showed significant ($p < .01$) increases in feelings of security while first-tour officers showed no change over the June to November 1971 test periods. Conversely, extended-tour officers showed significantly ($p < .01$) negative changes in feelings of security and extended-tour soldiers nearly significantly ($.05 < p < .10$) negative changes in security.

d. Leadership: Again, the primary target group of first-tour soldiers showed a significant ($p < .025$) increase in attitudes toward the leadership provided by the Army. The other three groups showed no significant change in attitudes toward leadership between the June and November 1971 test periods. All changes for these groups were negative with the extended-tour noncommissioned group showing a nearly significant change ($.05 < p < .10$).

In summary it would appear that the actions implemented by project VOLAR (possibly in conjunction with unidentified variables within the environment of personnel surveyed) have had a very large positive impact in the areas of inequity, security, and leadership for first-tour enlisted personnel. The only positive change for the other three groups was inequity for extended-tour noncommissioned personnel and this change was not significant. The extended-tour officer personnel showed significant negative changes in the areas of involvement, inequities, and security. While there are no data to support the conclusion that these changes resulted from the reduction in force which was threatening at the time of the November 1971 survey, it seems more reasonable to attribute the observed negative changes to this or some similar cause, rather than to any effect of VOLAR.

The extended enlisted personnel showed negative changes in three areas: involvement, security, and leadership. Of these changes, the one in the area of involvement achieved significance, while the remaining two only approached significance. It is tempting to conclude that these negative changes, as was the case for officers, resulted from non-VOLAR causes, in this case the recently imposed quality control measures relating to reenlistment standards. It seems very likely that the overall negative changes by the first-tour officers reflect uncertainty and concern with the current flux within the Army.

The t-tests for significant changes in the factor composite scores from November 1970 to November 1971 revealed the following results:

a. Involvement: The change in feelings of involvement for both first-tour officers and first-tour enlisted men was not statistically significant. As in the June to November 1971 comparison, the significant change for both extended-tour groups was negative ($p<.005$).

b. Inequity: All groups showed a positive change in feelings of inequity, indicating that inequities have been reduced during the period of the VOLAR experiment at Fort Benning. Only three of these positive changes achieved statistical significance. These were first-tour enlisted ($p<.005$), extended-tour enlisted ($p<.005$), and first-tour officer ($p<.05$).

c. Security: Only the first-tour groups, both enlisted and officer, showed significantly (first-tour enlisted, $p<.005$; first-tour officer, $p<.025$) positive changes. While both of the extended-tour groups showed negative changes in feelings of security, these changes failed to reach statistical significance. As in the June analysis, the negative changes for extended-tour personnel are probably as a result of the more stringent reenlistment requirements and the reduction in force.

d. Leadership: As was the case in the June to November 1971 comparison, the first-tour enlisted group showed a significant ($p<.005$) positive change in attitudes toward the leadership provided in the Army. While the overall change for extended-tour enlisted men was positive it was not sufficiently large to achieve statistical significance. The first-tour officer group, in contrast to the June to November 1971 comparison, showed significant ($p<.05$) positive change in attitudes toward leadership. As was

the case in the June to November 1971 comparison, the extended-tour officer group showed a negative change which was not statistically significant.

In summary, the comparison of the factor composite scores from November 1970 to November 1971 showed two significant negative changes. Both were in the area of ego involvement with the Army and its missions and occurred among extended-tour officers and enlisted men. However, in contrast, there was a significant decrease in feelings of inequity for both first-tour officers and enlisted men and for extended-tour enlisted men. There were also significant increases in feelings of security for both of the first-tour groups. Again, the first-tour officers and enlisted men showed significantly more favorable attitudes toward Army leadership.

Differences Between Groups in General Attitudes Toward the Army

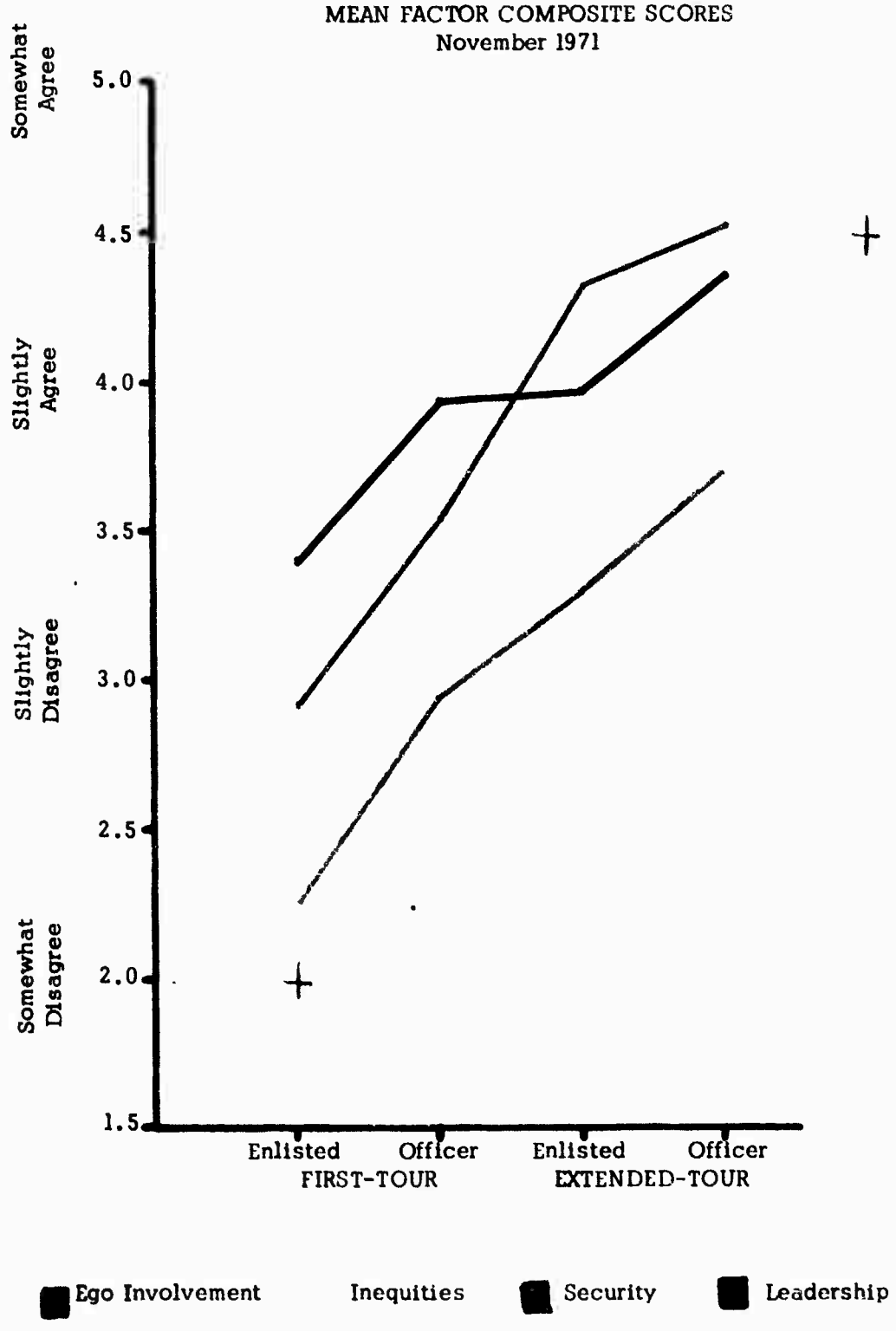
As was noted above, there were highly significant differences ($p<.001$) among the groups surveyed on the basis of rank and of tour status for all four factors. These differences are shown graphically in Figure 5. As can be seen, tour status has the most significant effect on attitudes. First-tour personnel, whether officers or enlisted, have lower attitudes on all four areas than do extended-tour personnel. However, rank also has a significant effect. When tour is held constant, officers have generally higher attitudes on each of these areas than do enlisted personnel.

As was reported in the November 1970 to June 1971 report, analysis of the data plotted in Figure 5 provide some other interesting findings. First, attitudes toward the four areas are different, suggesting that these various need areas are not equally satisfied among military personnel at all ranks. Attitudes toward leadership are generally highest, with the exception of the extended-tour personnel who rate security highest; attitudes about inequities are rated lowest of the four need areas. This suggests that the Fort Benning VOLAR actions, which concentrated on removal of inequities more than any other single area, were in fact and still are addressing the area most in need of improvement.

Another interesting finding is that while attitudes about security were rated second lowest, inequity being lowest, for first-tour enlisted in the June survey, they have now jumped to the position of being second highest. This change is probably due to a pay increase which was delayed until the end of the wage-price freeze. It should be noted, however, that of the four ratings of security, the first-tour enlisted group still feel the least secure. At the same time, the extended-tour officers feel the most secure. This probably results from two different underlying variables, considering the items that made up the general area of security.

Figure 5

MEAN FACTOR COMPOSITE SCORES
November 1971



TAB A-22

Figure 5

The first is economic security, which has recently been addressed by Congress. The second is freedom for self-determination and for the protection of one's self-interests. In both cases, the extended-tour officer is in a considerably more favorable position than is the first-tour enlisted man.

The "Discipline" Impact of VOLAR at Fort Benning

Whenever a program such as the VOLAR project is undertaken, it inevitably causes major changes in ways of doing things, and requires, in many cases, significant changes in policies and procedures. When much of the change effort is directed toward elimination of inequities at the lower ranking enlisted levels, as was the case in the Fort Benning plan, there is inevitably an opportunity for a loss of effectiveness. One of the guidelines under which the program was initiated at Fort Benning was that such a loss of effectiveness (discipline) must not occur. Consequently, a part of the VOLAR evaluation effort was to seek to determine whether VOLAR gains were made without such an attendant loss. Data for making this evaluation consisted of responses of soldiers in four groups by rank (E1-E4, E5, E6, and E7-E9) and officers as a single group to questionnaires administered on 25-26 May 1971 and 15-19 November 1971.

An analysis of these data which shows the percentage of any group giving a specific response to each item in the questionnaire is shown in Tab B, page 22. This analysis will cover only those items which showed a significant change over the time between the two test dates on the basis of chi-square tests of significance. (See Table 6 which summarizes the significant changes of the responses to this questionnaire on a group by item basis.)

The first item of the questionnaire asked if soldiers' attitudes toward NCOs at Fort Benning have gotten: (1) Much Better, (2) Somewhat Better, (3) Not Changed, (4) Somewhat Worse, or (5) Much Worse since the respondents have been at Fort Benning. Three groups, E1-E4, E5, and E7-9, showed significantly ($p<.05$) positive changes in the response to this question. The remaining groups, E6 and Officers, also showed a positive change; however, the change was not great enough to achieve statistical significance.

In response to a question regarding soldiers' attitude toward officers, all groups again showed positive change from the May to the November testings. Only two groups, however, had a change great enough to achieve statistical significance (E1-E4, $p<.001$; and E7-E9, $p<.01$). Regarding NCOs' attitude toward soldiers, all of the enlisted groups showed a positive change from May to November with the E6 group showing a significantly ($p<.001$) positive change. The officer group was unchanged on this item.

TABLE 6

Summary of Results of Survey of Military Discipline From May to November 1971

	Item Content	Group Direction of Change Level of Significance E1-4	E5	E6	E7-9	Off
1.	Soldiers' attitude toward NCOs.	Positive .05	Positive .05	Positive NS	Positive .05	Positive NS
2.	Soldiers' attitude toward officers.	Positive .001	Positive NS	Positive NS	Positive .01	Positive NS
3.	NCOs' attitude toward soldiers.	Positive NS	Positive NS	Negative NS	Positive NS	No Change NS
4.	Officers' attitude toward soldiers.	Positive .01	Positive .01	Positive NS	Positive NS	Positive NS
5.	Soldiers' willingness to follow directives from NCOs.	Positive .001	Positive NS	Positive NS	Positive NS	Positive NS
6.	Soldiers' willingness to follow directives from officers.	Positive .05	Negative NS	Positive .05	Positive .05	Negative NS
7.	Soldiers' willingness to follow unit directives.	Positive .001	Positive NS	Negative NS	Positive .05	Negative NS
8.	Soldiers' willingness to keep up their own appearance.	Positive .05	Positive NS	Negative NS	Positive NS	Negative NS
9.	Soldiers' willingness to keep their living area clean and neat.	Positive .05	Positive NS	Positive NS	Positive NS	Negative NS
10.	Soldiers' performance of their regular duties.	Positive .05	Positive NS	Positive NS	Positive NS	Negative NS

TABLE 6 (Cont'd)

	Item Content	E1-4	E5	E6	E7-9	Off
11.	Soldiers' willingness to maintain the Army's standard of conduct.	Positive .001	Positive .05	Positive NS	Positive NS	Positive NS
12.	Observance of military courtesy.	Positive .01	Positive .01	Positive NS	Positive NS	Positive NS
13.	Do you feel that the changes made under the Benning Plan (Project VOLAR) have caused an increase in discipline problems?	Negative .01	Negative .01	Negative .01	Negative NS	Positive NS

The next item in the questionnaire dealt with officers' attitudes toward soldiers. While all groups again showed positive change on this item, only the changes for the E1-E4 ($p<.01$) and the E5 groups ($p<.01$) were significant. Positive changes were found for all groups on the question regarding soldiers' willingness to follow directives from NCOs. However, the only one whose positive change achieved statistical significance was the E1-E4 group ($p<.001$).

To the question regarding soldiers' willingness to follow directives from officers was one of the few yielding any negative changes over the current evaluation period; both the E5 and Officer groups showed a relatively small (and statistically insignificant) negative change. The E1-E4, E6, and E7-E9 groups all showed significantly ($p<.05$) positive changes on this item. The E6 and Officer groups showed nonsignificant negative change to the question regarding soldiers' willingness to keep up their own appearance. The other three groups showed positive changes, though only the change for the E1-E4 group achieved statistical significance ($p<.05$).

The next two items in the questionnaire, soldiers' willingness to keep their living area clean and neat and soldiers' performance of their regular duties, showed positive change from May to November for all the enlisted groups, though only the E1-E4 group achieved statistical significance ($p<.05$). To both of these questions, the officer group showed negative changes which were not large enough to achieve statistical significance.

The eleventh item of the questionnaire concerned soldiers' willingness to maintain the Army's standard of conduct. In responding to this item, all groups showed a positive change from May to November. However, the only groups for which this change achieved statistical significance were the E1-E4 group ($p<.001$) and the E5 group ($p<.05$). The final item on the first page of the questionnaire concerned observance of military courtesy. In responding to this item, all groups showed a positive change from the May to November 1971 survey dates. Those groups whose positive changes were significant were E1-E4 ($p<.01$) and E5 ($p<.01$).

In addition to the above twelve questions which addressed various aspects of discipline at Fort Benning, the following item was designed to be used as a comparison with the other questions of the survey in order to find whether the existance of any discipline problems at Fort Benning were real or imagined:

> Do you feel that the changes made under the Benning Plan (Project VOLAR) have caused an increase in discipline problems?

The respondees were instructed to answer this question either "Yes" or "No" and if they answered "Yes" they were asked to provide some example of a problem they had encountered without using specific organizational or individual names.

Responses to this question showed that the E1-E4, E5, and E6 grade groups all felt that there had been an increase in discipline problems as a result of changes made under Project VOLAR ($p<.01$). The E7-E9 group also showed a negative change; however, this change was not significant. The officer group was the only one which showed a positive change, though it was not statistically significant.

Of the persons responding "Yes" to the last item, only 65 made comments. These comments were extremely erratic and the majority of them were not specific examples of deterioration of discipline. Rather, these comments seemed to represent, generally, individual problems encountered in many areas of Army life (e.g., the reduction in force, inadequacies in leadership, misinformation, or a lack of information, etc.).

In summary, there is clearly a disparity between the results of the twelve discipline indicators of the survey and the final question in the survey.

Attitudes Toward Specific VOLAR Actions

In order to assess the attitudes of post personnel toward the specific VOLAR actions implemented at Fort Benning, both funded and nonfunded, a section of the survey contained questions whose purpose was to deal with individual actions on an item by item basis. As was mentioned in the introduction, changes were made to the initial survey instrument at the end of FY 71 in order to delete items covering those actions which were either not implemented during FY 71 or which were not continued into FY 72. Also, those actions which were not covered in the original survey or which were started in FY 72 were added to the revised survey. The current survey therefore contained sixty-four items dealing with actions which were carried over from FY 71 and about which data were collected at four different times: November 1970, June 1971, August 1971, and November 1971. It also contains forty-two items which were added after June 1971, on which data were collected twice; August and November 1971. In order to simplify the presentation of results, the original 64 VOLAR actions will be discussed first. Summary statistics showing group mean change over time for each item are presented at Appendix A to Tab A.

In order to assess the overall statistical significance of the combined attitude change for all groups (i.e., first-tour enlisted and officer and extended-tour enlisted and officer groups) from November 1970 to November 1971, the data were analyzed with a three-way analysis of variance on an item by item basis. The variables in the analysis of variance were time of data collection (November 1970 vs. November 1971), grade (enlisted vs. officer), and tour status (first-tour vs. extended-tour). Table 7 shows the level of F (statistical significance) for the time main effect on an item by item basis. The time main effect is a measure of the extent to which average responses to the items were different at the two different survey times. A statistically significant main effect indicates a significant change in responses. As can be seen, only items 17 ("my commander's attitude towards individuals who visit the IG") and 46 ("instructors' language") failed to reach statistical significance on the time main effect (Note: To achieve statistical significance at the $p<.05$ level, the size of the F must be equal to or greater than 3.84, with df= 1, infinite).

In addition to examining the data for overall changes between survey times, the average responses for specific groups (e.g., first-tour officers) were also examined to determine if there were changes from one time to another. In general, the direction of change for all items was positive for both the first-tour and extended-tour enlisted groups, as was found for all groups combined. However, the first-tour officer group showed a negative change on items 17, 37, and 46. The extended-tour officer group showed a negative change on items 1, 14, 17, 31, and 46.

From these data, it can be seen that the implementation of VOLAR actions has had a massive positive impact on the military community at Fort Benning, in their attitudes toward various aspects of Army life at Fort Benning toward which VOLAR actions were directed. It is interesting to note that many of the actions covered by these sixty-four items are directed at improving leadership practices, reducing inequities, and reducing irritants which have for some time been problem areas for the first-tour soldier and officer, and to a somewhat lesser extent the extended-tour soldier and officer. The very large, significantly positive overall changes in these items is reflected in the large positive changes (which occurred for both of the first-tour groups from November 1970 to November 1971) among the factors identified earlier as general attitudes towards Army leadership and inequities.

Those items showing a statistically significant change from June to November 1971 are shown in Table 8. Again, the overall level of statistical significance was determined on the basis of the size of the F for the time of survey main effect. Inspection of this table shows that there were

TABLE 7

Time Main Effect For Each Item

Item No.	Nov 70-Nov 71 Time F	Item Content
1	11.653	The establishment of realistic suspense dates.
2	59.831	The number of times I have received Saturday, Sunday, or holiday duty assignments.
3	12.943	The awards and decorations program.
4	28.050	The soliciting procedures for fund drives, savings bond campaigns, etc.
5	88.622	The reactions to complaints and recommendations of young soldiers.
6	27.194	The use of a leadership style by my commanders/ NCO's which respects the dignity of every person and avoids what might be called "angry leadership."
7	30.499	My commander's explanations of the "reason why" certain tasks should be done in a particular way.
8	41.167	Soliciting procedures for the suggestion awards program.
9	27.657	The opportunity for post athletic teams to play against local amateur civilian teams.
10	110.890	The reduction of "hurry up and wait."
11	114.107	The elimination of formations which deprive soldiers of personal time or indicate a lack of trust.
12	79.327	The policies regarding bed check.
13	139.839	The policies and procedures regarding sign-in and sign-out.
14	11.406	My commander's "open door" policy.
15	109.975	The policy concerning beer in barracks.

TABLE 7 (Cont'd)

Item No.	Nov 70-Nov 71 Time F	Item Content
16	184.682	The policies and procedures regarding personal furniture and decoration of individual areas in barracks.
17	1.739	My commander's attitude towards individuals who visit the IG.
18	98.889	The expense involved in sewing required patches, badges, etc., on the fatigue uniform.
19	53.969	The policies regarding the wear of shirt without blouse in the administrative area of all buildings.
20	61.574	The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and the wear of this uniform at social functions.
21	50.729	The opportunities for students to represent their classes on planning groups and academic review boards.
22	86.695	Information about post and community activities, services, and items of immediate interest.
23	20.842	The type of dress required for personnel who work on Saturday.
24	26.260	The information provided newly commissioned officers on customs of the service and standards of dress.
25	67.877	The opportunities for discussion of unit activities with commanders in small, informal groups.
26	535.001	The policies on travel distance during off-duty time.
27	107.420	The requirement for possessing the Armed Forces Liberty Pass during off-duty hours.
28	79.429	The policies regarding payday.

TABLE 7 (Cont'd)

Item No.	Nov 70–Nov 71 Time F	Item Content
29	213.284	Compensatory time off during the week for personnel required to perform weekend details.
30	64.800	Career counseling provided junior leaders.
31	14.097	Assistance offered for drug problems.
32	130.023	The opportunity to take care of personnel actions during lunch period.
33	33.694	The policies regarding refreshments in the service club.
34	315.876	The opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays.
35	82.391	The variety of food offered in the unit mess hall.
36	142.709	The attitude and service provided by civilian personnel who staff PX facilities (i.e., snack bars, etc.).
37	4.049	The services offered by the Legal Assistance Office.
38	222.594	The processing of patients at hospital waiting rooms.
39	257.016	Information about MAC flights.
40	136.822	The availability of guest house facilities for guests of servicemen.
41	194.908	Inprocessing procedures.
42	165.531	Outprocessing procedures.
43	85.816	The availability of "open time" during training to take care of personal affairs.
44	80.012	The reporting time for support troops and information about the nature of the training they are supporting.

TABLE 7 (Cont'd)

Item No.	Nov 70-Nov 71 Time F	Item Content
45	24.366	Instruction by small group, practical work, hands-on training, and accessible assistant instructors.
46	0.150	Instructors' language.
47	97.304	Opportunities to exchange knowledge, opinions, and expectations with personnel or different grades and backgrounds.
48	181.327	Information provided personnel prior to their arrival.
49	70.996	The assistance provided new officers in learning how to work with NCOs.
50	254.809	The welcome and orientation provided upon arrival at the Welcome Center.
51	379.927	Frequency with which military personnel are required to perform kitchen police (KP).
52	217.931	The frequency with which military personnel are required to perform menial tasks not related to primary duty.
53	247.489	The frequency with which military personnel are required to cut grass and police the post.
54	268.333	The frequency with which military personnel are required to perform refuse and garbage pick-up details.
55	202.727	The maintenance and repair of troop billets and family quarters.
56	524.324	Privacy and individuality in troop barracks.
57	190.750	The reception at the local municipal airport.
58	129.157	Military nightclub facilities for servicemen, E1 through E4.
59	120.565	The motel facilities for housing families awaiting or clearing quarters.

TABLE 7 (Cont'd)

Item No.	Nov 70-Nov 71 Time F	Item Content
60	402.813	Transportation to recreation facilities within a 200-mile radius of this installation.
61	180.841	The operating hours of the Quartermaster Clothing Sales Store.
62	291.922	Shuttle bus service on post.
63	157.343	The merit award system for recognizing outstanding soldiers.
64	48.283	The efforts of commanders to establish realistic suspense dates.

TABLE 8

Time Main Effect for Each Item
(Significant Change Only)

Item No.	Jun 71-Nov 71 Time F	Item Content
1	14.80	The establishment of realistic suspense dates.
2	15.02	The number of times I have received Saturday, Sunday, or holiday duty assignments.
3	13.11	The awards and decorations program.
4	22.83	The soliciting procedures for fund drives, savings bond campaigns, etc.
5	11.01	The reactions to complaints and recommendations of young soldiers.
6	23.47	The use of a leadership style by my commanders/ NCO's which respects the dignity of every person and avoids what might be called "angry leadership.
7	11.87	My commander's explanations of the "reason why" certain tasks should be done in a particular way.
8	6.40	Soliciting procedures for the suggestion awards program.
9	8.07	The opportunity for post athletic teams to play against local amateur civilian teams.
15	10.41	The policy concerning beer in barracks.
17	10.93	My commander's attitude towards individuals who visit the IG.
20	18.62	The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and the wear of this uniform at social functions.
22	21.52	Information about post and community activities, services, and items of immediate interest.

TABLE 8 (Cont'd)

Item No.	Jun 71-Nov 71 Time F	Item Content
24	6.22	The information provided newly commissioned officers on customs of the service and standards of dress.
27	6.87	The requirement for possessing the Armed Forces Liberty Pass during off-duty hours.
29	5.83	Compensatory time off during the week for personnel required to perform weekend details.
30	9.12	Career counseling provided junior leaders.
32	6.10	The opportunity to take care of personnel actions during lunch period.
34	6.88	The opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays.
36	25.05	The attitude and service provided by civilian personnel who staff PX facilities (i.e., snack bars, etc.).
38	32.09	The processing of patients at hospital waiting rooms.
39	49.35	Information about MAC flights.
40	10.85	The availability of guest house facilities for guests of servicemen.
41	12.19	Inprocessing procedures.
42	8.73	Outprocessing procedures.
44	10.84	The reporting time for support troops and information about the nature of the training they are supporting.
47	14.03	Opportunities to exchange knowledge, opinions, and expectations with personnel of different grades and backgrounds.

TABLE 8 (Cont'd)

Item No.	Jun 71-Nov 71 Time F	Item Content
48	70.53	Information provided personnel prior to their arrival.
50	41.95	The welcome and orientation provided upon arrival at the Welcome Center.
52	23.22	The frequency with which military personnel are required to perform menial tasks not related to primary duty.
55	54.32	The maintenance and repair of troop billets and family quarters.
56	23.70	Privacy and individuality in troop barracks.
59	13.26	The motel facilities for housing families awaiting or clearing quarters.
61	12.41	The operating hours of the Quartermaster Clothing Sales Store.
62	3.86	Shuttle bus service on post.
63	44.73	The merit award system for recognizing outstanding soldiers.
64	17.12	The efforts of commanders to establish realistic suspense dates.

TABLE 8 (Cont'd)

Time Main Effect for Each Item
(Significant Change Only)

Item No.	Aug 71-Nov 71 Time F	Item Content
65	15.30	The availability of priority check-out counters for military personnel in uniform at the PX and Commissary.
69	67.60	The policy allowing the wear of the duty uniform off-post.
74	7.18	The service at the PX and Commissary.
75	8.39	The selection of articles available in PX ficilities.
93	3.94	The photographic coverage of soldiers' achievements.
96	4.14	The improvements and modernization of medical and dental facilities.
101	6.53	The recreational facilities provided at Destin, Florida.
103	6.27	Clothing and jewelry provided by the Mod Shop.
105	8.35	The lighting of parking areas.
106	7.47	The lounge area in the Main Commissary.

substantially fewer statistically significant changes from June to November 1971 than there were from November 1970 to November 1971. This is probably due to many reasons, some of which are:

1. Some items made very large gains from November 1970 to June 1971 and are so near the maximum value of the rating scale that it would be unreasonable to expect further significantly positive changes in the June to November 1971 comparison.

2. Actions which were taken at the beginning of the VOLAR experiment in January 1971 (e.g., elimination of K.P. through hire of civilians), may well have lost their "contrast value" for soldiers who arrived on post after these actions had been implemented. Lacking this "contrast" with a pre-VOLAR situation, the issue might not really be as relevant to him as to a soldier who experienced the actual improvement, and therefore might even rate his satisfaction with that area lower than would have a soldier at an earlier evaluation point.

3. Some of the actions may have made no further progress by November 1971 than they had achieved by June 1971.

In order to assess whether observed negative changes were statistically significant, the item distributions for each group showing a negative change were submitted to a chi-square test of significance. The results showed that all items listed in the table had an overall significantly positive change, for all four groups combined, from June to November 1971...with the exception of the following items, which all showed a statistically significant ($p<.01$) negative change:

9. The opportunity for post athletic teams to play against local amateur civilian teams.

15. Policy concerning beer in the barracks.

17. My commander's attitude toward individuals who visit the IG.

20. The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and the wear of this uniform at social functions.

These latter four items all showed a statistically significant ($p<.01$) negative change.

Again, overall, it appears that there has been a continuing positive change of very large magnitude in the attitudes of the military community at Fort Benning during the period of the VOLAR experiment from June to November 1971. The significantly negative change in overall attitudes toward the four areas indicated above suggest that further investigation and improvement in these areas is necessary. This would seem to be particularly true with respect to item 17 ("my commander's attitude toward people who visit the IG"). It should be noted here that while both of the extended-tour groups and the first-tour officers showed a negative change on these four items, the first-tour enlisted group showed a significantly positive change ($p<.005$) on items 9, 15, 17.

Included at the end of Table 8 is a list of the items (from items 65-106) which showed a significant change from August to November 1971, the only two measuring points available for these items. While the three-month time period separating the data collection dates for these items is probably too short for any unqualified statements concerning attitude change on these items, it is interesting to note that all of the items listed, with the exception of 69 (the wear of the duty uniform off-post), and 101 (the recreational facilities provided at Destin, Florida--which will be discussed in more detail later) showed a significant positive change over time. This is somewhat remarkable in that the majority of these actions have been implemented since sometime during FY 71 and the comparison period shows continued improvement rather than a pre-post-implementation comparison.

Level of Satisfaction With VOLAR Actions

In order to aid in the decision process as to which VOLAR actions are being well received and which are in need of further improvement, the individual VOLAR actions were ranked according to their mean rating of satisfaction-dissatisfaction for the two primary target groups of first-tour soldiers and first-tour officers. The items with the fifteen highest ratings and the fifteen lowest ratings for the extended-tour officer group and the extended-tour soldier group were also found. These ratings are shown in Table 9 (First-tour soldiers), Table 10 (First-tour officers), Table 11 (Extended-tour soldiers), and Table 12 (Extended-tour officers). The mean ratings represent the November 1971 group mean for each item and were computed from the following response scale:

Completely Unsatisfactory	Usually Unsatisfactory	Not Important	Usually Satisfactory	Completely Satisfactory
1	2	3	4	5

Finally, Table 13 shows those items to which fifty percent or more of the first-tour soldier and first-tour officer groups responded that the item was not important to them.

TABLE 9

Ratings of Items
First-Tour Enlisted

Rank	Nov 71 Mean	Item No.	Item Content
1	4.49	29	Compensatory time off during the week for personnel required to perform weekend details.
2	4.43	26	The policies on travel distance during off-duty time.
3	4.39	51	Frequency with which military personnel are required to perform kitchen police (KP).
4	4.29	13	The policies and procedures regarding sign-in and sign-out.
5	4.20	97	The installation of carbonated beverage machines in unit mess halls.
6	4.14	12	The policies regarding bed check.
7	4.12	15	The policy concerning beer in barracks.
8	4.08	74	The service at the PX and Commissary.
9	4.03	34	The opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays.
10	4.02	36	The attitude and service provided by civilian personnel who staff PX facilities (i.e., snack bars, etc.).
11	4.01	14	My commander's "open door" policy.
12	3.98	103	Clothing and jewelry provided by the Mod Shop.
13.5	3.97	27	The requirement for possessing the Armed Forces Liberty Pass during off-duty hours.
13.5	3.97	28	The policies regarding payday.
15	3.95	87	The Commissary operating hours.
16	3.93	62	Shuttle bus service on post.

TABLE 9 (Cont'd)

Rank	Nov 71 Mean	Item No.	Item Content
17	3.91	65	The availability of priority check-out counters for military personnel in uniform at the PX and Commissary.
18	3.90	99	The directional signs provided for incoming students to the Infantry School.
19	3.83	96	The improvements and modernization of medical and dental facilities.
20	3.82	75	The selection of articles available in PX facilities.
21	3.80	86	The medical serv'ces available for military personnel and their dependents.
22	3.79	89	The availability and quality of Special Services facilities and services.
24	3.78	16	The policies and procedures regarding personal furniture and decoration of individual areas in barracks.
24	3.78	90	The college tuition assistance program for military personnel attempting to further their civilian education.
24	3.78	104	The coffee houses at Sightseeing Road and the Kelley Hill Chapel Annex.
26.5	3.76	33	The policies regarding refreshments in the service club.
26.5	3.76	88	The Infantry School Learning Center's contribution to the educational development of military personnel.
28.5	3.74	98	The additional parking facility provided adjacent to Infantry Hall.
28.5	3.74	54	The frequency with which military personnel are required to perform refuse and garbage pick-up details.
30	3.73	102	The furnishings in the clinical waiting rooms.
31	3.71	100	The replacement of floor tile in MAR dining halls to enhance existing facilities and improve sanitation.

TABLE 9 (Cont'd)

Rank	Nov 71 Mean	Item No.	Item Content
32	3.70	23	The type of dress required for personnel who work on Saturday.
33.5	3.68	70	The reporting time for personnel on work detail.
33.5	3.68	37	The services offered by the Legal Assistance Office.
35.5	3.67	53	The frequency with which military personnel are required to cut grass and police the post.
35.5	3.67	46	Instructors' language.
37	3.66	80	Information programs about VOLAR.
38	3.63	61	The operating hours of the Quartermaster Clothing Sales Store.
40.5	3.62	91	Dental care for dependents.
40.5	3.62	68	The efforts of commanders to establish duty rosters which have a minimum number of personnel "Excused from duty."
40.5	3.62	31	Assistance offered for drug problems.
40.5	3.62	22	Information about post and community activities, services, and items of immediate interest.
43	3.61	45	Instruction by small group, practical work, hands-on training, and accessible assistant instructors.
45	3.60	19	The policies regarding the wear of shirt without blouse in the administrative area of all buildings.
45	3.60	60	Transportation to recreation facilities within a 200-mile radius of this installation.
45	3.60	79	The "Dial INFO" and the "By Line Bayonet" column.
47.5	3.56	47	Opportunities to exchange knowledge, opinions, and expectations with personnel of different grades and backgrounds.

TABLE 9 (Cont'd)

Rank	Nov 71 Mean	Item No.	Item Content
47.5	3.56	2	The number of times I have received Saturday, Sunday, or holiday duty assignments.
49	3.53	106	The lounge area in the Main Commissary.
50	3.51	52	The frequency with which military personnel are required to perform menial tasks not related to primary duty.
51.5	3.50	82	Unit inspection policies.
51.5	3.50	67	The opportunity to take compensatory time or pass time without interruption.
54	3.49	101	The recreational facilities provided at Destin, Florida.
54	3.49	77	The Army Community Service Program.
54	3.49	66	The period of advance notice given to soldiers who are assigned weekend or holiday details.
56	3.47	11	The elimination of formations which deprive soldiers of personal time or indicate a lack of trust.
57	3.46	69	The policy allowing the wear of the duty uniform off-post.
58	3.43	41	Inprocessing procedures.
59.5	3.42	92	The amount of information extended to the soldiers through the Army Information Program.
59.5	3.42	50	The welcome and orientation provided upon arrival at the Welcome Center.
61.5	3.41	105	The lighting of parking areas.
61.5	3.41	32	The opportunity to take care of personnel actions during lunch period.
63.5	3.40	93	The photographic coverage of soldiers' achievements.
65.5	3.40	63	The merit award system for recognizing outstanding soldiers.

TABLE 9 (Cont'd)

Rank	Nov 71 Mean	Item No.	Item Content
65.5	3.40	83	Maintenance assistance inspections.
65.5	3.40	84	The elimination of the requirement for officers to certify actions.
65.5	3.40	85	The policies and procedures of the Annual General Inspection.
65.5	3.40	44	The reporting time for support troops and information about the nature of the training they are supporting.
69	3.39	40	The availability of guest house facilities for guests of servicemen.
71	3.38	17	My commander's attitude towards individuals who visit the IG.
71	3.38	31	New policies directed toward making unit training less repetitious and more challenging.
71	3.38	54	The efforts of commanders to establish realistic suspense dates.
73	3.37	55	The maintenance and repair of troop billets and family quarters.
74	3.36	35	The variety of food offered in the unit mess hall.
77	3.35	94	The quarters cleaning service for personnel clearing post quarters.
77	3.35	56	Privacy and individuality in troop barracks.
77	3.35	38	The processing of patients at hospital waiting rooms.
77	3.35	73	The attempt to make participation of military wives in wives' clubs and social gatherings voluntary.
77	3.35	24	The information provided newly commissioned officers on customs of the service and standards of dress.

TABLE 9 (Cont'd)

Rank	Nov 71 Mean	Item No.	Item Content
80	3.34	95	The items of furniture issued to soldiers to aid in decorating individual rooms.
81.5	3.33	59	The motel facilities for housing families awaiting or clearing quarters.
81.5	3.33	43	The availability of "open time" during training to take care of personal affairs.
83.5	3.31	25	The opportunities for discussion of unit activities with commanders in small, informal groups.
83.5	3.31	30	Career counseling provided junior leaders.
85.5	3.30	71	The handling of soldiers' complaints against local businesses.
85.5	3.30	76	The attempt to increase military wives' understanding of the military.
87.5	3.29	57	The reception at the local municipal airport.
87.5	3.29	7	My commander's explanations of the "reason why" certain tasks should be done in a particular way.
89	3.28	49	The assistance provided new officers in learning how to work with NCOs.
90.5	3.27	72	The Junior Soldiers' and Junior Officers' Councils.
90.5	3.27	78	The participation in the reenlistment program by NCOs who are not career counselors.
92	3.26	18	The expense involved in sewing required patches, badges, etc., on the fatigue uniform.
93	3.23	21	The opportunities for students to represent their classes on planning groups and academic review boards.
94	3.22	58	Military nightclub facilities for servicemen, E1 through E4.

TABLE 9 (Cont'd)

Rank	Nov 71 Mean	Item No.	Item Content
95.5	3.20	42	Outprocessing procedures.
95.5	3.20	1	The establishment of realistic suspense dates.
97	3.19	6	The use of a leadership style by my commanders/NCO's which respects the dignity of every person and avoids what might be called "angry leadership."
98	3.18	8	Soliciting procedures for the suggestion awards program.
99	3.17	20	The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and the wear of this uniform at social functions.
100	3.15	4	The soliciting procedures for fund drives, savings bonds campaigns, etc.
101.5	3.13	3	The awards and decorations program.
101.5	3.13	9	The opportunity for post athletic teams to play against local amateur civilian teams.
103	3.07	39	Information about MAC flights.
104	2.92	48	Information provided personnel prior to their arrival.
105	2.86	5	The reactions to complaints and recommendations of young soldiers.
106	2.80	10	The reduction of "hurry up and wait."

TABLE 10

Ratings of Items
First-Tour Officers

Rank	Nov 71 Mean	Item No.	Item Content
1	4.37	14	My commander's "oper door" policy.
2	4.27	87	The Commissary operating hours.
3	4.22	26.	The policies on travel distance during off-duty time.
4	4.19	13	The policies and procedures regarding sign-in and sign-out.
5	4.17	97	The installation of carbonated beverage machines in unit mess halls.
6	4.08	12	The policies regarding bed check.
7	4.07	103	Clothing and jewelry provided by the Mod Shop.
8	4.02	99	The directional signs provided for incoming students to the Infantry School.
9	3.99	15	The policy concerning beer in barracks.
10	3.97	2	The number of times I have received Saturday, Sunday, or holiday duty assignments.
11	3.96	74	The service at the PX and Commissary.
12	3.93	22	Information about post and community activities, services, and items of immediate interest.
13	3.92	65	The availability of priority check-out counters for military personnel in uniform at the PX and Commissary.
14	3.91	51	Frequency with which military personnel are required to perform kitchen police (KP).

TABLE 10 (Cont'd)

Rank	Nov 71 Mean	Item No.	Item Content
15	3.89	98	The additional parking facility provided adjacent to Infantry Hall.
16.5	3.87	46	Instructors' language.
16.5	3.87	61	The operating hours of the Quartermaster Clothing Sales Store.
18	3.85	16	The policies and procedures regarding personnel furniture and decoration of individual areas in barracks.
19	3.84	19	The policies regarding the wear of shirt without blouse in the administrative area of all buildings.
20	3.82	6	The use of a leadership style by my commanders/NCO's which respects the dignity of every person and avoids what might be called "angry leadership."
21	3.80	7	My commander's explanations of the "reason why" certain tasks should be done in a particular way.
22	3.79	23	The type of dress required for personnel who work on Saturday.
23	3.78	60	Transportation to recreation facilities within a 200-mile radius of this installation.
24	3.76	88	The Infantry School Learning Center's contribution to the educational development of military personnel.
25.5	3.71	28	The policies regarding payday.
25.5	3.71	36	The attitude and service provided by civilian personnel who staff PX facilities (i.e., snack bars, etc.).
27	3.70	80	Information programs about VOLAR.

TABLE 10 (Cont'd)

Rank	Nov 71 Mean	Item No.	Item Content
28.5	3.69	89	The availability and quality of Special Services facilities and services.
28.5	3.69	86	The medical services available for military personnel and their dependents.
31	3.68	62	Shuttle bus service.
31	3.68	82	Unit inspection policies.
31	3.68	77	The Army Community Service Program.
33	3.67	75	The selection of articles available in PX facilities.
34.5	3.66	45	Instruction by small group, practical work, hands-on training, and accessible assistant instructors.
34.5	3.66	41	Inprocessing procedures.
36.5	3.64	73	The attempt to make participation of military wives in wives' clubs and social gatherings voluntary.
36.5	3.64	33	The policies regarding refreshments in the service club.
38	3.63	47	Opportunities to exchange knowledge, opinions, and expectations with personnel of different grades and backgrounds.
39.5	3.62	90	The college tuition assistance program for military personnel attempting to further their civilian education.
39.5	3.62	54	The frequency with which military personnel are required to perform refuse and garbage pick-up details.
41	3.60	50	The welcome and orientation provided upon arrival at the Welcome Center.
42.5	3.59	83	Maintenance assistance inspections.
42.5	3.59	37	The services offered by the Legal Assistance Office.

TABLE 10 (Cont'd)

Rank	Nov 71 Mean	Item No.	Item Content
45	3.58	70	The reporting time for personnel on work detail.
45	3.58	53	The frequency with which military personnel are required to cut grass and police the post.
45	3.58	27	The requirement for possessing the Armed Forces Liberty Pass during off-duty hours.
47	3.57	34	The opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays.
48	3.56	56	Privacy and individuality in troop barracks.
49	3.55	35	The variety of food offered in the unit mess hall.
50.5	3.54	105	The lighting of parking areas.
50.5	3.54	17	My commander's attitude towards individuals who visit the IG.
52	3.53	25	The opportunities for discussion of unit activities with commanders in small, informal groups.have
53.5	3.52	68	The efforts of commanders to establish duty rosters which have a minimum number of personnel "Excused from duty."
53.5	3.52	79	The "Dial INFO" and the "By Line Bayonet" column.
55	3.51	84	The elimination of the requirement for officers to certify actions.
56	3.50	100	The replacement of floor tile in MAH dining halls to enhance existing facilities and improve sanitation.
57.5	3.49	96	The improvements and modernization of medical and dental facilities.

TABLE 10 (Cont'd)

Rank	Nov 71 Mean	Item No.	Item Content
57.5	3.49	11	The elimination of formations which deprive soldiers of personal time or indicate a lack of trust.
59	3.48	104	The coffee houses at Sightseeing Road and the Kelley Hill Chapel Annex.
60.5	3.46	63	The merit award system for recognizing outstanding soldiers.
60.5	3.46	24	The information provided newly commissioned officers on customs of the service and standards of dress.
62	3.45	5	The reactions to complaints and recommendations of young soldiers.
63	3.44	31	Assistance offered for drug problems.
65	3.43	29	Compensatory time off during the week for personnel required to perform weekend details.
65	3.43	57	The reception at the local municipal airport.
65	3.43	102	The furnishings in the clinical waiting rooms.
67	3.42	91	Dental care for dependents.
68	3.40	93	The photographic coverage of soldiers' achievements.
69	3.38	20	The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and the wear of this uniform at social functions.
70	3.37	76	The attempt to increase military wives' understanding of the military.
71	3.36	67	The opportunity to take compensatory time or pass time without interruption.
72	3.35	85	The policies and procedures of the Annual General Inspection.
73	3.34	44	The reporting time for support troops and information about the nature of the training they are supporting.

TABLE 10 (Cont'd)

Rank	Nov 71 Mean	Item No.	Item Content
75	3.32	101	The recreational facilities provided at Destin, Florida.
75	3.32	66	The period of advance notice given to soldiers who are assigned weekend or holiday details.
75	3.32	78	The participation in the reenlistment program by NCOs who are not career counselors.
77	3.30	81	New policies directed toward making unit training less repetitious and more challenging.
79	3.29	42	Outprocessing procedures.
79	3.29	40	The availability of guest house facilities for guests of servicemen.
79	3.29	94	The quarters cleaning service for personnel clearing post quarters.
81	3.28	92	The amount of information extended to the soldiers through the Army Information Program.
82.5	3.26	95	The items of furniture issued to soldiers to aid in decorating individual rooms.
82.5	3.26	64	The efforts of commanders to establish realistic suspense dates.
84.5	3.25	52	The frequency with which military personnel are required to perform menial tasks not related to primary duty.
84.5	3.25	3	The awards and decorations program.
86.5	3.23	55	The maintenance and repair of troop billets and family quarters.
86.5	3.23	71	The handling of soldiers' complaints against local businesses.
88.5	3.20	58	Military nightclub facilities for servicemen, E1 through E4.
88.5	3.20	32	The opportunity to take care of personnel actions during lunch period.

TABLE 10 (Cont'd)

Rank	Nov 71 Mean	Item No.	Item Content
90.5	3.19	106	The lounge area in the Main Commissary.
90.5	3.19	69	The policy allowing the wear of the duty uniform off-post.
92	3.18	59	The motel facilities for housing families awaiting or clearing quarters.
93	3.16	21	The opportunities for students to represent their classes on planning groups and academic review boards.
94.	3.13	1	The establishment of realistic suspense dates.
95	3.09	38	The processing of patients at hospital waiting rooms.
96	3.07	8	Soliciting procedures for the suggestion awards program.
97	3.04	49	The assistance provided new officers in learning how to work with NCOs.
98	3.02	72	The Junior Soldiers' and Junior Officers' Councils.
99	2.99	48	Information provided personnel prior to their arrival.
100	2.93	43	The availability of "open time" during training to take care of personal affairs.
101	2.92	18	The expense involved in sewing required patches, badges, etc., on the fatigue uniform.
102.5	2.90	30	Career counseling provided junior leaders.
102.5	2.90	9	The opportunity for post athletic teams to play against local amateur civilian teams.
104	2.88	39	Information about MAC flights.
105	2.84	10	The reduction of "hurry up and wait."
106	2.44	4	The soliciting procedures for fund drives, savings bond campaigns, etc.

TABLE 11

Items With Fifteen Highest-Lowest Ratings
Extended-Tour Enlisted

Fifteen Highest Ratings

Rank	Nov 71 Mean	Item No.	Item Content
1	4.47	26	The policies on travel distance during off-duty time.
2	4.40	14	My commander's "open door" policy.
3	4.38	13	The policies and procedures regarding sign-in and sign-out.
4	4.34	87	The Commissary operating hours.
5	4.32	12	The policies regarding bed check.
6.5	4.24	97	The installation of carbonated beverage machines in unit mess halls.
6.5	4.24	27	The requirement for possessing the Armed Forces Liberty Pass during off-duty hours.
8.5	4.20	28	The policies regarding payday.
8.5	4.20	99	The directional signs provided for incoming students to the Infantry School.
10	4.16	51	Frequency with which military personnel are required to perform kitchen police (KP).
11	4.14	65	The availability of priority check-out counters for military personnel in uniform at the PX and Commissary.
12.5	4.11	34	The opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays.
12.5	4.11	61	The operating hours of the Quartermaster Clothing Sales Store.
1'	4.10	37	The services offered by the Legal Assistance Office.

TABLE 11 (Cont'd)

Rank	Nov 71 Mean	Item No.	Item Content
16	4.08	16	The policies and procedures regarding personal furniture and decoration of individual areas in barracks.
16	4.08	62	Shuttle bus service on post.
16	4.08	88	The Infantry School Learning Center's contribution to the educational development of military personnel.

Fifteen Lowest Ratings

Rank	Nov 71 Mean	Item No.	Item Content
1	3.12	10	The reduction of "hurry up and wait."
2	3.23	48	Information provided personnel prior to their arrival.
3	3.26	9	The opportunity for post athletic teams to play against local amateur civilian teams.
4.5	3.30	3	The awards and decorations program.
4.5	3.30	38	The processing of patients at hospital waiting rooms.
6	3.34	49	The assitance provided new officers in learning how to work with NCOs.
7	3.35	4	The soliciting procedures for fund drives, savings bond campaigns, etc.
9	3.37	42	Outprocessing procedures.
9	3.37	1	The establishment of realistic suspense dates.
9	3.37	55	The maintenance and repair of troop billets and family quarters.

TABLE 11 (Cont'd)

Rank	Nov 71 Mean	Item No.	Item Content
11	3.39	20	The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and the wear of this uniform at social functions.
12	3.40	18	The expense involved in sewing required patches, badges, etc., on the fatigue uniform.
13	3.42	5	The reactions to complaints and recommendations of young soldiers.
14	3.45	71	The handling of soldiers' complaints against local businesses.
15.5	3.47	24	The information provided newly commissioned officers on customs of the service and standards of dress.
15.5	3.47	41	Inprocessing procedures.

TABLE 12

Items With Fifteen Highest-Lowest Ratings
Extended-Tour Officers

Fifteen Highest Ratings

Rank	Nov 71 Mean	Item No.	Item Content
1	4.42	87	The Commissary operating hours.
2	4.40	26	The policies on travel distance during off-duty time.
3	4.28	14	My commander's "open door" policy.
4	4.24	65	The availability of priority check-out counters for military personnel in uniform at the PX and Commissary.
5	4.22	90	The college tuition assistance program for military personnel attempting to further their civilian education.
6	4.18	28	The policies regarding payday.
7	4.15	13	The policies and procedures regarding sign-in and sign-out.
9	4.13	99	The directional signs provided for incoming students to the Infantry School.
9	4.13	22	Information about post and community activities, services, and items of immediate interest.
9	4.13	2	The number of times I have received Saturday, Sunday, or holiday duty assignments.
11	4.12	23	The type of dress required for personnel who work on Saturday.
11	4.12	19	The policies regarding the wear of shirt without blouse in the administrative area of all buildings.
13	4.02	88	The Infantry School Learning Center's contribution to the educational development of military personnel.
14.5	4.01	98	The additional parking facility provided adjacent to Infantry Hall.

TABLE 12 (Cont'd)

Rank	Nov 71 Mean	Item No.	Item Content
14.5	4.01	61	The operating hours of the Quartermaster Clothing Sales Store.
16	4.00	46	Instructors' language.

Fifteen Lowest Ratings

Rank	Nov 71 Mean	Item No.	Item Content
1	3.00	4	The soliciting procedures for fund drives, savings bond campaigns, etc.
2	3.13	1	The establishment of realistic suspense dates.
3	3.14	9	The opportunity for post athletic teams to play against local amateur civilian teams.
4	3.20	55	The maintenance and repair of troop billets and family quarters.
5.5	3.24	71	The handling of soldiers' complaints against local businesses.
5.5	3.24	48	Information provided personnel prior to their arrival.
7	3.26	64	The efforts of commanders to establish realistic suspense dates.
8	3.33	18	The expense involved in sewing required patches, badges, etc., on the fatigue uniform.
10.5	3.35	58	Military nightclub facilities for servicemen, E1 through E4.
10.5	3.35	78	The participation in the reenlistment program by NCOs who are not career counselors.
10.5	3.35	57	The reception at the local municipal airport.
10.5	3.35	49	The assistance provided new officers in learning how to work with NCOs.

TABLE 12 (Cont'd)

Rank	Nov 71 Mean	Item No.	Item Content
13.5	3.36	106	The lounge area in the Main Commissary.
13.5	3.36	30	Career counseling provided junior leaders.
16	3.37	38	The processing of patients at hospital waiting rooms.
16	3.37	39	Information about MAC flights.
16	3.37	8	Soliciting procedures for the suggestion awards program.

TABLE 13

First Tour Enlisted Items With More Than
50% Responding "Not Important"

Rank	Not Important Percent	Item No.	Item Content
1	72.7	20	The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and the wear of this uniform at social functions.
2	59.0	72	The Junior Soldiers' and Junior Officers' Councils.
3	57.9	24	The information provided newly commissioned officers on customs of the service and standards of dress.
4	56.7	49	The assistance provided new officers in learning how to work with NCOs.
5	54.5	101	The recreational facilities provided at Destin, Florida.
6	54.1	59	The motel facilities for housing families awaiting or clearing quarters.
7	53.0	73	The attempt to make participation of military wives in wives' clubs and social gatherings voluntary.
8	51.6	94	The quarters cleaning service for personnel clearing post quarters.
9	50.6	21	The opportunities for students to represent their classes on planning groups and academic review boards.
10	49.3	78	The participation in the reenlistment program by NCOs who are not career counselors.
11	45.8	77	The Army Community Service Program.
12	44.8	76	The attempt to increase military wives' understanding of the military.

TABLE 13 (Cont'd)

Rank	Not Important Percent	Item No.	Item Content
13	44.2	84	The elimination of the requirement for officers to certify actions.
14	43.5	30	Career counseling provided junior leaders.
15	43.2	40	The availability of guest house facilities for guests of servicemen.
16	43.1	9	The opportunity for post athletic teams to play against local amateur civilian teams.
17	41.7	98	The additional parking facility provided adjacent to Infantry Hall.
18	41.3	100	The replacement of floor tile in MAH dining halls to enhance existing facilities and improve sanitation.
19	40.3	8	Soliciting procedures for the suggestion awards program.
20	40.1	79	The "Dial INFO" and the "By Line Bayonet" column.
21	39.5	3	The awards and decorations program.
22	38.5	57	The reception at the local municipal airport.
23	37.8	37	The services offered by the Legal Assistance Office.
24	37.0	39	Information about MAC flights.
25	36.8	1	The establishment of realistic suspense dates.
26	36.5	104	The coffee houses at Sightseeing Road and the Kelley Hill Chapel Annex.
27	35.8	64	The efforts of commanders to establish realistic suspense dates.
28	35.7	106	The lounge area in the Main Commissary.

TABLE 13 (Cont'd)

Rank	Not Important Percent	Item No.	Item Content
29	35.3	44	The reporting time for support troops and information about the nature of the training they are supporting.
30	35.1	88	The Infantry School Learning Center's contribution to the educational development of military personnel.
31	35.0	50	The welcome and orientation provided upon arrival at the Welcome Center.
32	34.9	58	Military nightclub facilities for servicemen, E1 through E4.
33	34.7	42	Outprocessing procedures.
34	33.8	71	The handling of soldiers' complaints against local businesses.
35	33.7	45	Instruction by small group, practical work, hands-on training, and accessible assistant instructors.
36	33.3	33	The policies regarding refreshments in the service club.
37	33.1	102	The furnishings in the clinical waiting rooms.
38	32.8	17	My commander's attitude towards individuals who visit the IG.
39.5	32.7	38	The processing of patients at hospital waiting rooms.
39.5	32.7	93	The photographic coverage of soldiers' achievements.
41	32.3	19	The policies regarding the wear of shirt without blouse in the administrative area of all buildings.
42	31.8	91	Dental care for dependents.

TABLE 13 (Cont'd)

Rank	Not Important Percent	Item No.	Item Content
43	30.6	63	The merit award system for recognizing outstanding soldiers.
44	29.9	46	Instructors' language.
45	28.9	90	The college tuition assistance program for military personnel attempting to further their civilian education.
46	28.5	99	The directional signs provided for incoming students to the Infantry School.
47	28.2	31	The expense involved in sewing required patches, badges, etc., on the fatigue uniform.
48	27.6	85	The policies and procedures of the Annual General Inspection.
49	27.1	60	Transportation to recreation facilities within a 200-mile radius of this installation.
50	26.4	25	The opportunities for discussion of unit activities with commanders in small, informal groups.
51	26.0	27	The requirement for possessing the Armed Forces Liberty Pass during off-duty hours.
			First Tour Officer Items With More Than 50% Responding "Not Important"
1	60.2	101	The recreational facilities provided at Destin, Florida.
2	60.0	58	Military nightclub facilities for servicemen, E1 through E4.
3	59.3	78	The participation in the reenlistment program by NCOs who are not career counselors.
4	58.9	100	The replacement of floor tile in MAH dining halls to enhance existing facilities and improve sanitation.

TABLE 13 (Cont'd)

Rank	Not Important Percent	Item No.	Item Content
5	58.4	104	The coffee houses at Sightseeing Road and the Kelley Hill Chapel Annex.
6	53.3	9	The opportunity for post athletic teams to play against local amateur civilian teams.
7.5	51.6	27	The requirement for possessing the Armed Forces Liberty Pass during off-duty hours.
7.5	51.6	39	Information about MAC flights.
9	50.0	57	The reception at the local municipal airport.

While the number of items included in each listing preclude an item by item discussion, it is interesting to note those items which the groups rate highest and lowest. The items with the highest ratings of satisfaction for the first-tour soldier group deal with increased personal freedom and individual responsibility during their free time (e.g., the policies on travel distance during off-duty time, the policies and procedures regarding sign-in and sign-out, and policies regarding bed check), reduction of irritants and inequities (e.g., compensatory time off during the week for personnel required to perform weekend details, the installation of carbonated beverage machines in unit mess halls, the policy concerning beer in the barracks, and the opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays), and finally the reduction of menial tasks not related to the individual's primary duty MOS (e.g., frequency with which military personnel are required to perform kitchen police).

The first-tour officer group were most satisfied with items which dealt with individual responsibility and personal freedom for both themselves and soldiers (e.g., policies on travel distance during off-duty time, policies and procedures regarding sign-in and sign-out, policies regarding bed check), reduction of irritants and inequities, again for both themselves and other soldiers (policy concerning beer in the barracks, the number of times I have received Saturday, Sunday, or holiday duty assignments), the status of services offered on post for themselves and their dependents (e.g., Commissary operating hours, service at the PX and Commissary, and the availability of priority check-out counters for military personnel in uniform at the PX and Commissary), and finally, good leadership practices (e.g., My commander's "open door" policy).

Both of the extended-tour groups were more satisfied with improved leadership practices (e.g., My commander's open door policies), actions which place more emphasis on individual responsibility and more personal freedom during free time (e.g., policies and procedures regarding sign-in and sign-out, policies on travel distance during off-duty time), and improved post services (e.g., the Commissary operating hours, availability of priority check-out counters for military personnel in uniform at the PX and Commissary).

In addressing those items which show the least amount of satisfaction, it is necessary to refer to Table 13 which shows the items which have a relatively large percentage of a group indicating that the item is not important to them. In this way, it is possible to differentiate an item mean which is low as a result of little satisfaction from a mean which is low as a result of a large number of persons indicating response "3": not important. Those items with which the first-tour soldiers show dissatisfaction are:

48. Information provided personnel prior to their arrival.

5. The reactions to complaints and recommendations of young soldiers.

10. The reduction of "hurry up and wait."

The last two items have the lowest means for this group and are both generally in the area of leadership practices. With proper prior planning, there should be no excuse for "hurry up and wait" to exist in the Army. Similarly, the area of reactions to complaints and recommendations of young soldiers is at the very heart of the movement to an all volunteer Army. These areas, and the others with relatively low ratings, bear further scrunity and should be resolved if the Army is to attract and retain persons of high caliber.

Those items which the first-tour officers rated as unsatisfactory were:

4. The soliciting procedures for fund drives, savings bond campaigns, etc.

10. The reduction of "hurry up and wait."

9. The opportunity for post athletic teams to play against local amateur civilian teams.

30. Career counseling provided junior leaders.

18. Expenses involved in sewing required patches, badges, etc., on the fatigue uniform.

43. The availability of "open time" during training to take care of personal affairs.

48. Information provided personnel prior to their arrival.

While the dissatisfaction expressed on some of these items cannot be resolved without further investigation (e.g., soliciting procedures for fund drives, savings bond campaigns, etc.) on others the reason for dissatisfaction can be readily inferred (e.g., the reduction of "hurry up and wait"). As has already been suggested, some of these areas would appear to be rather critical and increased effort should be made to correct faulty handling of these areas at Fort Benning.

Neither the extended-tour officers nor the extended-tour soldiers indicated that any of the areas were a source of dissatisfaction for them (i. , no response mean for November 1971 was less than 3.0, a neutral point on the scale).

The direction and amount of change from June to November 1971 (and from August to November 1971 in the case of items 65 through 106) are shown in Table 14 for first-tour soldiers, and in Table 15 for first-tour officers. It is interesting to note that for the first-tour soldier group, the only items which showed negative change were those on which change was measured only from August to November 1971 (an exception is item number 20 which does not apply to this group). The dependent dental care program had been in effect since early in the VOLAR experiment and was rated as somewhat less than usually satisfactory (mean = 3.62). It seems relatively clear that further effort is indicated in this area. The recreational facilities at Destin, Florida were improved over the summer months and it is quite probable that the reduced usage and inability to use the improved facilities have resulted in the negative change. The policy allowing the wear of the duty (fatigue) uniform off-post has been in effect for quite some time. The negative change in attitude toward this area could possibly be a result of either or both of the following, or perhaps of other factors not immediately apparent:

1. Personnel want more freedom for wearing fatigues off-post

2. These personnel do not like to see the fatigue uniform worn off post.

It is also quite possible that, for many of the comparisons made from August to November 1971, there has not been enough time for the action to have produced significant impact.

The quantity of items showing negative change from June or August to November 1971, while not all of these are significant, for first-tour officers and both of the extended-tour groups prohibits item by item discussion. It is quite possible that some of the negative changes represent either random fluction of attitudes over the time of the experiment, or that factors completely external to Fort Benning and VOLAR have negatively affected attitudes toward the Army and toward the objectives of VOLAR actions--at least among these groups.

TABLE 14

Direction and Amount of Change
June-November (August-November)
First-Tour Enlisted

Rank	Jun 71-Nov 71 Mean Diff.	Item No.	Item Content
1.5	.77	39	Information about MAC flights
1.5	.77	52	The frequency with which military personnel are required to perform menial tasks not related to primary duty.
3	.62	53	The frequency with which military personnel are required to cut grass and police the post.
4	.61	56	Privacy and individuality in troop barracks.
5.5	.59	1	The establishment of realistic suspense dates.
5.5	.59	63	The merit award system for recognizing outstanding soldiers.
7.5	.56	35	The variety of food offered in the unit mess hall.
7.5	.56	43	The availability of "open time" during training to take care of personal affairs.
9	.55	47	Opportunities to exchange knowledge, opinions, and expectations with personnel of different grades and backgrounds.
10	.54	54	The frequency with which military personnel are required to perform refuse and garbage pick-up details.
11	.53	48	Information provided personnel prior to their arrival.
12	.51	50	The welcome and orientation provided upon arrival at the Welcome Center.
13	.50	8	Soliciting procedures for the suggestion awards program.

TABLE 14 (Cont'd)

Rank	Jun 71-Nov 71 Mean Diff.	Item No.	Item Content
14	.47	4	The soliciting procedures for fund drives, savings bond campaigns, etc.
15	.45	64	The efforts of commanders to establish realistic suspense dates.
16.5	.44	44	The reporting time for support troops and information about the nature of the training they are supporting.
16.5	.44	55	The maintenance and repair of troop billets and family quarters.
18	.43	29	Compensatory time off during the week for personnel required to perform weekend details.
20	.42	7	My commander's explanations of the "reason why" certain tasks should be done in a particular way.
20	.42	36	The attitude and service provided by civilian personnel who staff PX facilities (i.e., snack bars, etc.).
20	.42	38	The processing of patients at hospital waiting rooms.
22.5	.41	18	The expense involved in sewing required patches, badges, etc., on the fatigue uniform.
22.5	.41	30	Career counseling provided junior leaders.
24	.40	23	The type of dress required for personnel who work on Saturday.
25.5	.39	2	The number of times I have received Saturday, Sunday, or holiday duty assignments.
25.5	.39	6	The use of a leadership style by my commanders/NCO's which respects the dignity of every person and avoids what might be called "angry leadership".

TABLE 14 (Cont'd)

Rank	Jun 71-Nov 71 Mean Diff.	Item No.	Item Content
27	.37	22	Information about post and community activities, services, and items of immediate interest.
28	.36	41	Inprocessing procedures.
29	.35	42	Outprocessing procedures.
30.5	.34	51	Frequency with which military personnel are required to perform kitchen police (KP).
30.5	.34	61	The operating hours of the Quartermaster Clothing Sales Store.
32.5	.33	10	The reduction of "hurry up and wait."
32.5	.33	31	Assistance offered for drug problems.
35	.32	5	The reactions to complaints and recommendations of young soldiers.
35	.32	32	The opportunity to take care of personnel actions during lunch period.
35	.32	49	The assistance provided new officers in learning how to work with NCOs.
37.5	.30	21	The opportunities for students to represent their classes on planning groups and academic review boards.
37.5	.30	57	The reception at the local municipal airport.
39	.29	25	The opportunities for discussion of unit activities with commanders in small, informal groups.
39	.28	12	The policies regarding bed check.
41	.28	45	Instruction by small group, practical work, hands-on training, and accessible assistant instructors.
41	.28	59	The motel facilities for housing families awaiting or clearing quarters.
43.5	.25	33	The policies regarding refreshments in the service club.

TABLE 14 (Cont'd)

Rank	Jun 71-Nov 71 Mean Diff.	Item No.	Item Content
43.5	.25	37	The services offered by the Legal Assistance Office.
45	.24	34	The opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays.
46	.22	62	Shuttle bus service on post.
47.5	.21	26	The policies on travel distance during off-duty time.
47.5	.21	65	The availability of priority check-out counters for military personnel in uniform at the PX and Commissary.
49	.20	105	The lighting of parking areas.
51.5	.19	13	The policies and procedures regarding sign-in and sign-out.
51.5	.19	16	The policies and procedures regarding personal furniture and decoration of individual areas in barracks.
51.5	.19	17	My commander's attitude towards individuals who visit the IG.
51.5	.19	24	The information provided newly commissioned officers on customs of the service and standards of dress.
54.5	.18	66	The period of advance notice given to soldiers who are assigned weekend or holiday details.
54.5	.18	86	The medical services available for military personnel and their dependents.
58	.17	11	The elimination of formations which deprive soldiers of personal time or indicate a lack of trust.
58	.17	28	The policies regarding payday.
58	.17	82	Unit inspection policies.

TABLE 14 (Cont'd)

Rank	Jun 71-Nov 71 Mean Diff.	Item No.	Item Content
58	.17	85	The policies and procedures of the Annual General Inspection.
58	.17	103	Clothing and jewelry provided by the Mod Shop.
62	.16	68	The efforts of commanders to establish duty rosters which have a minimum number of personnel "Excused from duty."
62	.16	75	The selection of articles available in PX facilities.
62	.16	81	New policies directed toward making unit training less repetitious and more challenging.
64.5	.15	19	The policies regarding the wear of shirt without blouse in the administrative area of all buildings.
64.5	.15	74	The service at the PX and Commissary.
67.5	.14	83	Maintenance assistance inspections.
67.5	.14	93	The photographic coverage of soldiers' achievements.
67.5	.14	102	The furnishings in the clinical waiting rooms.
67.5	.14	106	The lounge area in the Main Commissary.
72	.13	3	The awards and decorations program.
72	.13	40	The availability of guest house facilities for guests of servicemen.
72	.13	87	The Commissary operating hours.
72	.13	88	The Infantry School Learning Center's contribution to the educational development of military personnel.
72	.13	96	The improvements and modernization of medical and dental facilities.

TABLE 14 (Cont'd)

Rank	Jun 71-Nov 71 Mean Diff.	Item No.	Item Content
76	.12	46	Instructors' language.
76	.12	70	The reporting time for personnel on work detail.
76	.12	104	The coffee houses at Sightseeing Road and the Kelley Hill Chapel Annex.
78	.11	94	The quarters cleaning service for personnel clearing post quarters.
80	.10	67	The opportunity to take compensatory time or pass time without interruption.
80	.10	72	The Junior Soldiers' and Junior Officers' Councils.
80	.10	84	The elimination of the requirement for officers to certify actions.
83	.08	27	The requirement for possessing the Armed Forces Liberty Pass during off-duty hours.
83	.08	89	The availability and quality of Special Services facilities and services.
83	.08	99	The directional signs provided for incoming students to the Infantry School.
86.5	.07	9	The opportunity for post athletic teams to play against local amateur civilian teams.
86.5	.07	14	My commander's "open door" policy.
86.5	.07	60	Transportation to recreation facilities within a 200-mile radius of this installation.
86.5	.07	98	The additional parking facility provided adjacent to Infantry Hall.
90	.06	58	Military nightclub facilities for servicemen, E1 through E4.

TABLE 14 (Cont'd)

Rank	Jun 71-Nov 71 Mean Diff.	Item No.	Item Content
90	.06	92	The amount of information extended to the soldiers through the Army Information Program.
90	.06	97	The installation of carbonated beverage machines in unit mess halls.
92.5	.05	71	The handling of soldiers' complaints against local businesses.
92.5	.05	80	Information programs about VOLAR.
94.5	.04	79	The "Dial INFO" and the "By Line Bayonet" column.
94.5	.04	100	The replacement of floor tile in MAH dining halls to enhance existing facilities and improve sanitation.
96.5	.03	90	The college tuition assistance program for military personnel attempting to further their civilian education.
96.5	.03	95	The items of furniture issued to soldiers to aid in decorating individual rooms.
99.5	.01	15	The policy concerning beer in barracks.
99.5	.01	73	The attempt to make participation of military wives in wives' clubs and social gatherings voluntary.
99.5	.01	76	The attempt to increase military wives' understanding of the military.
99.5	.01	77	The Army Community Service Program.
102	.00	78	The participation in the reenlistment program by NCOs who are not career counselors.
103	-.01	91	Dental care for dependents.
104	-.08	101	The recreational facilities provided at Destin, Florida.

TABLE 14 (Cont'd)

Rank	Jun 71-Nov 71 Mean Diff.	Item No.	Item Content
105	-.20	20	The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and the wear of this uniform at social functions.
106	-.39	69	The policy allowing the wear of the duty uniform off-post.

TABLE 15

Direction and Amount of Change
June-November (August-November)
First-Tour Officer

Rank	Jun 71-Nov 71 Mean Diff.	Item No.	Item Content
1	.64	39	Information about MAC flights.
2	.60	48	Information provided personnel prior to their arrival.
3	.47	18	The expense involved in sewing required patches, badges, etc., on the fatigue uniform.
5	.45	55	The maintenance and repair of troop billets and family quarters.
5	.45	63	The merit award system for recognizing outstanding soldiers.
5	.45	82	Unit inspection policies.
7	.41	24	The information provided newly commissioned officers on customs of the service and standards of dress.
8	.39	52	The frequency with which military personnel are required to perform menial tasks not related to primary duty.
9.5	.34	38	The processing of patients at hospital waiting rooms.
9.5	.34	44	The reporting time for support troops and information about the nature of the training they are supporting.
11.5	.33	50	The welcome and orientation provided upon arrival at the Welcome Center.
11.5	.33	73	The attempt to make participation of military wives in wives' clubs and social gatherings voluntary.

TABLE 15 (Cont'd)

Rank	Jun 71-Nov 71 Mean Diff.	Item No.	Item Content
13	.31	33	The policies regarding refreshments in the service club.
14.5	.28	23	The type of dress required for personnel who work on Saturday.
14.5	.28	67	The opportunity to take compensatory time or pass time without interruption.
16.5	.27	22	Information about post and community activities, services, and items of immediate interest.
16.5	.27	75	The selection of articles available in PX facilities.
18	.26	6	The use of a leadership style by my commanders/NCO's which respects the dignity of every person and avoids what might be called "angry leadership."
19.5	.25	80	Information programs about VOLAR.
19.5	.25	81	New Policies directed toward making unit training less repetitious and more challenging.
22	.24	3	The awards and decorations program.
22	.24	5	The reactions to complaints and recommendations of young soldiers.
22	.24	65	The availability of priority check-out counters for military personnel in uniform at the PX and Commissary.
24.5	.23	2	The number of times I have received Saturday, Sunday, or holiday duty assignments.
24.5	.23	58	Military nightclub facilities for servicemen, E1 through E4.
26.5	.21	92	The amount of information extended to the soldiers through the Army Information Program.
26.5	.21	98	The additional parking facility provided adjacent to Infantry Hall.

TABLE 15 (Cont'd)

Rank	Jun 71-Nov 71 Mean Diff.	Item No.	Item Content
29	.20	47	Opportunities to exchange knowledge, opinions, and expectations with personnel of different grades and backgrounds.
29	.20	56	Privacy and individuality in troop barracks.
29	.20	68	The efforts of commanders to establish duty rosters which have a minimum number of personnel "Excused from duty."
32	.19	25	The opportunitues for discussion of unit activities with commanders in small, informal groups.
32	.19	40	The availability of guest house facilities for guests of servicemen.
32	.19	86	The medial services available for military personnel and their dependents.
35	.18	7	My commander's explanations of the "reason why" certain tasks should be done in a particular way.
35	.18	32	The opportunity to take care of personnel actions during lunch period.
35	.18	64	The efforts of commanders to establish realistic suspense dates.
37	.17	77	The Army Community Service Program.
38.5	.16	84	The elimination of the requirement for officers to certify actions.
38.5	.16	106	The lounge area in the Main Commissary.
41.5	.15	36	The attitude and service provided by civilian personnel who staff PX facilities (i.e., snack bars, etc.).
41.5	.15	87	The Commissary operating hours.
41.5	.15	93	The photographic coverage of soldiers' achievements.

TABLE 15 (Cont'd)

TABLE 15 (Cont'd)

Rank	Jun 71-Nov 71 Mean Diff.	Item No.	Item Content
41.5	.15	103	Clothing and jewelry provided by the Mod Shop.
44.5	.14	74	The service at the PX and Commissary.
44.5	.14	78	The participation in the reenlistment program by NCOs who are not career counselors.
47	.13	57	The reception at the local municipal airport.
47	.13	70	The reporting time for personnel on work detail.
47	.13	71	The handling of soldiers' complaints against local businesses.
50	.12	49	The assistance provided new officers in learning how to work with NCOs.
50	.12	76	The attempt to increase military wives' understanding of the military.
50	.12	97	The installation of carbonated beverage machines in unit mess halls.
53	.11	30	Career counseling provided junior leaders.
53	.11	91	Dental care for dependents.
53	.11	96	The improvements and modernization of medical and dental facilities.
55.5	.10	1	The establishment of realistic suspense dates.
55.5	.10	4	The soliciting procedures for fund drives, savings bond campaigns, etc.
58.5	.09	35	The variety of food offered in the unit mess hall.
58.5	.09	61	The operating hours of the Quartermaster Clothing Sales Store.

TABLE 15 (Cont'd)

Rank	Jun 71-Nov 71 Mean Diff.	Item No.	Item Content
58.5	.09	105	The lighting of parking areas.
58.5	.09	66	The period of advance notice given to soldiers who are assigned weekend or holiday details.
62.5	.08	54	The frequency with which military personnel are required to perform refuse and garbage pick-up details.
62.5	.08	79	The "Dial INFO" and the "By Line Bayonet" column.
62.5	.08	90	The college tuition assistance program for military personnel attempting to further their civilian education.
62.5	.08	104	The coffee houses at Sightseeing Road and the Kelley Hill Chapel Annex.
65	.07	85	The policies and procedures of the Annual General Inspection.
67	.06	45	Instruction by small group, practical work, hands-on training, and accessible assistant instructors.
67	.06	53	The frequency with which military personnel are required to cut grass and police the post.
67	.06	89	The availability and quality of Special Services facilities and services.
69	.05	41	Inprocessing procedures.
70.5	.04	11	The elimination of formations which deprive soldiers of personal time or indicate a lack of trust.
70.5	.04	21	The opportunities for students to represent their classes on planning groups and academic review boards.
72.5	.03	14	My commander's "open door" policy.

TABLE 15 (Cont'd)

Rank	Jun 71-Nov 71 Mean Diff.	Item No.	Item Content
72.5	.03	31	Assistance offered for drug problems.
74.5	.02	29	Compensatory time off during the week for personnel required to perform weekend details.
74.5	.02	42	Outprocessing procedures.
76.5	.01	94	The quarters cleaning service for personnel clearing post quarters.
76.5	.01	102	The furnishings in the clinical waiting rooms.
79	.00	8	Soliciting procedures for the suggestion awards program.
79	.00	16	The policies and procedures regarding personal furniture and decoration of individual areas in barracks.
79	.00	99	The directional signs provided for incoming students to the Infantry School.
81.5	-.02	59	The motel facilities for housing families awaiting or clearing quarters.
81.5	-.02	100	The replacement of floor tile in MAH dining halls to enhance existing facilities and improve sanitation.
83.5	-.03	62	Shuttle bus service on post.
83.5	-.03	88	The Infantry School Learning Center's contribution to the educational development of military personnel.
85	-.06	72	The Junior Soldiers' and Junior Officers' Councils.
86	-.08	19	The policies regarding the wear of shirt without blouse in the administrative area of all buildings.
88	-.09	13	The policies and procedures regarding sign-in and sign-out.

TABLE 15 (Cont'd)

Rank	Jun 71-Nov 71 Mean Diff.	Item No.	Item Content
88	-.09	46	Instructors' language.
88	-.09	101	The recreational facilities provided at Destin, Florida.
90.5	-.12	60	Transportation to recreation facilities within a 200-mile radius of this installation.
90.5	-.12	95	The items of furniture issued to soldiers to aid in decorating individual rooms.
92	-.13	10	The reduction of "hurry up and wait."
93	-.17	12	The policies regarding bed check.
94	-.19	15	The policy concerning beer in barracks.
95	-.25	23	The type of dress required for personnel who work on Saturday.
96	-.26	26	The policies on travel distance during off-duty time.
97	-.31	37	The services offered by the Legal Assistance Office.
98	-.33	51	Frequency with which military personnel are required to perform kitchen police (KP).
99	-.37	20	The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and the wear of this uniform at social functions.
100.5	-.41	27	The requirement for possessing the Armed Forces Liberty Pass during off-duty hours.
100.5	-.41	34	The opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays.
102	-.51	28	The policies regarding payday.
103	-.51	9	The opportunity for post athletic teams to play against local amateur civilian teams.

TABLE 15 (Cont'd)

Rank	Jun 71-Nov 71 Mean Diff.	Item No.	Item Content
104	-.54	17	My commander's attitude towards individuals who visit the IG.
105	-.59	69	The policy allowing the wear of the duty uniform off-post.
106	-.67	43	The availability of "open time" during training to take care of personal affairs.

TABLE 16

Direction and Amount of Change
June-November (August-November)
Extended-Tour Officers

Fifteen Largest Ratings

Rank	Jun 71-Nov 71 Mean Diff.	Item No.	Item Content
1	.64	55	The maintenance and repair of troop billets and family quarters.
2	.48	3	The awards and decorations program.
3	.41	59	The motel facilities for housing families awaiting or clearing quarters.
4	.40	50	The welcome and orientation provided upon arrival at the Welcome Center.
5.5	.38	4	The soliciting procedures for fund drives, savings bond campaigns, etc.
5.5	.38	63	The merit award system for recognizing outstanding soldiers.
7	.37	40	The availability of guest house facilities for guests of servicemen.
8	.34	48	Information provided personnel prior to their arrival.
9	.30	41	Inprocessing procedures.
10.5	.29	42	Outprocessing procedures.
10.5	.29	58	Military nightclub facilities for servicemen, E1 through E4.
12.5	.27	6	The use of a leadership style by my commanders/NCO's which respects the dignity of every person and avoids what might be called "angry leadership."

TABLE 16 (Cont'd)

Rank	Jun 71-Nov 71 Mean Diff.	Item No.	Item Content
12.5	.27	38	The processing of patients at hospital waiting rooms.
14	.25	39	Information about MAC flights.
15	.23	105	The lighting of parking areas.

Fifteen Smallest Ratings

Rank	Jun 71-Nov 71 Mean Diff.	Item No.	Item Content
1	-.55	34	The opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays.
2	-.52	69	The policy allowing the wear of the duty uniform off-post.
3	-.50	15	The policy concerning beer in barracks.
4	-.43	17	My commander's attitude towards individuals who visit the IG.
5	-.37	51	Frequency with which military personnel are required to perform kitchen police (KP).
6.5	-.35	97	The installation of carbonated beverage machines in unit mess halls.
6.5	-.35	100	The replacement of floor tile in MAH dining halls to enhance existing facilities and improve sanitation.
8	-.33	27	The requirement for possessing the Armed Forces Liberty Pass during off-duty hours.
9.5	-.32	43	The availability of "open time" during training to take care of personal affairs.

TABLE 16 (Cont'd)

TABLE 16 (Cont'd)

Rank	Jun 71-Nov 71 Mean Diff.	Item No.	Item Content
9.5	-.32	94	The quarters cleaning service for personnel clearing post quarters.
11	-.31	68	The efforts of commanders to establish duty rosters which have a minimum number of personnel "Excused from duty."
12	-.30	12	The policies regarding bed check.
13	-.29	83	Maintenance assistance inspections.
15	-.28	35	The variety of food offered in the unit mess hall.
15	-.28	70	The reporting time for personnel on work detail.
15	-.28	101	The recreational facilities provided at Destin, Florida.

TABLE 17

Direction and Amount of Change
June-November (August-November)
Extended-Tour Enlisted

Fifteen Largest Ratings

Rank	Jun 71-Nov 71 Mean Diff.	Item No.	Item Content
1	.48	55	The maintenance and repair of troop billets and family quarters.
2	.41	50	The welcome and orientation provided upon arrival at the Welcome Center.
3	.40	56	Privacy and individuality in troop barracks.
4.5	.36	2	The number of times I have received Saturday, Sunday, or holiday duty assignments.
4.5	.36	48	Information provided personnel prior to their arrival.
6	.32	1	The establishment of realistic suspense dates.
7	.30	36	The attitude and service provided by civilian personnel who staff PX facilities (i.e., snack bars, etc.).
8	.27	63	The merit award system for recognizing outstanding soldiers.
9	.26	106	The lounge area in the Main Commissary.
10	.25	4	The soliciting procedures for fund drives, savings bond campaigns, etc.
11.5	.24	6	The use of a leadership style by my commanders/NCO's which respects the dignity of every person and avoids what might be called "angry leadership."
11.5	.24	59	The motel facilities for housing families awaiting or clearing quarters.
14	.23	38	The processing of patients at hospital waiting rooms.

TABLE 17 (Cont'd)

Rank	Jun 71-Nov 71 Mean Diff.	Item No.	Item Content
14	.23	61	The operating hours of the Quartermaster Clothing Sales Store.
14	.23	105	The lighting of parking areas.

Fifteen Smallest Ratings

Rank	Jun 71-Nov 71 Mean Diff.	Item No.	Item Content
1	-.40	69	The policy allowing the wear of the duty uniform off-post.
2	-.31	20	The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and the wear of this uniform at social functions.
3.5	-.09	9	The opportunity for post athletic teams to play against local amateur civilian teams.
3.5	-.09	54	The frequency with which military personnel are required to perform refuse and garbage pick-up details.
6	-.08	21	The opportunities for students to represent their classes on planning groups and academic review boards.
6	-.08	24	The information provided newly commissioned officers on customs of the service and standards of dress.
6	-.08	80	Information programs about VOLAR.
8	-.07	15	The policy concerning beer in barracks.
11.5	-.04	25	The opportunities for discussion of unit activities with commanders in small, informal groups.

TABLE 17 (Cont'd)

Rank	Jun 71-Nov 71 Mean Diff.	Item No.	Item Content
11.5	-.04	68	The efforts of commanders to establish duty rosters which have a minimum number of personnel "Excused from duty."
11.5	-.04	81	New policies directed toward making unit training less repetitious and more challenging.
11.5	-.04	82	Unit inspection policies.
11.5	-.04	83	Maintenance assistance inspections.
11.5	-.04	85	The policies and procedures of the Annual General Inspection.
15	-.03	17	My commander's attitude toward individuals who visit the IG.

Soldier Reactions to Fort Benning As A Post

In another area of analysis, attention was directed to the extent to which the Fort Benning VOLAR actions might have influenced attitudes toward the installation, regardless of whether attitudes toward the Service, as a whole, might have been influenced. In the VOLAR survey, attitudes on this subject were assessed by the following question:

> Compared to other Army posts within the United States, where I have been assigned, this post is:
>
> 1. One of the best.
> 2. About average.
> 3. One of the worst.
> 0. I have served at no other post.

In order to evaluate the statistical significance of the response distribution shifts shown in Table 18, two by three chi-squares were performed on the data for November 1970 to November 1971 and June 1971 to November 1971 for each major group. These results show significant positive changes for both first- and extended-tour enlisted on the November 1970 to November 1971 data only (first-tour enlisted November 1970 to November 1971, chi-square = 51.31, df=2, $p < .005$; extended-tour enlisted November 1970 to November 1971, chi-square = 18.01, df=2, $p < .005$). With the exception of extended-tour officers, all groups show consistent decrease (a more favorable response) in the mean response to this item over the November 1970, June 1971, and November 1971 time period. The extended-tour officer group shows a decrease from November 1970 to November 1971 and from June 1971 to November 1971. There was, however, for this group a very slight increase (a less favorable response) in the mean response from November 1970 to June 1971.

These data indicate that there has been a positive change in soldiers' attitudes toward Fort Benning since the start of the VOLAR experiment. While it is not possible to conclude that the changes at Fort Benning which have occurred as a result of Project VOLAR are in themselves directly responsible for this positive change in attitude toward Fort Benning as a post, the fact that this positive change has been relatively consistent over the duration of the VOLAR experiment suggests that such a conclusion may well be true.

Impact of VOLAR on Actual Reenlistees and Separatees

Finally, in order to assess the attitudes toward VOLAR actions and to estimate the impact of VOLAR actions on the decision to reenlist or to leave the Army, structured interviews were administered to randomly selected

TABLE 18

Satisfaction with Fort Benning

		Percentage Responding: 1	2	3	Mean Response
First Tour Enlisted	NOV 70	36.3	45.7	18.0	1.82
First Tour Enlisted	JUN 71	52.6	35.4	12.0	1.59
First Tour Enlisted	NOV 71	54.0	37.3	8.6	1.34
Extended Tour Enlisted	NOV 70	32.2	49.2	18.6	1.86
Extended Tour Enlisted	JUN 71	40.9	45.6	13.5	1.73
Extended Tour Enlisted	NOV 71	46.3	40.6	13.1	1.67
First Tour Officer	NOV 70	46.5	42.8	10.7	1.64
First Tour Officer	JUN 71	46.5	46.5	7.1	1.61
First Tour Officer	NOV 71	50.0	42.6	7.4	1.58
Extended Tour Officer	NOV 70	53.4	38.8	7.8	1.54
Extended Tour Officer	JUN 71	57.0	36.0	7.0	1.55
Extended Tour Officer	NOV 71	62.6	33.0	4.4	1.42

Compared to other Army posts within the United States, where I have been assigned, this post is:

1. One of the best.
2. About average.
3. One of the worst.
4. I have served at no other post.

NOTE: Low score is desirable.

persons, who either reenlisted or were going to separate from the Army. Interviewees were selected by the last two digits of their social security account number from a sample pool created by the following criteria:

1. Reenlistees - Of the personnel reenlisting or extending for two years or more, only those who reenlisted or extended during the week prior to the scheduled interview were sampled.

2. Separatees - Of the people separating, only those whose ETS date was the week following the scheduled interview and who were eligible for reenlistment were sampled.

A team of four trained interviewers traveled to each major command once a week to administer the interviews. The data to be discussed were collected from early September through late November 1971.

The response distributions of the four groups (Reenlistees, E2-E5 and E6-E8; Separatees, E2-E5 and E6-E8) to the following question are shown in Table 19. The first-tour group's responses are illustrated in Figure 6:

How do you feel that Project VOLAR, after fully implemented, will affect the Army?
1. Much better as a career.
2. A little better as a career.
3. No change as a career.
4. Worse as a career.

TABLE 19

How do you feel that Project VOLAR, after fully implemented, will affect the Army?

	Much Better 1		Little Better 2		No Change 3		Worse 4		Mean Response
	N	%	N	%	N	%	N	%	
Reenlistees									
E2-E5	14	63.6	7	31.8	0	0	1	4.55	1.45
E6-E8	24	52.2	18	39.1	3	6.5	1	2.17	1.59
Separatees									
E2-E5	39	33.9	48	41.7	22	19.1	6	5.22	1.96
E6-E8	0	0	0	0	1	100.0	0	0	3.00

The comparison of primary concern is between the first-tour reenlistment (E2-E5) and the first-tour separatee (E2-F5) groups. A two by

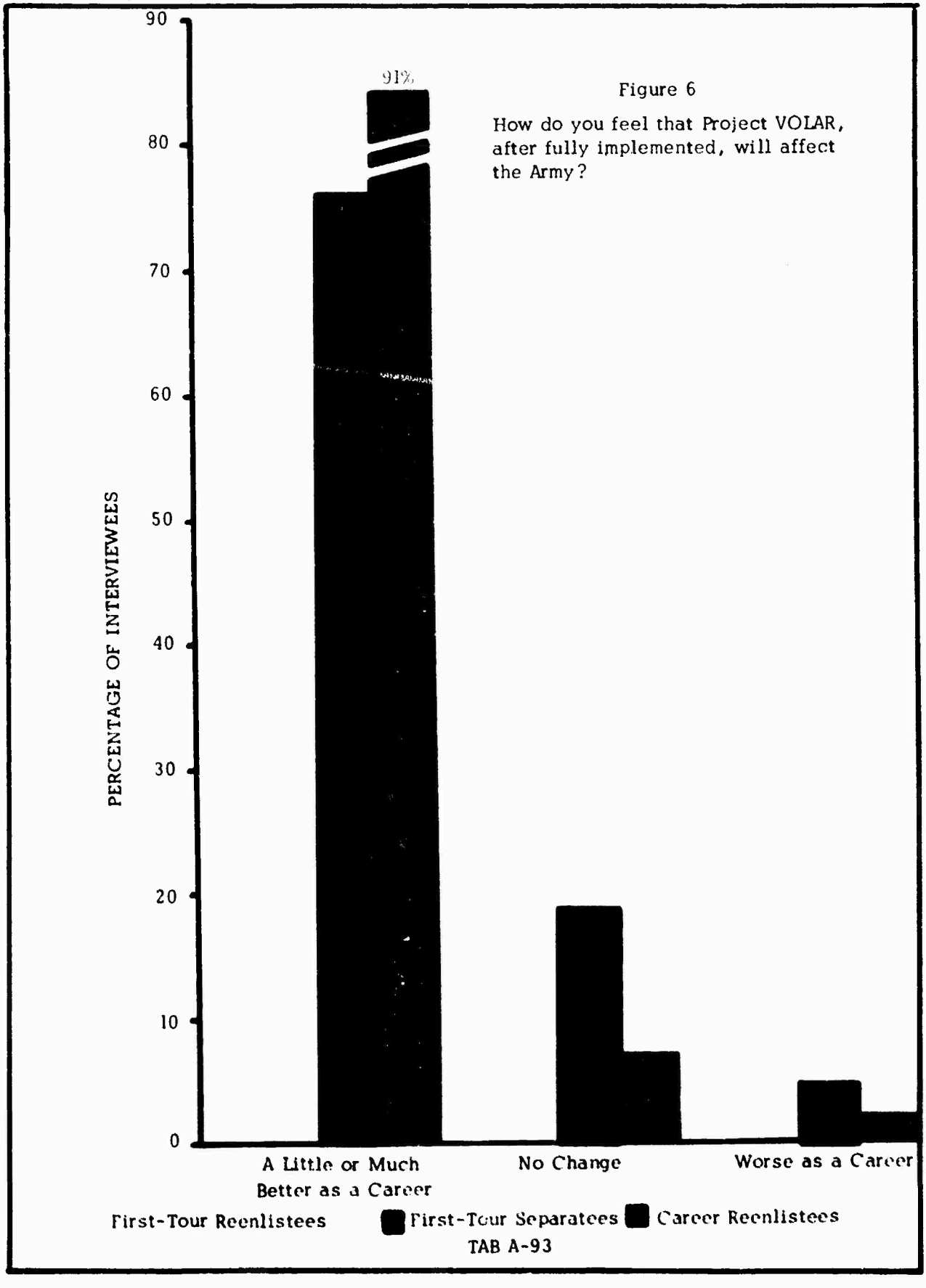


Figure 6

How do you feel that Project VOLAR, after fully implemented, will affect the Army?

TAB A-93

two chi-square (Much better and Little Better versus No Change and Worse) showed that these two response distributions were significantly different ($p < .05$), with the reenlisted group feeling more strongly that the Army will be better as a career after VOLAR is fully implemented.

Another comparison of interest was between first-tour separatees and first-tour reenlistees in response to the following question:

How has life been at Fort Benning since Project VOLAR?
1. A lot less irritating.
2. A little less irritating.
3. No change.
4. More irritating.

The response distributions for all four groups are shown in Table 20 and illustrated in Figure 7 for the first-tour groups.

TABLE 20

How has life been at Fort Benning since Project VOLAR?

	Lot Less Irritating 1		Little Less Irritating 2		No Change 3		More Irritating 4		Mean Response
Reenlistees	N	%	N	%	N	%	N	%	
E2-E5	11	50.0	10	45.5	0	0	1	4.6	1.59
E6-E8	14	30.4	15	32.6	8	17.4	8	17.4	2.22
Separatees									
E2-E5	29	25.2	49	42.6	23	20.0	13	11.3	2.18
E6-E8	0	0	0	0	1	100.0	0	0	3.00

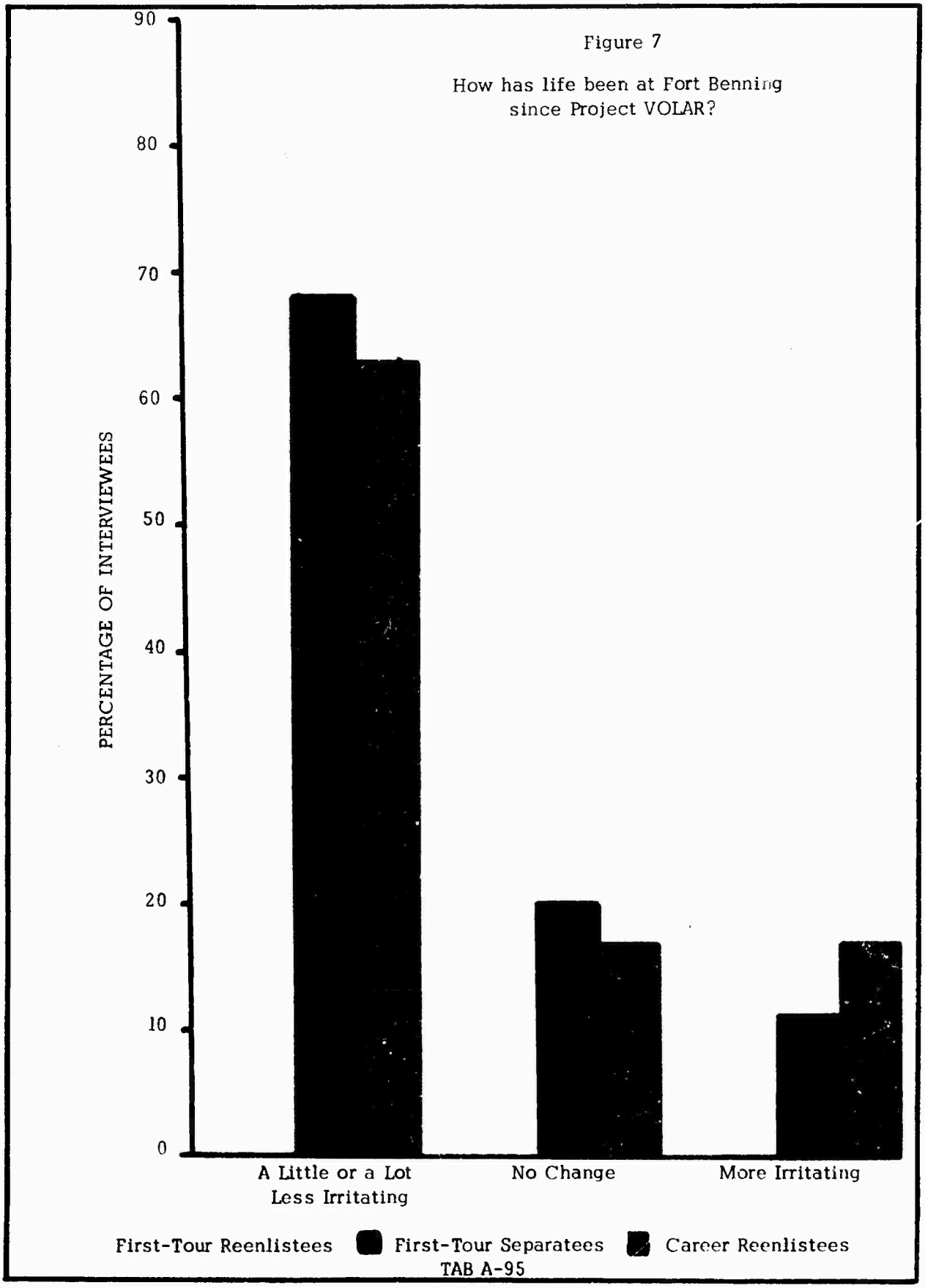
Again, a two by two chi-square showed that these two response distributions were significantly ($p < .01$) different, with the reenlisted group feeling more strongly that VOLAR has made Army life at Fort Benning less irritating.

A final comparison of interest was on the following question:

What influence did Project VOLAR have on your decision (to reenlist or leave the Army)?
1. Strong influence to stay.
2. Some influence to stay.
3. No influence.
4. Some influence to leave.
5. Strong influence to leave.

Figure 7

How has life been at Fort Benning since Project VOLAR?



The response distributions for all four groups are shown in Table 21 and illustrated in Figure 8 for the first-tour groups.

TABLE 21

What influence did Project VOLAR have on your decision (to reenlist or leave the Army)?

	Strong Influence To Stay 1		Some Influence To Stay 2		No Influence 3		Some Influence To Leave 4		Strong Influence To Leave 5		Mean Response
	N	%	N	%	N	%	N	%	N	%	
Reenlistees											
E2-E5	6	27.3	7	31.8	7	31.8	0	0	2	9.1	2.32
E6-E8	5	10.9	6	13.0	33	71.7	1	2.2	1	2.2	2.72
Separatees											
E2-E5	4	3.5	20	17.4	80	69.6	6	5.2	4	3.5	2.88
E6-E8	0	0	0	0	0	0	1	100.0	0	0	4.00

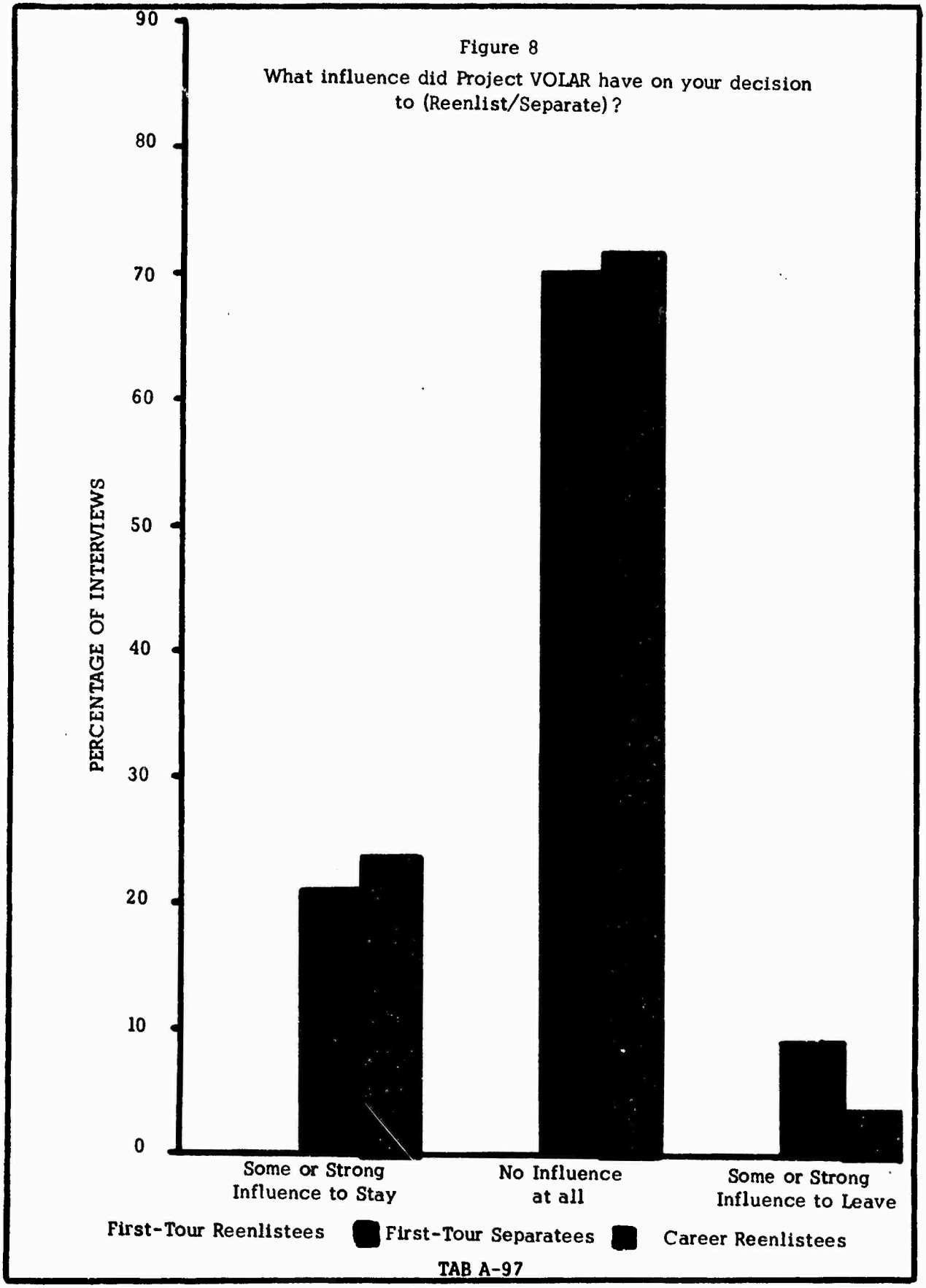
As before, a two by two chi-square was done to test the difference between the first-tour groups. This test showed that significantly more ($p < .001$) of the first-tour reenlistee group felt that VOLAR had a significant influence on their decision to stay in the Army, though 21% of the separatees reported that VOLAR had had at least some influence for them.

These data show the most direct effect of VOLAR actions at Fort Benning on the career intentions of first-tour enlisted groups. As can be seen from the last item discussion, respondees who are reenlisting feel strongly that VOLAR had either a strong or some influence on their decision to stay in the Army. As would be expected, the E6-E8 reenlistee group showed a less strong influence of VOLAR on their decision. This group has already been committed to a career in the Army and with their investment would probably stay for at least twenty years regardless of what new programs were implemented within the Army.

Examination of the responses of these four groups to these three questions shows, overall, that lower-ranking reenlistees are much more favorably disposed to VOLAR than lower-ranking separatees, reporting more frequently that VOLAR influenced their decision to stay in the Army, that life has been less irritating since VOLAR was initiated, and that the Army will be positively influenced by VOLAR. It is interesting that some separatees reacted favorably to all three of these questions. This suggests that VOLAR may indeed have had an influence with this group, but not enough to balance other factors in favor of an eventual decision to reenlist. As might have been expected, VOLAR seemed to have relatively less influence on the more senior groups.

Figure 8

What influence did Project VOLAR have on your decision to (Reenlist/Separate)?



TAB A-97

The Contribution of VOLAR to Modern Volunteer Army Goals

This evaluation report, to this point, has concerned itself primarily with reporting changes in soldiers' attitudes toward the Army in general, toward a career in the Army, and toward the objectives of specific VOLAR actions. However, one more element is needed to make the evaluation meaningful for the assessment of the value of Project VOLAR to the Army in meeting its long-range goal of decreased reliance on the draft. That would be some assessment of the impact VOLAR has had in terms of the actual number of reenlistments VOLAR actions have produced.

Unfortunately, data do not exist from which this kind of information can be produced, for two reasons. The first is the lack of a control post, at which no VOLAR actions have been implemented, which would provide some index of the impact of Army-wide non-VOLAR actions on reenlistments (as well as non-Army factors such as the general state of the economy). The second reason is that each reenlistment decision is a personal matter in which the individual weighs many factors in reaching his final decision. (This is demonstrated by the fact that 21% of the lower-ranking separatees felt that VOLAR had had some effect on their decisions - yet these decisions were nonetheless to separate).

However, while definitive answers cannot be provided to the question of the contribution of VOLAR in meeting Modern Volunteer Army goals, it is possible nonetheless to make a crude logical estimate of the possible contribution VOLAR has made. This estimate can be made from two sources, the comparison of responses of reenlistee/separatee groups in the last item above, and the reenlistment experience for Fort Benning during CY 1971 in comparison with the same experience during CY 1970.

If the responses of the lower-ranking groups to the question shown in Table 21 are re-examined, it can be seen that 24 separatees, from the total group of 114 separatees, reported that VOLAR had had some influence on their decisions to reenlist or leave the Army. If it can be assumed that these individuals are all reporting favorable sentiment toward VOLAR (i.e., that they are not saying that VOLAR influenced them to leave), then it is reasonable to conclude that this is a fair estimate of the percentage of individuals in the total sample who report favorable influence from VOLAR, but were not in fact favorably influenced. (This could occur because of response biases, a desire to please by giving desirable responses, or perhaps "real" factors such as a genuinely favorable response to VOLAR which is outweighed by other factors.)

Examination of the reenlistee group shows that 13/22 or 59% of reenlistees reported a favorable VOLAR influence on their decisions to stay in the Army. If it can be assumed that the same percentage of this group responded favorably for extraneous reasons as did separatees (21%)

then the following adjustment should yield the percentage of reenlistees who perhaps were actually favorably influenced to stay in the Army by VOLAR:

$$\frac{13 - (.21)X(22)}{22} = \text{Percentage of reenlistees actually influenced by VOLAR}$$

This computation suggests that perhaps 38% of actual reenlistees in the sample studied were actually influenced by VOLAR. A further computation (division of the numerator of the above fraction by the total persons studied, 136) suggests that perhaps 6% of the total sample of first-tour enlisted was actually influenced by VOLAR to reenlist. These outcomes must, of course, be interpreted with extreme caution. In the first place, the total sample sizes are small, and these numbers may well be in error because of sampling error. Further, these outcomes are valid by inference only, i.e., there is no direct proof that 38% of even these reenlistees were the result of VOLAR influence. However, lacking a control post, data from these two groups of first-tour soldiers may be the best available measure of the extent of VOLAR influence on reenlistment behavior. With the above cautions, this measure suggests that if VOLAR were implemented Army-wide with the same effectiveness as it has been implemented at Fort Benning, perhaps as many as 6% of Army first-tour soldiers eligible for reenlistment would be influenced to stay in the Army when they otherwise would not have.

Discussion

Analysis of the impact of VOLAR actions produced results that seem to be in conflict at some points. Attitudes of both officers and soldiers toward specific VOLAR actions in the comparison of data from November 1970 to November 1971 showed a massive positive impact. The attitudinal data toward VOLAR actions for officers and soldiers in the comparison from June and August to November 1971 also showed a very large positive impact although this comparison contained fewer significant positive changes and a number of significant negative changes. This may indicate erosion in the effects of some of the VOLAR actions or unidentified additional factors influencing attitudes at the later measurement periods.

The analysis of career intentions showed a highly significant positive change in the first-tour enlisted group both from November 1970 and from June to November 1971. Although first-tour officers and extended-tour soldiers also showed positive changes in career intentions these changes did not achieve statistical significance. The extended-tour officer group has remained remarkably stable over the three comparison periods on career intentions. While it is not possible to state conclusively that VOLAR has been responsible for these positive changes in expressed career intentions over the entire time period (because of lack of a control post for comparison purposes after June 1971), the fact that these changes did not occur at the control post up to June 1971 is strongly suggestive that VOLAR is at least a major and significant factor.

The mean reenlistment rate per one thousand enlisted men in CY 1971 was greater than in CY 1970 at Fort Benning. This increase did not achieve statistical significance. However, this may very well have been the result of the more stringent reenlistment criterion established in August 1971. This possibility is suggested by the fact that there has been an increase in the reenlistment rate during the later months of CY 1971, which appear to be a recovery from the lowest rate experienced following the new criterion. Whether this increase will result in actual increased reenlistments during FY 72 (the current "year" of VOLAR evaluation) is impossible to predict at this time. The nearly significant positive change observed in expressed career intentions for first-tour officers was reflected in significant positive changes from CY 1970 to CY 1971 in OBV officers requesting extensions and in those requesting an RA appointment.

In the present analysis, the four general attitude areas identified in the first VOLAR evaluation were found to continue to reflect general needs among the primary VOLAR target groups. These areas were (1) ego involvement with the Army and its missions, (2) inequities between the rewards and demands of Army Service, (3) the level of security, both material and psychological, found in the Army, and (4) attitudes toward the quality of leadership provided by the Army. In the present analysis, security and ego involvement were most strongly related to expressed career intentions; feelings of inequity and attitudes toward leadership were less strongly related to career intentions. The first-tour soldier group showed significantly positive changes over overall time comparisons on all of these four areas except ego involvement, which while positive did not achieve statistical significance. Similarily, the first-tour officer group showed significant positive changes in all areas except ego involvement, but only for the November 1970 to November 1971 comparisons. This group showed nonsignificant negative changes from June 1971 to November 1971 in all four areas, perhaps as a result of reaction by this group to the current turmoil throughout the Army brought about by reductions in force.

The significant changes found in the extended-tour soldier group were decreases feelings in ego involvement both from November 1970 to November 1971 and from June to November 1971. The extended-tour soldier group also showed significant positive changes in reduction of inequities from November 1970 to November 1971. Finally, the extended-tour officer group showed significant negative changes in ego involvement, attitudes toward inequities, and security from June to November 1971, and in ego involvement from November 1970 to November 1971. They showed a nonsignificant positive change in reduction of inequities in the November 1970 to November 1971 comparison. These negative changes for extended-tour officers are probably a result of the reduction in force that was threatening at the time of the November 1971 survey. One disconcerting observation in an otherwise highly positive picture is the recent (June

to November 1971) negative changes in these four areas among first-tour officers and both of the extended-tour groups. The overall massive positive change in areas toward which specific VOLAR actions have been directed, among all groups, lends support to the belief that the VOLAR program at Fort Benning is not responsible for these negative changes in general attitudes toward the Army. It consequently is quite possible that these negative changes will be reversed once the size of the Army stablilizes.

The present evaluation report primarily concerns the effect of VOLAR at Fort Benning. However, it is legitimate also to be concerned with the effects of VOLAR as an Army-wide program, and the present results bear, though in a highly indirect manner, on that question. As has been noted earlier, it is not possible to estimate in any precise manner at all just how much impact VOLAR alone has had at Fort Benning. Lacking a control post for comparison purposes, any changes found in any key indicators at Fort Benning during the last half of CY 1971 could have occurred as a result of either VOLAR actions or non-VOLAR factors, or any combination of both. Within these limitations, however, study of the responses of a sample of 136 first-tour reenlistees and reenlistment-eligible separatees (22 and 114, respectively) indicates that perhaps as many as 6% of the total group may have been influenced to reenlist by VOLAR actions. It probably is not legitimate to conclude that, if VOLAR were implemented Army-wide with the same effectiveness as at Fort Benning, reenlistments would then increase by 6%. However, there is some logic for the conclusion that this might be a reasonable order of magnitude estimate.

From the results presented earlier, it is apparent that the area most in need of future attention at Fort Benning is that concerned with the ego involvement of the soldier with the Army and its missions. This general attitude area correlates quite strongly with career intentions, and is an area in which local action can take place, though probably only with substantial difficulty.

It much be concluded that during the period of the VOLAR experiment at Fort Benning, there have been massive positive changes in the attitudes of first-tour personnel, the primary target groups of VOLAR actions. Apparently, these changes have not been accompanied by significant losses in military discipline and order, or in reduced mission capability. To say conclusively that any specific action or group of VOLAR actions have caused this change is not possible, lacking a control post. Whether these changes in attitudes will result in retentions at a rate that will permit reduced reliance on the draft is also impossible to determine at the present time. However, the circumstantial evidence that VOLAR has produced a major and significant impact at Fort Benning is now impossible to ignore. It therefore seems reasonable to conclude that VOLAR actions undertaken at Fort Benning have achieved a major success, and that VOLAR objectives can be attained.

66108 TAB A SIG 5

APPENDIX A

TAB A

OVERALL SCIENTIFIC EVALUATION, SEMI-ANNUAL EVALUATION

PROJECT VOLAR

FORT BENNING, GA

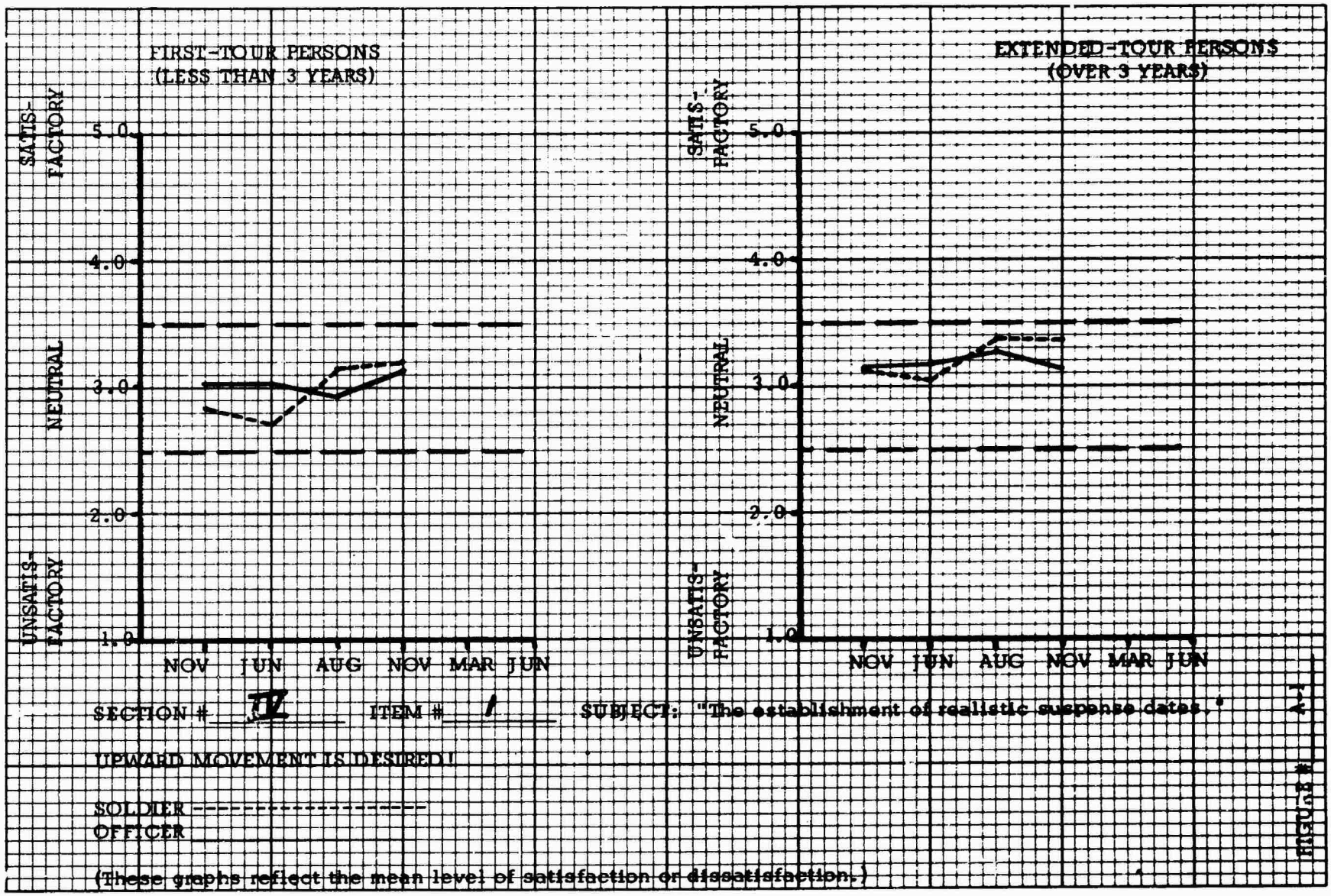
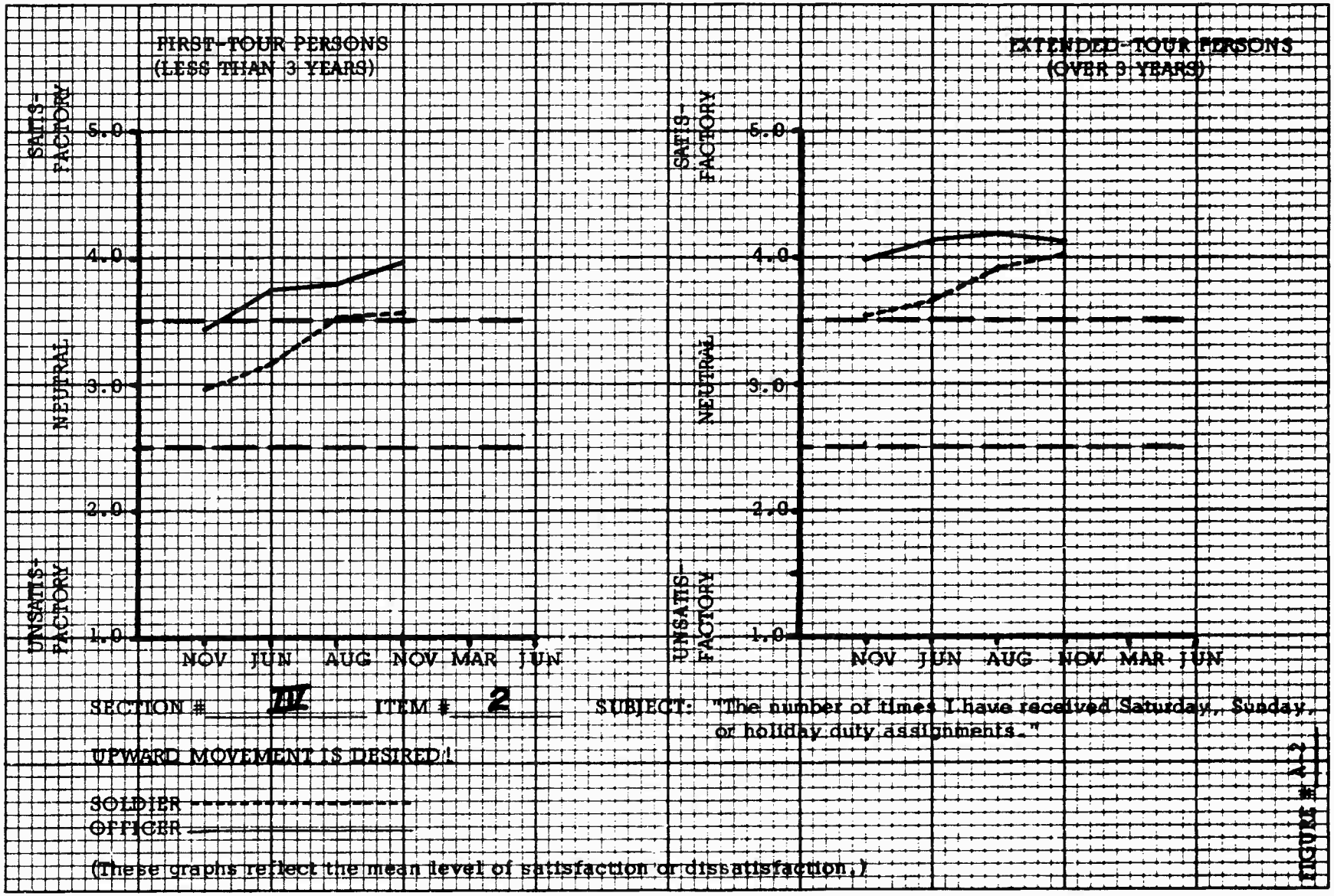

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-
FACTORY
NEUTRAL
UNSATIS-
FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
SECTION # IV ITEM # 1 SUBJECT: "The establishment of realistic suspense dates."
UPWARD MOVEMENT IS DESIRED!
SOLDIER ----------
OFFICER _____
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE #1



SECTION # III ITEM # 2 SUBJECT: "The number of times I have received Saturday, Sunday, or holiday duty assignments."

UPWARD MOVEMENT IS DESIRED!

SOLDIER ----------

OFFICER ——————

(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-2

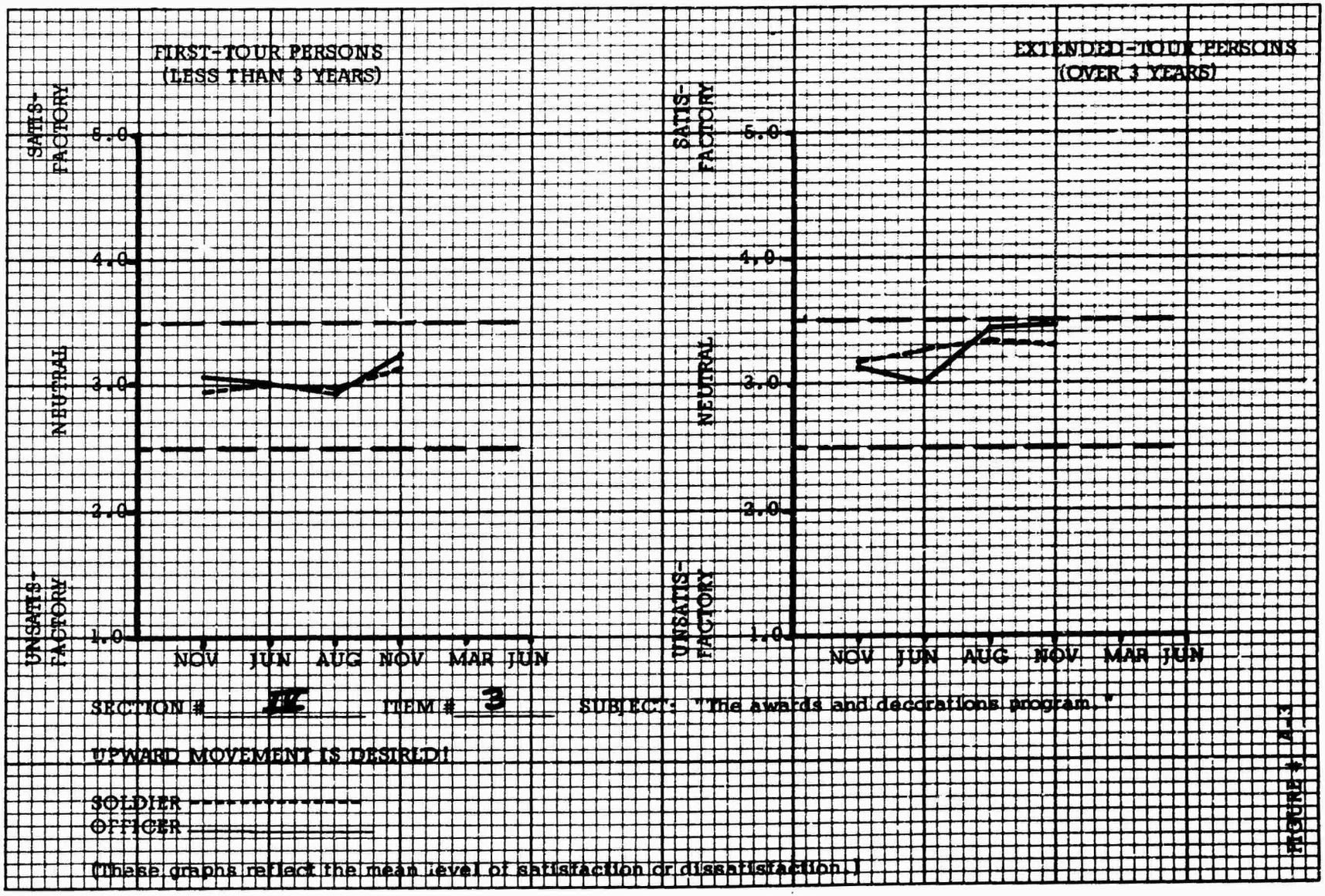

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-
FACTORY
NEUTRAL
UNSATIS-
FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # X ITEM # 3 SUBJECT: "The awards and decorations program."
UPWARD MOVEMENT IS DESIRED!
SOLDIER ----------
OFFICER ----------
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE 1, A-1

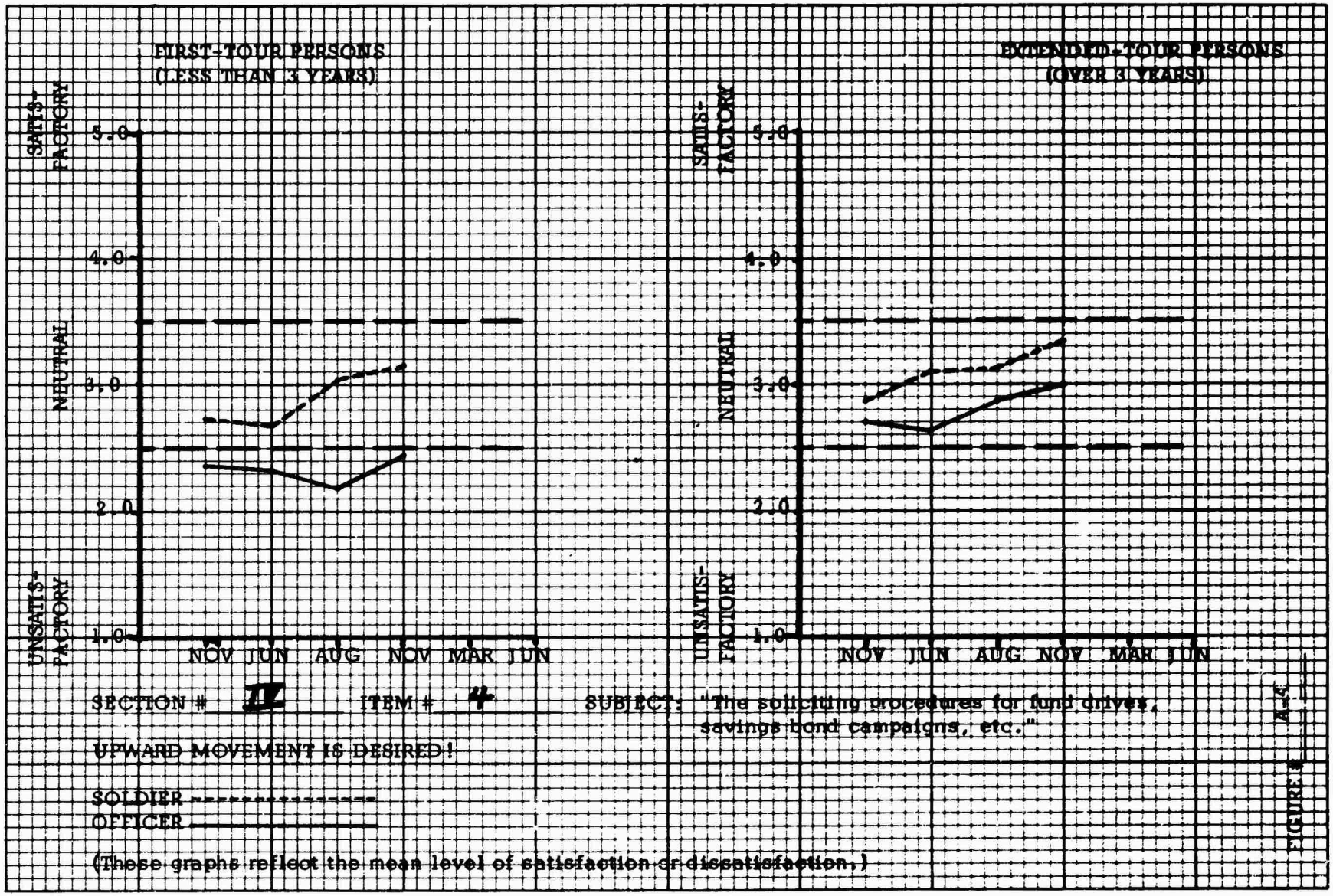
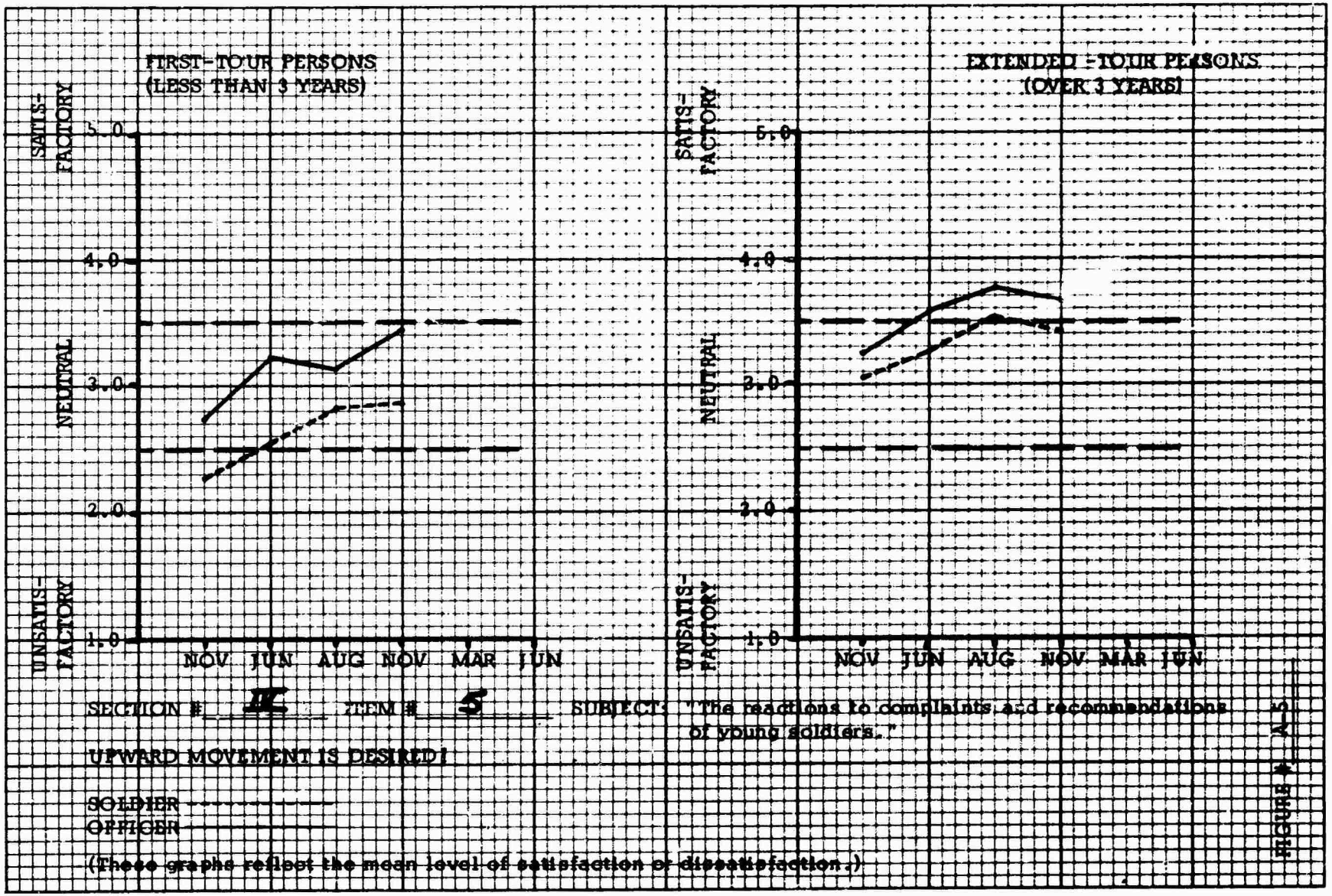
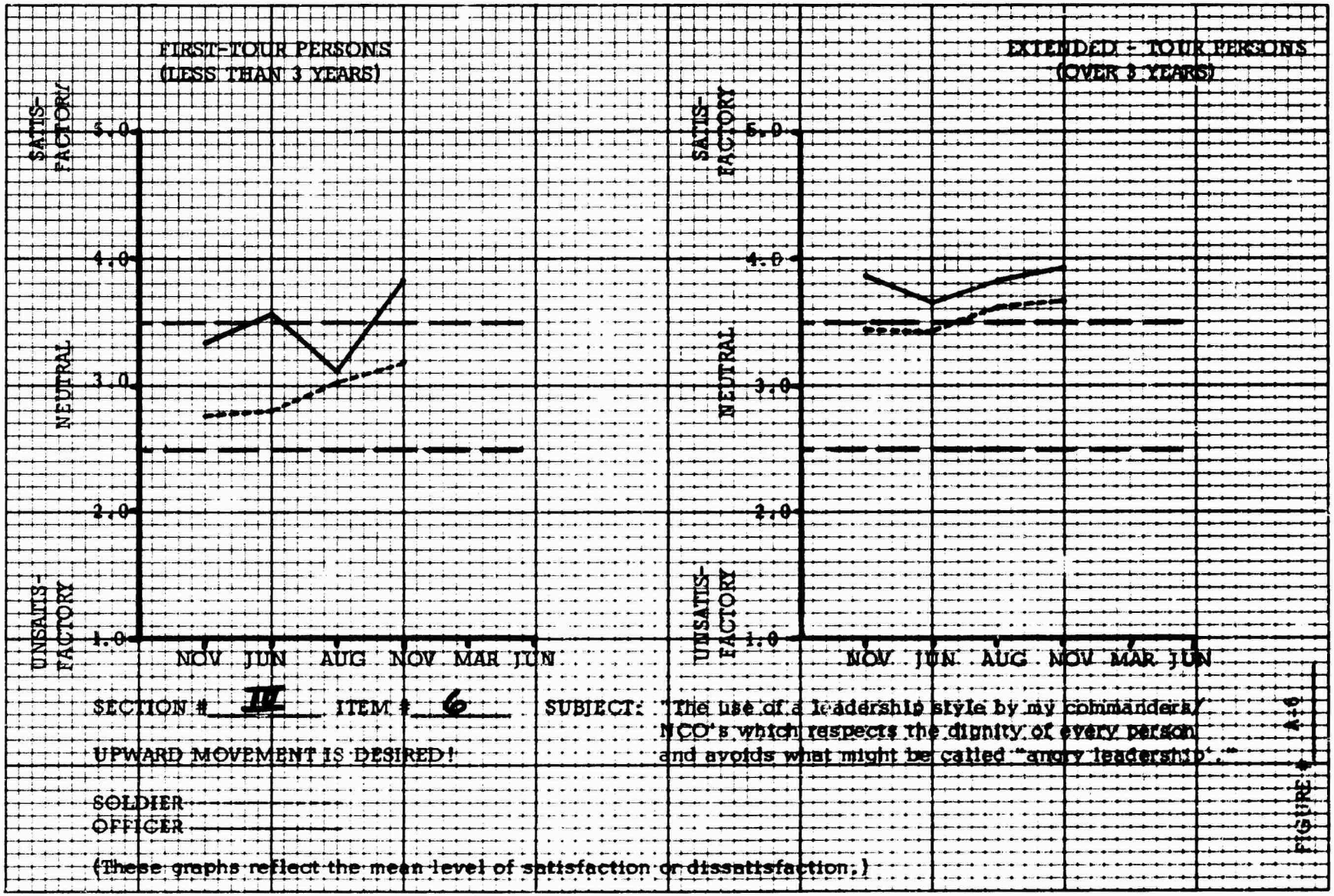
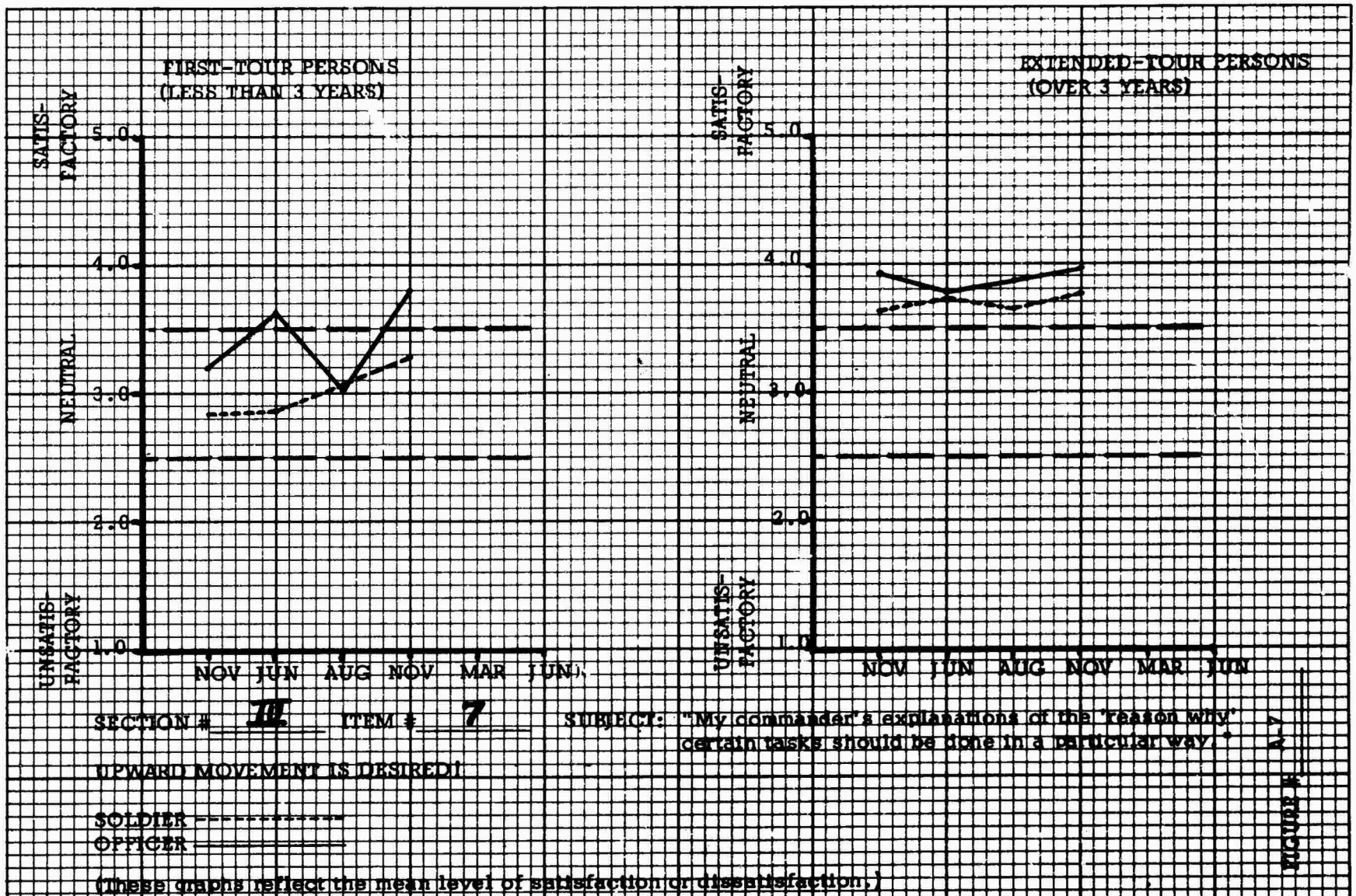

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-
FACTORY
NEUTRAL
UNSATIS-
FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
SECTION # II ITEM # 4
SUBJECT: "The soliciting procedures for fund drives, savings bond campaigns, etc."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE A-5


FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
SECTION # III ITEM # 5
SUBJECT: "The reactions to complaints and recommendations of young soldiers."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)
FIGURE # A-10


FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED - TOUR PERSONS
(OVER 3 YEARS)
SATIS-
FACTORY
5.0
4.0
NEUTRAL
3.0
2.0
UNSATIS-
FACTORY
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # III ITEM # 6
SUBJECT: "The use of a leadership style by my commanders/
NCO's which respects the dignity of every person
and avoids what might be called "angry leadership"."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)
FIGURE 4-9


FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
SECTION # III ITEM # 7
SUBJECT: "My commander's explanations of the 'reason why' certain tasks should be done in a particular way."
UPWARD MOVEMENT IS DESIRED!
SOLDIER ----------
OFFICER ----------
(These graphs reflect the mean level of satisfaction or dissatisfaction.)
FIGURE # A-7

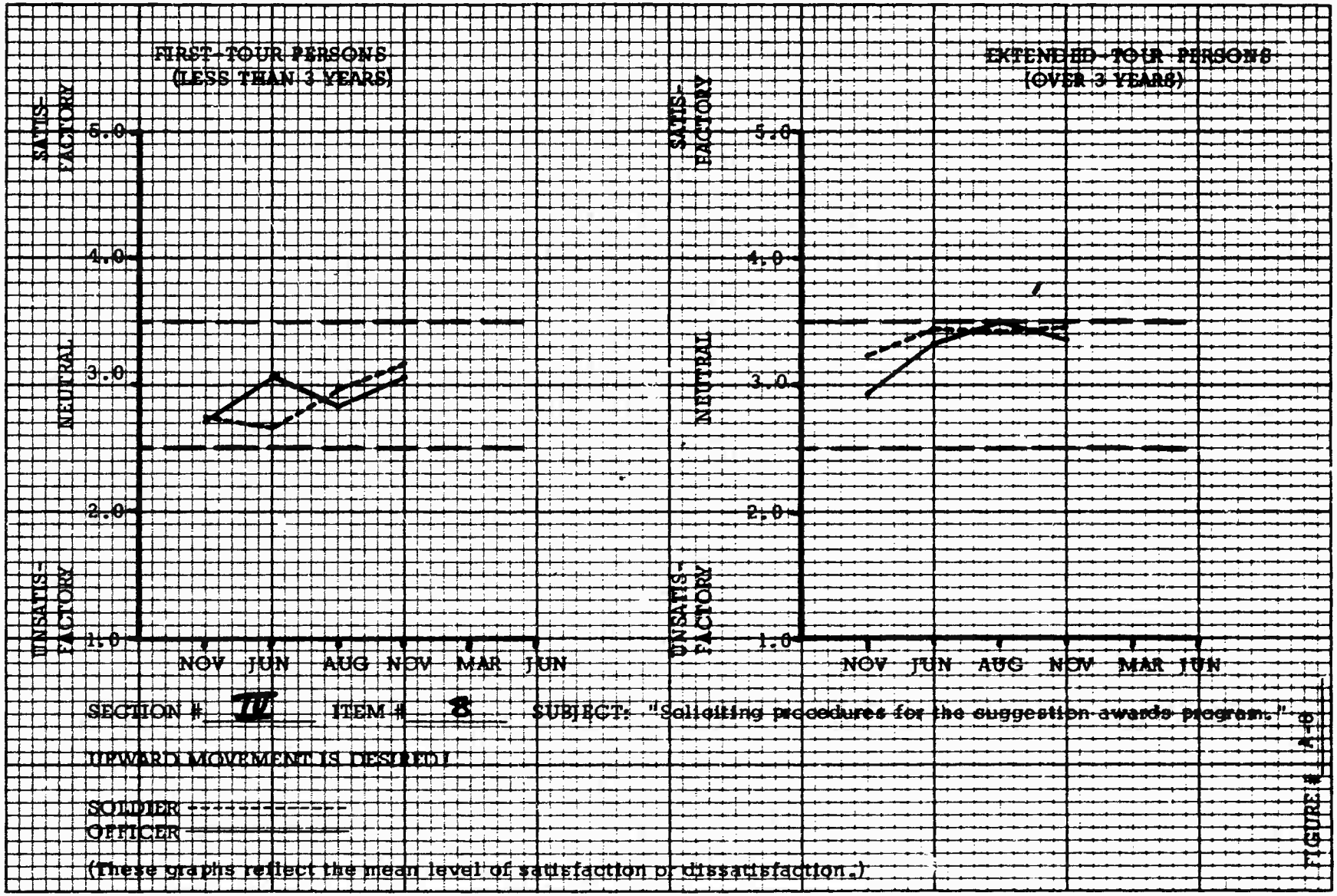
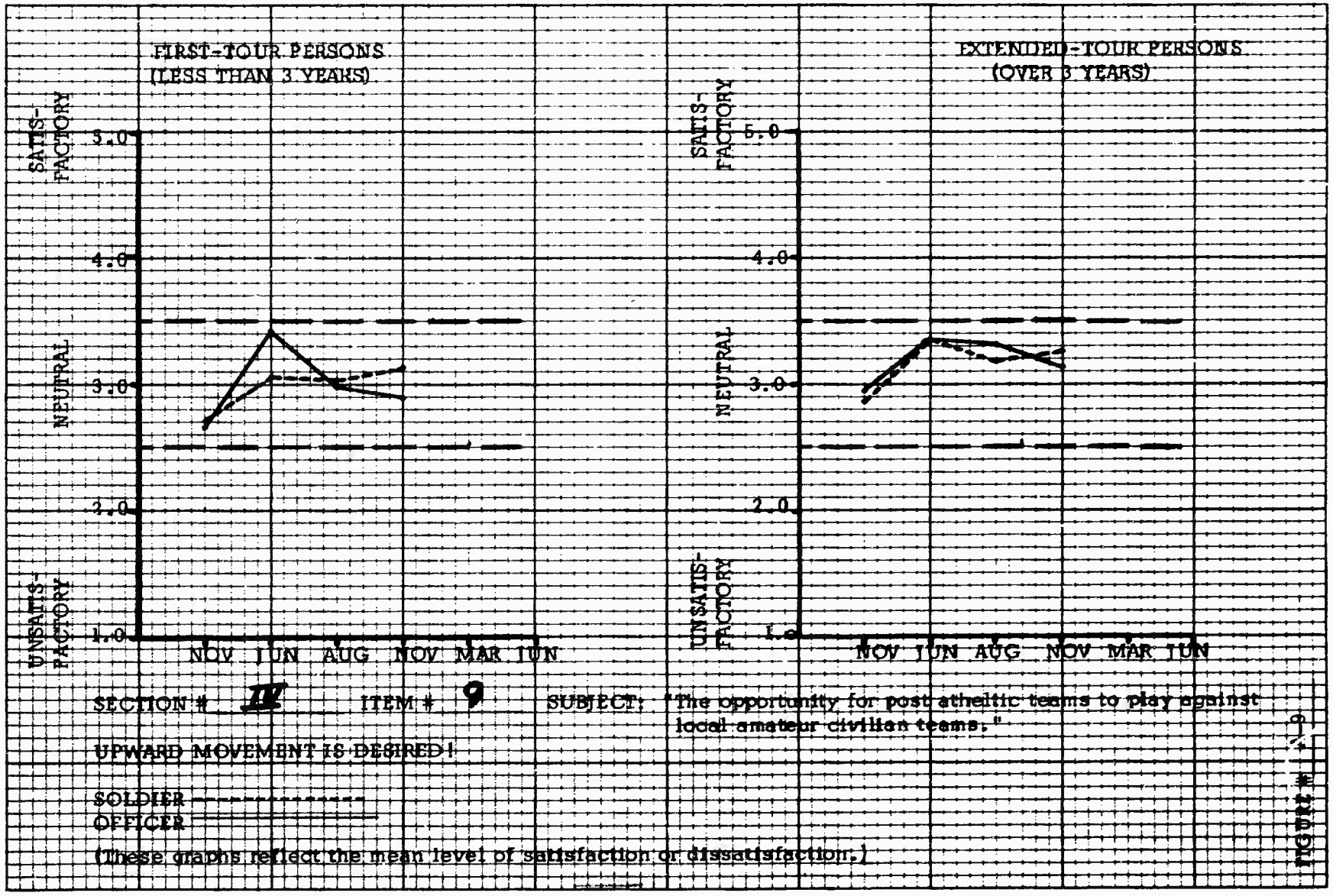

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
6.0
4.0
3.0
2.0
1.0
5.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # IV ITEM # 8 SUBJECT: "Soliciting procedures for the suggestion awards program."
(UPWARD MOVEMENT IS DESIRED)
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE 4-8


FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # IV ITEM # 9
SUBJECT: "The opportunity for post athletic teams to play against local amateur civilian teams."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)
FIGURE # 19

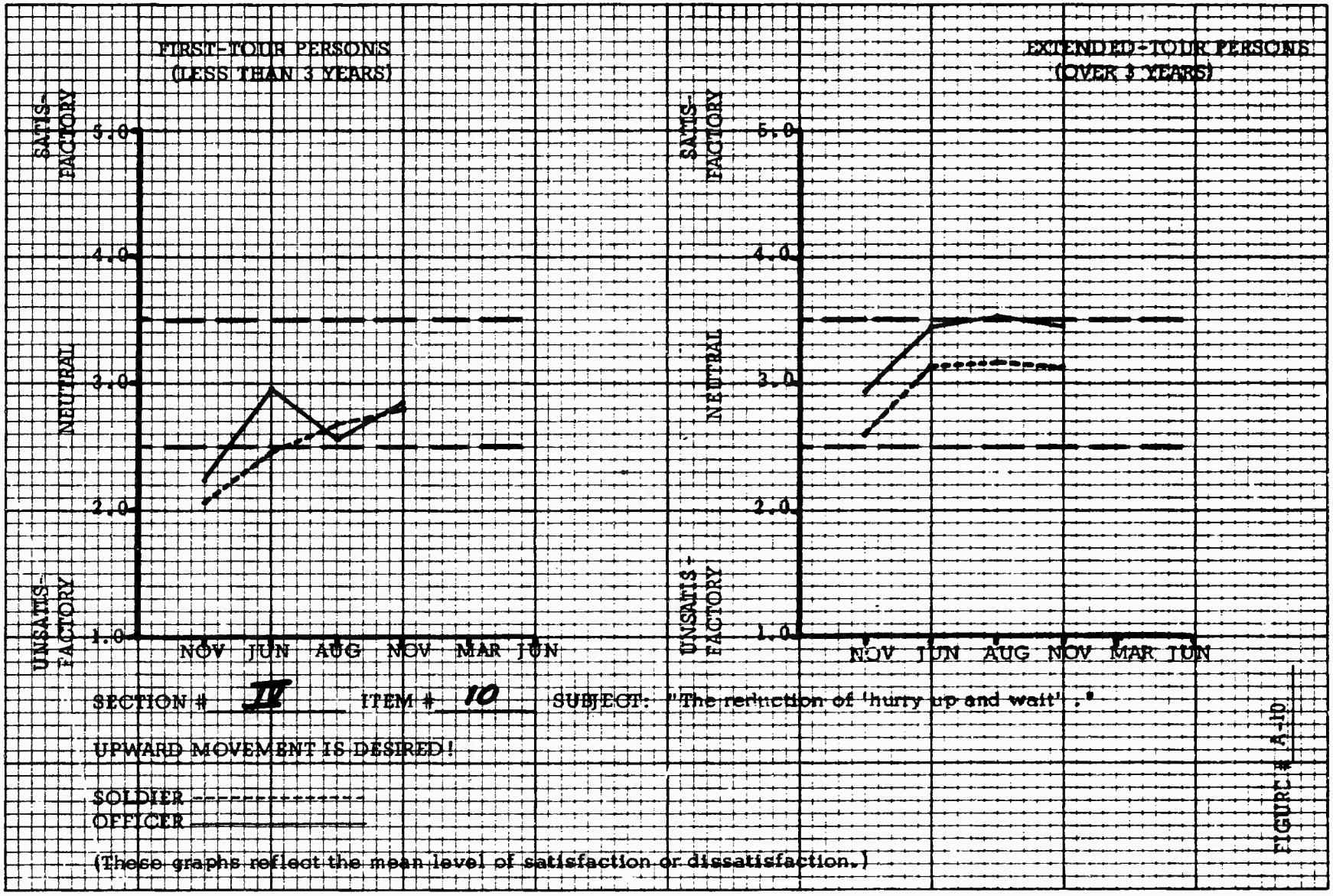
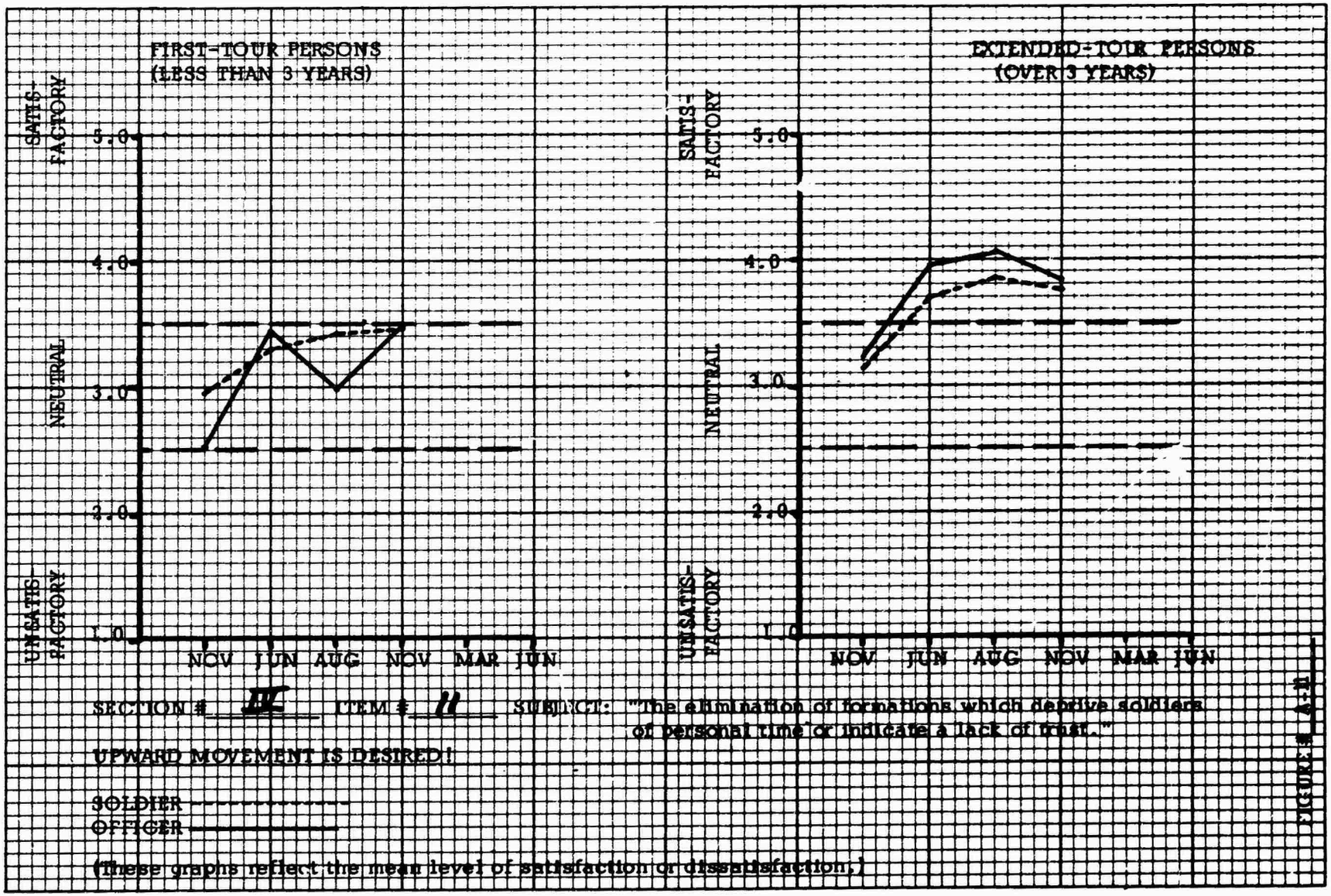

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATIS-FACTORY
5.0
4.0
NEUTRAL
3.0
2.0
UNSATIS-FACTORY
1.0
NOV JUN AUG NOV MAR JUN
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
5.0
4.0
NEUTRAL
3.0
2.0
UNSATIS-FACTORY
1.0
NOV JUN AUG NOV MAR JUN
SECTION # III ITEM # 10 SUBJECT: "The reduction of 'hurry up and wait'."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-10


FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
SECTION # III ITEM # 11 SUBJECT: "The elimination of formations which deprive soldiers of personal time or indicate a lack of trust."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)
A-11 REVISED

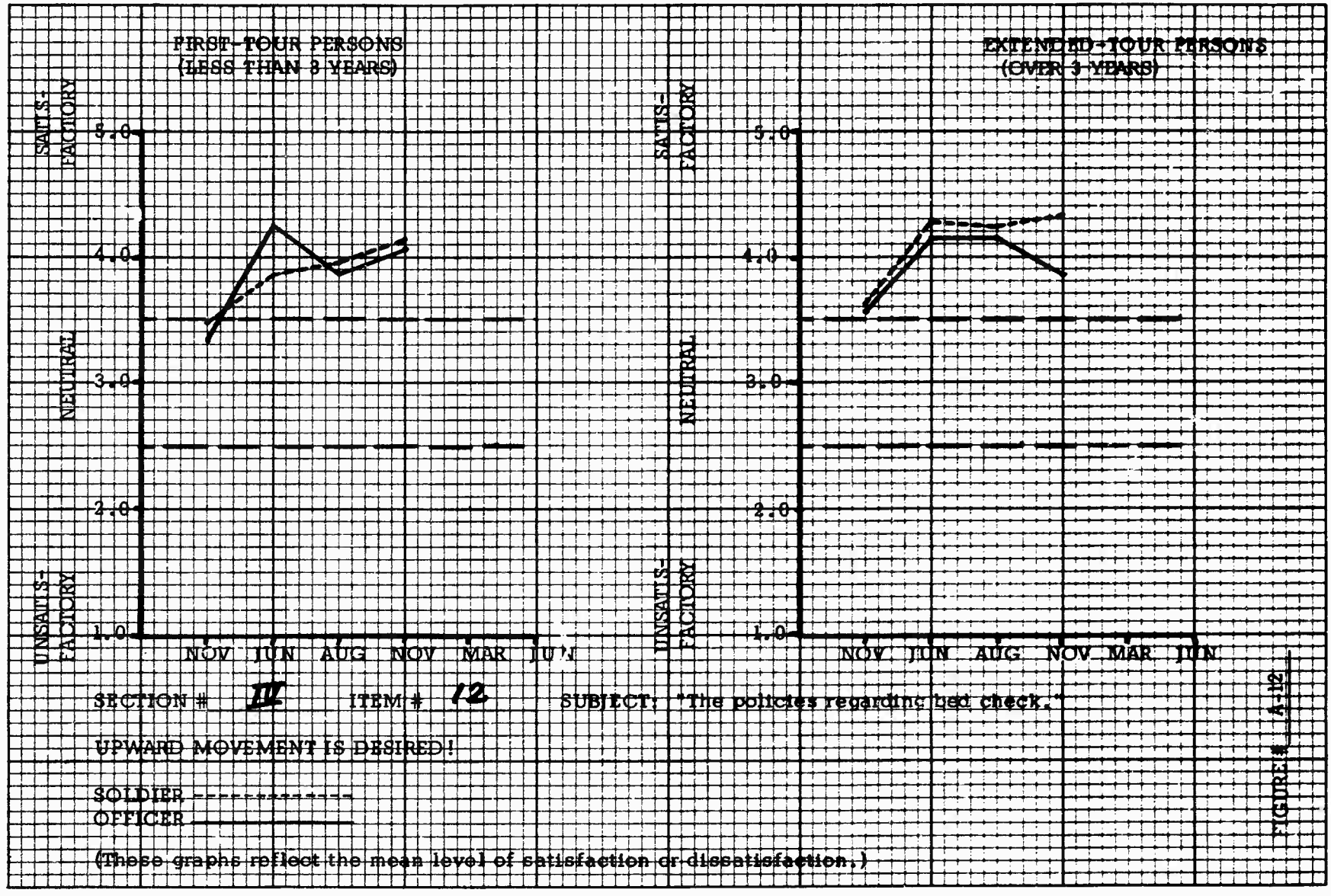

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # III ITEM # 12 SUBJECT: "The policies regarding bed check."
UPWARD MOVEMENT IS DESIRED!
SOLDIER ----------
OFFICER _____
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-12

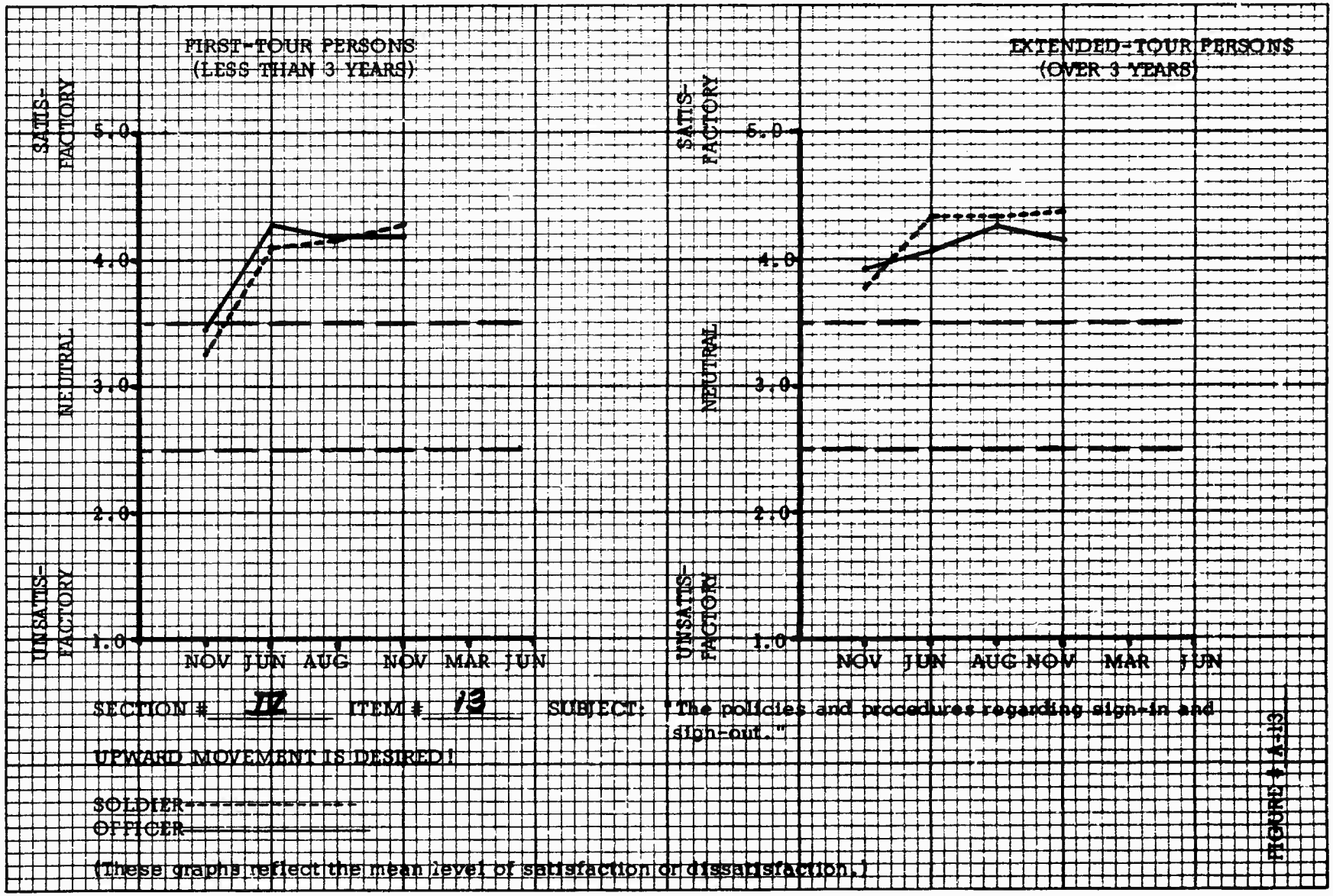

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-
FACTORY
NEUTRAL
UNSATIS-
FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # IV ITEM # 13
SUBJECT: "The policies and procedures regarding sign-in and sign-out."
UPWARD MOVEMENT IS DESIRED!
SOLDIER----------
OFFICER----------
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-13

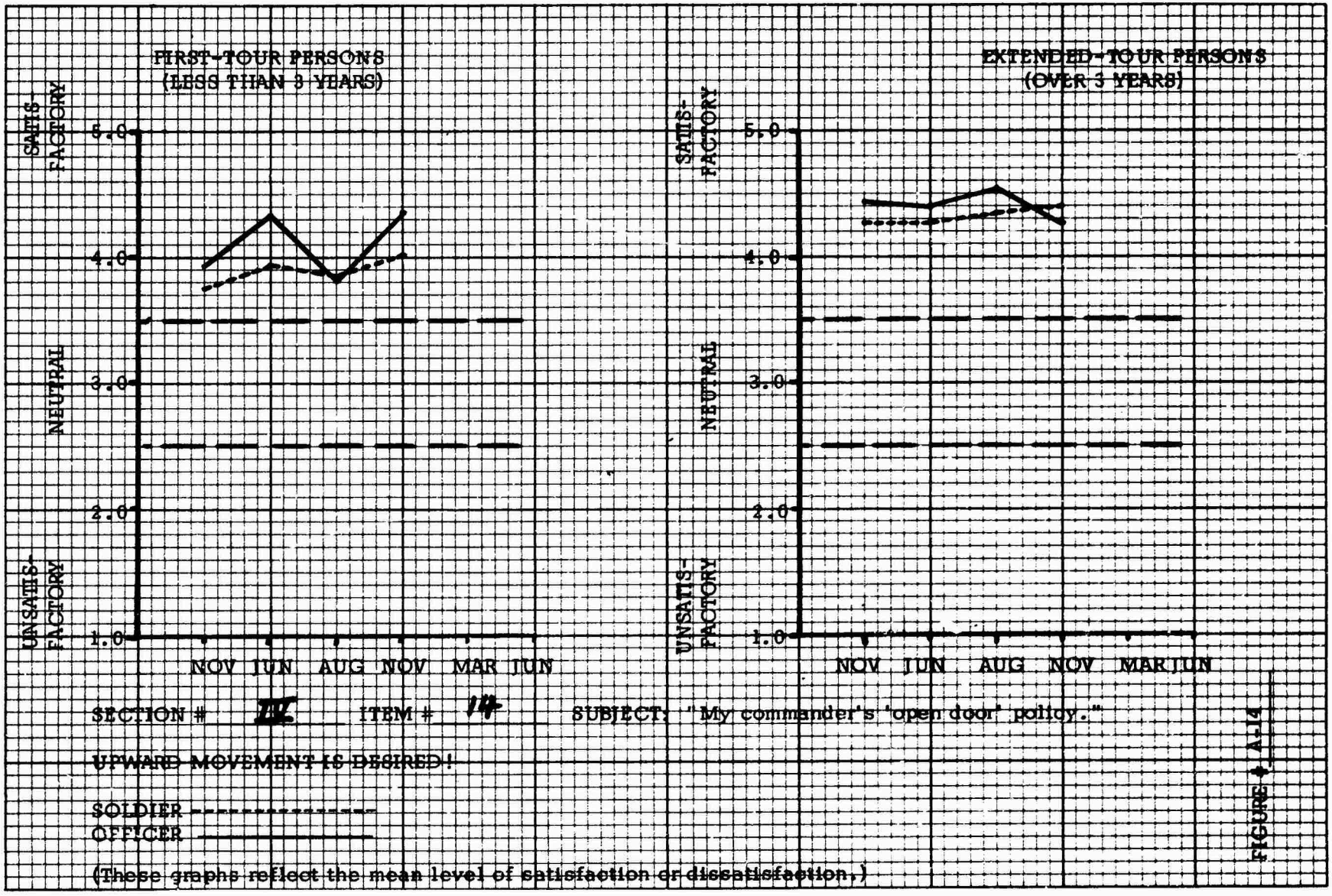

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # IV ITEM # 14 SUBJECT: "My commander's 'open door' policy."
UPWARD MOVEMENT IS DESIRED!
SOLDIER ----------
OFFICER ——————
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE 4.14

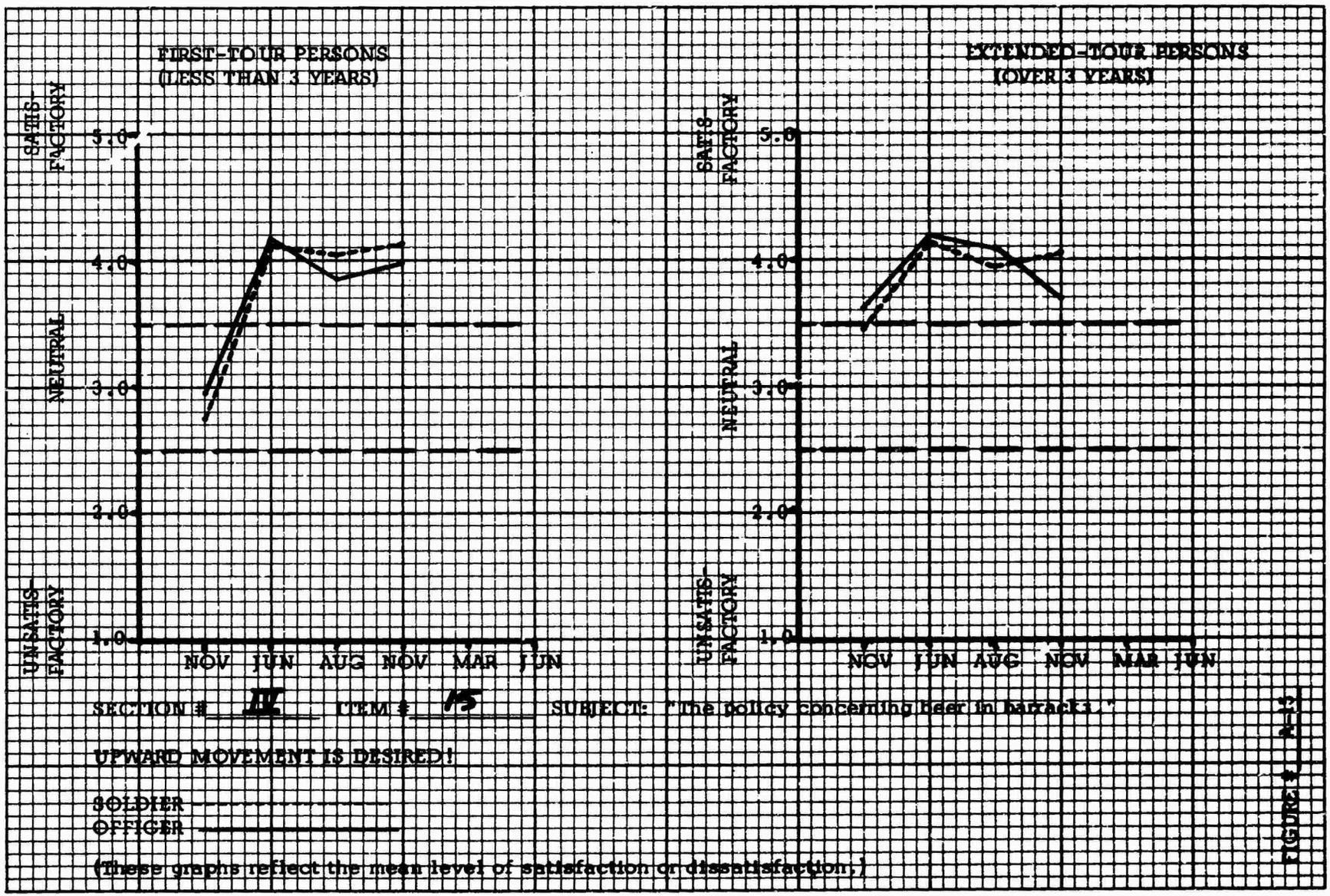
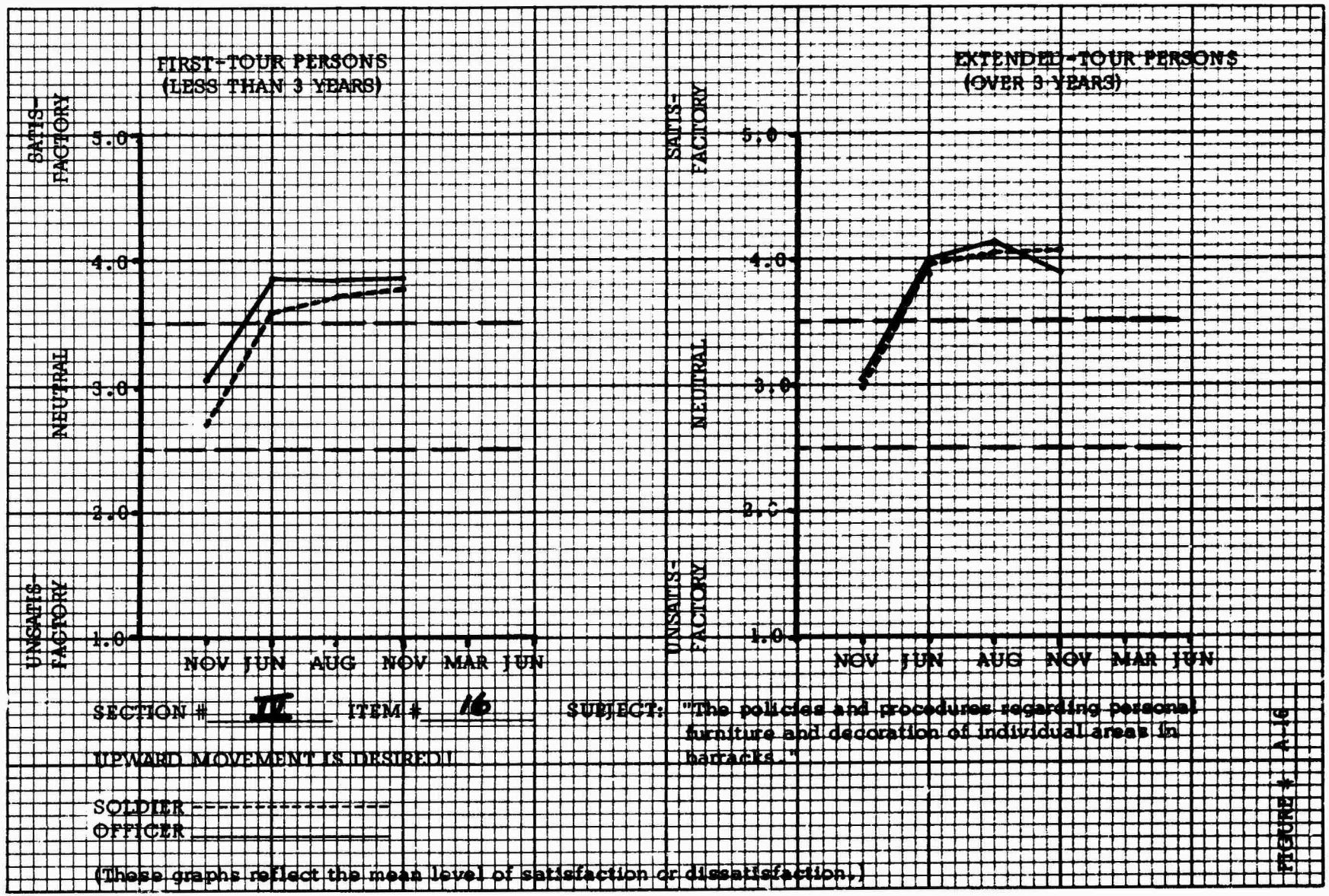
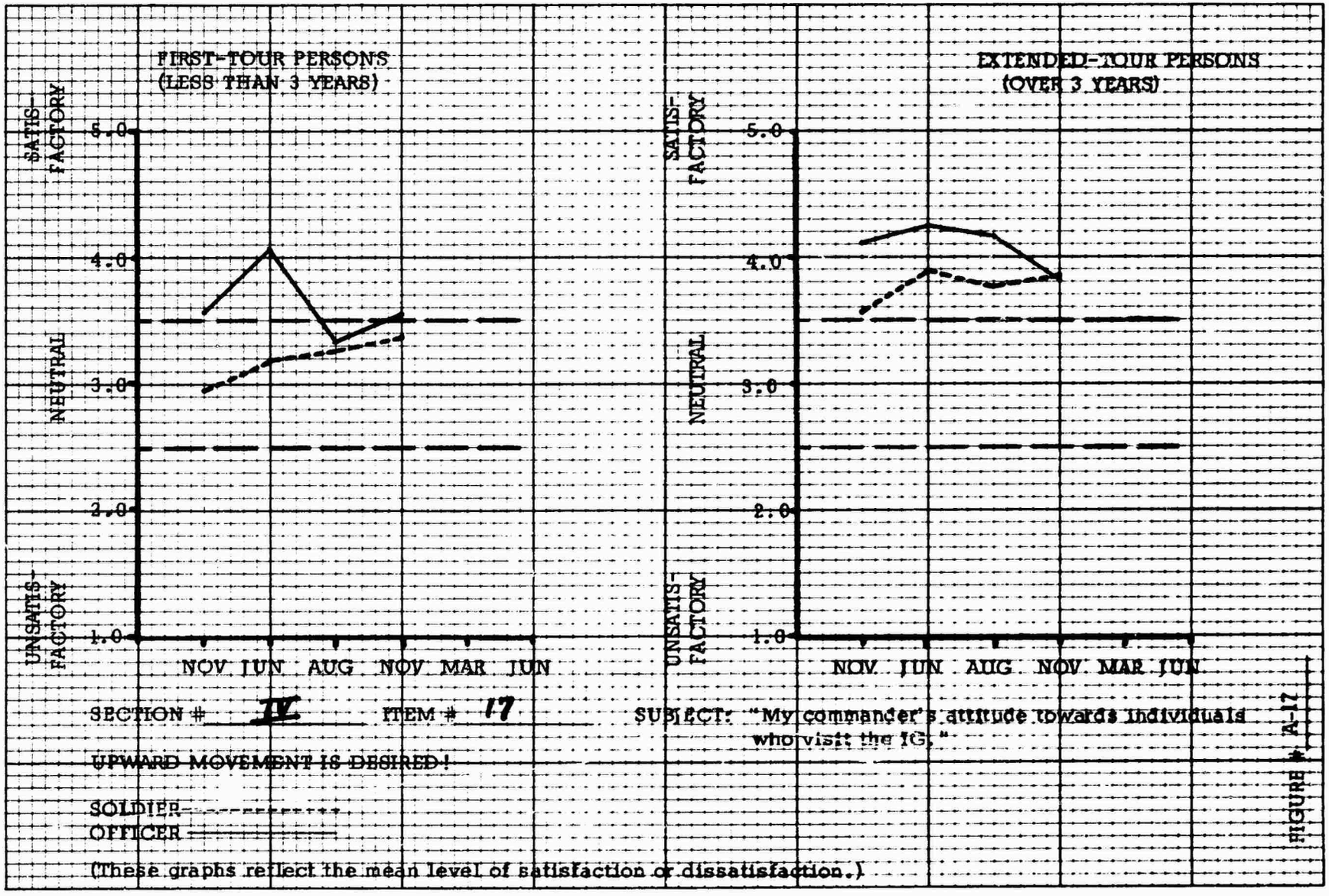

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-
FACTORY
NEUTRAL
UNSATIS-
FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
SECTION # III ITEM # 15 SUBJECT: "The policy concerning beer in barracks."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE 1 A-12


FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
SECTION # II ITEM # 16
SUBJECT: "The policies and procedures regarding personal furniture and decoration of individual areas in barracks."
UPWARD MOVEMENT IS DESIRED!!
SOLDIER ----------
OFFICER _____
(These graphs reflect the mean level of satisfaction or dissatisfaction.)
FIGURE 4.16



SECTION # IV ITEM # 17 SUBJECT: "My commander's attitude towards individuals who visit the IG."

~~UPWARD MOVEMENT IS DESIRED!~~

SOLDIER ----------

OFFICER ----------

(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-17

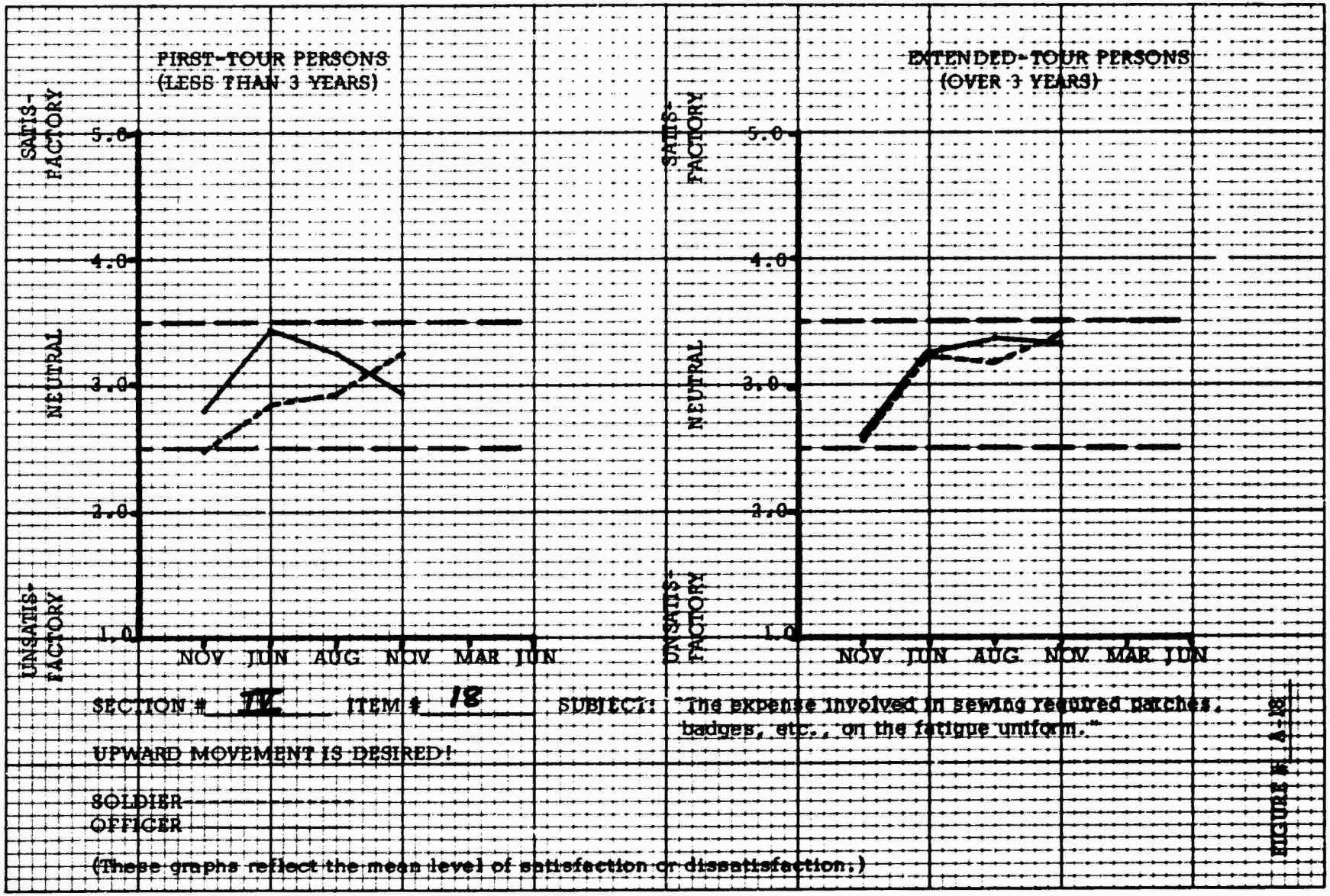

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATIS-FACTORY
5.0
4.0
NEUTRAL
3.0
2.0
UNSATIS-FACTORY
1.0
NOV JUN AUG NOV MAR JUN
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
5.0
4.0
NEUTRAL
3.0
2.0
UNSATIS-FACTORY
1.0
NOV JUN AUG NOV MAR JUN
SECTION # IV ITEM # 18
SUBJECT: "The expense involved in sewing required patches, badges, etc., on the fatigue uniform."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # 4:18

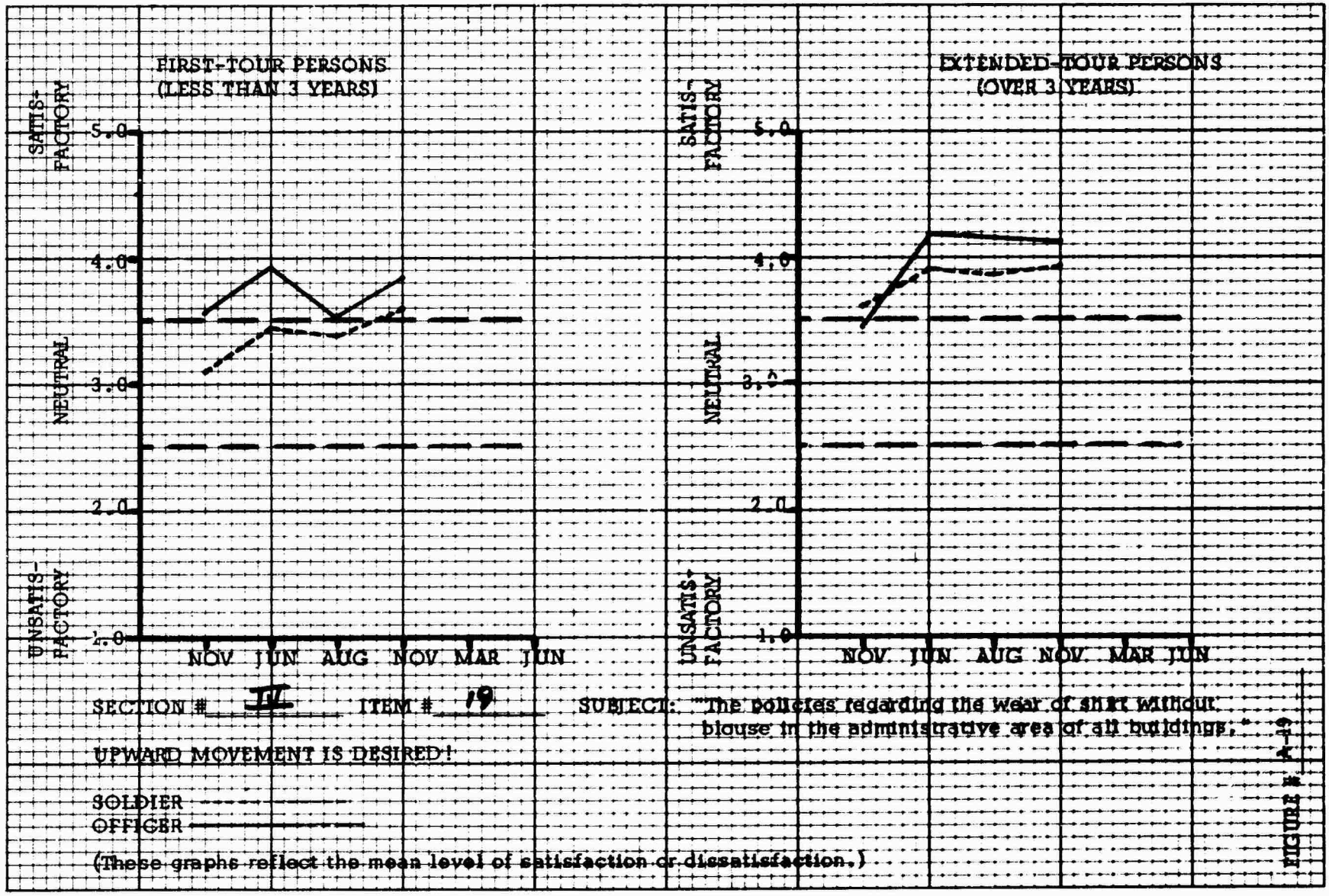

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
UNSATIS-FACTORY
NEUTRAL
NOV JUN AUG NOV MAR JUN
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
UNSATIS-FACTORY
NEUTRAL
NOV JUN AUG NOV MAR JUN
SECTION # IV ITEM # 19
SUBJECT: "The policies regarding the wear of shirt without blouse in the administrative area of all buildings."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE A-19

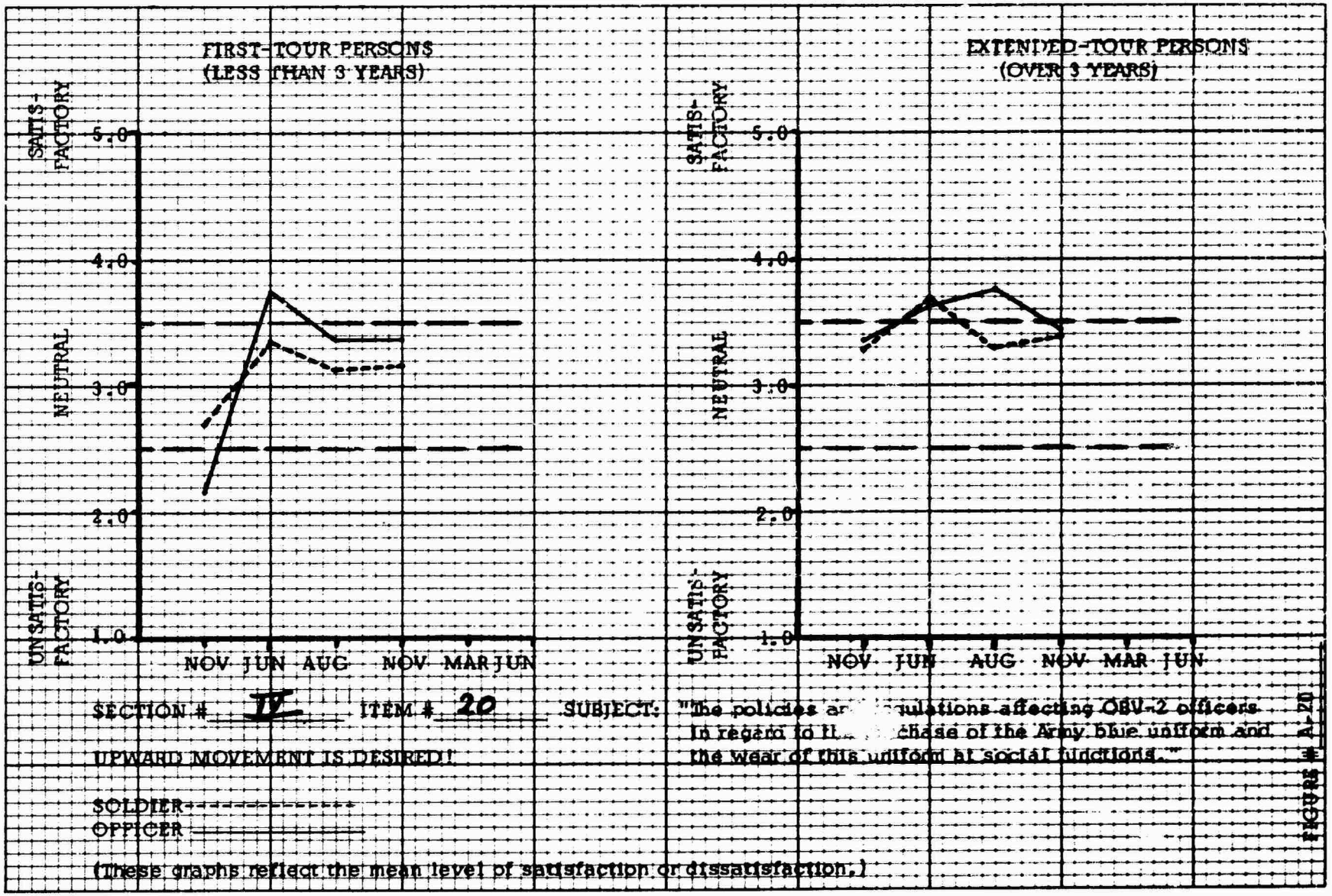

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # IV ITEM # 20
SUBJECT: "The policies and regulations affecting OBU-2 officers in regard to the purchase of the Army blue uniform and the wear of this uniform at social functions."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE A-20

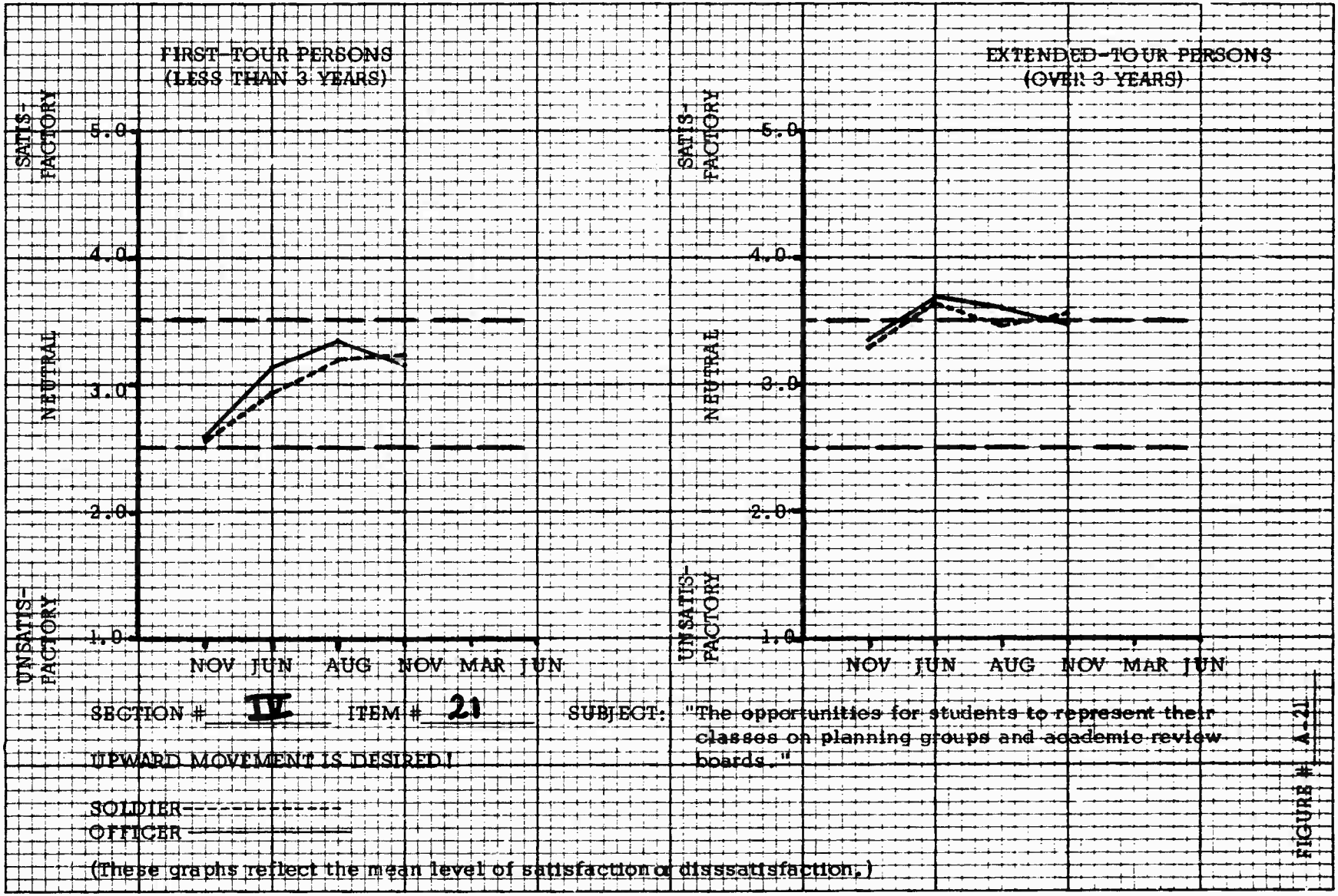

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-
FACTORY
NEUTRAL
UNSATIS-
FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # IV ITEM # 21
SUBJECT: "The opportunities for students to represent their classes on planning groups and academic review boards."
UPWARD MOVEMENT IS DESIRED!
SOLDIER----------
OFFICER ----------
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-21

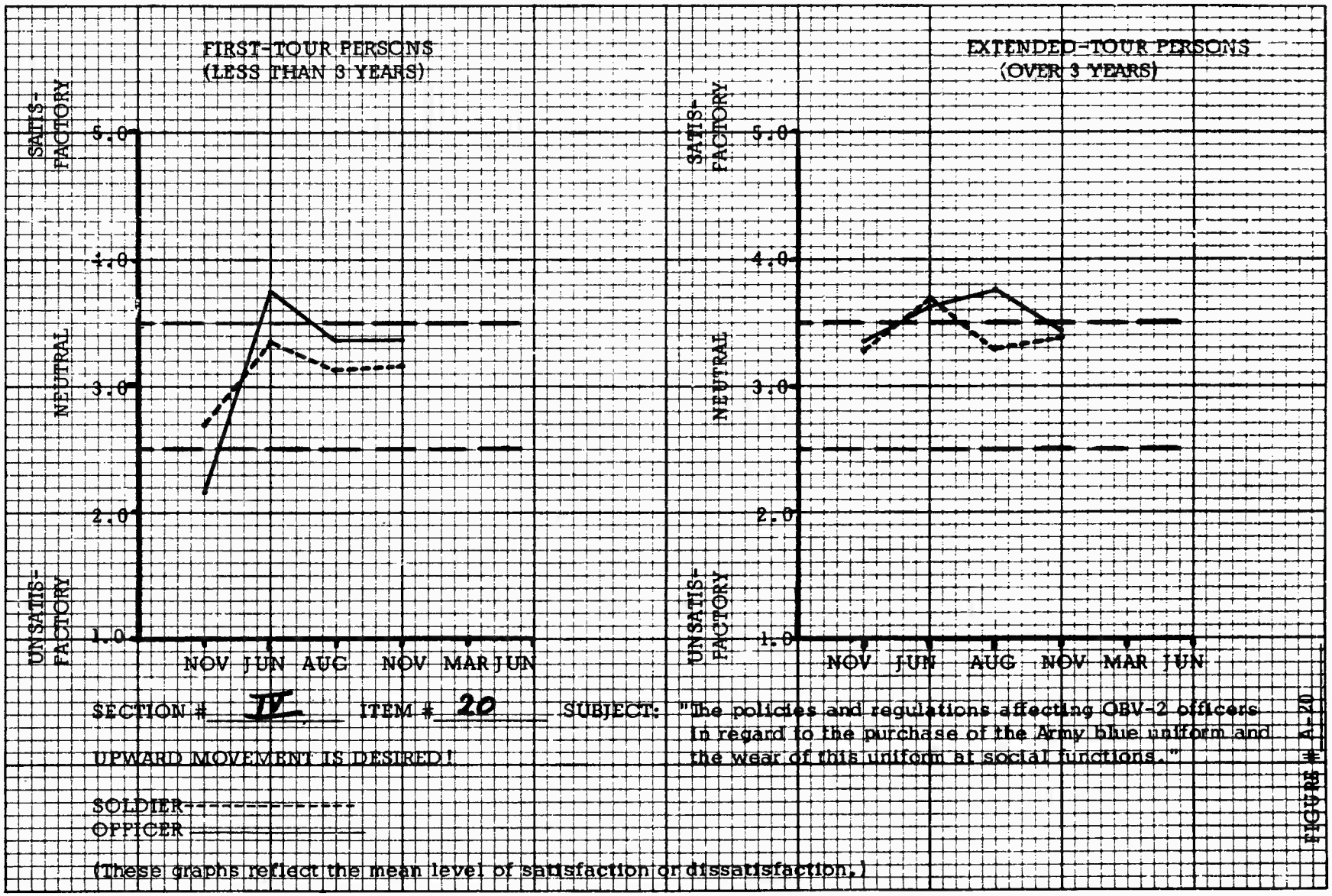
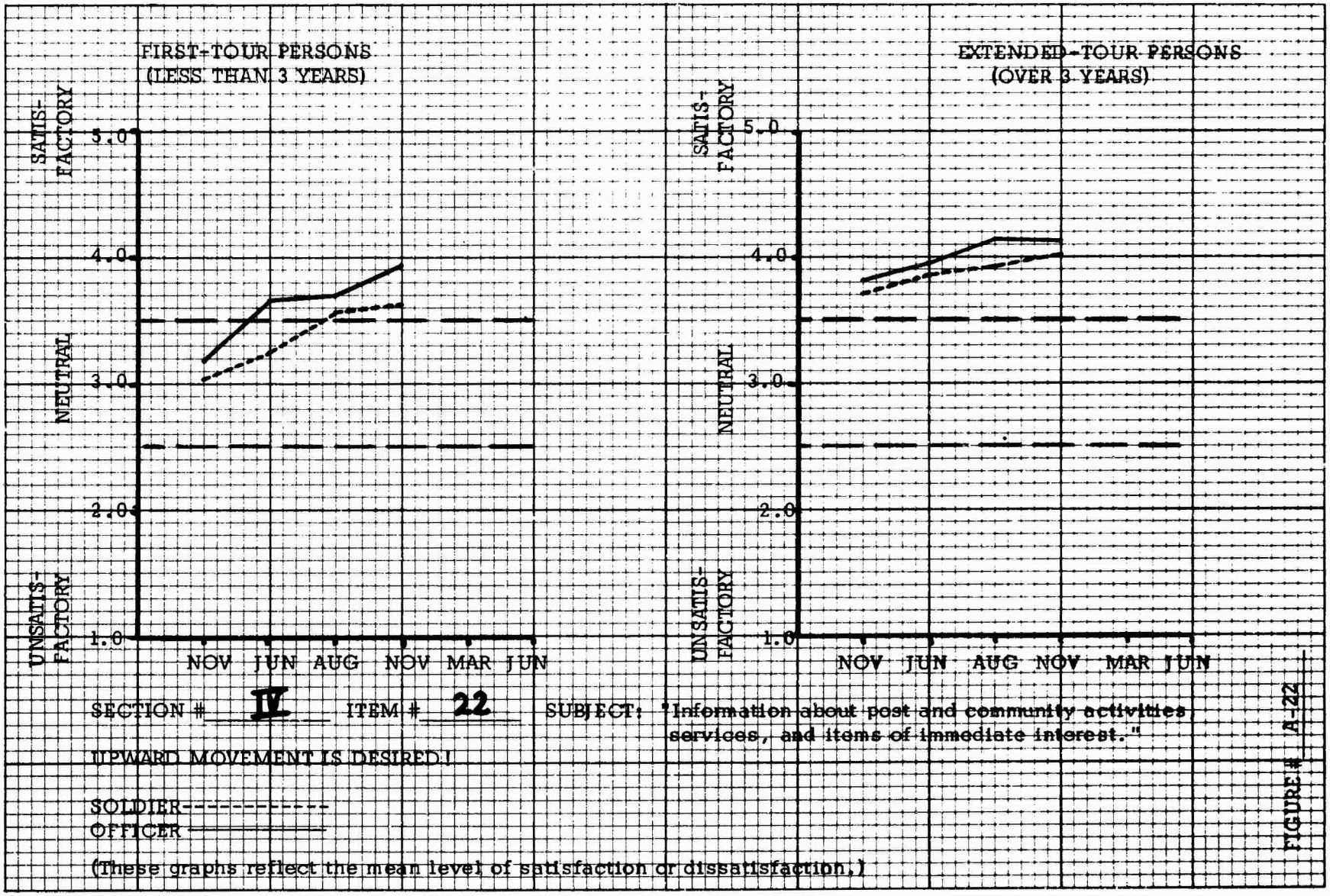

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-
FACTORY
NEUTRAL
UNSATIS-
FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
$ECTION # IV ITEM # 20
SUBJECT: "The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and the wear of this uniform at social functions."
UPWARD MOVEMENT IS DESIRED!
SOLDIER----------
OFFICER ----------
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-20



SECTION # IV ITEM # 22 SUBJECT: "Information about post and community activities, services, and items of immediate interest."

UPWARD MOVEMENT IS DESIRED!

SOLDIER----------
OFFICER ----------

(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-22

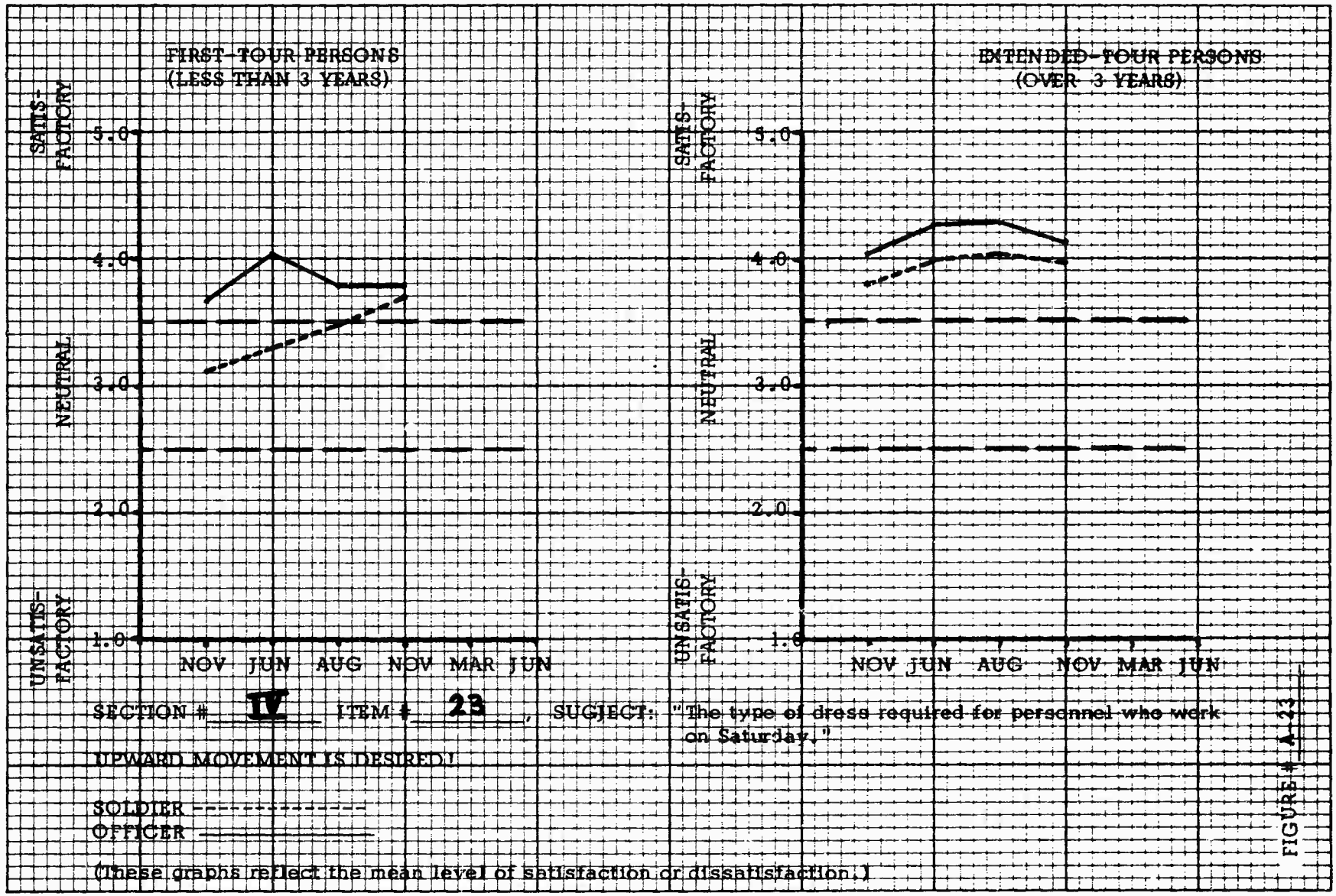

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # IV ITEM # 23 , SUGJECT: "The type of dress required for personnel who work on Saturday."
UPWARD MOVEMENT IS DESIRED!
SOLDIER ----------
OFFICER _____
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-23

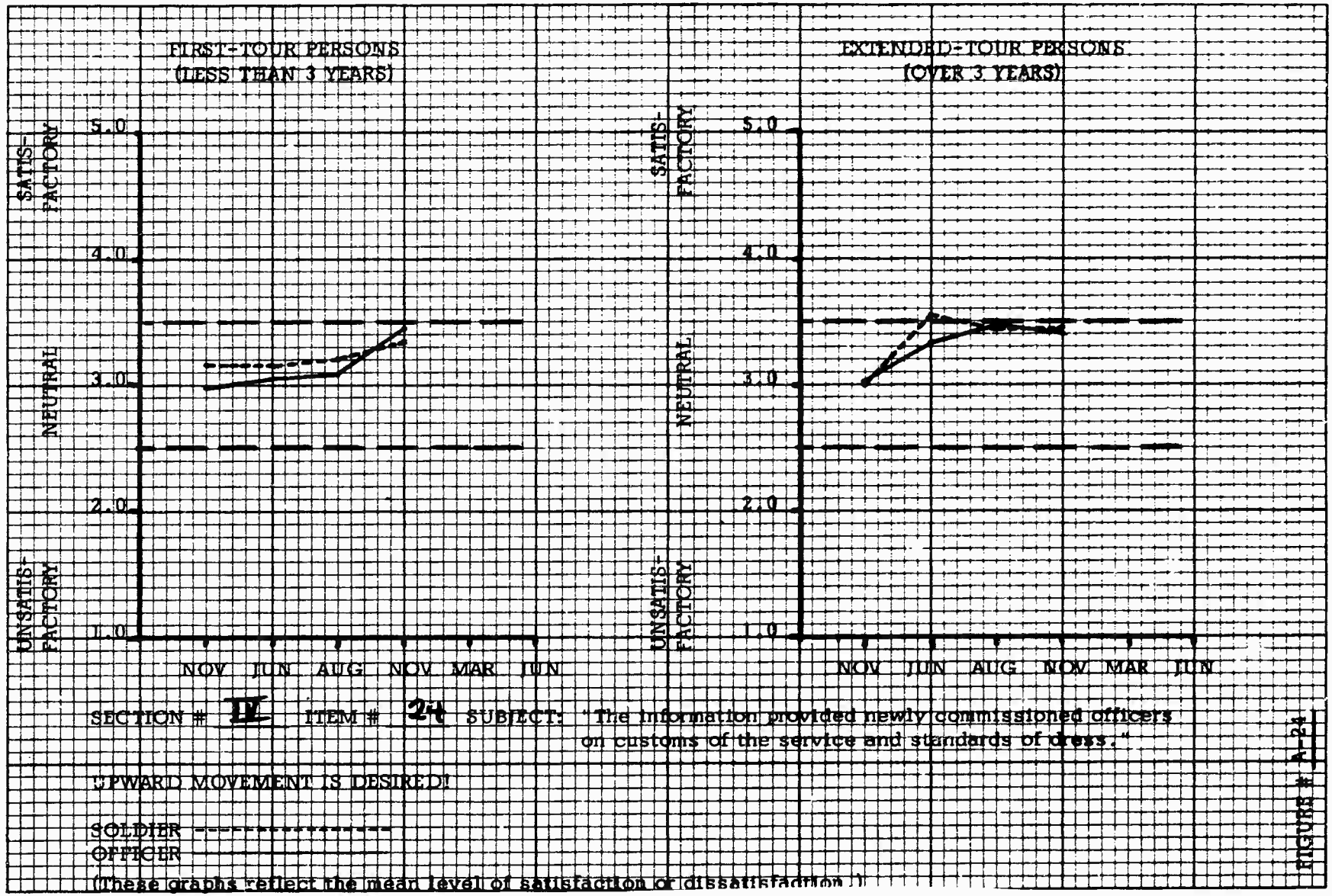

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # IV ITEM # 24 SUBJECT: "The information provided newly commissioned officers on customs of the service and standards of dress."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-24

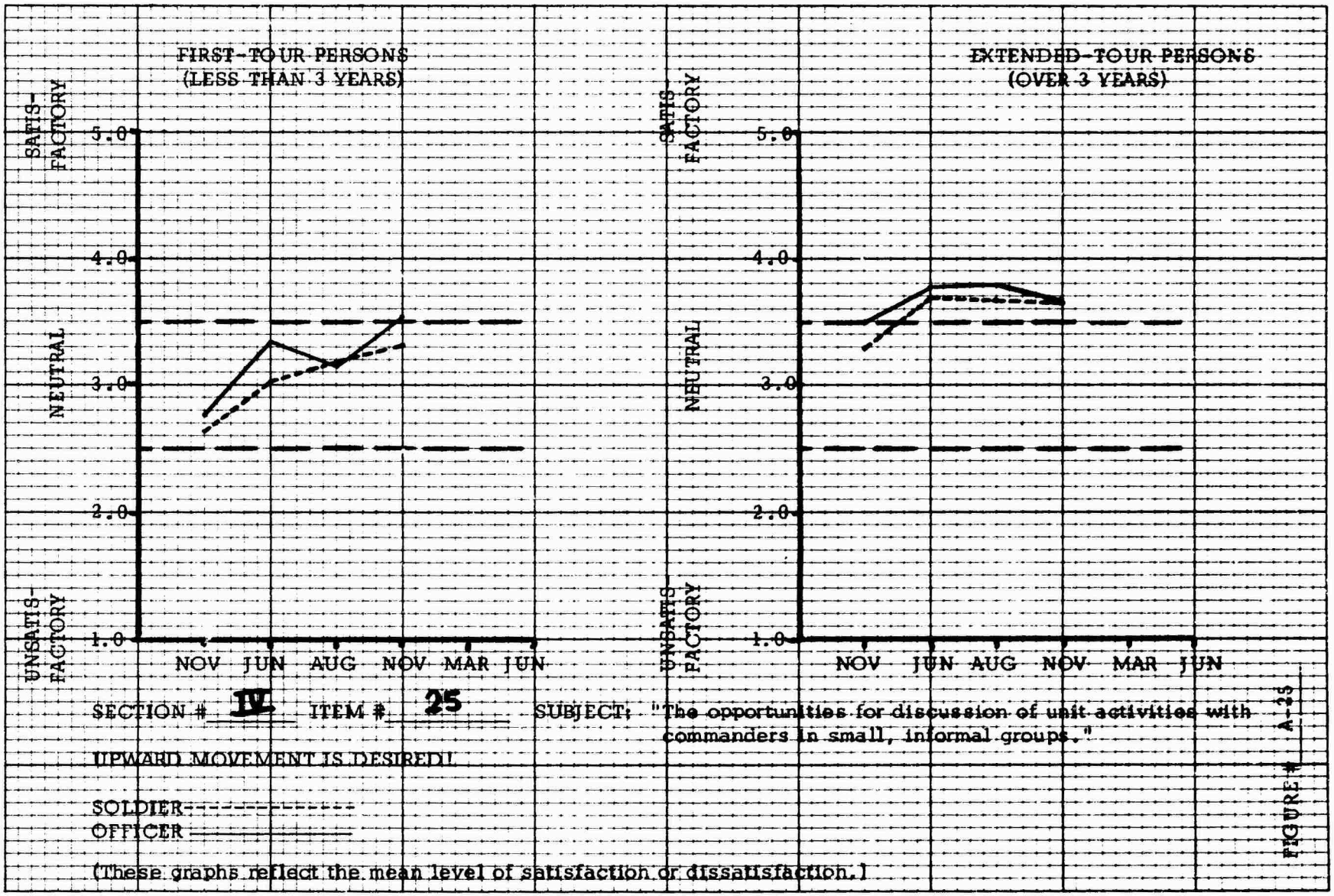

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # IV ITEM # 25 SUBJECT: "The opportunities for discussion of unit activities with commanders in small, informal groups."
UPWARD MOVEMENT IS DESIRED!
SOLDIER----------
OFFICER ----------
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-25

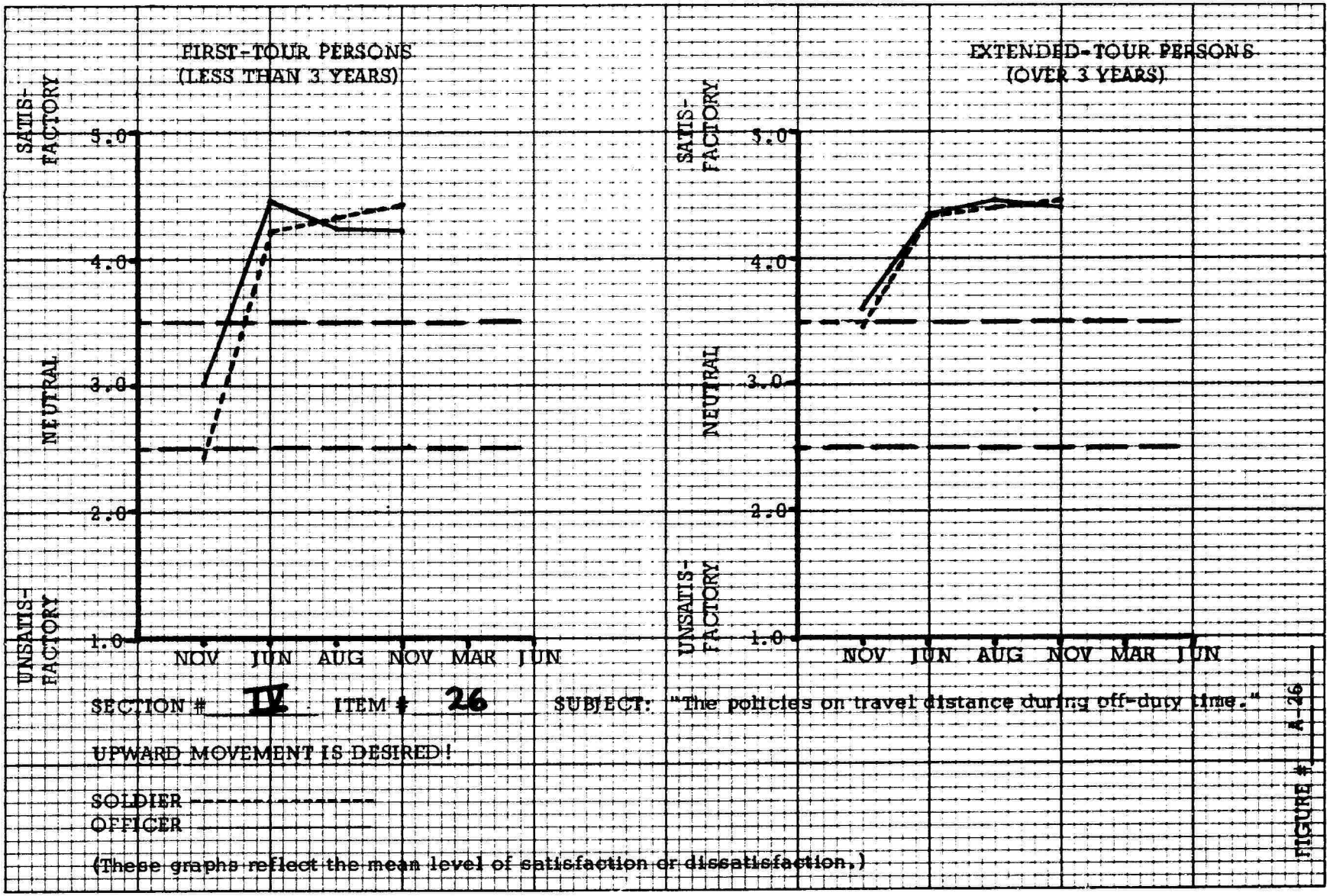

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # IV ITEM # 26
SUBJECT: "The policies on travel distance during off-duty time."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-26

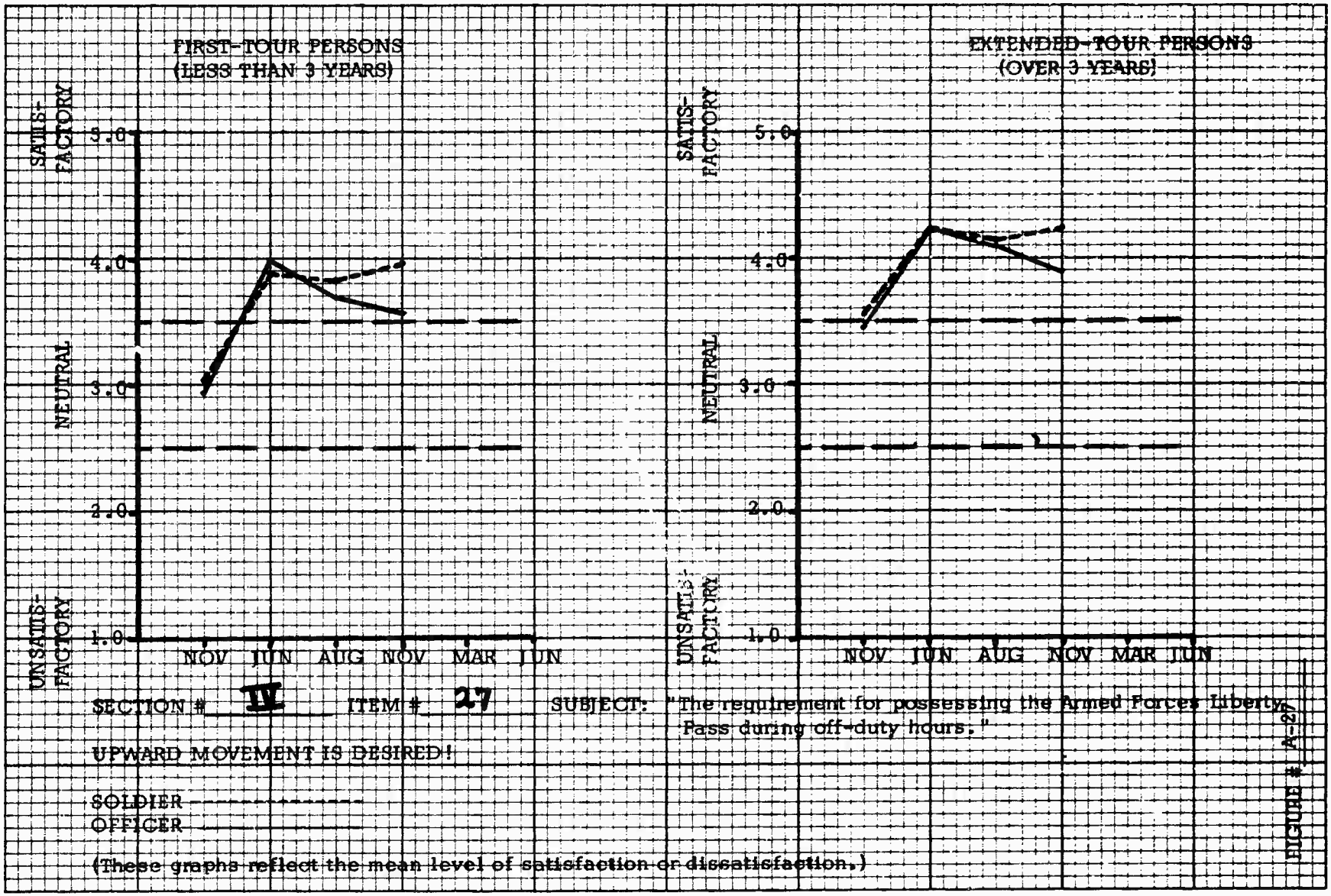

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
SECTION # IV ITEM # 27
SUBJECT: "The requirement for possessing the Armed Forces Liberty Pass during off-duty hours."
UPWARD MOVEMENT IS DESIRED!
SOLDIER ----------
OFFICER ----------
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-27

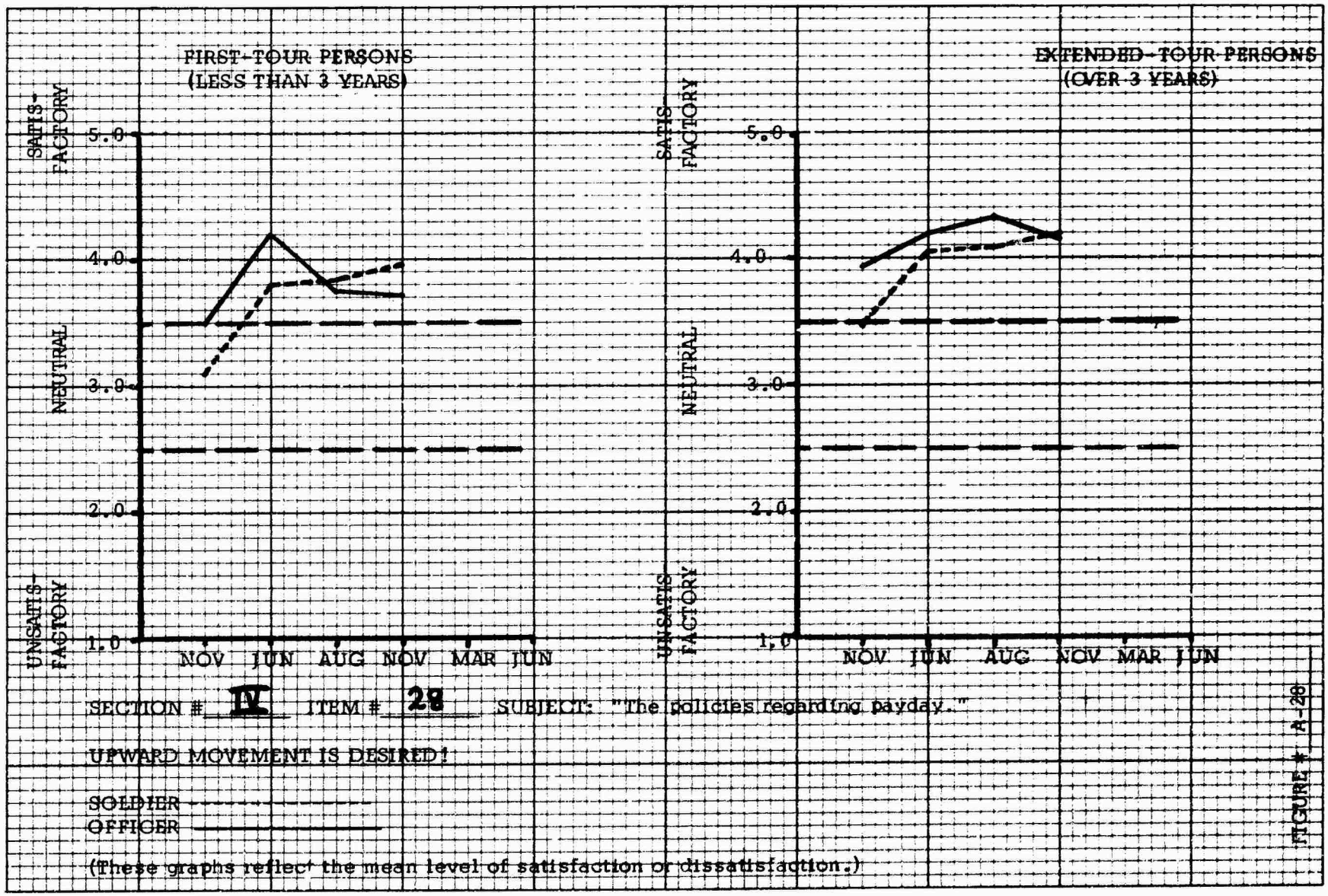
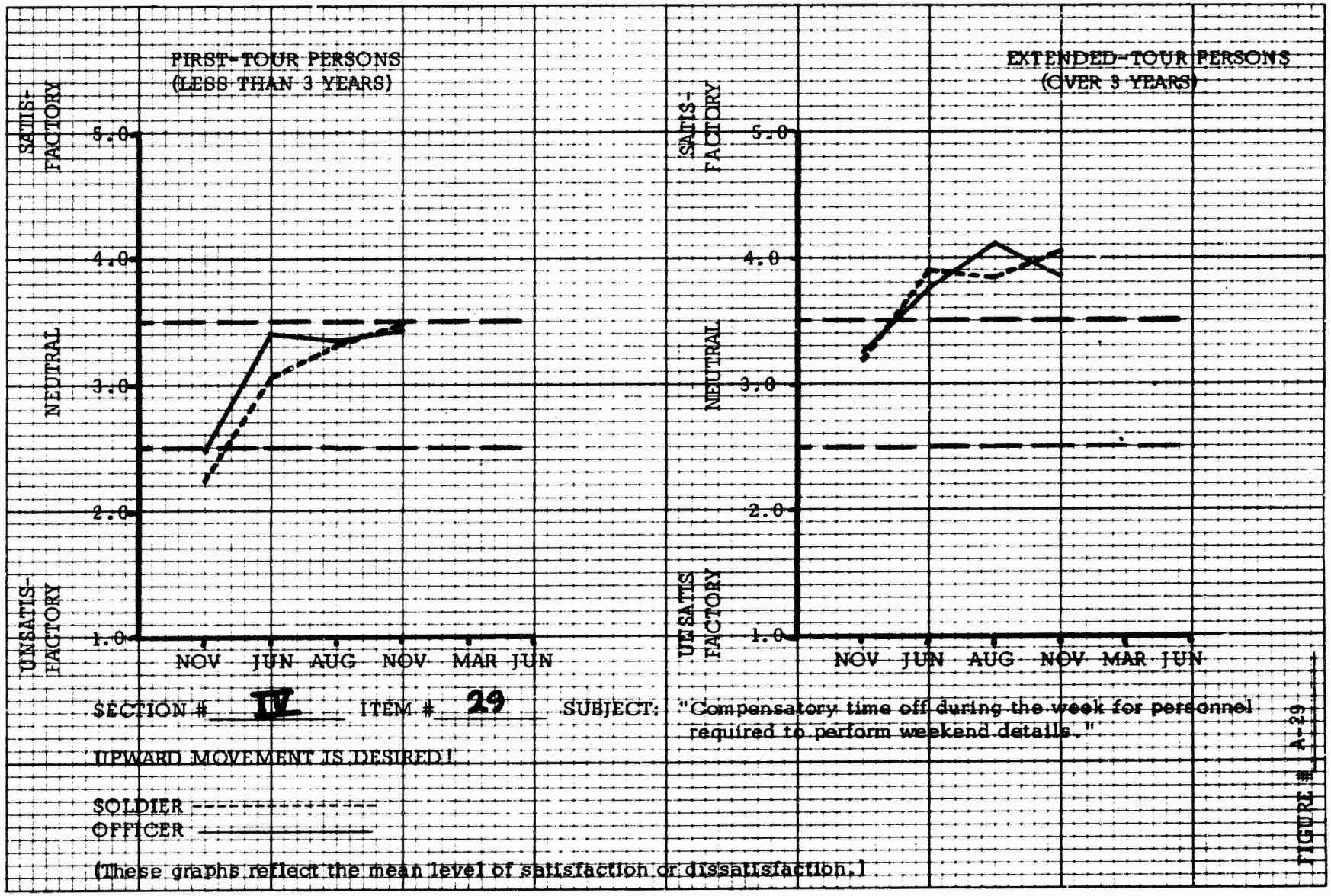
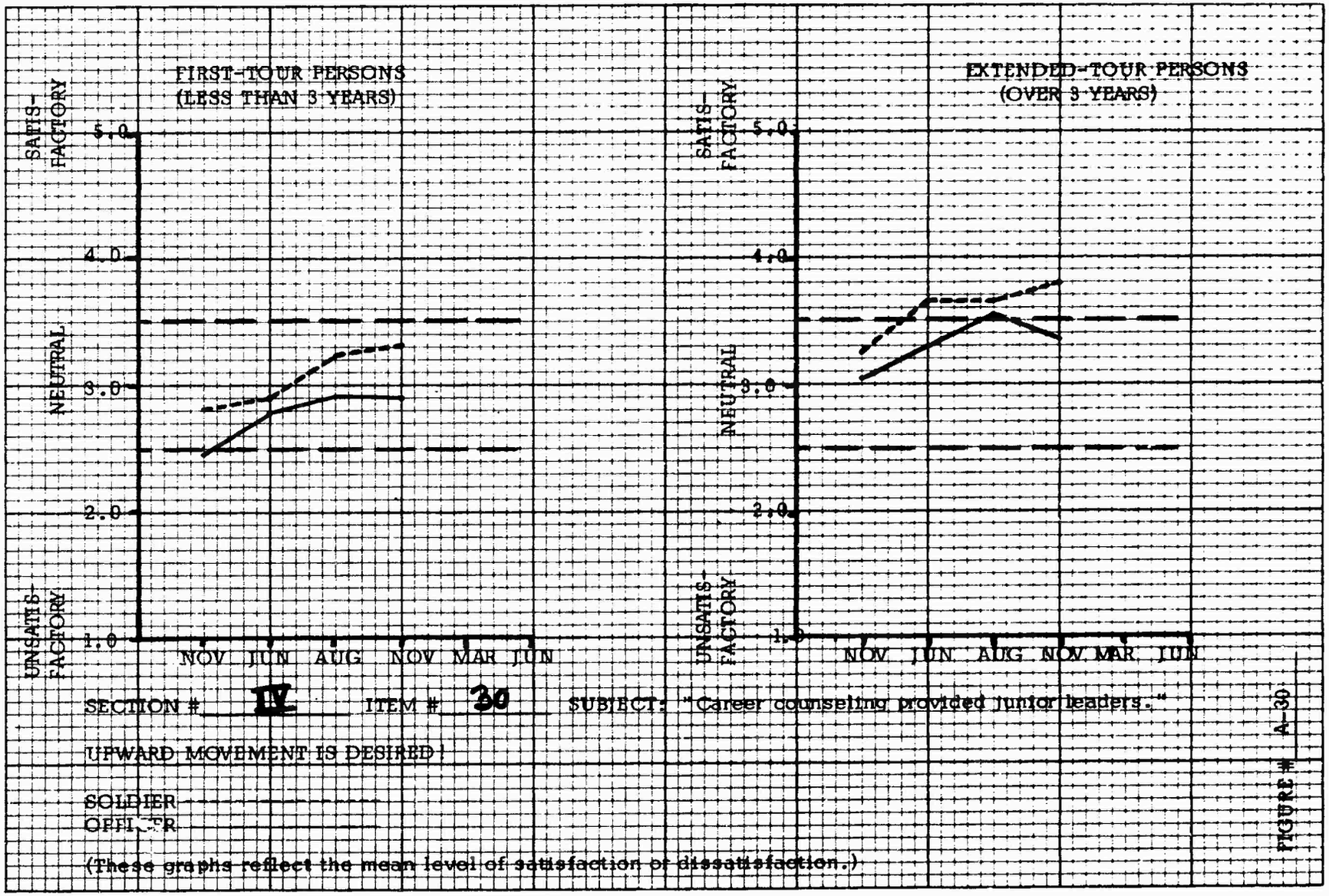

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # IV ITEM # 28 SUBJECT: "The policies regarding payday."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-28


PIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATIS-
FACTORY
5.0
4.0
NEUTRAL
3.0
2.0
UNSATIS-
FACTORY
1.0
NOV JUN AUG NOV MAR JUN
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-
FACTORY
5.0
4.0
NEUTRAL
3.0
2.0
UNSATIS
FACTORY
1.0
NOV JUN AUG NOV MAR JUN
SECTION # IV ITEM # 29
SUBJECT: "Compensatory time off during the week for personnel required to perform weekend details."
UPWARD MOVEMENT IS DESIRED!
SOLDIER ----------
OFFICER ----------
[These graphs reflect the mean level of satisfaction or dissatisfaction.]
FIGURE # A-29



SECTION # IV ITEM # 30 SUBJECT: "Career counseling provided junior leaders."

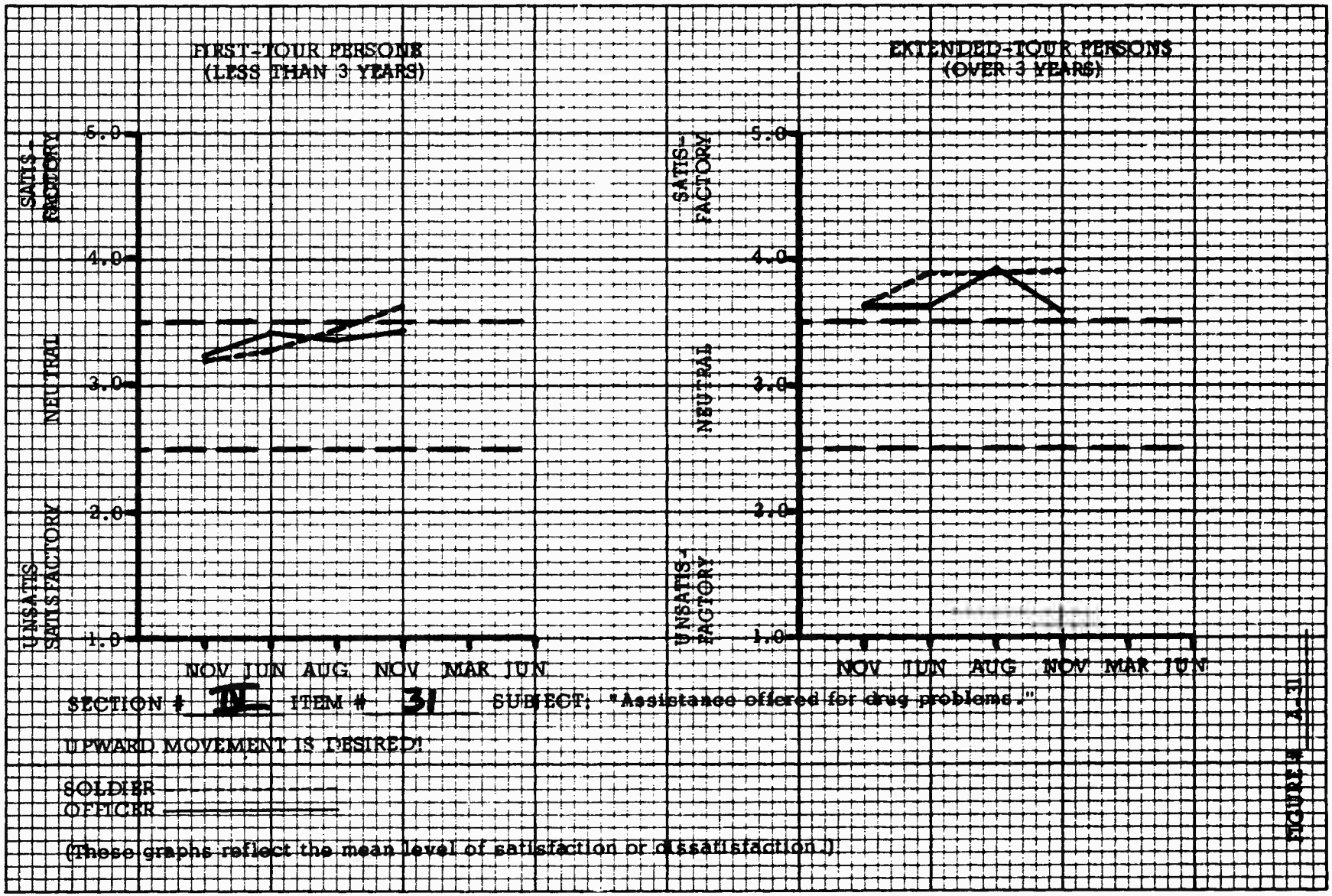
UPWARD MOVEMENT IS DESIRED!

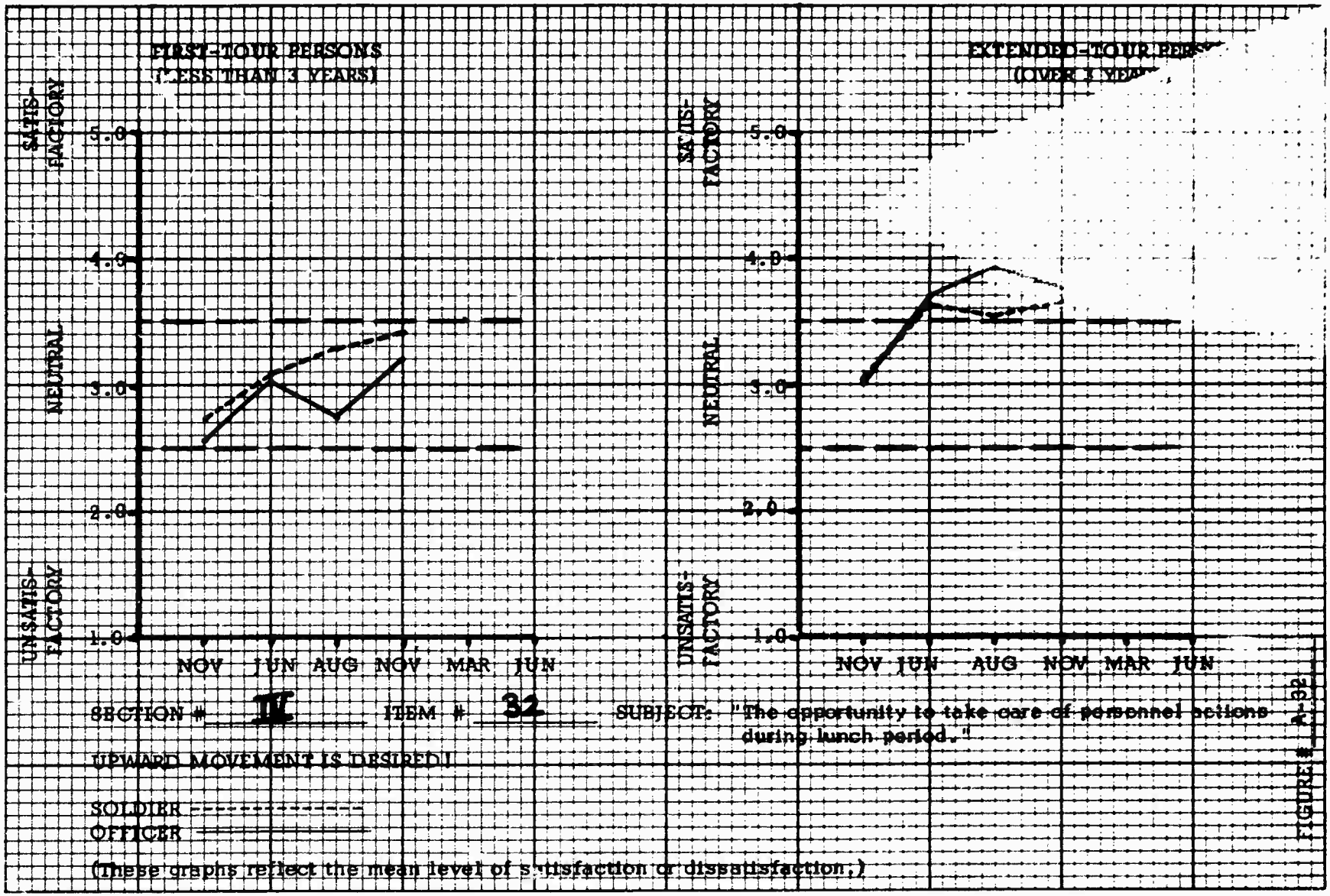
SOLDIER ----------

OFFICER ----------

(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-30


FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # IV ITEM # 31 SUBJECT: "Assistance offered for drug problems."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)
FIGURE 4.3



66108 ANNEX A to TAB A SIG 2

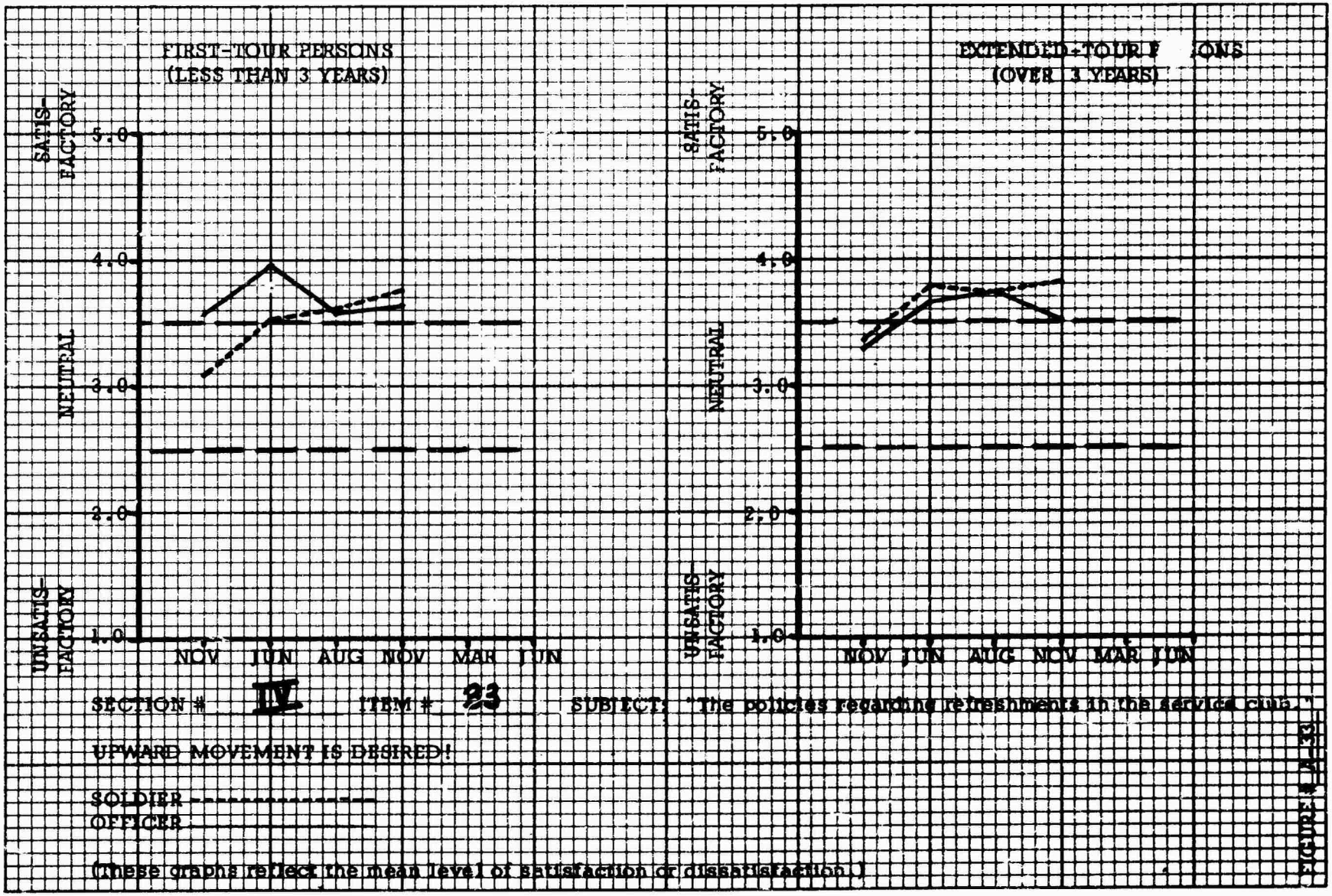

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # IV ITEM # 23 SUBJECT: "The policies regarding refreshments in the service club."
UPWARD MOVEMENT IS DESIRED!
SOLDIER ----------
OFFICER .
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # 33

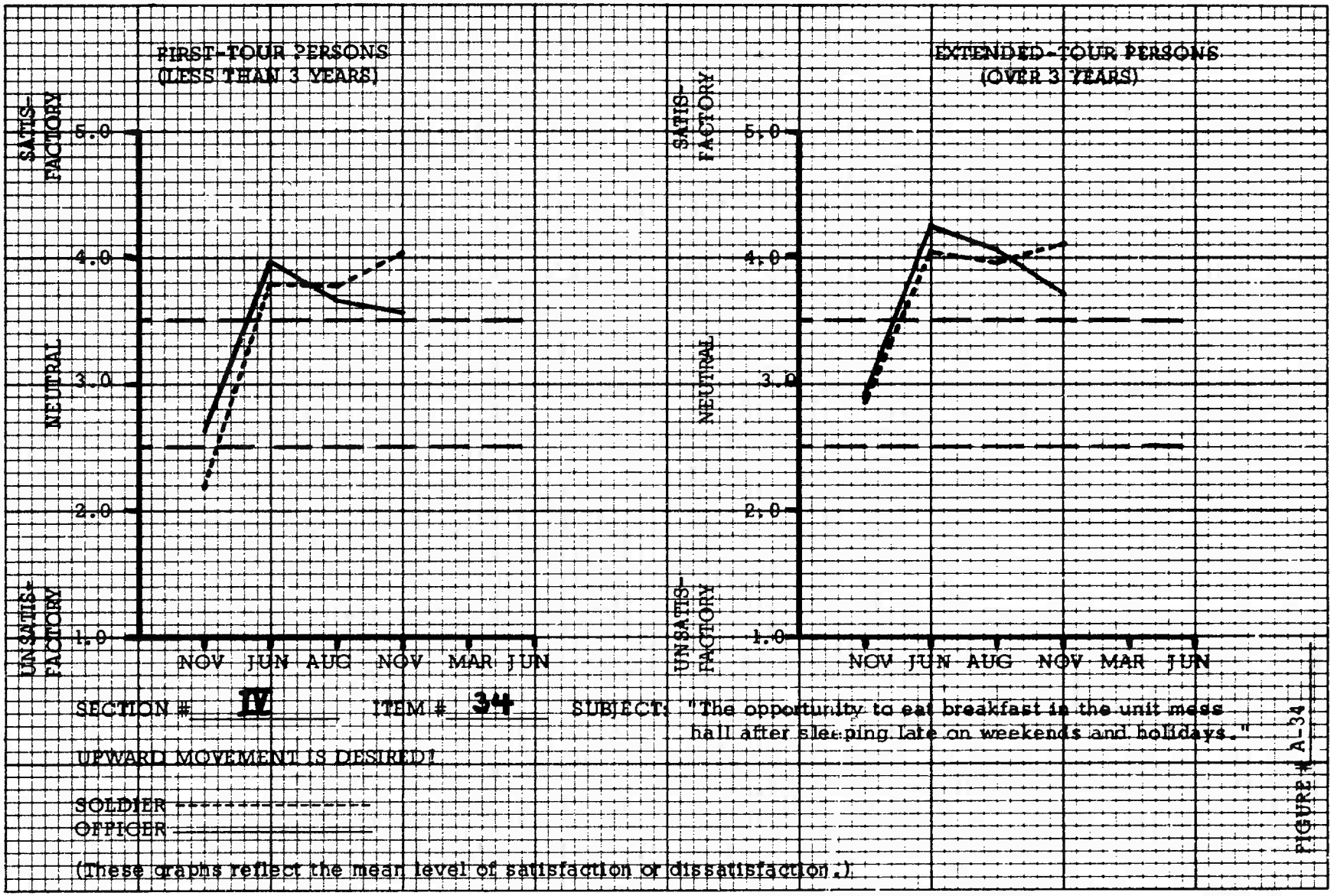
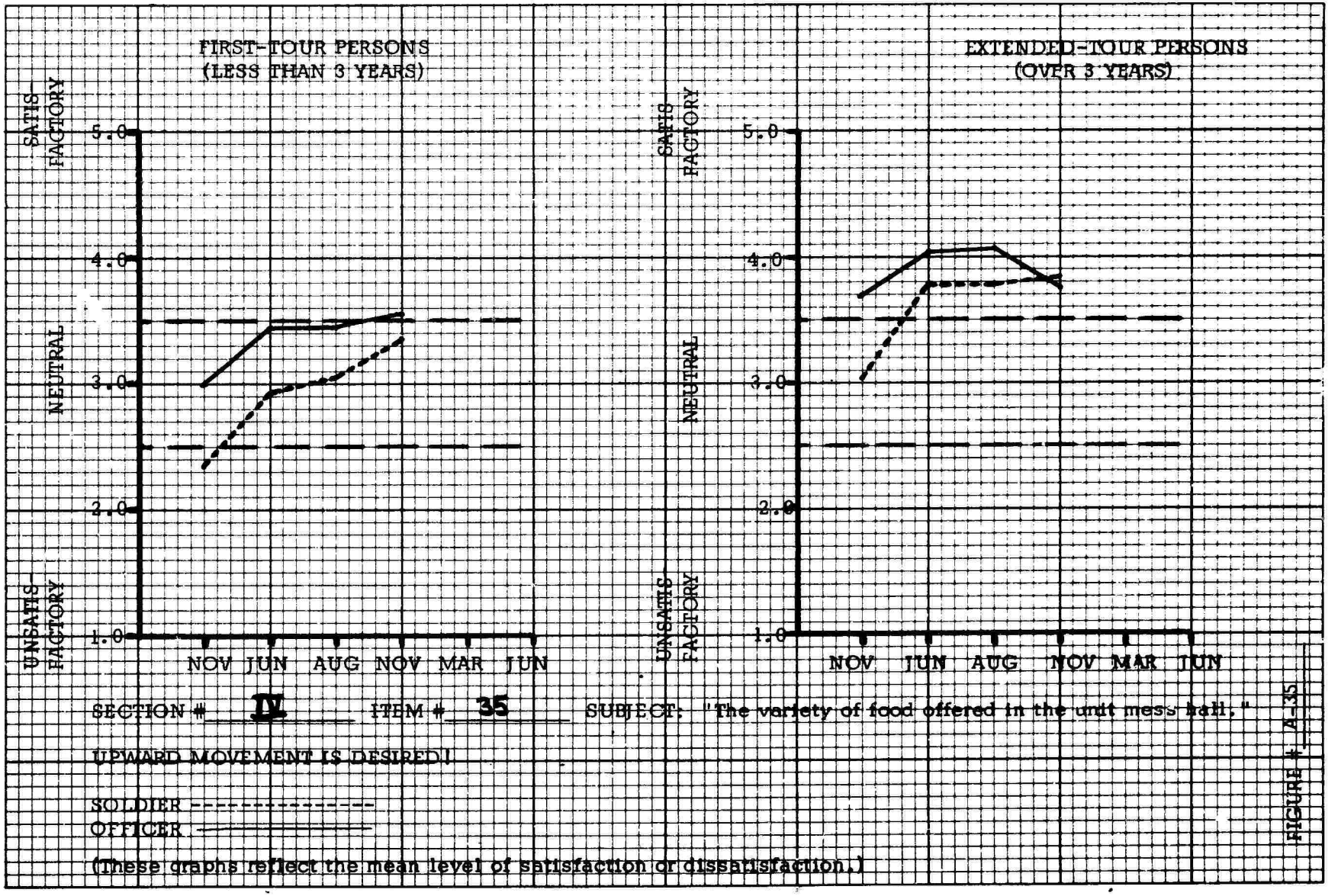

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-
FACTORY
NEUTRAL
UNSATIS-
FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # IV ITEM # 34
SUBJECT: "The opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-34



SECTION # IV ITEM # 35 SUBJECT: "The variety of food offered in the unit mess hall."

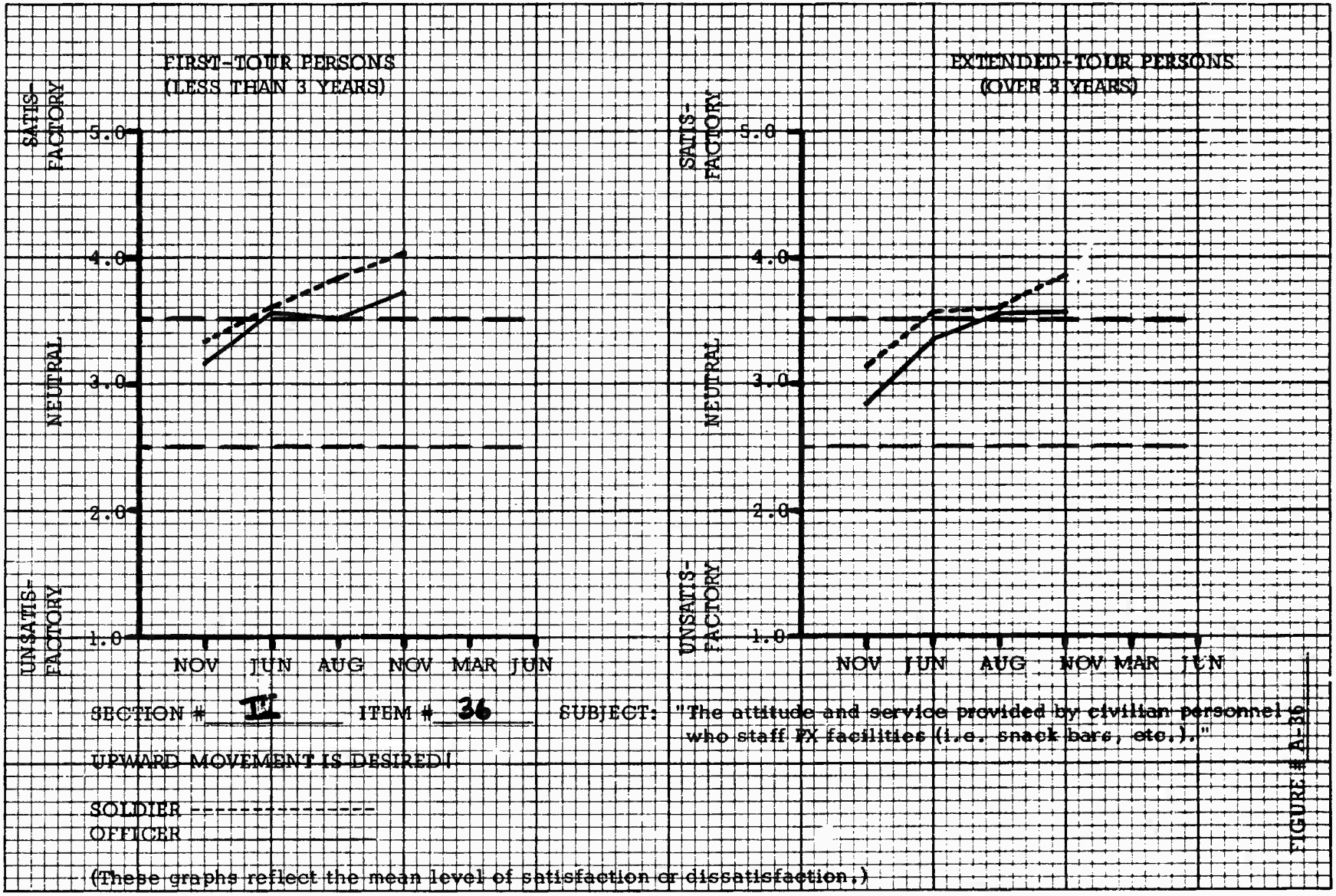
UPWARD MOVEMENT IS DESIRED!

SOLDIER ----------

OFFICER ——————

(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-35



SECTION # II ITEM # 36 SUBJECT: "The attitude and service provided by civilian personnel who staff PX facilities (i.e. snack bars, etc.)."

~~UPWARD MOVEMENT IS DESIRED!~~

SOLDIER ----------

OFFICER _____

~~(These graphs reflect the mean level of satisfaction or dissatisfaction.)~~

FIGURE # A-36

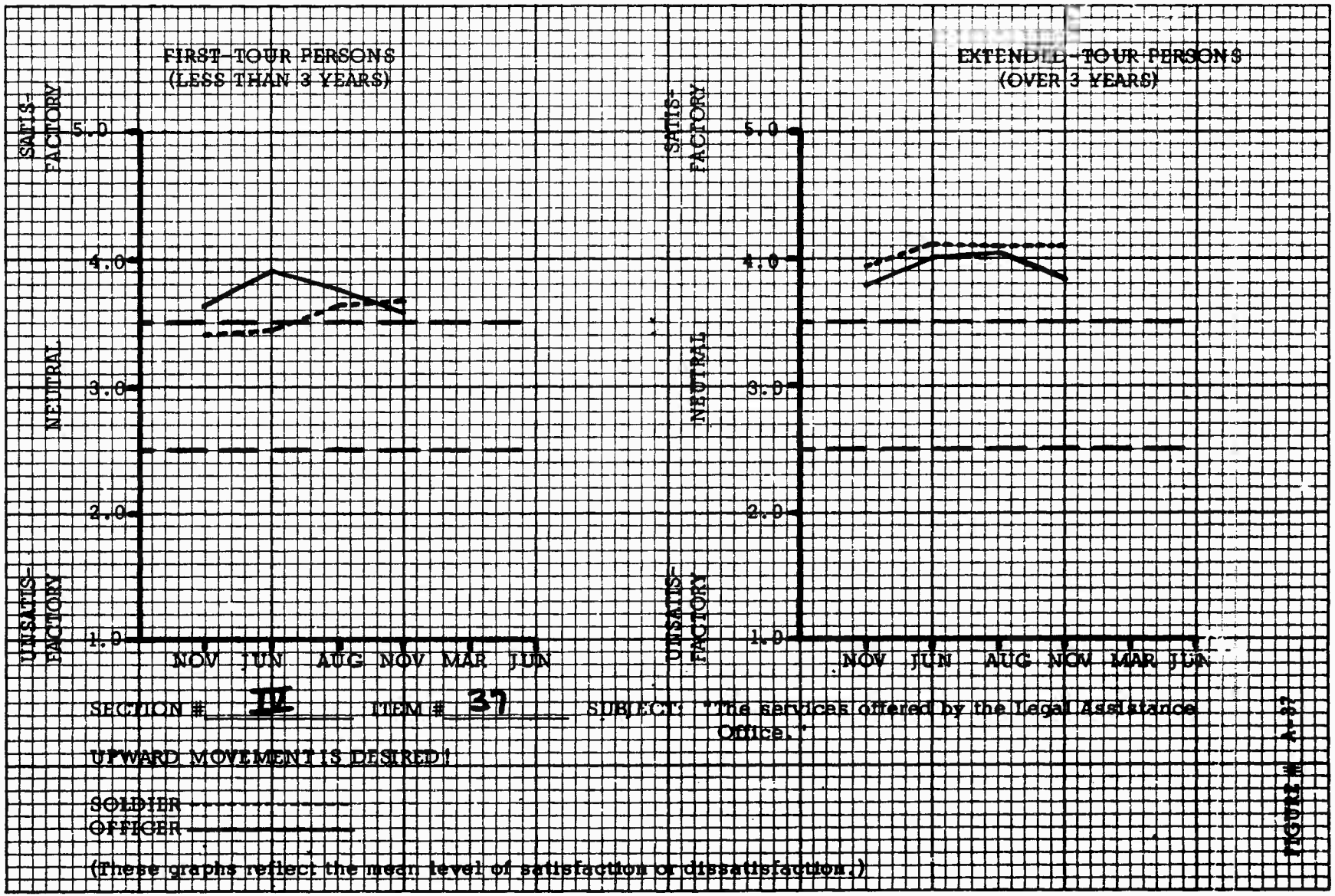

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
SECTION # III ITEM # 37
SUBJECT: "The services offered by the Legal Assistance Office."
UPWARD MOVEMENT IS DESIRED!
SOLDIER ----------
OFFICER ——————
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE A-2

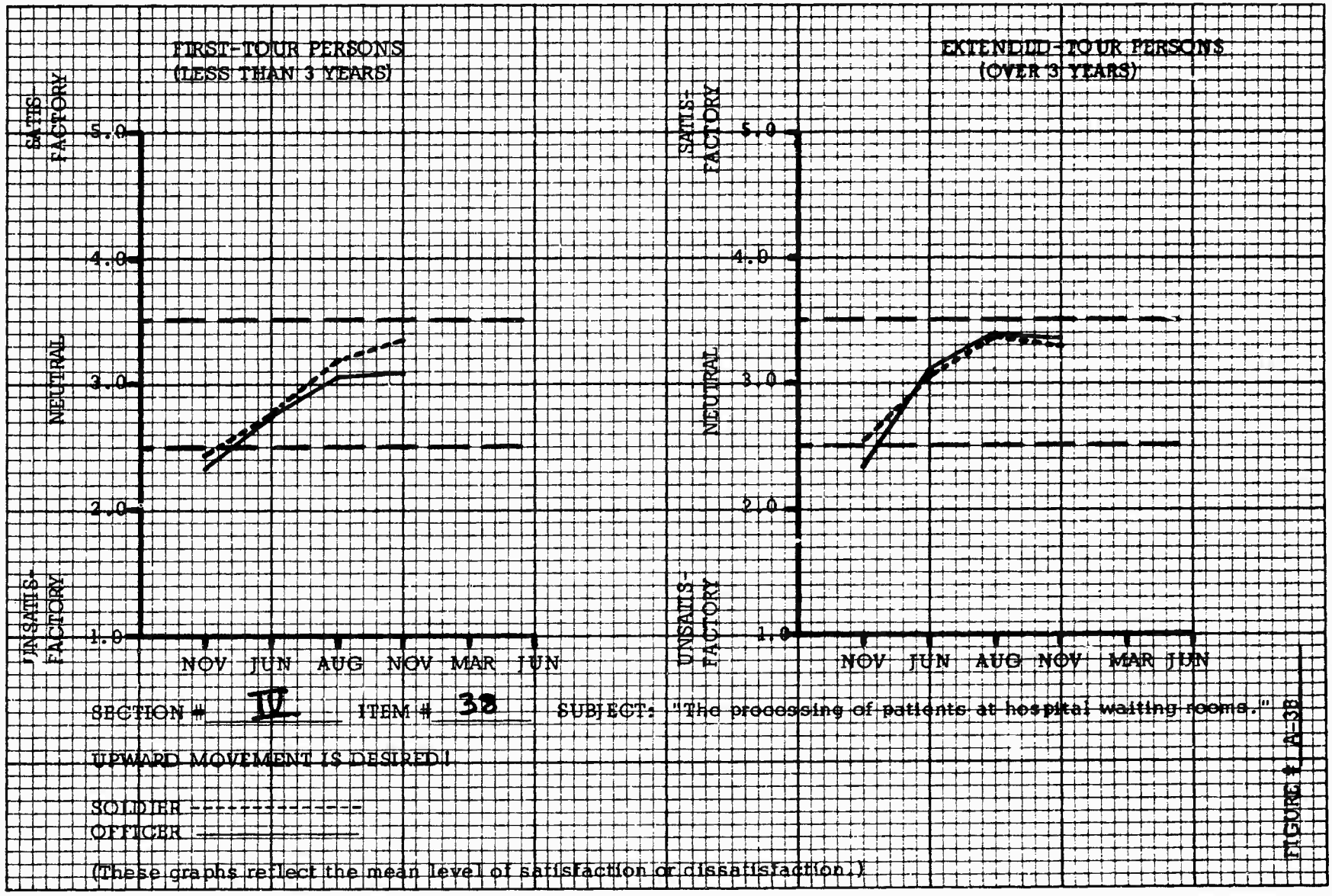

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
SECTION # IV ITEM # 38 SUBJECT: "The processing of patients at hospital waiting rooms."
UPWARD MOVEMENT IS DESIRED!
SOLDIER ----------
OFFICER _____
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-38

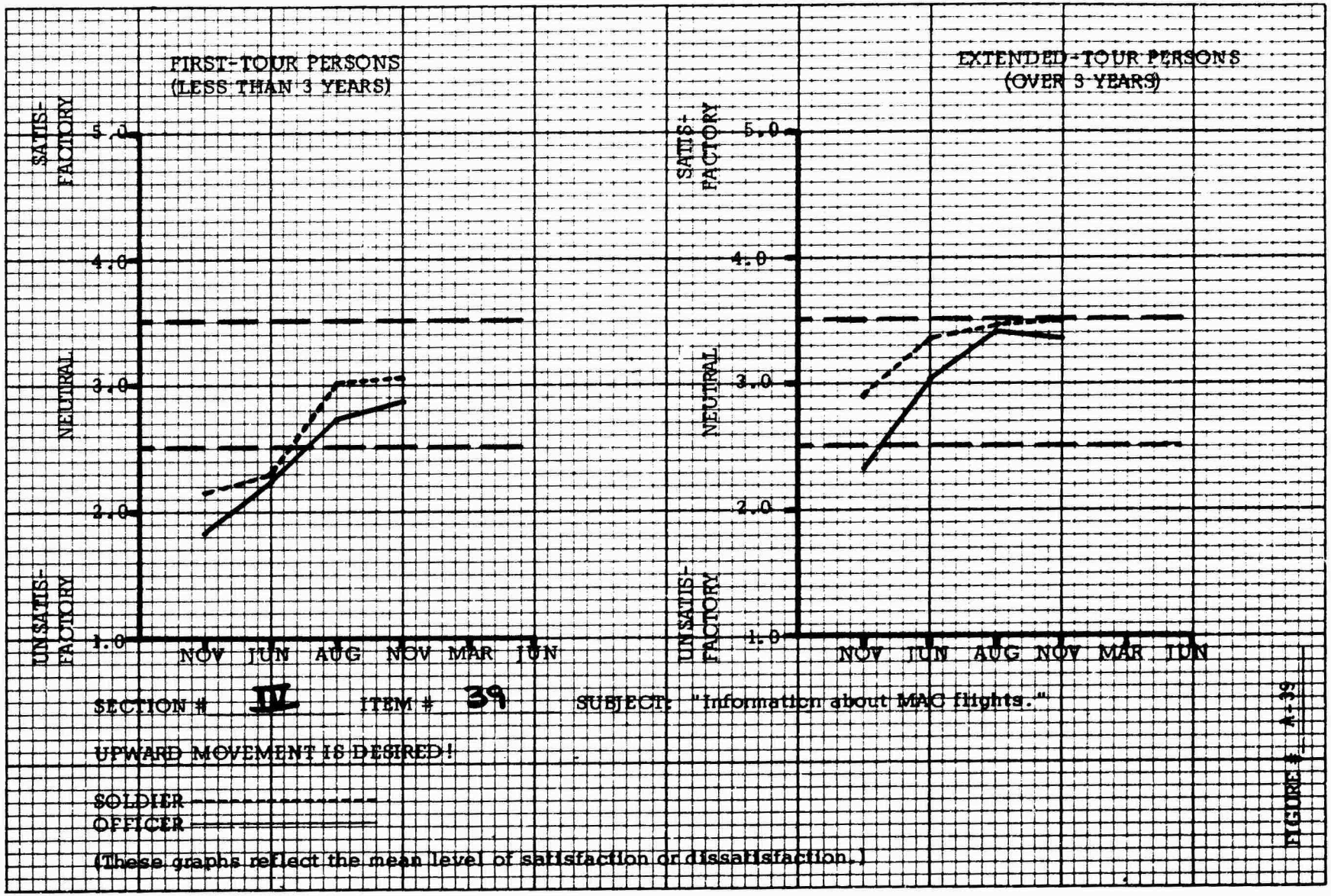

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-
FACTORY
NEUTRAL
UNSATIS-
FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
SECTION # IV ITEM # 39 SUBJECT: "Information about MAC flights."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # 4-39

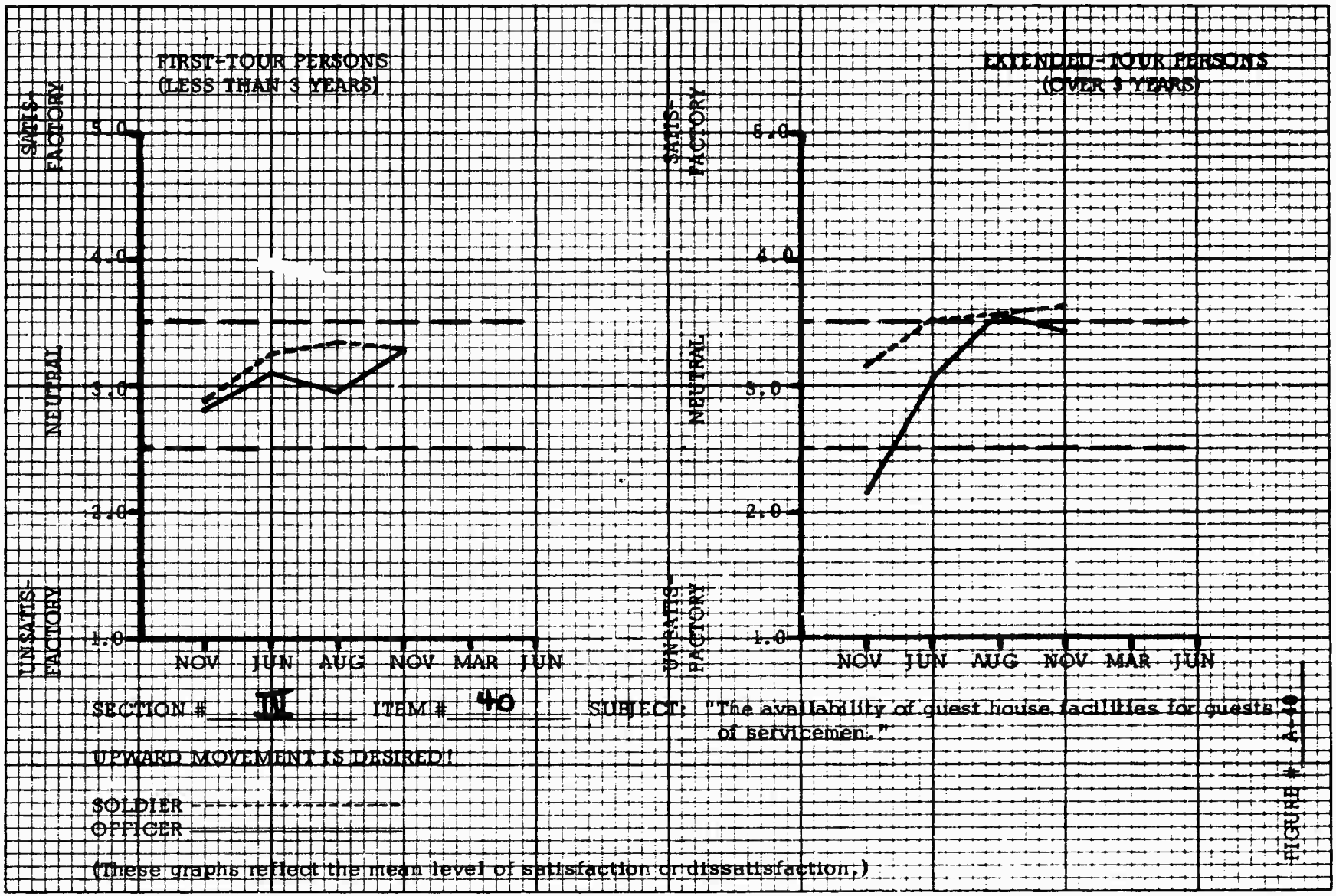

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
SECTION # IV ITEM # 40 SUBJECT: "The availability of guest house facilities for guests of servicemen."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-40

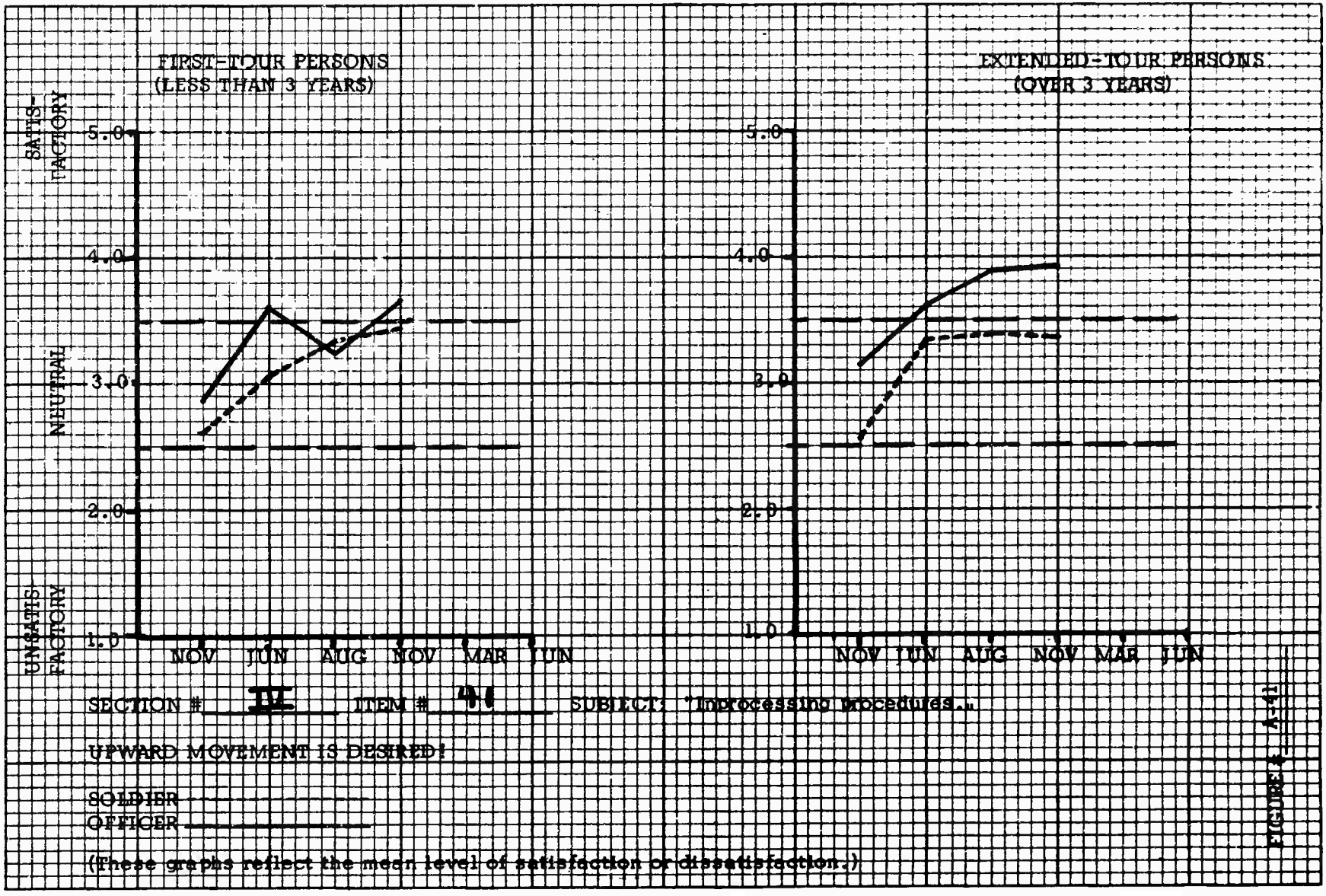

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-
FACTORY
NEUTRAL
UNSATIS-
FACTORY
5.0
4.0
3.0
2.0
1.0
NOV
JUN
AUG
NOV
MAR
JUN
SECTION # IV ITEM # 41 SUBJECT: "Inprocessing procedures..."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE 4-41

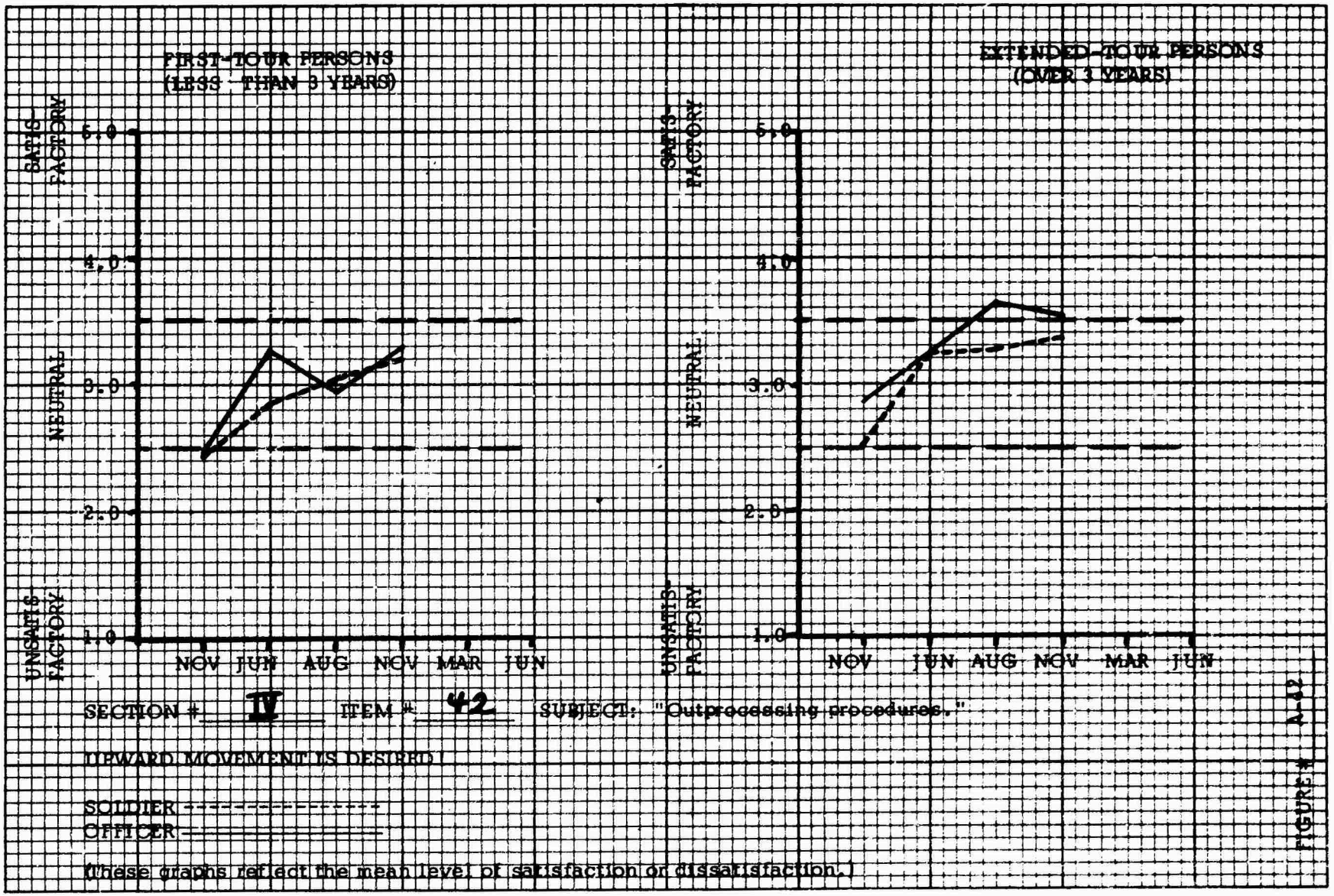

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
6.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # IV ITEM # 42 SUBJECT: "Outprocessing procedures."
UPWARD MOVEMENT IS DESIRED
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-42

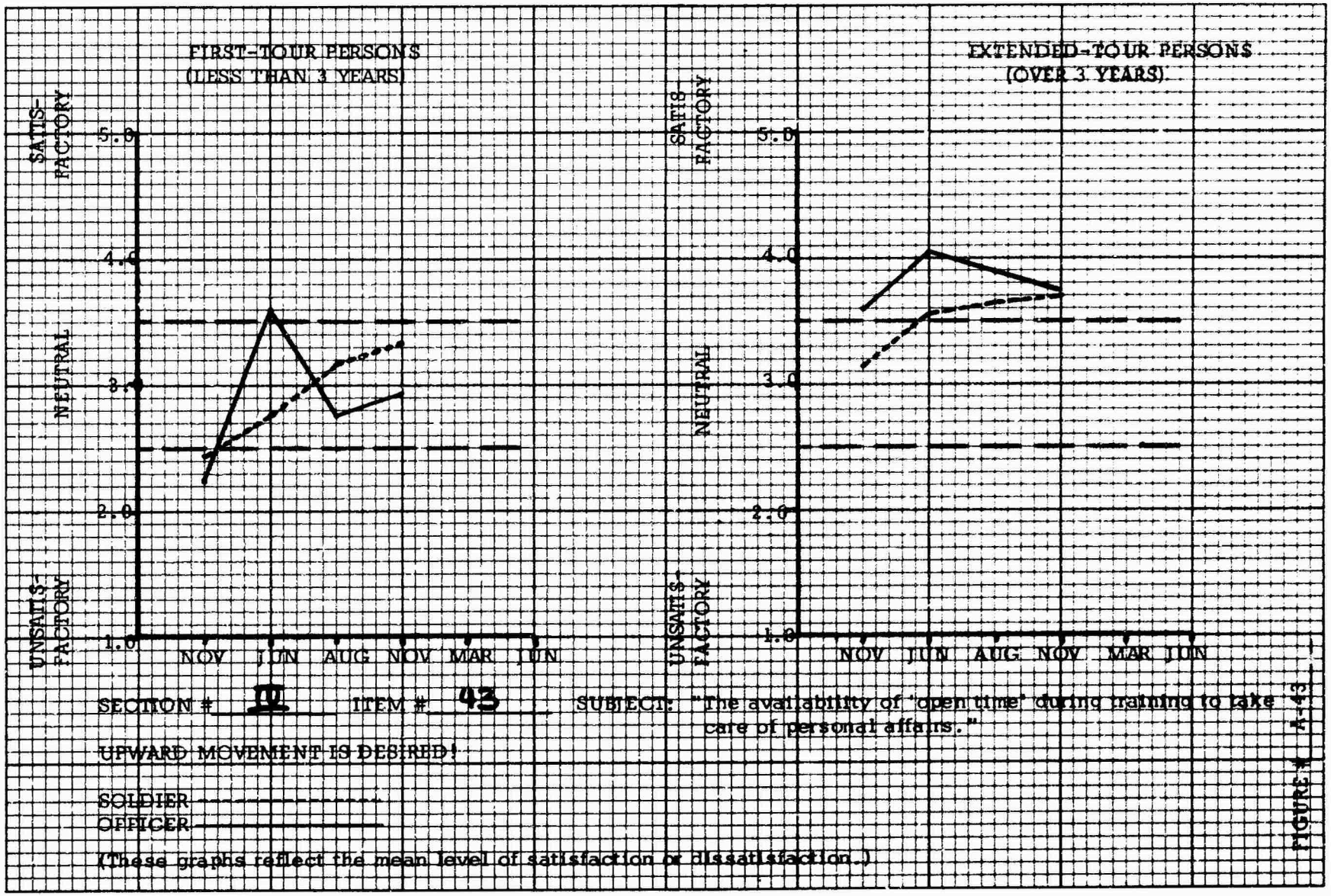

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # II ITEM # 43
SUBJECT: "The availability of 'open time' during training to take care of personal affairs."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE A-43

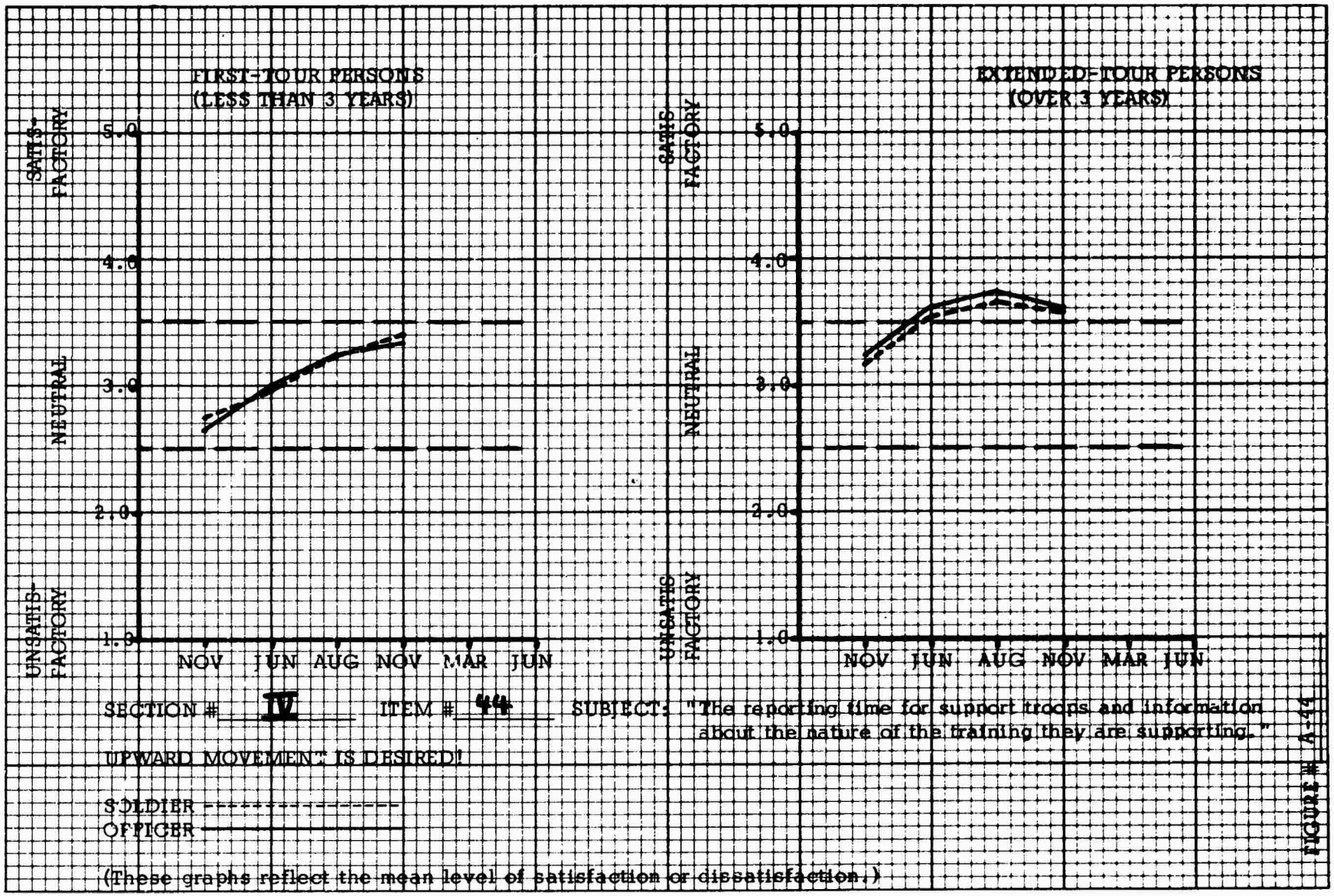
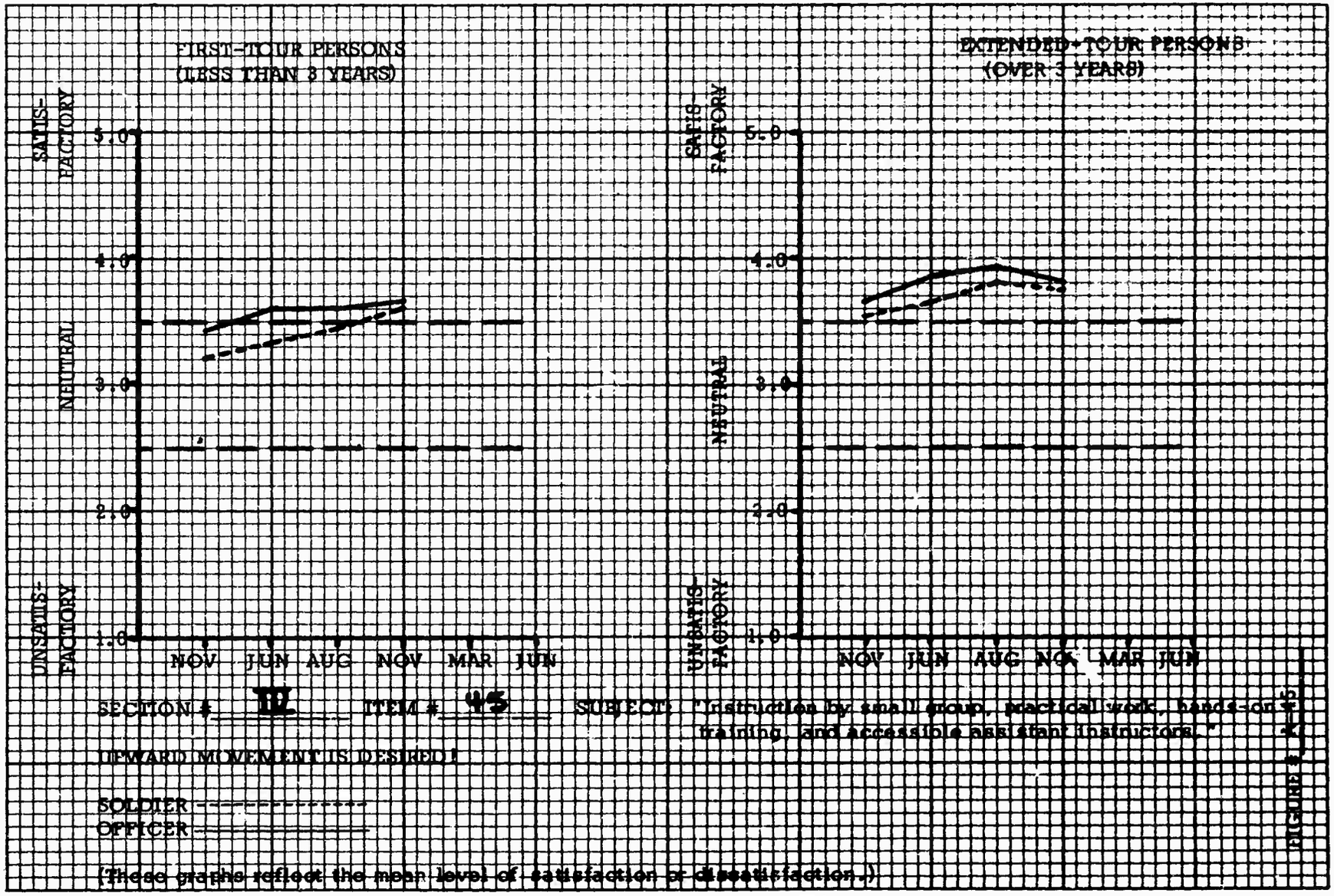

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # IV ITEM # 44 SUBJECT: "The reporting time for support troops and information about the nature of the training they are supporting."
"UPWARD MOVEMENT" IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # 4-44



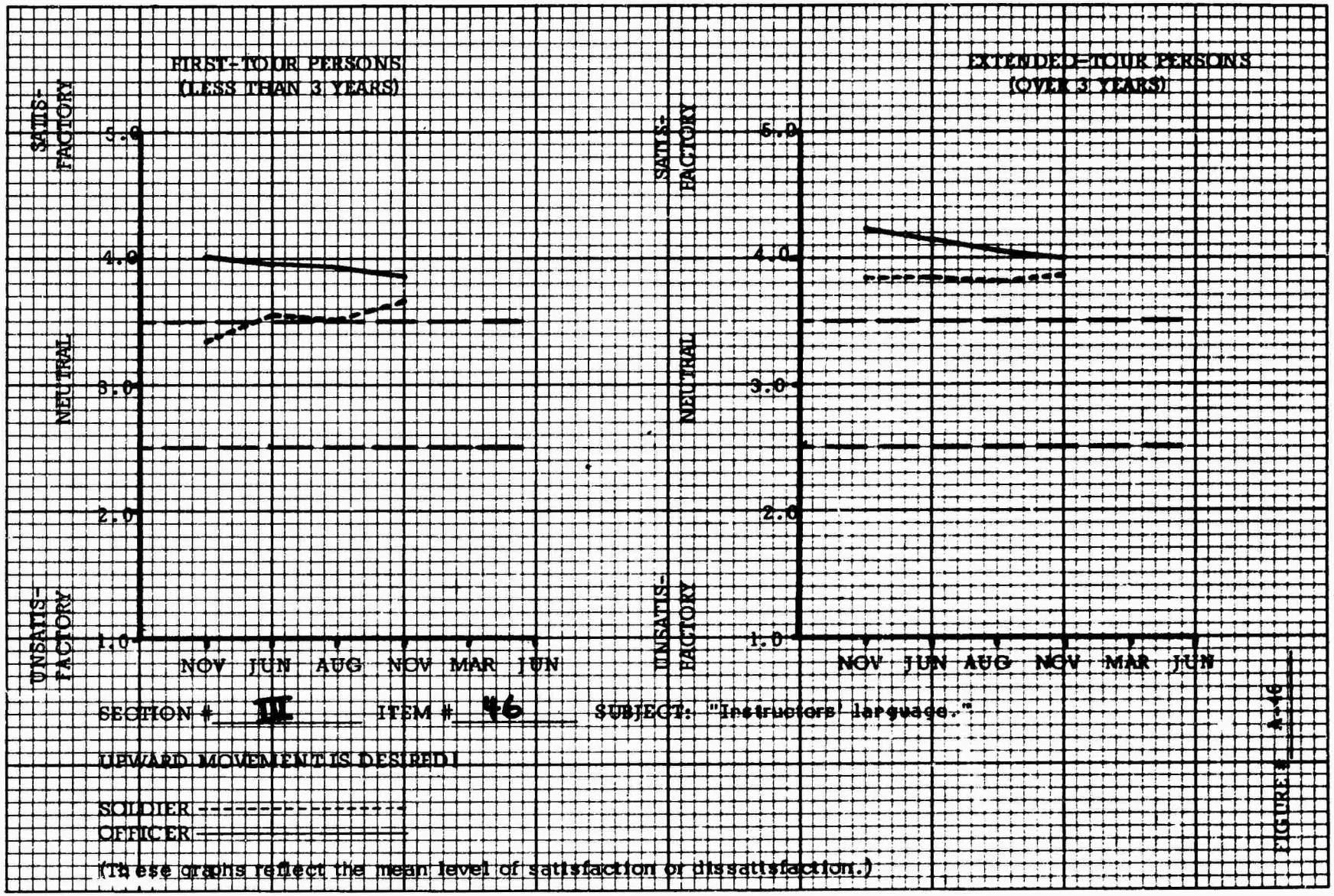
SECTION # III ITEM # 45 SUBJECT: "Instruction by small group, practical work, hands-on training, and accessible assistant instructors."

UPWARD MOVEMENT IS DESIRED!

SOLDIER ----------
OFFICER ----------

(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # K-45



SECTION # III ITEM # 46 SUBJECT: "Instructors' language."

UPWARD MOVEMENT IS DESIRED!

SOLDIER ----------

OFFICER ==========

(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE 4-46

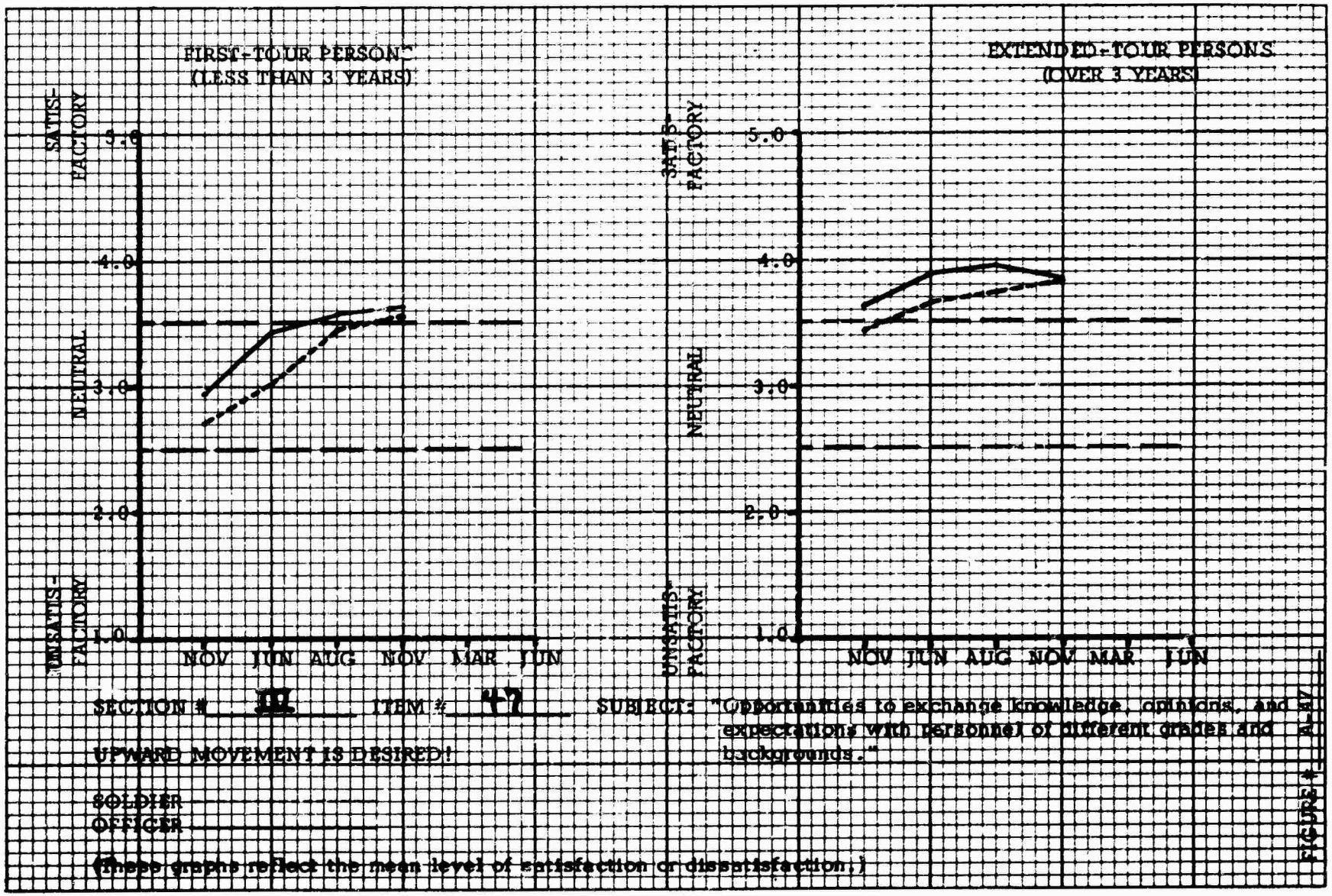

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-
FACTORY
NEUTRAL
UNSATIS-
FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # III ITEM # 47
SUBJECT: "Opportunities to exchange knowledge, opinions, and expectations with personnel of different grades and backgrounds."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE A-47

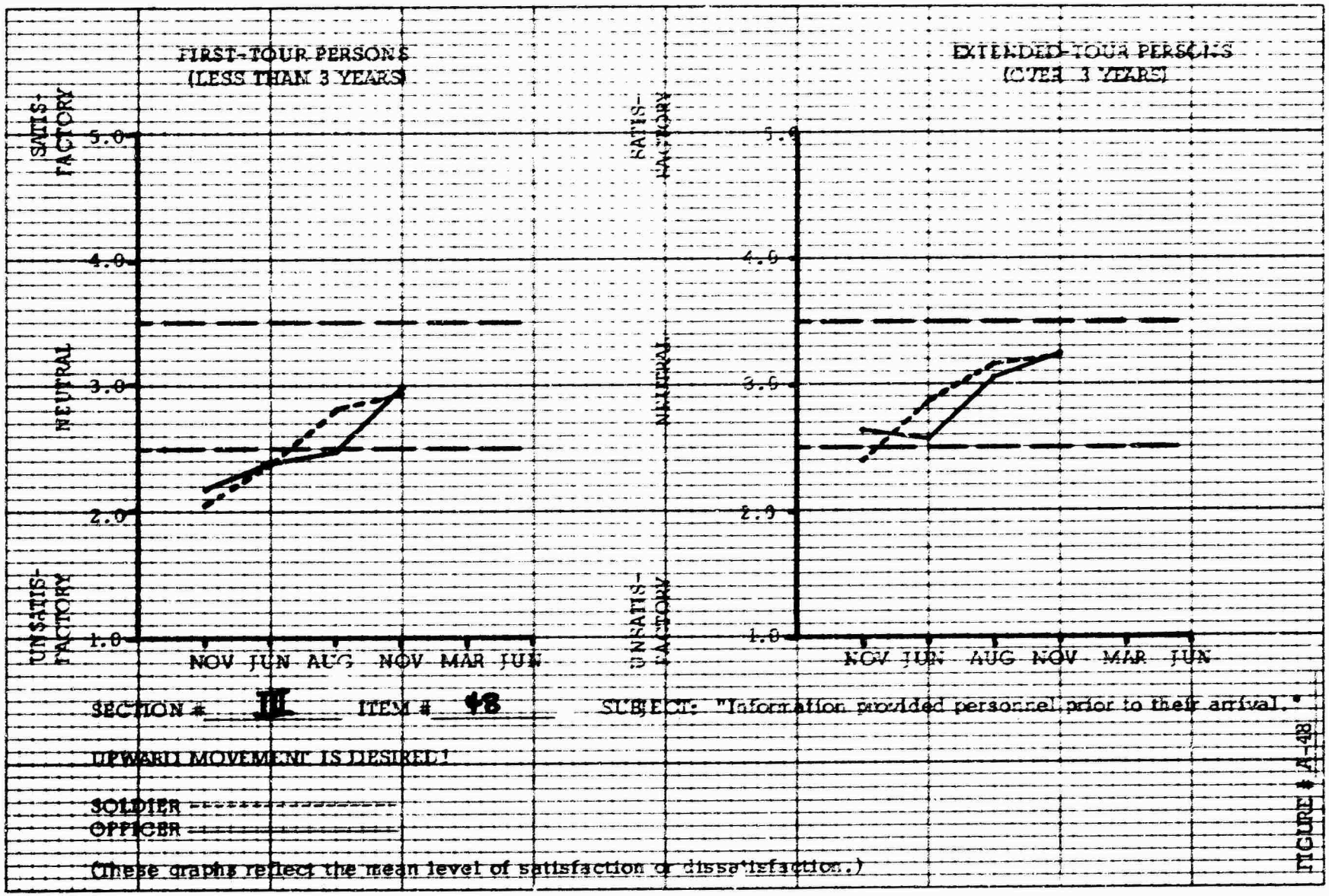

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
SECTION # III ITEM # 48
SUBJECT: "Information provided personnel prior to their arrival."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-48

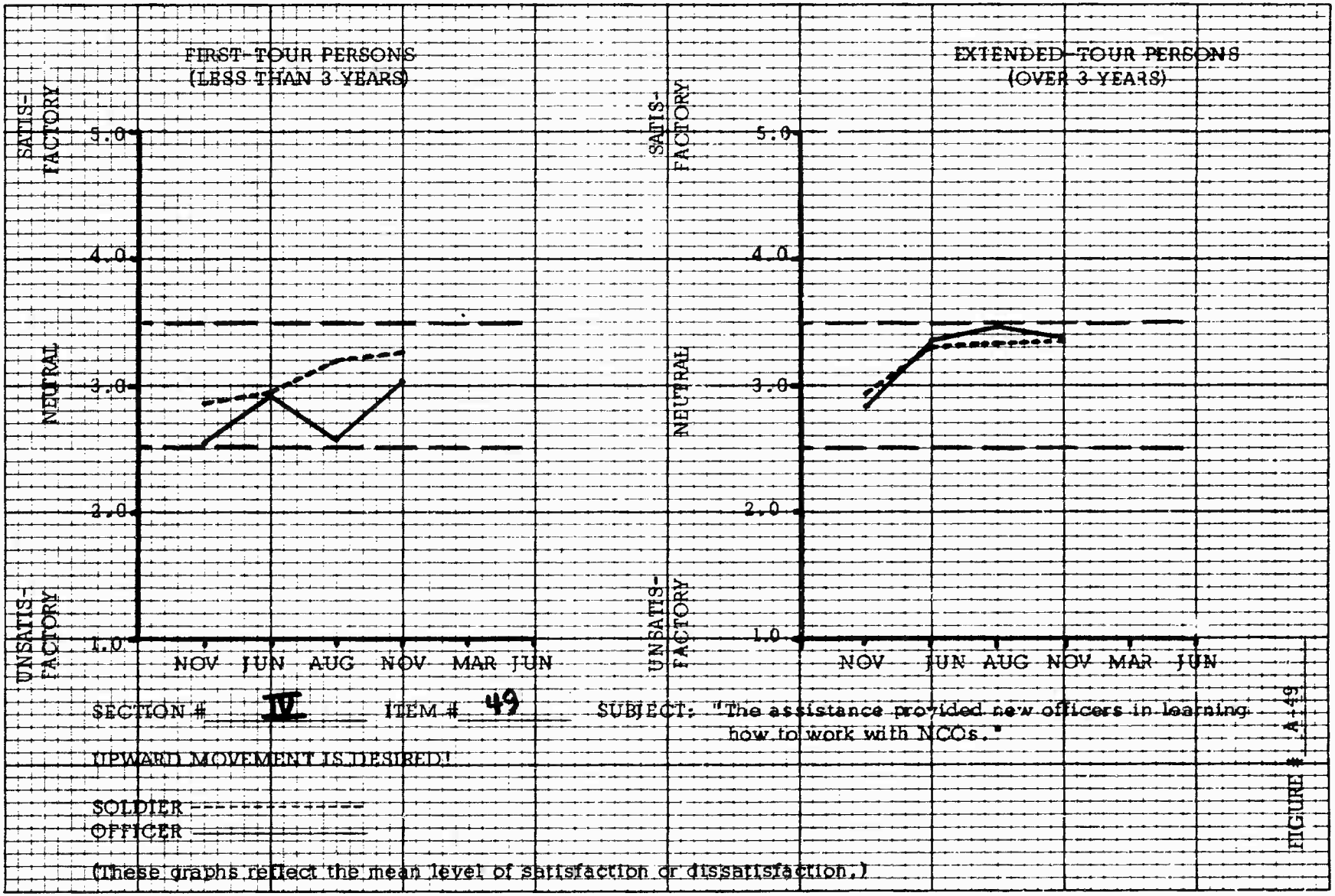
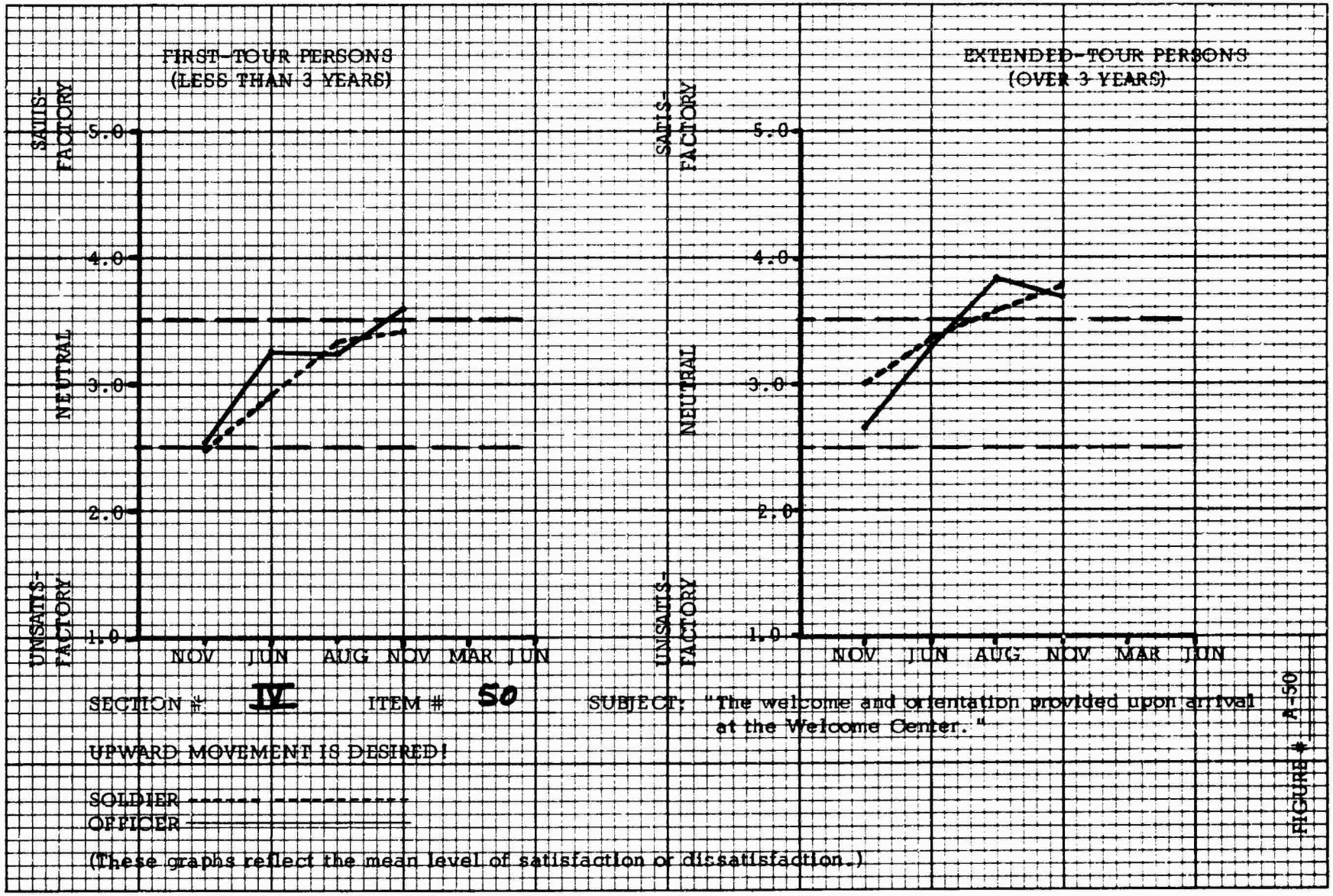

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # IV ITEM # 49
SUBJECT: "The assistance provided new officers in learning how to work with NCOs."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-49


FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # IV ITEM # 50
SUBJECT: "The welcome and orientation provided upon arrival at the Welcome Center."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)
FIGURE # A-50

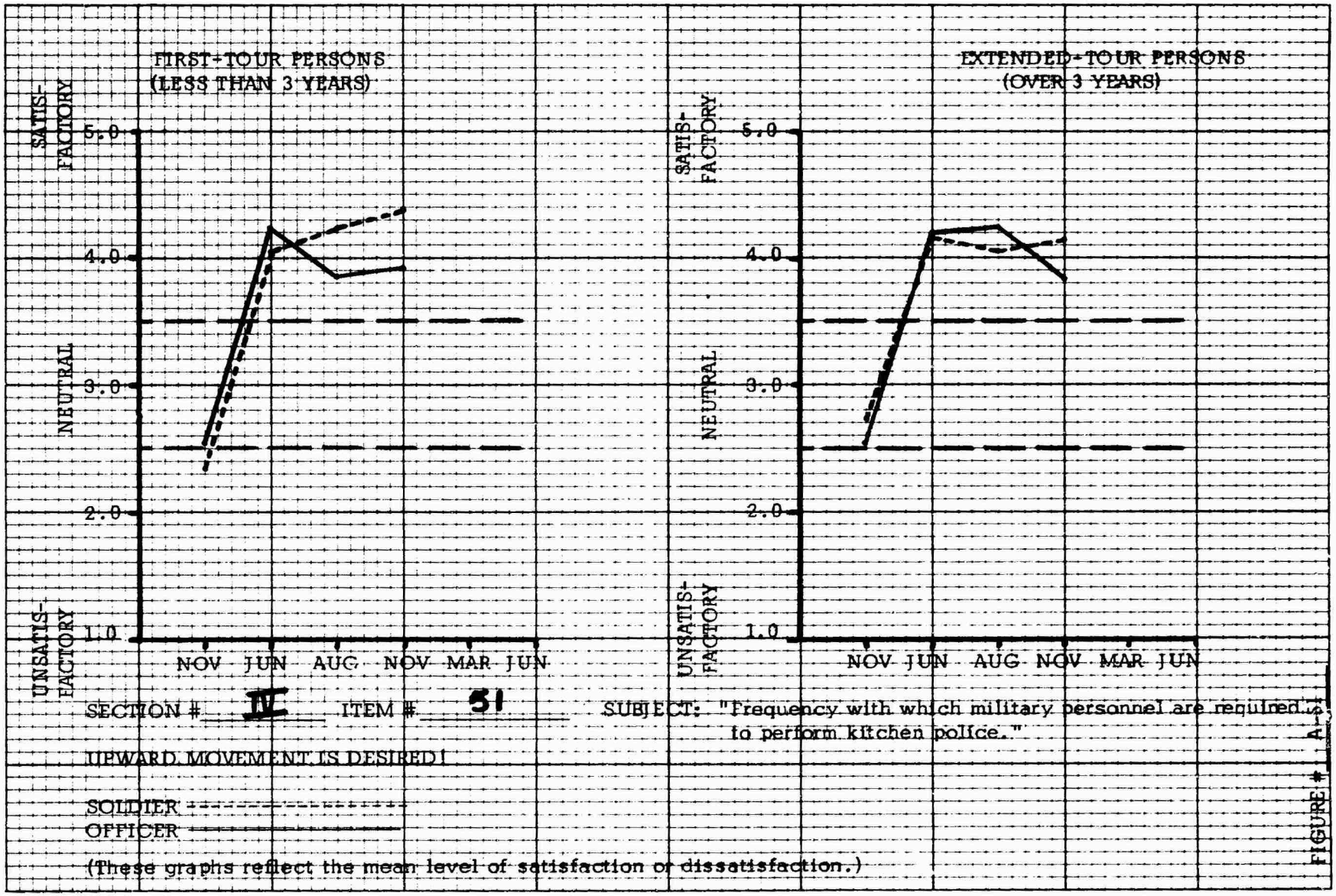
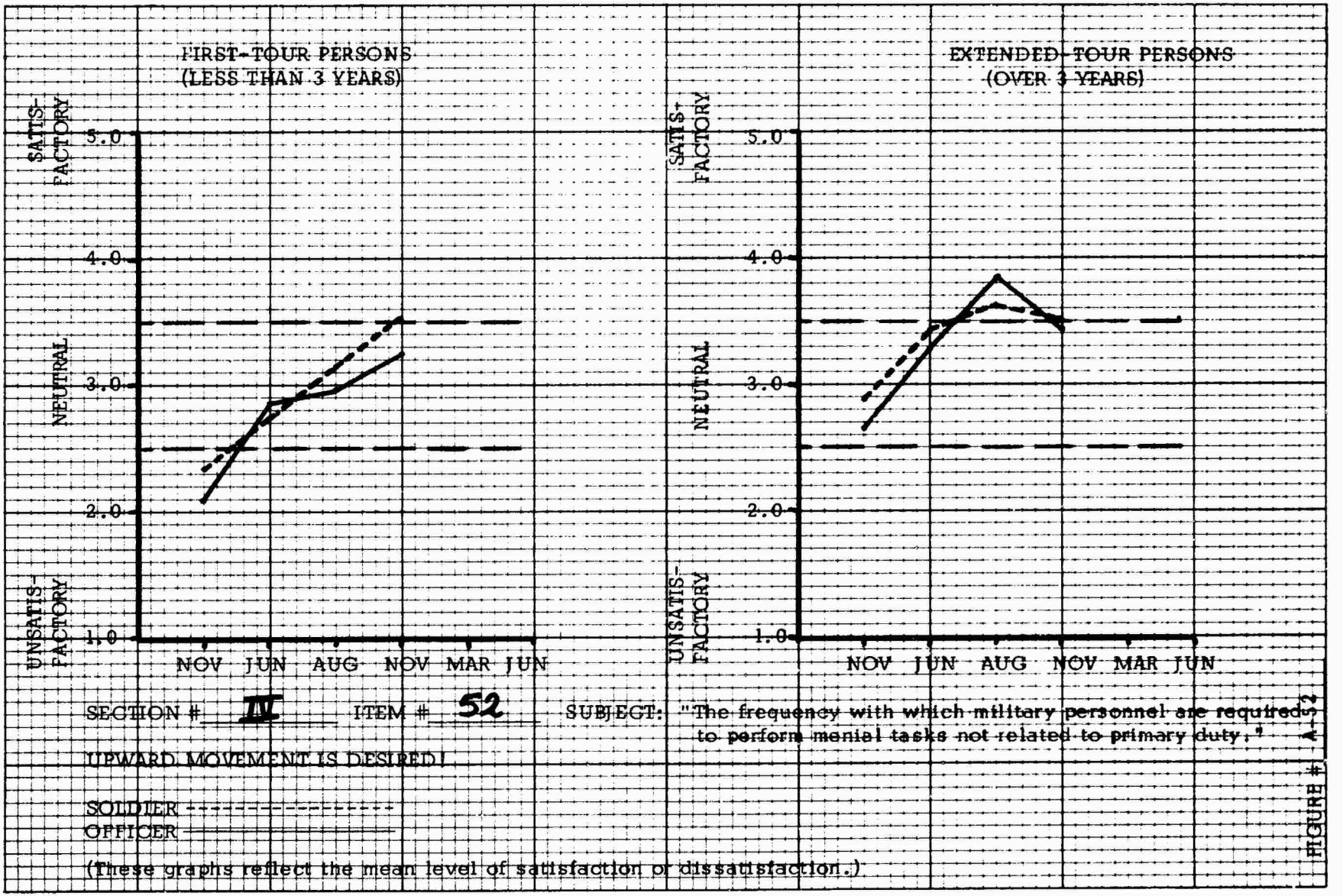

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # IV ITEM # 51
SUBJECT: "Frequency with which military personnel are required to perform kitchen police."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-5



SECTION # IV ITEM # 52 SUBJECT: "The frequency with which military personnel are required to perform menial tasks not related to primary duty."

UPWARD MOVEMENT IS DESIRED!

SOLDIER - - - - - - - - - - - - - - - -
OFFICER ————————————————

(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-52

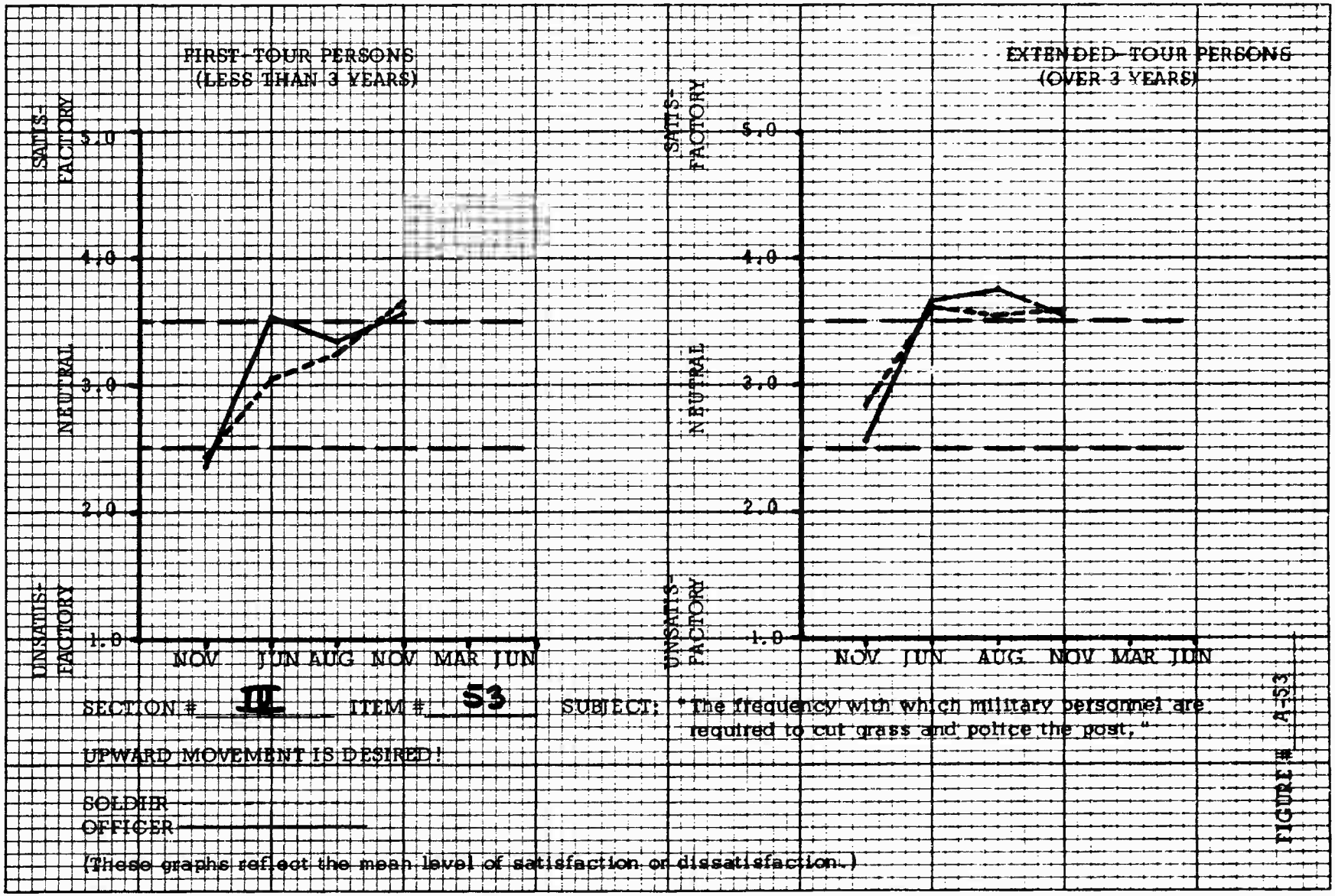

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
SECTION # III ITEM # 53
SUBJECT: "The frequency with which military personnel are required to cut grass and police the post,"
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-53

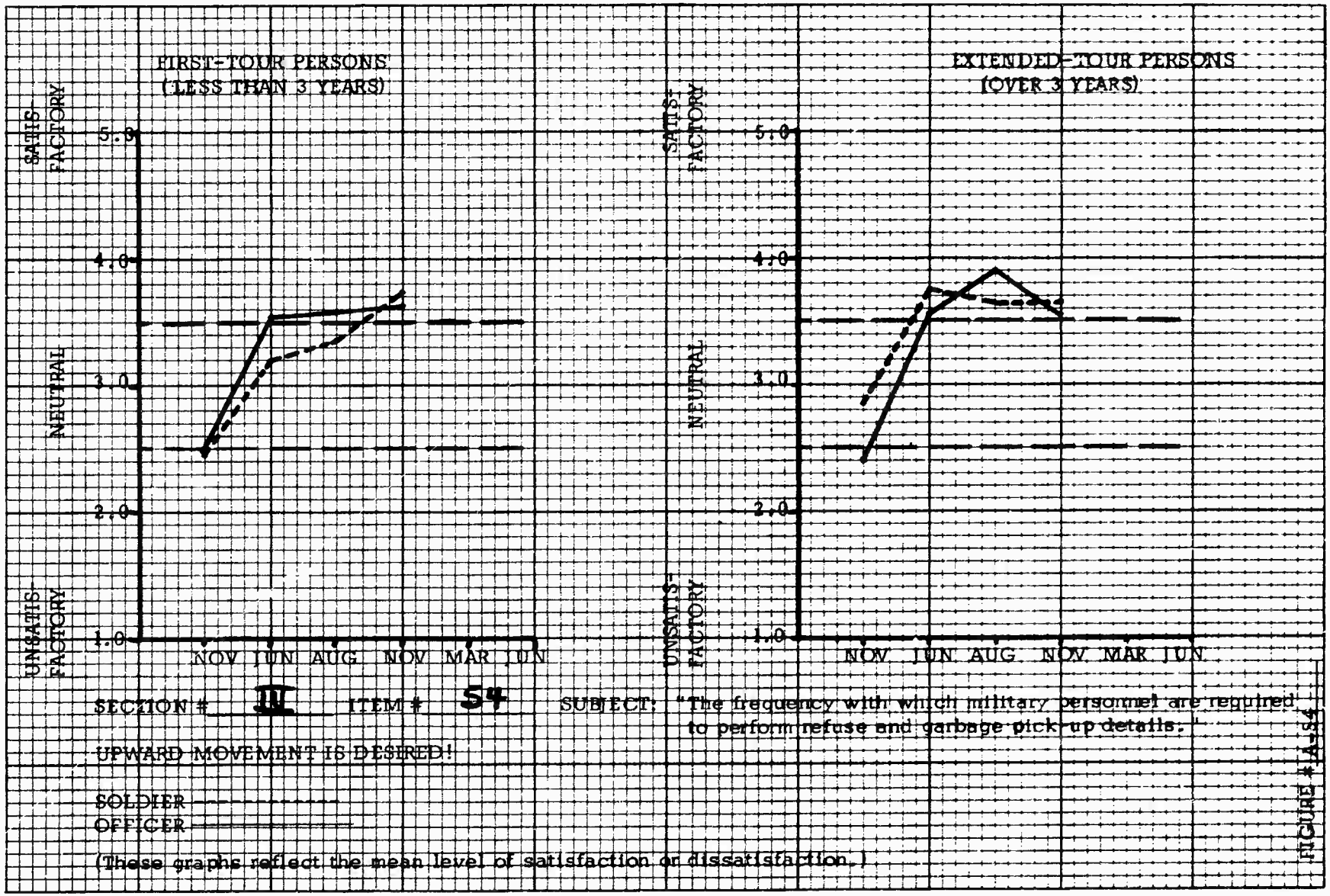

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # IV ITEM # 54
SUBJECT: "The frequency with which military personnel are required to perform refuse and garbage pick-up details."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-54

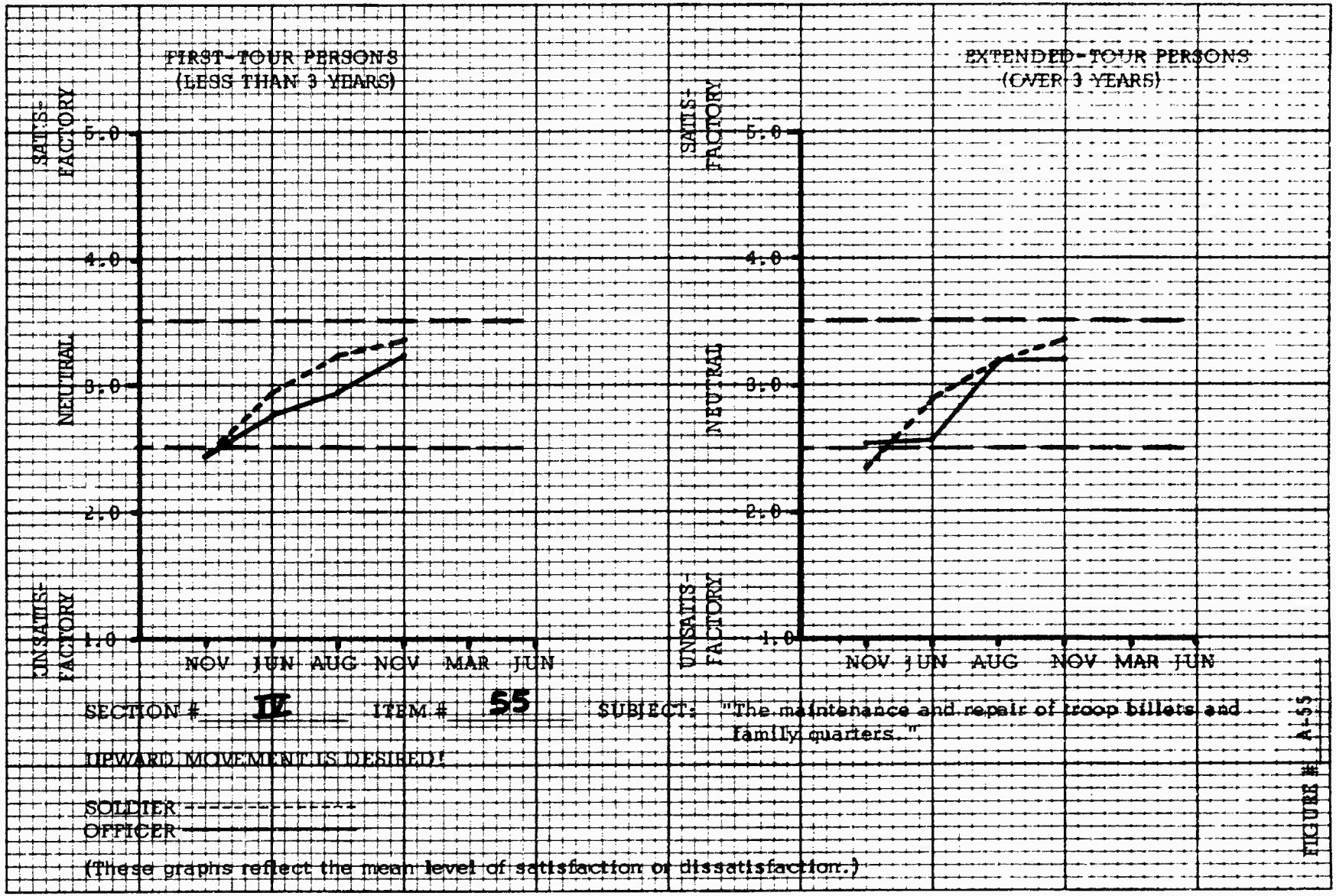
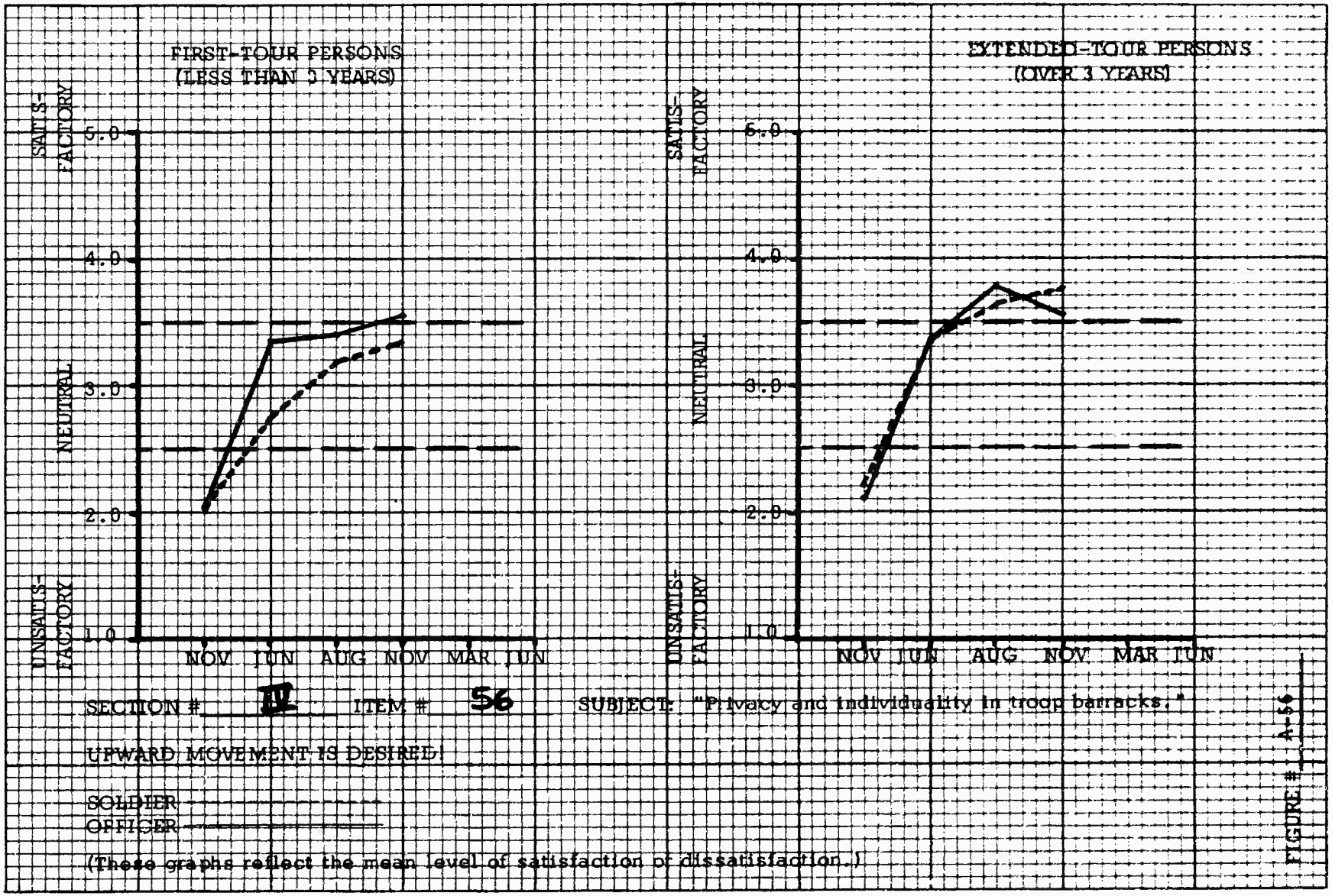

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # IV ITEM # 55
SUBJECT: "The maintenance and repair of troop billets and family quarters."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-55



SECTION # II ITEM # 56 SUBJECT: "Privacy and individuality in troop barracks."

UPWARD MOVEMENT IS DESIRED!

SOLDIER ----------

OFFICER ----------

(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # 4-56

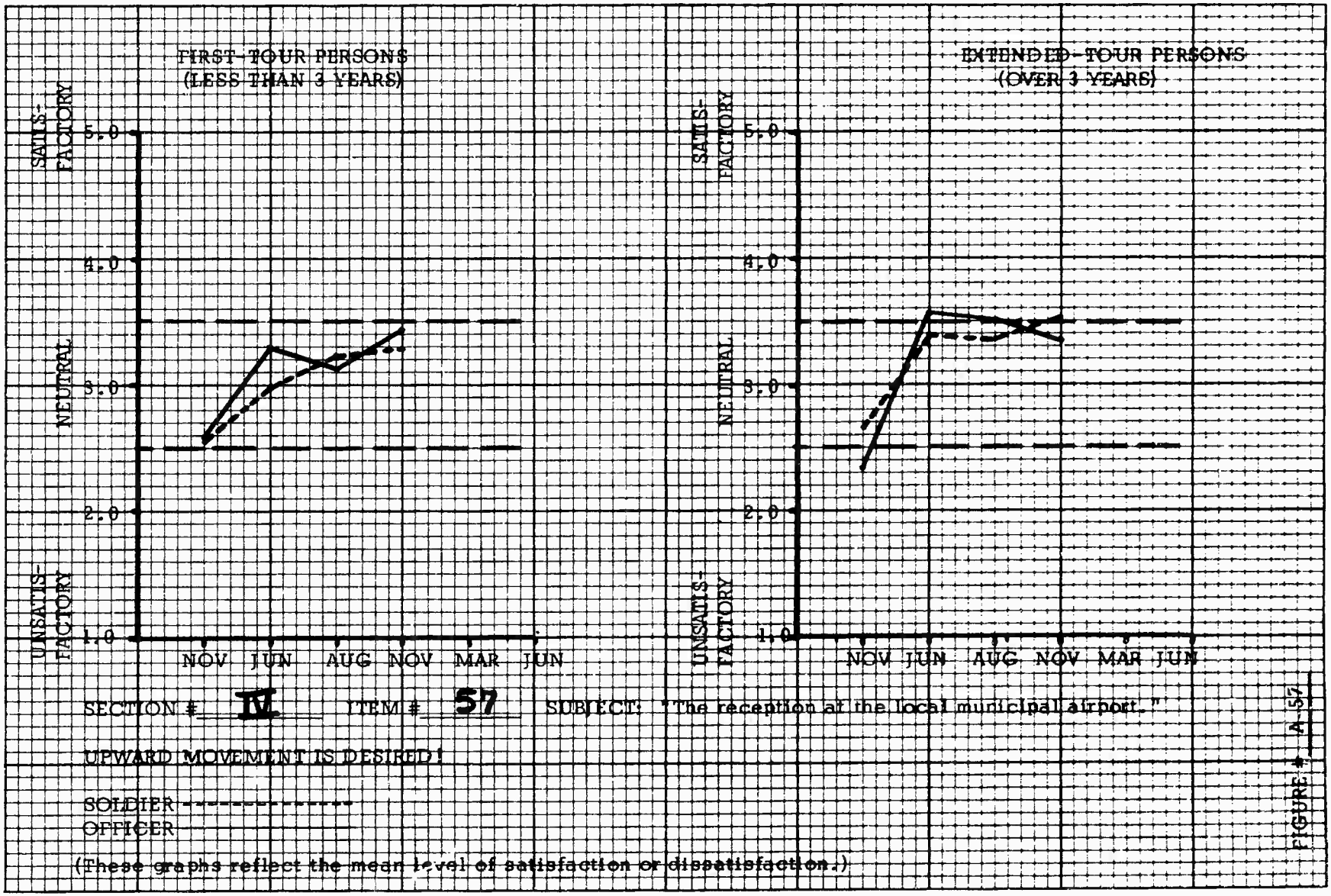
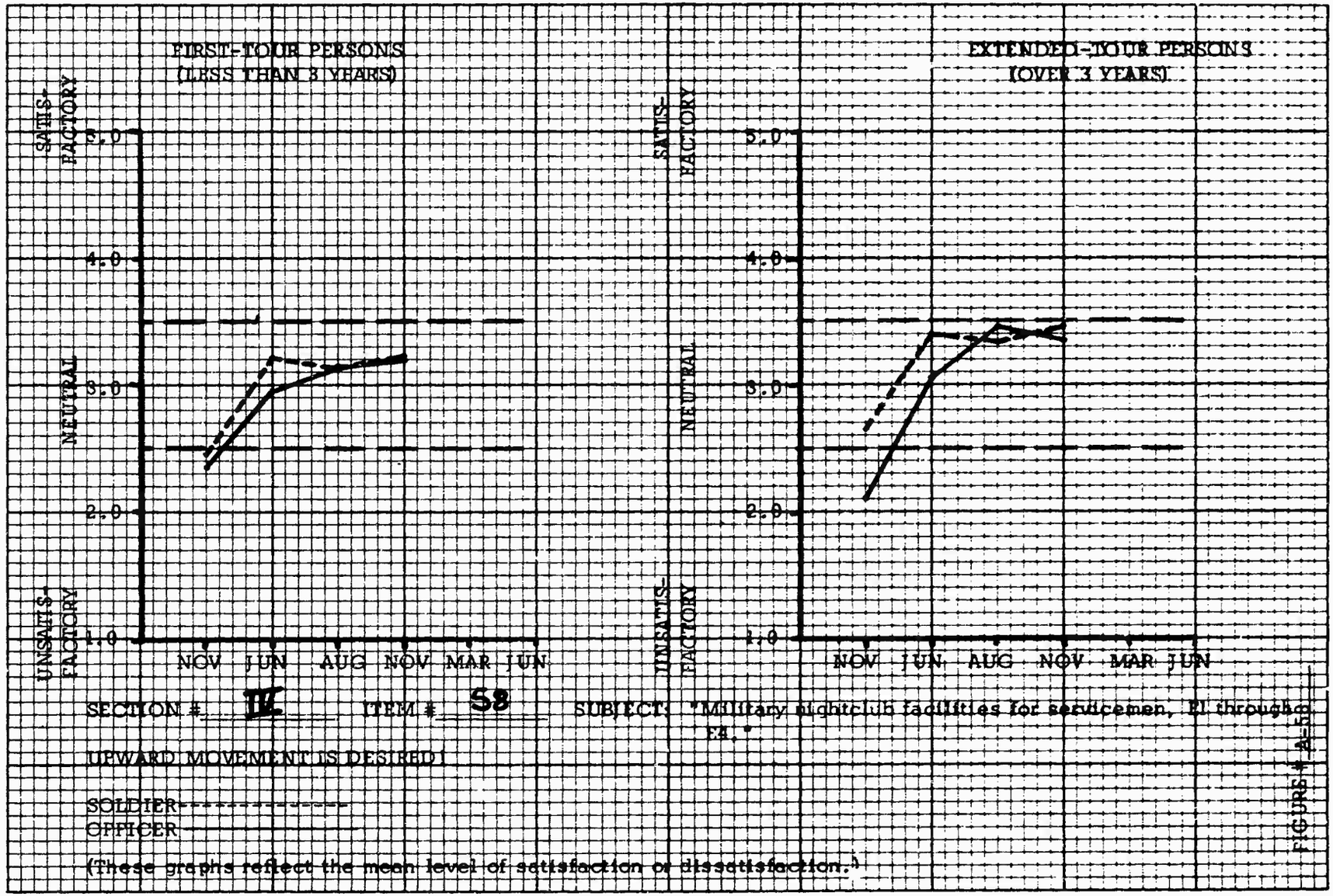

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # M ITEM # 57 SUBJECT: "The reception at the local municipal airport."
UPWARD MOVEMENT IS DESIRED!
SOLDIER ----------
OFFICER ---
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-57



SECTION # IV ITEM # S8 SUBJECT: "Military nightclub facilities for servicemen, E1 through E4."

UPWARD MOVEMENT IS DESIRED!

SOLDIER----------
OFFICER ----------

(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-5

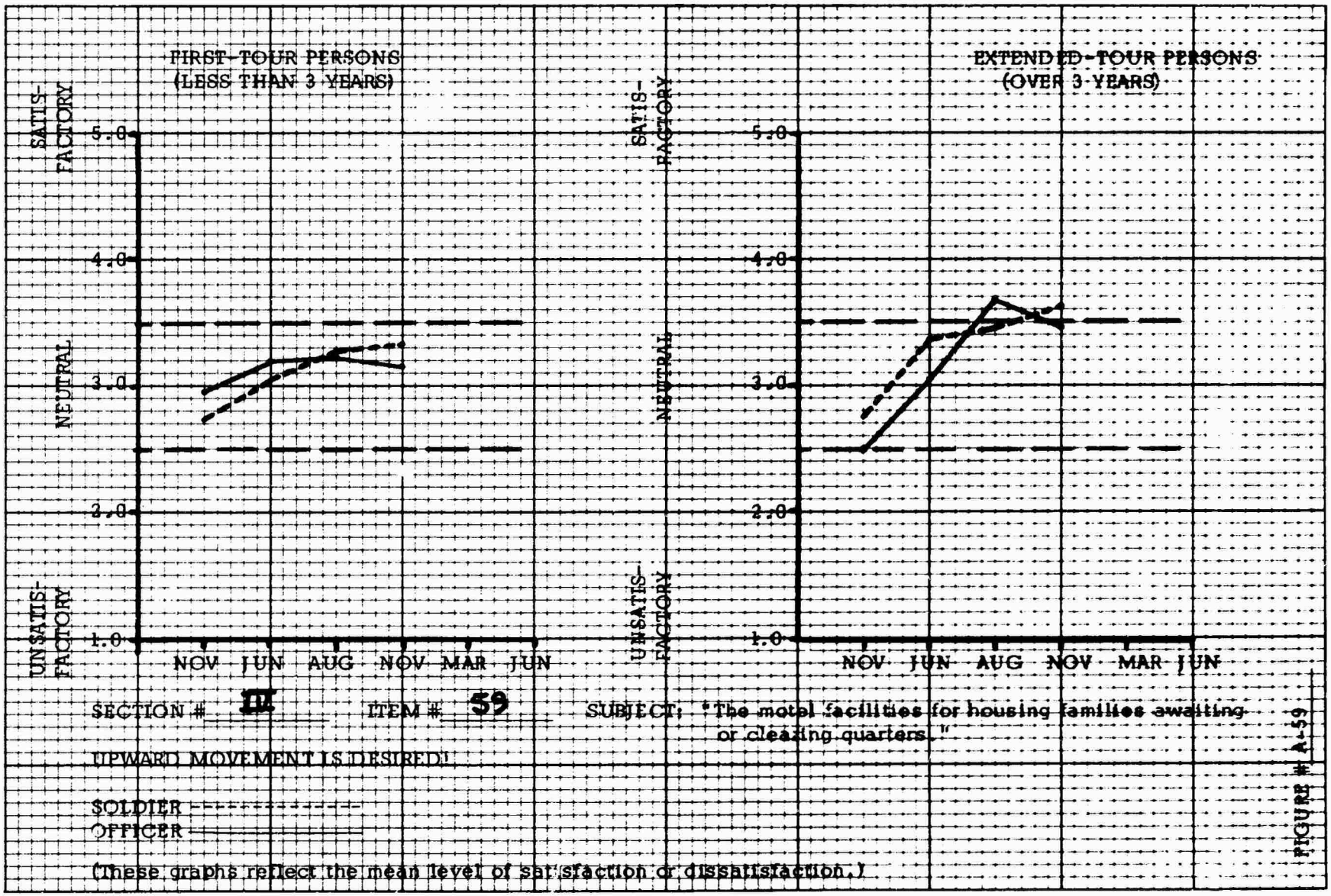

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-
FACTORY
NEUTRAL
UNSATIS-
FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # III
ITEM # 59
SUBJECT: "The motel facilities for housing families awaiting or clearing quarters."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-59

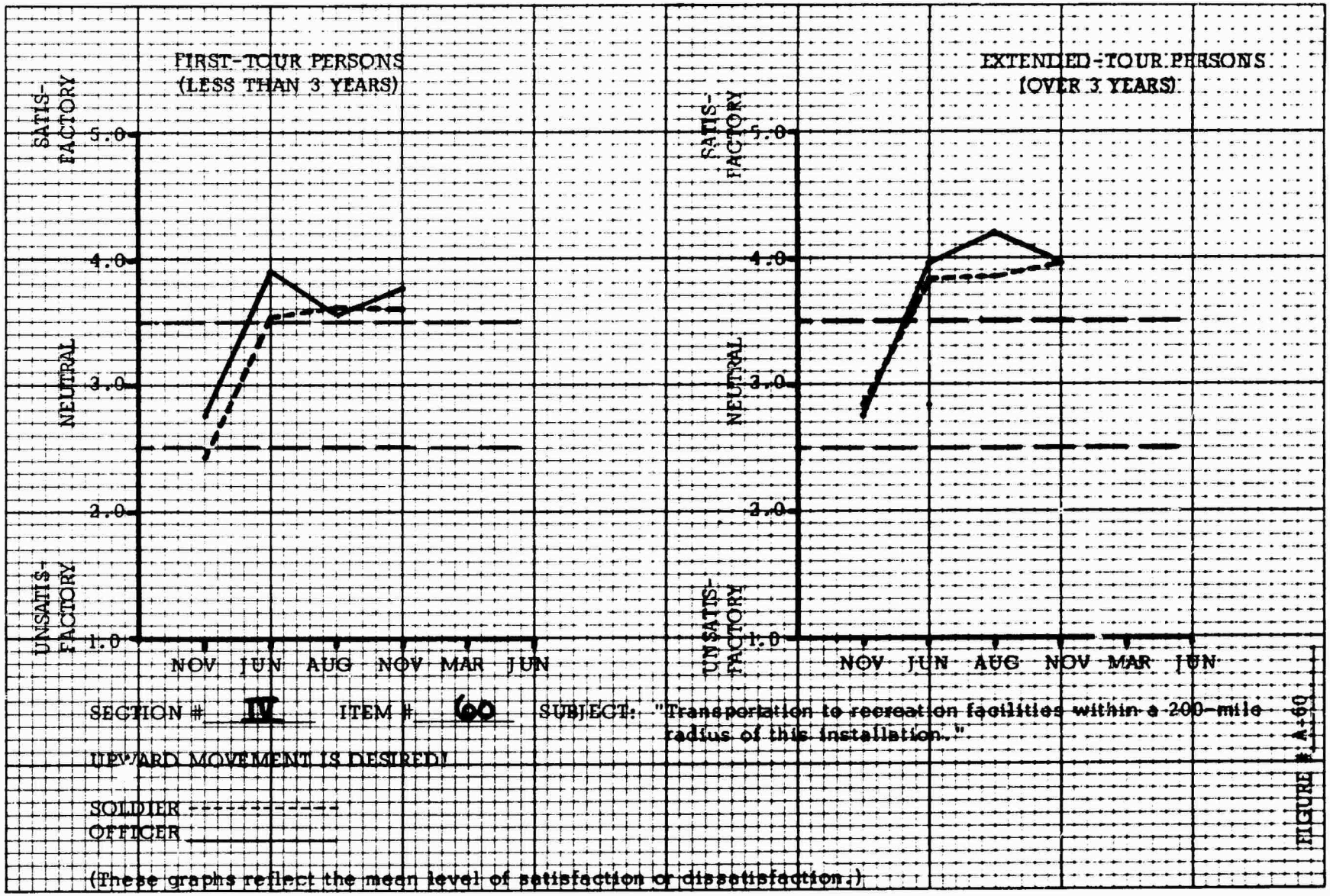
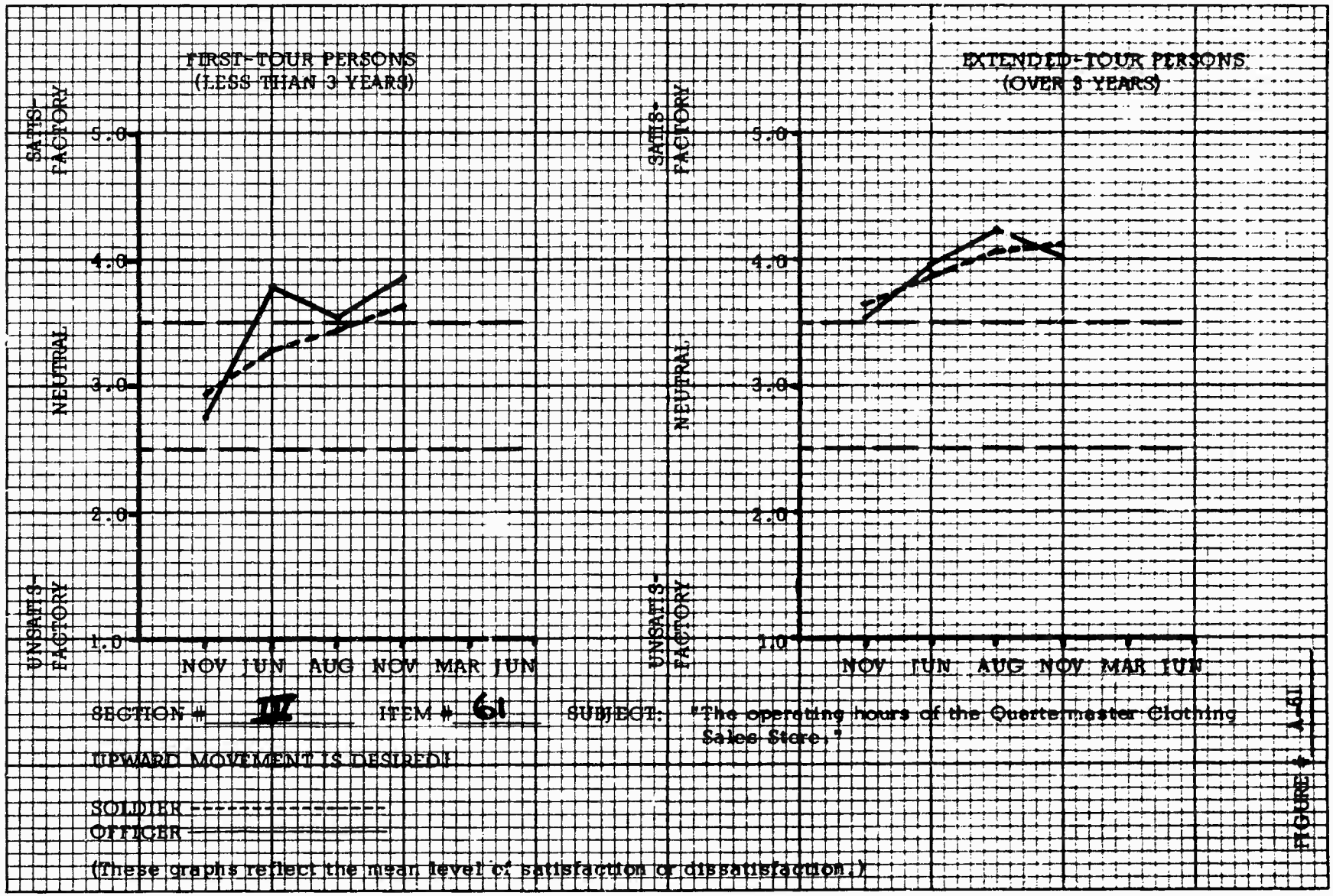

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # IV ITEM # 60 SUBJECT: "Transportation to recreation facilities within a 200-mile radius of this installation."
UPWARD MOVEMENT IS DESIRED!
SOLDIER ----------
OFFICER _____
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-60



SECTION # III ITEM # 61 SUBJECT: "The operating hours of the Quartermaster Clothing Sales Store."

UPWARD MOVEMENT IS DESIRED!

SOLDIER ----------
OFFICER ==========

(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE 4 (A-II)

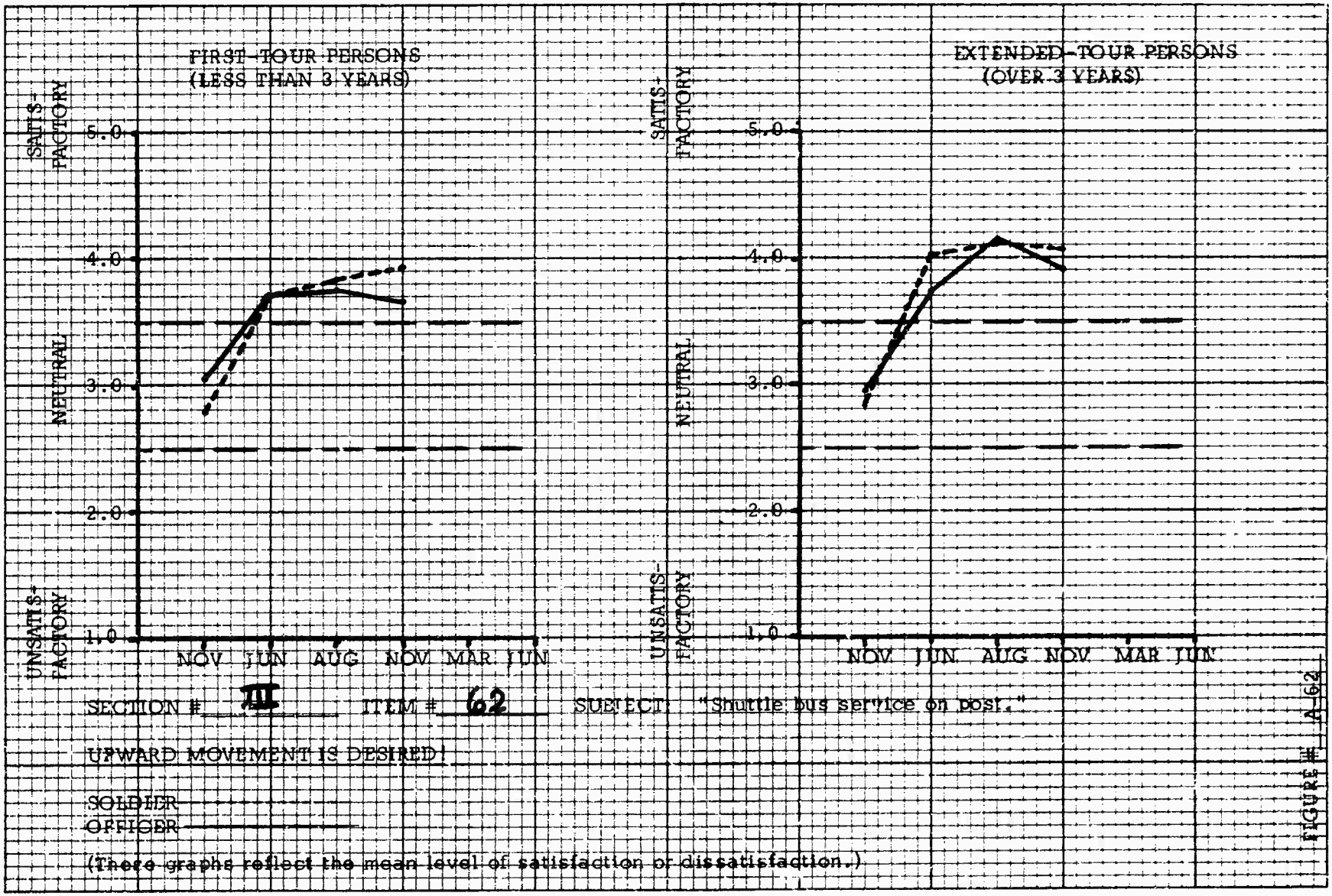

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # III ITEM # 62 SUBJECT: "Shuttle bus service on post."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-62

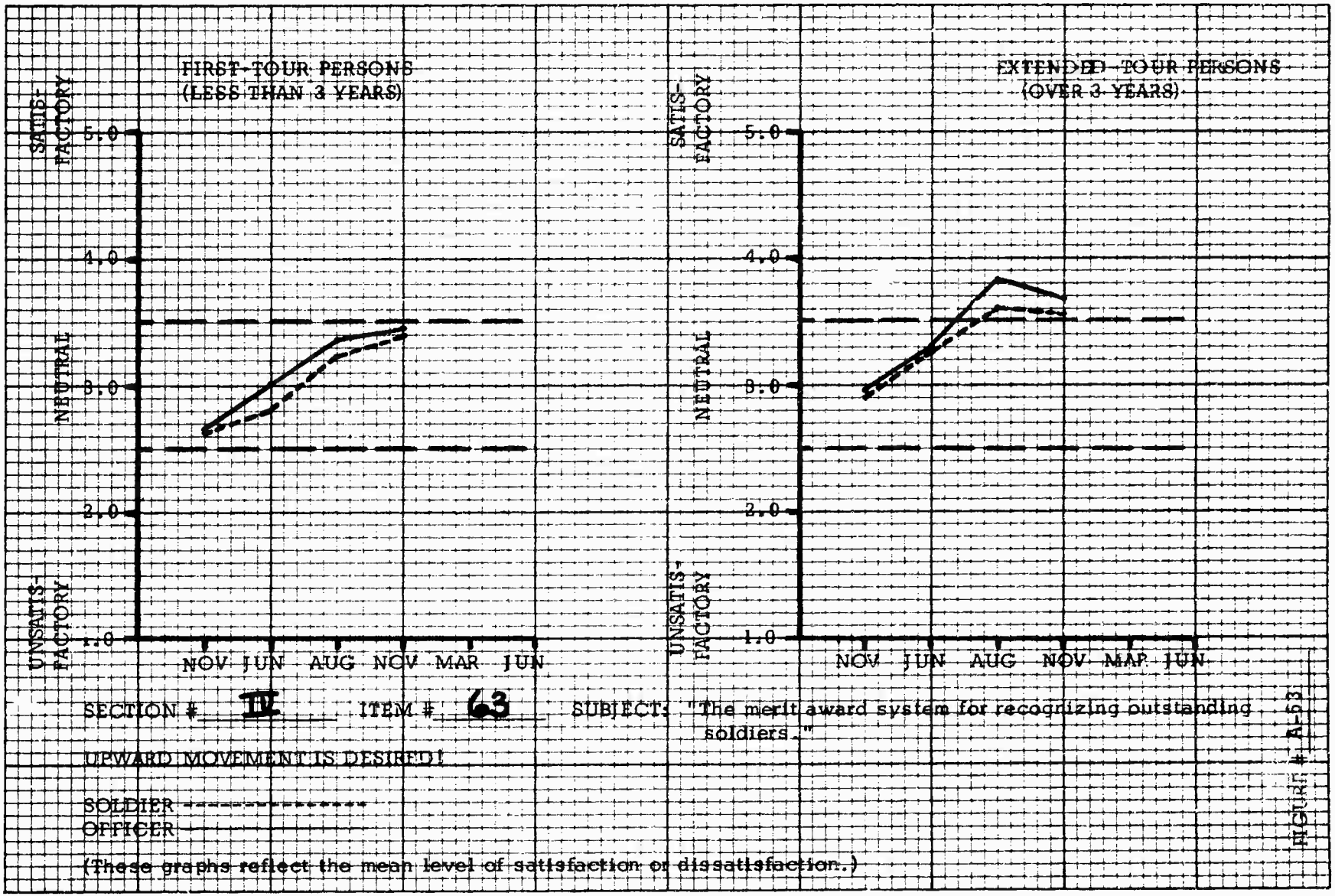

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # IV ITEM # 63
SUBJECT: "The merit award system for recognizing outstanding soldiers."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-63

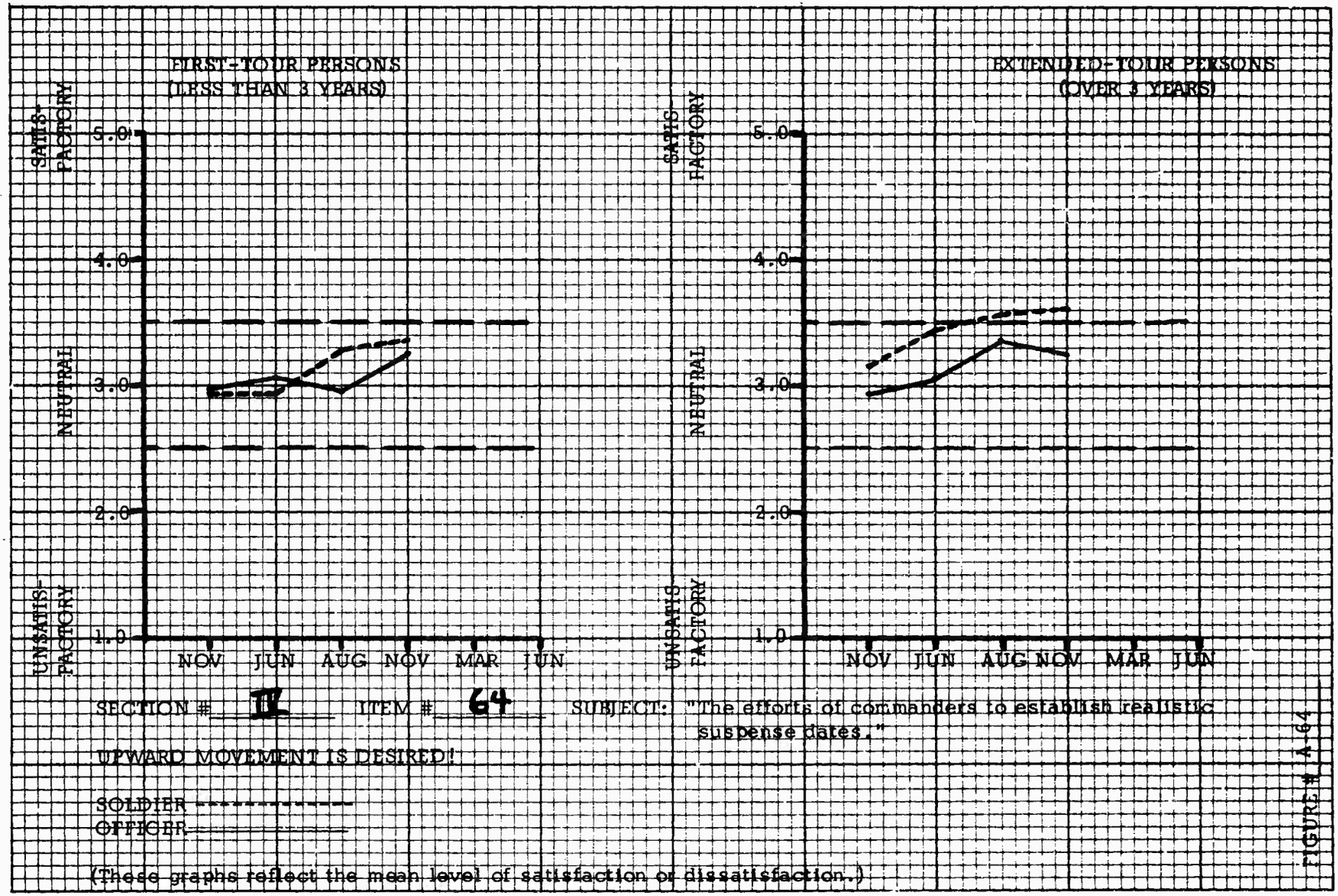
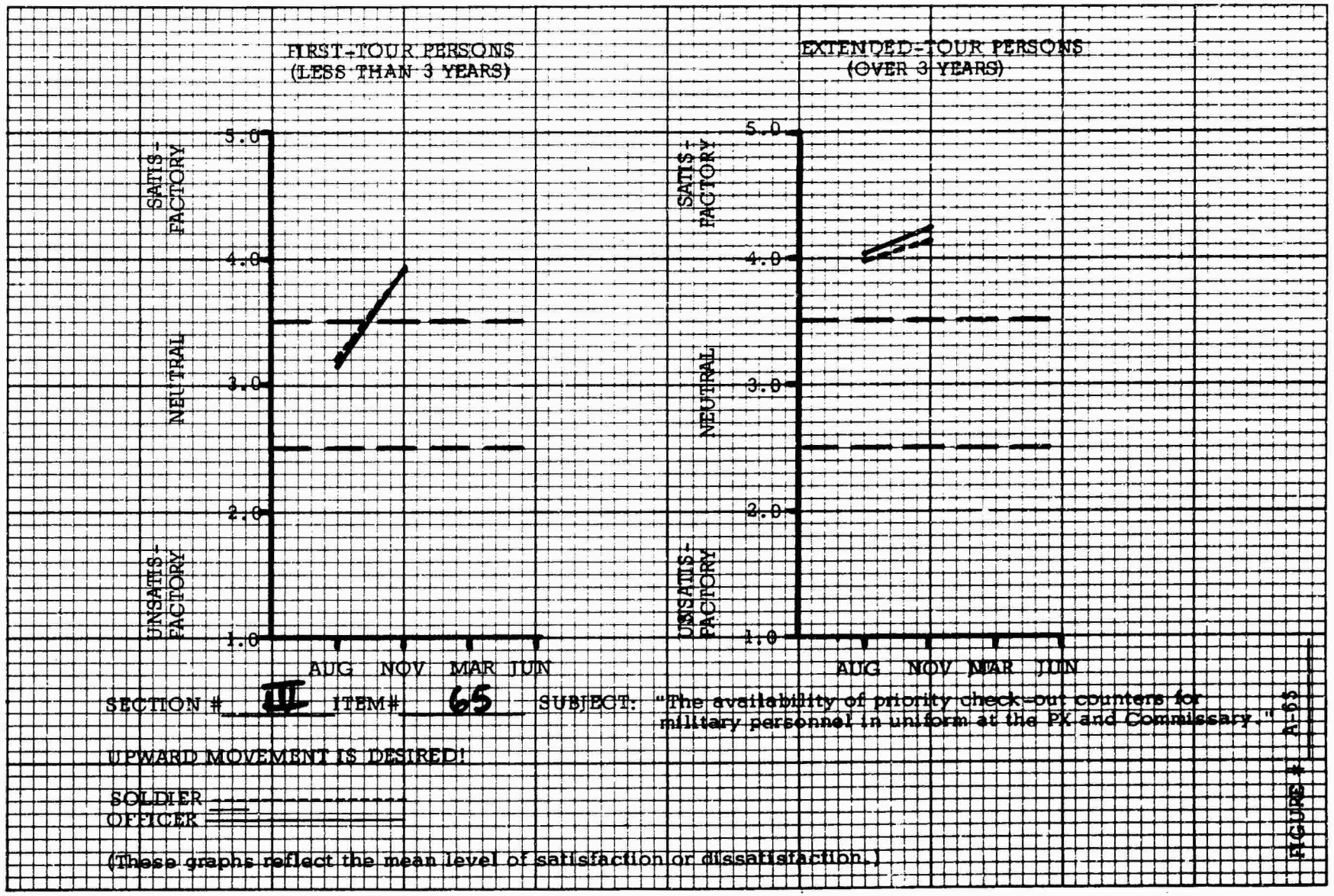
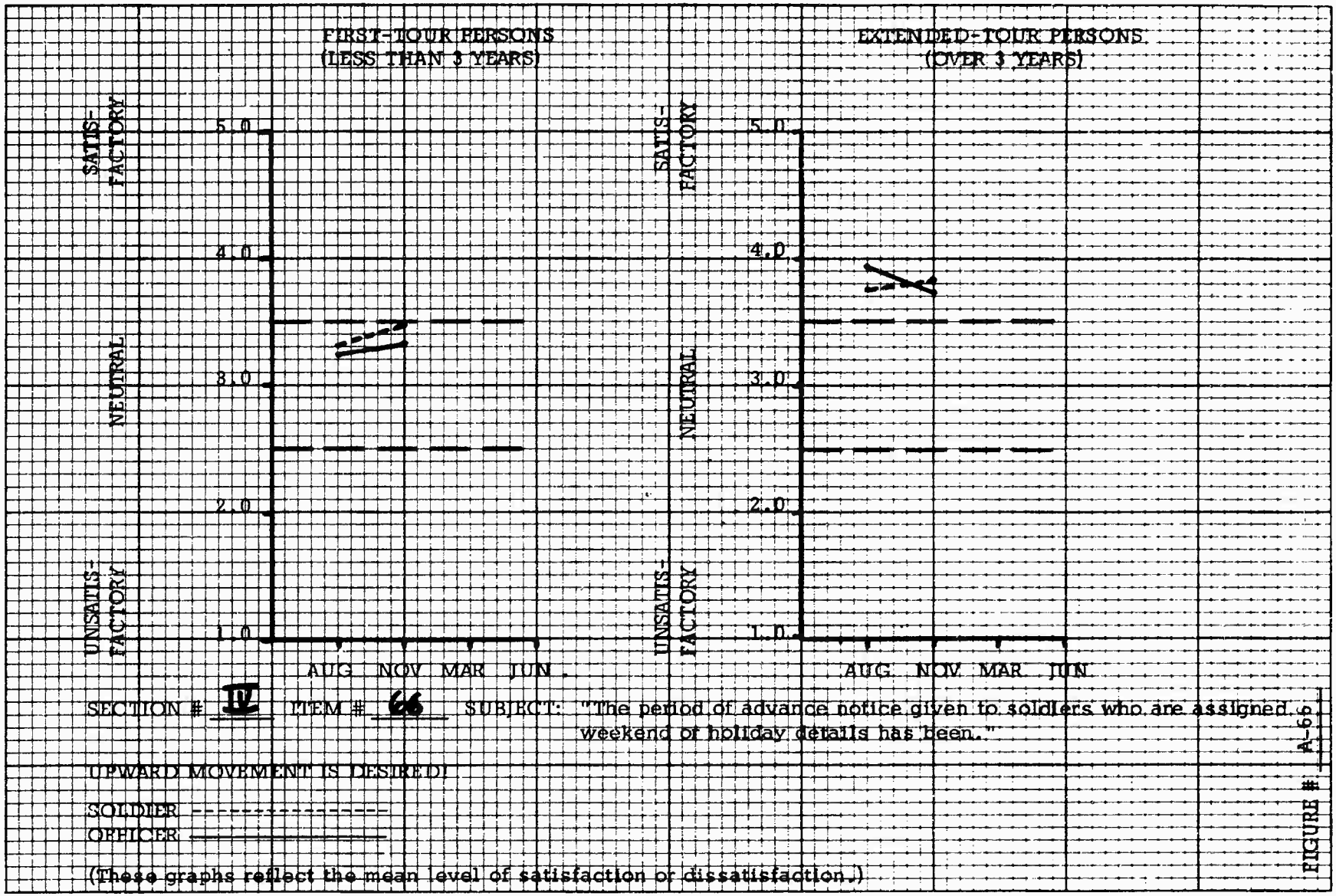

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV MAR JUN
NOV JUN AUG NOV MAR JUN
SECTION # II ITEM # 64
SUBJECT: "The efforts of commanders to establish realistic suspense dates."
UPWARD MOVEMENT IS DESIRED!
SOLDIER ----------
OFFICER ----------
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-64


FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
MAR
JUN
SECTION # III ITEM# 65 SUBJECT: "The availability of priority check-out counters for military personnel in uniform at the PX and Commissary."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)
FIGURE # 4-65



SECTION # IV ITEM # 66 SUBJECT: "The period of advance notice given to soldiers who are assigned weekend or holiday details has been."

UPWARD MOVEMENT IS DESIRED!

SOLDIER ----------

OFFICER ——————

(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-66

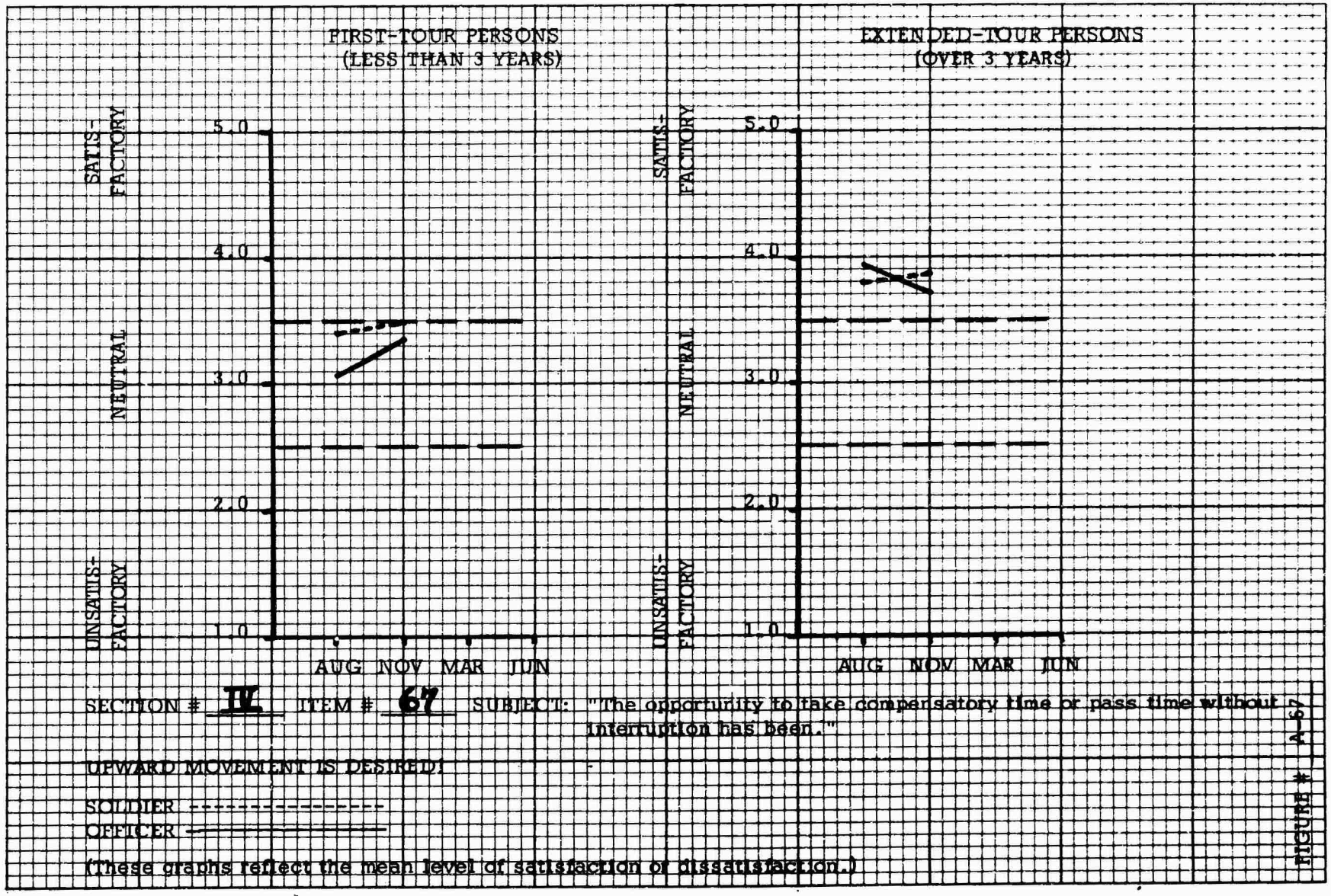
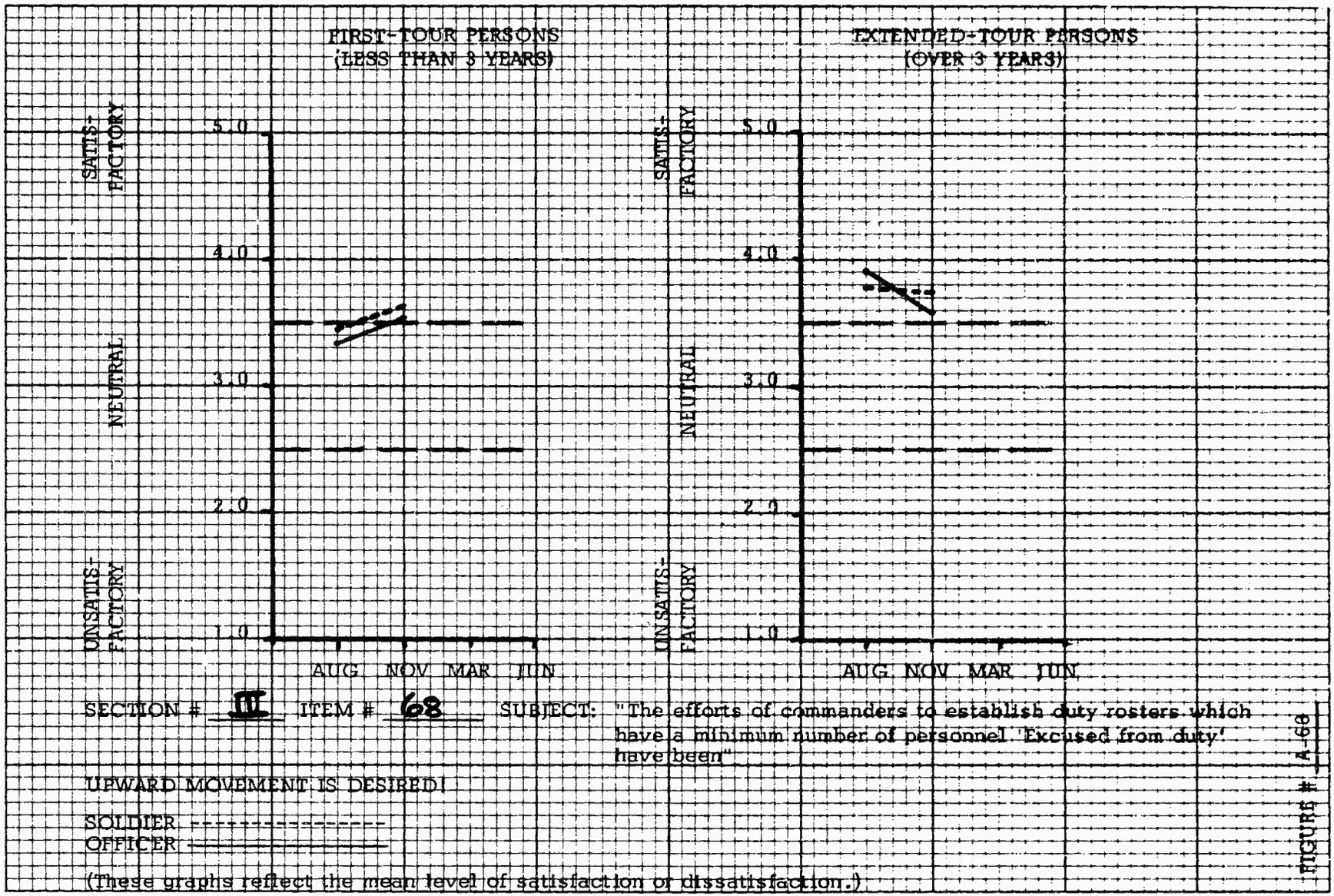

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
AUG NOV MAR JUN
SECTION # IV ITEM # 67 SUBJECT: "The opportunity to take compensatory time or pass time without interruption has been."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # 4.6



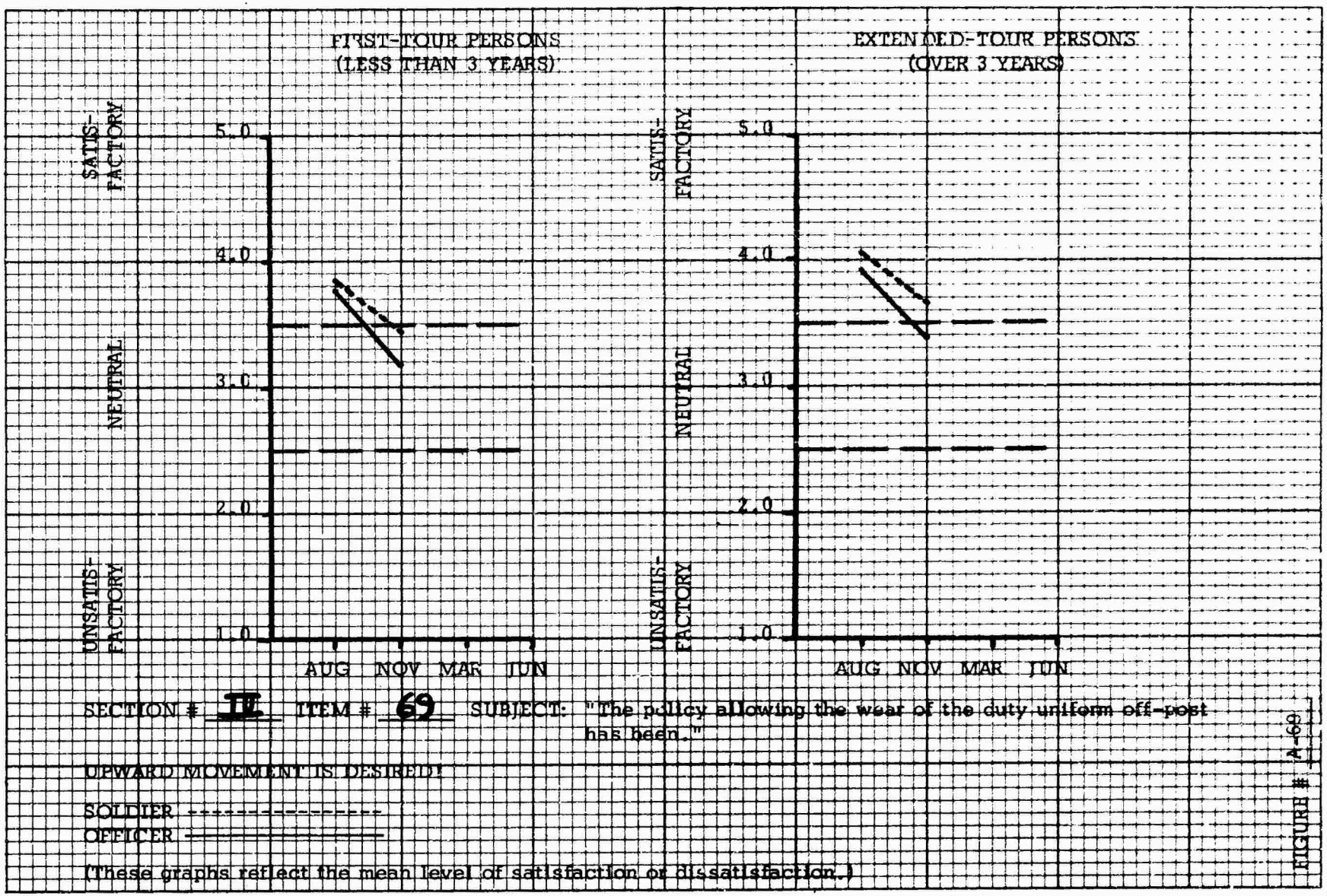
SECTION # III ITEM # 68 SUBJECT: "The efforts of commanders to establish duty rosters which have a minimum number of personnel 'Excused from duty' have been"

UPWARD MOVEMENT IS DESIRED!

SOLDIER ----------
OFFICER ----------

(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-68



SECTION # II ITEM # 69 SUBJECT: "The policy allowing the wear of the duty uniform off-post has been."

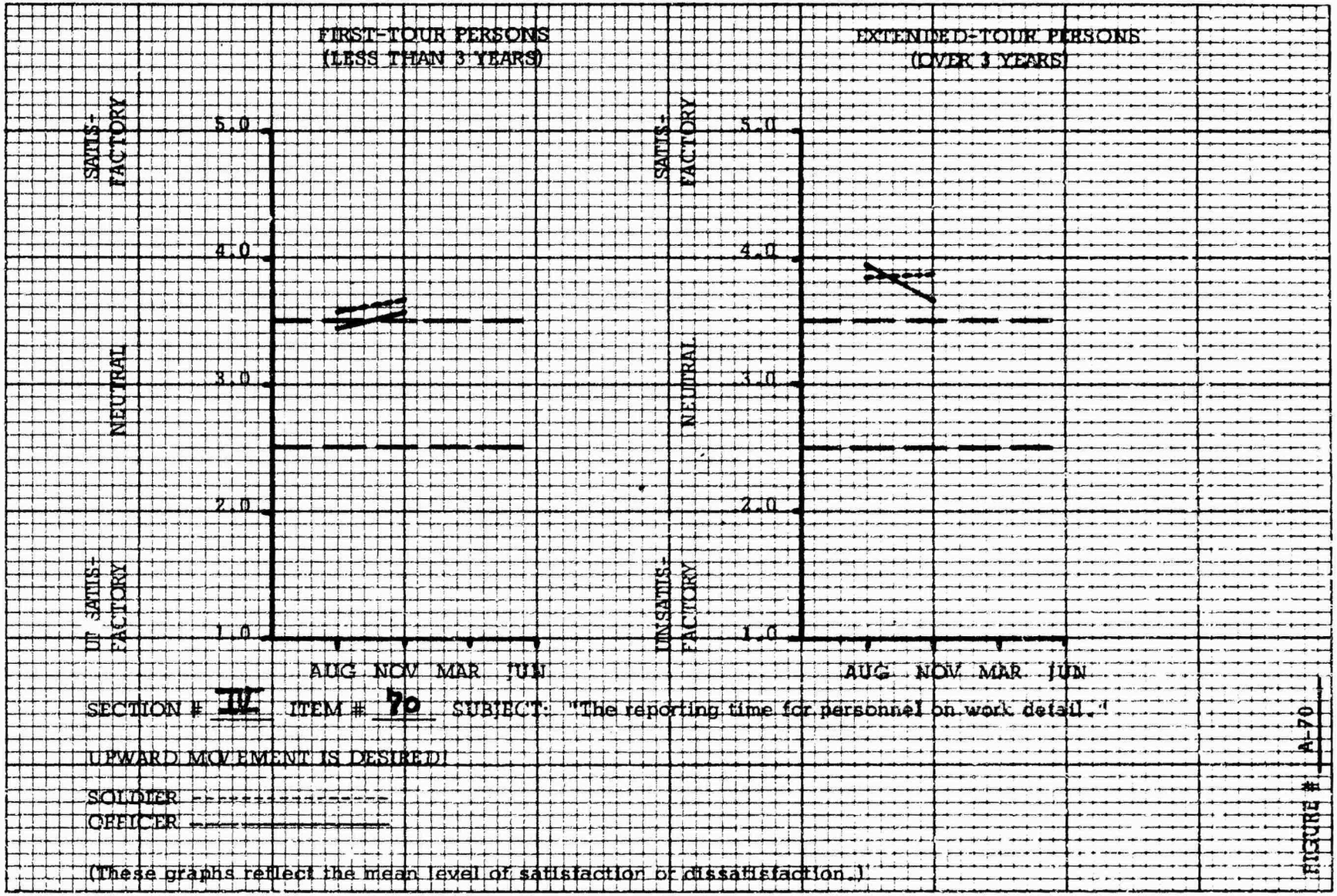
UPWARD MOVEMENT IS DESIRED!

SOLDIER ----------

OFFICER ----------

(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-69



SECTION # IV ITEM # 70 SUBJECT: "The reporting time for personnel on work detail."

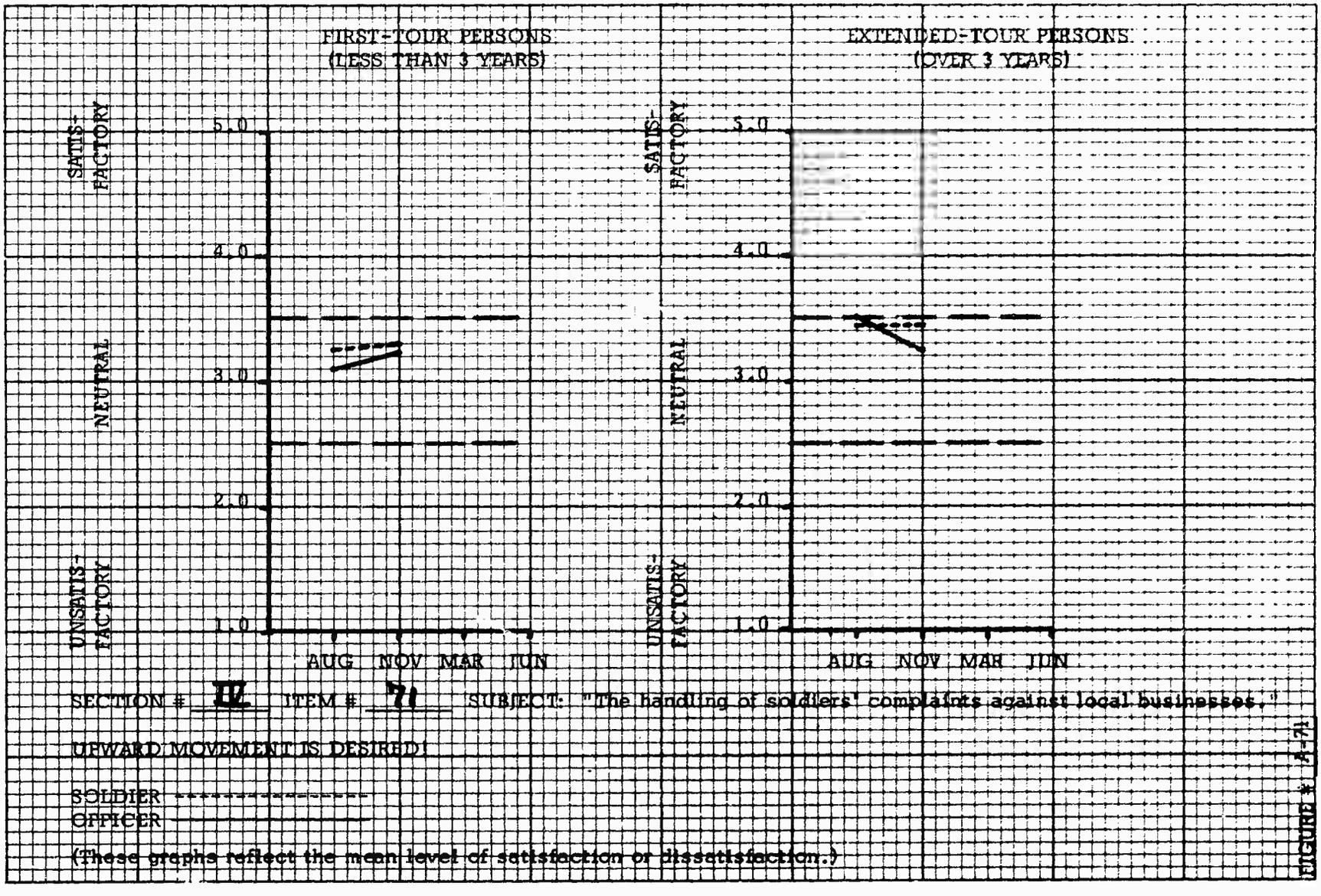
(UPWARD MOVEMENT IS DESIRED)

SOLDIER ----------

OFFICER ----------

(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-70



SECTION # IV ITEM # 71 SUBJECT: "The handling of soldiers' complaints against local businesses."

UPWARD MOVEMENT IS DESIRED!

SOLDIER ----------

OFFICER _____

(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE A-71

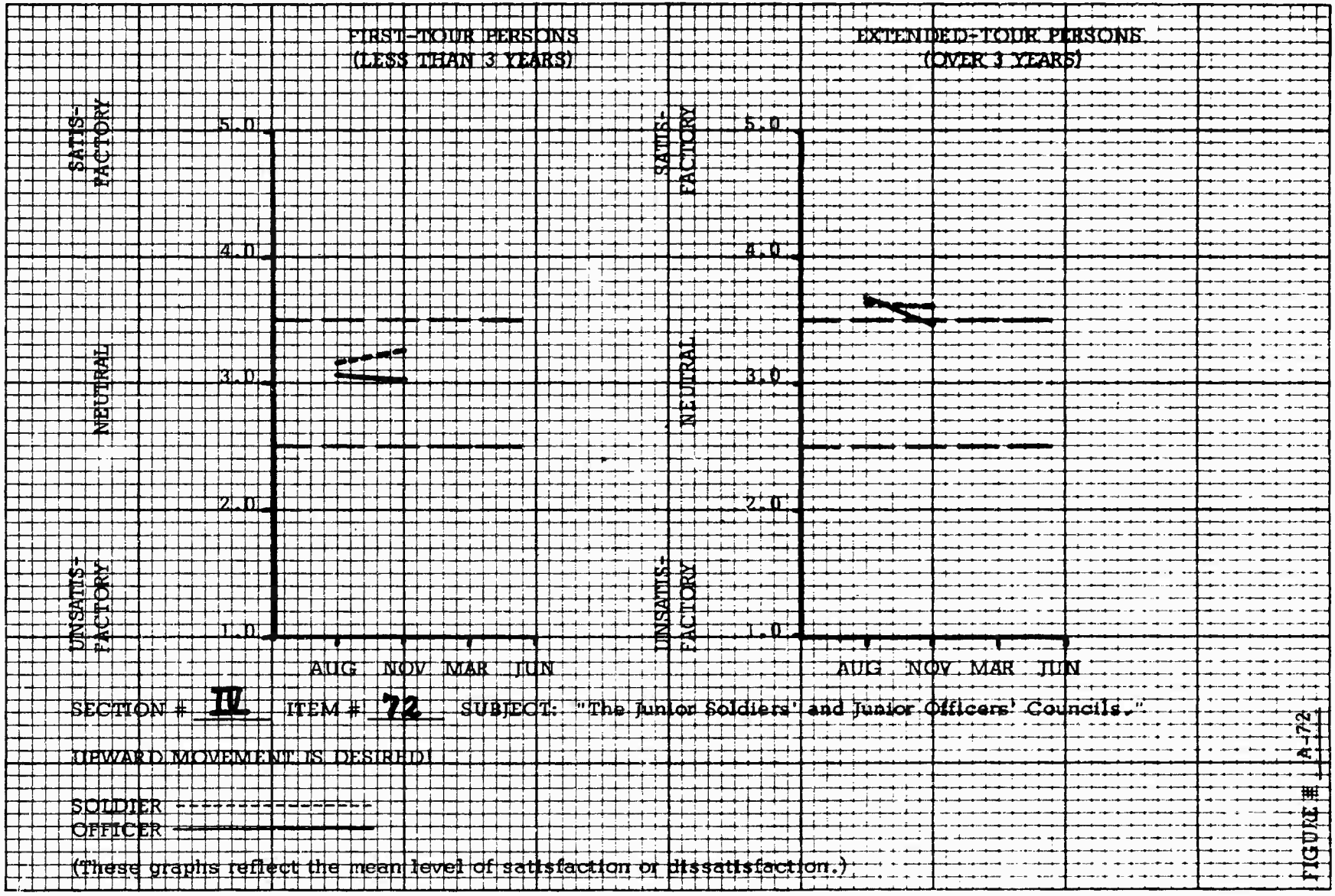

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-
FACTORY
NEUTRAL
UNSATIS-
FACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
MAR
JUN
SECTION # IV ITEM # 72 SUBJECT: "The Junior Soldiers' and Junior Officers' Councils."
(UPWARD MOVEMENT IS DESIRED)
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # IA-72

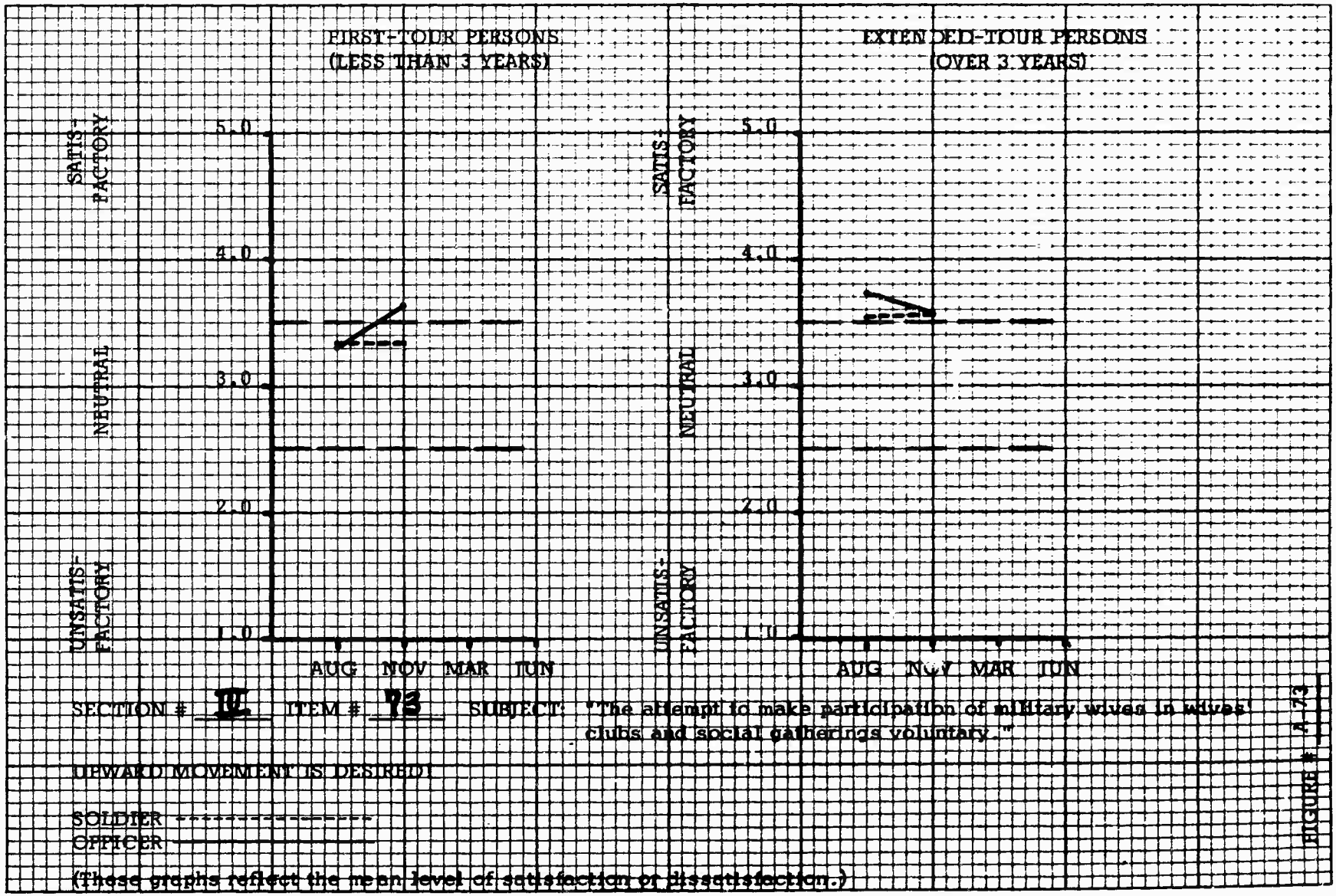

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
MAR
JUN
SECTION # IV ITEM # 93 SUBJECT: "The attempt to make participation of military wives in wives' clubs and social gatherings voluntary."
UPWARD MOVEMENT IS DESIRED!
SOLDIER ----------
OFFICER ——————
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # 4.73

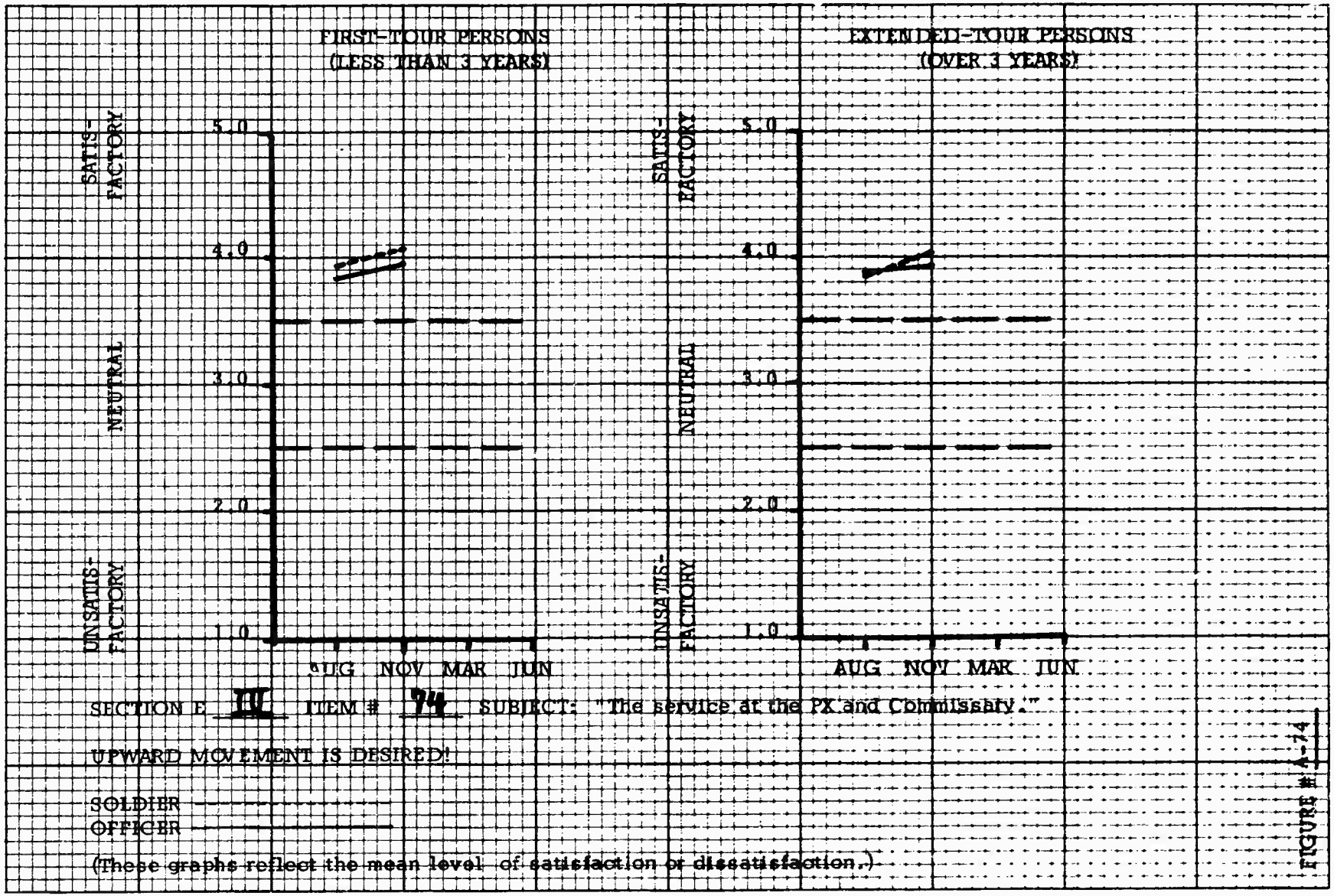

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-
FACTORY
NEUTRAL
UNSATIS-
FACTORY
5.0
4.0
3.0
2.0
1.0
AUG NOV MAR JUN
AUG NOV MAR JUN
SECTION E II ITEM # 74 SUBJECT: "The service at the PX and Commissary."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE #A-74

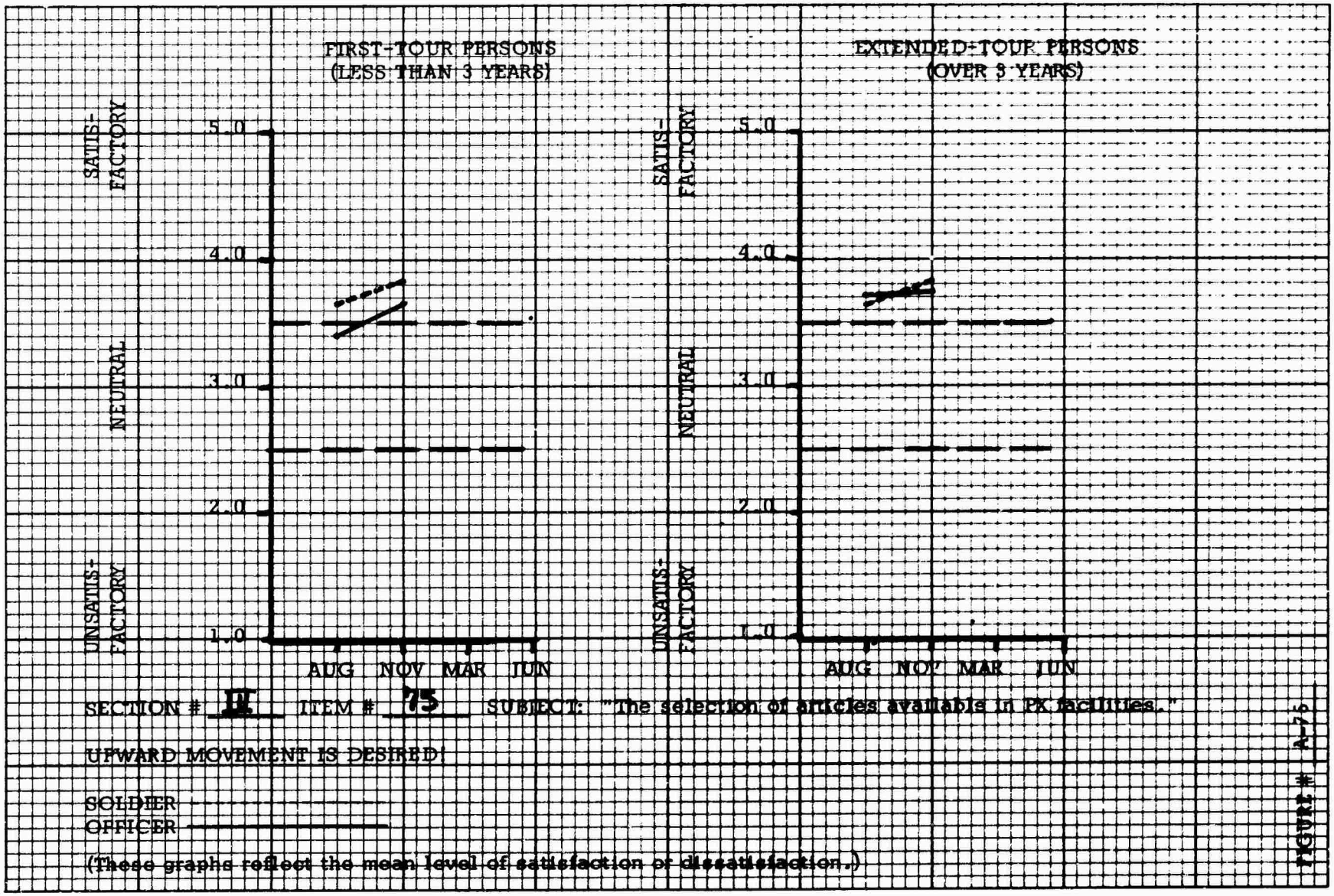

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
MAR
JUN
SECTION # IV ITEM # 75 SUBJECT: "The selection of articles available in PX facilities."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-75

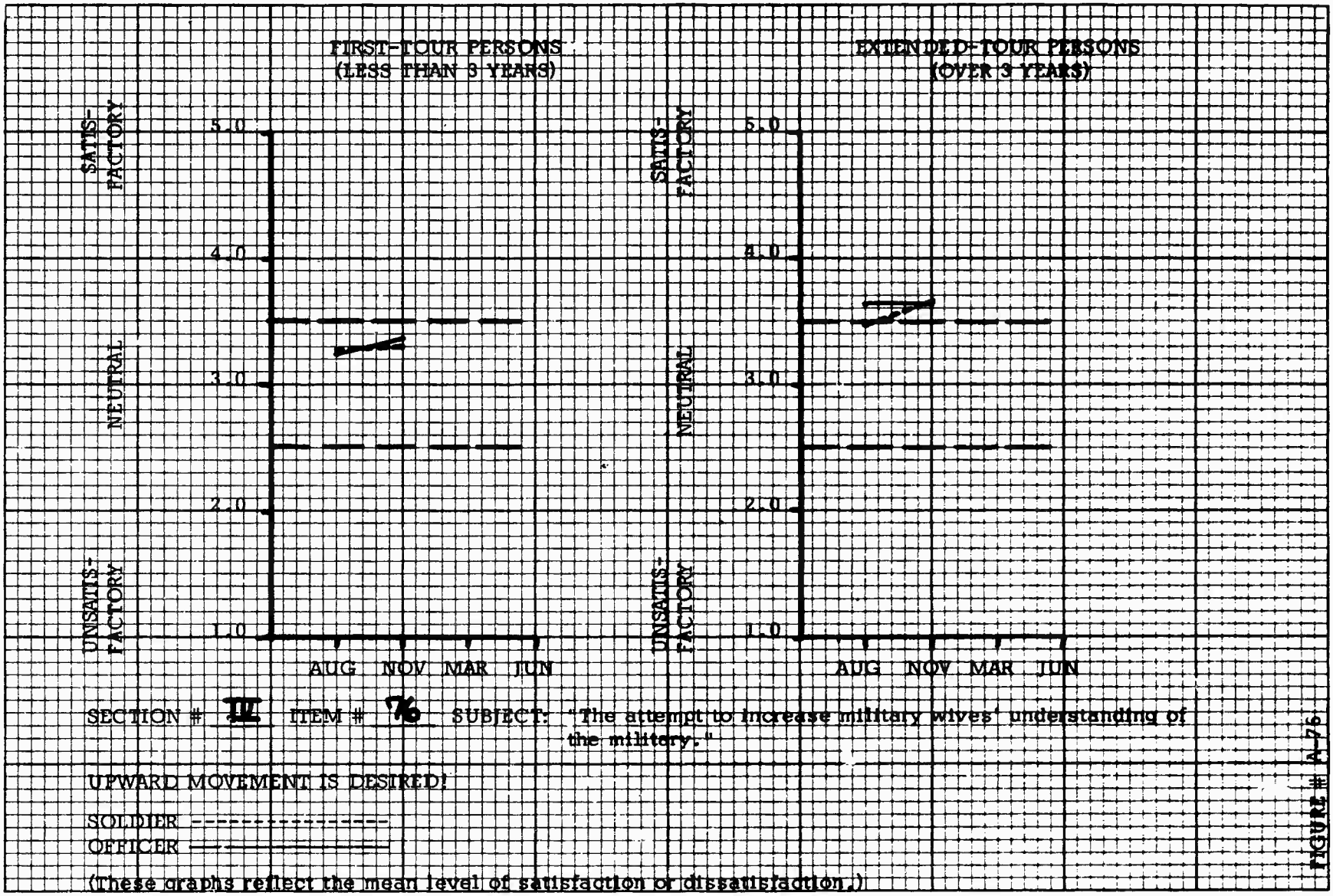

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-
FACTORY
NEUTRAL
UNSATIS-
FACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
MAR
JUN
SECTION # III ITEM # 76 SUBJECT: "The attempt to increase military wives' understanding of the military."
UPWARD MOVEMENT IS DESIRED!
SOLDIER ----------
OFFICER ——————————
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-76

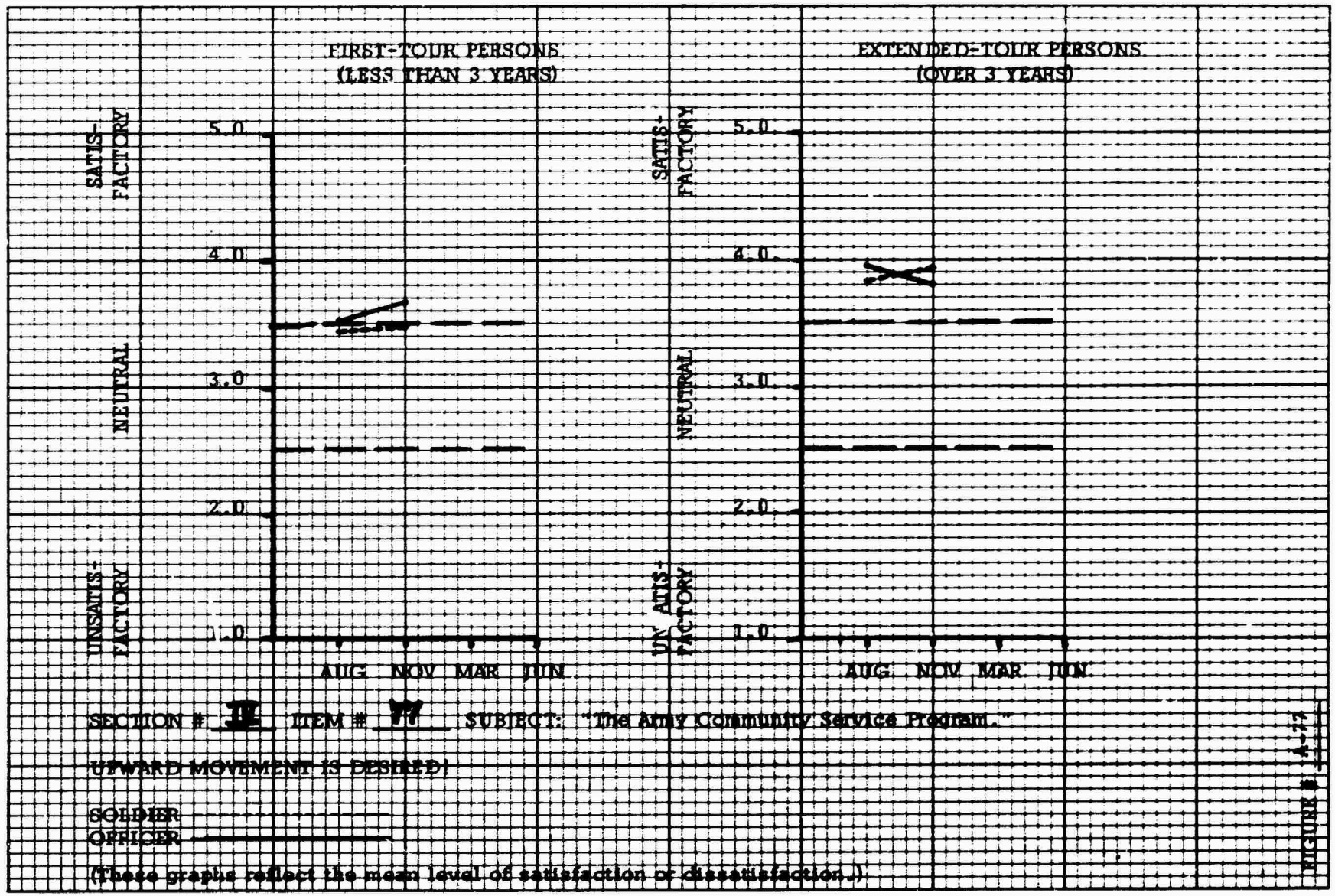
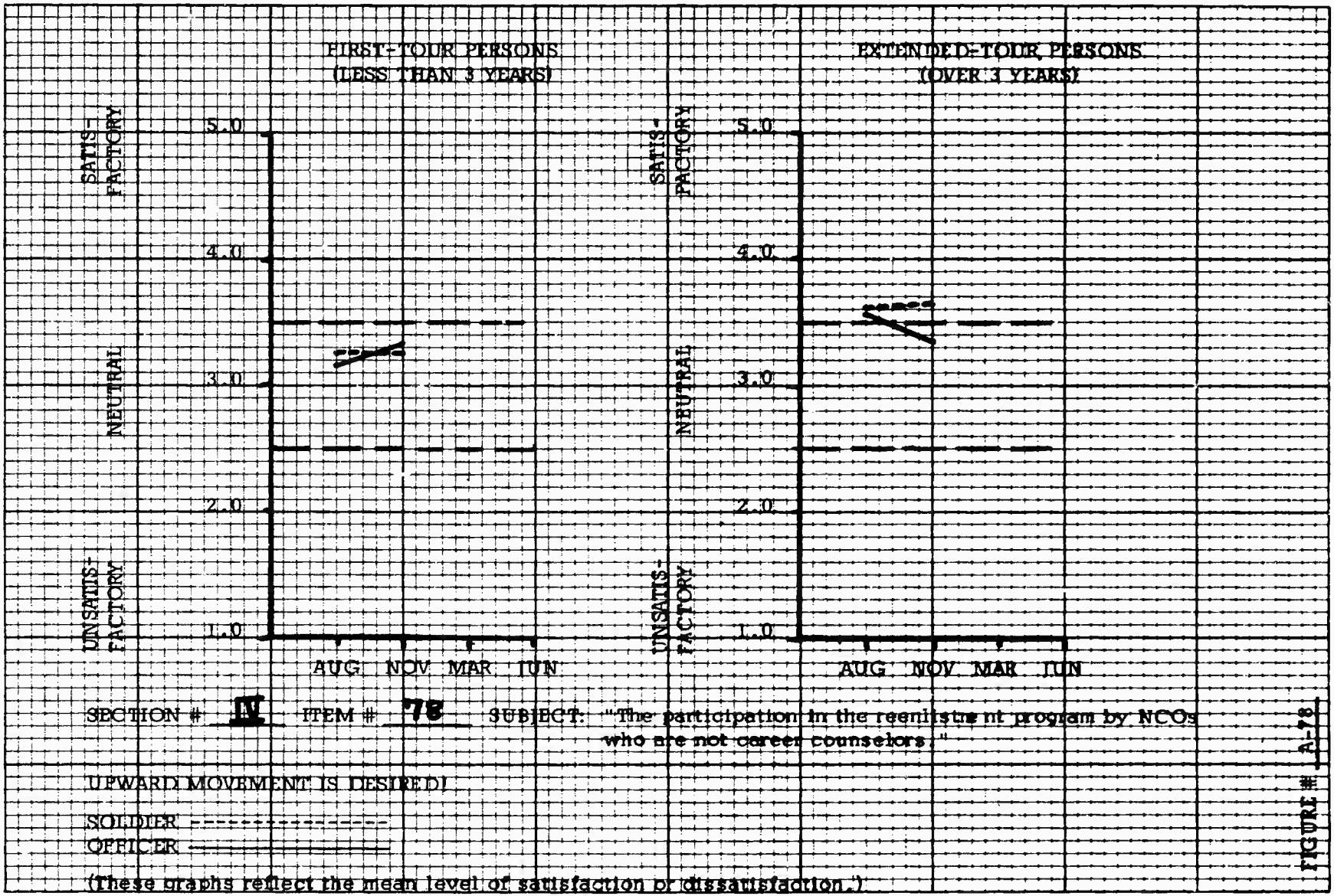

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
AUG NOV MAR JUN
SECTION # III ITEM # VI SUBJECT: "The Army Community Service Program."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-77



SECTION # IV ITEM # 78 SUBJECT: "The participation in the reenlistment program by NCOs who are not career counselors."

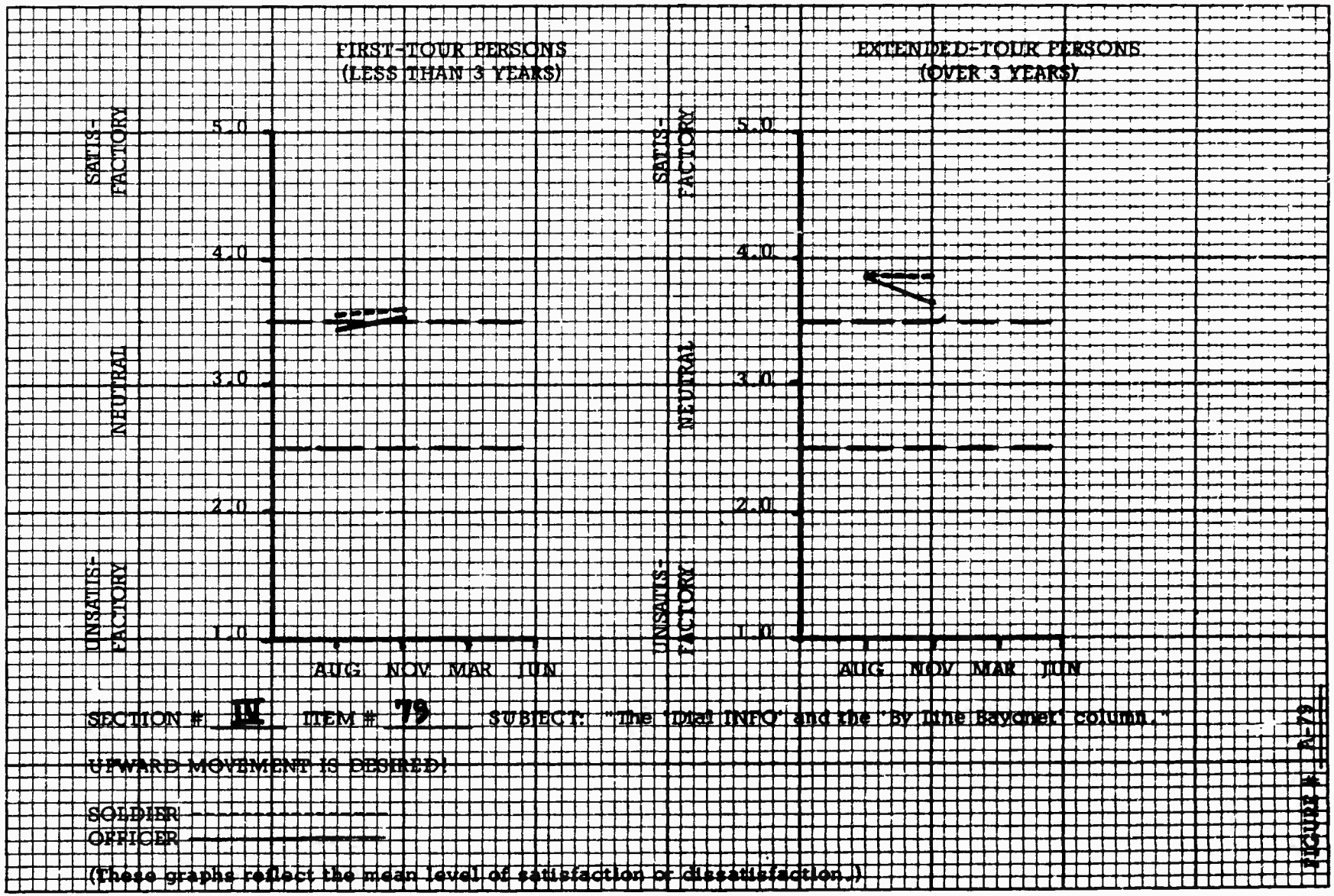
UPWARD MOVEMENT IS DESIRED!

SOLDIER ----------

OFFICER ==========

(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-78



SECTION # IV ITEM # 79 SUBJECT: "The Mail INFO" and the "By Line Bayonet" column."

~~UPWARD MOVEMENT IS DESIRED~~

SOLDIER ----------

OFFICER ----------

(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-79

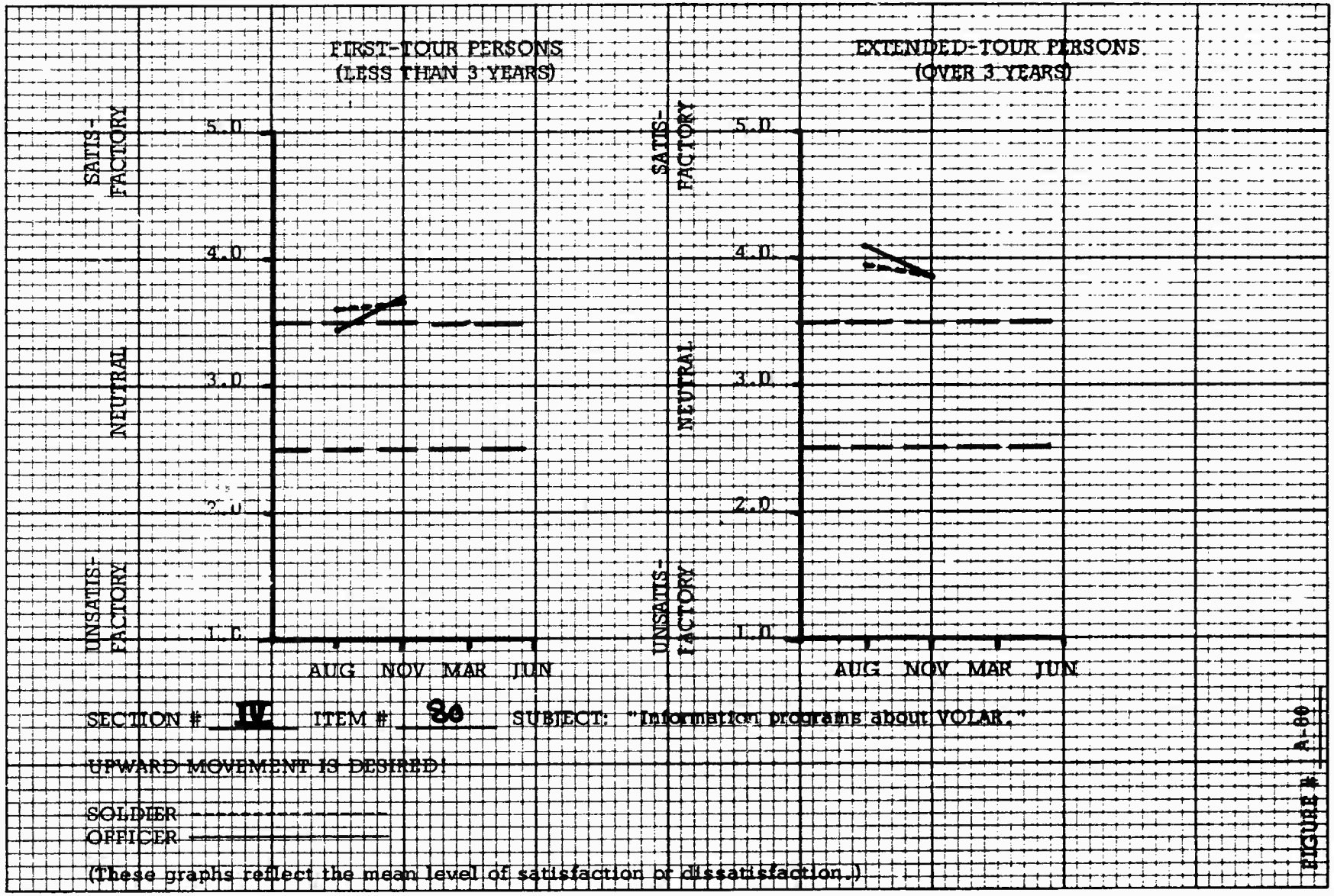

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-
FACTORY
NEUTRAL
UNSATIS-
FACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
MAR
JUN
SECTION # IV ITEM # 30 SUBJECT: "Information programs about VOLAR."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-80

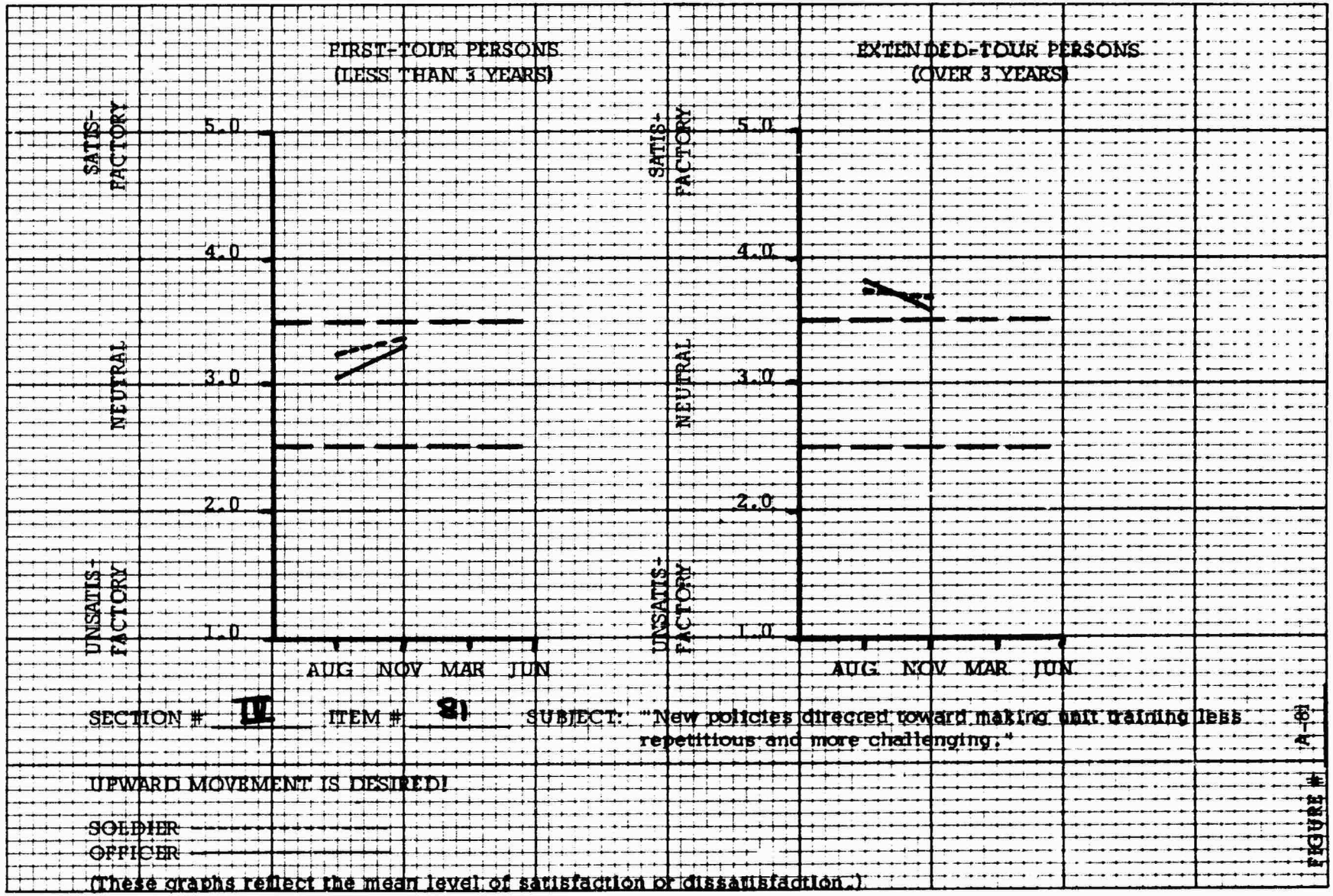
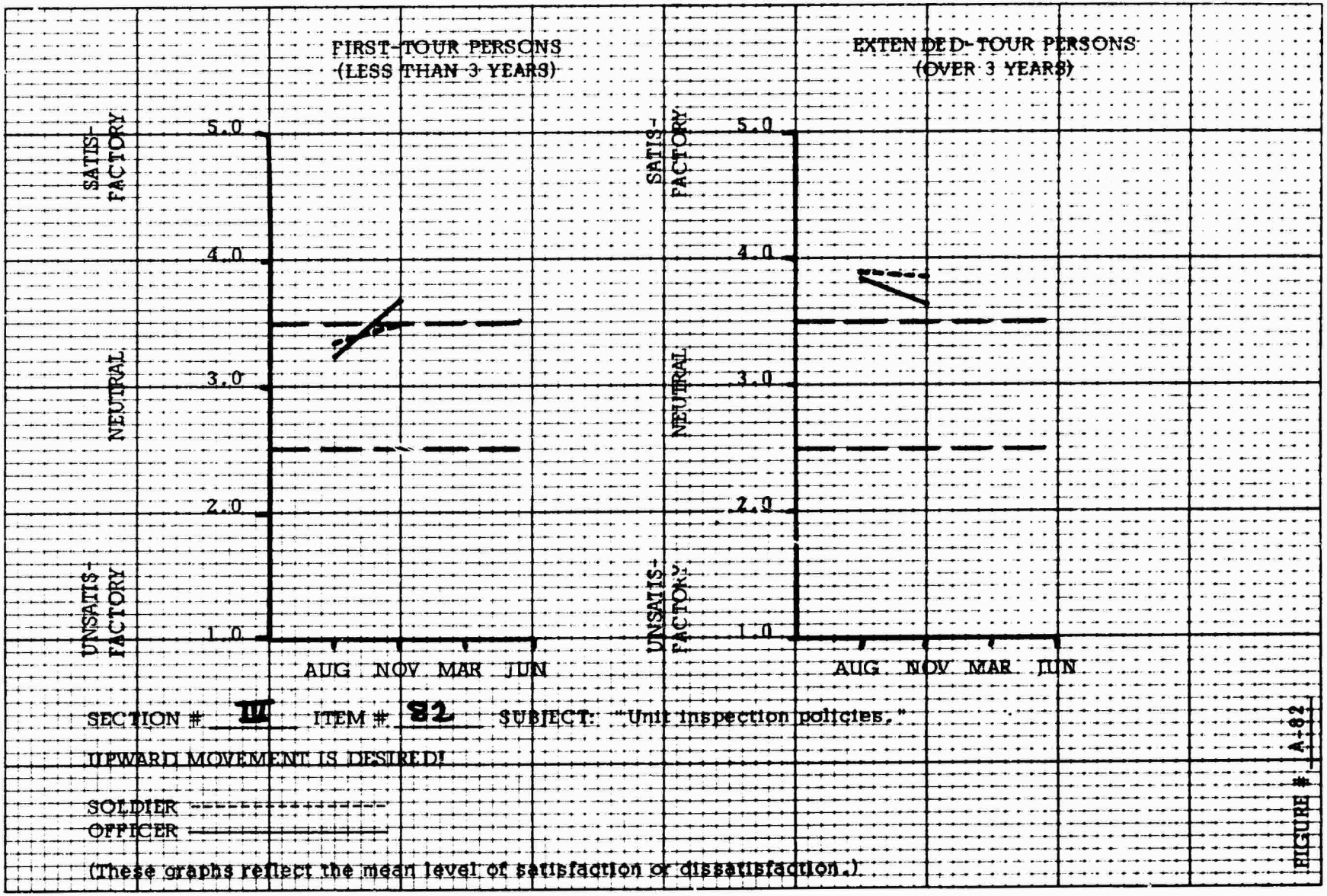

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-
FACTORY
NEUTRAL
UNSATIS-
FACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
MAR
JUN
SECTION # IV
ITEM # 81
SUBJECT: "New policies directed toward making unit training less repetitious and more challenging."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-86


FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
AUG NOV MAR JUN
AUG NOV MAR JUN
SECTION # III ITEM # 82 SUBJECT: "Unit inspection policies."
(UPWARD MOVEMENT IS DESIRED)
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)
FIGURE # A-82

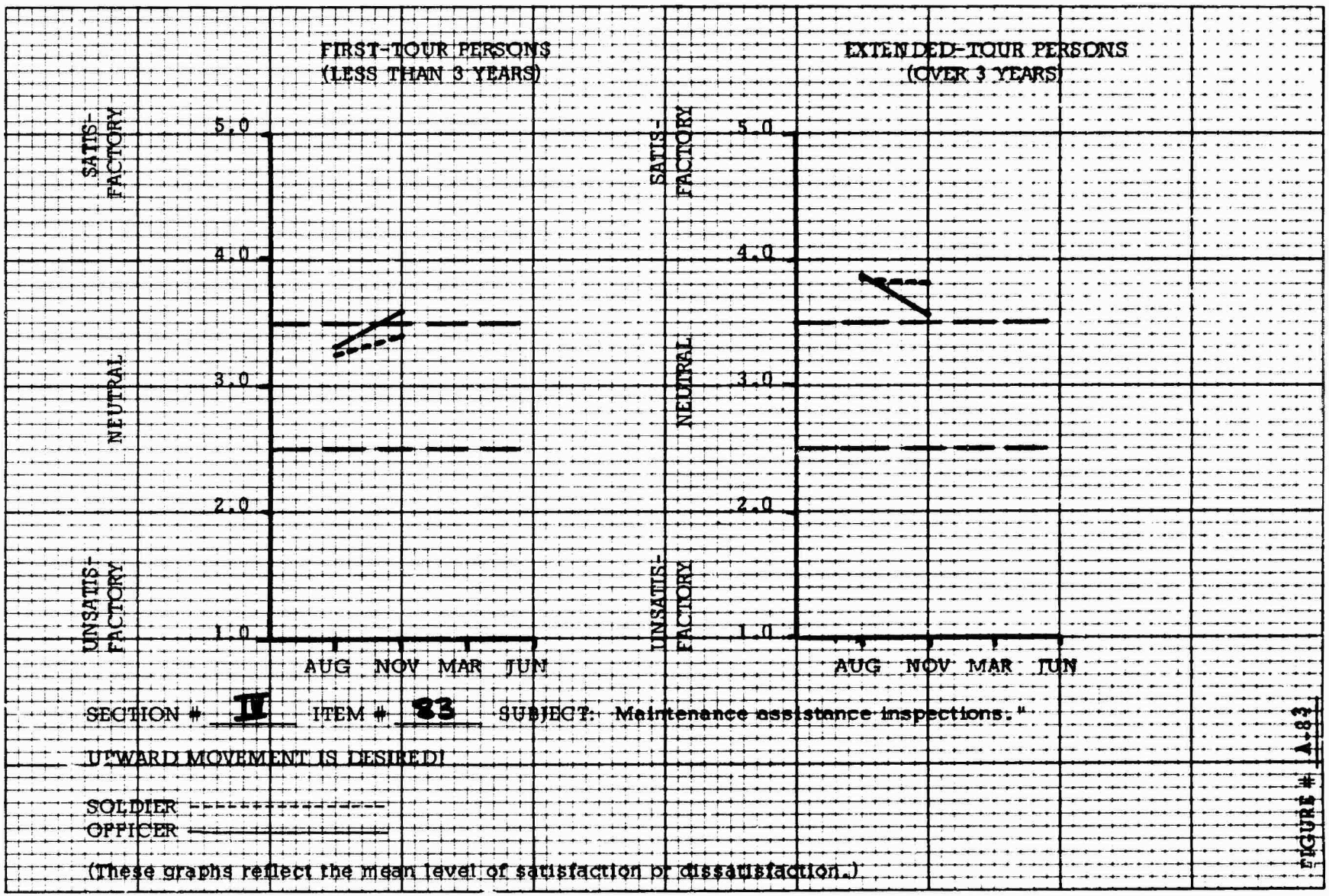
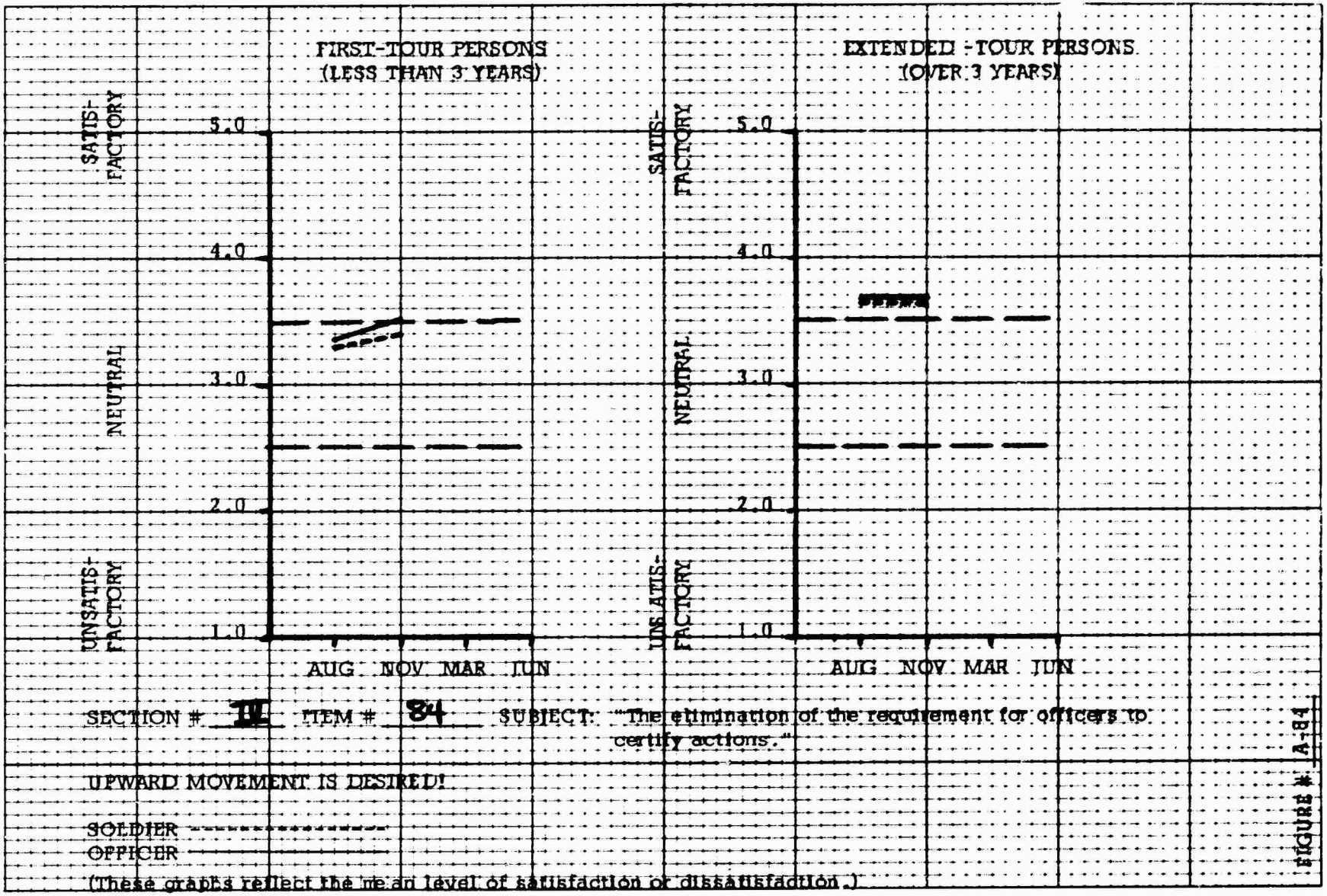

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
AUG NOV MAR JUN
AUG NOV MAR JUN
SECTION # II ITEM # 83 SUBJECT: Maintenance assistance inspections."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-83



SECTION # III ITEM # 84 SUBJECT: "The elimination of the requirement for officers to certify actions."

UPWARD MOVEMENT IS DESIRED!

SOLDIER ----------

OFFICER ——————

(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-84

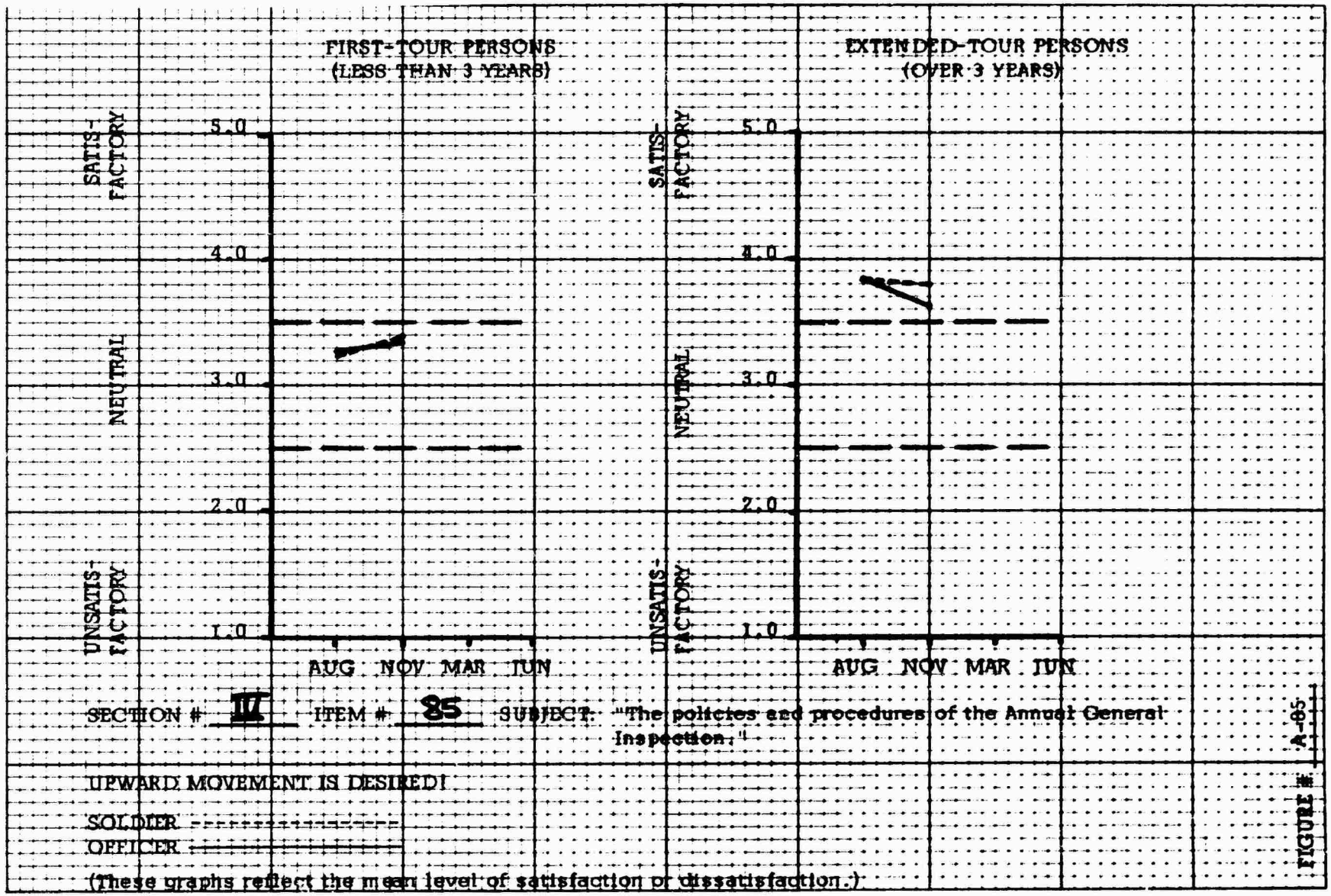

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
AUG NOV MAR JUN
AUG NOV MAR JUN
SECTION # IV ITEM # 85 SUBJECT: "The policies and procedures of the Annual General Inspection."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-85

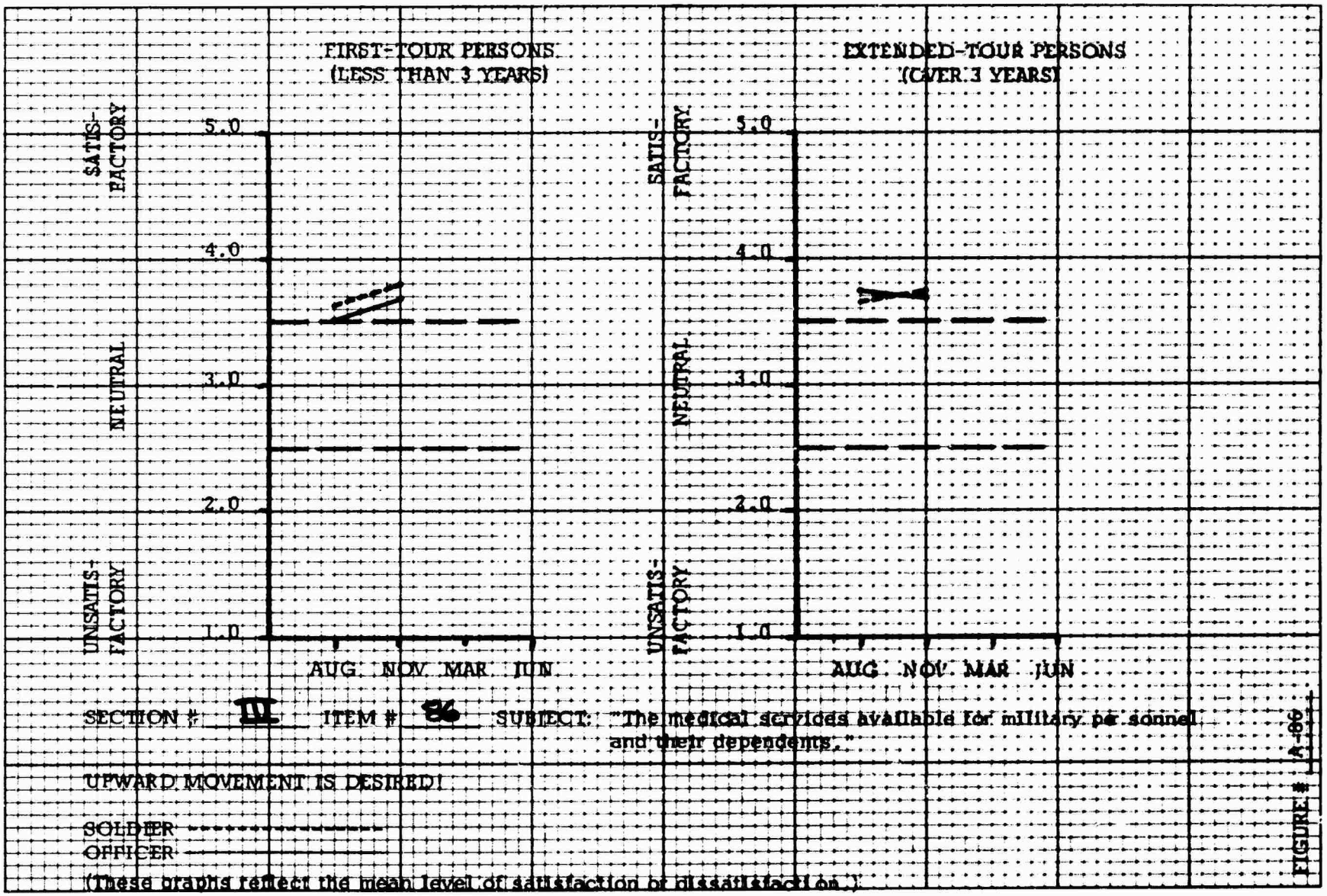

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
AUG. NOV. MAR. JUN.
SECTION # III ITEM # 86 SUBJECT: "The medical services available for military personnel and their dependents."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-86

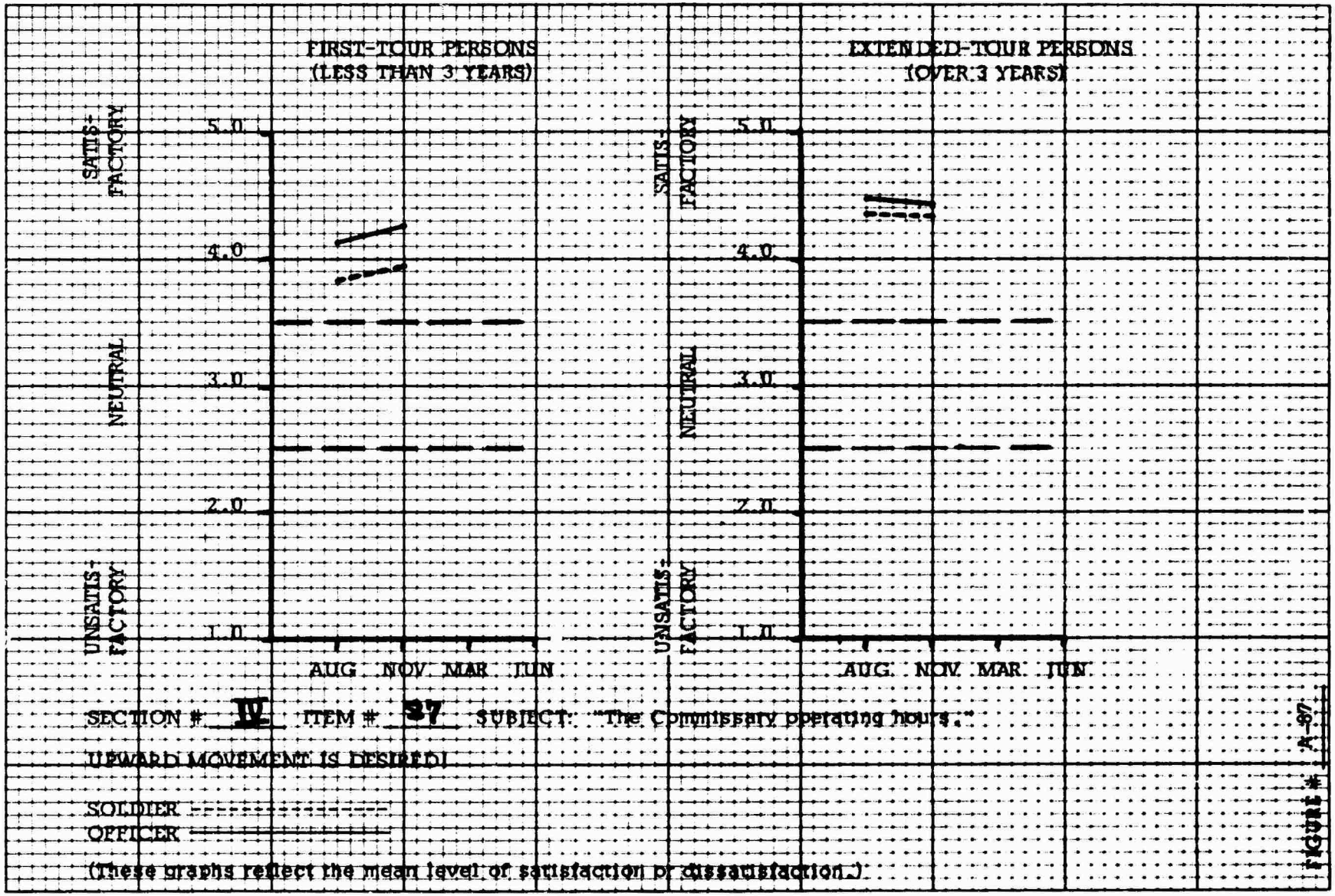

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
AUG. NOV. MAR. JUN.
AUG. NOV. MAR. JUN.
SECTION # IV ITEM # 37 SUBJECT: "The Commissary operating hours."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-37

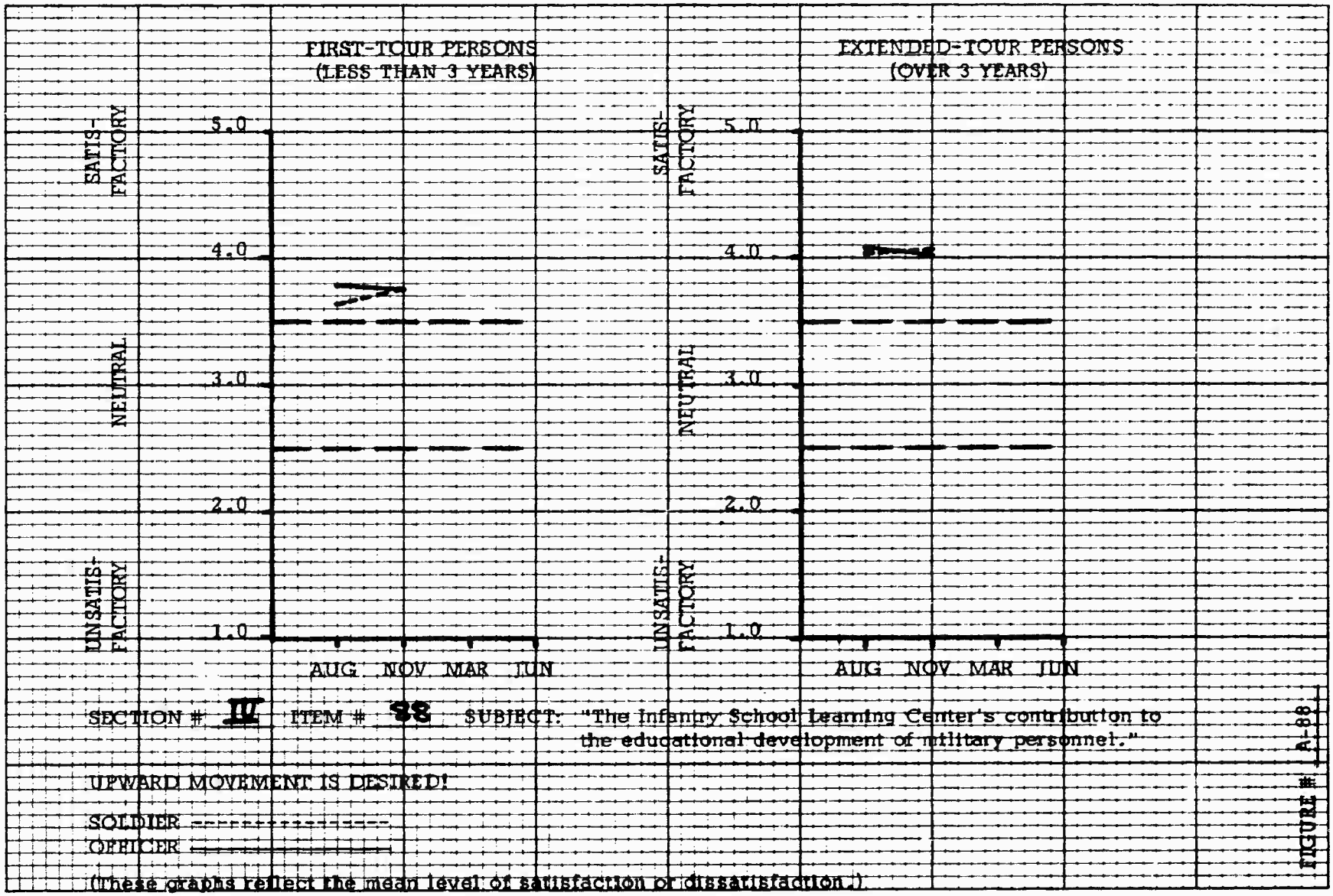

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
AUG NOV MAR JUN
SECTION # III ITEM # 88 SUBJECT: "The Infantry School Learning Center's contribution to the educational development of military personnel."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-88

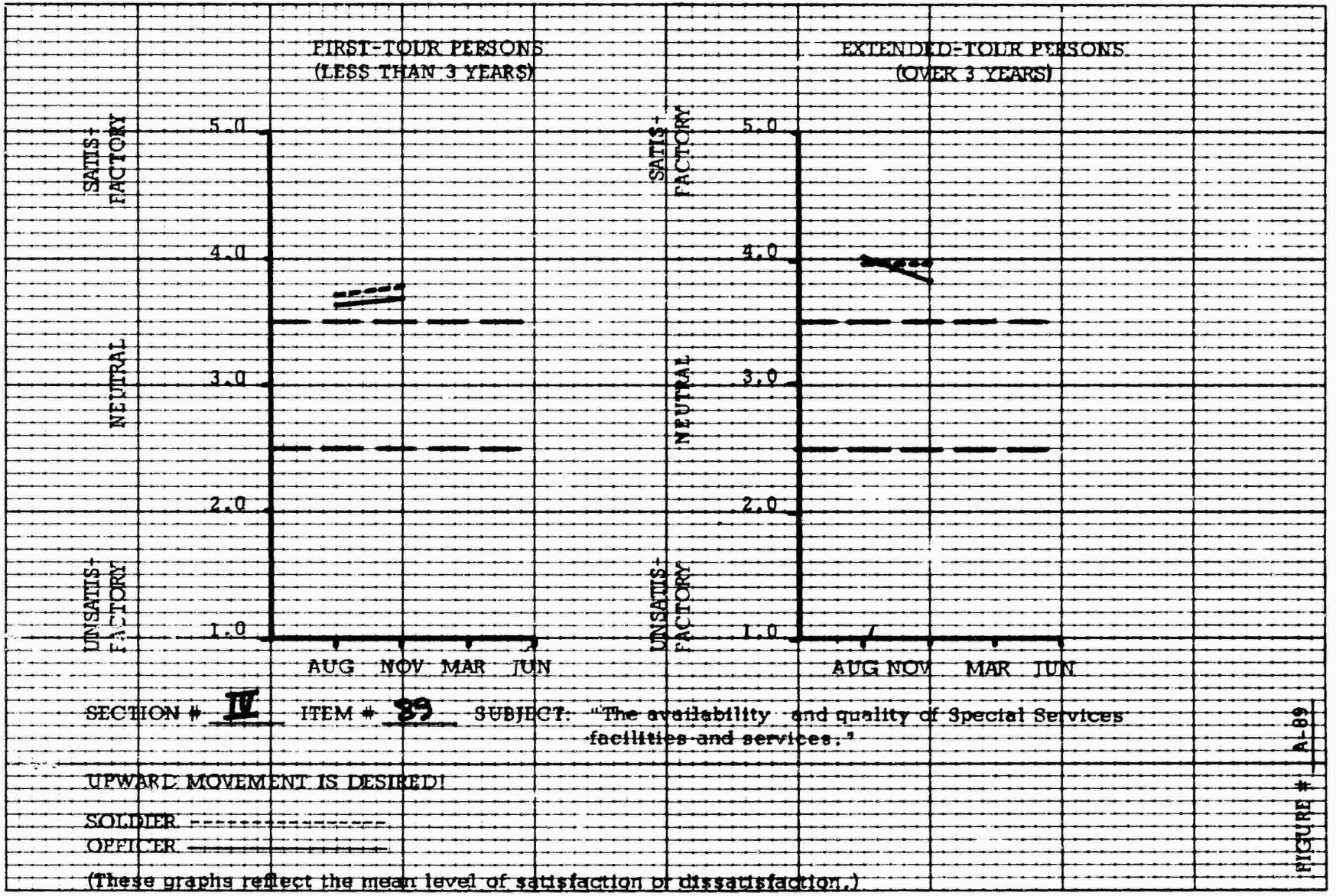

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
AUG NOV MAR JUN
AUG NOV MAR JUN
SECTION # IV ITEM # 89 SUBJECT: "The availability and quality of Special Services facilities and services."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-89

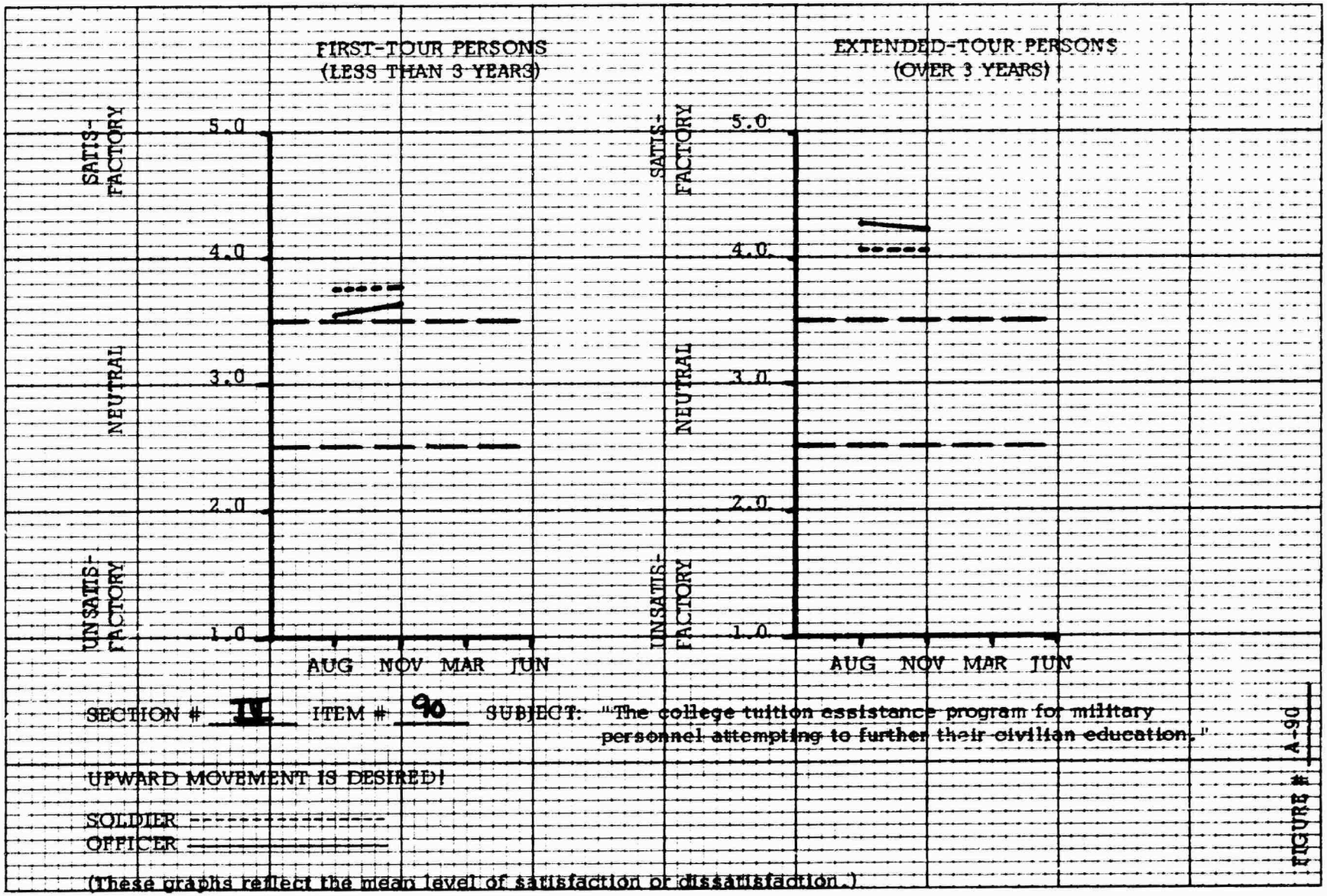

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
AUG NOV MAR JUN
AUG NOV MAR JUN
SECTION # IV ITEM # 90 SUBJECT: "The college tuition assistance program for military personnel attempting to further their civilian education."
UPWARD MOVEMENT IS DESIRED!
SOLDIER ----------
OFFICER ==========
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-90

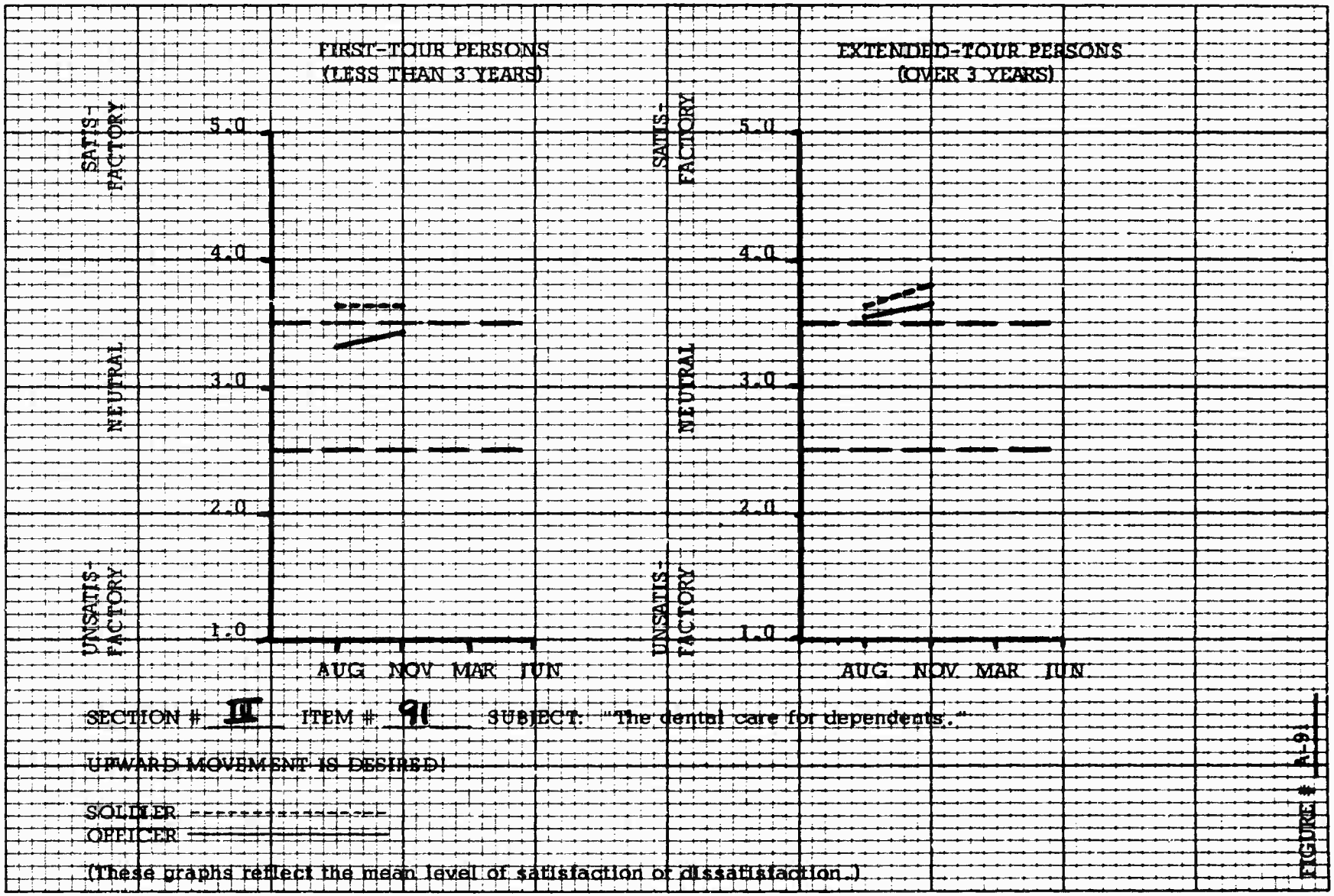
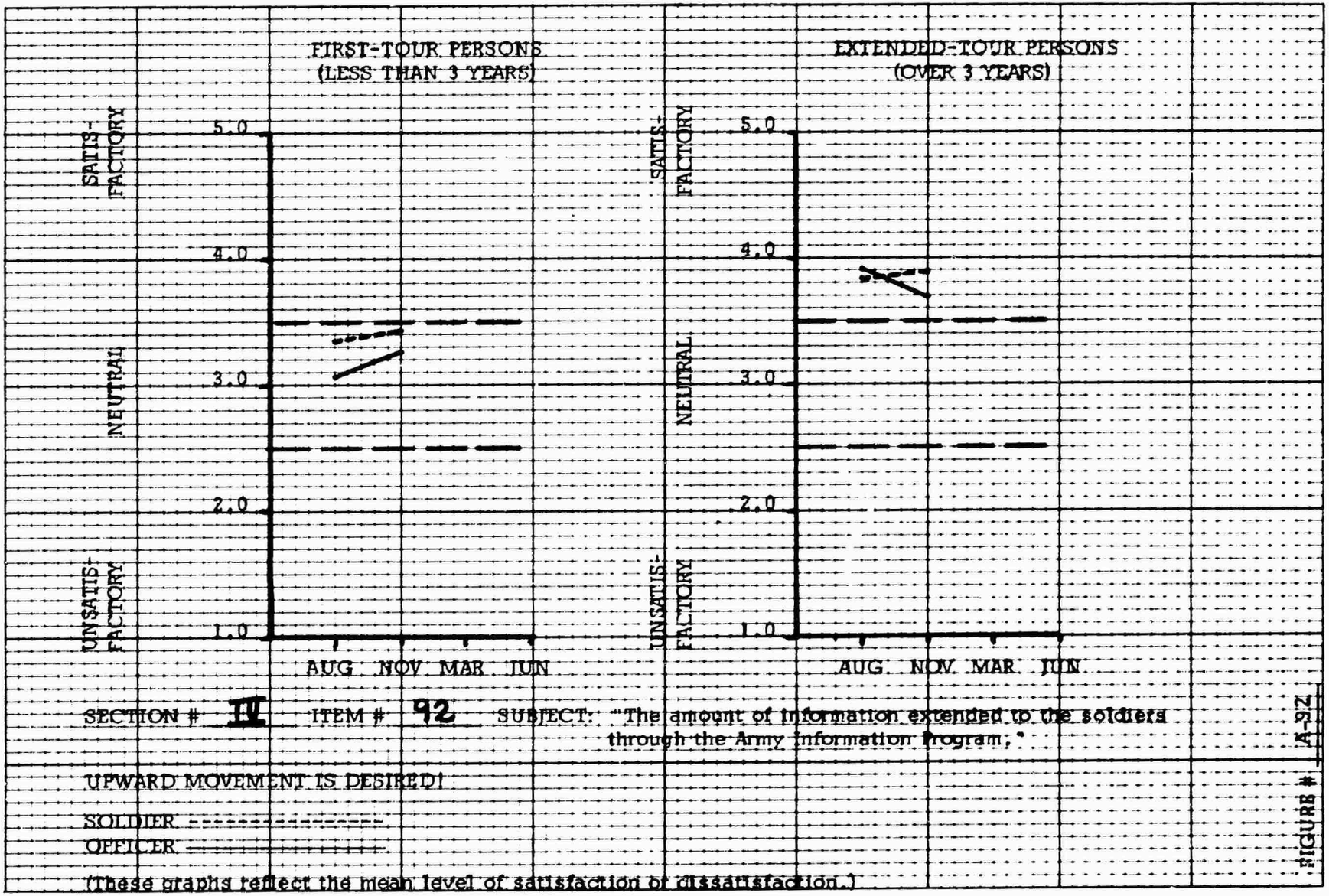

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
AUG NOV MAR JUN
AUG NOV MAR JUN
SECTION # III ITEM # 91 SUBJECT: "The dental care for dependents."
~~UPWARD MOVEMENT IS DESIRED!~~
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-91



SECTION # IV ITEM # 92 SUBJECT: "The amount of information extended to the soldiers through the Army Information Program."

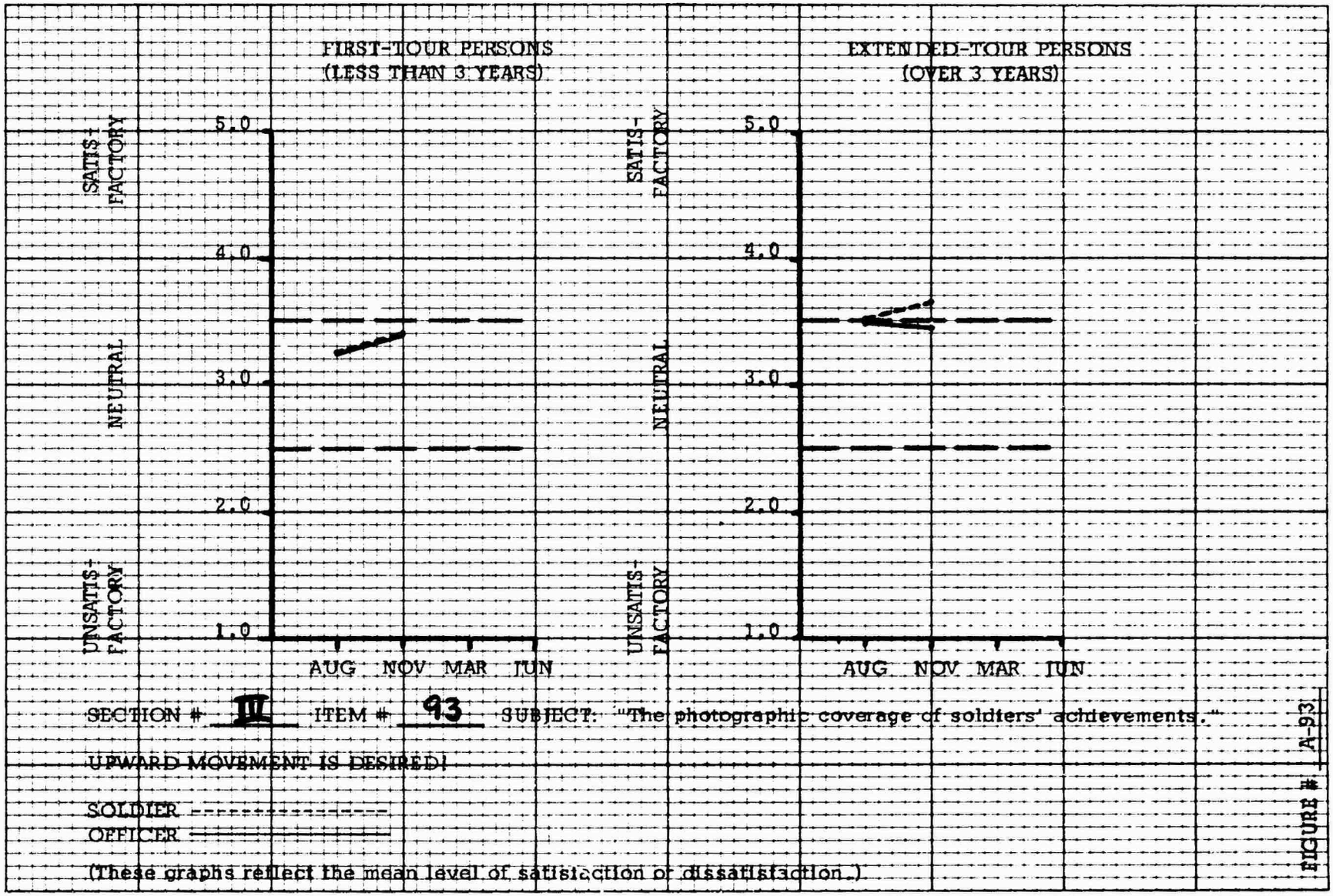
UPWARD MOVEMENT IS DESIRED!

SOLDIER ----------

OFFICER ——————

(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-92



SECTION # III ITEM # 93 SUBJECT: "The photographic coverage of soldiers' achievements."

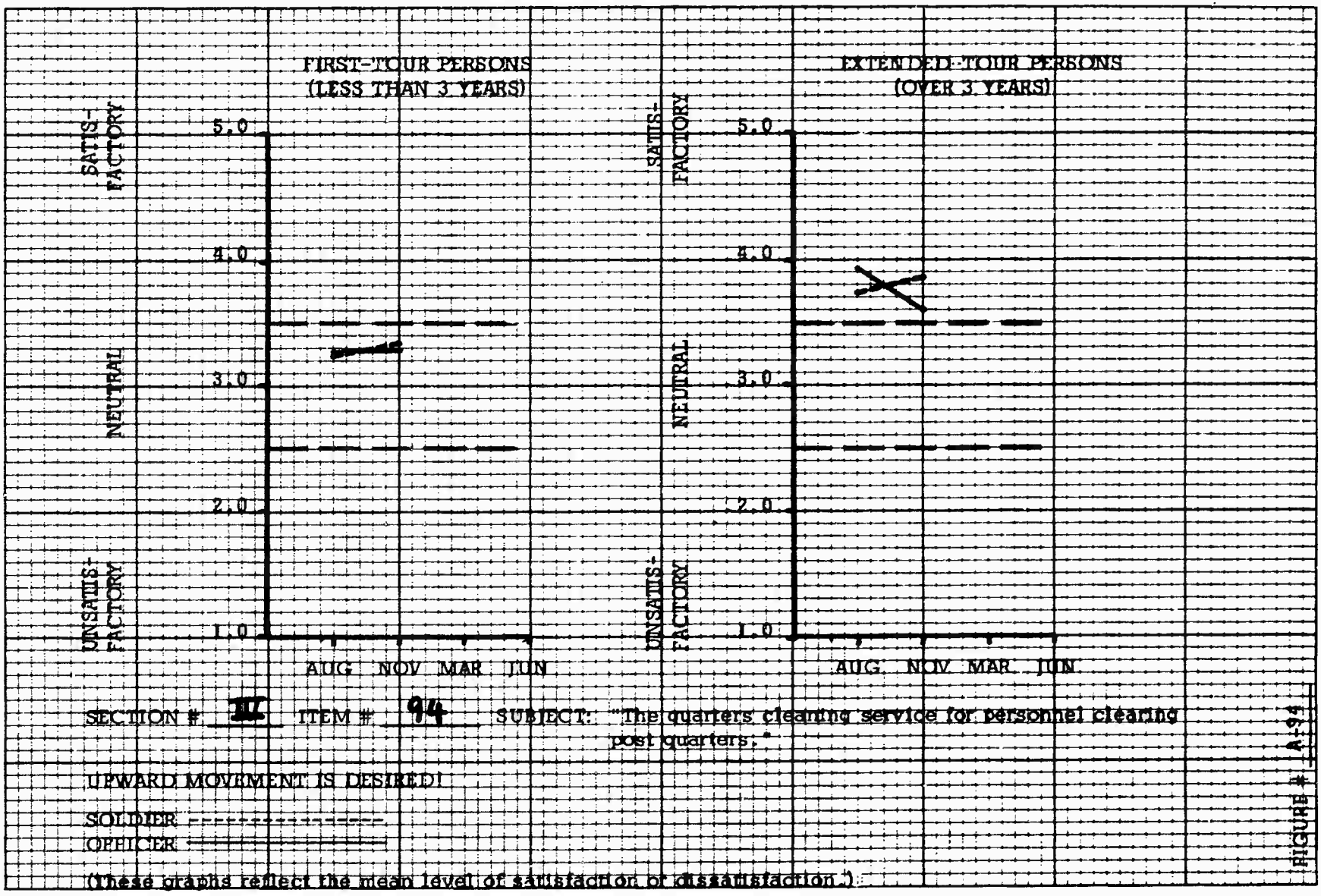
~~UPWARD MOVEMENT IS DESIRED!~~

SOLDIER ----------

OFFICER ==========

(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-93



SECTION # IV ITEM # 94 SUBJECT: "The quarters cleaning service for personnel clearing post quarters."

UPWARD MOVEMENT IS DESIRED!

SOLDIER - - - - - - - - - - - - - - - -

OFFICER ————————————

(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-94

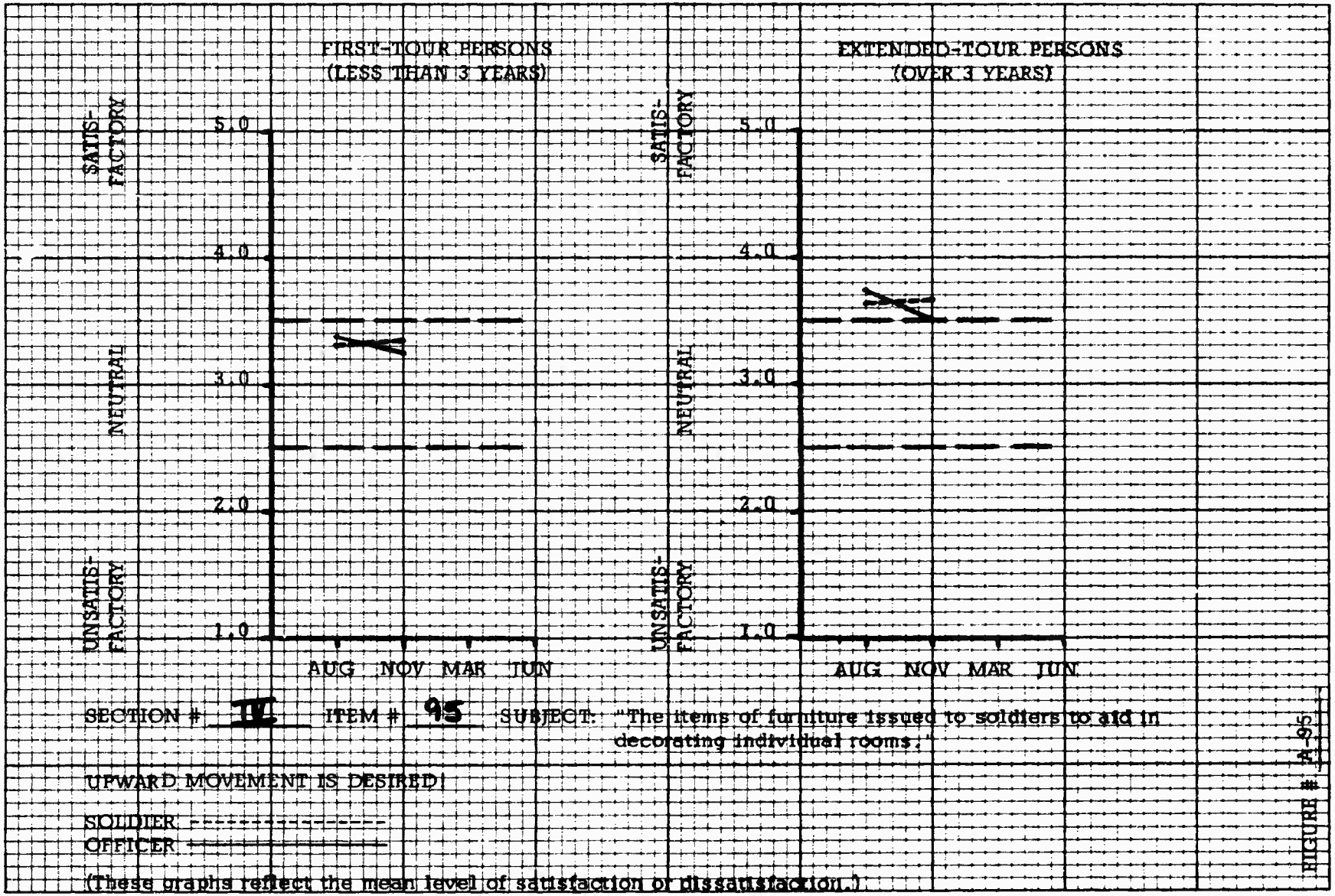
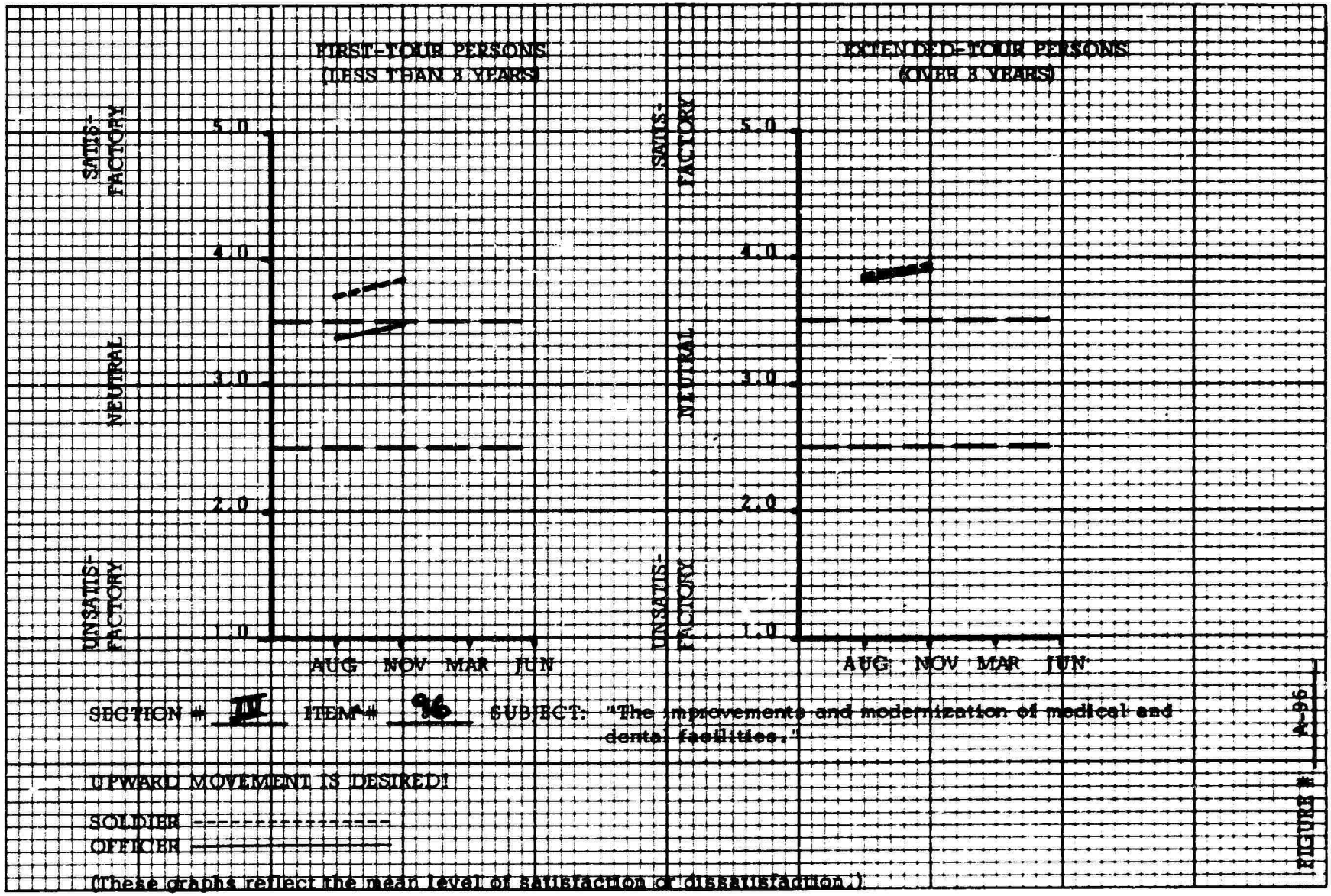

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
AUG NOV MAR JUN
AUG NOV MAR JUN
SECTION # IV ITEM # 95 SUBJECT: "The items of furniture issued to soldiers to aid in decorating individual rooms."
(UPWARD MOVEMENT IS DESIRED)
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-95


FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-
FACTORY
NEUTRAL
UNSATIS-
FACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
MAR
JUN
SECTION # IV ITEM # 96 SUBJECT: "The improvements and modernization of medical and dental facilities."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)
FIGURE # A-96

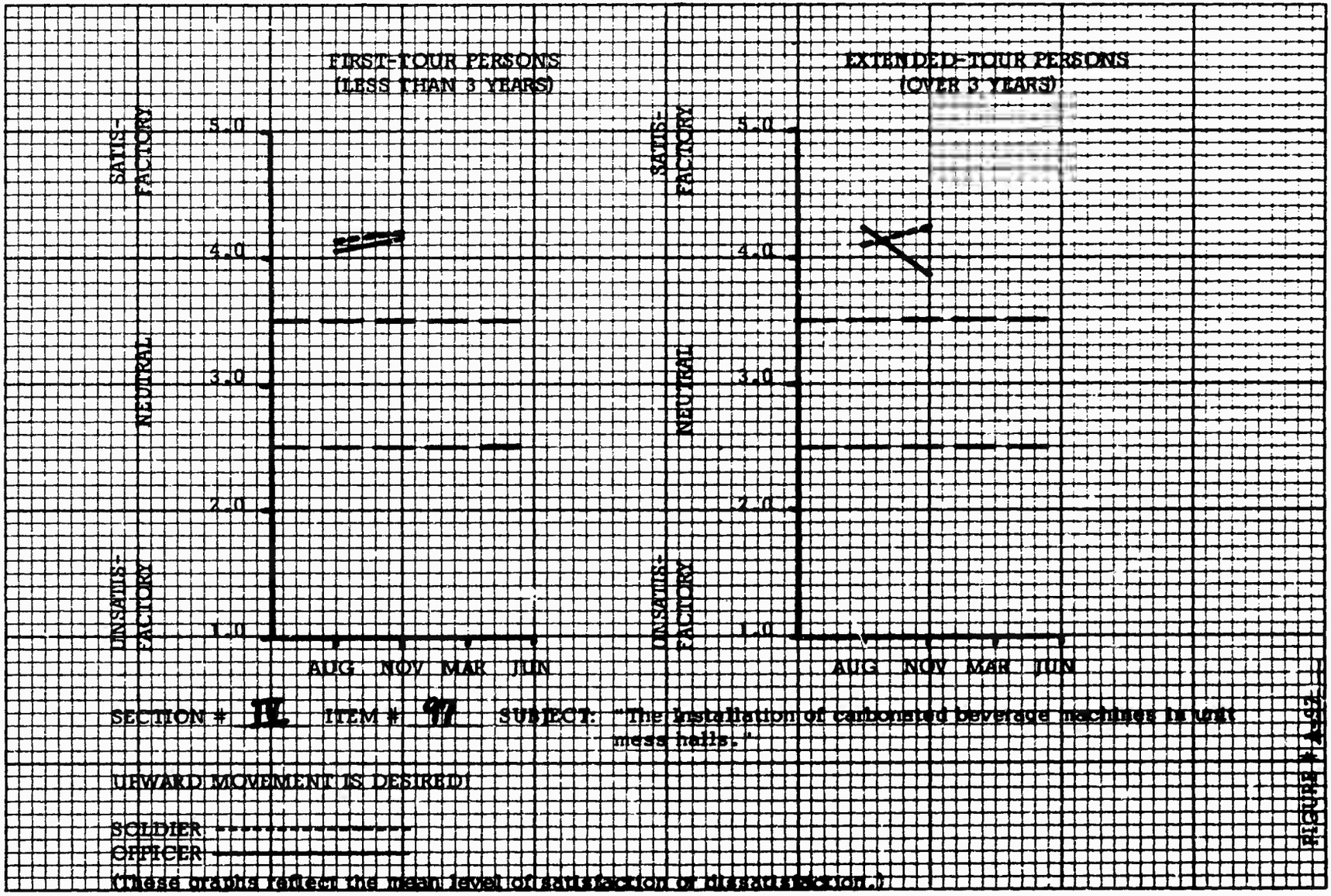
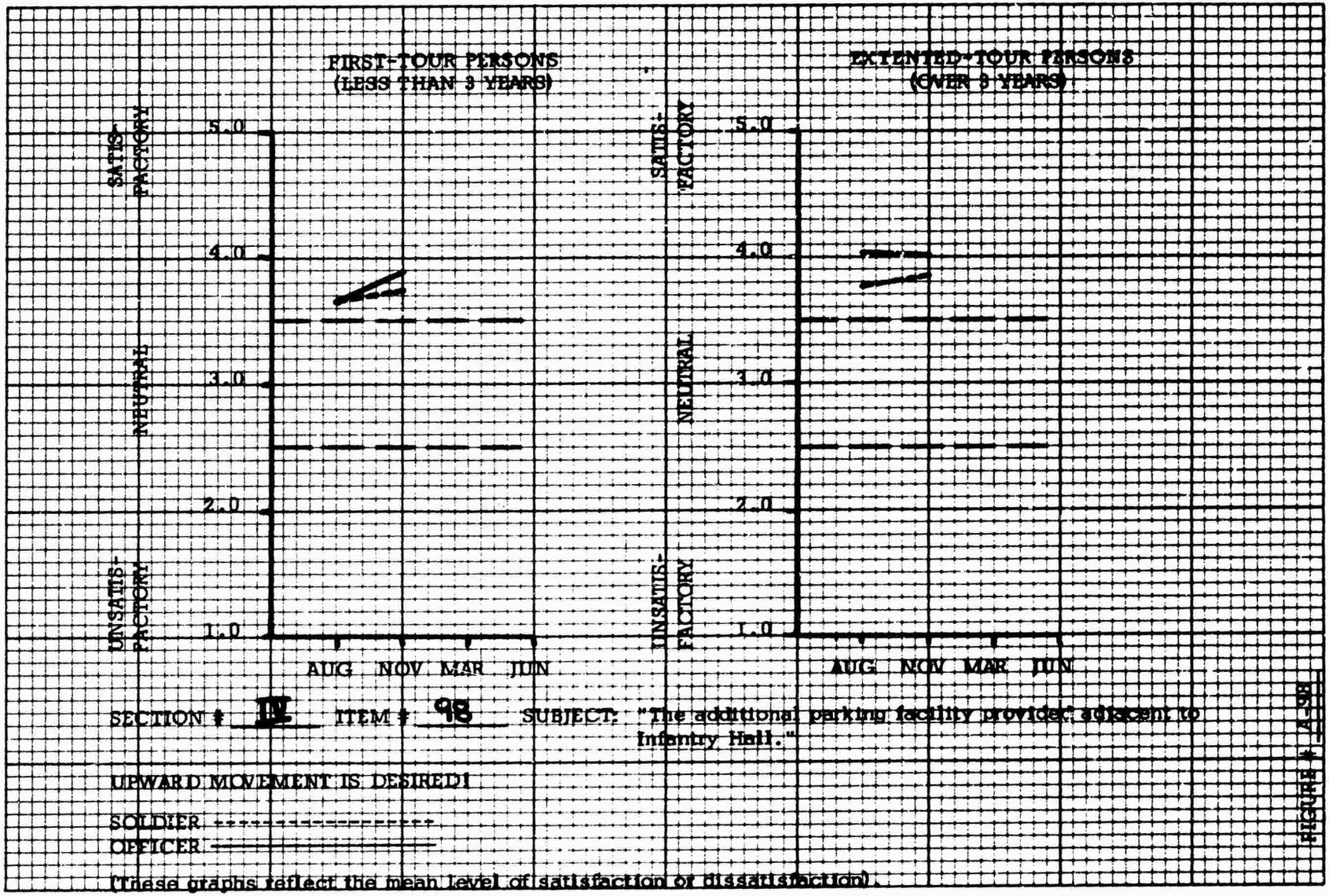
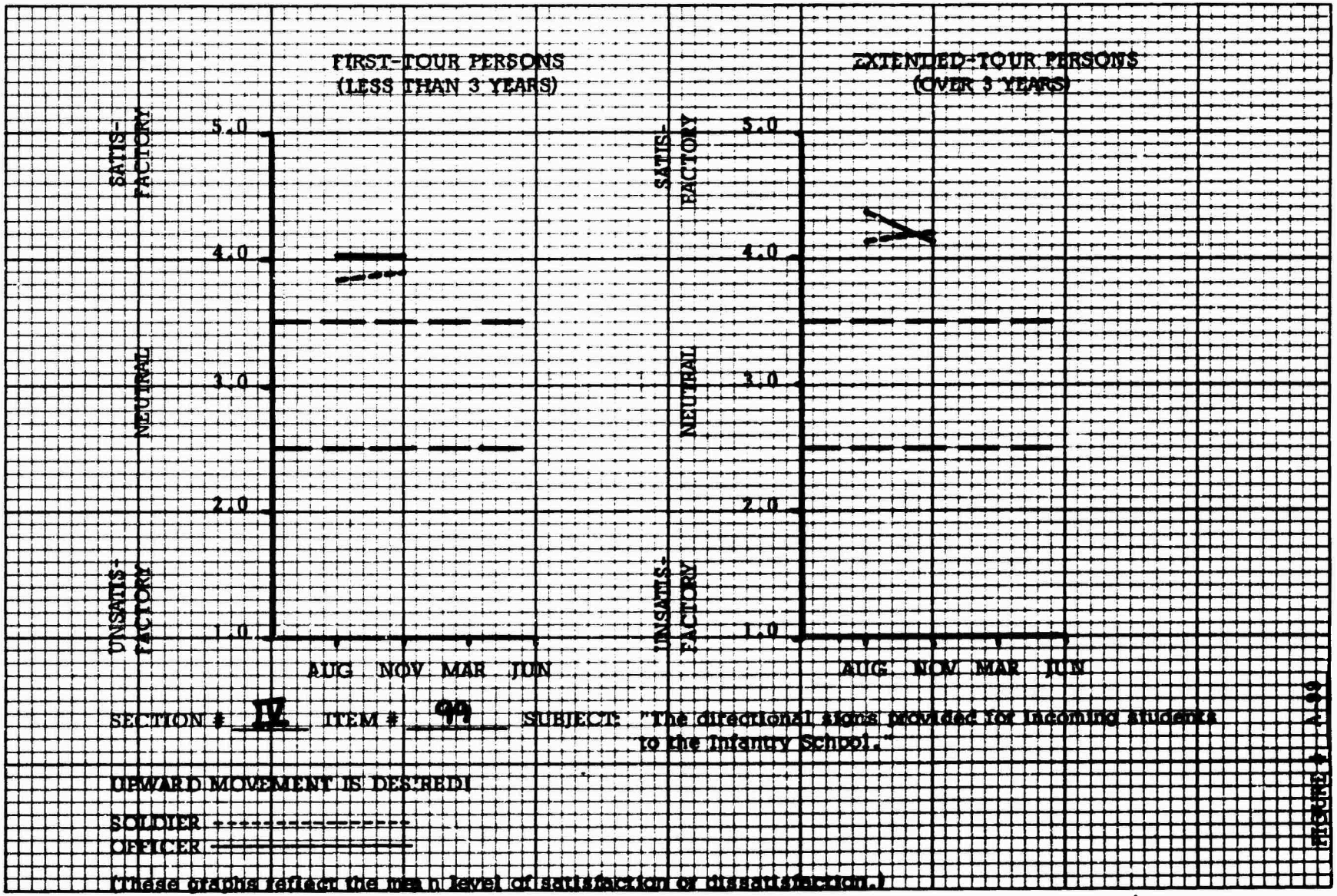

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-
FACTORY
NEUTRAL
UNSATIS-
FACTORY
5.0
4.0
3.0
2.0
1.0
AUG NOV MAR JUN
SECTION # IV ITEM # 77 SUBJECT: "The installation of carbonated beverage machines in unit mess halls."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE 4.22


FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENTED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-
FACTORY
NEUTRAL
UNSATIS-
FACTORY
5.0
4.0
3.0
2.0
1.0
AUG NOV MAR JUN
AUG NOV MAR JUN
SECTION # IV ITEM # 98 SUBJECT: "The additional parking facility provided adjacent to Infantry Hall."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction).
FIGURE # A-98



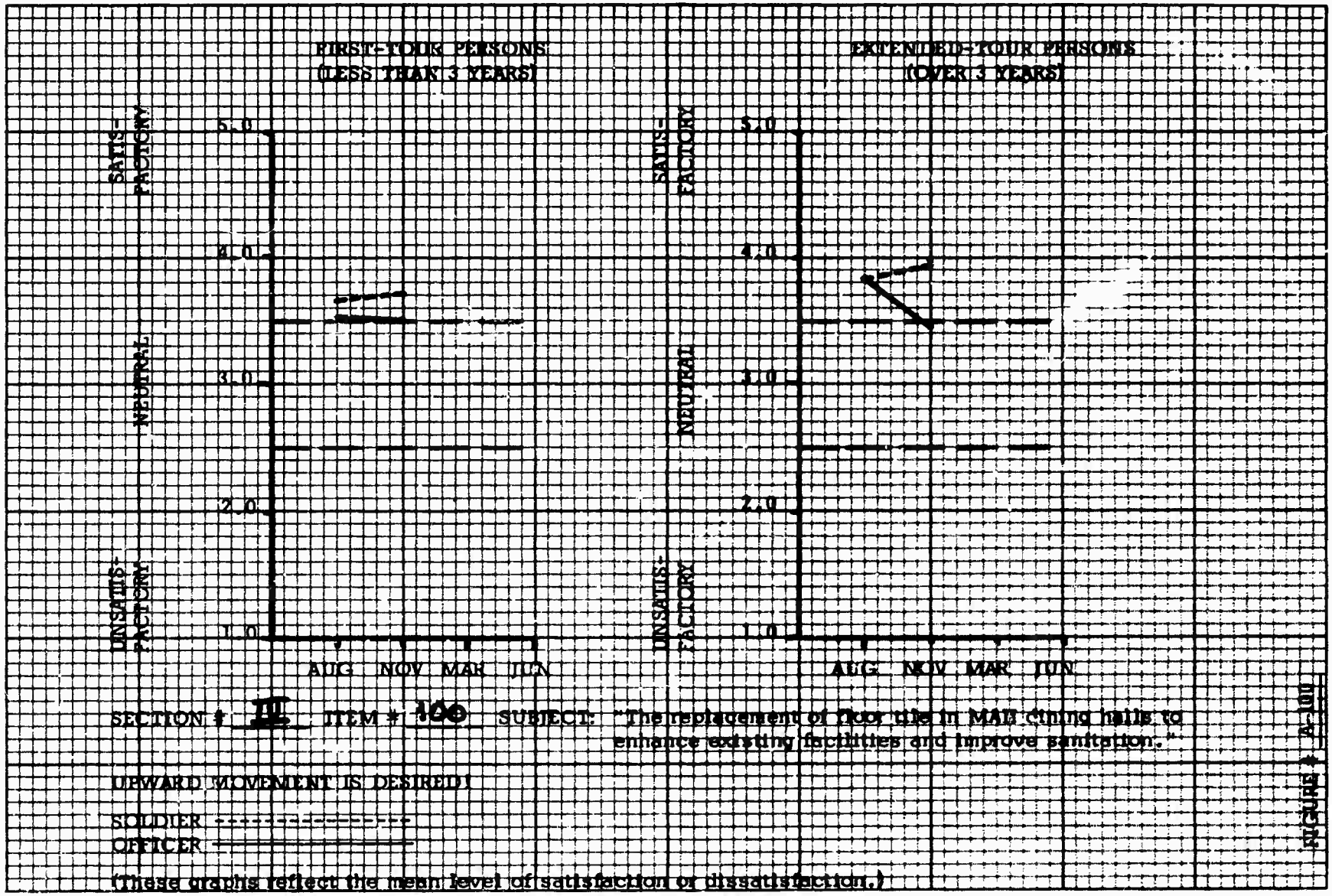
SECTION # IV ITEM # 99 SUBJECT: "The directional signs provided for incoming students to the Infantry School."

UPWARD MOVEMENT IS DESIRED!

SOLDIER - - - - - - - - - - - - - - -
OFFICER ———————————

(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # 49



SECTION # III ITEM # 100 SUBJECT: "The replacement of floor tile in MAU dining halls to enhance existing facilities and improve sanitation."

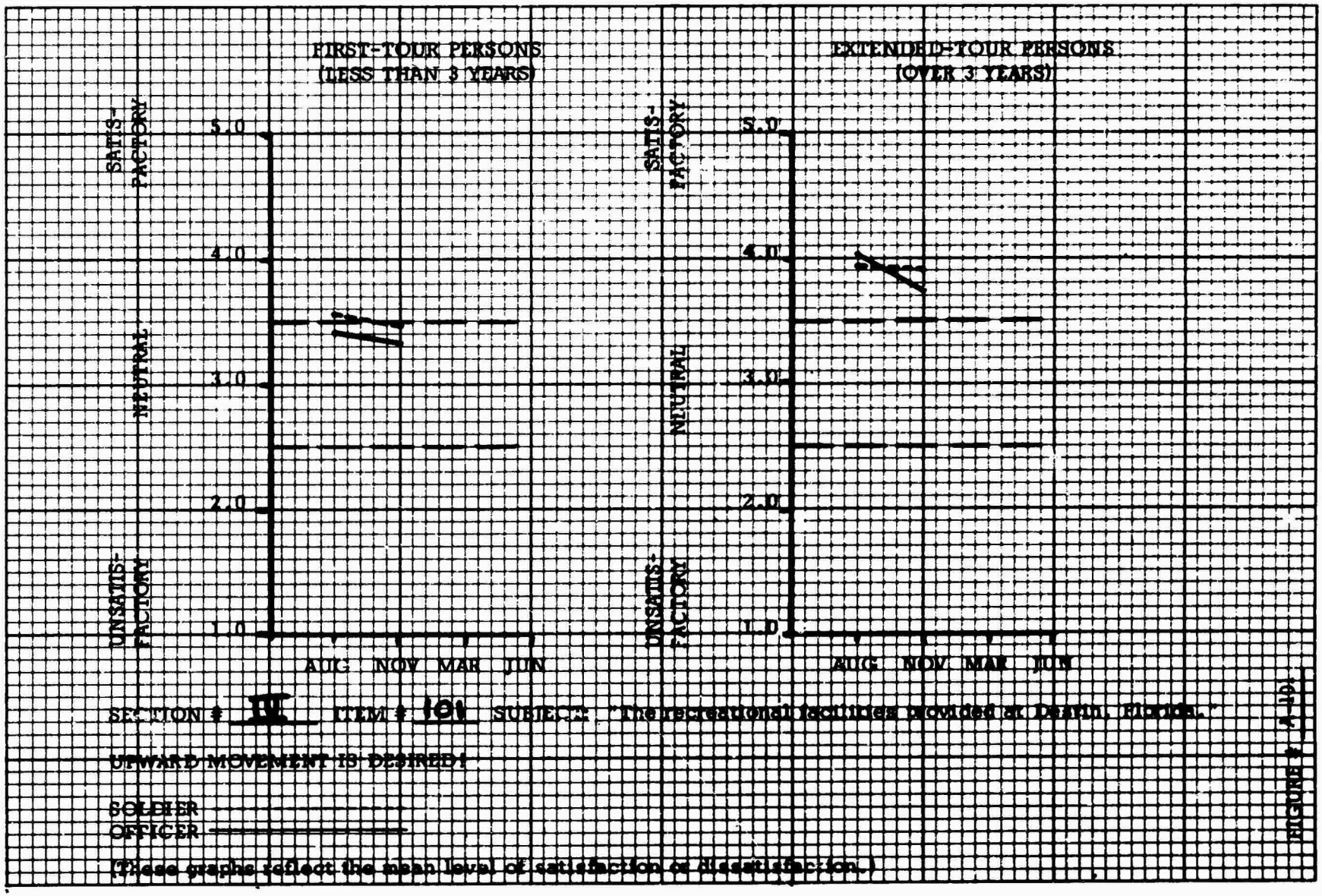
UPWARD MOVEMENT IS DESIRED!

SOLDIER ----------

OFFICER ——————————

(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-100


FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
AUG NOV MAR JUN
SECTION # IV ITEM # 101 SUBJECT: "The recreational facilities provided at Dearth, Florida."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)
FIGURE # A-10.

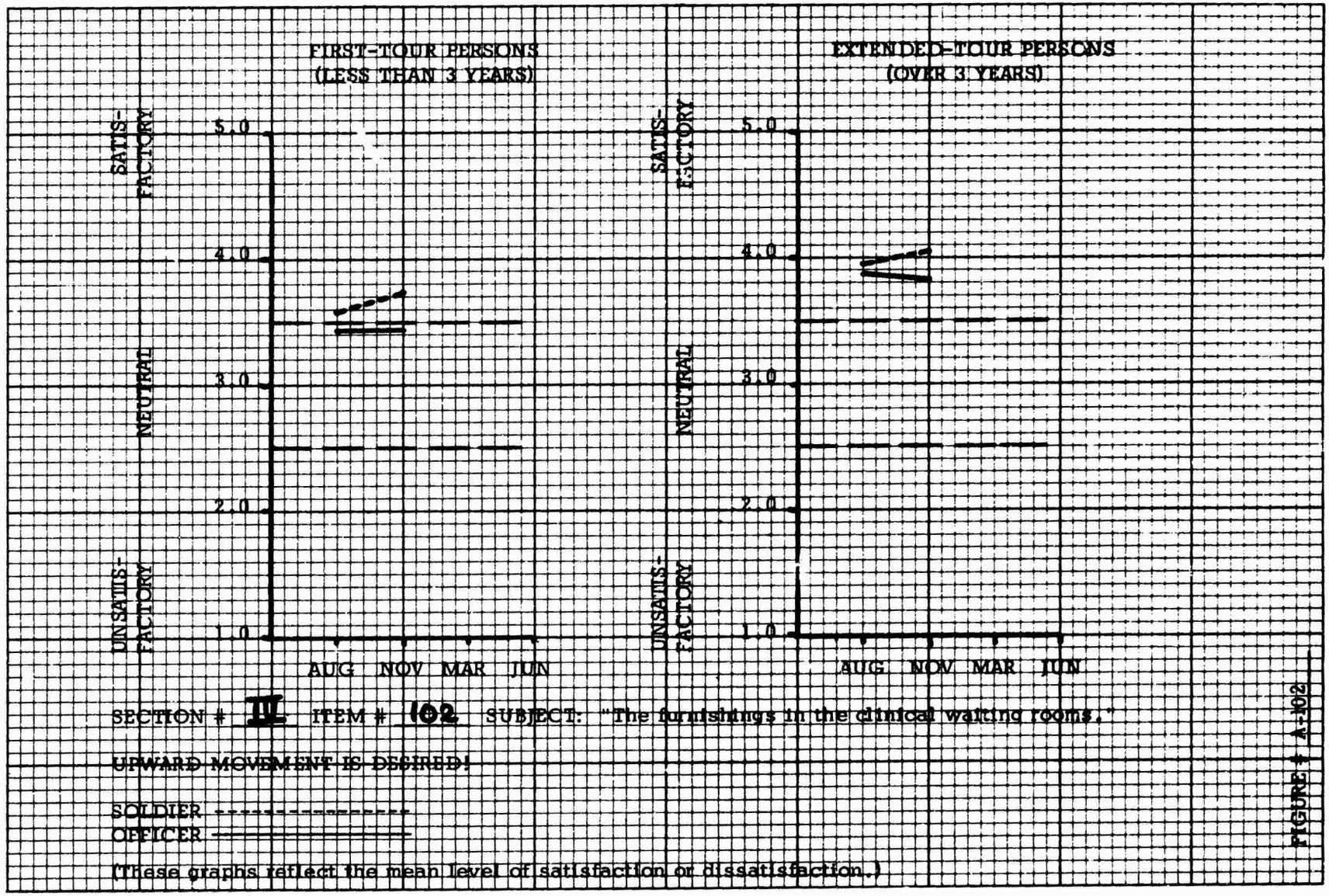
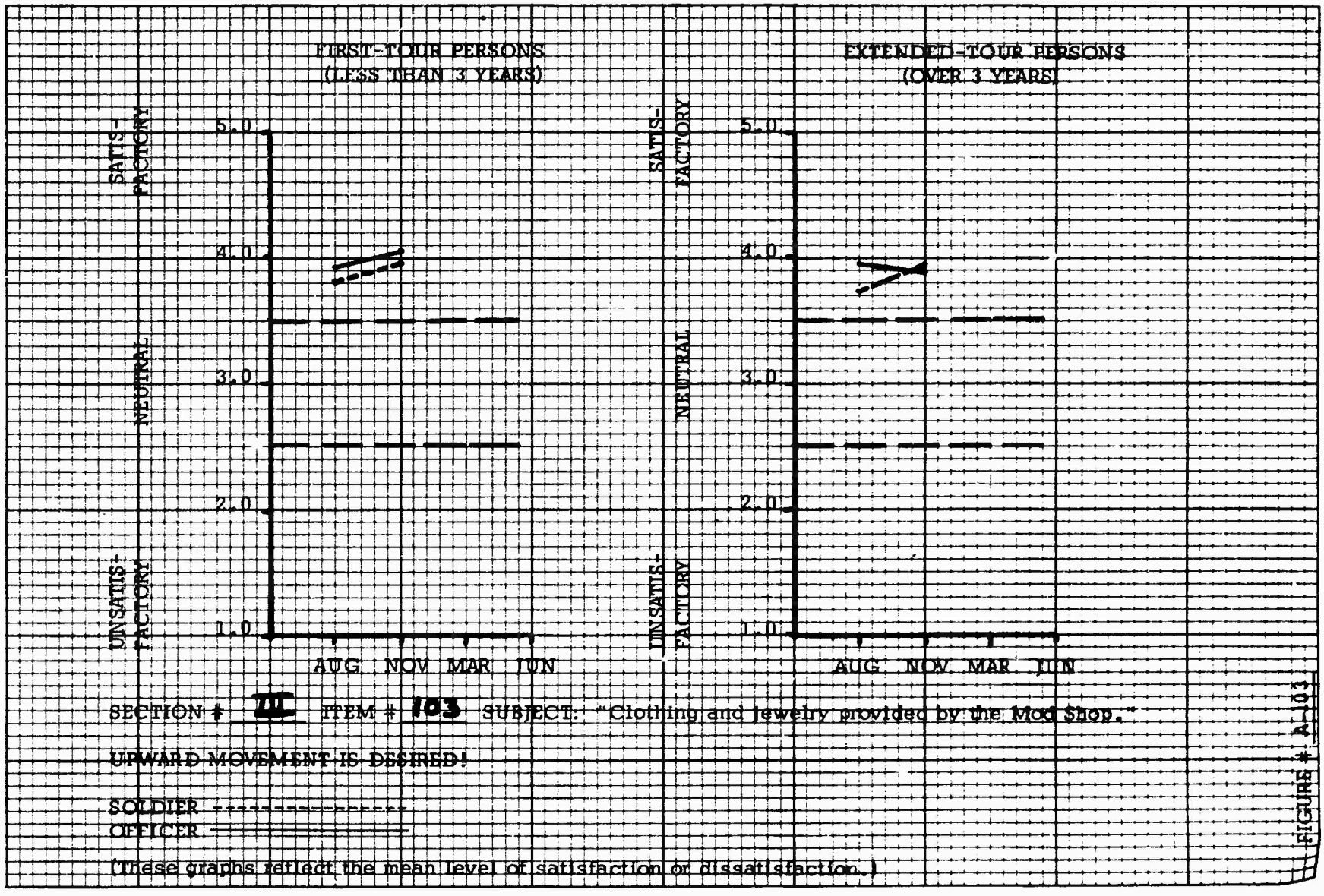

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
AUG NOV MAR JUN
SECTION # III ITEM # 102 SUBJECT: "The furnishings in the clinical waiting rooms."
~~UPWARD MOVEMENT IS DESIRED!~~
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-102


FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-
FACTORY
NEUTRAL
UNSATIS-
FACTORY
5.0
4.0
3.0
2.0
1.0
AUG NOV MAR JUN
SECTION # III ITEM # 103 SUBJECT: "Clothing and jewelry provided by the Mod Shop."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)
FIGURE # A-103

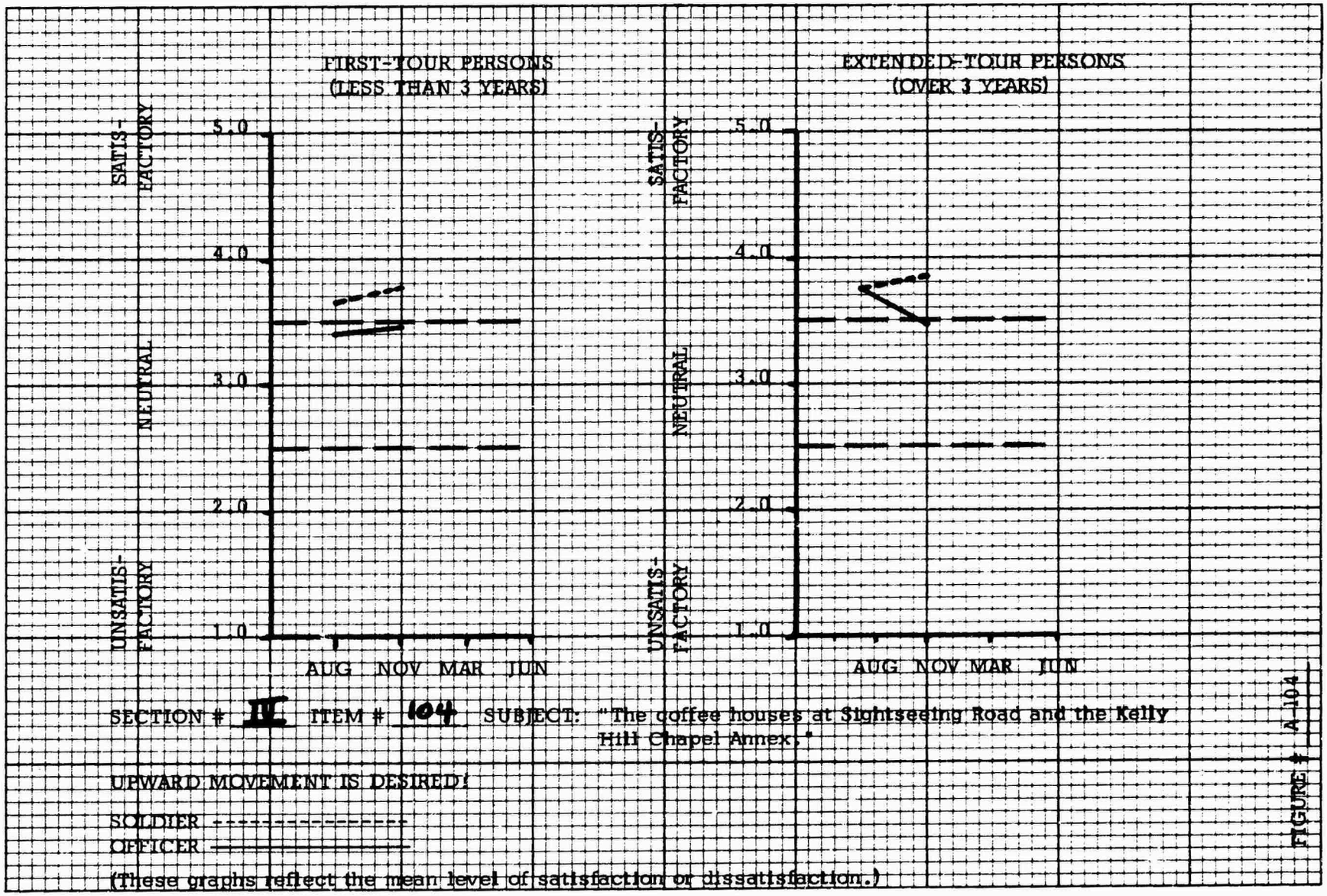
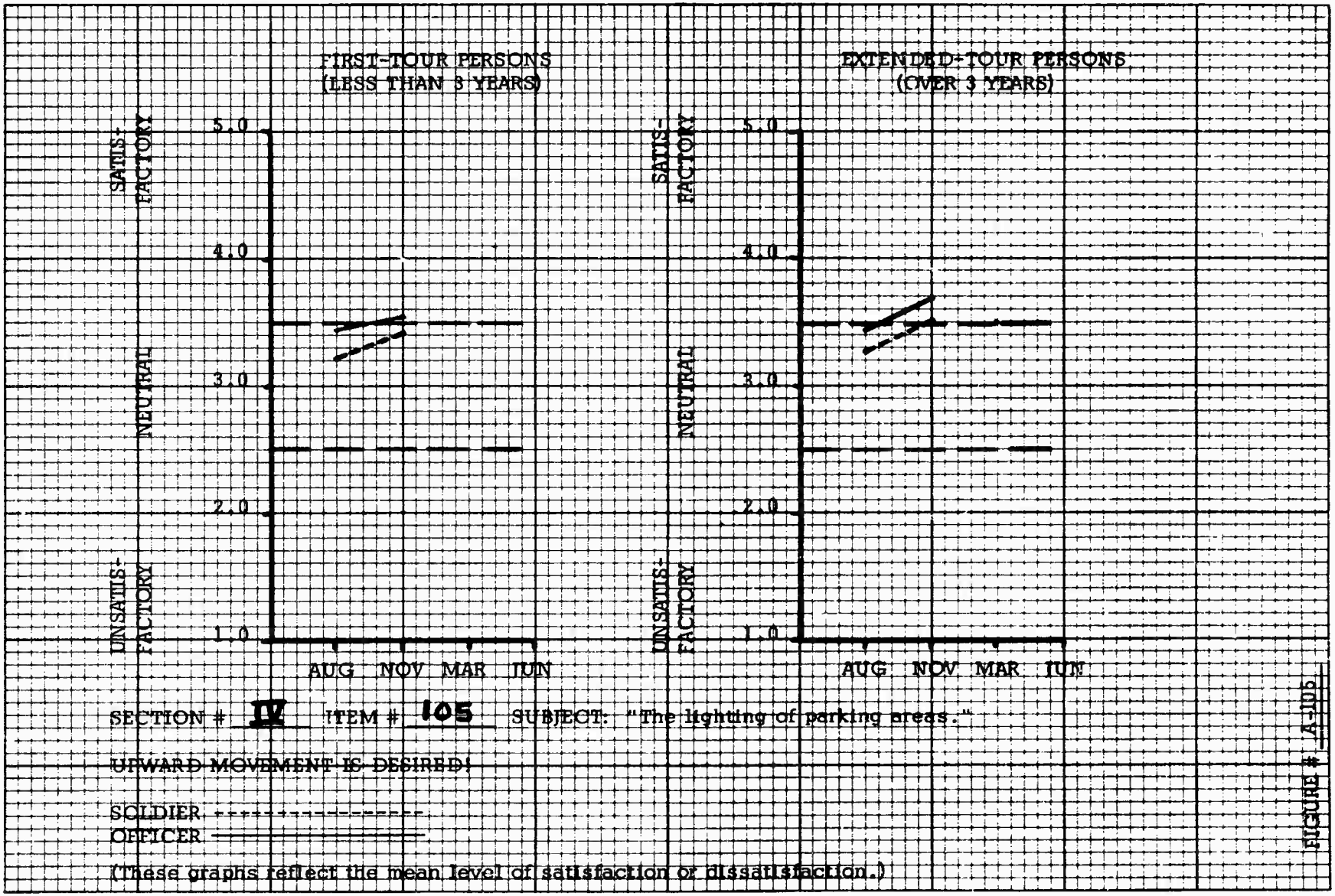

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(OVER 3 YEARS)
SATIS-FACTORY
NEUTRAL
UNSATIS-FACTORY
5.0
4.0
3.0
2.0
1.0
AUG NOV MAR JUN
AUG NOV MAR JUN
SECTION # II ITEM # 104 SUBJECT: "The coffee houses at Sightseeing Road and the Kelly Hill Chapel Annex."
UPWARD MOVEMENT IS DESIRED!
SOLDIER
OFFICER
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

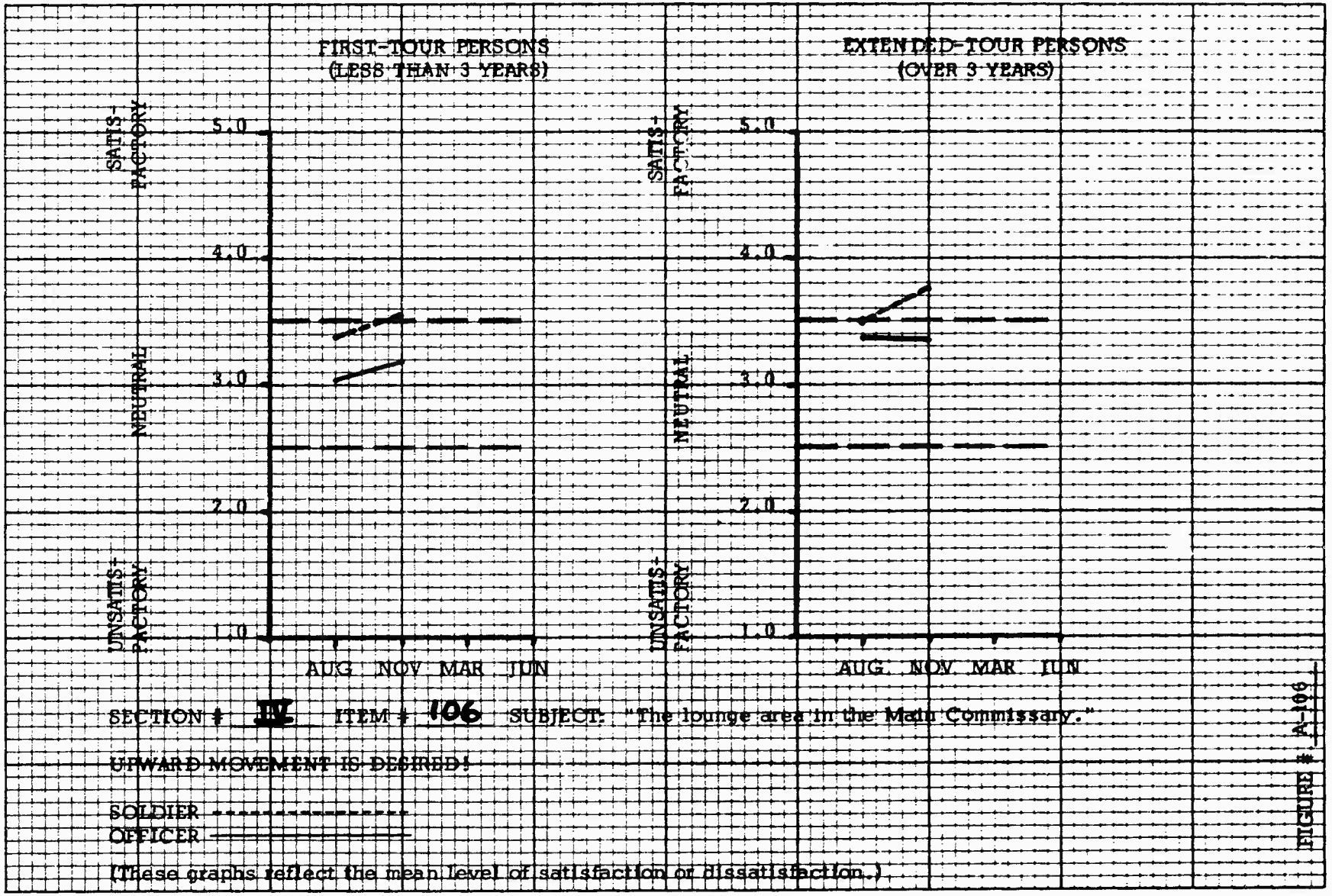
FIGURE # A-104



SECTION # IV ITEM # 105 SUBJECT: "The lighting of parking areas."

~~UPWARD MOVEMENT IS DESIRED!~~

SOLDIER +-+-+-+



SECTION # IV ITEM # 106 SUBJECT: "The lounge area in the Main Commissary."

~~UPWARD MOVEMENT IS DESIRED!~~

SOLDIER - - - - - - - - - - - - - -
OFFICER ———————————

(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-106

TAB B

STATISTICAL INDICATORS

SPECIAL STUDIES

During the first half of the FY 72 VOLAR experiment at Fort Benning there were 2 administrations of the baseline attitudinal survey. In addition, other miscellaneous special studies were undertaken to obtain a current understanding of various related aspects of the program. As was in the case during the FY 71 experiment, particular interest was directed to the type of effect MVA/VOLAR might have been upon discipline and good order. Two of these special investigations addressed the subject of discipline (see special studies which begins on TAB B-22 and TAB B-75). As previously discovered and reported in the "Installation Evaluation Report, MVA Experiment 1971, 26 July 1971," the analyses of these investigations presents a perplexing picture.

Opinion Questionnaire XI was administered as an add-on to the baseline attitudinal survey of November 1971. This opinion questionnaire was very similar to Opinion Questionnaire VIII of May 1971. In these questionnaires, 12 various aspects of military discipline were investigated. There were a total of 72 grade group/time variables available for comparison in these two opinion questionnaires. When the November results were compared to the May results, only 9 of these 72 variables obtained a negative or unfavorable change. On the other hand, Question #13 of these questionnaires asked: "Do you feel that the changes made under the Benning Plan (Project VOLAR) have caused an increase in discipline problems?" 21% of E1-E4s in November versus 13% in May answered YES; 36% of E5s answered YES in November versus 18% in May; and 59% of E6s in November versus 36% in May answered YES. It should be noted that these increases in percentages who feel that discipline has suffered since VOLAR, conflicts with the favorable changes in the initial 12 questions addressing such items as (1) mutual attitudes among the military community; (2) willingness to follow directives; (3) performance of duty; (4) observance of military courtesy, etc.

To further complicate the subject of discipline, Opinion Questionnaire X was developed and administered on a "pilot" test basis to "Leaders only" assigned to the 197th Infantry Brigade during September 1971 (this study begins at TAB B-75). Generally, all grade groups feel that military discipline, deduced from an investigation into 11 separate questions in this questionnaire, falls generally between "Fair" and "Good" on the rating scale. The one exception was that the 197th Brigade Leaders felt that performance of assigned mission was generally between "Good" and "Excellent." Beginning on TAB B-95 are line-graph presentations of the expressed opinions of leaders in the 197th Brigade on a scale of "Better," "Not Changed" or "Worse."

Factual comparison data is non-existant at this time, for this scale, thus, these graphs should be considered only as current opinions within the 197th Brigade and are not scientifically valid for comparison other than as mere indications of difference in opinion.

In contrast to the specific findings indicated above from Opinion Questionnaires VIII and XI, the attached statistical indicators lend no support to the subjective opinions that discipline has suffered under Project VOLAR. Such indices as AWOL rates, Article 15s, Court-Martials, Congressional Inquiries, and Provost Marshal activities have either improved or remained relatively stable over the entire calendar year of 1971 when compared to 1970.

Identical formulae were employed in the computation of all rates (e.g., the officially reported end-of-month strength figures of officer and enlisted personnel were used as the denominator for each rate computation and the actual raw number of incidents or actions for each monthly period served as the numerator). In addition to the graphically portrayed indicators (Appendix A through O) monitored throughout the MVA Experiment, the following raw data is of special interest:

(1) Reenlistments: The functions of the Fort Benning Reenlistment program have been dictated by numerous changes throughout the duration of the VOLAR experiment. The following table indicates the actual number of reenlistees (or extensions of term of service for which credit was given as a reenlistment) for CY 70 and 71. To further appreciate the data, the end-of-month enlisted strength, per month, is shown:

	1970		1971	
	Reenl	Strength	Reenl	Strength
Jan	240	32,701	217	22,845
Feb	231	30,020	480	22,131
Mar	242	27,752	224	21,292
Apr	252	25,112	255	21,748
May	241	23,402	265	21,287
Jun	271	21,548	277	20,717
Jul	233	19,996	342	20,239
Aug	187	17,949	82	19,025
Sep	172	17,881	122	17,555
Oct	191	16,899	85	17,804
Nov	157	19,186	94	17,491
Dec	158	18,318	110	16,194
TOTAL	2,575	22,564	2,553	19,861

(2) AWOLs: Absent without leave rates expressed in terms of rate per 1,000 enlisted strength are portrayed graphically at Appendix A . The 1971 rates tend to refute expressed subjective opinions that military discipline at Fort Benning has deteriorated since VOLAR.

(3) Article 15s: Non-judical punishment under Article 15, UCMJ, expressed in terms of a rate per 1,000 enlisted strength are shown at Appendix B. The average monthly rate for calendar year 1971 versus 1970 reflect a decrease in Article 15s, thus, again refuting opinions that discipline has suffered.

(4) Court-Martial Rates: Rates of Court-Martials expressed in terms of a rate per 1,000 enlisted strength are shown at Appendix C This indicator is likewise lower than for the comparable period for calendar year 1970.

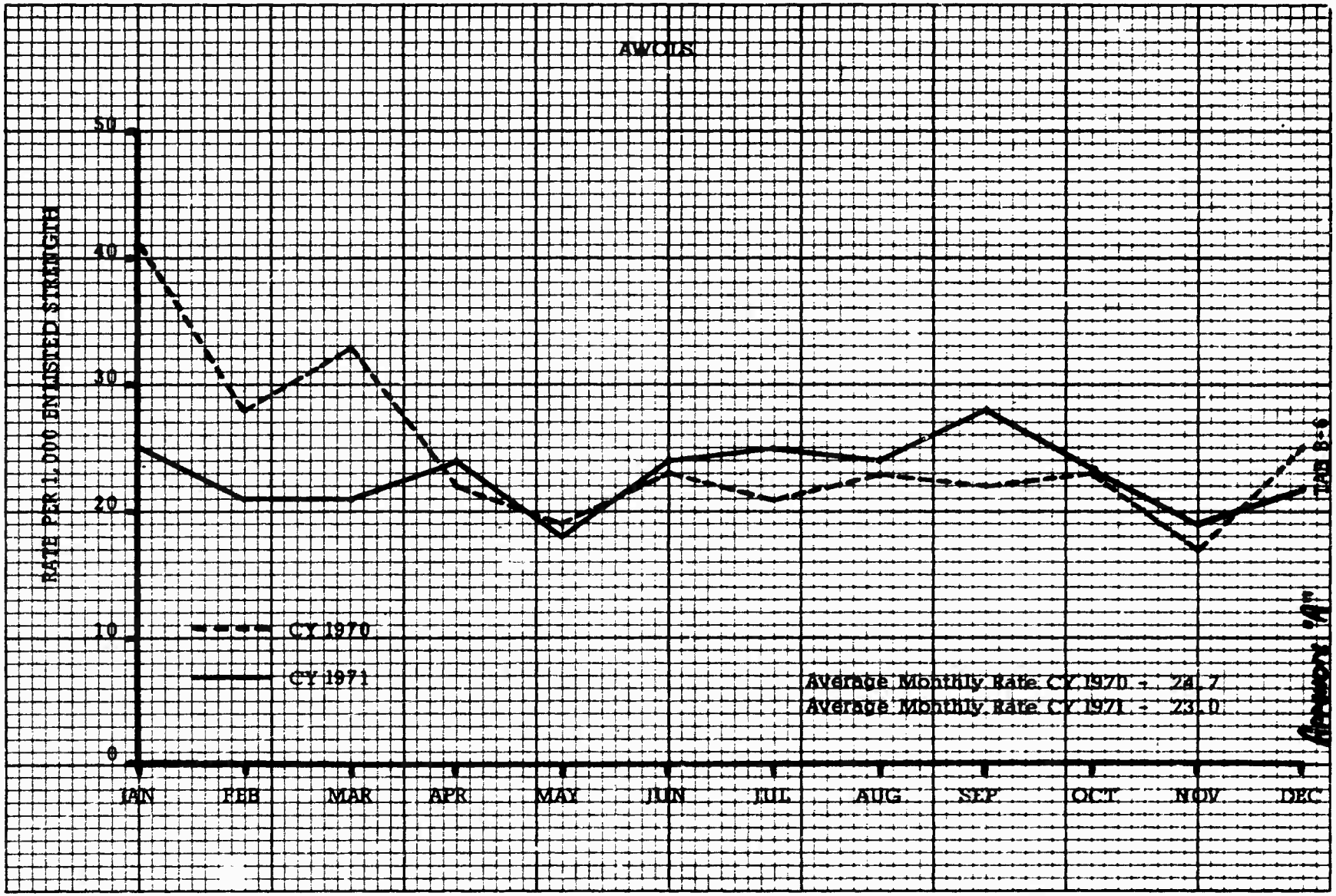
(5) Congressional Inquiries: This indicator is expressed as a rate per 1,000 total active Army and protrayes graphically at Appendix D. There is a notable appreciable decrease in the frequency of congressional inquiries at Fort Benning during 1971 which likewise appears to refute opinions expressed in the various "discipline" investigations.

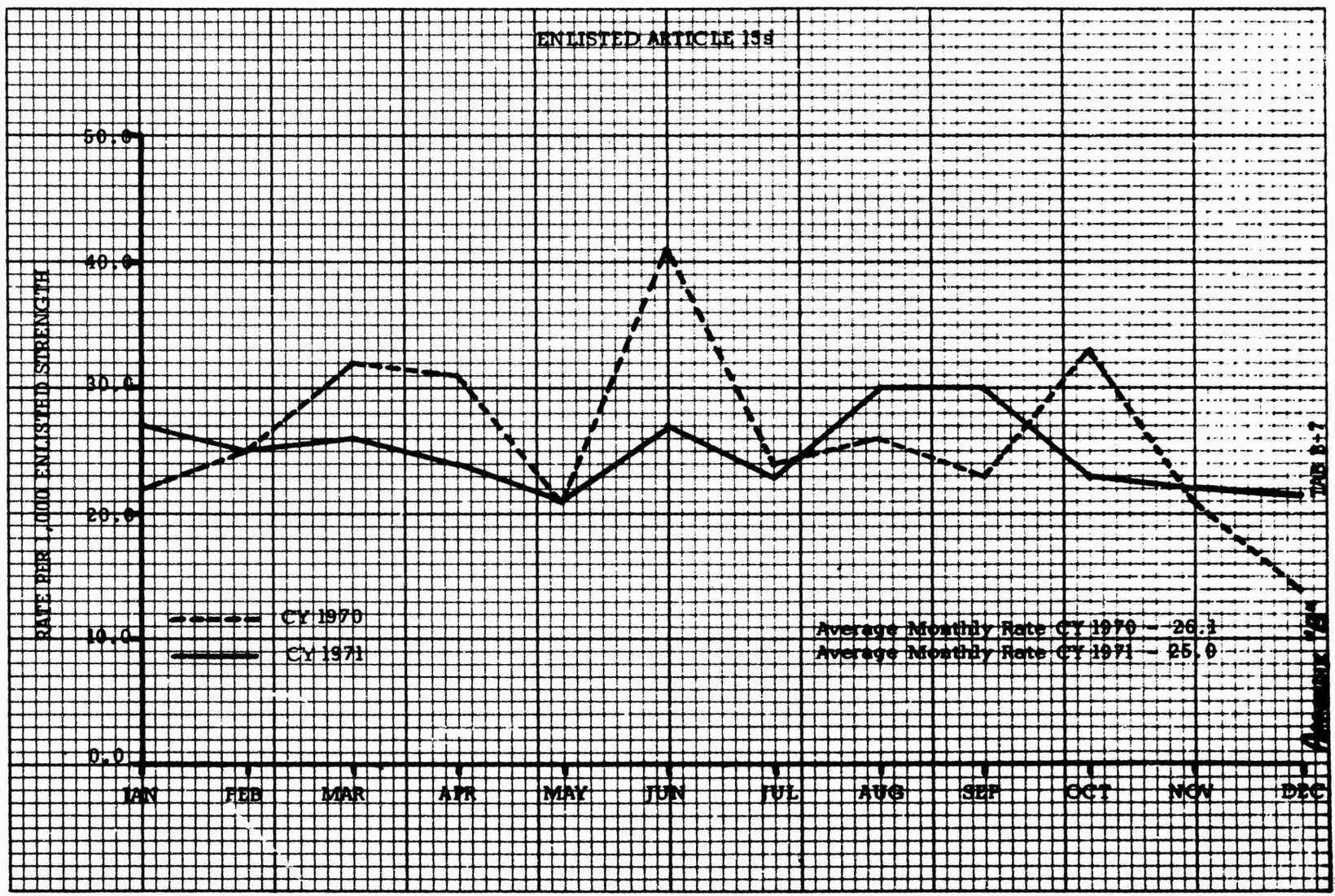
(6) Inspector General Complaints: Inspector General complaints and requests for assistance are expressed in terms of a rate per 1,000 total active Army and are shown graphically at Appendix E. There is an appreciable difference in the rates of complaints/requests for assistance in 1971 versus 1970. This increase, when viewed in light of the decreases in other indicators seems to indicate that the established system of Inspector General activities is functioning adequately and competently.

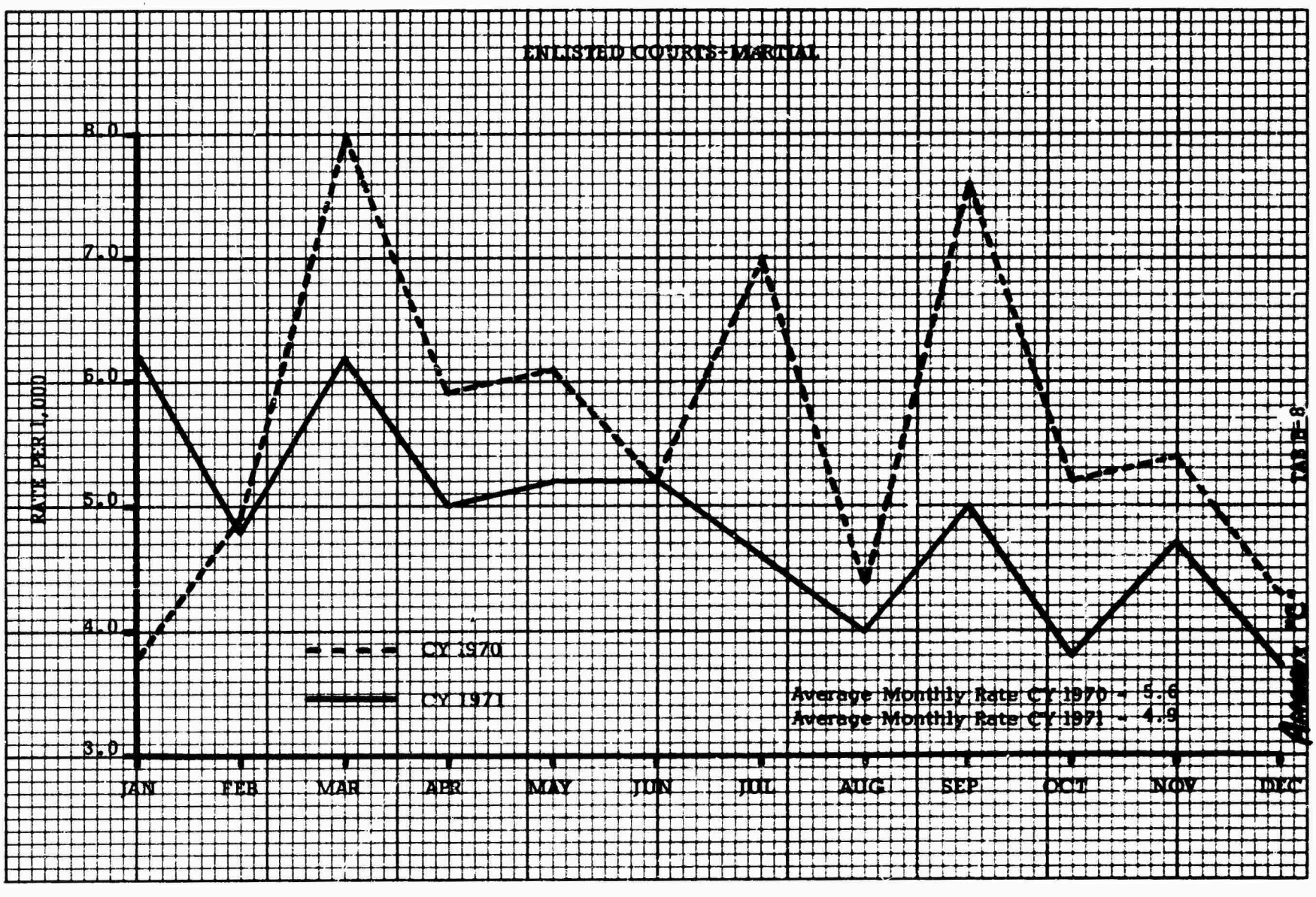
(7) Officer Retention: Appendices F through K reflect rates of officer retention/separation expressed in terms of a rate per 1,000 officers assigned. Generally speaking, there was an increase in requests for retention (e.g., OBV-3 or 4, Voluntary Indefinite, Regular Army, etc .) and a decrease in requests for separation (e.g., requests for release from active duty and unqualified resignations), when 1971 is compared to 1970.

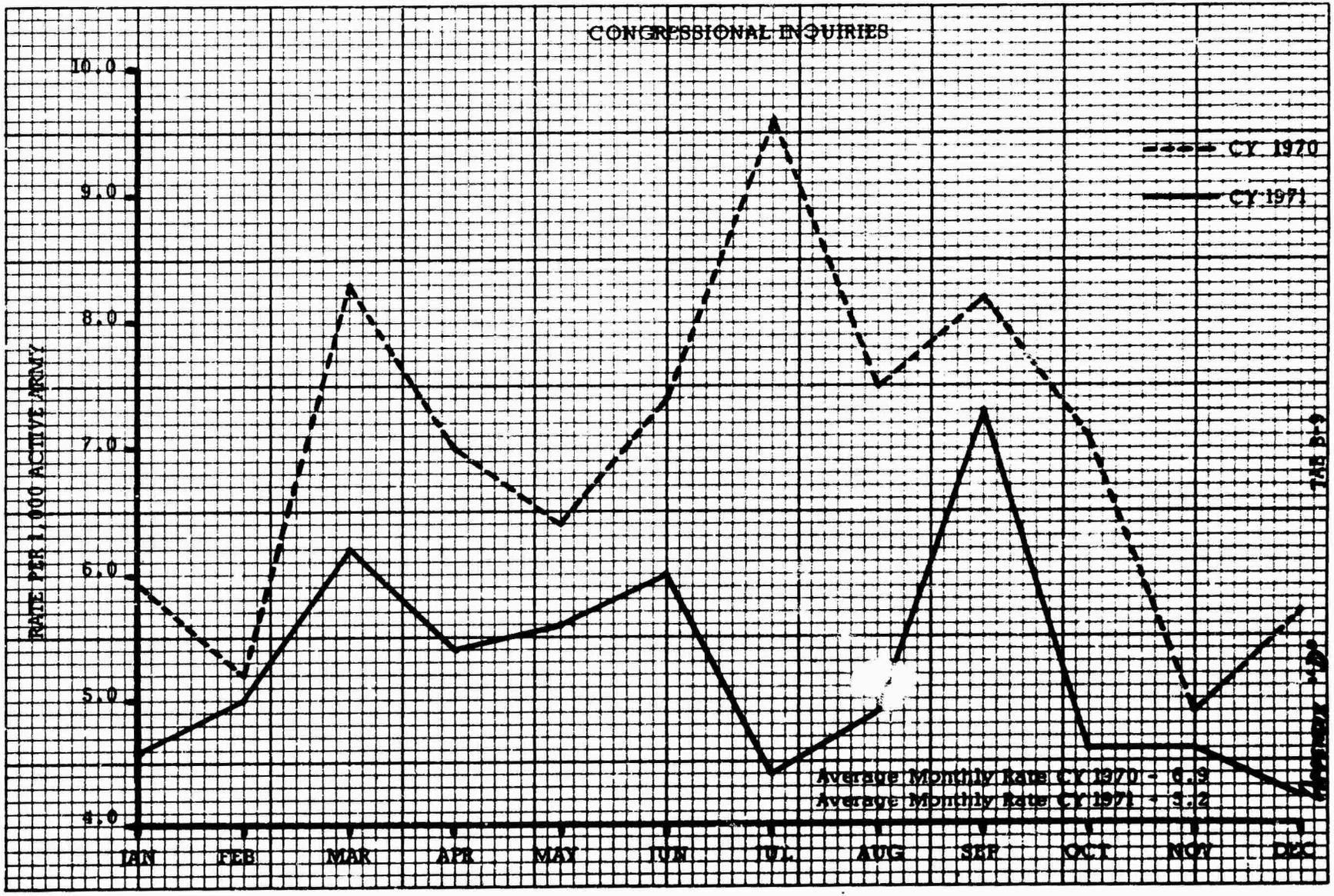
(8) Provost Marshal Activities: Appendices L through O are graphic representations of rates per 1,000 active Army for Provost Marshal activities. Provost Marshal reporting requirements dictate that "pending cases" will be picked up at the end of each quarter. Thus recurring quarterly peaks are discernable on the graphic representations. To better understand the annual comparison, the average monthly rates of 1970 versus 1971 are indicated. It would appear that MVA innovations have had no significant unfavorable impact upon the overall Provost Marshal activities.

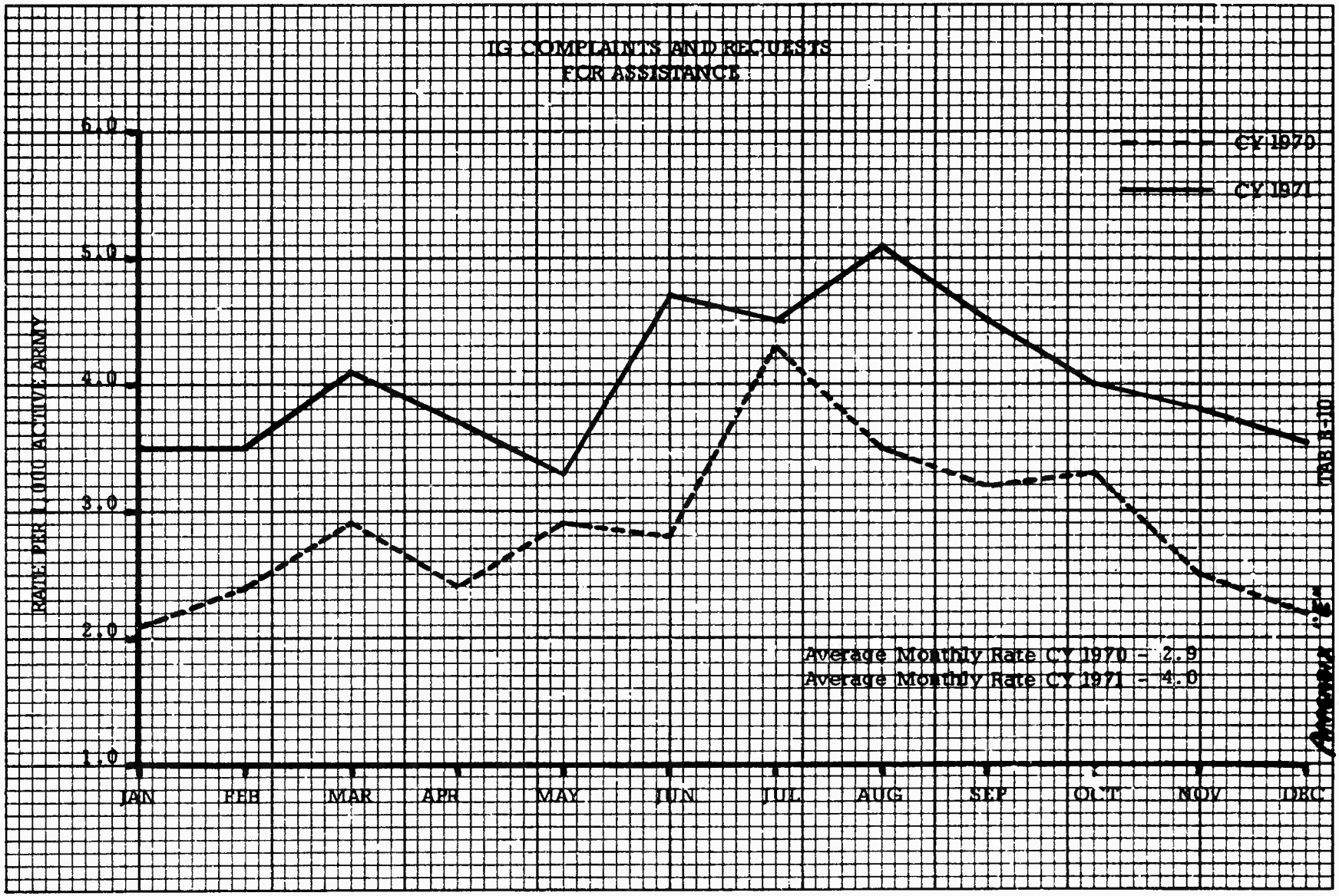
SUMMARY: Repeated investigations into the perceived status of military discipline at Fort Benning have been made during the VOLAR experiment. Likewise, other sources of attitudinal data input have been exploited (SDC Survey Questionnaire, TAB B-61). Monthly morale indicators are meticulously monitored to ascertain recurring changes in breaches of discipline, imposition of punishments, and complaints or inquiries. There are obvious conflicts between actual indicators of morale and expressed opinions that discipline has deteriorated since Project VOLAR. The subjective opinions of the status of discipline are not substantiated by, but rather disputed by, the existing statistical indicators. As a matter of particular interest from 1,300 respondees who completed the "discipline" questionnaire in November, if the respondee had indicated "YES" that discipline problems had increased, specific examples of deteriorated discipline were solicited. Only 65 of the 1,300 respondees thought strongly enough about their response to offer added comments. These comments were extremely erratic and no precise discernable central theme could be derived therefrom. Each succeeding investigation into the area of military discipline tends to reinforce our original opinion that the perceived deterioration of military discipline was in fact more imagined than real. Question #13 appears to serve as an emotional outlet for the respondee in spite of the responses he elects in the initial 12 questions. Again, no indication has been isolated to reinforce opinions that discipline has suffered since VOLAR. More extensive investigations into this area are planned during the remainder of the experiment.

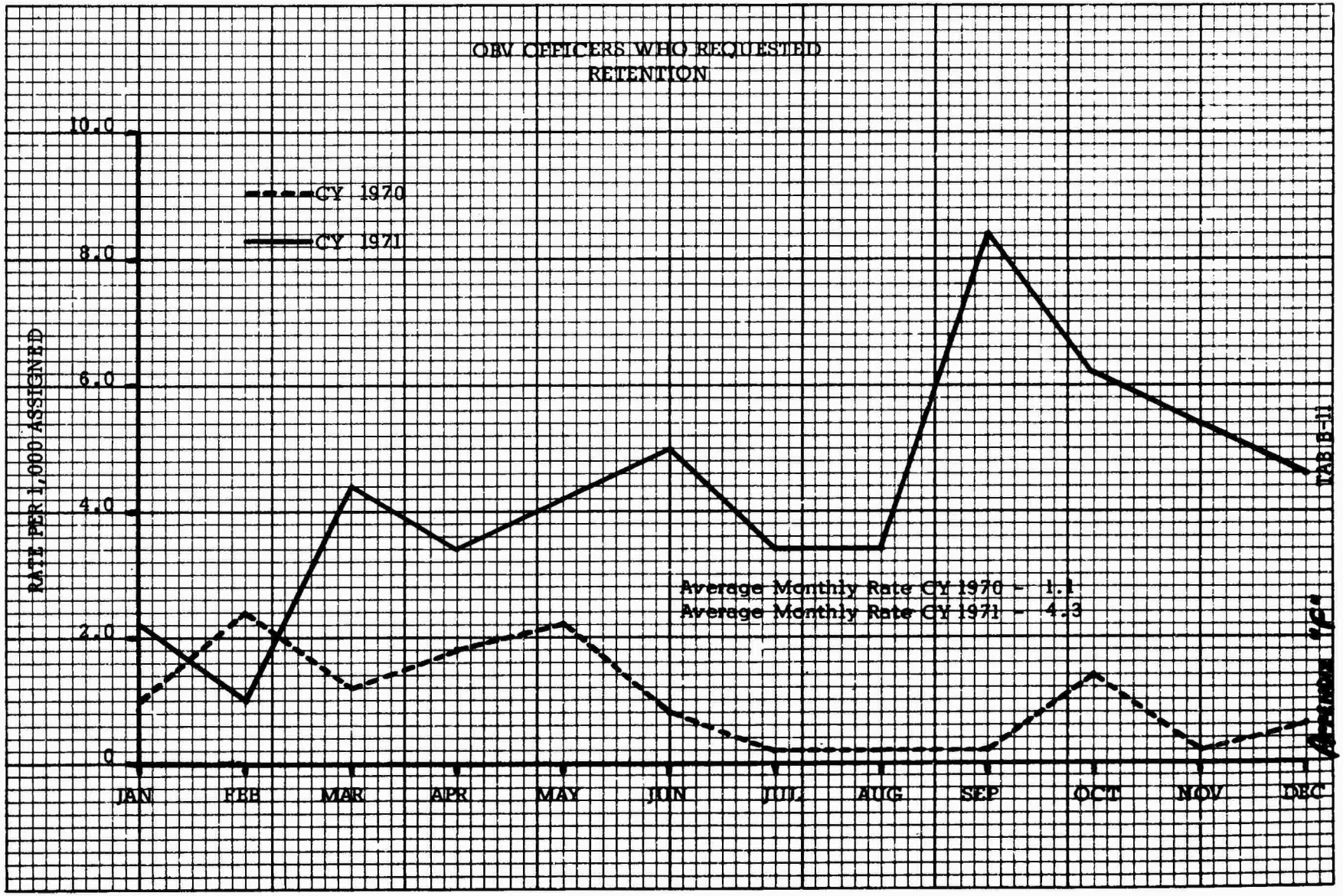

AWOLS
RATE PER 1,000 ENLISTED STRENGTH
50
40
30
20
10
0
CY 1970
CY 1971
Average Monthly Rate CY 1970 = 24.7
Average Monthly Rate CY 1971 = 23.0
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC

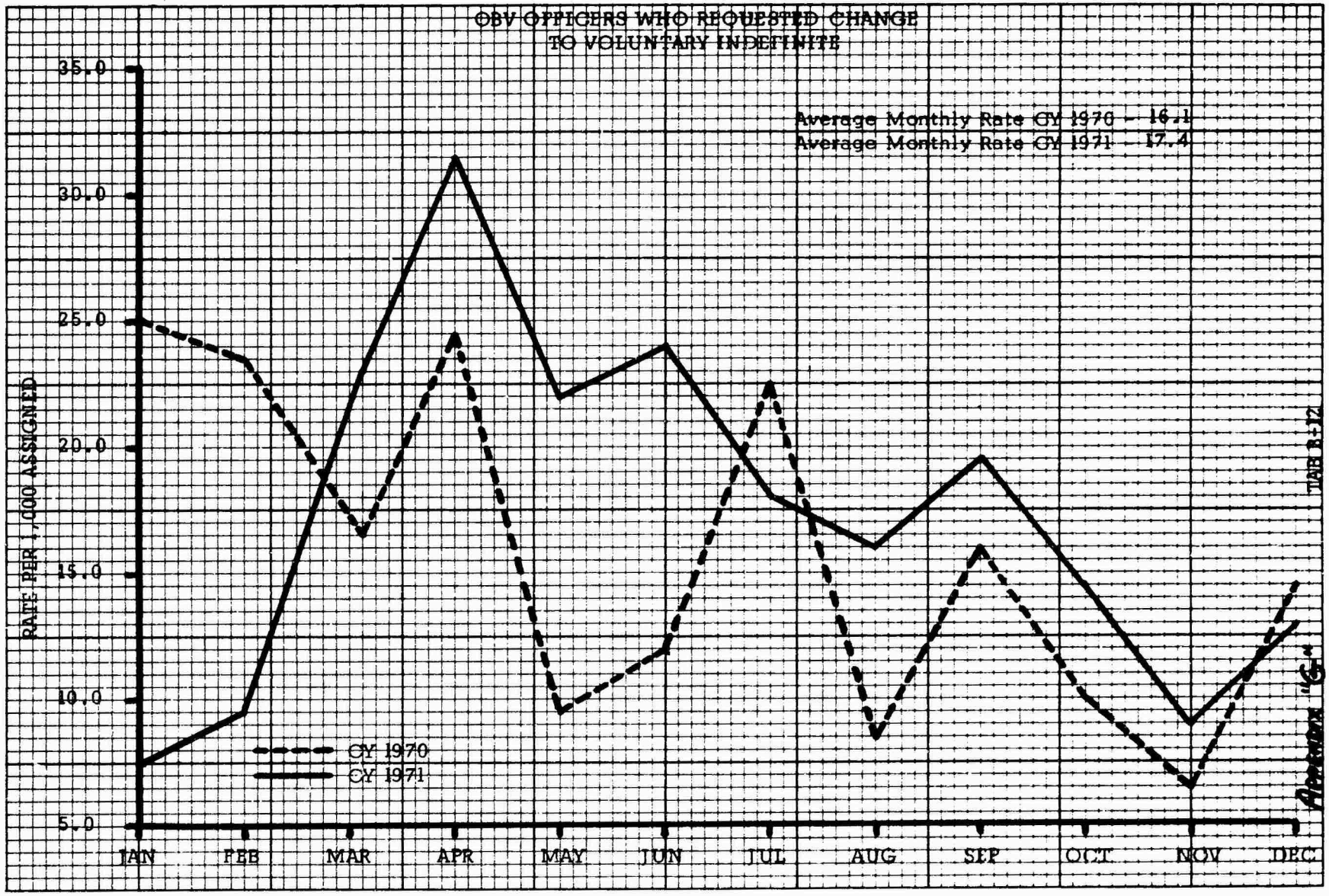

ENLISTED ARTICLE 15s
50.0
40.0
30.0
20.0
10.0
0.0
RATE PER 1,000 ENLISTED STRENGTH
CY 1970
CY 1971
Average Monthly Rate CY 1970 — 26.1
Average Monthly Rate CY 1971 — 25.0
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC

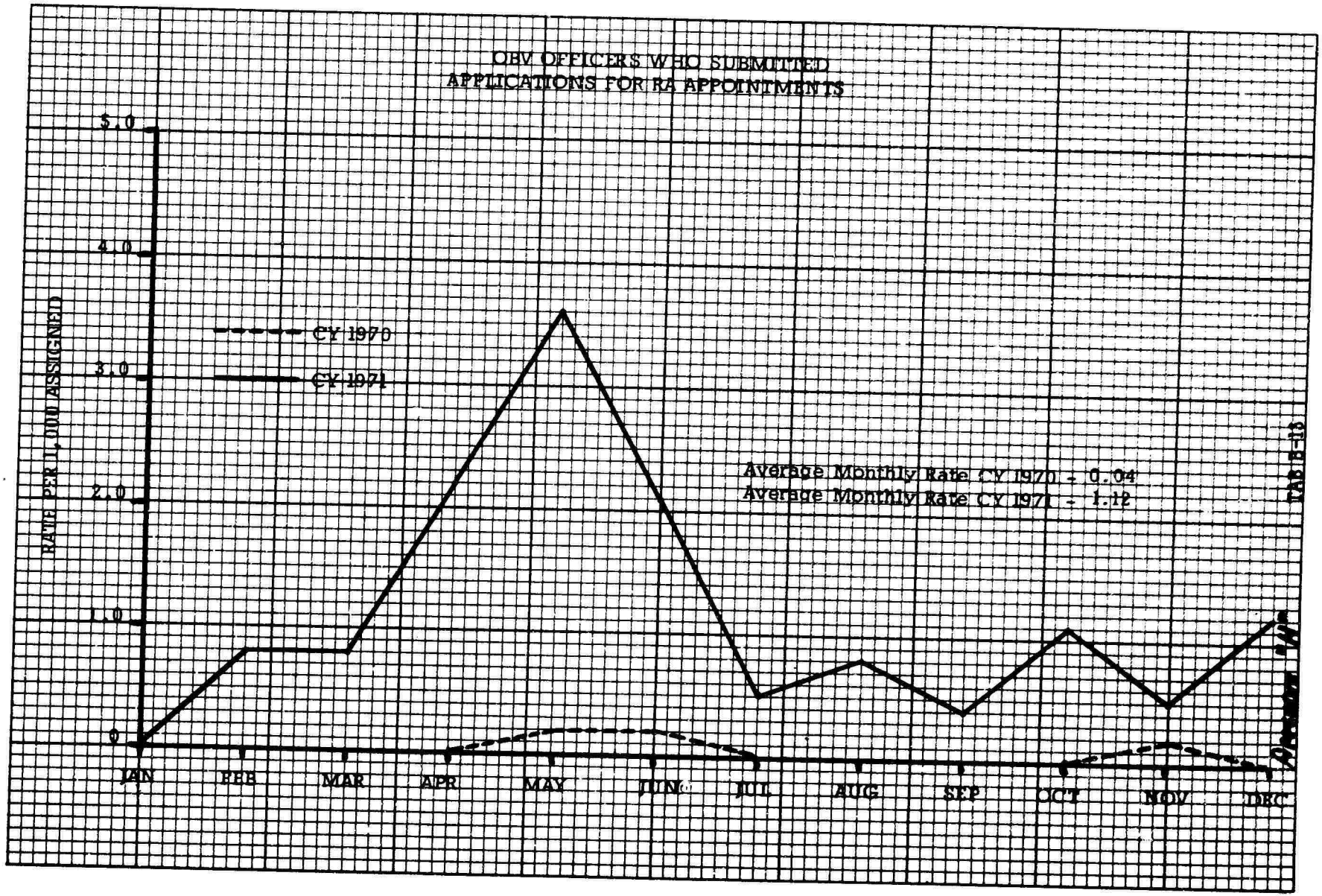

ENLISTED COURTS-MARTIAL
RATE PER 1,000
8.0
7.0
6.0
5.0
4.0
3.0
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC
CY 1970
CY 1971
Average Monthly Rate CY 1970 - 5.6
Average Monthly Rate CY 1971 - 4.9

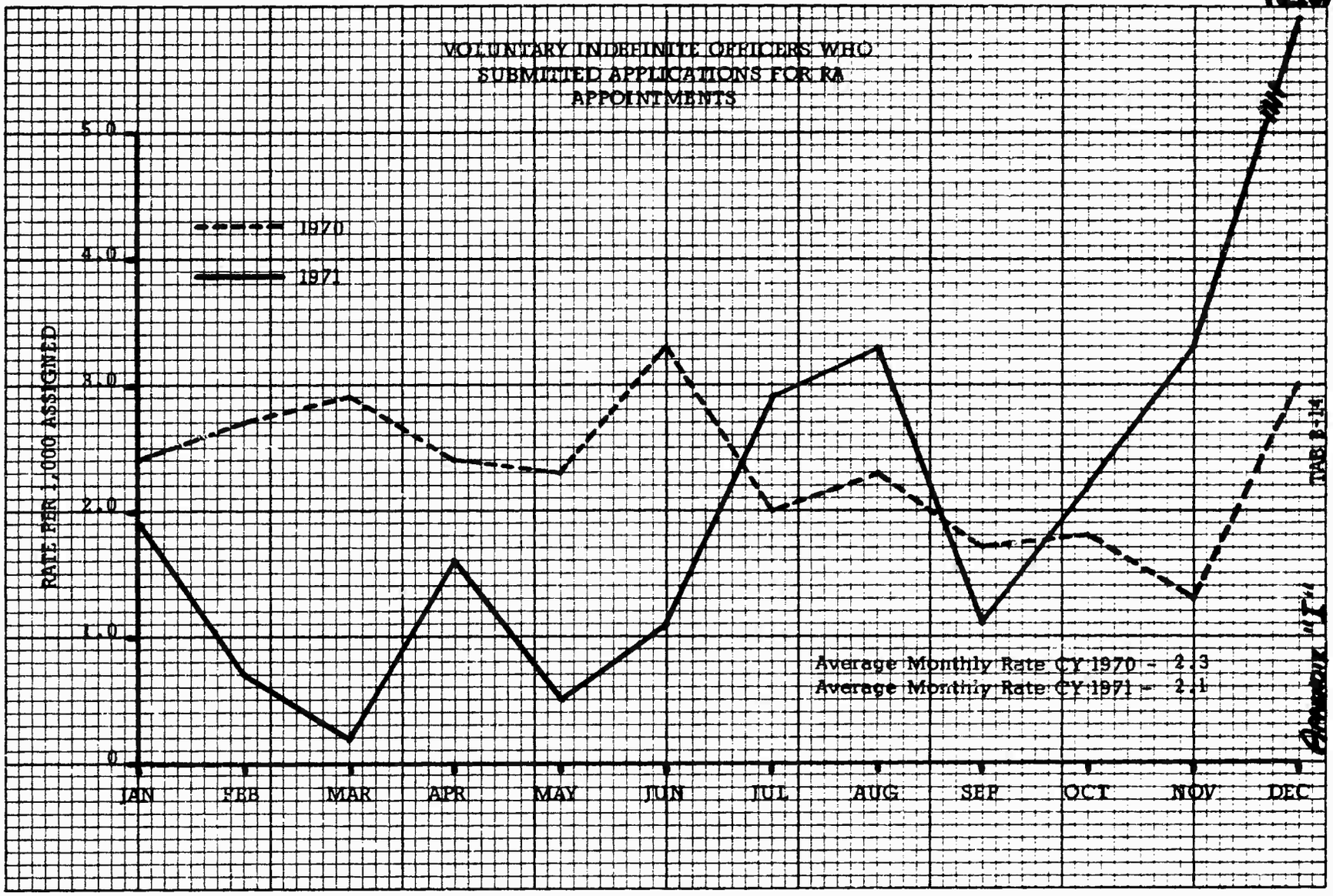

CONGRESSIONAL INQUIRIES
10.0
9.0
8.0
7.0
6.0
5.0
4.0
RATE PER 1,000 ACTIVE ARMY
CY 1970
CY 1971
Average Monthly Rate CY 1970 - 6.3
Average Monthly Rate CY 1971 - 5.2
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC

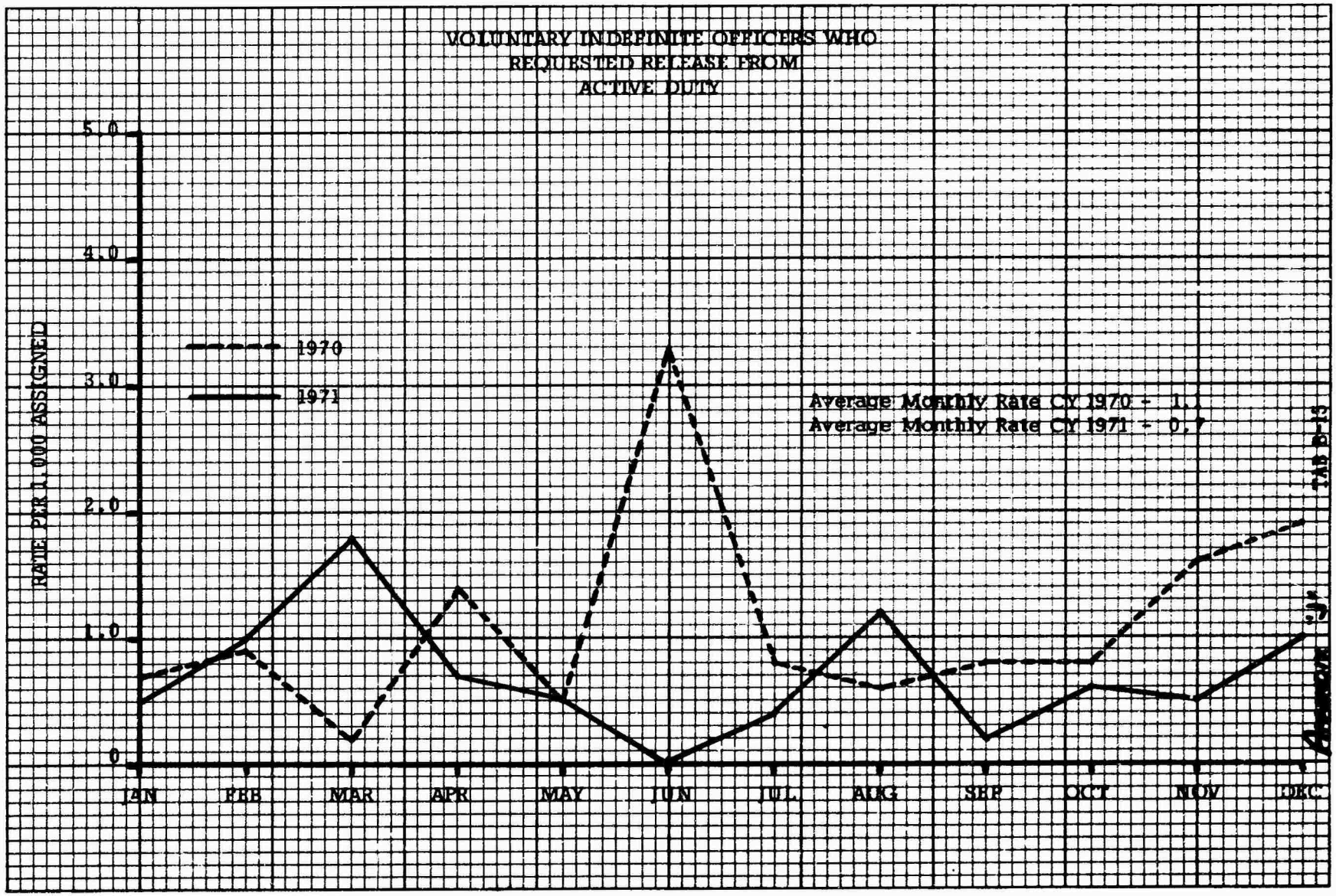

IG COMPLAINTS AND REQUESTS FOR ASSISTANCE
CY 1970
CY 1971
RATE PER 1,000 ACTIVE ARMY
6.0
5.0
4.0
3.0
2.0
1.0
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC
Average Monthly Rate CY 1970 = 2.9
Average Monthly Rate CY 1971 = 4.0
TAB B-10

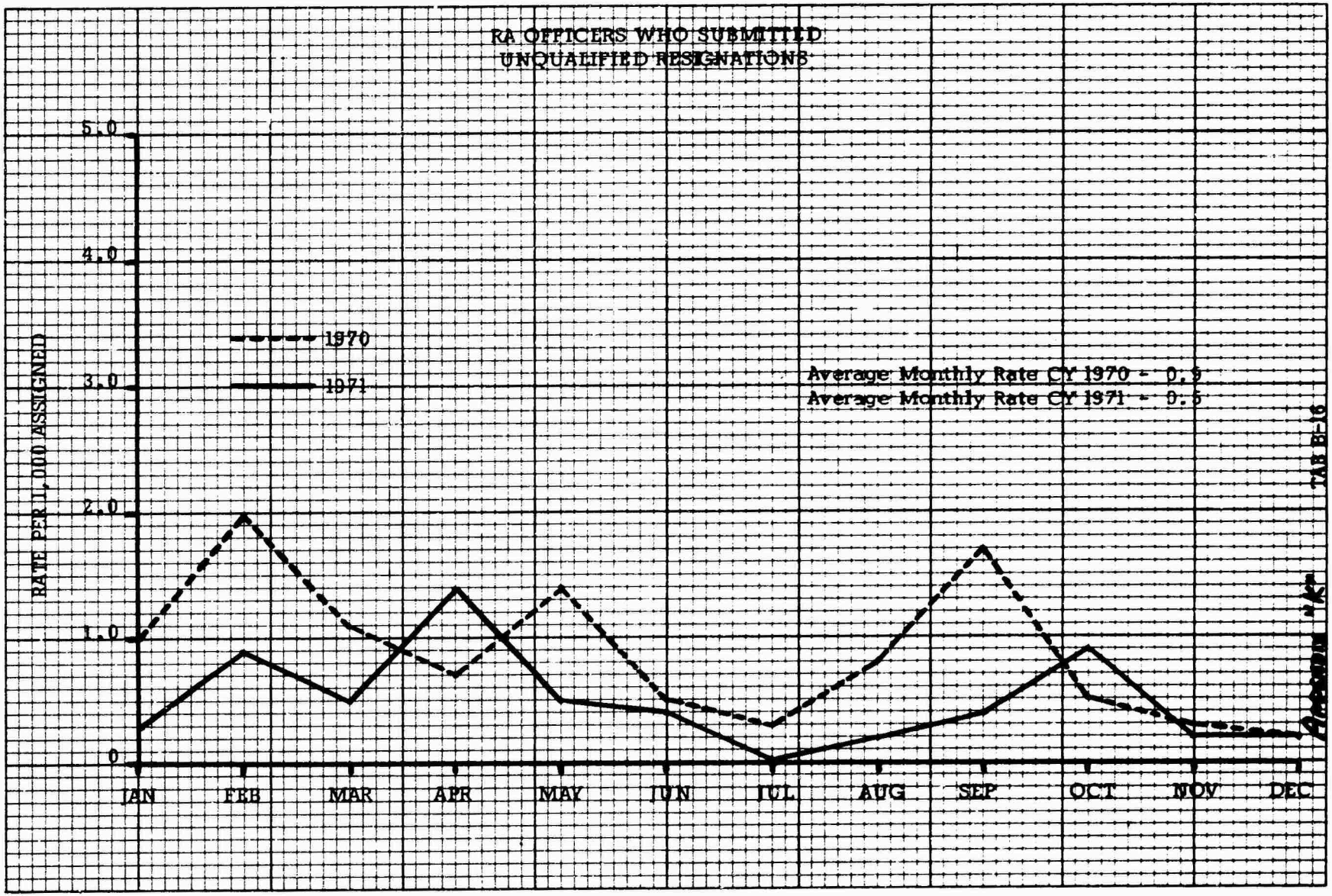

OBV OFFICERS WHO REQUESTED RETENTION
CY 1970
CY 1971
RATE PER 1,000 ASSIGNED
10.0
8.0
6.0
4.0
2.0
0
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC
Average Monthly Rate CY 1970 - 1.1
Average Monthly Rate CY 1971 - 4.3
TAB B-11

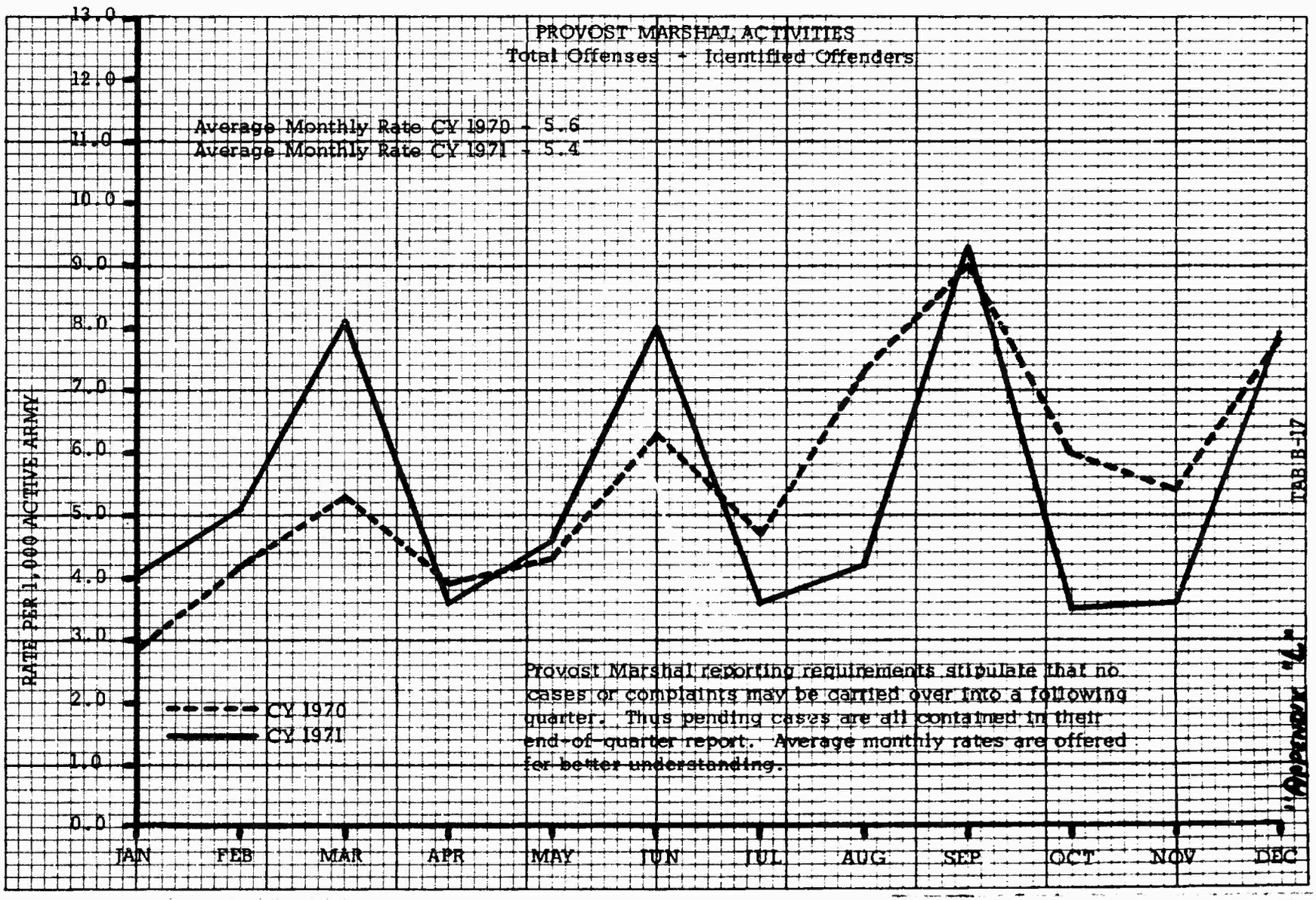

OBV OFFICERS WHO REQUESTED CHANGE
TO VOLUNTARY INDEFINITE
Average Monthly Rate CY 1970 - 16.1
Average Monthly Rate CY 1971 - 17.4
RATE PER 1,000 ASSIGNED
35.0
30.0
25.0
20.0
15.0
10.0
5.0
CY 1970
CY 1971
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC
TAB B-12
Appendix "G"

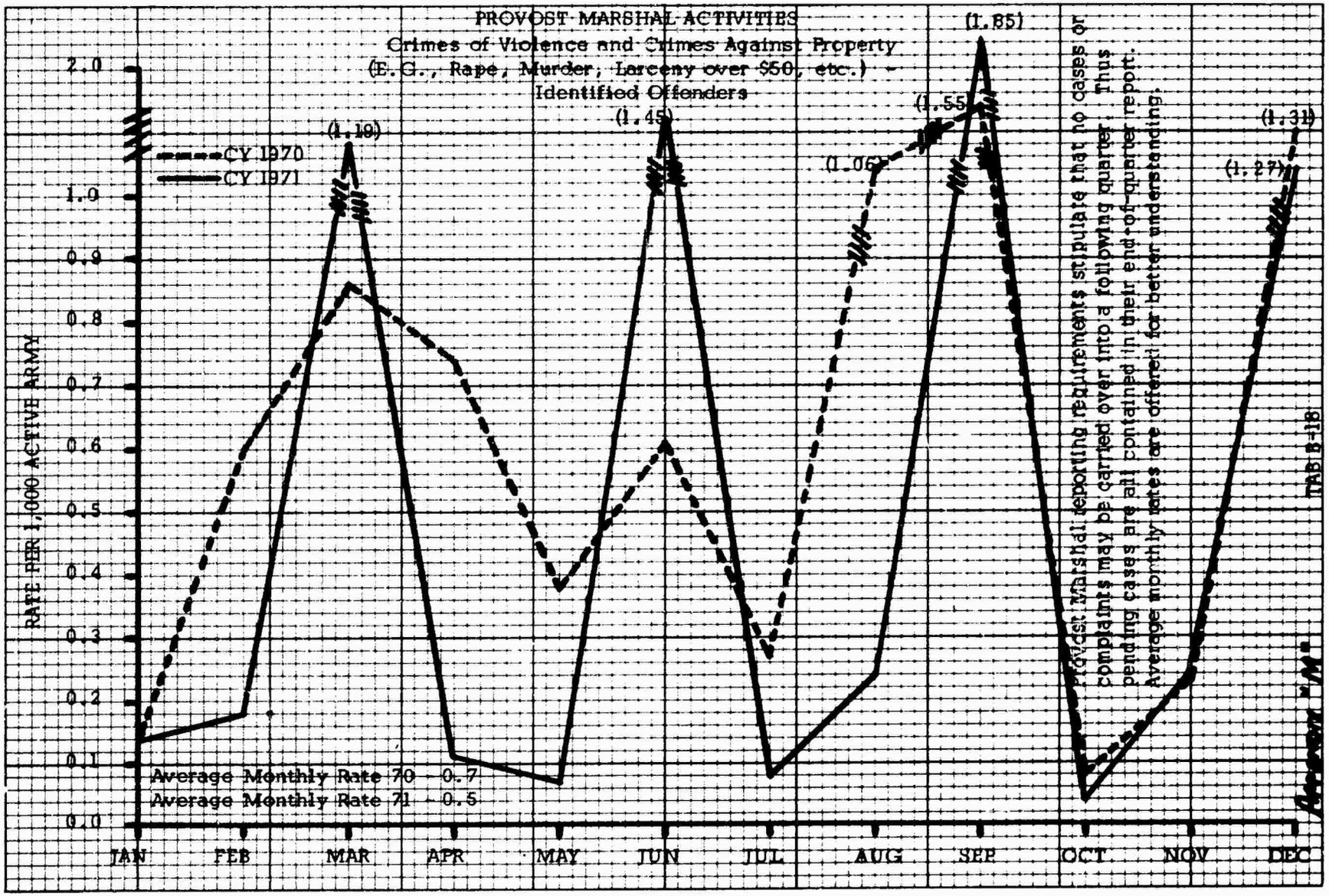

OBV OFFICERS WHO SUBMITTED
APPLICATIONS FOR RA APPOINTMENTS
RATE PER 1,000 ASSIGNED
5.0
4.0
3.0
2.0
1.0
0
CY 1970
CY 1971
Average Monthly Rate CY 1970 = 0.04
Average Monthly Rate CY 1971 = 1.12
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC

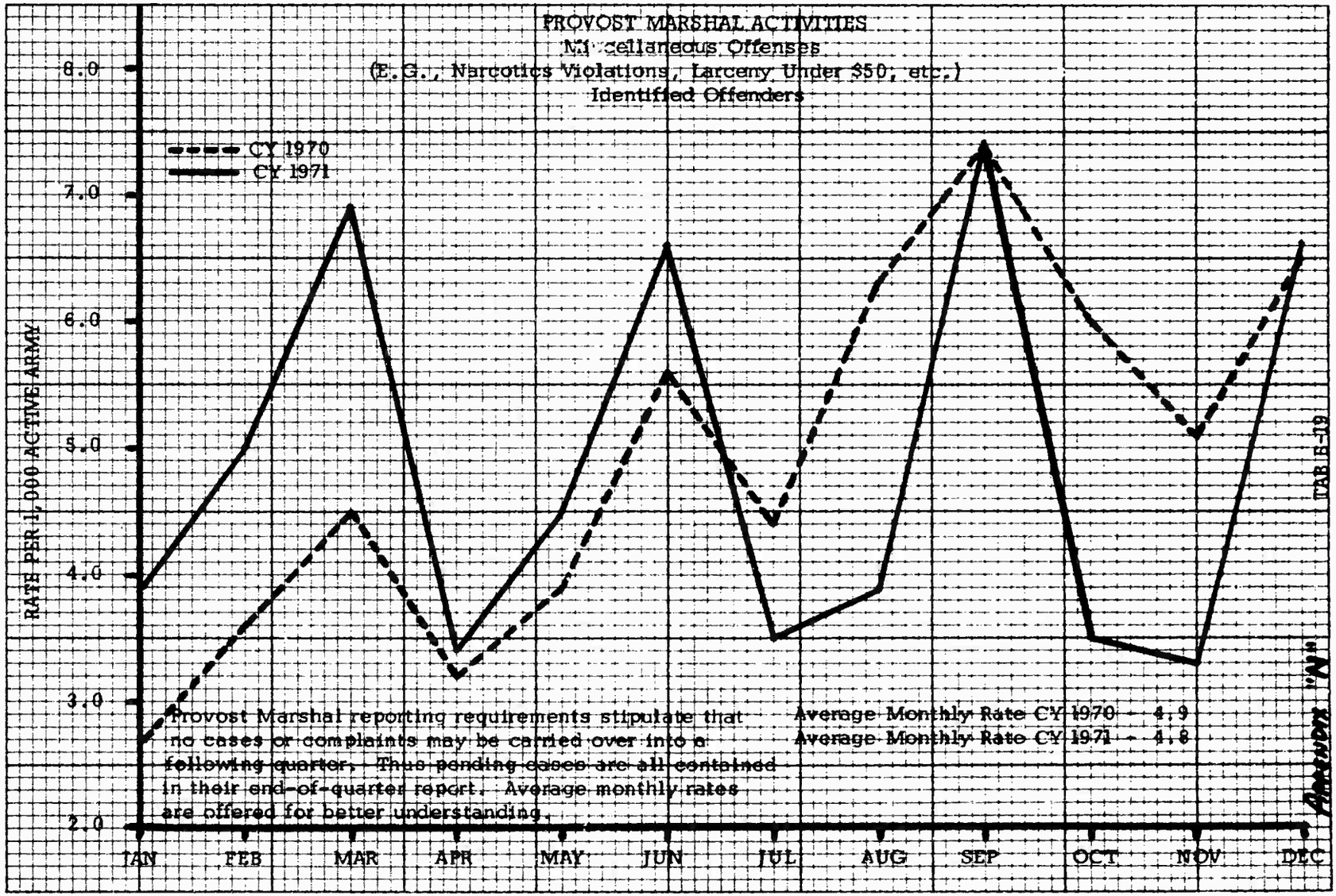

VOLUNTARY INDEFINITE OFFICERS WHO SUBMITTED APPLICATIONS FOR RA APPOINTMENTS
1970
1971
RATE PER 1,000 ASSIGNED
5.0
4.0
3.0
2.0
1.0
0
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC
Average Monthly Rate CY 1970 - 2.3
Average Monthly Rate CY 1971 - 2.1
TAB B-14

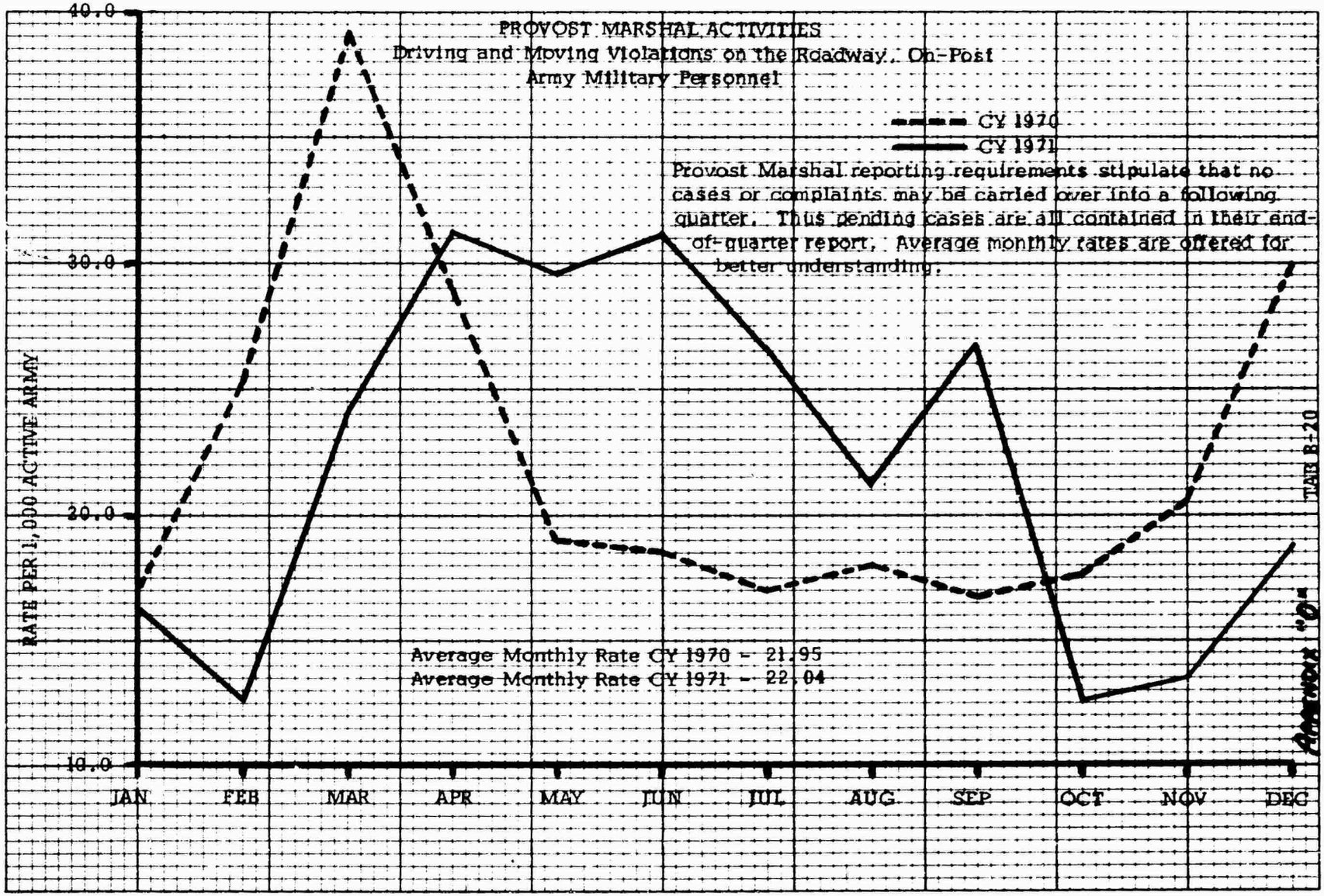

VOLUNTARY INDEFINITE OFFICERS WHO
REQUESTED RELEASE FROM
ACTIVE DUTY
RATE PER 1,000 ASSIGNED
5.0
4.0
3.0
2.0
1.0
0
1970
1971
Average Monthly Rate CY 1970 = 1.1
Average Monthly Rate CY 1971 = 0.7
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC


RA OFFICERS WHO SUBMITTED
UNQUALIFIED RESIGNATIONS
RATE PER 1,000 ASSIGNED
5.0
4.0
3.0
2.0
1.0
0
1970
1971
Average Monthly Rate CY 1970 - 0.9
Average Monthly Rate CY 1971 - 0.5
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC
TAB B-16


PROVOST MARSHAL ACTIVITIES
Total Offenses + Identified Offenders
Average Monthly Rate CY 1970 - 5.6
Average Monthly Rate CY 1971 - 5.4
RATE PER 1,000 ACTIVE ARMY
13.0
12.0
11.0
10.0
9.0
8.0
7.0
6.0
5.0
4.0
3.0
2.0
1.0
0.0
CY 1970
CY 1971
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC
Provost Marshal reporting requirements stipulate that no cases or complaints may be carried over into a following quarter. Thus pending cases are all contained in their end-of-quarter report. Average monthly rates are offered for better understanding.
TAB I B-17


PROVOST MARSHAL ACTIVITIES
Crimes of Violence and Crimes Against Property
(E.G., Rape, Murder, Larceny over $50, etc.)
Identified Offenders
RATE PER 1,000 ACTIVE ARMY
2.0
1.0
0.9
0.8
0.7
0.6
0.5
0.4
0.3
0.2
0.1
0.0
CY 1970
CY 1971
(1.19)
(1.45)
(1.06)
(1.55)
(1.85)
(1.27)
(1.31)
Average Monthly Rate 70 - 0.7
Average Monthly Rate 71 - 0.5
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC
Provost Marshal reporting requirements stipulate that no cases or complaints may be carried over into a following quarter. Thus pending cases are all contained in their end-of-quarter report. Average monthly rates are offered for better understanding.
TAB B-18


PROVOST MARSHAL ACTIVITIES
Miscellaneous Offenses
(E.G., Narcotics Violations, Larceny Under $50, etc.)
Identified Offenders
CY 1970
CY 1971
RATE PER 1,000 ACTIVE ARMY
8.0
7.0
6.0
5.0
4.0
3.0
2.0
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC
Provost Marshal reporting requirements stipulate that no cases or complaints may be carried over into a following quarter. Thus pending cases are all contained in their end-of-quarter report. Average monthly rates are offered for better understanding.
Average Monthly Rate CY 1970 - 4.9
Average Monthly Rate CY 1971 - 4.8
TAB B-19
Annex "N"


PROVOST MARSHAL ACTIVITIES
Driving and Moving Violations on the Roadway, On-Post
Army Military Personnel
CY 1970
CY 1971
Provost Marshal reporting requirements stipulate that no cases or complaints may be carried over into a following quarter. Thus pending cases are all contained in their end-of-quarter report. Average monthly rates are offered for better understanding.
RATE PER 1,000 ACTIVE ARMY
40.0
30.0
20.0
10.0
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC
Average Monthly Rate CY 1970 - 21.95
Average Monthly Rate CY 1971 - 22.04
TAB B-20

Special Studies

Views Regarding the Status of Military

Discipline at Fort Benning

TAB B-21

DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY INFANTRY CENTER
FORT BENNING, GEORGIA 31905

AJIVA

6 December 1971

MEMORANDUM FOR: LIEUTENANT COLONEL DOCTOR

SUBJECT: Views Regarding the Status of Military Discipline at Fort Benning

1. The subject of "military discipline" has been addressed on several occasions since Project VOLAR began at Fort Benning. Initially, Opinion Questionnaire VIII was administered on 25-26 May 1971 to the same sample of military personnel assembled for administration of the HumRRO/SAMVA Evaluation Questionnaire. This instrument was developed in an attempt to obtain a measure of opinions held at Fort Benning regarding the effects of VOLAR on various aspects of military discipline. A similar questionnaire titled Opinion Questionnaire XI was administered during the period 15-19 November to obtain comparison data. A copy of these questionnaires are attached at Inclosures 1 and 2.

2. The following grade groups were treated separately in the analysis of results: E1-E4, E5, E6, E7-E9 and officers. (There were no E8s or E9s in the May survey sample.) Opinion Questionnaire VIII was administered to a stratified random sample of the total post population numbering approximately 50 officers and 450 soldiers. Opinion Questionnaire XI was administered using similar sampling procedures to a total of some 300 officers and 900 soldiers.

3. In response to the question requiring an indication of length of service at Fort Benning, indicated in Opinion Questionnaire XI, the following results were obtained:

	E1-E4	E5	E6	E7-E9	Officers
Prior to Dec 1970	19.0%	25.8%	56.5%	54.6%	39.5%
Jan, Feb, Mar 1971	19.2%	19.4%	14.1%	17.5%	15.1%
Apr, May, Jun 1971	28.4%	12.9%	18.8%	17.5%	25.8%
After 1 July 1971	33.4%	41.9%	10.6%	10.3%	19.6%

As is readily apparent in the percentages above, the predominance of E1-E4 and E5 respondees had started their current tour at Fort Benning since 1 July; conversely, almost half of the E6s and E7-E9s had served at Benning since prior to December 1970. A large percentage of officer respondees had begun their tour prior to December 1970, however, some 26% indicated an arrival during April, May or June 1971, and about 20% after 1 July 1971.

4. Interpretation of selected points of interest are as follows:

a. Question #1: Soldiers' Attitude Toward NCOs. Each of the grade groups showed positive, or favorable, changes in their response patterns when the November data are compared to the May results. The following table reflects the precise response percentages and may be cross-referenced with the graphs attached at Inclosures 3 and 4:

		1.0 MUCH BETTER	2.0 SOMEWHAT BETTER	3.0 NOT CHANGED	4.0 SOMEWHAT WORSE	5.0 MUCH WORSE	Average Rating	Change
E1-E4	May	8%	37%	41%	10%	4%	2.65	-
	Nov	11%	45%	30%	10%	4%	2.51	Positive
E5	May	4%	30%	42%	14%	11%	3.01	-
	Nov	8%	41%	27%	19%	5%	2.73	Positive
E6	May	10%	12%	24%	39%	15%	3.37	-
	Nov	8%	25%	19%	34%	14%	3.21	Positive
E7-E9	May	0	6%	26%	53%	15%	3.77	-
	Nov	7%	29%	22%	30%	13%	3.12	Positive
Off	May	0	24%	42%	29%	5%	3.15	-
	Nov	1%	30%	44%	19%	4%	2.95	Positive

The most noticable change in responses to this item occurred among the senior NCO group (E7-E9s). Whereas some 53% of this group considered soldier's attitudes toward NCOs was "somewhat worse" in May, there were only some 30% holding that opinion in November. Additionally, over 40% of both the E1-E4s and E5s feel that soldier's attitudes toward NCOs had become "somewhat better" as of the November survey. Note that all grade groups, except E6s and E7-E9s have an average rating between "somewhat better" and "not changed", although very near the "not changed" response option.

b. Question #2: Soldiers' Attitude Toward Officers. As in the case of Question #1, each grade group's response pattern moved toward the positive, or favorable end of the scale. It is interesting, however, that in the average ratings, the perceived soldiers' attitudes toward NCOs have changed slightly more favorably than their perceived attitudes toward officers. The following table may be cross-referenced with the graphs attached as Inclosures 5 and 6:

		1.0 MUCH BETTER	2.0 SOMEWHAT BETTER	3.0 NOT CHANGED	4.0 SOMEWHAT WORSE	5.0 MUCH WORSE	Average Rating	Change
E1-E4	May	6%	30%	49%	11%	3%	2.72	-
	Nov	10%	39%	34%	12%	5%	2.63	Positive
E5	May	4%	27%	47%	15%	7%	2.94	-
	Nov	8%	34%	33%	18%	7%	2.82	Positive
E6	May	10%	14%	25%	38%	14%	3.35	-
	Nov	5%	27%	22%	29%	17%	3.25	Positive
E7-E9	May	0	6%	21%	62%	12%	3.83	-
	Nov	9%	24%	23%	30%	14%	3.14	Positive
Off	May	0	20%	49%	22%	10%	3.25	-
	Nov	2%	30%	39%	23%	5%	2.99	Positive

Again, the major decrease in expressed negative opinions on this subject occurred in the E7-E9 group. The total percentages in the "much worse" response increased from May to November, but this increase was offset by a greater increase in the percentage in the "much better" and "somewhat better" responses. This fact is clearly depicted on the graph at Inclosure 6, wherein the E6s and E7-E9s show two separate predominant groups at the "somewhat better" and "somewhat worse" response options. This result is apparently at the expense of the "not changed" response option.

c. Question #3: NCOs Attitude Toward Soldiers. This item, as well as Question #4, retained the closest average response patterns for all grade groups. The average ratings for May and November for all grade groups, remained within .60 units on the scale for the May data and .70 units on the scale for the November data. Likewise, as in response to Question #2, above, the E6s show

two separate predominant groups of attitudes; 37% feeling that NCOs attitudes toward soldiers had gotten "somewhat better", and 26% feeling it had gotten "somewhat worse", while only about 16% felt that it had "not changed". The following table may be cross-referenced with the graphs shown at Inclosures 7 and 8:

		1.0 MUCH BETTER	2.0 SOMEWHAT BETTER	3.0 NOT CHANGED	4.0 SOMEWHAT WORSE	5.0 MUCH WORSE	Average Rating	Change
E1-E4	May	7%	32%	40%	14%	7%	2.82	-
	Nov	8%	41%	30%	15%	6%	2.71	Positive
E5	May	4%	33%	41%	14%	8%	2.87	-
	Nov	10%	33%	34%	21%	3%	2.75	Positive
E6	May	10%	19%	49%	19%	3%	2.86	-
	Nov	10%	37%	17%	26%	10%	2.89	Negative
E7-E9	May	6%	21%	35%	29%	9%	3.14	-
	Nov	11%	31%	31%	24%	4%	2.79	Positive
Off	May	0	34%	37%	24%	5%	3.00	-
	Nov	3%	27%	40%	28%	2%	3.00	Unchanged

The negative movement of the average rating of the E6s, above, is the first of a total of 9 negative, or unfavorable changes in the succeeding questions. There are a total of 3 negative changes for the E6 grade group; 1 for the E5s, and 6 for the Officer group. It should be remembered that there are a total of 72 grade group-time variables being compared herein, thus, 63 of the 72 variables show positive, or favorable, movement.

d. Question #4: Officers' Attitude Toward Soldiers. Each grade group's response pattern for this item moved slightly toward the favorable end of the scale, again with the E7-E9 group showing the largest changes in average ratings. It is also interesting to note that the perceived officer's attitude toward soldiers versus the NCOs attitude toward soldiers, as indicated in the opinions expressed in Questions #3 and #4, is somewhat more favorable among all grade groups. That is to say, all respondees feel that Officers' attitude toward soldiers is better than NCOs attitude toward soldiers. The graphs at Inclosures 9 and 10 may be used for cross-reference:

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		1.0 MUCH BETTER	2.0 SOMEWHAT BETTER	3.0 NOT CHANGED	4.0 SOMEWHAT WORSE	5.0 MUCH WORSE	Average Rating	Change
E1-E4	May	6%	35%	41%	10%	8%	2.79	-
	Nov	10%	42%	32%	12%	4%	2.58	Positive
E5	May	5%	32%	48%	5%	11%	2.88	-
	Nov	9%	39%	34%	15%	4%	2.66	Positive
E6	May	10%	21%	42%	25%	3%	2.93	-
	Nov	10%	33%	27%	24%	6%	2.82	Positive
E7-E9	May	6%	24%	38%	29%	3%	2.99	-
	Nov	15%	32%	36%	14%	3%	2.56	Positive
Off	May	0	34%	56%	10%	0	2.76	-
	Nov	7%	36%	39%	16%	2%	2.72	Positive

e. Question #5: Soldiers' Willingness to Follow Directives from NCOs. The following table reflects the response percentages of each of the five grade groups for the May and November surveys. See the graphs at Inclosures 11 and 12:

		1.0 MUCH BETTER	2.0 SOMEWHAT BETTER	3.0 NOT CHANGED	4.0 SOMEWHAT WORSE	5.0 MUCH WORSE	Average Rating	Change
E1-E4	May	9%	32%	45%	10%	4%	2.68	-
	Nov	11%	40%	29%	16%	5%	2.62	Positive
E5	May	2%	25%	38%	22%	13%	3.19	-
	Nov	4%	32%	33%	20%	11%	3.01	Positive
E6	May	4%	12%	22%	44%	17%	3.55	-
	Nov	5%	20%	23%	32%	21%	3.44	Positive
E7-E9	May	0	6%	24%	56%	15%	3.82	-
	Nov	6%	20%	22%	39%	14%	3.33	Positive
Off	May	5%	12%	34%	44%	5%	3.27	-
	Nov	2%	21%	41%	30%	5%	3.14	Positive

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In contrast to the preceeding four questions, this item, as well as all the following, except for #10 (Performance of Regular Duties), show considerably less favorable responses for the E6, E7-E9 and Officer respondees. Also, there is quite a vivid disagreement of opinion between the E1-E4s and E5s versus the NCOs and Officers. Lower grades more positively rate items such as soldier's willingness to follow directives; willingness to police personal appearance and living areas, and observance of military courtesy than do persons of higher grades. On the other hand, in all cases, each of the investigated subjects obtained a more favorable rating overall in November than in May. As previously indicated, there were only nine items with slightly lower ratings in November than in May and these ratings limited to the E5, E6 and Officer grade groups.

f. Question #6: Soldiers' Willingness to Follow Directives from Officers. As in the preceeding question, there is an obvious conflict in the perceived willingness of soldiers to follow directives from officers. The lower grades tend to feel more positive (40% of E1-E4s feel that it is "somewhat better" in November), whereas 31% of the E7-E9s and 38% of the E6s feel that it is "somewhat worse". Nevertheless, it is probably very significant that in May some 62% of the E7s and 39% of the E6s felt that the willingness of soldiers to follow officer's directives was "somewhat worse". The following table of percentages may be cross-referenced with the graphs attached at Inclosures 13 and 14:

		1.0 MUCH BETTER	2.0 SOMEWHAT BETTER	3.0 NOT CHANGED	4.0 SOMEWHAT WORSE	5.0 MUCH WORSE	Average Rating	Change
E1-E4	May	10%	30%	46%	10%	5%	2.73	-
	Nov	11%	40%	33%	11%	5%	2.58	Positive
E5	May	2%	21%	52%	19%	6%	2.86	-
	Nov	6%	31%	40%	16%	8%	2.89	Negative
E6	May	6%	8%	38%	39%	10%	3.42	-
	Nov	4%	23%	21%	38%	15%	3.37	Positive
E7-E9	May	0	6%	24%	62%	9%	3.77	-
	Nov	5%	23%	29%	31%	12%	3.22	Positive
Off	May	5%	15%	56%	22%	2%	3.01	-
	Nov	3%	24%	40%	28%	5%	3.08	Negative

g. Question #7: Soldiers' Willingness to Follow Unit Directives. The following table may be cross-referenced with Inclosures 15 and 16 for further information:

		1.0 MUCH BETTER	2.0 SOMEWHAT BETTER	3.0 NOT CHANGED	4.0 SOMEWHAT WORSE	5.0 MUCH WORSE	Average Rating	Change
E1-E4	May	7%	30%	48%	10%	5%	2.76	-
	Nov	9%	41%	35%	10%	5%	2.61	Positive
E5	May	2%	18%	54%	21%	5%	3.09	-
	Nov	6%	28%	43%	15%	8%	2.91	Positive
E6	May	8%	11%	35%	36%	10%	3.29	-
	Nov	4%	22%	26%	33%	15%	3.33	Negative
E7-E9	May	0	3%	29%	56%	12%	3.77	-
	Nov	5%	23%	29%	32%	10%	3.18	Positive
Off	May	2%	22%	44%	27%	5%	3.11	-
	Nov	3%	17%	48%	27%	6%	3.15	Negative

h. Question #8: Soldiers' Willingness to Keep Up Their Own Appearance. The following table reflects response percentages for each grade group and may be cross-referenced with graphs attached at Inclosures 17 and 18:

		1.0 MUCH BETTER	2.0 SOMEWHAT BETTER	3.0 NOT CHANGED	4.0 SOMEWHAT WORSE	5.0 MUCH WORSE	Average Rating	Change
E1-E4	May	17%	35%	36%	8%	5%	2.52	-
	Nov	19%	40%	26%	11%	4%	2.42	Positive
E5	May	8%	22%	36%	22%	11%	3.03	-
	Nov	8%	31%	24%	27%	11%	3.02	Positive
E6	May	7%	11%	25%	22%	35%	3.67	-
	Nov	6%	12%	19%	33%	30%	3.71	Negative
E7-E9	May	0	6%	15%	35%	44%	4.17	-
	Nov	3%	13%	14%	36%	35%	3.88	Positive
Off	May	2%	17%	29%	34%	17%	3.44	-
	Nov	2%	11%	29%	36%	22%	3.65	Negative

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i. Question #9: Soldiers' Willingness to Keep Their Living Area Clean and Neat. The following table of percentages may be cross-referenced with the graphs at Inclosures 19 and 20 for further information:

		1.0 MUCH BETTER	2.0 SOMEWHAT BETTER	3.0 NOT CHANGED	4.0 SOMEWHAT WORSE	5.0 MUCH WORSE	Average Rating	Change
E1-E4	May	20%	33%	34%	9%	4%	2.49	-
	Nov	21%	44%	24%	7%	4%	2.28	Positive
E5	May	6%	24%	46%	14%	11%	3.03	-
	Nov	10%	37%	30%	16%	8%	2.75	Positive
E6	May	10%	10%	32%	26%	22%	3.42	-
	Nov	7%	19%	27%	27%	22%	3.37	Positive
E7-E9	May	3%	6%	32%	29%	29%	3.72	-
	Nov	5%	20%	25%	31%	19%	3.40	Positive
Off	May	0	37%	51%	5%	7%	2.82	-
	Nov	3%	23%	49%	17%	8%	3.03	Negative

j. Question #10: Soldiers' Performance of Their Regular Duties. The following percentages may be cross-referenced with the graphs attached at Inclosures 21 and 22:

		1.0 MUCH BETTER	2.0 SOMEWHAT BETTER	3.0 NOT CHANGED	4.0 SOMEWHAT WORSE	5.0 MUCH WORSE	Average Rating	Change
E1-E4	May	18%	35%	38%	7%	2%	2.40	-
	Nov	18%	45%	28%	7%	2%	2.30	Positive
E5	May	9%	34%	40%	7%	9%	2.70	-
	Nov	8%	43%	33%	11%	5%	2.60	Positive
E6	May	10%	17%	44%	24%	6%	3.02	-
	Nov	6%	27%	37%	22%	8%	2.98	Positive
E7-E9	May	3%	15%	29%	44%	9%	3.41	-
	Nov	7%	27%	31%	27%	8%	3.02	Positive
Off	May	7%	27%	44%	17%	5%	2.86	-
	Nov	4%	25%	50%	18%	2%	2.89	Negative

k. Question #11: Soldiers' Willingness to Maintain the Army's Standard of Conduct. The following table is graphically portrayed at Inclosures 23 and 24:

		1.0 MUCH BETTER	2.0 SOMEWHAT BETTER	3.0 NOT CHANGED	4.0 SOMEWHAT WORSE	5.0 MUCH WORSE	Average Rating	Change
E1-E4	May	9%	30%	46%	8%	6%	2.69	-
	Nov	14%	35%	35%	11%	4%	2.56	Positive
E5	May	4%	20%	51%	15%	11%	3.12	-
	Nov	7%	32%	32%	23%	6%	2.89	Positive
E6	May	8%	7%	26%	42%	17%	3.53	-
	Nov	5%	11%	28%	40%	17%	3.52	Positive
E7-E9	May	3%	6%	12%	59%	21%	3.92	-
	Nov	1%	22%	16%	37%	24%	3.62	Positive
Off	May	5%	7%	49%	34%	5%	3.61	-
	Nov	1%	16%	43%	31%	8%	3.28	Positive

l. Question #12: Observance of Military Courtesy. The following table may be cross-referenced with the graphs attached as Inclosures 25 and 26:

		1.0 MUCH BETTER	2.0 SOMEWHAT BETTER	3.0 NOT CHANGED	4.0 SOMEWHAT WORSE	5.0 MUCH WORSE	Average Rating	Change
E1-E4	May	9%	27%	47%	13%	4%	2.76	-
	Nov	14%	33%	35%	14%	5%	2.62	Positive
E5	May	5%	12%	49%	25%	9%	3.21	-
	Nov	7%	26%	28%	29%	10%	3.08	Positive
E6	May	3%	11%	19%	39%	28%	3.78	-
	Nov	5%	10%	18%	38%	29%	3.77	Positive
E7-E9	May	0	3%	18%	38%	41%	4.17	-
	Nov	4%	11%	14%	38%	34%	3.88	Positive
Off	May	0	15%	17%	49%	20%	3.77	-
	Nov	1%	12%	26%	36%	25%	3.70	Positive

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In the preceeding seven questions, except for #10 (Performance of Regular Duties), there has been an insistent disagreement of opinions between the lower and senior grades of respondees. Consistently, the E1-E4s and E5s rendered the most positive ratings while the NCOs and Officers felt somewhat less favorable. In the case of Soldiers' Performance of Regular Duties, as well as NCOs and Officer's Attitudes Toward Soldiers (Questions #3 and #4), the most favorable average ratings overall were expressed. It is especially interesting to note that although personal appearance and observance of military courtesy are perceived to be least favorably viewed by most respondees, the majority of all respondees in all grade groups feel that performance of regular duties has improved over time.

5. In addition to the foregoing twelve questions addressing various aspects of military discipline at Fort Benning, one final question (#13) asked: "Do you feel that the changes made under the Benning Plan (Project VOLAR) have caused an increase in discipline problems?" The following results were obtained:

	YES		NO		
	May	Nov	May	Nov	Change
E1-E4	13%	21%	87%	79%	Negative
E5	18%	36%	82%	64%	Negative
E6	36%	59%	64%	41%	Negative
E7-E9	44%	45%	56%	55%	Negative
Officers	46%	42%	54%	58%	Positive

In repeated perusals of the data collected originally in May, a general deduction resulted: There was an apparent perceived deterioration of discipline caused by Project VOLAR. This attitude or opinion was especially noticable in the NCO and Officer responses. The results reported herein appear to substantiate the fact that the suspected perceived deterioration is probably more imagined than real. Responses to the initial twelve questions reported above, do not correlate with the results of Question #13. Perhaps studies into other aspects of military discipline is indicated, else a clarification of the definition of military discipline is in order.

26 Incl
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ROBERT G. NIVENS
Captain, Infantry
Evaluation Element

OPINION QUESTIONNAIRE VIII

1. Grade_____

2. I started my current tour at Fort Benning (circle one):

   a. Prior to Sep 1970
   b. Sep or Nov 1970
   c. Dec 1970 or Jan 1971
   d. Feb or Mar 1971
   e. Apr or May 1971

There are a number of statements listed below which cover some parts of Army life at Fort Benning. Please circle one number after each statement to show whether you think that part of Army life has gotten very much better, somewhat better, not changed, somewhat worse, or very much worse since you have been at Fort Benning. Answer each question.

SCALE:	MUCH BETTER	SOMEWHAT BETTER	NOT CHANGED	SOMEWHAT WORSE	MUCH WORSE
	1	2	3	4	5

1. Soldiers' attitude toward NCOs.... 1 2 3 4 5

2. Soldiers' attitude toward officers.... 1 2 3 4 5

3. NCOs attitude toward soldiers.... 1 2 3 4 5

4. Officers' attitude toward soldiers.... 1 2 3 4 5

5. Soldiers' willingness to follow directives from NCOs.... 1 2 3 4 5

6. Soldiers' willingness to follow directives from officers.... 1 2 3 4 5

7. Soldiers' willingness to follow unit directives.... 1 2 3 4 5

8. Soldiers' willingness to keep up their own appearance.... 1 2 3 4 5

9. Soldiers' willingness to keep their living area clean and neat..1 2 3 4 5

10. Soldiers' performance of their regular duties.... 1 2 3 4 5

11. Soldiers' willingness to maintain the Army's standard of conduct.... 1 2 3 4 5

12. Observance of military courtesy.... 1 2 3 4 5

Incl #1

OPINION QUESTIONNAIRE VIII (continued):

13. Do you feel that the changes made under the Benning Plan (Project VOLAR) have caused an increase in discipline problems?

_____YES _____NO

14. If you answered "YES" to the above question, please give some specific examples. Omit any names or unit designations.

_____

_____

_____

_____

OPINION QUESTIONNAIRE XI
(Insert)

1. GRADE: _____

2. I started my current tour at Fort Benning (circle one):

a. Prior to Dec 1970 b. Jan, Feb, or Mar 1971
c. Apr, May, or Jun 1971 d. After 1 July 1971

There are a number of statements listed below which cover some parts of Army life at Fort Benning. Please circle one number after each statement to show whether you think that part of Army life has gotten very much better, somewhat better, not changed, somewhat worse, or very much worse since you have been at Fort Benning. Answer each question.

SCALE:	MUCH BETTER 1	SOMEWHAT BETTER 2	NOT CHANGED 3	SOMEWHAT WORSE 4	MUCH WORSE 5

* *

1. Soldiers' attitude toward NCOs....	1	2	3	4	5
2. Soldiers' attitude toward officers....	1	2	3	4	5
3. NCOs attitude toward soldiers....	1	2	3	4	5
4. Officers' attitude toward soldiers....	1	2	3	4	5
5. Soldiers' willingness to follow directives from NCOs....	1	2	3	4	5
6. Soldiers' willingness to follow directives from officers...	1	2	3	4	5
7. Soldiers' willingness to follow unit directives....	1	2	3	4	5
8. Soldiers' willingness to keep up their own appearance...	1	2	3	4	5
9. Soldiers' willingness to keep their living area clean and neat....	1	2	3	4	5
10. Soldiers' performance of their regular duties....	1	2	3	4	5
11. Soldiers' willingness to maintain the Army's standard of conduct....	1	2	3	4	5
12. Observance of military courtesy....	1	2	3	4	5

OPINION QUESTIONNAIRE XI (continued):

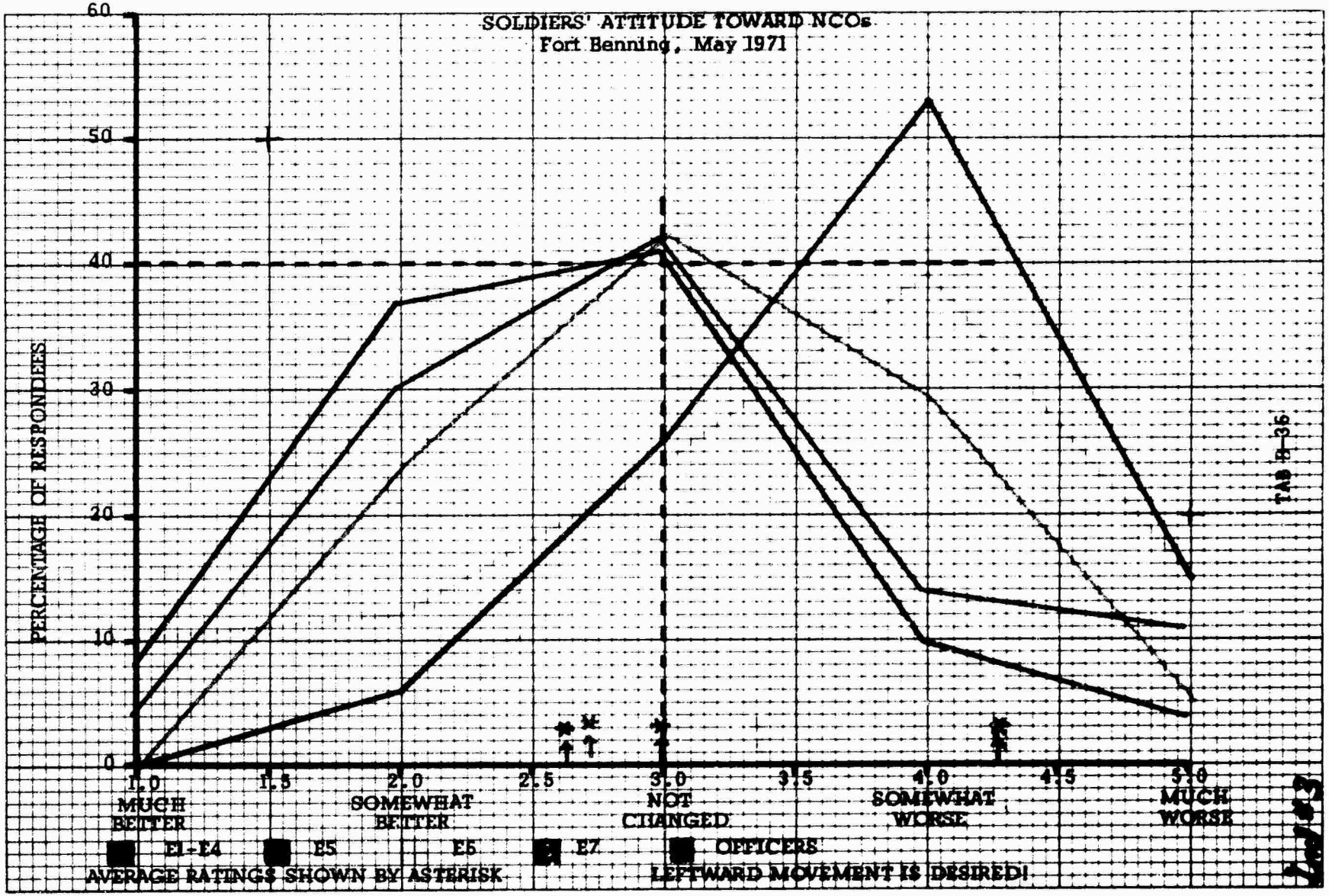
13. Do you feel that the changed made under the Benning Plan (Project VOLAR) have caused an increase in discipline problems?

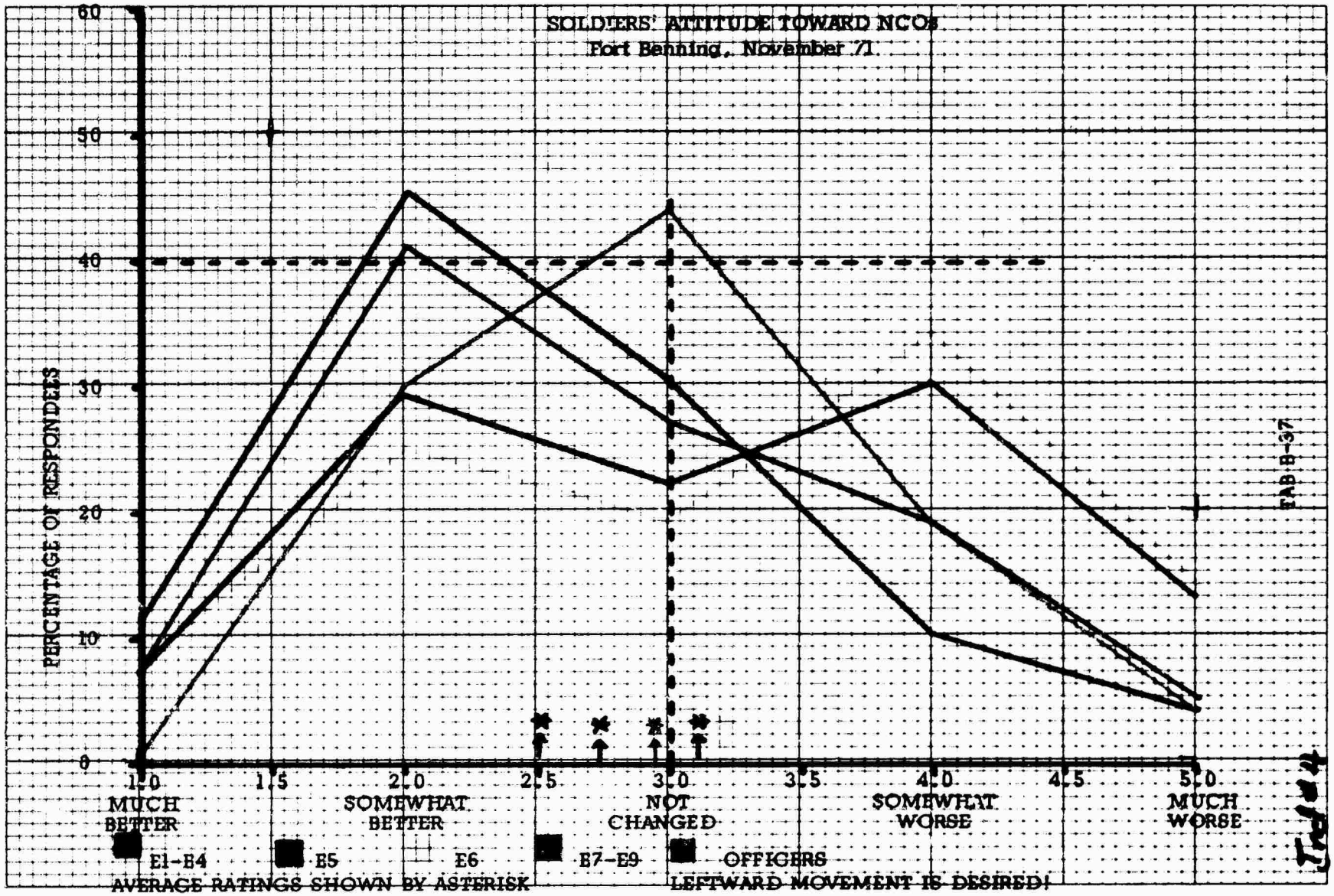
_____YES _____NO

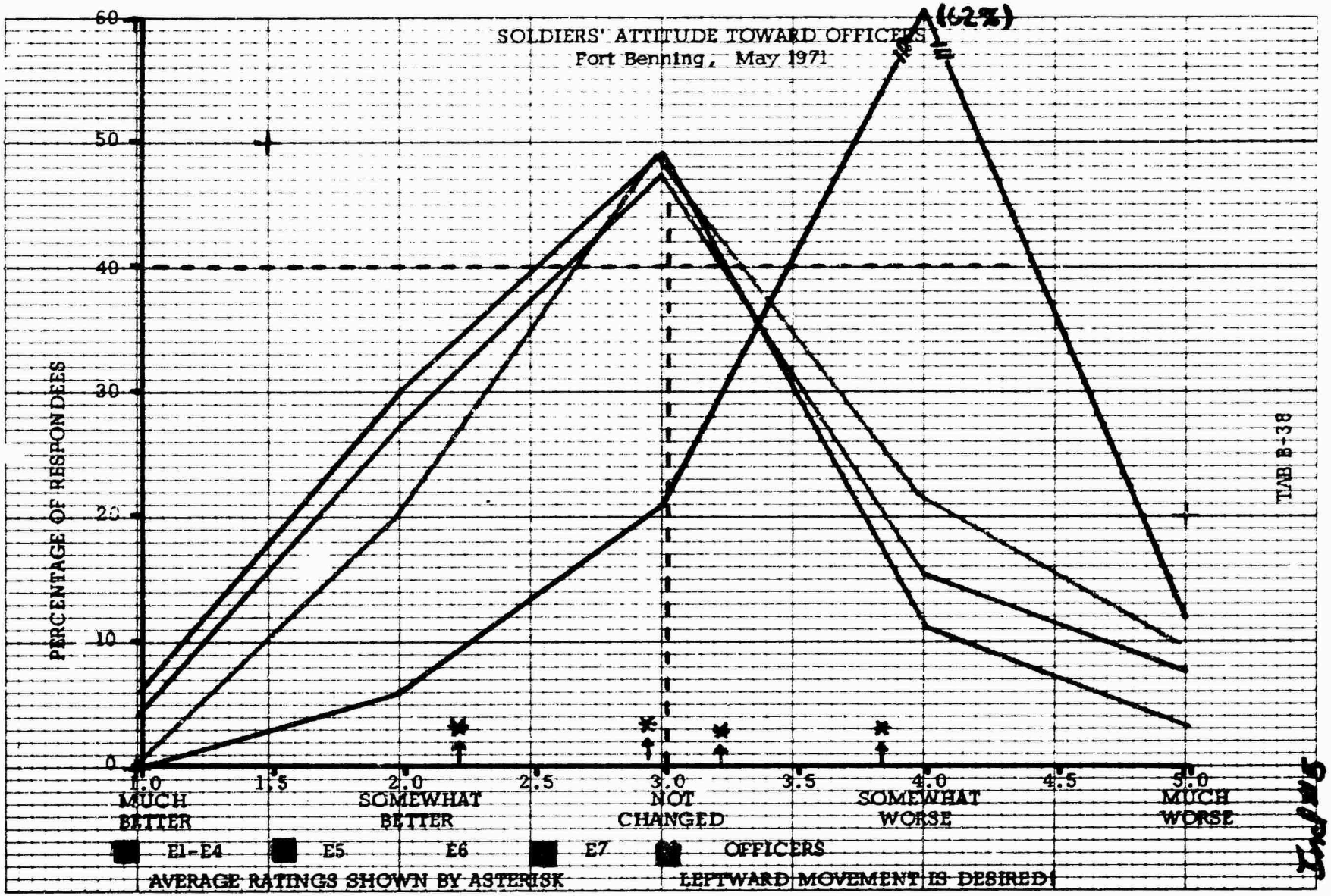
14. If you answered "YES" to the above question, please give some specific examples in the space provided in the comment portion of the questionnaire. Omit any names or unit designations.

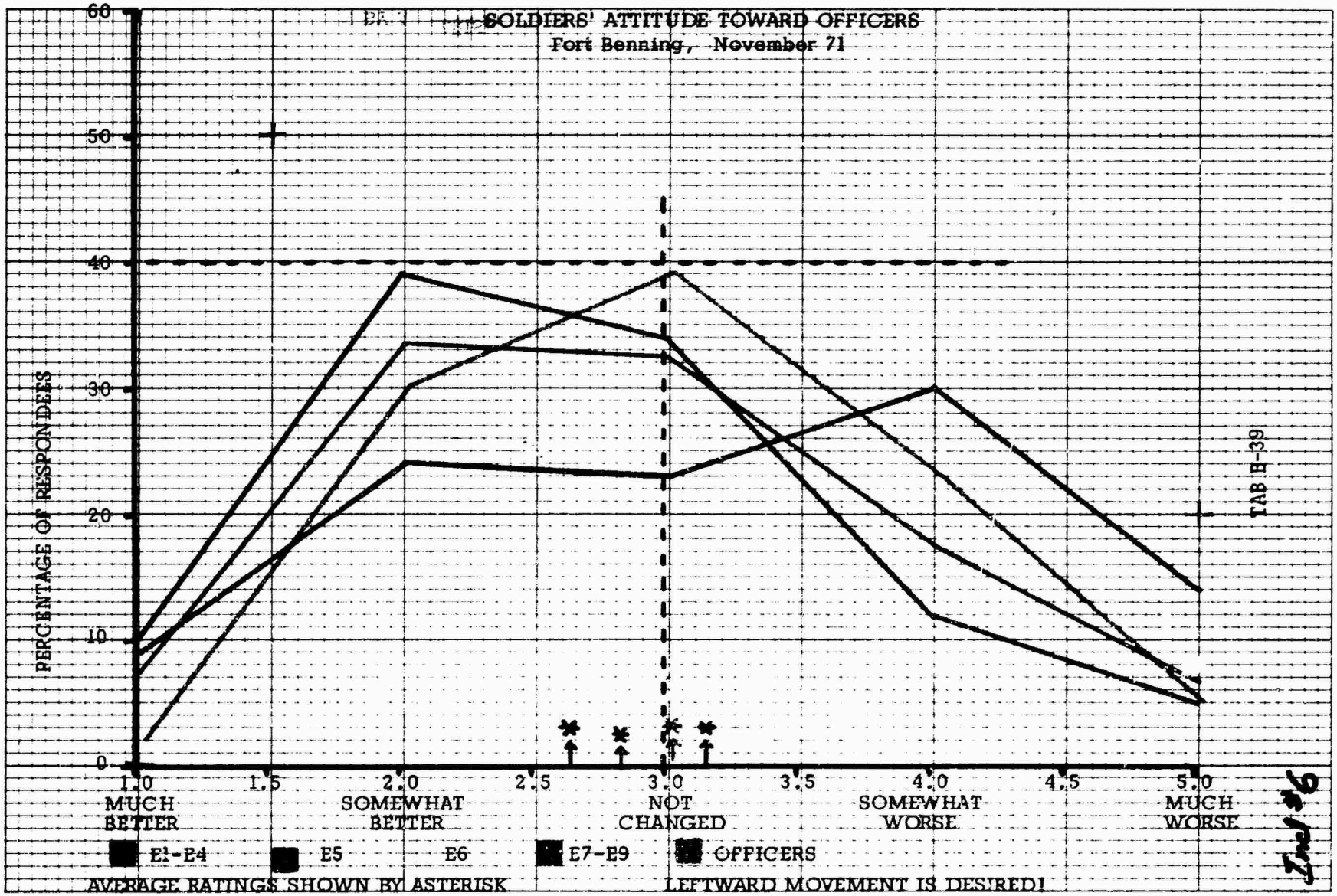
THANK YOU!

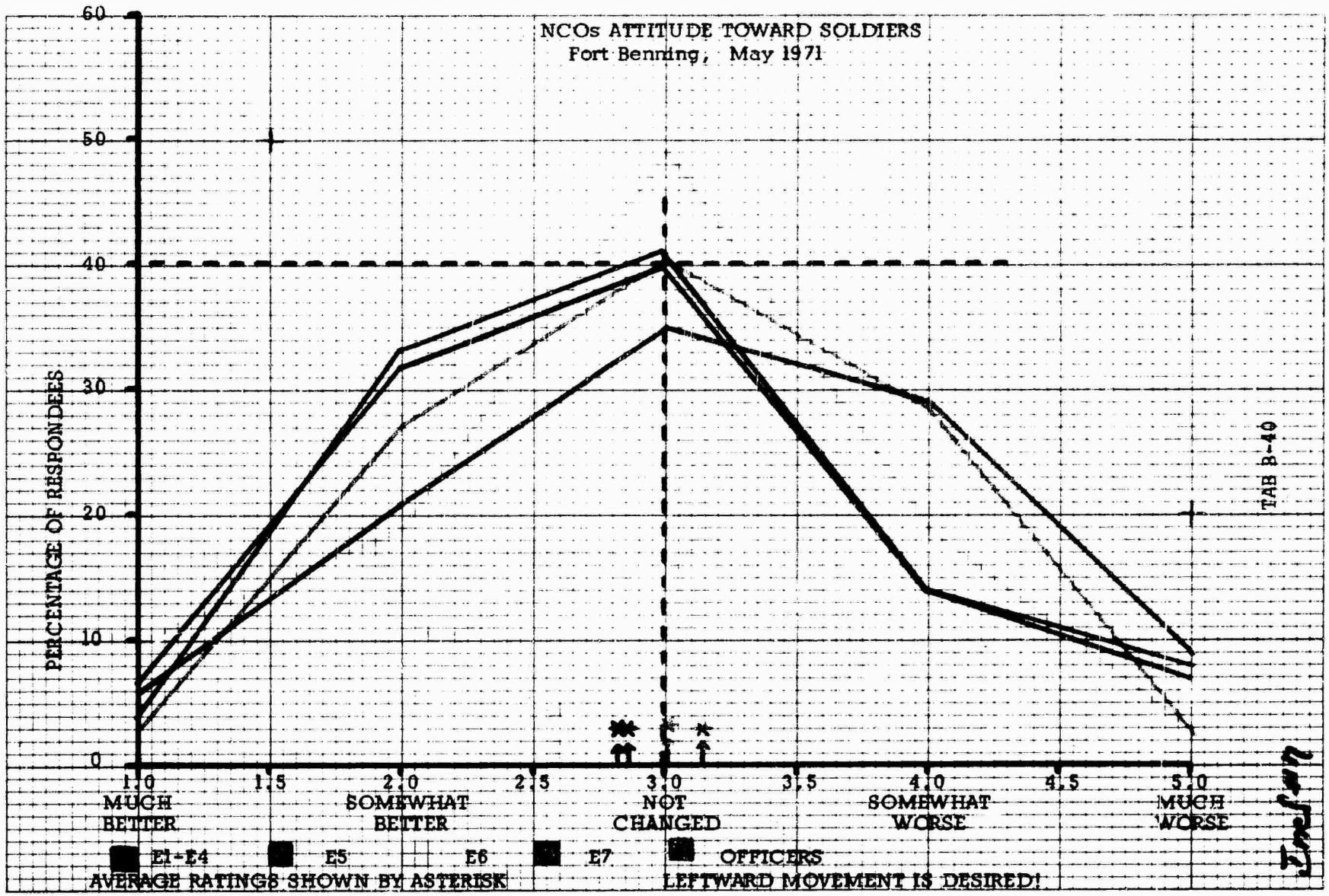
Incl #3

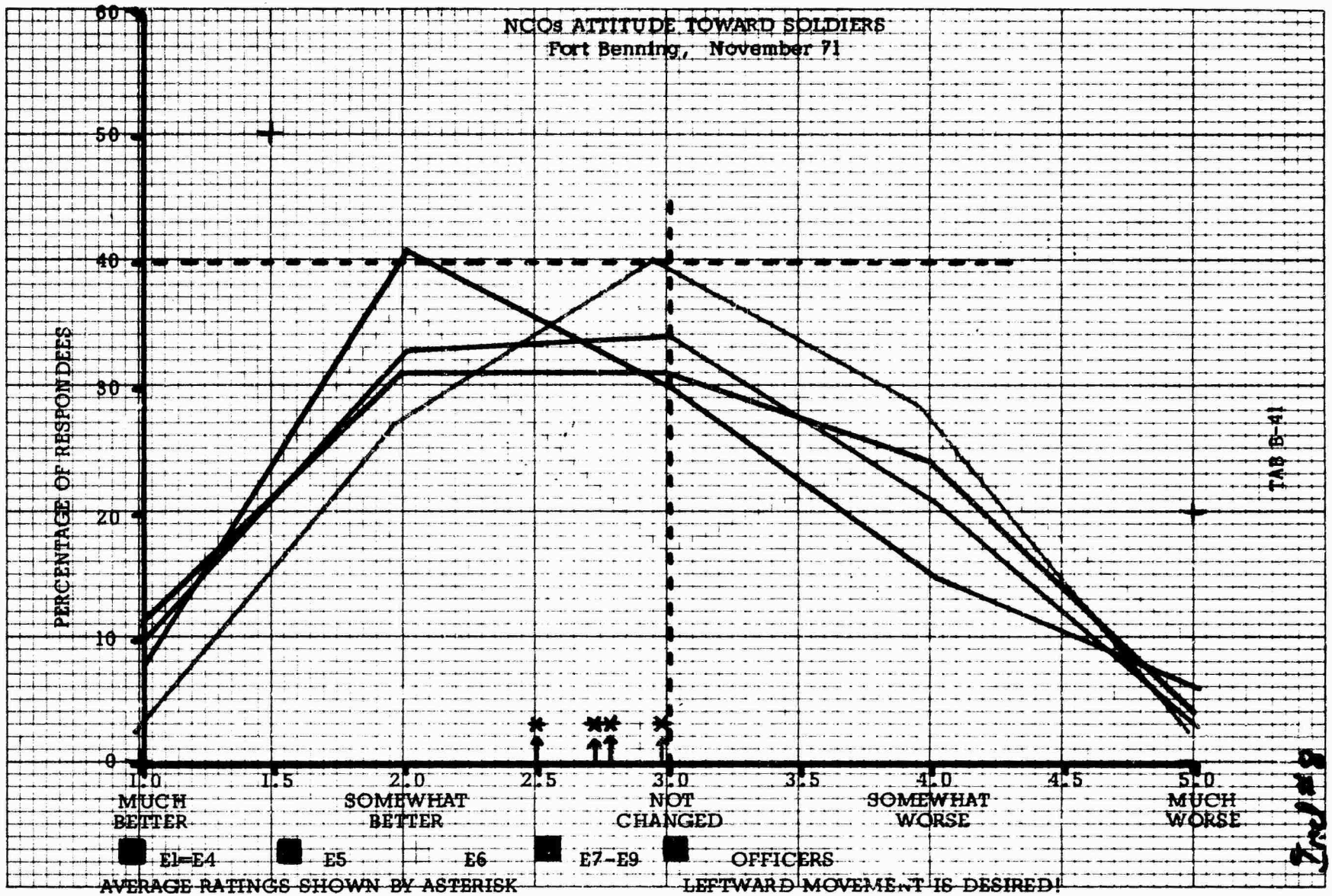

SOLDIERS' ATTITUDE TOWARD NCOs
Fort Benning, May 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB #-36

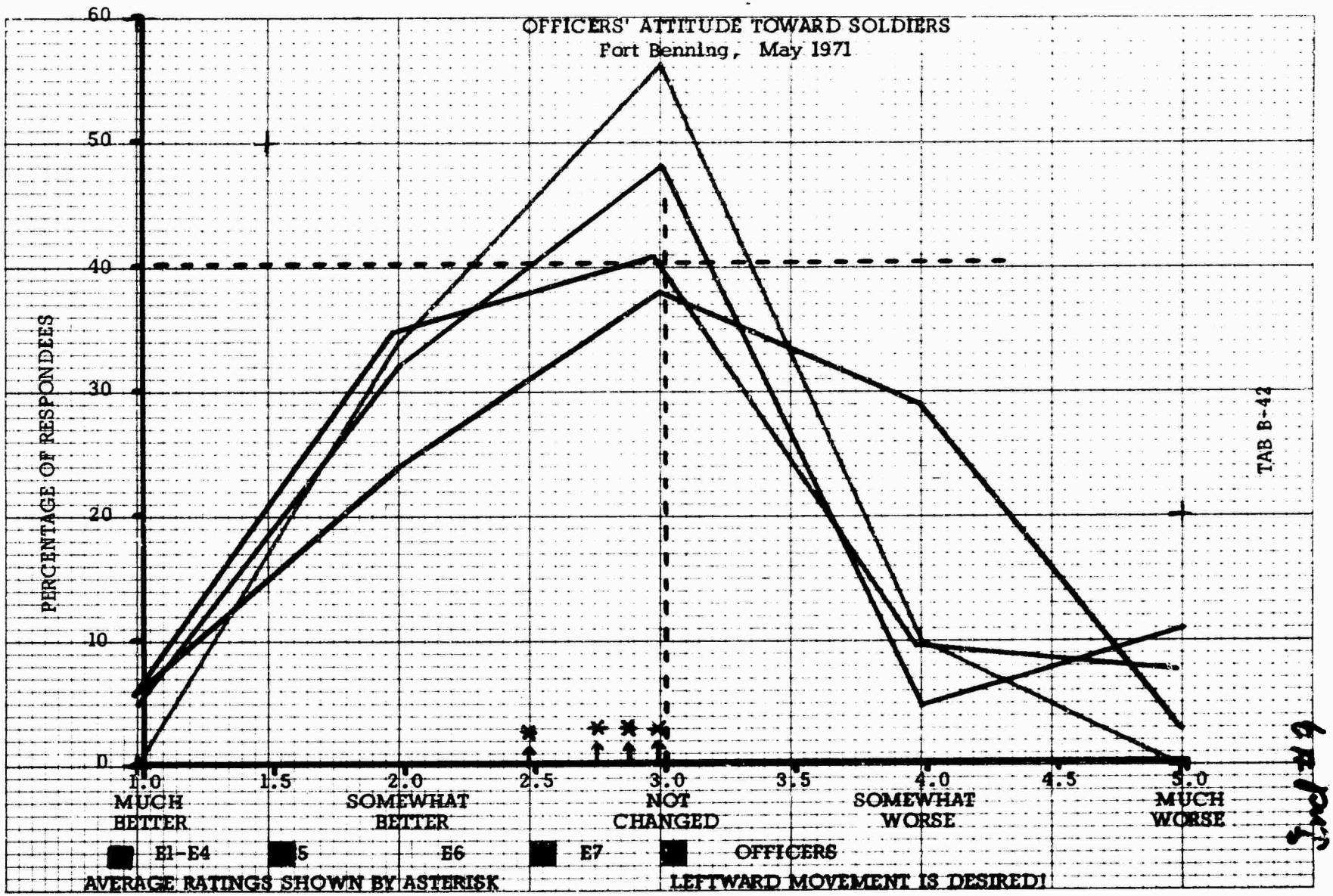

SOLDIERS' ATTITUDE TOWARD NCOs
Fort Benning, November 71
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
FAB 8-37

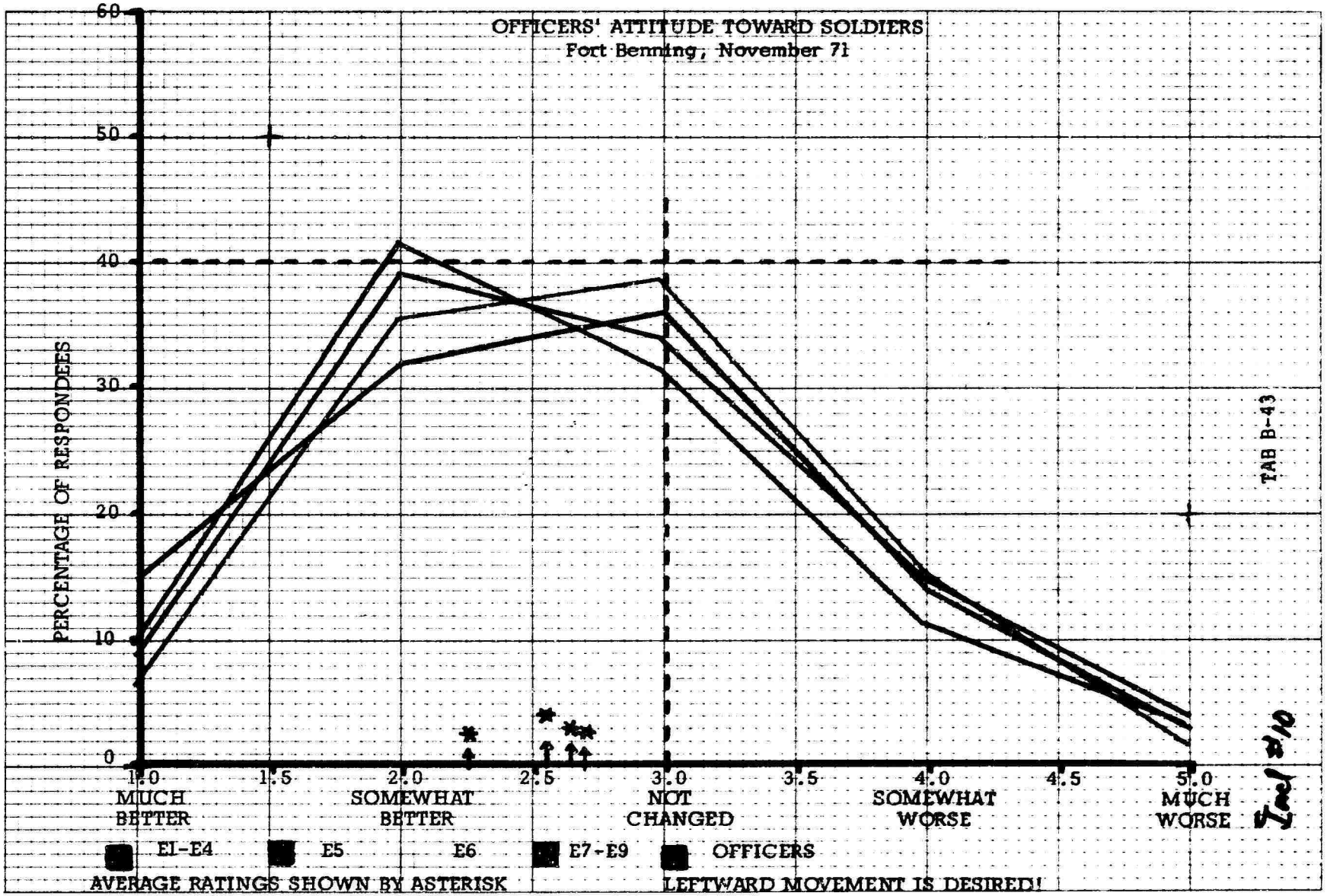

SOLDIERS' ATTITUDE TOWARD OFFICERS
Fort Benning, May 1971
(62%)
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED
TLVB 8-38

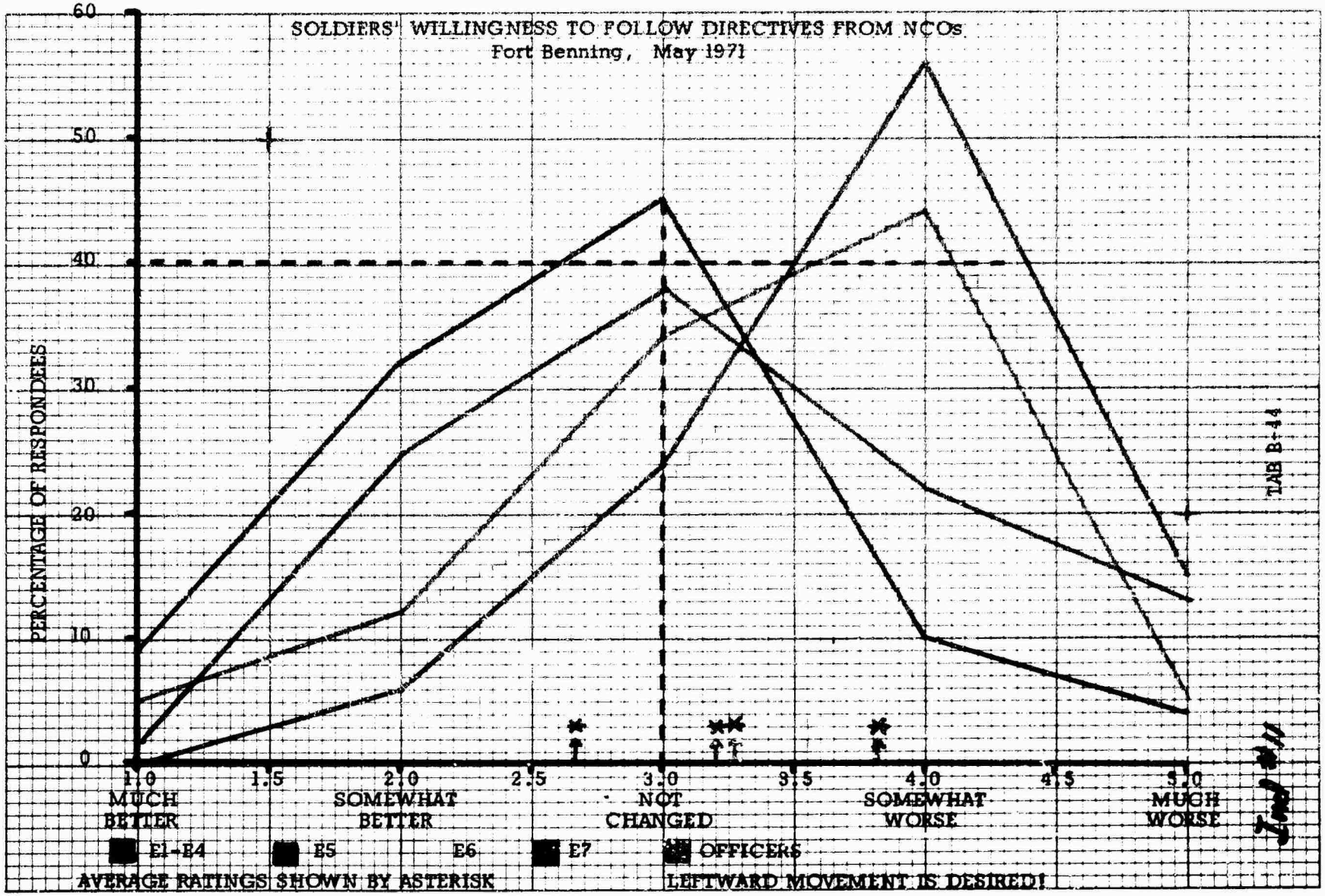

SOLDIERS' ATTITUDE TOWARD OFFICERS
Fort Benning, November 71
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB H-39
Encl #6

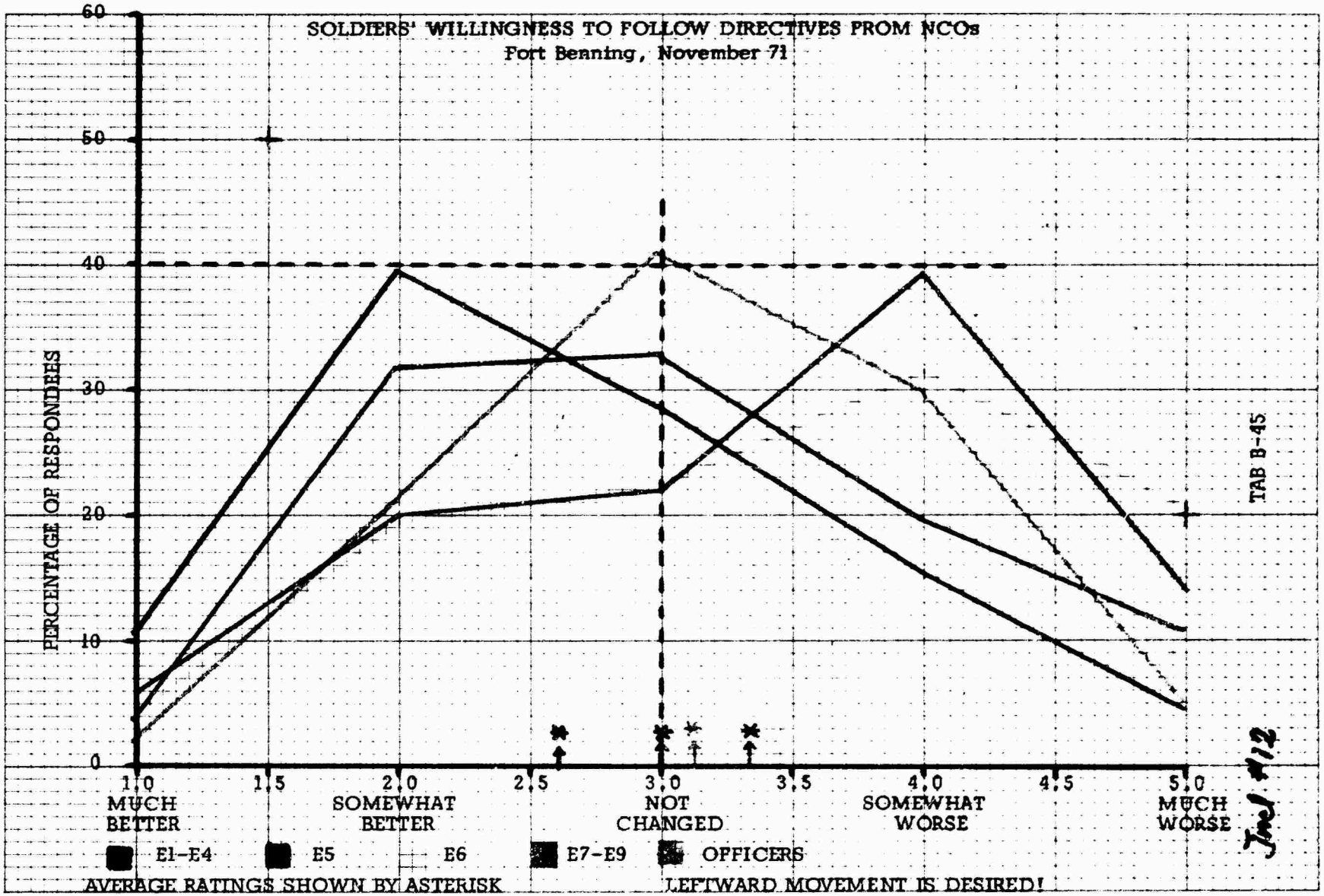

NCOs ATTITUDE TOWARD SOLDIERS
Fort Benning, May 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-40

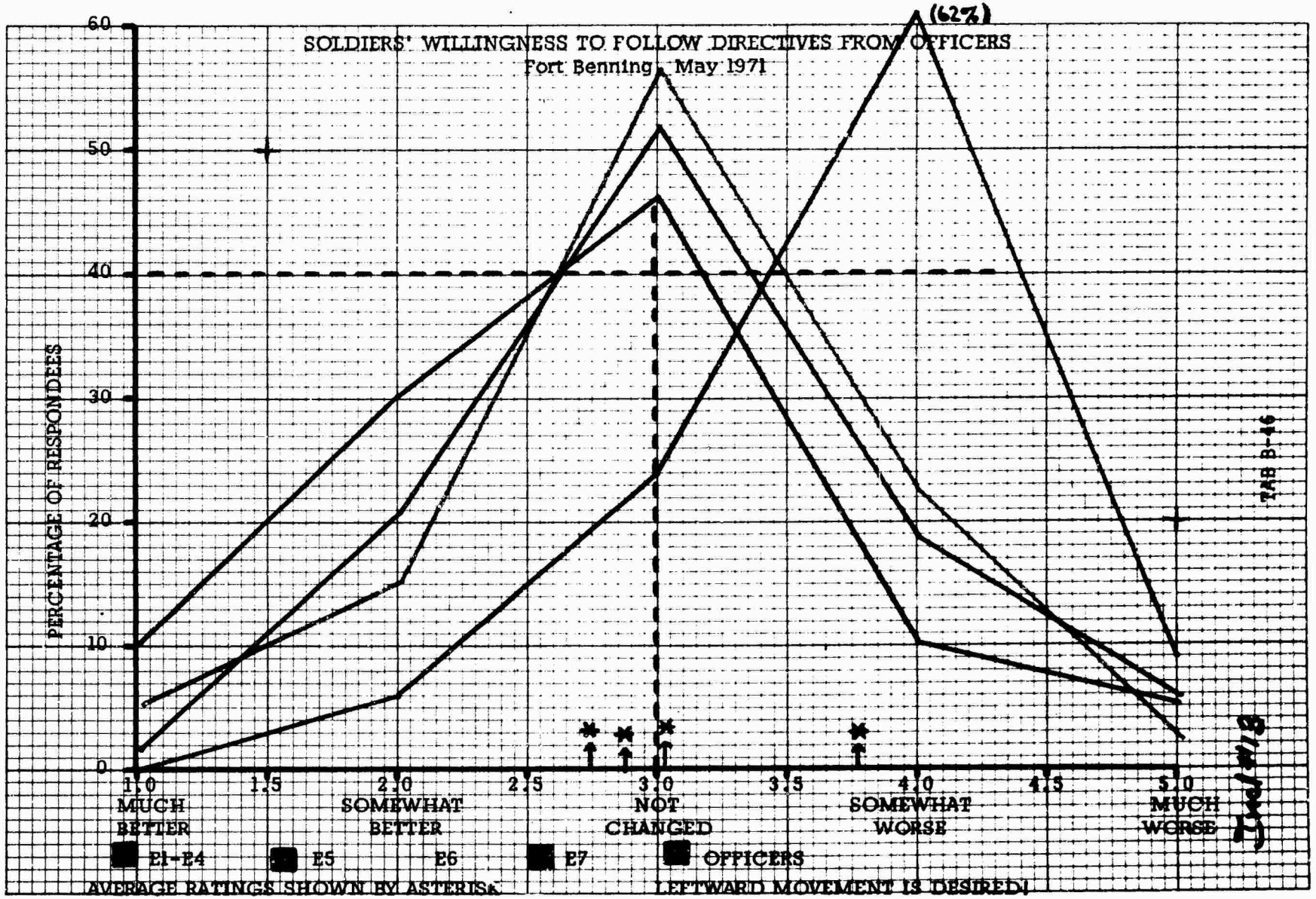

NCOs ATTITUDE TOWARD SOLDIERS
Fort Benning, November 71
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-41

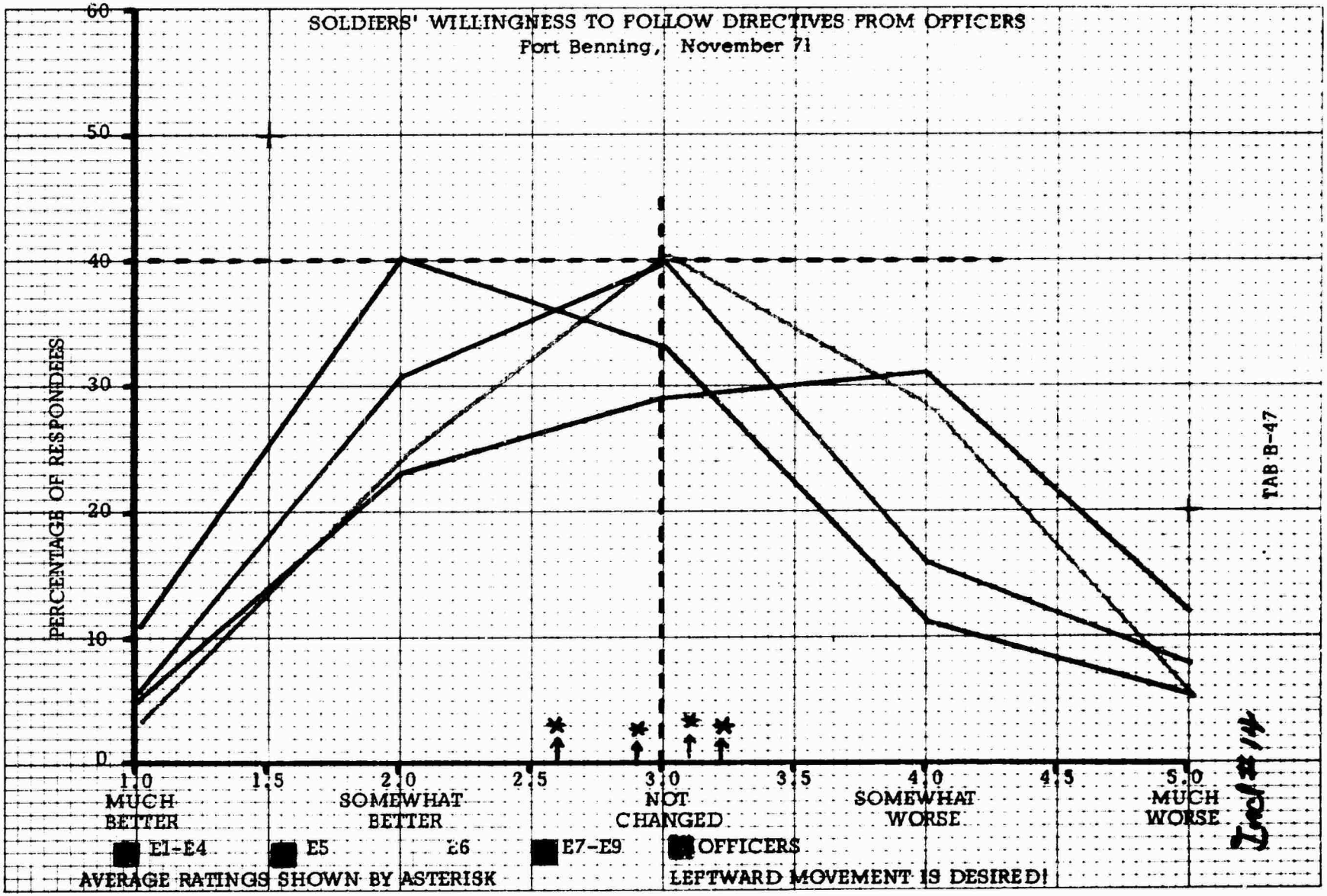

OFFICERS' ATTITUDE TOWARD SOLDIERS
Fort Benning, May 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-42
Incl #9

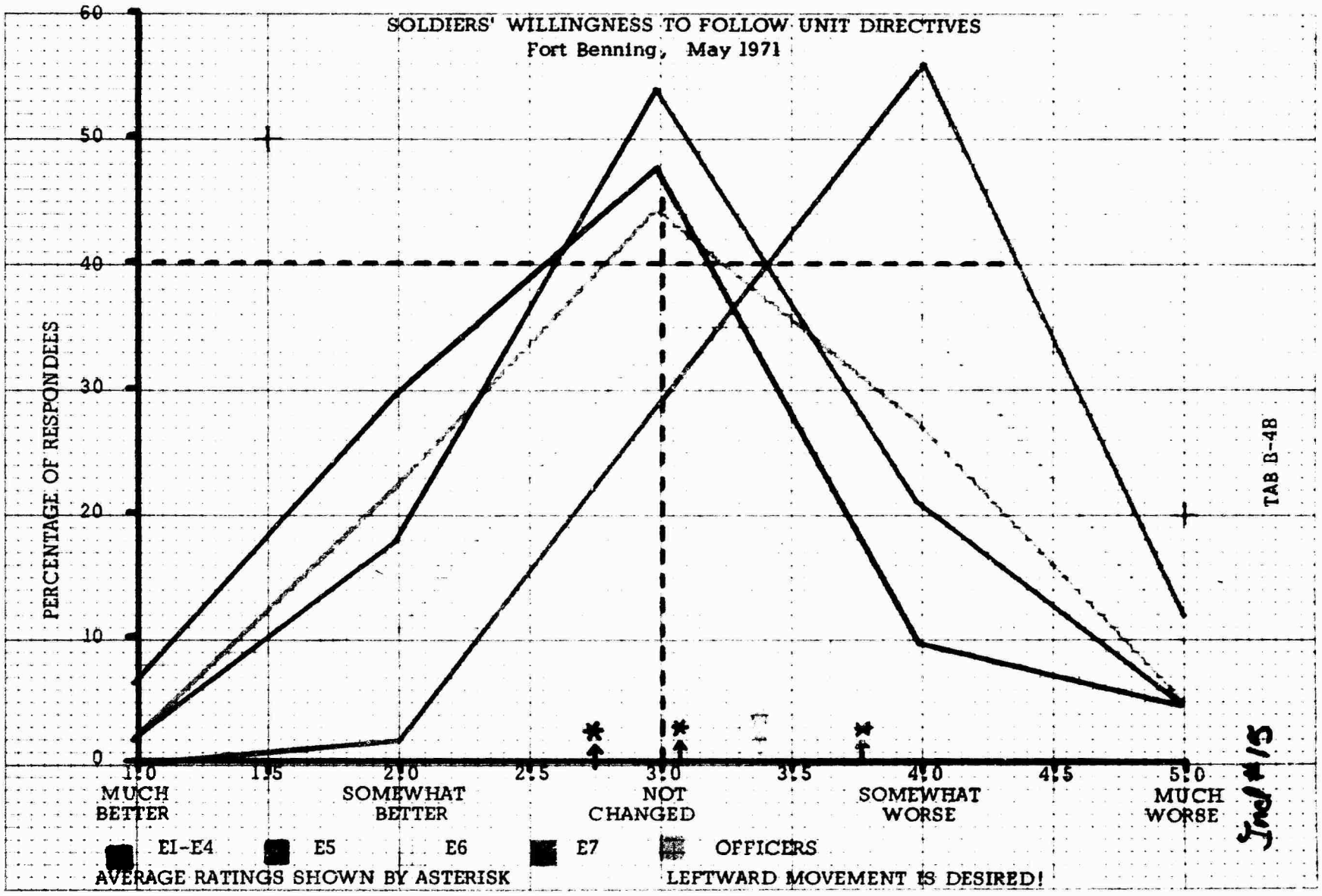

OFFICERS' ATTITUDE TOWARD SOLDIERS
Fort Benning, November 71
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-43
Encl #10

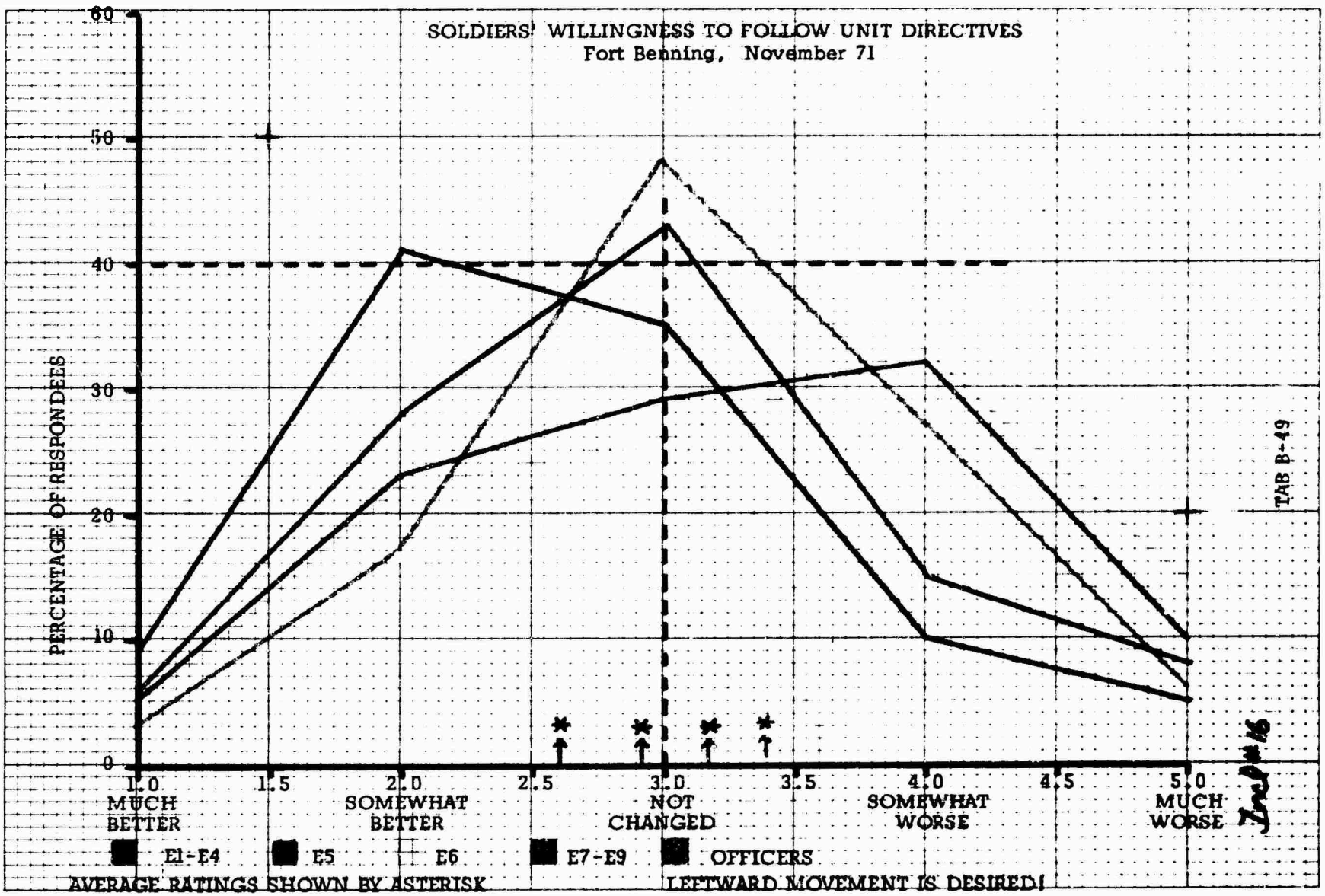

SOLDIERS' WILLINGNESS TO FOLLOW DIRECTIVES FROM NCOs
Fort Benning, May 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-44

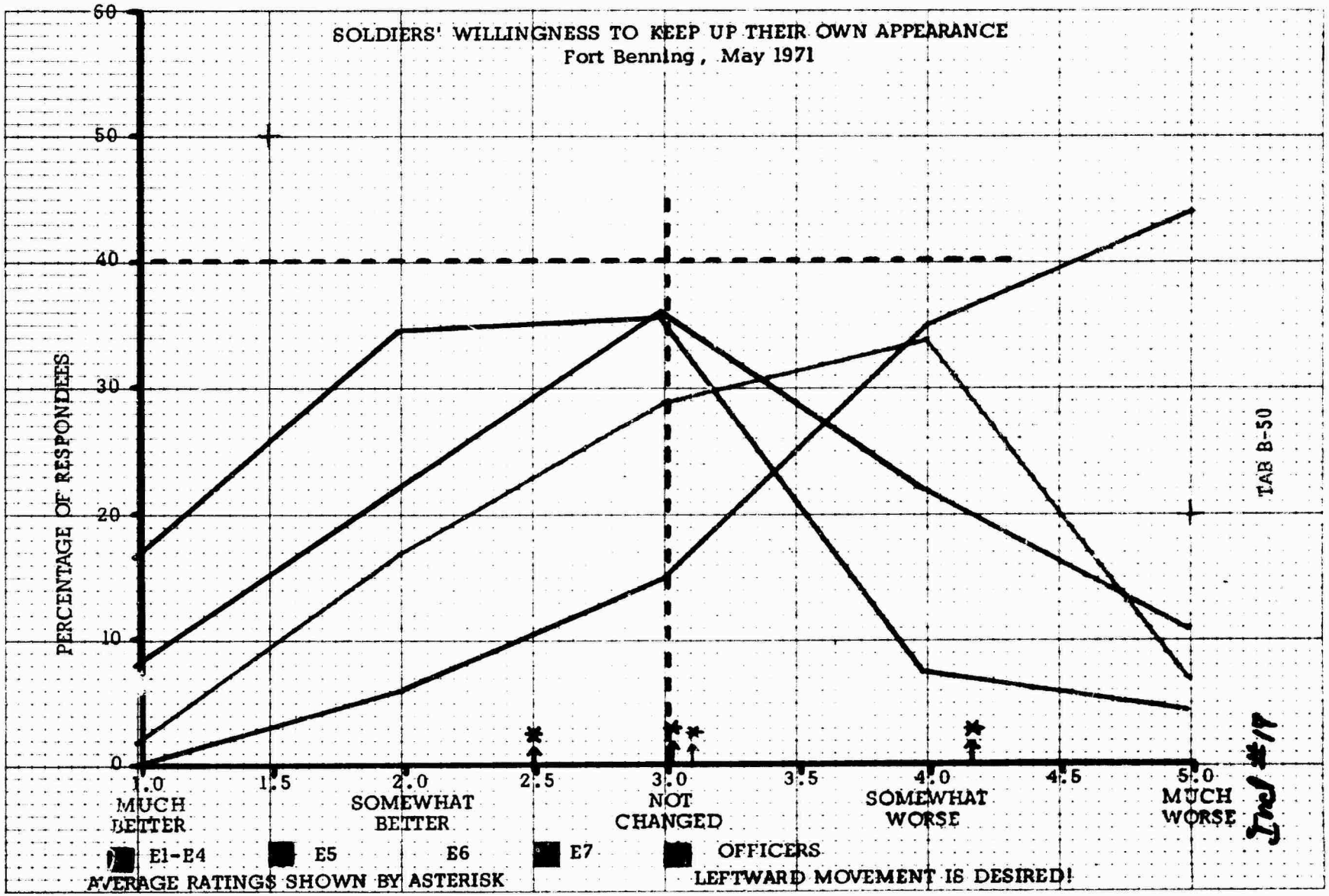

SOLDIERS' WILLINGNESS TO FOLLOW DIRECTIVES FROM NCOs
Fort Benning, November 71
PERCENTAGE OF RESPONDIES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-45
Incl #12

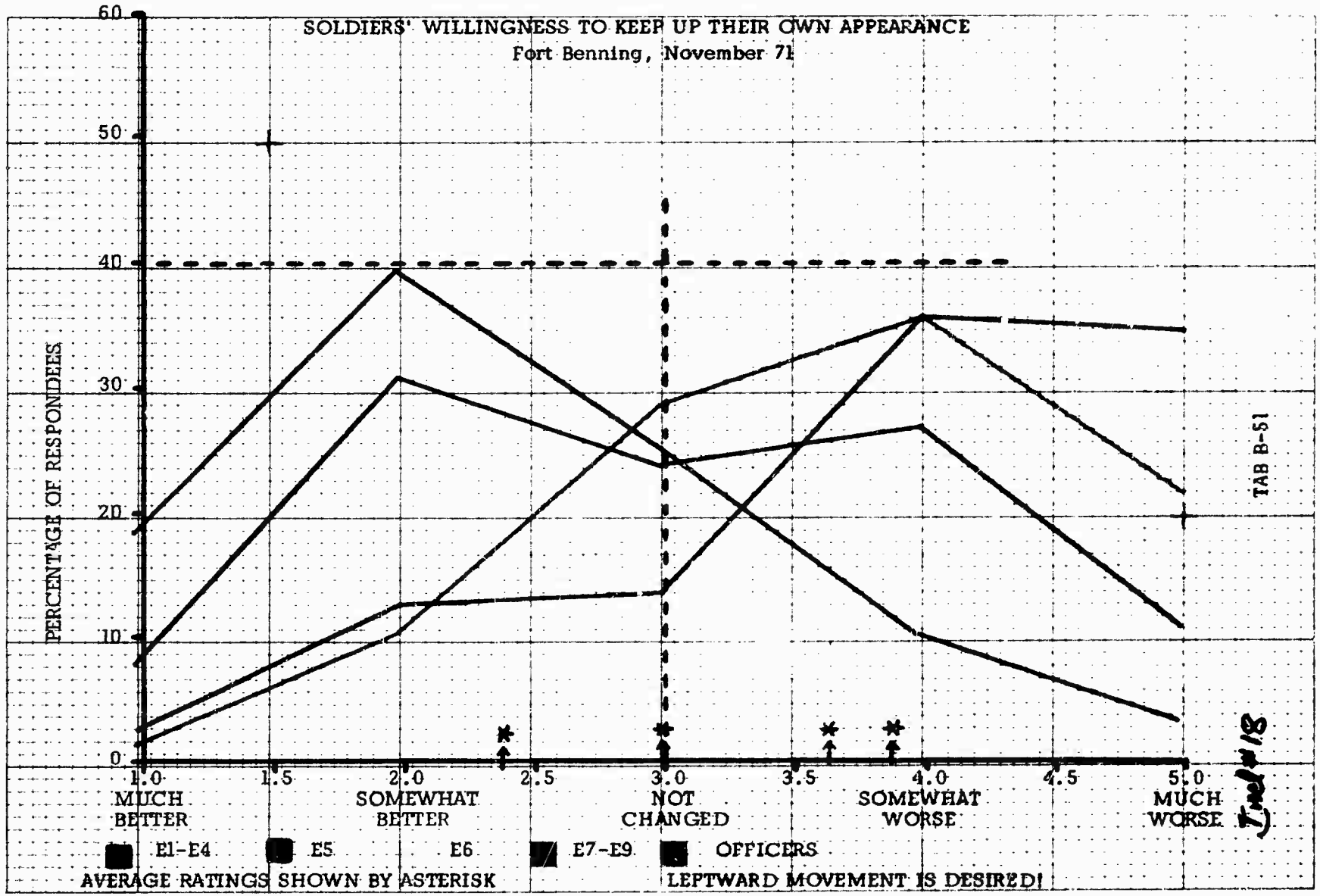

SOLDIERS' WILLINGNESS TO FOLLOW DIRECTIVES FROM OFFICERS
Fort Benning, May 1971
(62%)
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-16

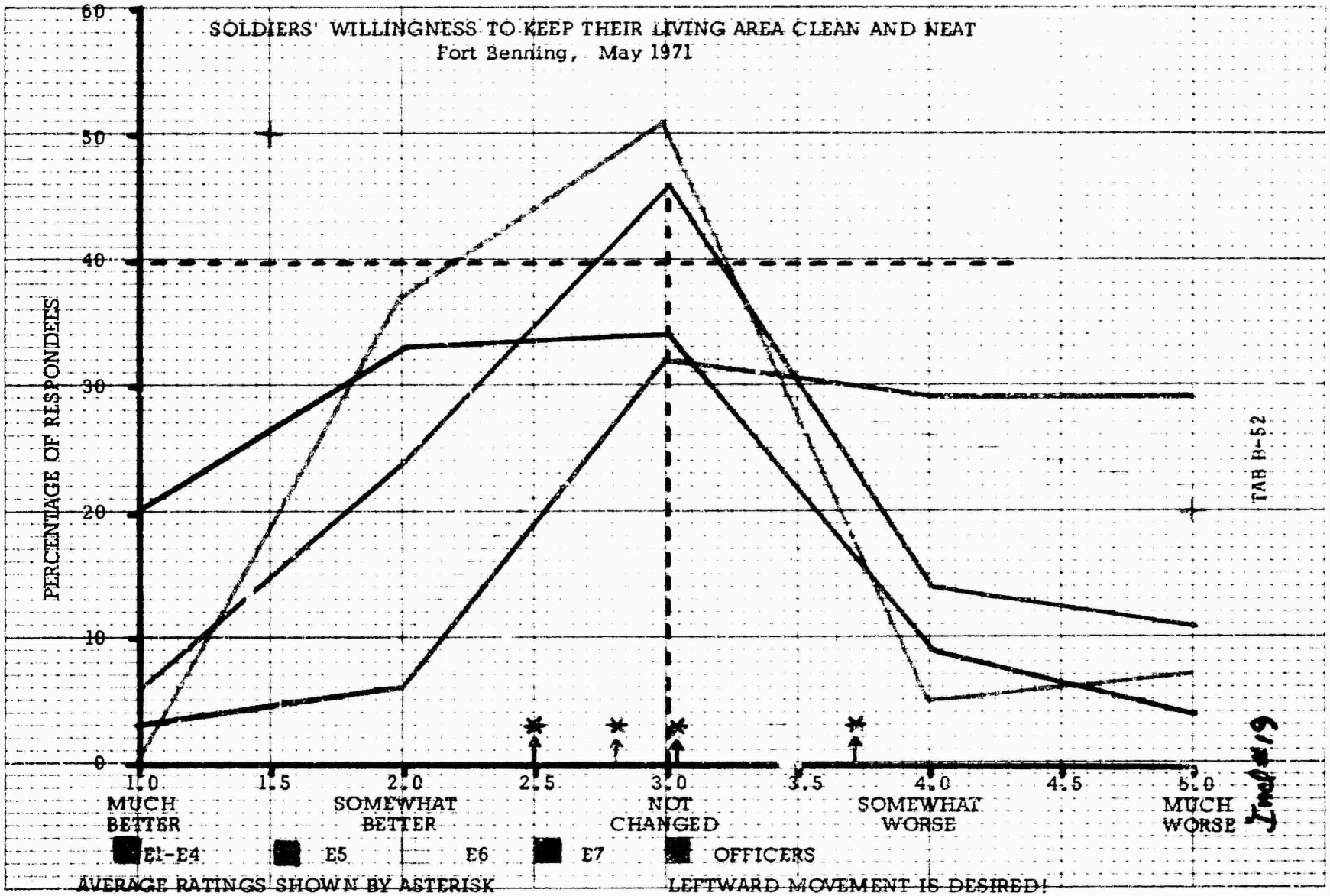

SOLDIERS' WILLINGNESS TO FOLLOW DIRECTIVES FROM OFFICERS
Port Benning, November 71
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-47
Encl #14

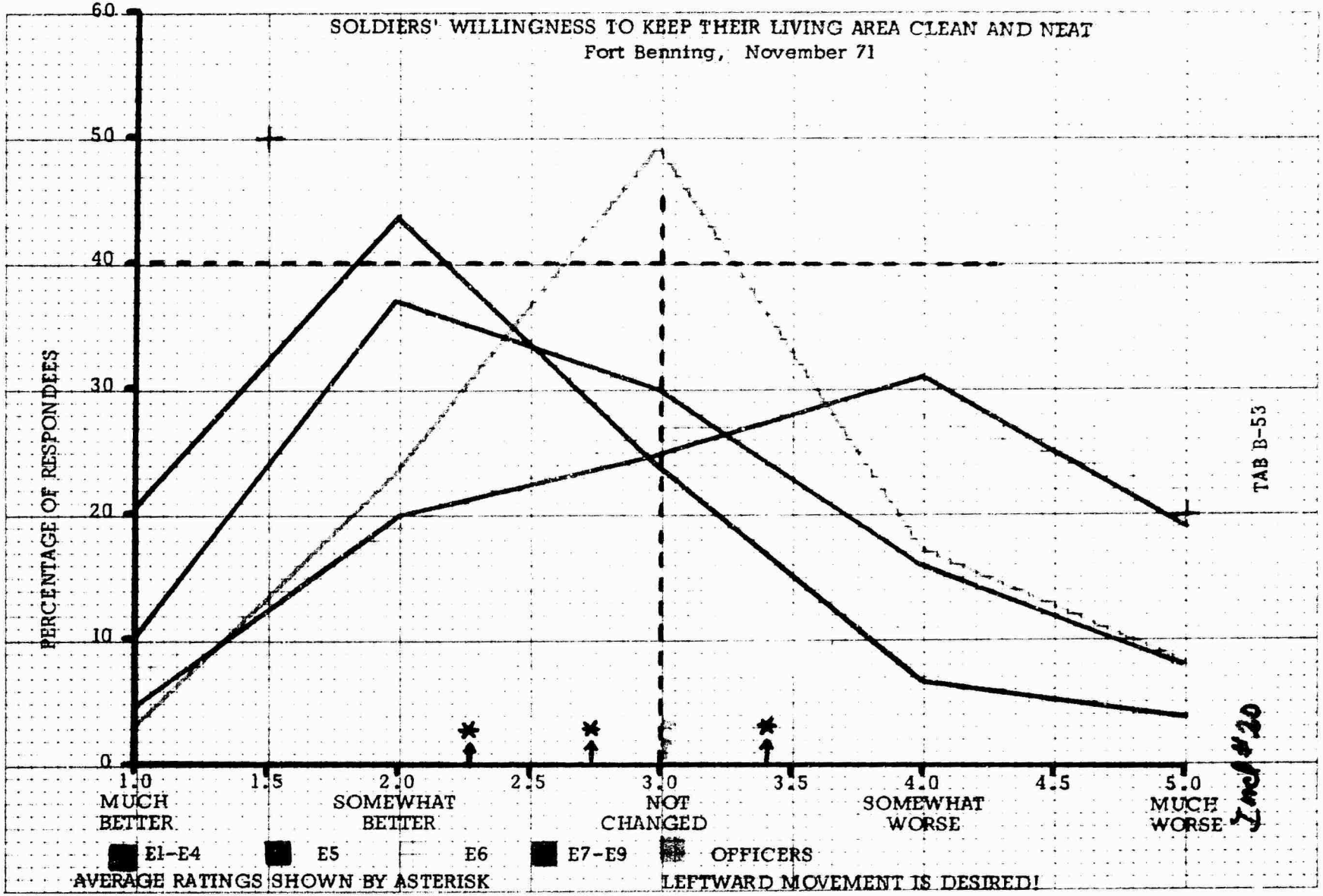

SOLDIERS' WILLINGNESS TO FOLLOW UNIT DIRECTIVES
Fort Benning, May 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-4B
Ind #15

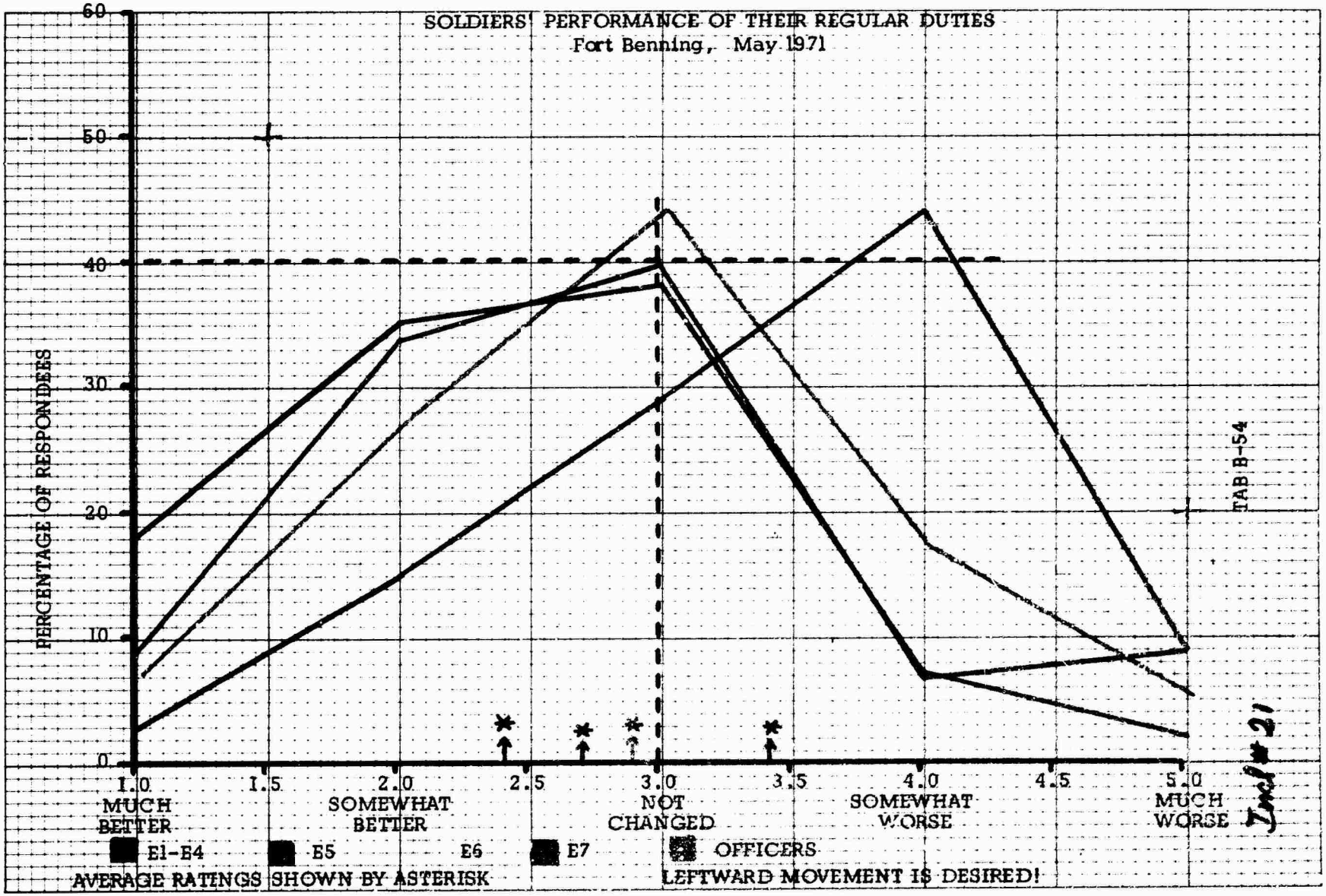

SOLDIERS' WILLINGNESS TO FOLLOW UNIT DIRECTIVES
Fort Benning, November 71
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0 MUCH BETTER
1.5
2.0 SOMEWHAT BETTER
2.5
3.0 NOT CHANGED
3.5
4.0 SOMEWHAT WORSE
4.5
5.0 MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-49

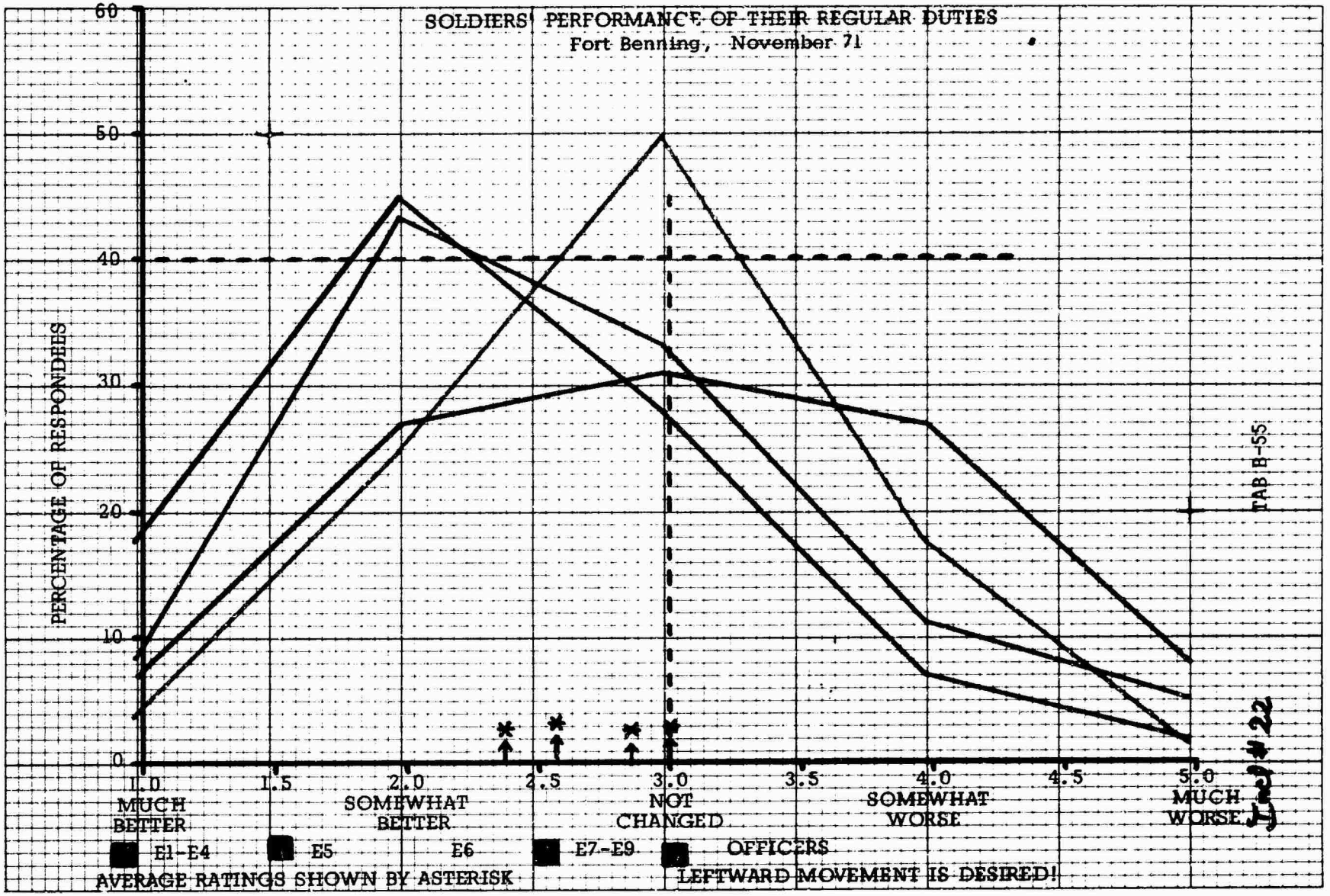

SOLDIERS' WILLINGNESS TO KEEP UP THEIR OWN APPEARANCE
Fort Benning, May 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0 MUCH BETTER
1.5
2.0 SOMEWHAT BETTER
2.5
3.0 NOT CHANGED
3.5
4.0 SOMEWHAT WORSE
4.5
5.0 MUCH WORSE
E1-E4
E5
E6
E7
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-50
Incl #17

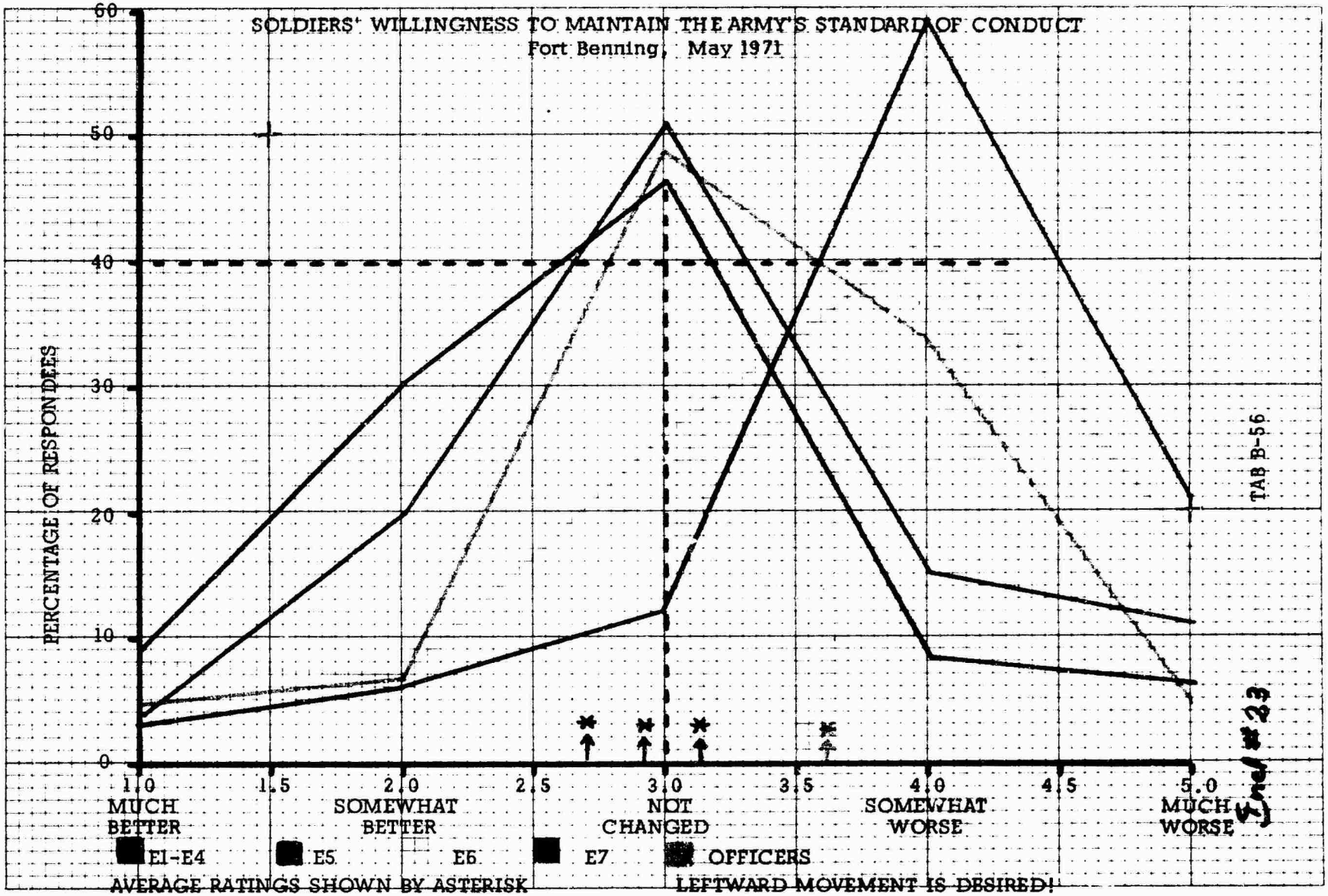

SOLDIERS' WILLINGNESS TO KEEP UP THEIR OWN APPEARANCE
Fort Benning, November 71
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-51

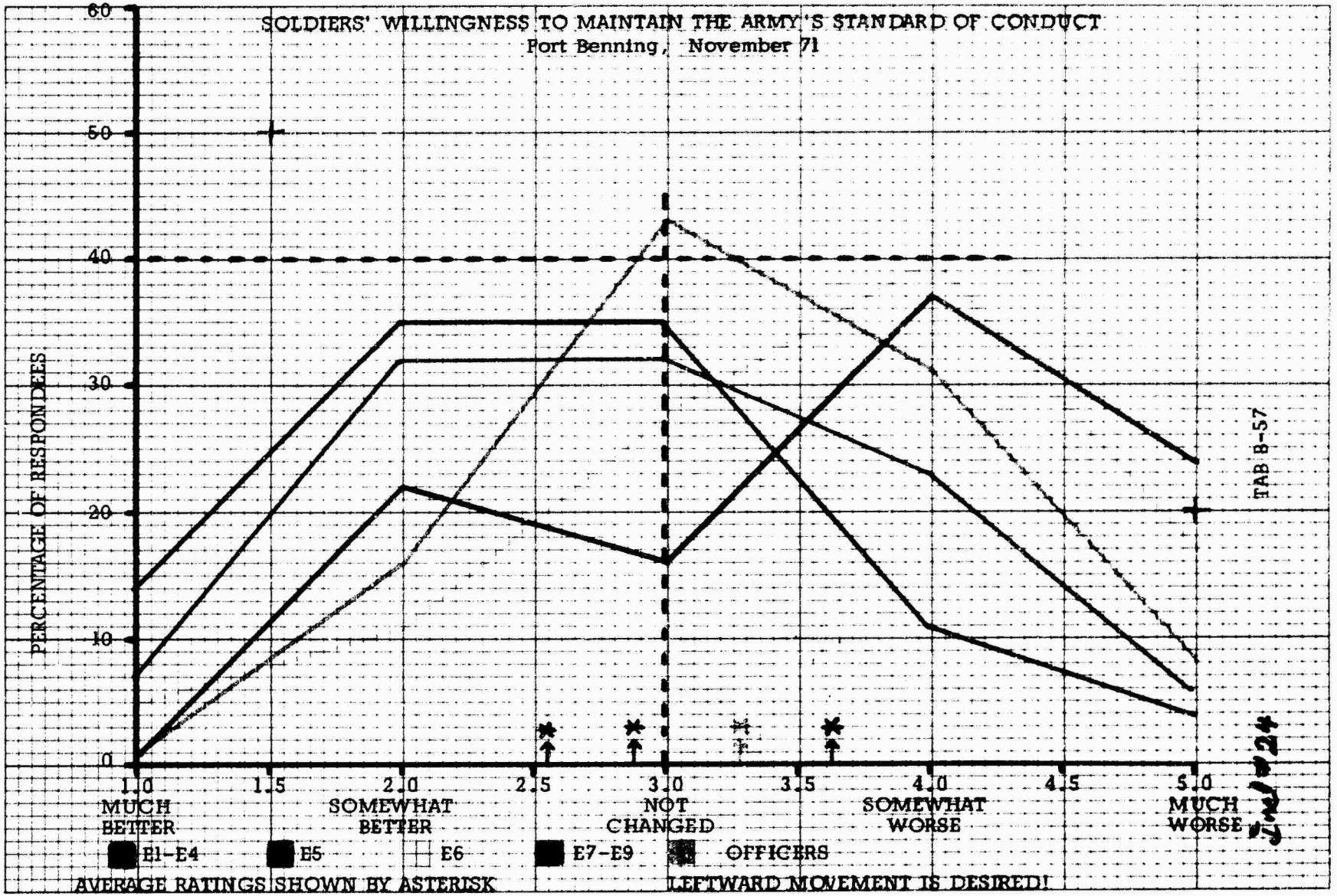

SOLDIERS' WILLINGNESS TO KEEP THEIR LIVING AREA CLEAN AND NEAT
Fort Benning, May 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0 MUCH BETTER
1.5
2.0 SOMEWHAT BETTER
2.5
3.0 NOT CHANGED
3.5
4.0 SOMEWHAT WORSE
4.5
5.0 MUCH WORSE
E1-E4
E5
E6
E7
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-52
Incl #19

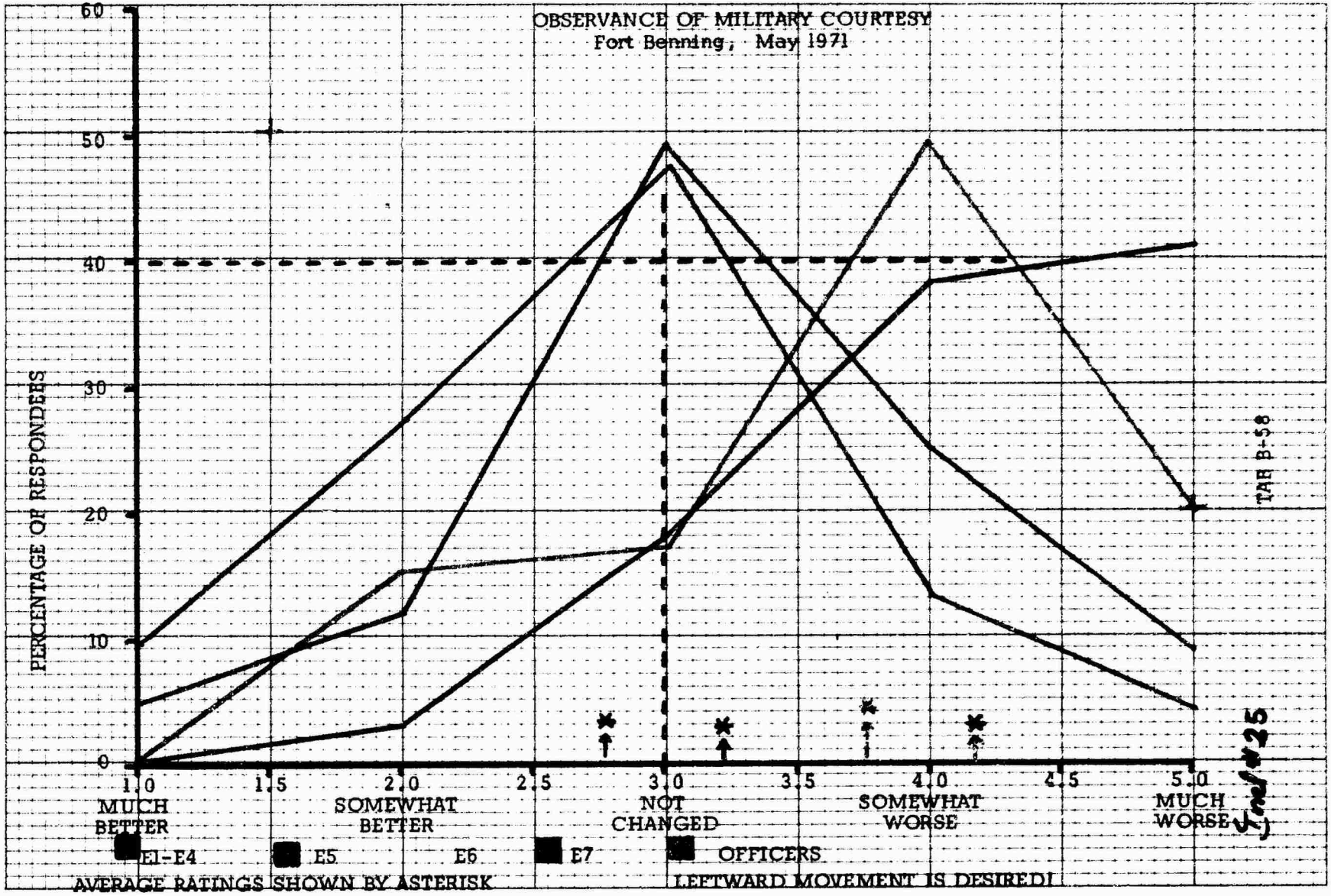

SOLDIERS' WILLINGNESS TO KEEP THEIR LIVING AREA CLEAN AND NEAT
Fort Benning, November 71
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0 MUCH BETTER
1.5
2.0 SOMEWHAT BETTER
2.5
3.0 NOT CHANGED
3.5
4.0 SOMEWHAT WORSE
4.5
5.0 MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-53
Incl #20

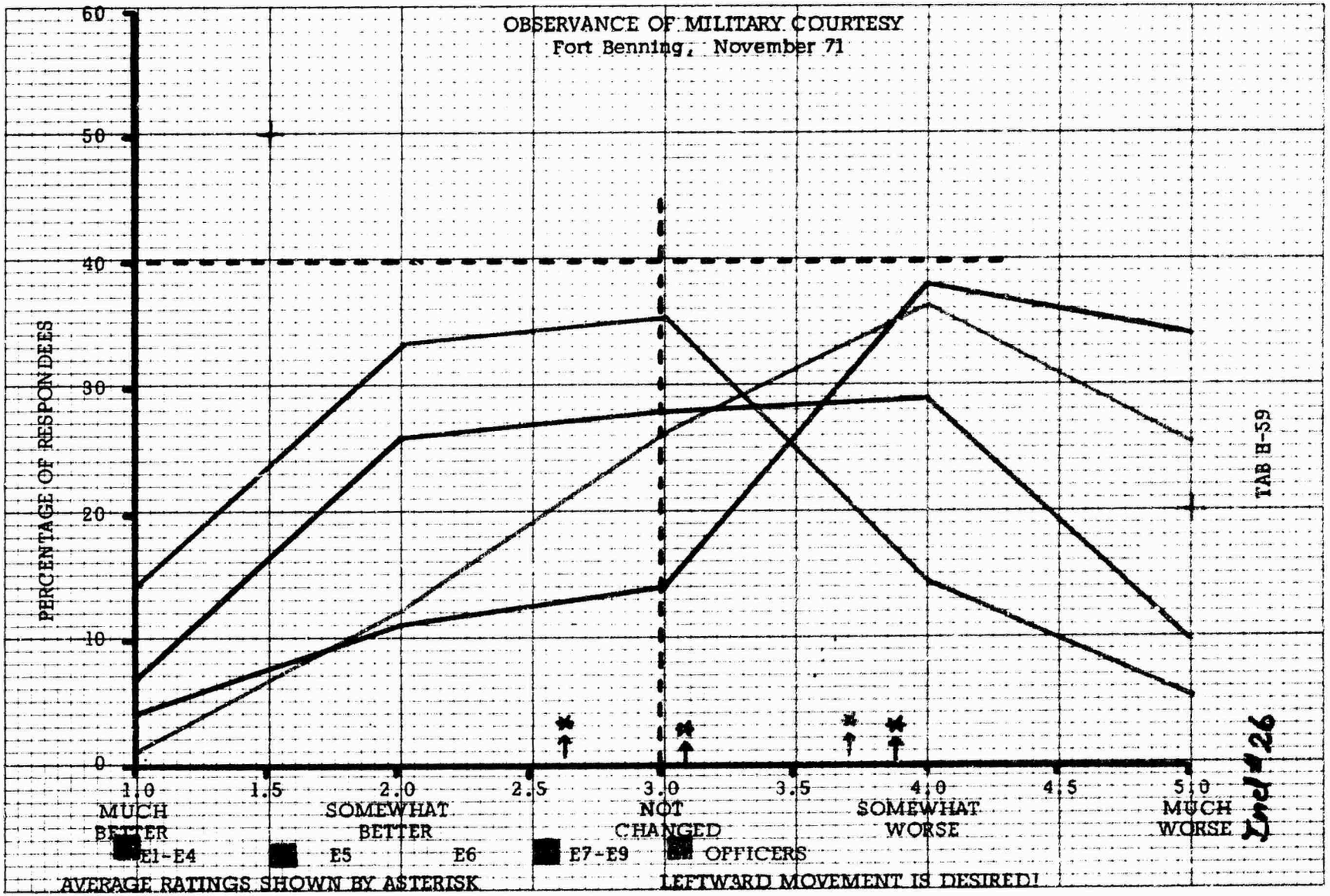

SOLDIERS' PERFORMANCE OF THEIR REGULAR DUTIES
Fort Benning, May 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
MUCH BETTER
1.5
2.0
SOMEWHAT BETTER
2.5
3.0
NOT CHANGED
3.5
4.0
SOMEWHAT WORSE
4.5
5.0
MUCH WORSE
E1-E4
E5
E6
E7
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-54
Incl w 21


SOLDIERS' PERFORMANCE OF THEIR REGULAR DUTIES
Fort Benning, November 71
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
MUCH BETTER
1.5
2.0
SOMEWHAT BETTER
2.5
3.0
NOT CHANGED
3.5
4.0
SOMEWHAT WORSE
4.5
5.0
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-55
Trng # 22


SOLDIERS' WILLINGNESS TO MAINTAIN THE ARMY'S STANDARD OF CONDUCT
Fort Benning, May 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0 MUCH BETTER
1.5
2.0 SOMEWHAT BETTER
2.5
3.0 NOT CHANGED
3.5
4.0 SOMEWHAT WORSE
4.5
5.0 MUCH WORSE
E1-E4
E5
E6
E7
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-56
Encl #23


SOLDIERS' WILLINGNESS TO MAINTAIN THE ARMY'S STANDARD OF CONDUCT
Fort Benning, November 71
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-57
Encl #24


OBSERVANCE OF MILITARY COURTESY
Fort Benning, May 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-58
Inc #25


OBSERVANCE OF MILITARY COURTESY
Fort Benning, November 71
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB H-59
Incl #26

SPECIAL STUDIES

Analysis of Selected Points of Interest From The Systems Data Corporation
Overall Modern Volunteer Army Survey Questionnaire

DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY INFANTRY CENTER
FORT BENNING, GEORGIA 31905

AJIVA

20 December 1971

MEMORANDUM FOR: LIEUTENANT COLONEL DOCTOR

SUBJECT: Analysis of Selected Points of Interest from the Systems Data Corporation Overall MVA Survey Questionnaire

1. Systems Data Corporation has been contracted by SAMVA to conduct an overall evaluation of the VOLAR/MVA Program for Department of the Army. As a part of their evaluation methodology, National Scanning Corporation devised a questionnaire for administration at each of the experimental VOLAR posts. The survey questionnaire was administered at Fort Benning during the period 6 - 10 December 1971. The following is the size and composition of the surveyed sample:

Enlisted First-Tour	N=426
Enlisted Extended-Tour	N=84
Officer First-Tour	N=18
Officer Extended-Tour	N=37
TOTAL	N=565

A breakdown of grades within the four major sub-cells of the sample is:

Enlisted First-Tour Persons

E1	1 person or .2% of the sub-cell size
E2	7 persons or 1.6% of the sub-cell size
E3	20 persons or 4.7% of the sub-cell size
E4	251 persons or 58.9% of the sub-cell size
E5	147 persons or 34.5% of the sub-cell size

Enlisted Extended-Tour Persons

E1-E3	1 person or 1.2% of the sub-cell size
E4	10 persons or 11.9% of the sub-cell size
E5	19 persons or 22.6% of the sub-cell size
E6	40 persons or 47.6% of the sub-cell size
E7	13 persons or 15.5% of the sub-cell size
E8	1 person or 1.2% of the sub-cell size

AJIVA 20 December 1971

SUBJECT: Analysis of Selected Points of Interest from the Systems Data Corporation Overall MVA Survey Questionnaire

Officer First-Tour Persons

01	2 persons or 11.1% of the sub-cell size
02	8 persons or 49.9% of the sub-cell size
03	7 persons or 38.9% of the sub-cell size

Officer Extended-Tour Persons

02	1 person or 2.7% of the sub-cell size
03	25 persons or 67.6% of the sub-cell size
04	1 person or 2.7% of the sub-cell size
05	4 persons or 10.8% of the sub-cell size
06	1 person or 2.7% of the sub-cell size
W2	4 persons or 10.8% of the sub-cell size
W3	1 person or 2.7% of the sub-cell size

2. 79.5% of the First-Tour Enlisted indicated that they had been in the Army less than one year; 47.6% of the Extended-Tour Enlisted had less than ten years service, while 52.4% indicated length of service between 10 and 30 years. Almost half (44.4%) of the First-Tour Officers had between 2 and 3 years of service while the remainder had been in the Army less than two years. 59.5% of the Extended-Tour Officers had less than 10 years of service, with the remainder (40.5%) having between 10 and 30 years of service.

3. The breakdown of the sample population by race was as follows:

	WHITE	BLACK	OTHER
Enlisted First-Tour Persons	85.3%	5.7%	8.9%
Enlisted Extended-Tour Persons	69.0%	27.4%	3.6%
Officer First-Tour Persons	100.0%	0	0
Officer Extended-Tour Persons	91.9%	8.1%	0

4. The following specific items are treated individually:

a. Question #28(Enlisted Form), #58 (Officer Form). "Do you think the Army is getting too soft?"

	YES	NO	NOT SURE
Enlisted First-Tour Persons	22.9%	56.2%	20.9%
Enlisted Extended-Tour Persons	63.0%	31.0%	6.0%
Officer First-Tour Persons	27.8%	38.9%	33.3%
Officer Extended-Tour Persons	56.7%	24.3%	19.0%

The response percentages contained in the table above reflect quite a disparity between the two major subdivisions of the military community (first-tour persons versus those with over three years service). This question's responses are demonstrative of the similarity of attitudes of the first-tour officer and enlisted members versus those of the extended, or career soldiers. In other words, this is a picture of a "generation gap" existant in the military. The elected answers shown above excite one's imagination. Although 63% of the Extended Enlisted feel that the Army is getting too soft, it should be noted that only 52% of this group answering the questionnaire had over ten years of service, thus, refuting somewhat the "brown-shoe nostalgia" often mentioned by "old soldiers". Additionally, only 40.5% of the Extended-tour officers completing this questionnaire had over ten years of service. This situation suggests that I, with over ten years of service, having existed without numerous modern innovations affecting the young soldier (civilian KPs, self-discipline, personal responsibility, etc.,) was "tougher" than the soldier of today. This subject is especially interesting in that other studies conducted among the Fort Benning military population have found that "soldier's performance of their regular duties" has improved.

b. Question #36 (Enlisted Form), #39 (Officer Form). "Do you feel your present job is an important one; that is, do you think it makes much difference to the Army how well it is done?"

	Yes, A Lot	Yes, Some Difference	Yes, A Little	Hardly Any	No Difference
Enlisted First-Tour	48.1%	30.5%	10.1%	4.0%	7.2%
Enlisted Extended-Tour	69.9%	15.7%	6.0%	1.2%	7.2%
Officer First-Tour	38.9%	44.4%	16.7%	0	0
Officer Extended-Tour	67.6%	21.6%	10.8%	0	0

To reinforce the Modern Volunteer Army interests in "Ego Involvement" and "Professionalism", the above response percentages are especially interesting. It is noteworthy that over three-fourths of the first-tour service members feel that it makes "a lot" or "some" difference to the Army how well their present job is done. This suggests that a substantial majority of our "working-level" soldiers and officers consider their jobs to be meaningful to the Army.

c. Question #38 (Enlisted Form), #41 (Officer Form). "To what extent are you allowed to do your job the way you think it should be done?"

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	Very great Extent	Large Extent	Some Extent	Very little Extent	Hardly or None
Enlisted First-Tour	11.0%	17.3%	38.6%	20.2%	12.9%
Enlisted Extended-Tour	35.7%	27.4%	16.7%	7.1%	13.1%
Officer First-Tour	22.2%	38.9%	33.3%	5.6%	0
Officer Extended-Tour	29.7%	32.4%	24.3%	10.8%	2.7%

Project VOLAR and the Modern Volunteer Army concept are exquisite examples of imaginative, innovative thinking. Quite likely, those respondees shown above who feel that their freedom to function within their respective jobs in an imaginative and ego involved manner, are contributors to, and proponents of, such efforts as VOLAR and MVA.

d. Question #40 (Enlisted Form), #43 (Officer Form). "Do you take pride in your job?"

	A Great Deal	A Fair Deal	Some	Only a Little	No Pride at all
Enlisted First-Tour	34.7%	33.5%	19.6%	5.7%	6.5%
Enlisted Extended Tour	53.6%	23.8%	10.7%	7.1%	4.8%
Officer First-Tour	55.6%	38.9%	5.6%	0	0
Officer Extended-Tour	67.6%	16.2%	13.5%	2.7%	0

"PRIDE: High or inordinate opinion of one's own dignity, importance, merit, or superiority, whether as cherished in the mind or as displayed in bearing, conduct, etc.....", The American College Dictionary, Random House, 1963. Pride in one's responsibilities and accomplishments, whether it be as an Infantry Fire Team member, a mechanic, a cook, a Battalion CSM, an Army staff officer, or Commander, is an absolute prerequisite to a Modern Volunteer Army. The above response percentages are considered self-explanatory and are probably most promising to the MVA concept.

e. Question #30 (Enlisted Form only). "Do you like your present job?"

	YES	NO	NOT SURE
Enlisted First-Tour	41.9%	33.1%	24.9%
Enlisted Extended-Tour	61.9%	28.6%	9.5%

In light of the fact that three-quarters of the enlisted respondees felt that

their job was important to the Army, and 68% of First-Tour soldiers, as well as 77% of Extended soldiers stated that they took either a "great deal" or a "fair amount" of pride in their work, even though they felt less allowed to operate innovatively and/or independently, the responses above are especially interesting. It would appear that the respondees who feel that it makes "little" or "no" difference about how well their job is done are the same as those who take only "some" or "only a little", or "no" pride in their work, and are quite likely the largest porportion of those above who do not like their present jobs.

f. Question #42 (Enlisted Form only). "How often does time seem to drag for you?"

	Half a Day	1/3 a Day	1/4 a Day	1/8 a Day	None
Enlisted First-Tour	29.3%	16.8%	17.4%	23.4%	13.0%
Enlisted Extended-Tour	8.5%	8.5%	14.9%	17.0%	51.1%

The above percentages are indicative of a need to modify existing occupations of soldiers. Obviously, when almost 30% of the modern first-tour soldiers feel that half a day's time drags by, it is expedient to reorient organization, training schedule, duty assignment, etc.

g. Question #46 (Enlisted Form), #59 (Officer Form). "How do you feel when you hear or read of someone criticizing the Army?"

	Usually Agree	Doesn't bother me	Bothers me some	Bothers me quite a lot
Enlisted First-Tour	17.9%	29.5%	37.3%	15.3%
Enlisted Extended-Tour	1.1%	12.5%	35.2%	51.1%
Officer First-Tour	22.2%	5.6%	44.4%	27.8%
Officer Extended-Tour	5.4%	2.7%	18.9%	67.6%

In that we are generally a product of our civil society, it is interesting to note that 53% of the young soldiers and 72% of the junior officers are "bothered" by someone criticizing the Army. Logically, the predominance of career enlisted and officer personnel are "bothered" either "some" or "a lot".

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h. Question #50 (Enlisted Form), #57 (Officer Form). "Overall, would you say your opinion of the Army has gone up or down in the last year?"

	Gone Down a Lot	Gone Down Somewhat	Gone Down just a little	Gone Up just a little	Gone Up somewhat	Gone Up a Lot
Enlisted First-Tour	17.1%	15.9%	16.5%	23.7%	18.5%	8.4%
Enlisted Extended-Tour	20.2%	35.7%	17.8%	8.3%	11.9%	6.0%
Officer First-Tour	5.6%	16.7%	5.6%	33.3%	22.2%	16.7%
Officer Extended-Tour	13.5%	29.7%	21.6%	18.9%	8.1%	5.4%

The responses to this item presents a very complex and somewhat controversial pattern. Slightly over 50% of the first-tour enlisted and 72% of the first-tour officers hold a more platable opinion of the Army now than as of a year ago. Conversely, about 74% of the career (or extended-tour) enlisted person's, and some 65% of the extended officer's opinions of the Army have gone down in the last year. This would seem to reinforce the responses noted above in paragraph 4a.

i. Question #51 (Enlisted Form), #56 (Officer Form). "Do you care whether or not you are a good soldier?"

	Yes, a Lot	Yes, I care some	I don't care very much	I don't care at all
Enlisted First-Tour	68.0%	24.5%	4.9%	2.6%
Enlisted Extended-Tour	89.9%	8.9%	0	1.3%
Officer First-Tour	94.4%	5.6%	0	0
Officer Extended-Tour	94.6%	5.4%	0	0

In light of the earlier responses reported herein, it is noteworthy that the preponderance of respondees to this questionnaire, both officer and enlisted, do care whether they are good soldiers. Notwithstanding their pride in the job or it's meaningfulness, or public opinion, et. al., our soldiers do care! The 4% of enlisted first-tour who "don't care very much", or the 3% who "don't care at all", as well as the 1.3% of extended-tour enlisted who "don't care at all", are those who more than likely deserve immediate elimination.

j. Question #100 (Enlisted Form), #101 (Officer Form). "The attitudes of my superiors....."

(1) "Have you noticed any change?"

	YES	NO
Enlisted First-Tour	53.8%	46.2%
Enlisted Extended-Tour	62.7%	37.3%
Officer First-Tour	38.9%	61.1%
Officer Extended-Tour	51.4%	48.6%

(2) "Do you think it is a good thing?"

	GOOD	BAD	NEITHER
Enlisted First-Tour	44.3%	23.8%	31.8%
Enlisted Extended-Tour	46.3%	28.0%	25.6%
Officer First-Tour	33.3%	11.1%	55.6%
Officer Extended-Tour	43.2%	21.6%	32.4%

(3) "Would it affect your plans?"

	TO REENLIST	TO LEAVE	NO EFFECT
Enlisted First-Tour	15.6%	22.1%	62.2%
Enlisted Extended-Tour	25.9%	27.1%	46.9%
Officer First-Tour	16.7%	11.1%	72.2%
Officer Extended-Tour	35.1%	16.2%	45.9%

k. Question #101 (Enlisted Form), #102 (Officer Form). "The respect I have for my superiors....."

(1) "Have you noticed any change?"

	YES	NO
Enlisted First-Tour	54.9%	45.1%
Enlisted Extended-Tour	63.0%	37.0%
Officer First-Tour	38.9%	61.1%
Officer Extended-Tour	35.1%	64.8%

(2) "Do you think it is a good thing?"

	GOOD	BAD	NEITHER
Enlisted First-Tour	49.7%	19.3%	31.0%
Enlisted Extended-Tour	50.6%	25.3%	24.0%
Officer First-Tour	33.3%	0	66.7%
Officer Extended-Tour	35.1%	13.5%	45.9%

(3) "Would it affect your plans?"

	TO REENLIST	TO LEAVE	NO EFFECT
Enlisted First-Tour	15.2%	19.3%	65.5%
Enlisted Extended-Tour	24.4%	23.2%	52.4%
Officer First-Tour	22.2%	0	77.8%
Officer Extended-Tour	29.7%	16.2%	54.0%

1. Question #102 (Enlisted Form), #103 (Officer Form). "The amount of respect given me....."

(1) "Have you noticed any change?"

	YES	NO
Enlisted First-Tour	52.6%	47.4%
Enlisted Extended-Tour	67.1%	32.9%
Officer First-Tour	27.8%	72.2%
Officer Extended-Tour	48.6%	51.3%

(2) "Do you think it is a good thing?"

	GOOD	BAD	NEITHER
Enlisted First-Tour	40.9%	27.5%	31.6%
Enlisted Extended-Tour	53.0%	21.7%	25.3%
Officer First-Tour	22.2%	11.1%	66.7%
Officer Extended-Tour	27.0%	32.4%	40.5%

(3) "Would it affect your plans?"

	TO REENLIST	TO LEAVE	NO EFFECT
Enlisted First-Tour	16.1%	22.4%	61.5%
Enlisted Extended-Tour	26.8%	22.0%	51.2%
Officer First-Tour	11.1%	11.1%	77.8%
Officer Extended-Tour	29.7%	27.0%	43.2%

m. Question #104 (Enlisted Form, #105 (Officer Form). "The extent to which I am treated as a responsible person....."

(1) "Have you noticed any change?"

	YES	NO
Enlisted First-Tour	51.0%	49.0%
Enlisted Extended-Tour	62.2%	37.8%

Officer First-Tour	38.9%	61.1%
Officer Extended-Tour	40.5%	59.4%

(2) "Do you think it is a good thing?"

	GOOD	BAD	NEITHER
Enlisted First-Tour	19.3%	23.4%	57.3%
Enlisted Extended-Tour	30.5%	17.1%	52.4%
Officer First-Tour	27.8%	11.1%	61.1%
Officer Extended-Tour	32.4%	13.5%	51.3%

(3) "Would it affect your plans?"

	TO REENLIST	TO LEAVE	NO EFFECT
Enlisted First-Tour	19.3%	23.4%	57.3%
Enlisted Extended-Tour	30.5%	17.1%	52.4%
Officer First-Tour	27.8%	11.1%	61.1%
Officer Extended-Tour	32.4%	13.5%	54.0%

n. Question #107 (Enlisted Form), #108 (Officer Form). "The amount of time when I really feel useful....."

(1) "Have you noticed any change?"

	YES	NO
Enlisted First-Tour	38.7%	61.3%
Enlisted Extended-Tour	52.4%	47.6%
Officer First-Tour	16.7%	83.3%
Officer Extended-Tour	48.6%	51.3%

(2) "Do you think it is a good thing?"

	GOOD	BAD	NEITHER
Enlisted First-Tour	33.2%	27.1%	39.7%
Enlisted Extended-Tour	43.9%	20.7%	35.3%
Officer First-Tour	16.7%	16.7%	66.7%
Officer Extended-Tour	32.4%	21.6%	45.9%

(3) "Would it affect your plans?"

	TO REENLIST	TO LEAVE	NO EFFECT
Enlisted First-Tour	15.0%	23.8%	61.2%
Enlisted Extended-Tour	19.5%	12.2%	68.3%
Officer First-Tour	22.2%	5.6%	72.3%
Officer Extended-Tour	29.7%	18.9%	51.3%

o. Question #111 (Enlisted Form), #112 (Officer Form). "The extent to which I feel I really belong to a unit....."

(1) "Have you noticed any change?"

	YES	NO
Enlisted First-Tour	43.3%	56.7%
Enlisted Extended-Tour	62.5%	37.5%
Officer First-Tour	50.0%	50.0%
Officer Extended-Tour	54.1%	45.9%

(2) "Do you think it is a good thing?"

	GOOD	BAD	NEITHER
Enlisted First-Tour	41.2%	16.5%	42.3%
Enlisted Extended-Tour	50.0%	45.0%	5.0%
Officer First-Tour	44.4%	0	55.6%
Officer Extended-Tour	40.5%	21.6%	35.1%

(3) "Would it affect your plans.

	TO REENLIST	TO LEAVE	NO EFFECT
Enlisted First-Tour	19.1%	12.3%	68.6%
Enlisted Extended-Tour	33.3%	15.4%	51.3%
Officer First-Tour	33.3%	0	66.7%
Officer Extended-Tour	32.4%	16.3%	51.3%

p. Question #131 (Enlisted Form), #129 (Officer Form). "The amount of Racial or other discrimination in the Army....."

(1) "Have you noticed any change?"

	YES	NO
Enlisted First-Tour	48.1%	51.9%
Enlisted Extended-Tour	58.5%	41.5%

Officer First-Tour	50.0%	50.0%
Officer Extended-Tour	59.4%	40.6%

(2) "Do you think it is a good thing?"

	GOOD	BAD	NEITHER
Enlisted First-Tour	33.1%	27.0%	39.9%
Enlisted Extended-Tour	33.3%	38.1%	28.6%
Officer First-Tour	33.3%	22.2%	44.4%
Officer Extended-Tour	43.2%	27.0%	27.0%

(3) "Would it affect your plans?"

	TO REENLIST	TO LEAVE	NO EFFECT
Enlisted First-Tour	12.0%	19.6%	68.3%
Enlisted Extended-Tour	13.6%	18.5%	67.9%
Officer First-Tour	22.2%	16.7%	61.1%
Officer Extended-Tour	24.3%	16.2%	54.0%

The preceeding seven questions were presented in the sequence that they appeared in the questionnaire. For example: The respondee is offered the principal subject, i.e., "The Attitudes of my Superiors.....", then asked to respond sequencially to (1), (2) and (3). Ideally, a respondee would indicate whether or not he had noticed a change in the principal subject; indicate whether or not that change was a good thing; then reflect whether or not than change would affect his plans in any way.

q. Question #150 (Enlisted Form), #145 (Officer Form). "How does your wife feel about your being in the Army?"

	She likes it a Lot	She likes it fairly well	As much for it as against	Dislikes it somewhat	Dislikes it a Lot
Enlisted First-Tour	5.8%	8.0%	20.4%	19.0%	46.7%
Enlisted Extended-Tour	25.8%	27.3%	9.1%	21.2%	16.7%
Officer First-Tour	16.7%	11.1%	38.9%	11.1%	22.2%
Officer Extended-Tour	32.4%	32.4%	27.0%	8.1%	0

The results shown above would suggest that indoctrination of the wives of servicemen is a necessary step toward retention of personnel in the military. As can be seen, in the case of extended-tour persons, both officer and enlisted, the predominant percentages reflect that the wife either likes "a lot" or "fairly well" that her husband is in the Army. On the other hand, for the first-tour personnel, 33.3% of the officer's wives and 65.7% of the enlisted's wives either dislike it "somewhat" or "a lot" that her husband is in the Army.

r. Question #151 (Enlisted Form), #146 (Officer Form). "Do you think your wife's feelings about the Army will have any influence on your decision to reenlist or to leave the Army when your present term of service is up?"

	A Great Influence	Some Influence	Little Influence	No Influence
Enlisted First-Tour	61.3%	24.8%	5.8%	8.0%
Enlisted Extended-Tour	43.9%	15.2%	6.1%	34.8%
Officer First-Tour	50.0%	16.7%	0	0 *
Officer Extended-Tour	24.3%	35.1%	10.8%	10.8% *

*In the case of the First-Tour Officers there were 6 who did not answer this item; there were 7 extended-tour officers who did not select an answer.

s. Question #53 (Enlisted Form), #28 (Officer Form). "How do you think black and other minority soldiers are treated in the Army?"

	Better than White soldiers	The same as White soldiers	Worse than White soldiers
Enlisted First-Tour	18.5%	68.5%	13.0%
Enlisted Extended-Tour	22.2%	54.3%	23.5%
Officer First-Tour	5.6%	88.9%	5.6%
Officer Extended-Tour	10.8%	67.6%	21.6%

t. Question #123 (Enlisted Form only). "The amount of cash I can get as a Reenlistment bonus....."

(1) "Have you noticed a change?"

	YES	NO
Enlisted First-Tour	55.1%	44.9%
Enlisted Extended-Tour	56.6%	43.4%

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(2) "Do you think it is a good thing?"

	GOOD	BAD	NEITHER
Enlisted First-Tour	50.9%	13.8%	35.3%
Enlisted Extended-Tour	46.3%	31.7%	22.0%

(3) "Would it affect your plans?"

	TO REENLIST	TO LEAVE	NO EFFECT
Enlisted First-Tour	29.7%	12.6%	57.6%
Enlisted Extended-Tour	28.0%	24.4%	47.6%

5. The preceeding results of twenty items contained in the Systems Data Corporation Survey Questionnaire show some interesting and informative facts. Careerists feel that the modern day soldier is getting too soft, yet a substantial majority of the total sample surveyed suggests ego involvement with the Army and its mission. Personal pride in meaningful assignments with reduced idle time is indicated. Today's soldiers are predominantly concerned with the reputation of the Army, however, it is strikingly notable that very large numbers of careerists indicate that their personal opinion of the Army has decreased in the past year. This is likely a reaction to what is perhaps, a wide-spread idea that the NCO's and career officer's position in the military has been altered within the past year. The role of the dependent of a soldier is reflected as an area of quite large influence, thus worthy of added interest by commanders and leaders at all levels.

ROBERT G. NIVENS
Captain, Infantry
Evaluation Element

Special Studies

"Discipline" Pilot Survey Within 197th
Infantry Brigade, September 1971

TAB B-74

DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY INFANTRY CENTER
FORT BENNING, GEORGIA 31905

AJIVA

14 October 1971

MEMORANDUM FOR: COLONEL KENNEDY

SUBJECT: "Discipline" Pilot Survey Within 197th Infantry Brigade, September 1971

1. Opinion Questionnaire X was locally developed and administered on a "Pilot" test basis to "Leaders" assigned to the 197th Infantry Brigade during September 1971. This questionnaire was developed in an attempt to obtain a measurement of the status of discipline as observed by personnel occupying leadership positions within the Brigade. The following grade groups of leaders were treated separately: E4-E5, E6, E7-E9, and officers.

2. In addition to the contents of paragraph 3, below, line-graph presentations of the expressed opinions of respondents are attached as Inclosure 1 for each of the eleven subjects addressed. Likewise, a copy of the questionnaire is at Inclosure 2.

3. Interpretations of selected points of interest are as follows. Factual and undisputed comparison data is non-existant at this time. The sporadic reference to earlier investigation is in reference to our Opinion Questionnaires VI and VIII, and is not scientifically valid for comparison, other than as a mere indication of differences in opinion. Thus, this report should be considered only as current opinions within the 197th Infantry Brigade. The Opinion Questionnaires VI and VIII were administered to randomly selected samples from the entire Fort Benning population, while this survey instrument was restricted to persons occupying leadership positions, and was administered by the office of the Quality Control Officer of the Brigade headquarters. Variance in responses to this survey and any other investigation may well be due, in part, to differences in the questionnaire itself, as well as differences in administration methodology. This specific survey questionnaire was constructed in two parts; page one offering the data contained herein, while page 2, or Part II, addressed

similar items with a response scale as follows. Report of Part II results will be presented under separate cover:

1	2	3	4	5
MUCH BETTER	SOMEWHAT BETTER	NOT CHANGED	SOMEWHAT WORSE	MUCH WORSE

a. Question #1: Observance of Military Courtesy. When these leaders were asked to indicate their perceived state of military courtesy the results were as shown in the table below:

	1 Excellent	2 Good	3 Fair	4 Poor	5 Very Poor	Average Rating
E4-E5	26%	47%	16%	11%	0	2.11
E6	9	30	41	18	2	2.74
E7-E9	2	48	33	15	2	2.67
Officers	5	42	30	23	0	2.72

Similar, but not identical, early studies into this subject (as well as the other ten items) revealed considerably less favorable opinions than in this investigation which was restricted solely to persons occupying leadership or command positions, as indicated earlier. For example, average ratings were previously found to fall either very near "Fair," between "Good" and "Fair," or in the case of senior NCOs, about half-way between "Fair" and "Poor." As can be seen, among the 197th Brigade's leaders, all average rankings fall between "Good" to "Fair," with the E4-E5 leaders' rating very near "Good."

b. Question #2: Observance of Unit Directives or Regulations. Results were as shown below:

	1 Excellent	2 Good	3 Fair	4 Poor	5 Very Poor	Average Rating
E4-E5	24%	45%	29%	3%	0	2.11
E6	14	34	50	3	0	2.45
E7-E9	7	48	37	9	0	2.48
Officers	7	47	42	5	0	2.44

As is the case in almost each item, the average ratings for each grade group's responses were somewhat more favorable than found in previous investigations. This item is one of four wherein no individual considered its status as "Very Poor," and very few expressed an opinion that it was "Poor."

c. Question #3: The maintenance of good military appearance is generally. Results were as shown below:

	1 Excellent	2 Good	3 Fair	4 Poor	5 Very Poor	Average Rating
E4-E5	18%	50%	26%	3%	3%	2.21
E6	14%	30%	42%	9%	5%	2.61
E7-E9	4%	44%	39%	7%	7%	2.67
Officers	9%	21%	40%	28%	2%	2.93

Of all the subjects addressed in this investigation, maintenance of a good military appearance received the largest percentage of leaders who view its status as "Very Poor," however, each group's average rating was more favorable than found in previous studies. In the case of senior NCOs, previous average ratings fell very near "Poor," while these results are shown near the mid-point between "Good" and "Fair."

d. Question #4: The willingness of individuals to respond cooperately to orders and instructions from NCOs is generally. Results were as shown below:

	1 Excellent	2 Good	3 Fair	4 Poor	5 Very Poor	Average Rating
E4-E5	16%	32%	37%	11%	5%	2.58
E6	9%	41%	31%	14%	2%	2.48
E7-E9	9%	41%	33%	15%	2%	2.60
Officers	9%	33%	44%	14%	0	2.63

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SUBJECT: "Discipline" Pilot survey Within 197th Infantry Brigade, September 1971

All grade groups of leaders reflect an average rating of responses very near the mid-point between "Good" and "Fair." Previous investigations revealed average opinions of most groups to fall between "Fair" and "Poor."

e. Question #5: The willingness of individuals to respond cooperately to orders and instructions from officers is generally. Results were as shown below:

	1 Excellent	2 Good	3 Fair	4 Poor	5 Very Poor	Average Rating
E4-E5	24%	34%	39%	3%	0	2.21
E6	16%	47%	31%	6%	0	2.28
E7-E9	9%	44%	41%	7%	0	2.46
Officers	19%	44%	28%	9%	0	2.28

Soldiers' cooperative response to officers, like observance of unit directives or regulations, was another of the four items wherein there were no leaders who considered its status to be "Very Poor." This is especially interesting in that for all grades in earlier investigations there was an average of about 5 percent who felt that cooperative response to officers was "Very Poor." A comparison of this item's responses to those of Question #4, above, indicates an across-the-board more favorable view of interactions between officers and soldiers versus NCOs and soldiers.

f. Question #6: The respect shown to NCOs is generally. Results were as shown below:

	1 Excellent	2 Good	3 Fair	4 Poor	5 Very Poor	Average Rating
E4-E5	11%	47%	26%	11%	5%	2.53
E6	16%	31%	31%	19%	3%	2.62
E7-E9	11%	33%	39%	15%	2%	2.65
Officers	5%	35%	42%	16%	2%	2.77

As in the case of the preceding two items, and in comparison to Question #8, below, the respect shown to NCOs is viewed less favorably than is the respect shown to officers. Average ratings for all grade groups fall nearest "Fair," but between "Good" and "Fair." In the previous investigations, these average ratings were between "Fair" and "Poor."

g. Question #7: The leadership ability of NCOs is generally. Results were as shown below:

	1 Excellent	2 Good	3 Fair	4 Poor	5 Very Poor	Average Rating
E4-E5	21%	61%	13%	5%	0	2.03
E6	17%	65%	17%	0	0	1.99
E7-E9	13%	65%	22%	2%	0	2.17
Officers	9%	47%	40%	5%	0	2.40

As in all subjects, this item similarly reflects more favorable average responses than earlier experience had shown. Caution in interpretation in that only leaders constituted the sample population for this study, however, this is the third of the four items wherein no respondee viewed this subject's status as "Very Poor."

h. Question #8: The respect shown to officers is generally. Results were as shown below:

	1 Excellent	2 Good	3 Fair	4 Poor	5 Very Poor	Average Rating
E4-E5	18%	53%	24%	5%	0	2.16
E6	13%	48%	28%	3%	3%	2.21
E7-E9	11%	46%	35%	7%	2%	2.43
Officers	14%	47%	35%	5%	0	2.30

As was previously indicated in paragraph 3e, above, there is an overall more favorable opinion regarding the interactions of soldiers and officers versus soldiers and NCOs. This again is the case in comparison of this item to the results of Question #6, above. Average ratings for this subject were likewise more favorable than was detected in our earlier investigations.

i. Question #9: The leadership ability of officers is generally. Results were as shown below:

	1 Excellent	2 Good	3 Fair	4 Poor	5 Very Poor	Average Rating
E4-E5	29%	50%	16%	3%	3%	2.00
E6	28%	39%	28%	2%	3%	2.12
E7-E9	15%	44%	37%	4%	0	2.30
Officers	19%	44%	33%	5%	0	2.23

In considering our earlier finds on this subject, with the exception of the lowest leaders group, and in contrast to the remainder of items addressed herein, average ratings of opinions as to the status of the leadership ability of officers are almost identical. This fact exists despite the composition of the survey sample.

j. Question #10: The performance of assigned mission is generally. Results were as shown below:

	1 Excellent	2 Good	3 Fair	4 Poor	5 Very Poor	Average Rating
E4-E5	37%	37%	24%	3%	0	1.92
E6	36%	48%	16%	0	0	1.79
E7-E9	33%	44%	24%	0	0	1.91
Officers	28%	49%	21%	2%	0	1.98

AJIVA 14 October 1971

SUBJECT: "Discipline" Pilot Survey Within 197th Infantry Brigade, September 1971

This is the fourth item of the eleven addressed wherein no individual felt its status to be "Very Poor." Average ratings for all grade groups of leaders fall near "Good" but between "Excellent" and "Good." This specific subject reflects the most favorable average ratings of all eleven items contained in this investigation for each of the four grade groups of leaders.

k. Question #11: The ability of individuals to regulate their own conduct when superiors are not present is generally. Results were as shown below:

	1 Excellent	2 Good	3 Fair	4 Poor	5 Very Poor	Average Rating
E4-E5	21%	47%	13%	16%	3%	2.32
E6	17%	27%	34%	17%	3%	2.57
E7-E9	4%	35%	48%	11%	2%	2.71
Officers	2%	35%	44%	16%	2%	2.81

All Groups' average ratings for this item fall between "Good" and "Fair," with the officer group being least favorable in their views of individual's ability to regulate their own conduct.

ROBERT G. NIVENS
Captain, Infantry
Control Evaluation

FOR LEADERS ONLY

OPINION QUESTIONNAIRE X

FOR EACH OF THE ITEM LISTED BELOW, PLEASE INDICATE YOUR OPINION OF THE CURRENT LEVEL WITHIN YOUR SPECIFIC UNIT. INDICATE YOUR OPINION BY CIRCLING THE NUMBER THAT CORRESPONDS TO THE APPROPRIATE RATING ON THE SCALE. IN THE SPACE PROVIDED, PLEASE ENTER YOUR GRADE AND EXACTLY THE LEADERSHIP POSITION THAT YOU ARE NOW FILLING (i.e., PLATOON SERGEANT, SQUAD LEADER, COMPANY COMMANDER, etc.). WHEN YOU HAVE FINISHED, PLEASE RETURN TO YOUR MAJOR COMMAND'S QUALITY CONTROL OFFICER AS SOON AS POSSIBLE.

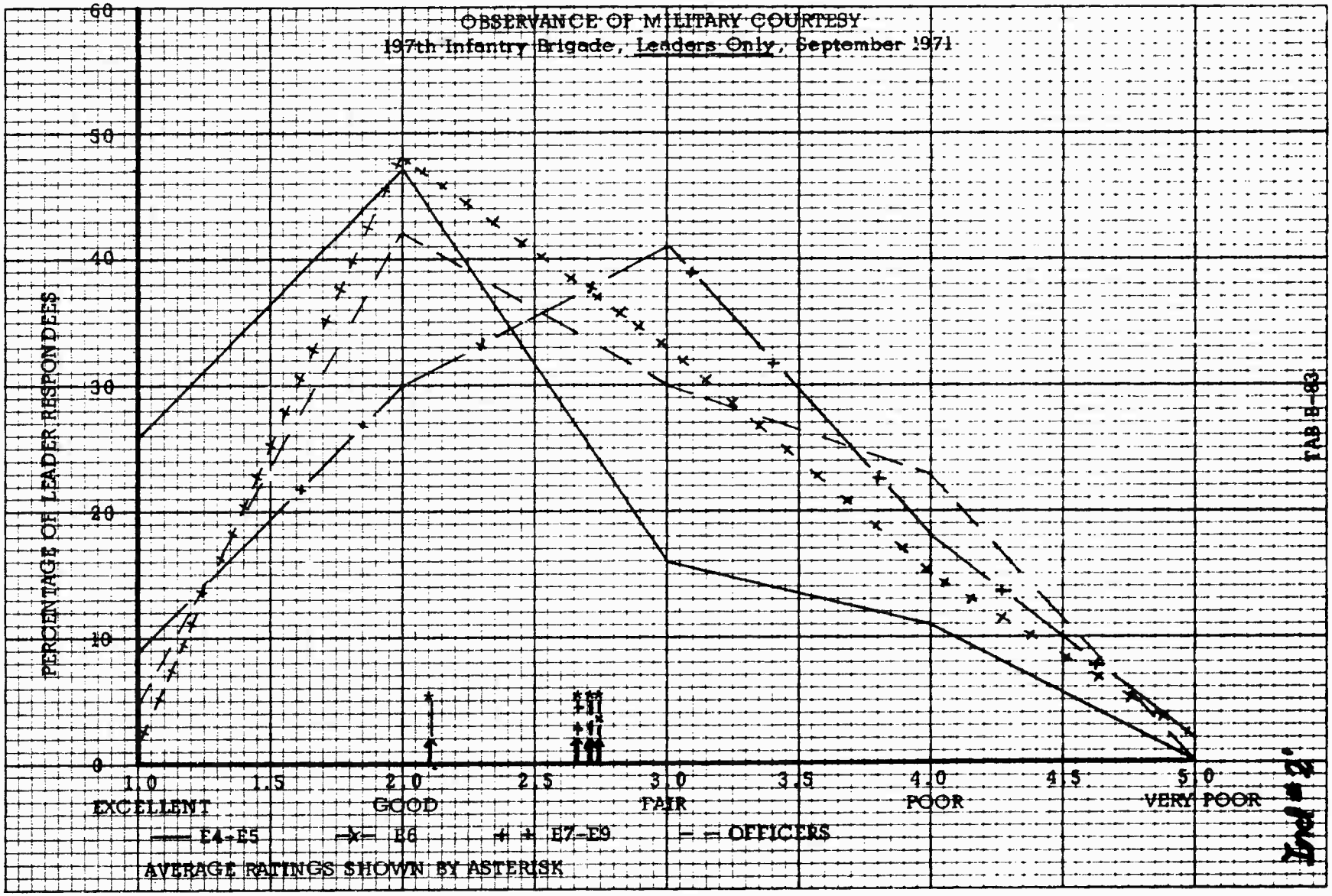
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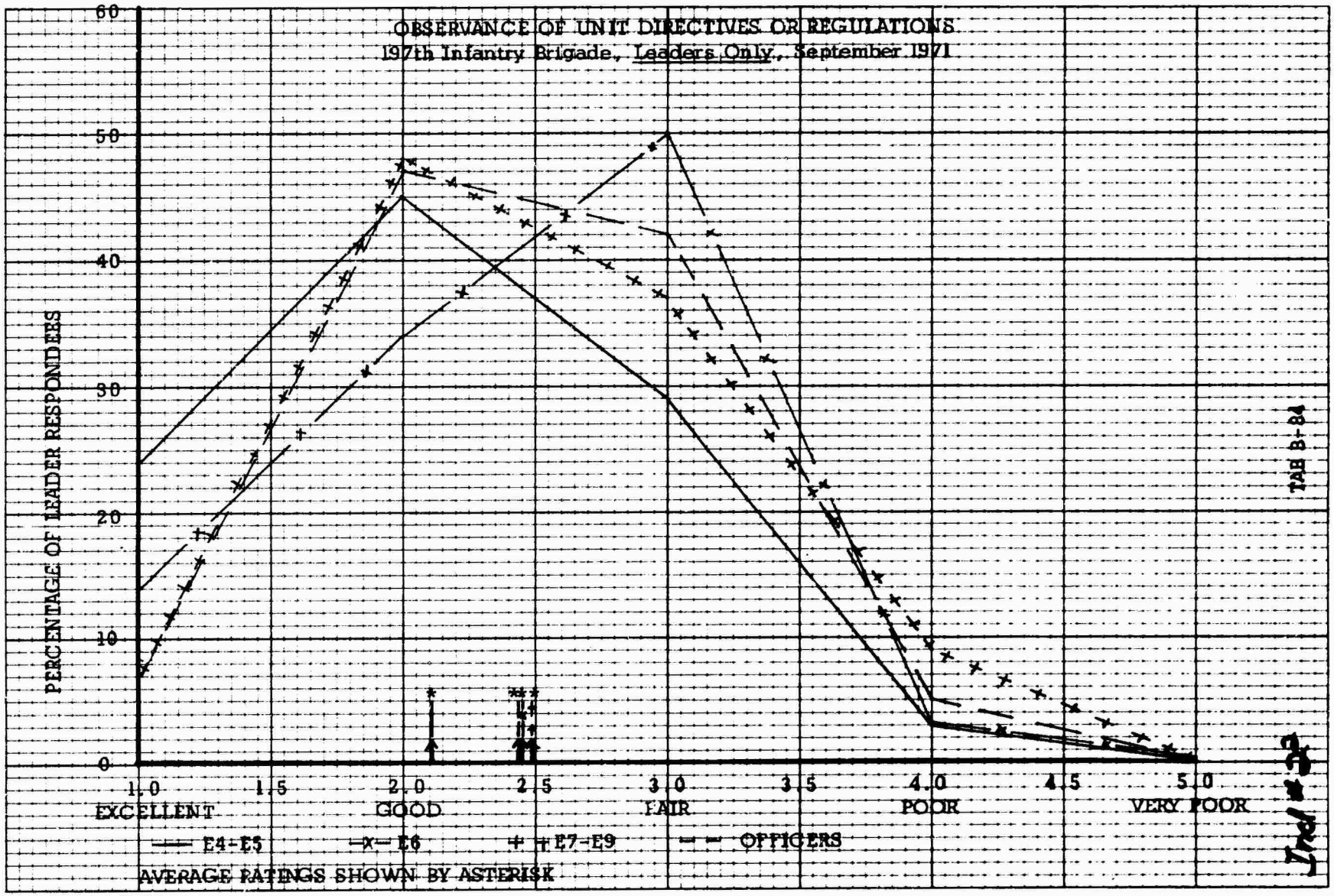
	Excellent	Good	Fair	Poor	Very Poor
SCALE:	1	2	3	4	5

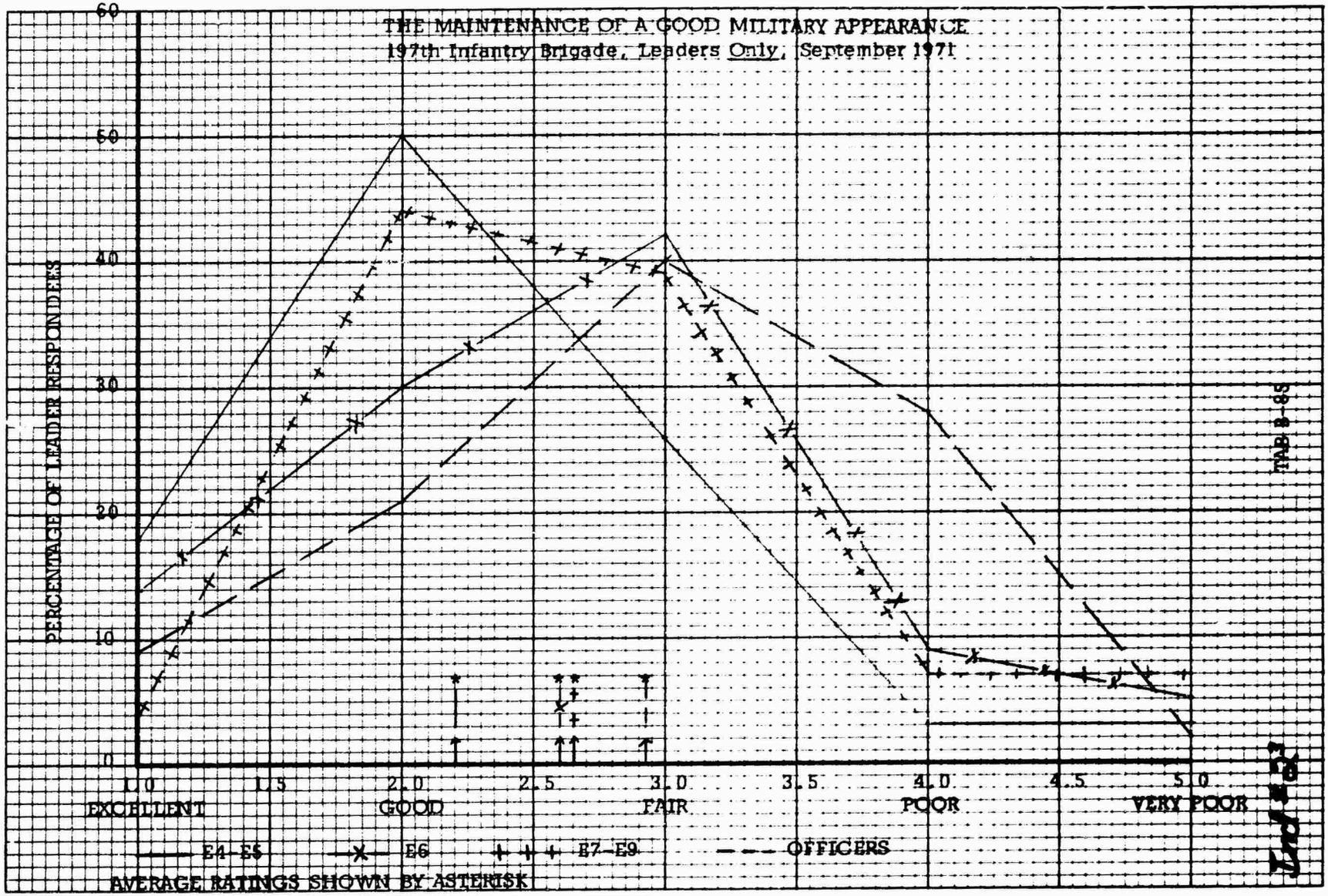
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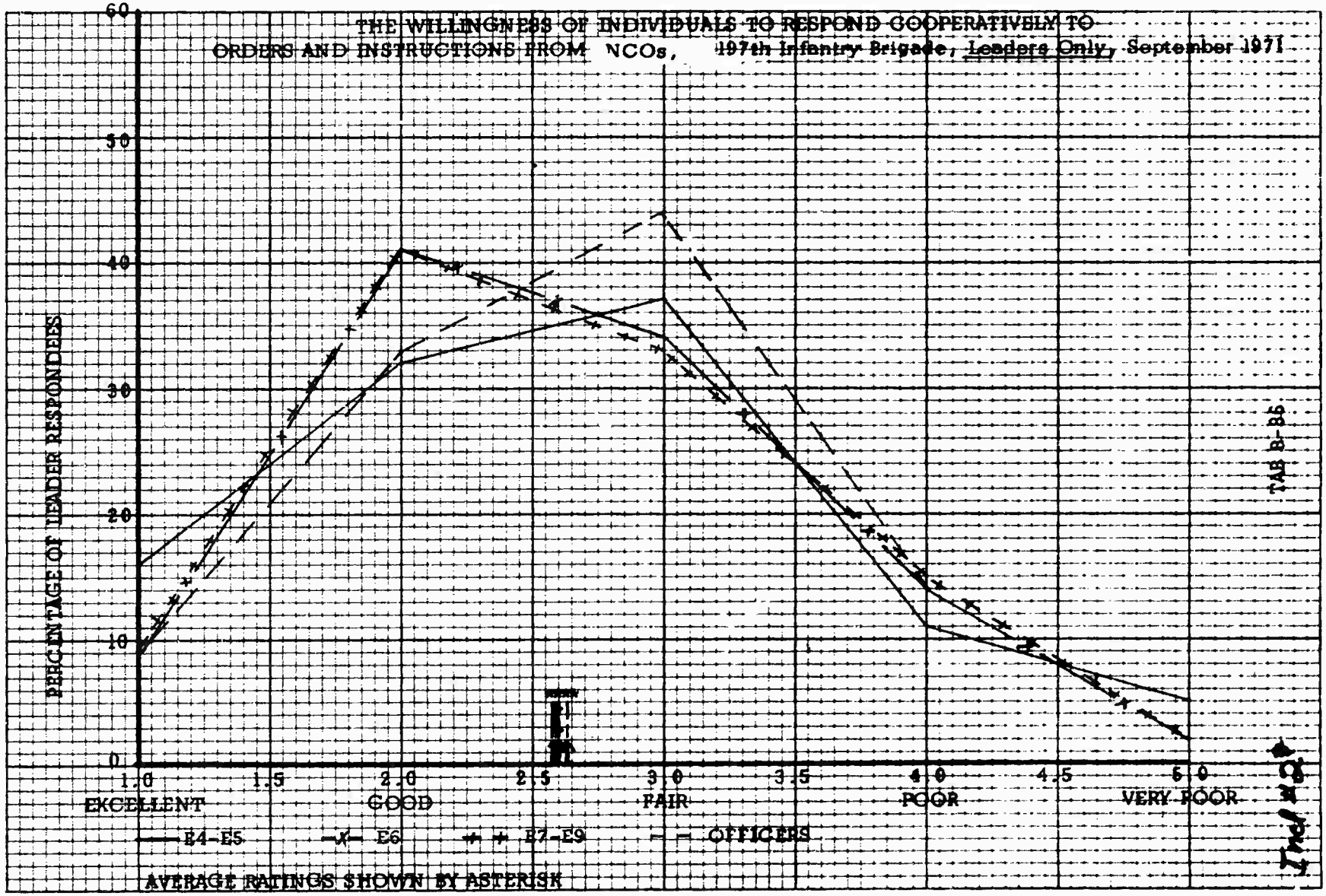
1. Observance of military courtesy is generally...	1 2 3 4 5
2. Observance of unit directives or regulations is generally...	1 2 3 4 5
3. The maintenance of good military appearance is generally...	1 2 3 4 5
4. The willingness of individuals to respond cooperatively to orders and instructions from NCOs is generally...	1 2 3 4 5
5. The willingness of individuals to respond cooperatively to orders and instructions from officers is generally ...	1 2 3 4 5
6. The respect shown to NCOs is generally...	1 2 3 4 5
7. The leadership ability of NCOs is generally...	1 2 3 4 5
8. The respect shown to officers is generally...	1 2 3 4 5
9. The leadership ability of officers is generally...	1 2 3 4 5
10. The performance of assigned missions is generally...	1 2 3 4 5
11. The ability of individuals to regulate their own conduct when superiors are not present is generally...	1 2 3 4 5

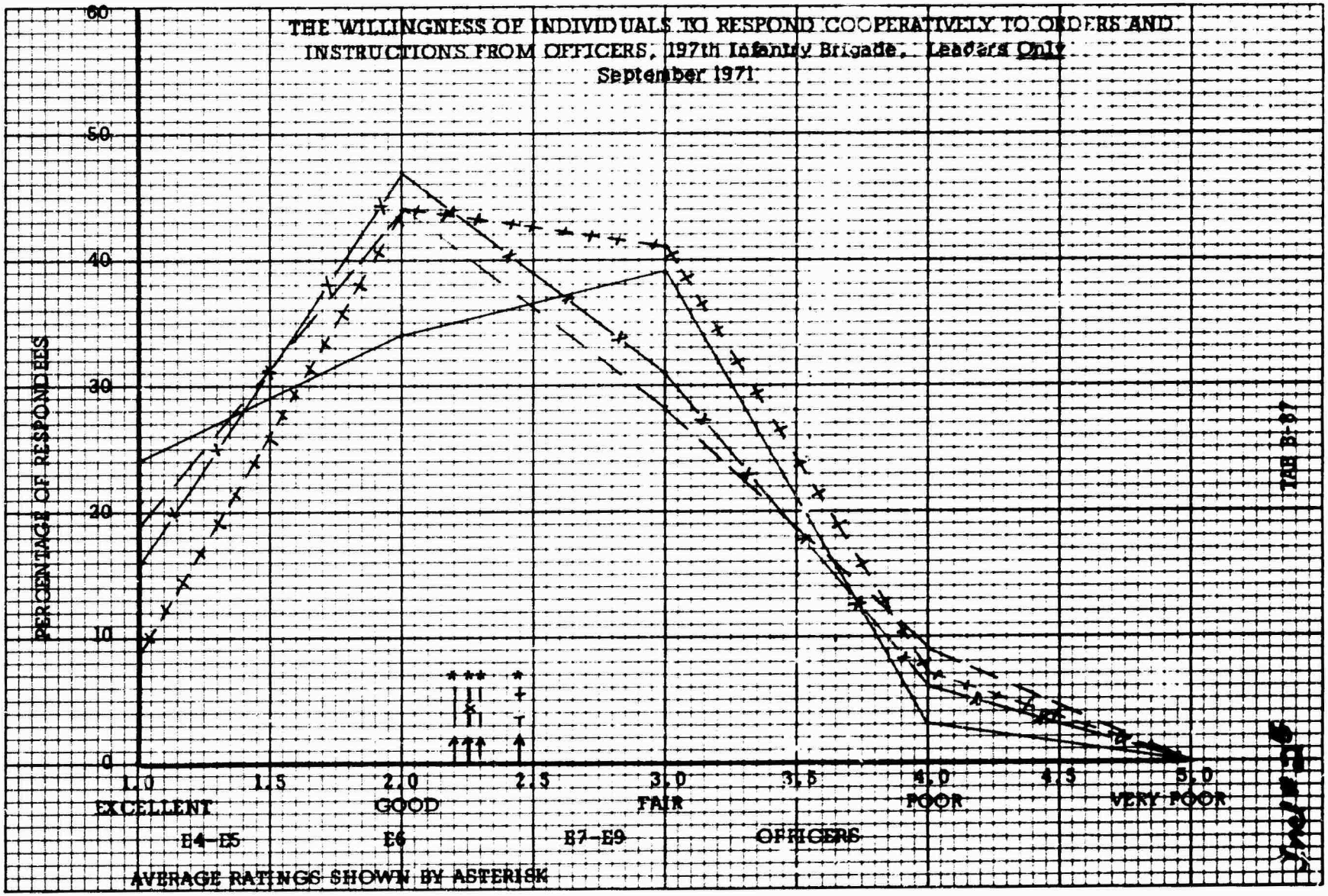
YOUR RANK:_____ EXACT LEADERSHIP POSITION:_____

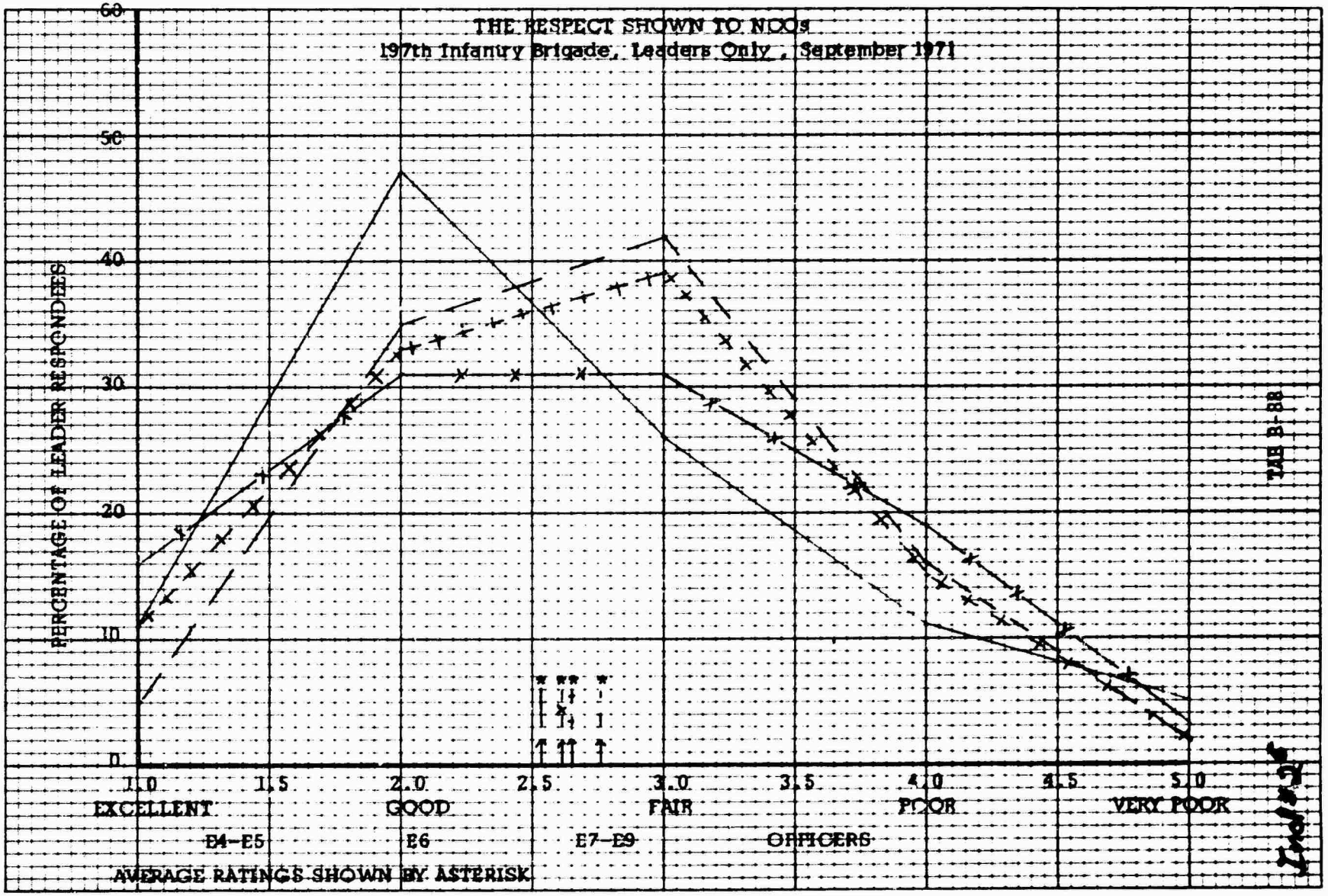

OBSERVANCE OF MILITARY COURTESY
197th Infantry Brigade, Leaders Only, September 1971
PERCENTAGE OF LEADER RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
EXCELLENT
GOOD
FAIR
POOR
VERY POOR
E4-E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
TAB B-83

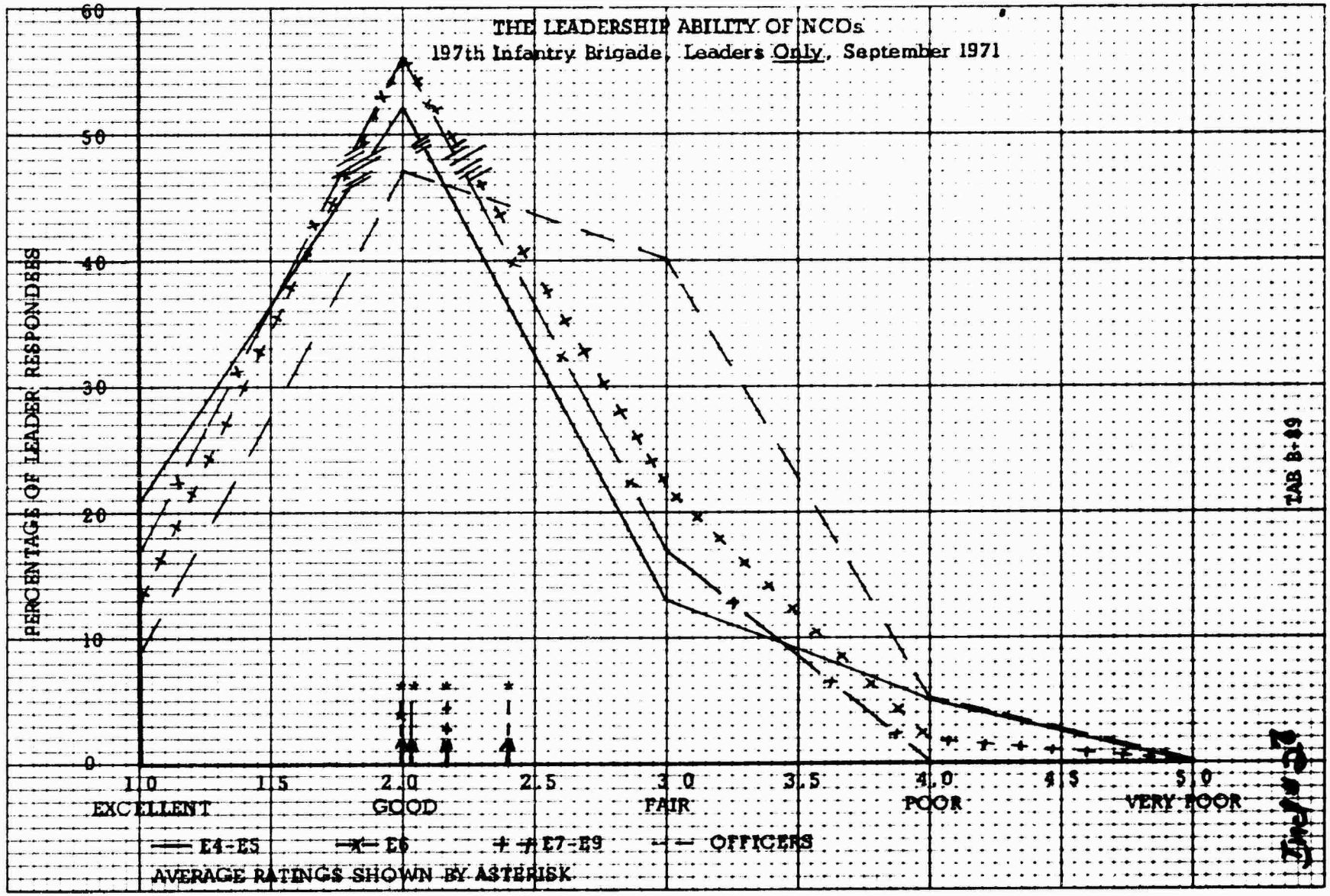

OBSERVANCE OF UNIT DIRECTIVES OR REGULATIONS
197th Infantry Brigade, Leaders Only, September 1971
PERCENTAGE OF LEADER RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
EXCELLENT
GOOD
FAIR
POOR
VERY POOR
E4-E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
TAB B-84

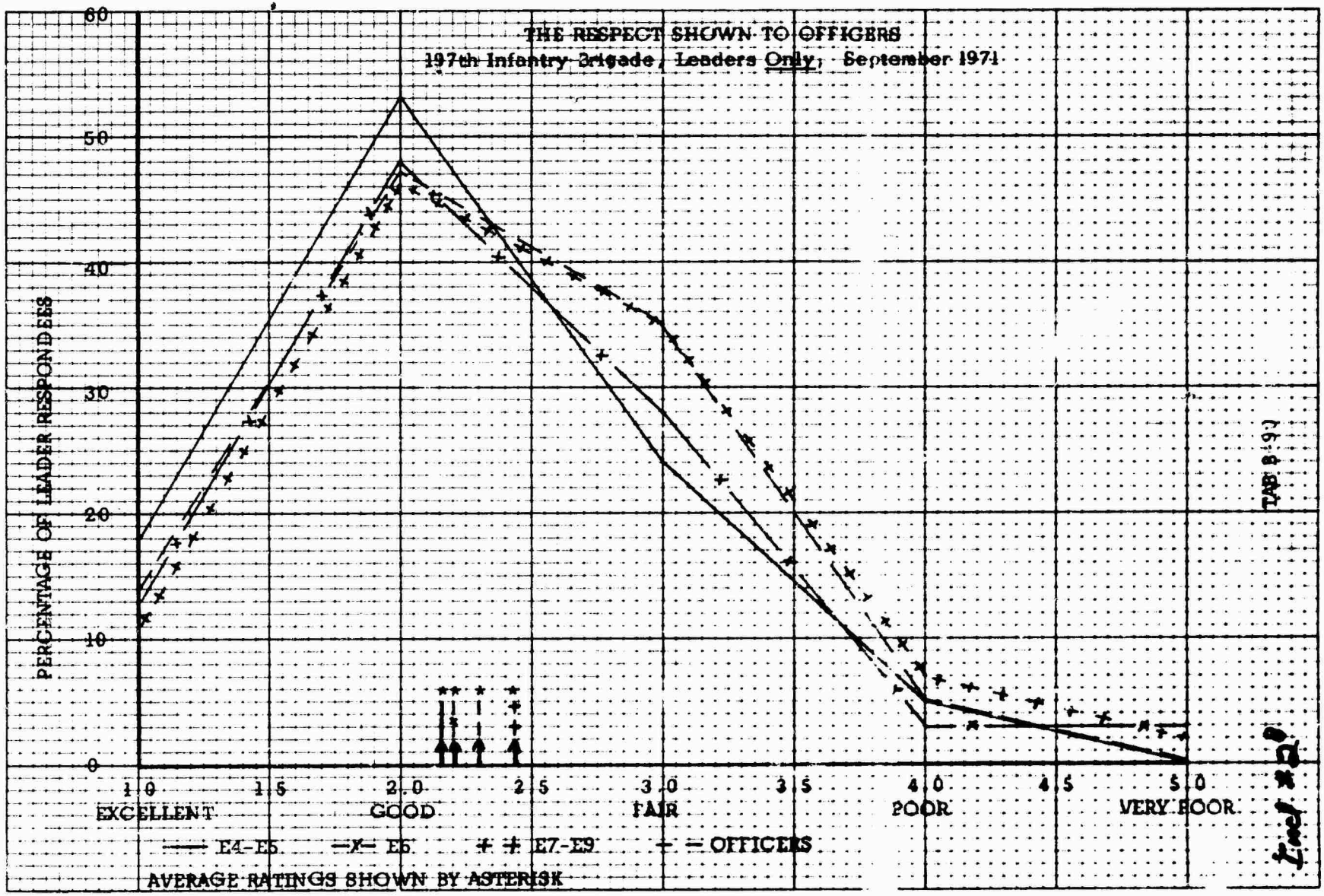

THE MAINTENANCE OF A GOOD MILITARY APPEARANCE
197th Infantry Brigade, Leaders Only, September 1971
PERCENTAGE OF LEADER RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
EXCELLENT
GOOD
FAIR
POOR
VERY POOR
E1-E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
TAB B-85

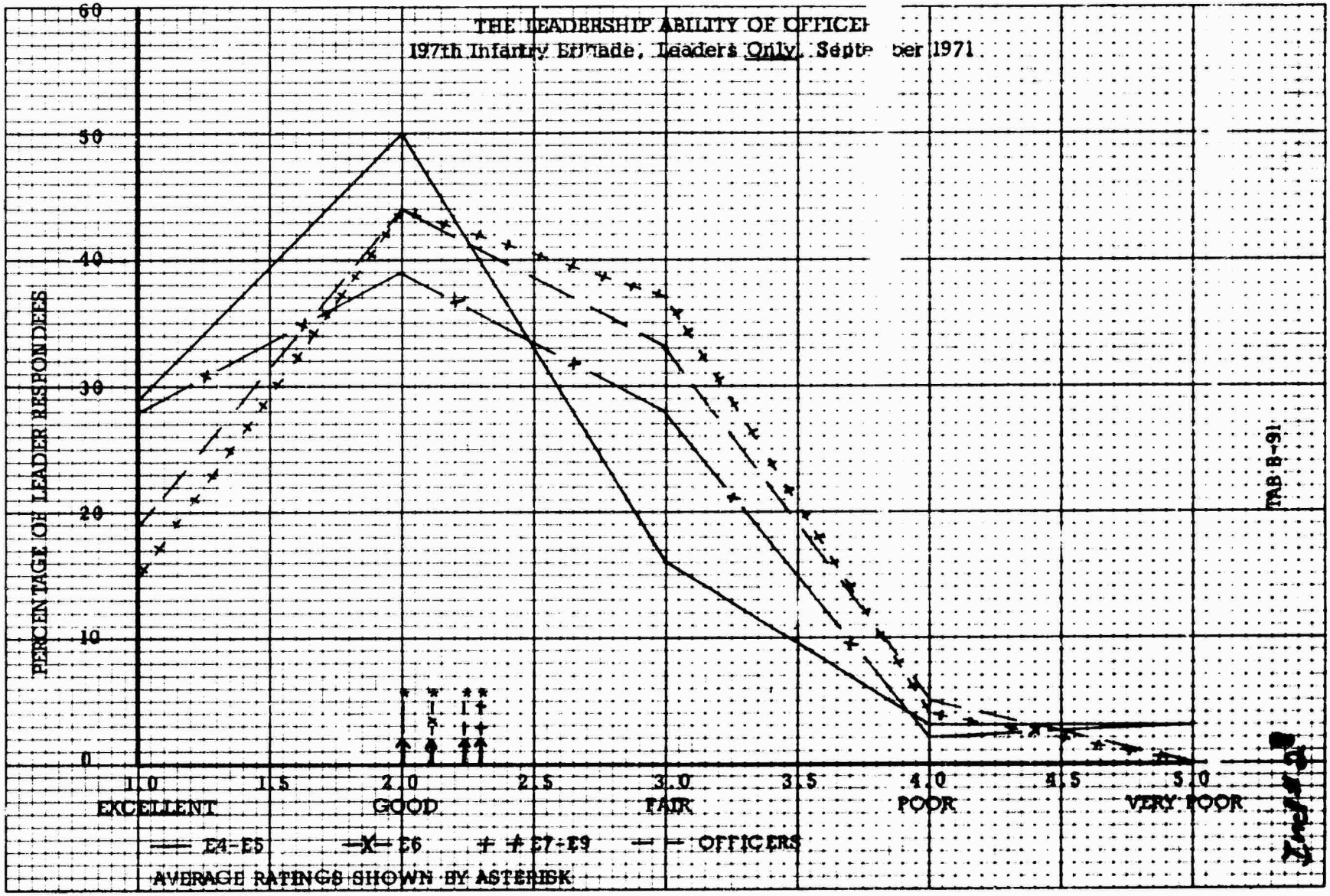

THE WILLINGNESS OF INDIVIDUALS TO RESPOND COOPERATIVELY TO ORDERS AND INSTRUCTIONS FROM NCOs, 197th Infantry Brigade, Leaders Only, September 1971
PERCENTAGE OF LEADER RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
EXCELLENT
GOOD
FAIR
POOR
VERY POOR
E4-E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
TAB B-B6

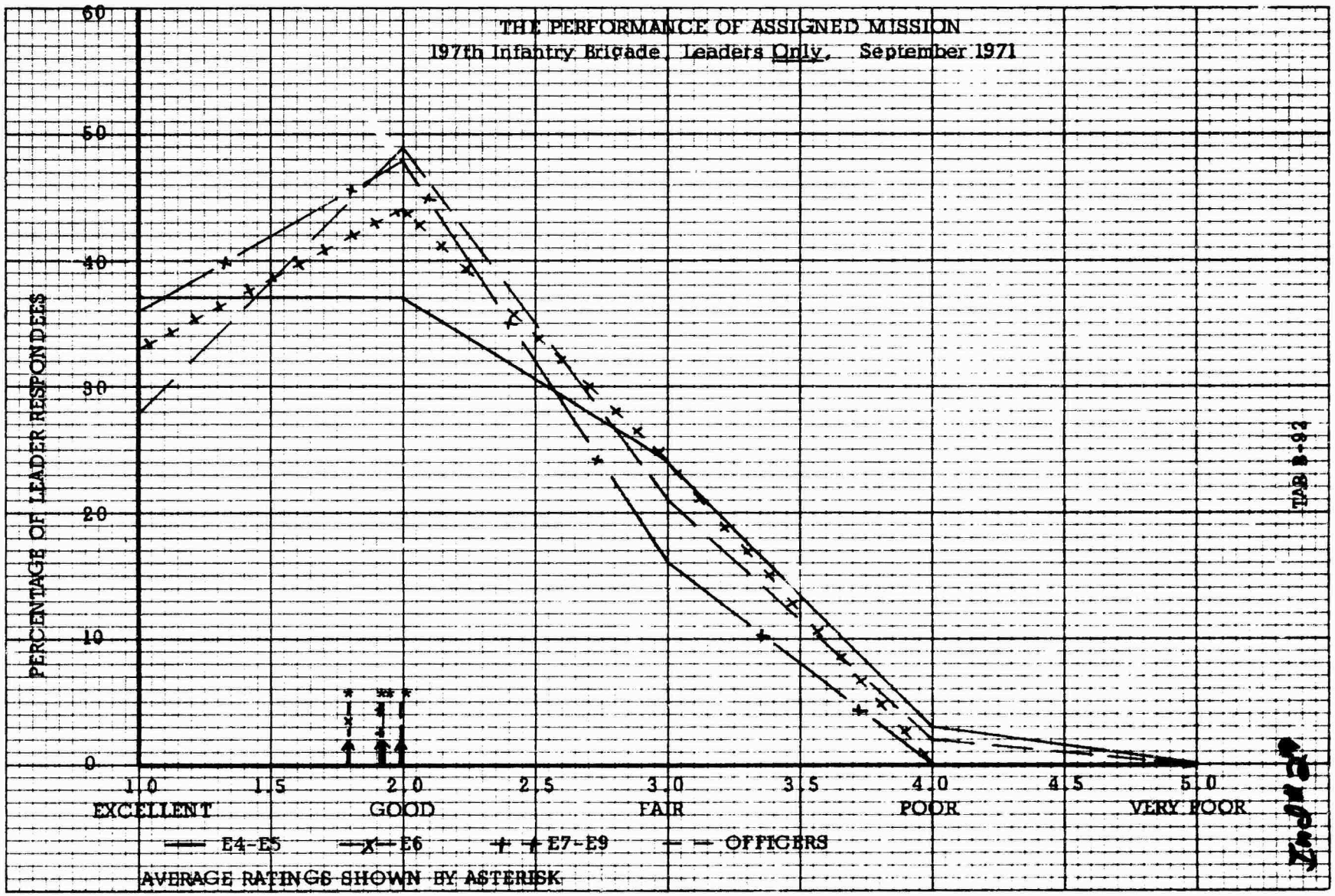

THE WILLINGNESS OF INDIVIDUALS TO RESPOND COOPERATIVELY TO ORDERS AND INSTRUCTIONS FROM OFFICERS, 197th Infantry Brigade. Leaders Only
September 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
EXCELLENT
GOOD
FAIR
POOR
VERY POOR
E4-E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
TAB B-67

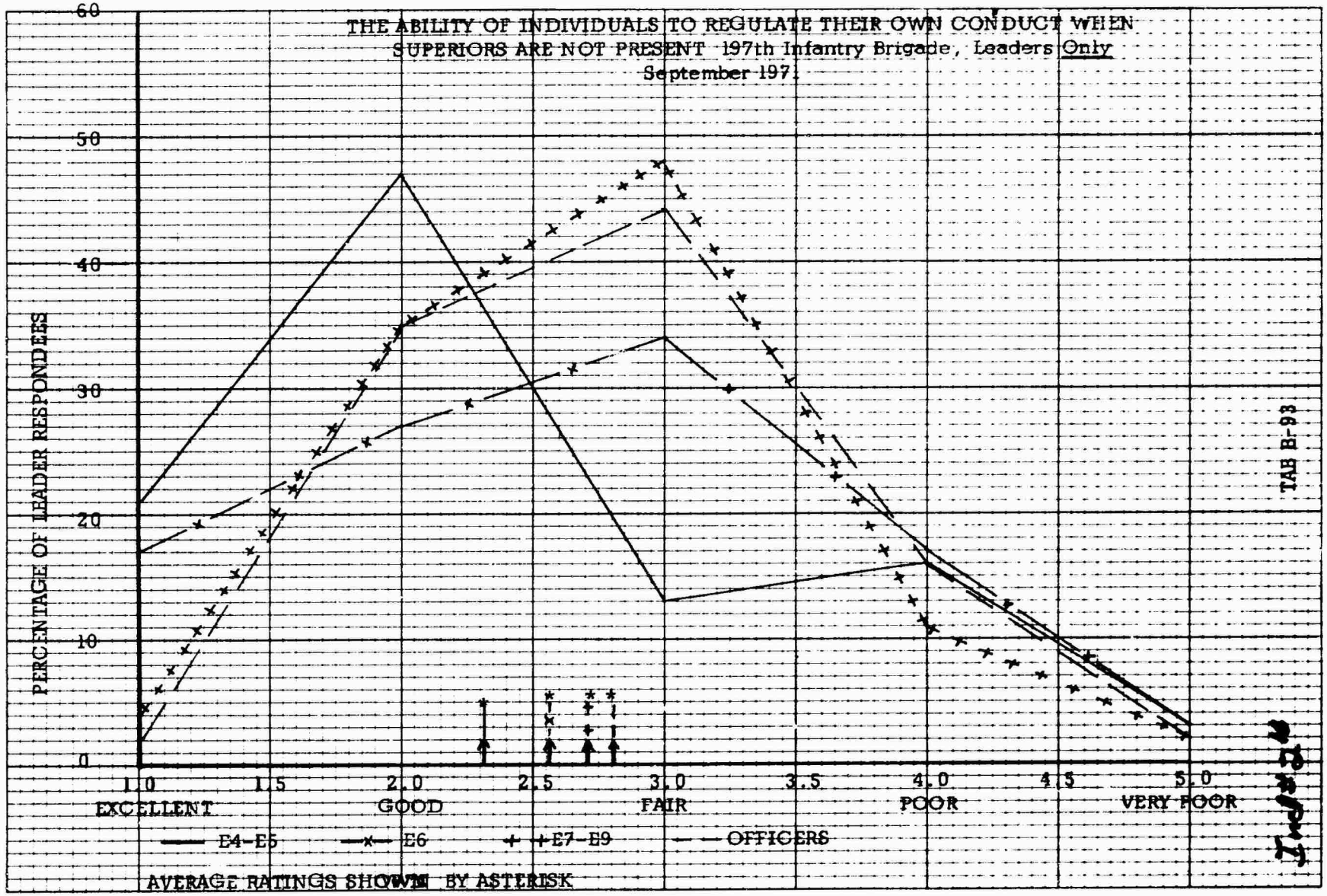

THE RESPECT SHOWN TO NCOs
197th Infantry Brigade, Leaders Only, September 1971
PERCENTAGE OF LEADER RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
EXCELLENT
GOOD
FAIR
POOR
VERY POOR
E4-E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
TAB B-88


THE LEADERSHIP ABILITY OF NCOs
197th Infantry Brigade, Leaders Only, September 1971
PERCENTAGE OF LEADER RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
EXCELLENT
GOOD
FAIR
POOR
VERY POOR
E4-E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
TAB B-49


THE RESPECT SHOWN TO OFFICERS
197th Infantry Brigade, Leaders Only; September 1971
PERCENTAGE OF LEADER RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
EXCELLENT
GOOD
FAIR
POOR
VERY POOR
E4-E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
TAB B-9


THE LEADERSHIP ABILITY OF OFFICE
197th Infantry Brigade, Leaders Only, Septe ber 1971
PERCENTAGE OF LEADER RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
EXCELLENT
GOOD
FAIR
POOR
VERY POOR
E4-E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
TAB B-91

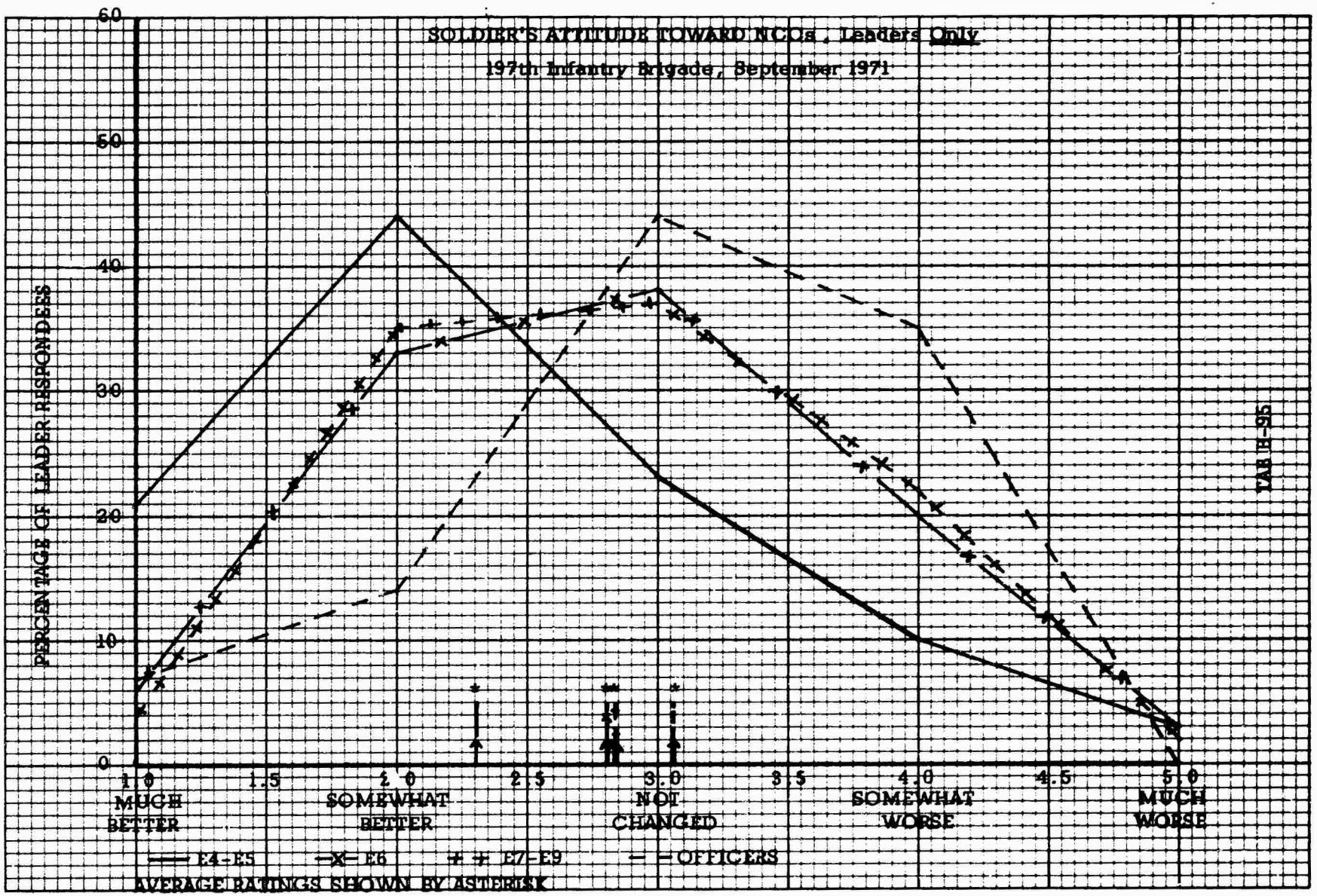

THE PERFORMANCE OF ASSIGNED MISSION
197th Infantry Brigade, Leaders Only, September 1971
PERCENTAGE OF LEADER RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
EXCELLENT
GOOD
FAIR
POOR
VERY POOR
E4-E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
TAB B-82

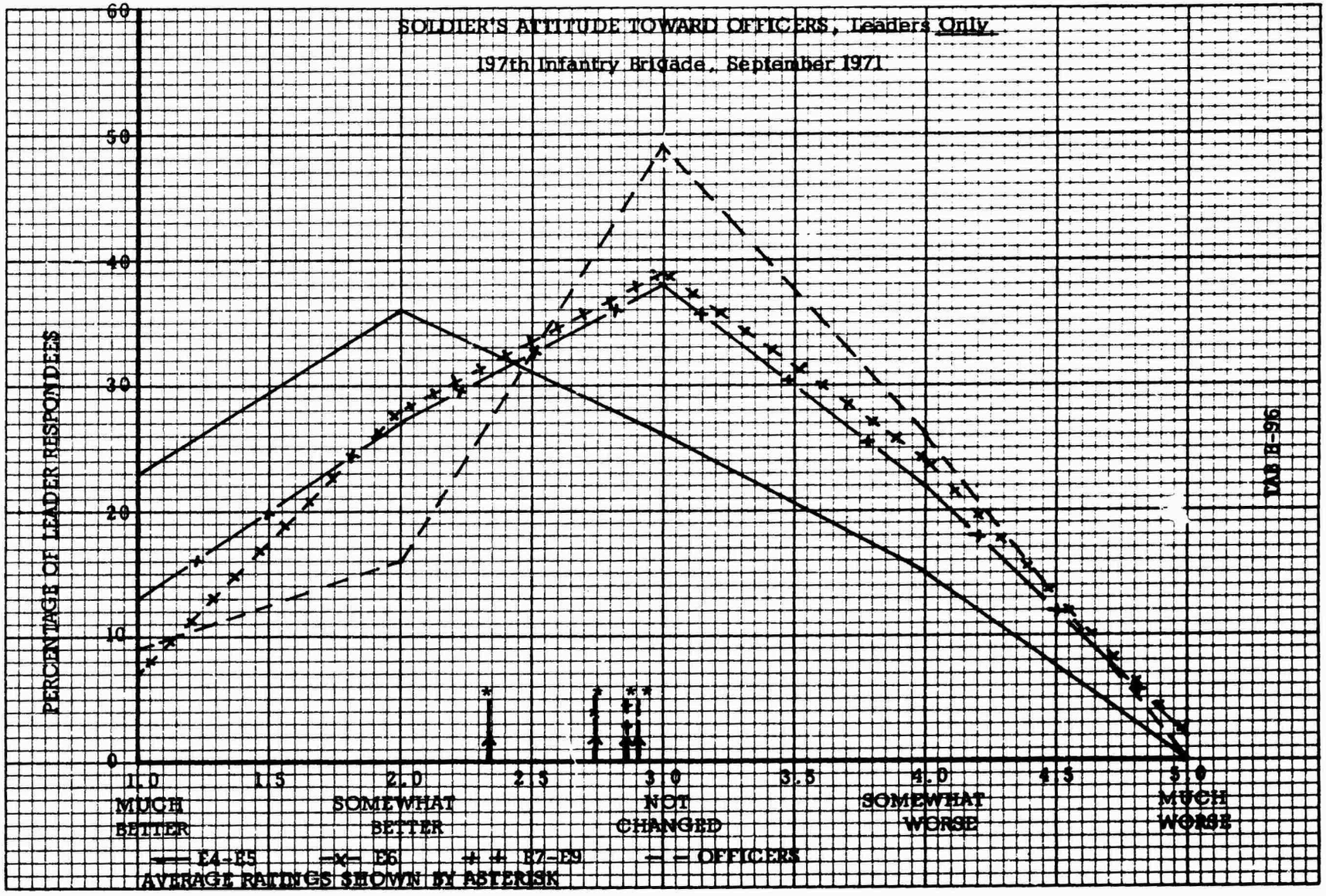

THE ABILITY OF INDIVIDUALS TO REGULATE THEIR OWN CONDUCT WHEN SUPERIORS ARE NOT PRESENT 197th Infantry Brigade, Leaders Only
September 1971
PERCENTAGE OF LEADER RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
EXCELLENT
GOOD
FAIR
POOR
VERY POOR
E4-E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
TAB B-93

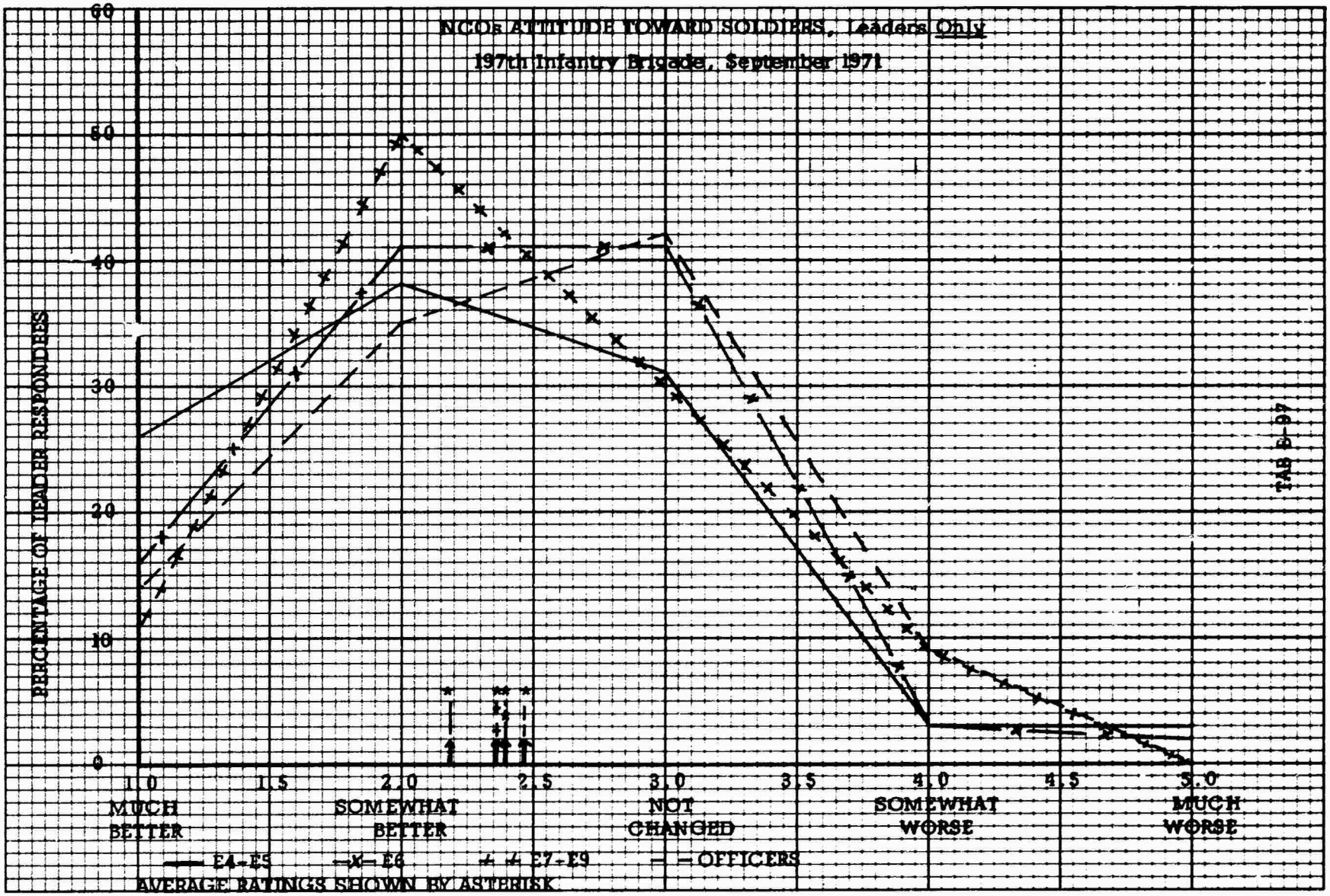
SPECIAL STUDIES

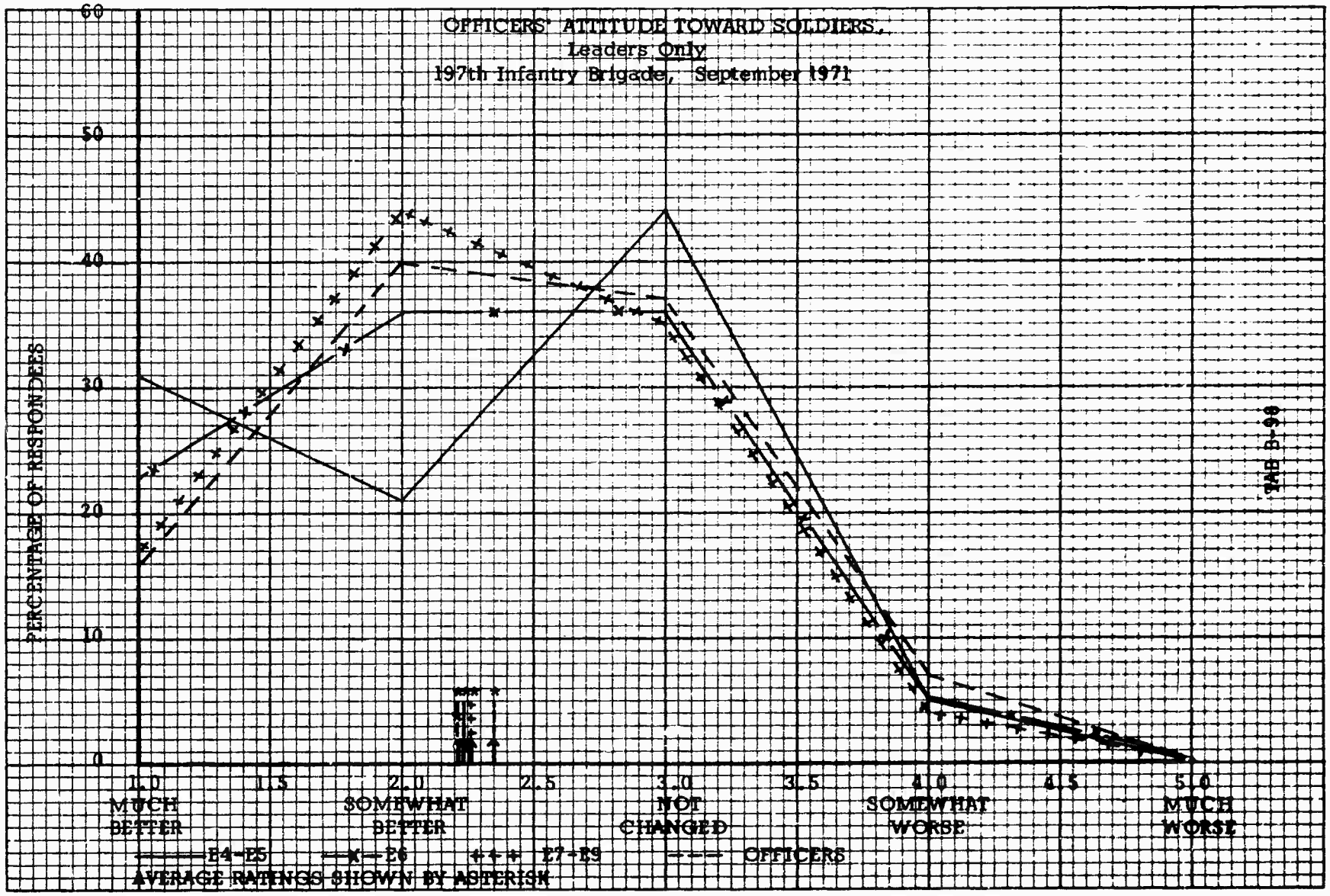
"Discipline" pilot Survey Within the 197th Infantry Brigade

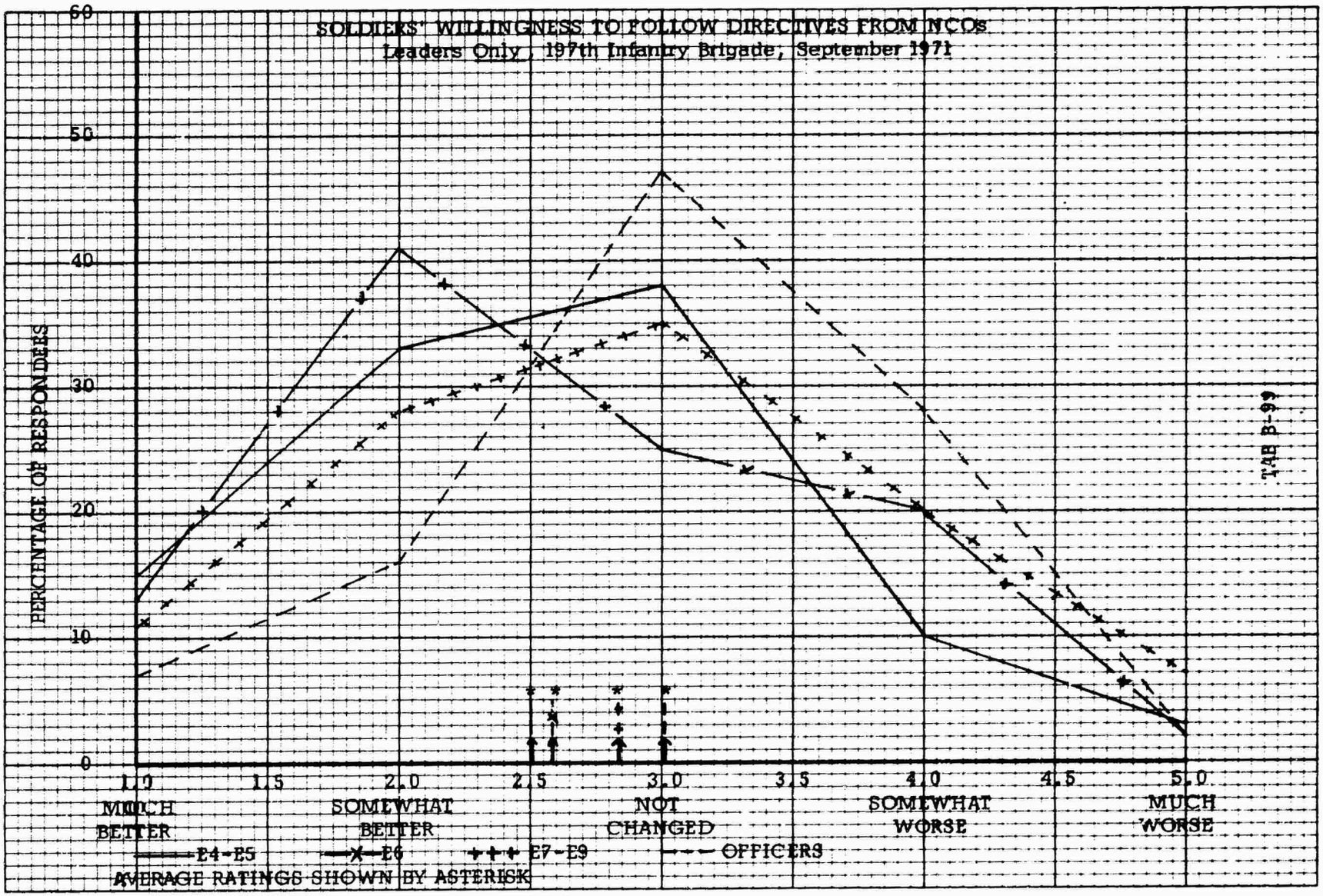
September 1971

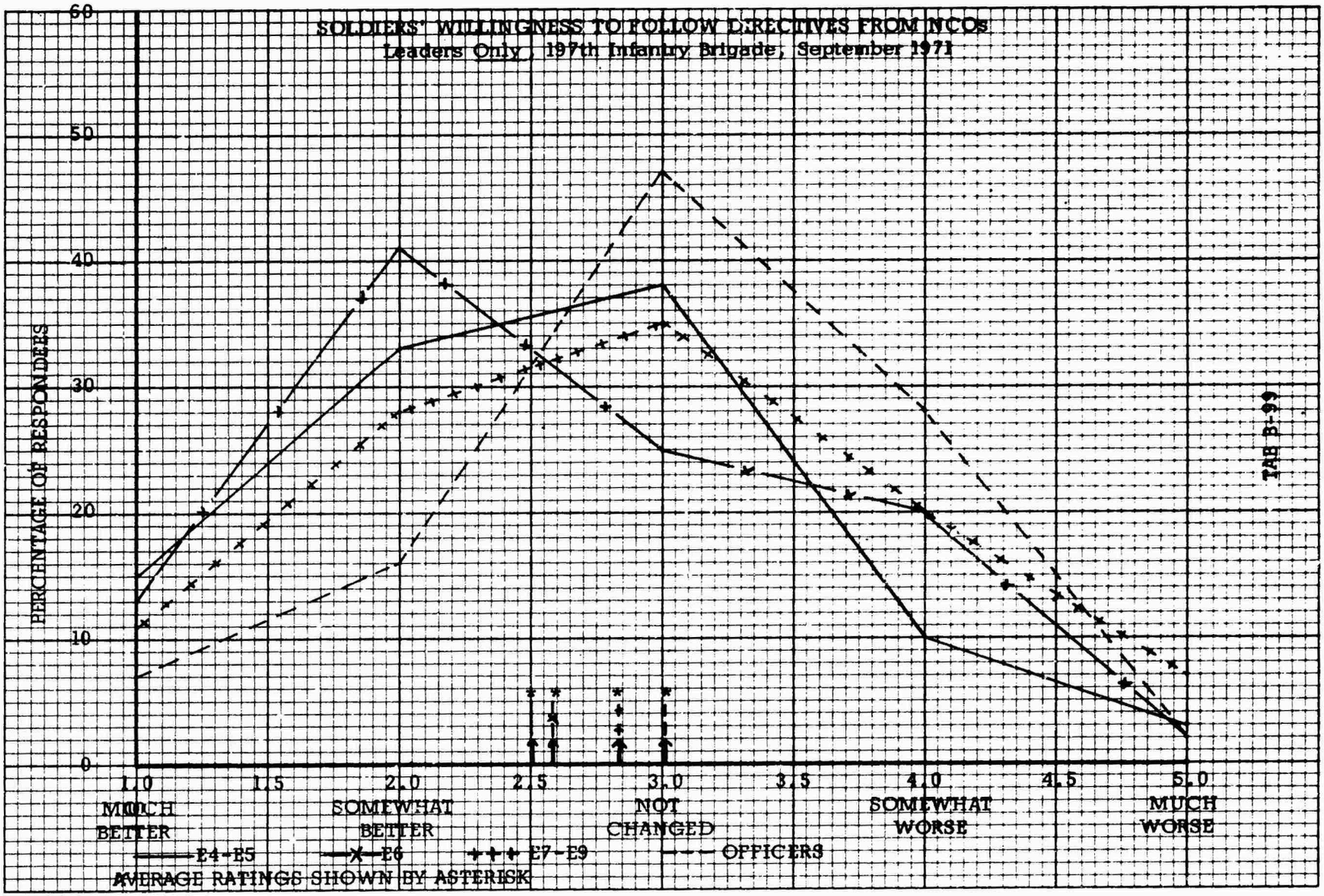

SOLDIER'S ATTITUDE TOWARD NCOs , Leaders Only
197th Infantry Brigade, September 1971
PERCENTAGE OF LEADER RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E4-E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
TAB H-95

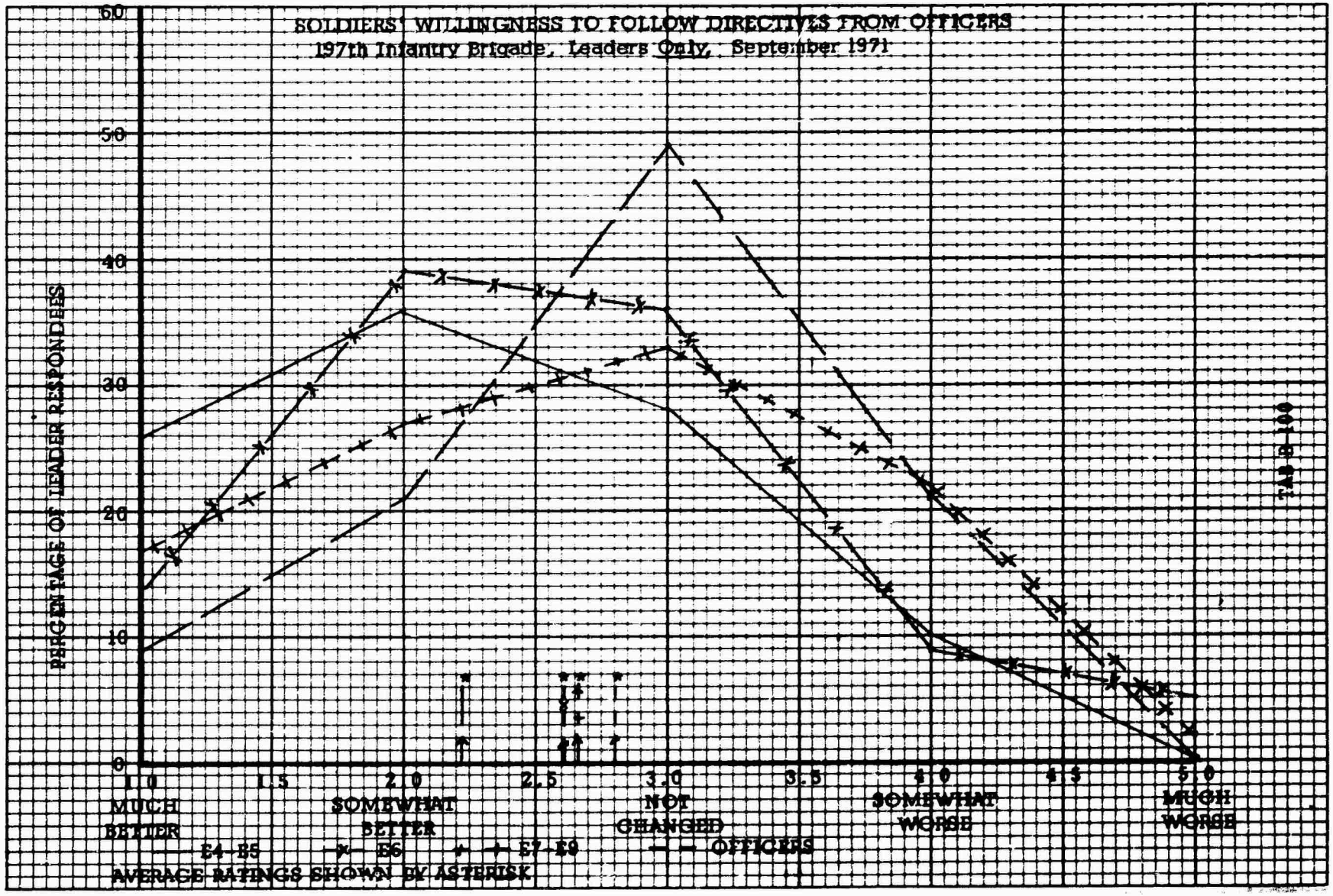

SOLDIER'S ATTITUDE TOWARD OFFICERS, Leaders Only.
197th Infantry Brigade, September 1971
PERCENTAGE OF LEADER RESPONDEES
60
50
40
30
20
10
0
1.0
MUCH BETTER
1.5
2.0
SOMEWHAT BETTER
2.5
3.0
NOT CHANGED
3.5
4.0
SOMEWHAT WORSE
4.5
5.0
MUCH WORSE
E4-E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
IAB B-96

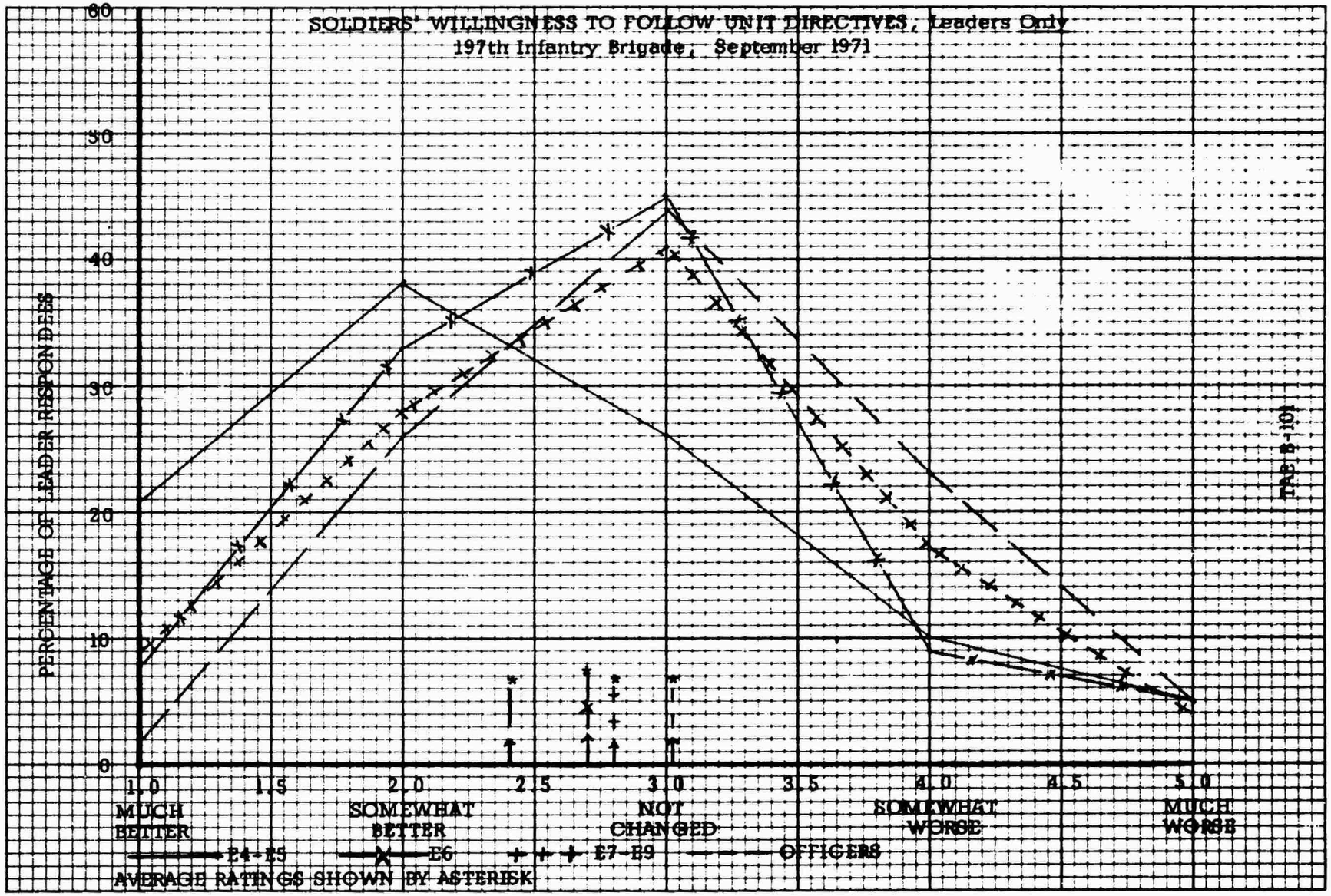

NCOs ATTITUDE TOWARD SOLDIERS, Leaders Only
197th Infantry Brigade, September 1971
PERCENTAGE OF LEADER RESPONDERS
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E4-E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
TAB D-97

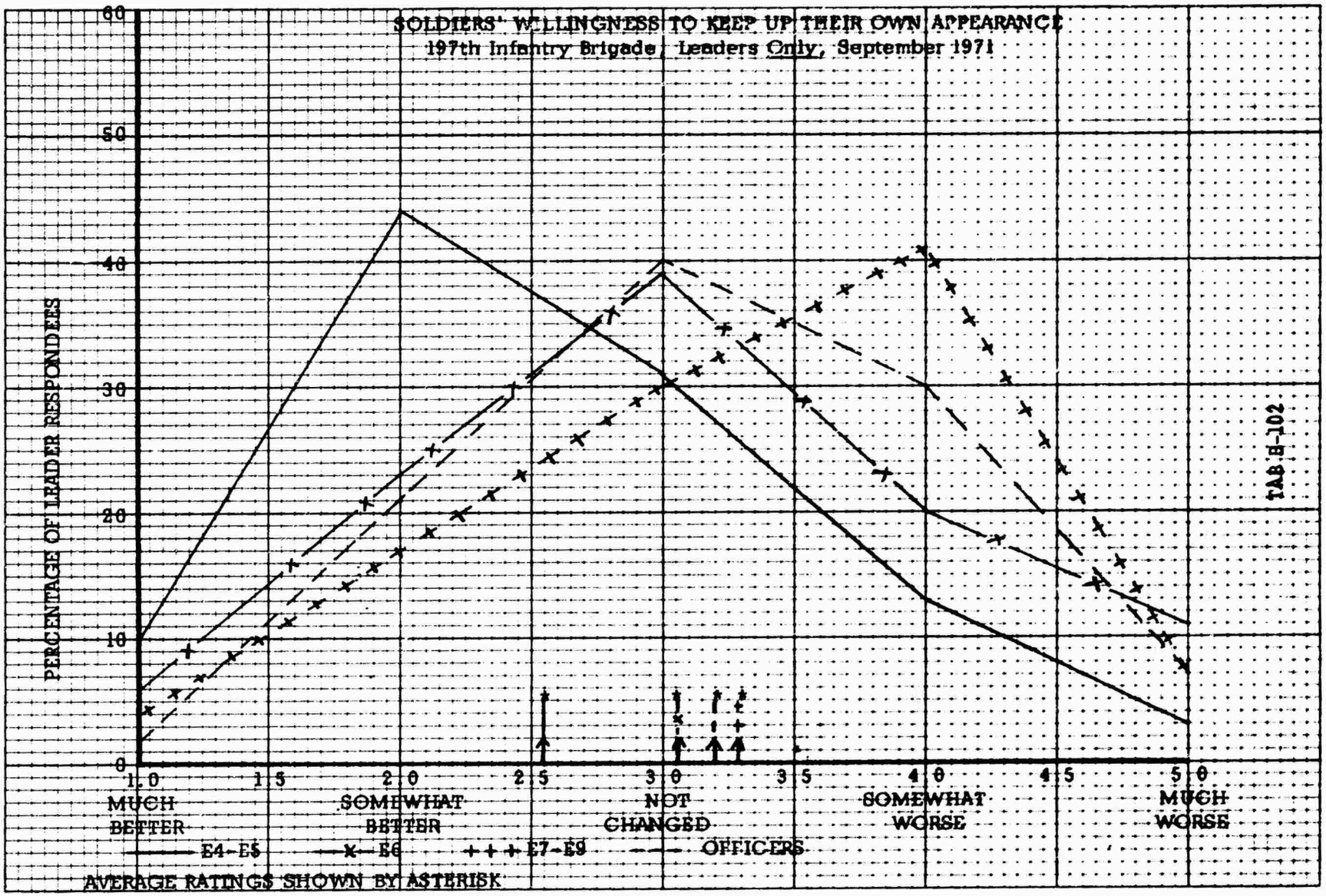

OFFICERS' ATTITUDE TOWARD SOLDIERS.
Leaders Only
197th Infantry Brigade, September 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E4-E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
TAB B-99

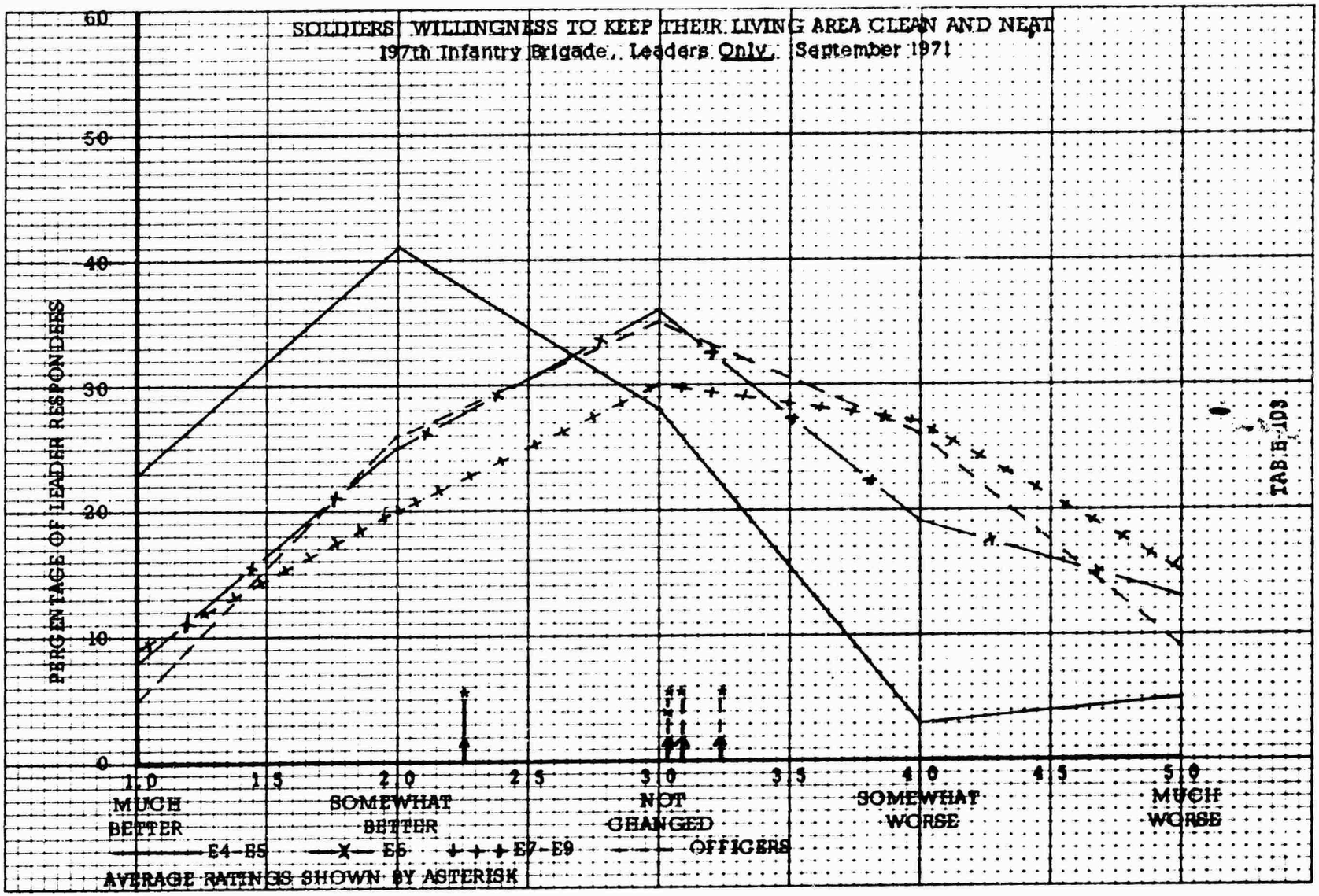

SOLDIERS' WILLINGNESS TO FOLLOW DIRECTIVES FROM NCOs
Leaders Only, 197th Infantry Brigade, September 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E4-E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
THB B-99

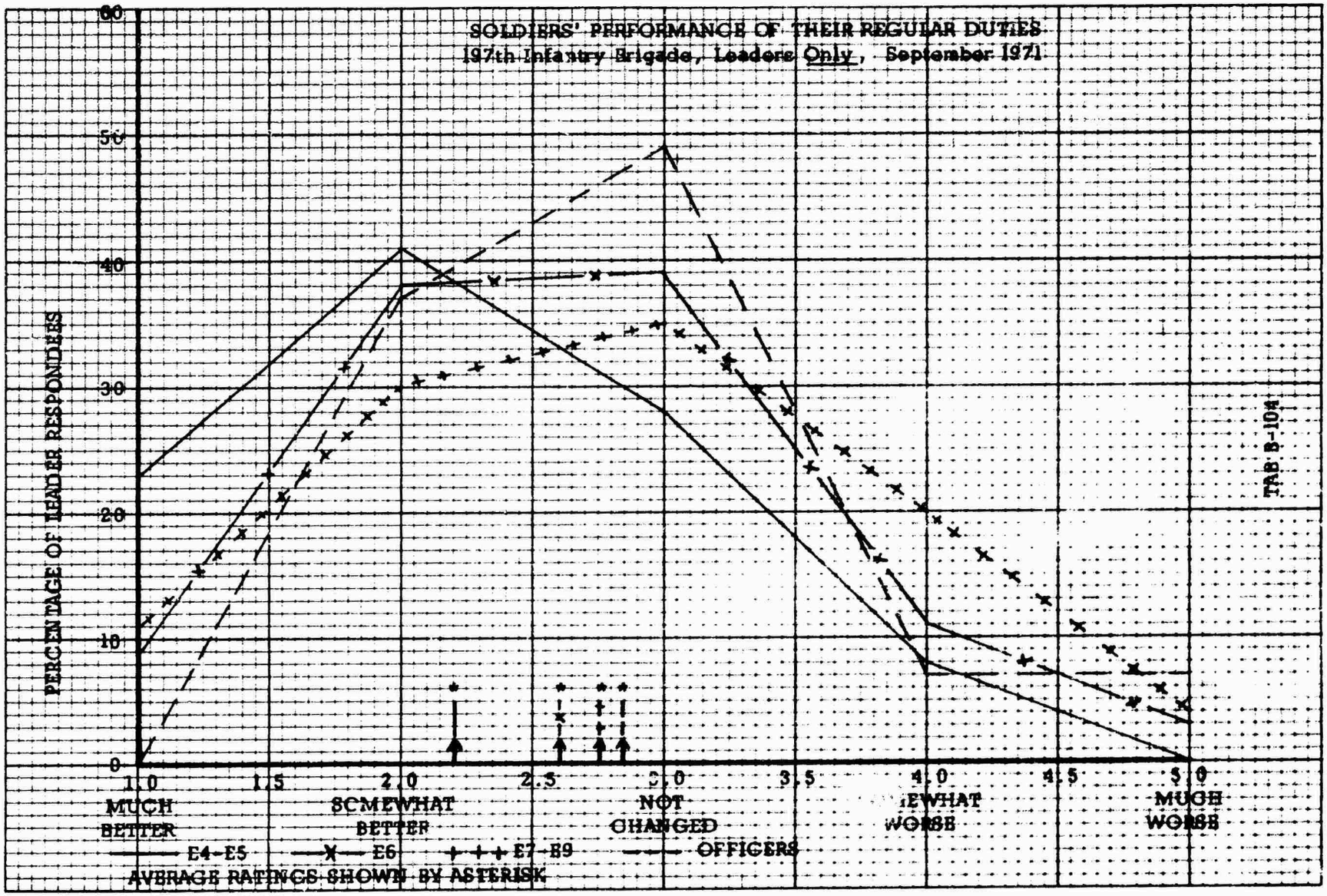

SOLDIERS' WILLINGNESS TO FOLLOW DIRECTIVES FROM NCOs
Leaders Only, 197th Infantry Brigade, September 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E4-E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
TAB B-99

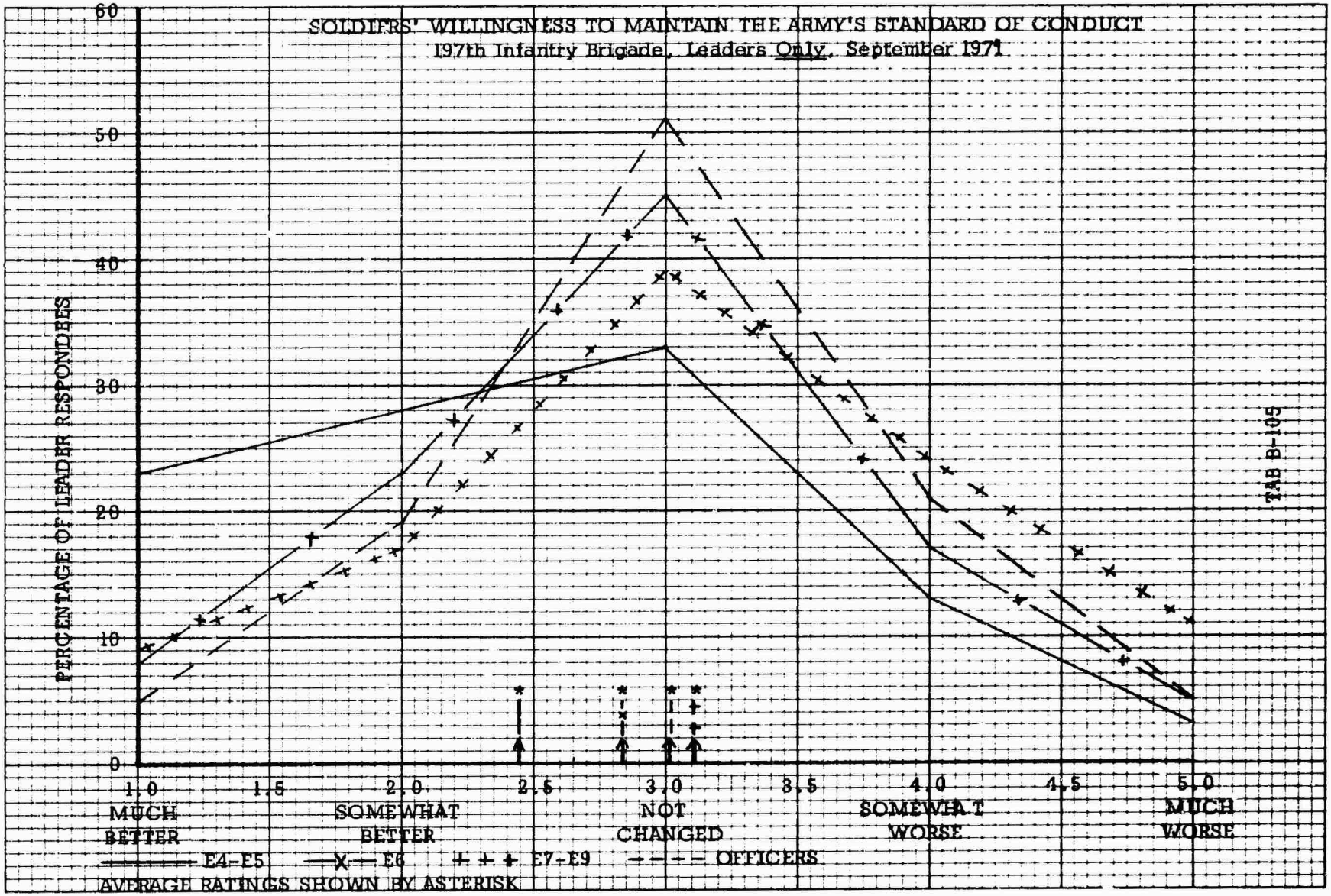

SOLDIERS' WILLINGNESS TO FOLLOW DIRECTIVES FROM OFFICERS
197th Infantry Brigade, Leaders Only, September 1971
PERCENTAGE OF LEADER RESPONDERS
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E4-E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
T49-100

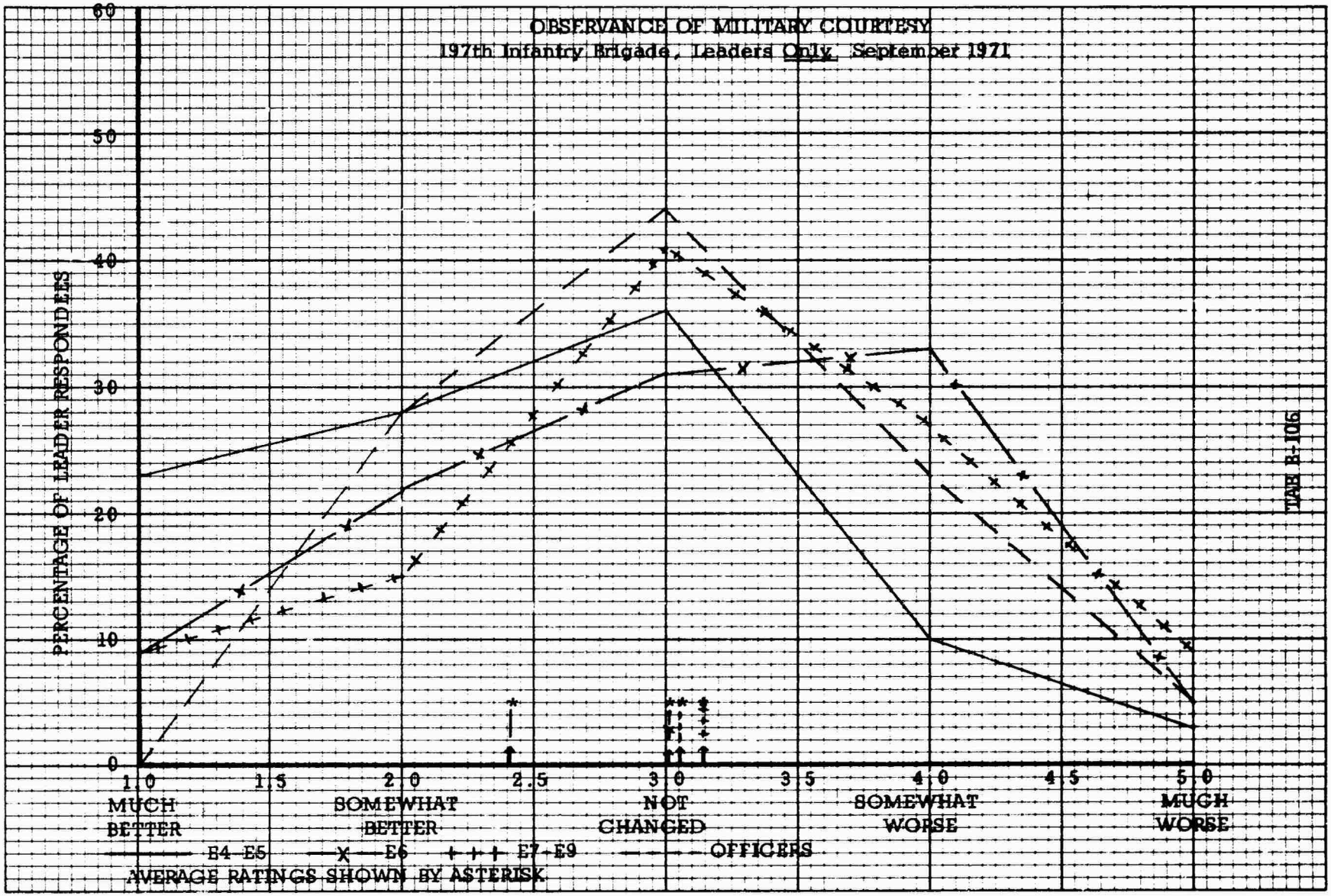

SOLDIERS' WILLINGNESS TO FOLLOW UNIT DIRECTIVES, Leaders Only
197th Infantry Brigade, September 1971
PERCENTAGE OF LEADER RESPONDERS
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E4-E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
TAB B-101


SOLDIERS' WILLINGNESS TO KEEP UP THEIR OWN APPEARANCE
197th Infantry Brigade, Leaders Only, September 1971
PERCENTAGE OF LEADER RESPONDENTS
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E4-E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
TAB E-102


SOLDIERS' WILLINGNESS TO KEEP THEIR LIVING AREA CLEAN AND NEAT
197th Infantry Brigade, Leaders Only, September 1971
PERCENTAGE OF LEADER RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E4-E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
TABLE 103


SOLDIERS' PERFORMANCE OF THEIR REGULAR DUTIES
197th Infantry Brigade, Leaders Only, September 1971
PERCENTAGE OF LEADER RESPONDERS
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E4-E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
TAB B-104


SOLDIERS' WILLINGNESS TO MAINTAIN THE ARMY'S STANDARD OF CONDUCT
197th Infantry Brigade, Leaders Only, September 1971
PERCENTAGE OF LEADER RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E4-E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
TAB B-105


OBSERVANCE OF MILITARY COURTESY
197th Infantry Brigade, Leaders Only, September 1971
PERCENTAGE OF LEADER RESPONDENTS
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E4-E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
TAB B-106

TAB C

EVALUATION OF SECTION V, EDUCATION AND TRAINING

TO

THE FORT BENNING PLAN FOR A

MODERN VOLUNTEER ARMY

FY 72

EVALUATION OF EDUCATION AND TRAINING SECTION

1. PURPOSE: To provide an evaluation of specific actions contained in Section V, Education and Training to the Fort Benning Plan For A Modern Volunteer Army FY72.

2. BACKGROUND:

a. The VOLAR experiment at Fort Benning addresses those measures taken to improve the quality of service experience at Fort Benning. Although the experiment focuses primarily on the life style, professionalism and attitudes of the post population, an inherent aspect of the plan is the Infantry School's contribution which is the offering of Education and Training Programs designed to attract, train, and motivate the young combat leaders (officer and NCO) who attend courses at the Infantry School to choose a career in the Army and to prepare them to more effectively lead young volunteer soldiers.

b. To accomplish these objectives, the Infantry School selected 59 actions for inclusion in the VOLAR test conducted during the period 1 Jan - 30 Jun 71. These actions included Programs of Instruction, Advanced Instructional Techniques, and Specialized Education and Training Procedures that were already in use at the outset of the VOLAR test but which supported the overall VOLAR concept; Education and Training Actions which were selected for implementation and evaluation during the initial test, and those actions designed to provide special assistance to Fort Carson and Fort Ord during the 6 months test of the VOLAR concept at Fort Benning (1 Jan - 30 Jun 71).

c. The results of the evaluation of the Infantry School's Education and Training Actions for the 1 Jan - 30 Jun 71 test period were published in the Fort Benning Installation Evaluation Report, Modern Volunteer Army Experiment - 1971. Overall, it was determined that the programs had been successful in accomplishing their stated objectives of providing specific activities which would attract, train, and motivate young combat leaders to choose a career in the Army. The evaluation procedures were of necessity specific and related to each individual action due to the fact that ultimate evaluation of each item and it's impact as to whether or not it influences career intentions and image of the Army could only be evaluated in the total context of all other actions. In lieu of an in-depth longitudinal study which is outside the purview of the Infantry School, the consensual judgments made by the Evaluation Element of the Control Group for the Benning Plan

were often the only possible measures available to determine whether or not an item had any direct bearing on soldier decisions to stay in the Army or their general favorable or unfavorable impression of the Army.

3. FY72 PLAN:

a. Of the 59 actions contained in the Education and Training Addendum to the Benning Plan for the test period 1 Jan - 30 Jun 71, 46 were retained for monitoring and/or evaluation during the VOLAR 72 test period and incorporated into Section V of the Benning Plan for FY72. These actions were grouped into the following two categories:

(1) Part A (41 actions) - Programs of Instruction, Advanced Instructional Technique and Specialized Education and Training Procedures that were: In support of the VOLAR concept but implemented prior to the VOLAR test period at USAIS (1 Jan - 30 Jun 71); approved and implemented to enhance the VOLAR concept at USAIS during the test period; and those actions designed to provide assistance to VOLAR tests at Fort Carson and Fort Ord.

(2) Part B (5 actions) - Actions that were partially implemented and evaluated during the VOLAR test at USAIS (1 Jan - 30 Jun 71) and new actions approved for evaluation during the FY72 VOLAR test.

b. The assumptions, philosophy and concept contained in the Benning Plan For Movement Toward A Modern Volunteer Army - FY72 also apply to the Education and Training Section.

c. The implementation, management, and control of the Education and Training Actions were accomplished through the quality control elements and control procedures outlined in Sections VI and VII of the FY72 Benning Plan. Additional procedures were implemented as required by the USAIS Staff and Faculty.

4. EVALUATION RESULTS:

a. General - As was the case for the evaluation of the Education and Training Items for the 1 Jan - 30 Jun 71 test period, it was not possible to determine how much effect each separate action had upon career intentions and attitudes toward the Army. Consequently, evaluation procedures were of necessity specific and related to each individual action with the outcome

being a consensual judgment by the evaluators which was based on a subjective analysis of the data collected.

b. Questionnaire Survey:

(1) In an attempt to gather empirical data on the impact of the Education and Training Actions, an opinion questionnaire was administered to selected personnel from the Infantry School population. This questionnaire addressed 39 of the USAIS actions and was administered during the 2nd Quarter of FY72.

(2) Since no data were collected using these questionnaires prior to the implementation of the Infantry School's VOLAR actions, it is not possible to report how effective these actions have been on attitude change, career intentions, or the professionalism of the Infantry School. Rather, these data indicate to what extent individuals within the School feel that the actions contribute to professionalism, creation of more favorable attitudes toward the Army, their feelings of the general educational effectiveness of the School, and the differences in attitude between those who express positive career intentions and those who are undecided or express intentions to leave the Army upon completion of their current tour.

(3) The results of the data derived from this questionnaire are at Section 1 of this TAB.

c. Part A Actions:

(1) The 41 actions contained in Part A of the Education and Training Section to the FY72 Benning Plan were implemented, evaluated and found to be successful during the 6 month VOLAR test period at USAIS (1 Jan - 30 Jun 71). These actions were continued and monitored at USAIS during the FY72 VOLAR program.

(2) Evaluation reports are submitted only on those items where significant changes took place. These reports are at Section 2 of this TAB.

d. Part B Actions:

(1) The 5 actions contained in Part B of the Education and Training Section of the FY72 Benning Plan were not fully implemented and evaluated during the 6 month VOLAR test period at USAIS (1 Jan - 30 Jun 71). Two of these actions have been completed and evaluated. Three of the items

are either not fully implemented or not fully evaluated. The status of these actions are at Section 3 of this TAB.

5. OVERALL EVALUATION:

a. The overall evaluation of the actions contained in the Education and Training Section to the Fort Benning Plan For A Modern Volunteer Army - FY72, based on the consensual judgments of the evaluators and validated by the results of the opinion questionnaire, is that these actions taken collectively have been successful in accomplishing their stated objective of providing specific activities which will attract, train, and motivate young combat leaders to choose a career in the Army.

b. The actions contained in the Education and Training Section to the Benning Plan FY72 will continue to be monitored and evaluated, as required, during the remainder of the test period.

SECTION 1

ATTITUDE ANALYSIS

DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY INFANTRY CENTER
FORT BENNING, GEORGIA 31905

ATIT-STM-STIN 15 December 1971

SUBJECT: Evaluation of the United States Army Infantry School Modern Volunteer Army Program

INTRODUCTION:

In order to assist in the United States Army Infantry School evaluation of VOLAR actions, fifty personnel were randomly selected from each of the following groups and administered an opinion questionnaire under classroom conditions during the period 26 October through 1 November 1971: IOAC, IOBC, OCS, NCOC and Cadre/Staff and Faculty.

Since no data were collected using these questionnaires prior to the implementation of the Infantry School's VOLAR actions, it is not possible to report how effective these actions have been on attitude change, career intentions, or the professionalism of the Infantry School. Rather, these data indicate to what extent individuals within the Infantry School feel that these actions contribute to professionalism, creation of more favorable attitudes toward the Army, their feelings of the general educational effectiveness of the School, and differences in attitude between those who express positive career intentions and those who are undecided or express intentions to leave the Army upon completion of their current tour.

METHOD:

Groups IOBC, OCS and NCOC were divided by modified median split according to their expressed career intentions as follows:

GROUP	
IOBC	Stay for a career or stay for a while longer = 22
	Undecided or leave upon completion of present tour = 28

OCS Stay for a career or stay a while longer and undecided = 27
Leave upon completion of present tour = 23

NCOC Stay a while longer or undecided = 14
Leave upon completion of present tour = 36

Response distributions for each item in the questionnaire were computed for these resulting six groups. The response distributions were further subdivided by a modified median split method to produce two by two contingency tables for computation of Chi-square tests of significance and Phi-coefficients of correlation for each of three major groups (IOBC, OCS, and NCOC) on each item. Neither the IOAC nor the Cadre/Staff and Faculty groups were studied by this method because of the consistently positive career intentions expressed by the members of these groups.

INDIVIDUAL PROFESSIONALISM:

The eight statements of Section II, Part A of the questionnaire are designed to give some general indication of the degree to which Army service fulfills individual needs and the degree to which the individuals within any group are ego involved with the Army and its missions. Group and total means were obtained from the following rating scale which individuals used to indicate the degree with which they agree or disagree with each statement's content: SCALE 6=Completely agree; 5=Somewhat agree; 4=Slightly agree; 3=Slightly disagree; 2=Somewhat disagree; and 1=Completely disagree. The results are shown in Table 1.

While the item means for all of the groups combined are in excess of 3.50 (the neutral point of the scale), the individual group means for both OCS and NCOC are below this point on two of the items. These items are: Army service gives me a sense of satisfaction: OCS=3.36, NCOC=3.44; and, Army service gives me a sense of contributing to society: OCS=3.20, NCOC=3.50.

On all of the items except number seven, "Defending the United States is an important duty to me," significant differences ($p < .05$) in response distributions exist between IOBC students who have expressed an interest in staying in the Army until retirement or at least remaining a while longer

TABLE 1

Section II items

Group and Total Means

ITEM #	CONTENT	IOAC	IOBC	OCS	NCOC	Cadre/ Staff & Faculty	Total
1	By being in the Army, I am performing an important service to my country	5.70	5.04	4.30	4.46	5.72	5.04
2	Army service gives me a sense of satisfaction	5.68	4.62	3.36	3.44	5.40	4.50
3	Army service gives me a sense of responsibility	5.70	5.12	3.88	4.12	5.52	4.87
4	Army service gives me a sense of challenge	5.56	4.62	4.24	4.24	5.60	4.85
5	Army service gives me a sense of achievement	5.40	4.42	3.66	3.88	5.32	4.54
6	Army service gives me a sense of contributing to society	5.06	4.22	3.20	3.50	5.30	4.26
7	Defending the United States is an important duty to me	5.88	5.30	5.42	4.70	5.92	5.44
8	The reputation of the Army is important to me	5.94	5.20	4.86	4.10	5.82	5.18

and those who are undecided or will leave upon the termination of their current tour. In all seven of these cases, the students with positive career intentions tended to be in more complete agreement with the item content than those with negative career intentions.

The relationship between Officer Candidate's career intentions and attitude toward the items was significantly different ($p<.05$) only on item number two, "Army service gives me a sense of satisfaction." Again, those with positive career intentions tended to be in more complete agreement with the item content than those who intended to leave the service upon completion of their current tour.

In the case of the Noncommissioned Officer Candidates, significant differences existed on all of the items in Section II. In every case, those with positive or undecided career intentions were significantly ($p<.05$) in more complete agreement with the item content than those who intended to leave the Army upon completion of their present tour.

GENERAL RATING OF THE INFANTRY SCHOOL:

Section III of the questionnaire dealt with general aspects of the Infantry School as they relate to educational effectiveness. Individuals were asked to rate each aspect by using the following scale:

EXCELLENT	VERY GOOD	ADEQUATE	SOMEWHAT LACKING	VERY POOR
5	4	3	2	1

The group and total means are shown in Table 2 for each item in Section III.

With the exception of "the Infantry School's academic atmosphere," all of the general aspects of the Infantry School are perceived by all groups as being at least adequate with the facilities at the Infantry School and the quality of the training aids used with instruction approaching excellence. The Infantry School's academic atmosphere was rated lowest both overall and individually by IOAC, IOBC and OCS. Only the IOBC students, however, rated it as below adequate with a mean rating of 2.94.

In the analysis of the Section III items by career intention groups, it was revealed that no significant differences exist between any of these

TABLE 2

Section II items

Rating of the General Aspects of the Infantry School

	Group and Total Means					
How do you rate....	IOAC	IOBC	OCS	NCOC	Cadre/ Staff & Faculty	Total
1. The Infantry School overall	3.76	3.48	3.76	4.04	4.42	3.89
2. The quality of Instruction	3.52	3.78	3.66	4.32	4.20	3.90
3. The competence of the instructors	3.48	4.02	3.72	4.24	4.06	3.90
4. The Infantry School's academic atmosphere	3.18	2.94	3.02	3.80	4.08	3.40
5. The facilities at the Infantry School (e.g., Classrooms)	4.34	4.54	4.38	4.52	4.82	4.52
6. The quality of the training aids used with your instruction	4.38	4.26	4.18	4.30	4.52	4.33
7. The treatment students/candidates receive while associated with the Infantry School	3.58	3.80	3.66	3.74	4.02	3.76

groups on any of the items. This means then that regardless of career intentions expressed by the individuals in any group, there exists a rather homogeneous "whole" group attitude toward these general aspects of the Infantry School.

ATTITUDES TOWARD SPECIFIC INFANTRY SCHOOL ACTIONS:

Section IV of the questionnaire dealt with those specific actions the Infantry School has implemented under VOLAR and which should have been experienced by all of the groups surveyed. The respondees were asked to indicate how effective each action is in contributing to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army. The scale used to respond to each item was : 1=Detracts a great deal; 2=Detracts somewhat; 3=Not important to me (a neutral point on the scale); 4=Contributes somewhat; and, 5=Contributes a great deal. The results of the analysis of these data are shown in Table 3 in the form of group mean responses and total means for all groups. It should be noted that when a person felt that he was unable to observe the action, he so indicated by circling a scale value of "0." In computing the means, the score of "0" was deleted. These data indicate how effective these actions are considered to be by those personnel who did in fact observe the action.

Section V of the questionnaire contained items specific to IOAC, IOBC or Cadre/Staff and Faculty. The response scale for these items is the same as for Section IV. Again, in computing group means, "0" responses were deleted from the data. The item content and group mean response to each item is shown in Table 4.

As can be seen from Table 3, the three items rated highest by all groups were: 1) Elimination of scheduling of examinations on mornings following night instruction; 2) Increased "hands-on" training for weapons instruction through use of smaller work groups; 3) The Infantry School Learning Center. When the items in Section V of the questionnaire are added, a somewhat different ranking emerges by individual group.

The IOAC students rated the three highest items (all from Section IV) as: 1) Elimination of nonessential instruction to provide more "open time" (mean = 4.74); 2) Elimination of scheduling of examinations on mornings following night instruction (mean = 4.72); and 3) The Infantry School Learning Center (mean = 4.64). IOBC students rated the three highest items

TABLE 3

Section IV items - Means by Group and total in order of rank of the total mean

RANK	ITEM #	CONTENT	TOTAL	IOAC	IOBC	OCS	NCOC	Cadre/ Staff & Faculty
1	8	Elimination of scheduling of examinations on mornings following night instruction.	4.70	4.72	4.84	4.69	4.52	4.75
2	7	Increased "hands-on" training for weapons instruction through use of smaller work groups.	4.54	4.40	4.56	4.56	4.34	4.82
3	22	The Infantry School Learning Center.	4.48	4.64	4.62	4.52	4.16	4.46
4	14	Reduction of duplication of subjects taught in consecutive courses of instruction.	4.46	4.56	4.76	4.39	4.18	4.39
5	6	Elimination of scheduling of classes prior to 0900 hours on days following night training which terminated after 2200 hours.	4.45	4.26	4.66	4.47	4.30	4.50
6	13	Reduction of scheduled number of hours per week in courses of instruction to provide a more realistic academic workload.	4.40	4.45	4.58	4.17	4.38	4.41
7	9	Elimination of nonessential instruction to provide more "open time."	4.36	4.74	4.48	4.04	4.39	4.13

TAB C-12

Table 3 (cont)

RANK	ITEM #	CONTENT	TOTAL	IOAC	IOBC	OCS	NCOC	Cadre/ Staff & Faculty
8	20	Use of small discussion group classes (seminars).	4.27	4.42	4.12	4.24	3.95	4.60
9	18	Instruction packet on contemporary leadership problems.	4.23	4.26	4.17	4.40	4.00	4.39
10	21	Use of programmed instructional texts.	4.21	4.14	4.08	4.66	4.02	4.15
11	11	Presentation of drug abuse instruction.	4.17	4.22	4.40	4.17	3.59	4.41
12	15	Army-wide standardized physical fitness testing.	4.13	4.44	4.14	3.98	3.88	4.21
13	23	Use of large screen TV rather than the conventional small screen TV.	4.12	4.02	3.96	4.30	4.34	4.00
14.5	5	Elimination of the requirement for students to stand at attention at the beginning of every class until given command "Take Seats."	4.03	3.95	3.98	4.09	4.54	3.57
14.5	12	Instruction on prevention of AWOL.	4.03	4.00	4.26	4.09	3.43	4.35

Table 3 (Cont)

RANK	ITEM #	CONTENT	TOTAL	IOAC	IOBC	OCS	NCOC	Cadre/ Staff & Faculty
16.5	10	Presentation of race relations instruction.	4.02	4.08	4.22	4.06	3.45	4.20
16.5	24	The use of color TV rather than black and white when possible.	4.02	3.56	4.09	4.27	4.18	3.94
18	3	Student representation on academic review boards.	3.98	4.00	4.00	4.28	3.89	3.81
19	16	Elimination of derogatory comments about classes by instructors.	3.92	3.87	4.00	3.98	3.61	4.16
20	1	Student representation on post policy making.	3.90	3.90	4.11	3.83	3.87	3.78
21	2	Student representation on post planning groups.	3.87	3.84	4.17	4.04	3.73	3.62
22	4	Provision for areas in Infantry Hall where students may eat lunches brought from home.	3.85	4.12	3.86	3.50	3.46	4.00
23	17	Publication of a weekly student news bulletin.	3.73	3.62	3.70	3.54	4.00	3.80
24	19	Implementation of joint classes including IOAC, IOBC, OCS and NCOC.	3.32	3.49	3.23	2.89	3.65	3.18

NOTE: When total means were tied, the average of the ranks was assigned.

TABLE 4

Section V items - Group means for items pertaining only to specific groups

ITEM CONTENT	Cadre/Staff & Faculty	IOBC	IOAC
Use of the term "officer students" rather than "Student Officers."	3.37	3.61	3.43
Presentation of increased management instruction in IOAC.	4.47	-	4.00
Sponsorship of IOBC students by IOAC students.	3.79	3.79	4.04
Scheduling of courses to reduce the time lag between IOBC, Airborne, and/or Ranger courses.	4.34	4.25	-
The electives program in IOAC.	4.47	-	4.60
The peer evaluation program in IOBC.	3.72	2.64	-
The use of the diagnostic testing program.	4.28	4.26	4.30
The NCO panel discussion on NCO-Officer relations.	4.35	4.15	-
Peer instruction in a subject case-by-case basis.	3.87	3.68	2.56
The informal panel sessions given by IOAC students.	4.03	4.03	4.05
The inclusion of graduate studies in IOAC.	4.61	-	4.40

Table 4 (cont)

ITEM CONTENT	Cadre/Staff & Faculty	IOBC	IOAC
Distribution of up-to-date information packets prior to students reporting to Fort Benning.	4.63	4.52	-
Advanced instructional electives program in IOBC.	3.97	4.31	-
The instruction on real world problems of a newly commissioned officer upon arrival at first duty station.	4.37	4.67	-
Orientation on customs of service and standards of dress.	4.67	4.34	-
Elimination of requirement for IOBC students to march to and from class.	3.04	4.70	-
The use of the airmobile command and control simulator with terrain models.	4.50	-	4.57
The "Experimentation in Instruction" program.	4.53	-	-
The use of the peer rating system to determine leadership ability in NCOC.	3.93	-	-

as: 1) Elimination of scheduling of examinations on mornings following night instruction (mean = 4.84); 2) Reduction of duplication of subjectstaught in consecutive courses of instruction (mean = 4.76); and, 3) Elimination of requirement to march to and from classes (mean = 4.70).

The three highest rated items by the Officer Candidates were: 1) Elimination of scheduling of examinations on mornings following night instruction (mean = 4.69); 2) Use of programmed instructional texts (mean = 4.66); and 3) Increased "hands-on" training for weapons instruction through use of smaller work groups (mean = 4.56). The NCOC's three highest rated items were : 1) Elimination of the requirement for students to stand at attention at the beginning of every class until given command "Take Seats" (mean = 4.54); 2) Elimination of scheduling of examinations on mornings following night instruction (mean = 4.52), and 3) Elimination of nonessential instruction to provide more "open time" (mean = 4.39). Finally, the Cadre/Staff and Faculty rated the three highest items as: 1) Increased "hands-on" training for weapons instruction through use of smaller work groups (mean = 4.82); 2) Elimination of scheduling of examinations on mornings following night instruction (mean = 4.75); and 3) Orientation on customs of service and standards of dress (mean = 4.67).

Perhaps one explanation for the differences in the rankings of these items is that the various classes have substantially different perceptions and therefore the actions which may be very important for one group are not necessarily important for another group. It is interesting to note that all groups view the elimination of scheduling of examinations on mornings following night instruction as relatively one of the most important actions taken by the school to improve professionalism and to create a more favorable impression of the Army. It is perhaps equally important to note that, as reflected by the group means, all of the Infantry School's actions in Section IV are seen as at least contributing to these goals (i.e., no group mean in Section IV was less than 3.00). The same is true of the items in Section V with the exception of the IOAC students on item number seven, "The peer instruction program" (mean = 2.56), and IOBC students on item number three, "The peer evaluation program" (mean = 2.64).

On the following items, those students in IOBC who have positive career intentions consistently felt that the items contributed more to increased professionalism and more favorable attitudes toward the Army than those students

who were undecided in their career intentions or expressed the intent to leave upon completion of their present tour.

ITEM CONTENT	Level of Significance	Phi-Coefficient
Presentation of race relations instruction	.001	.48
Instruction on prevention of AWOL	.05	.31
Army-wide standardized physical fitness testing	.025	.35
Use of small discussion group classes (seminars)	.005	.47
Use of term "officer students" rather than "student officers"	.05	.30

The Officer Candidates present a somewhat different picture in that those with positive or undecided career intentions rated the first item below as contributing more than those with negative career intentions. However, on the second and third items, those with positive or undecided career intentions rated the items as contributing less than those with negative career intentions.

ITEM CONTENT	Level of Significance	Phi-Coefficient
Student representation on academic review boards	.05	.37
Presentation of drug abuse instruction	.025	.33
Instruction on prevention of AWOL	.025	.36

The Noncommissioned Officer Candidates, like the IOBC students, with positive or undecided career intentions rated the following items as contributing more than the NCOC's with intentions of leaving the Army upon completion of their present tour.

ATIT-STM-STIN 15 December 1971
SUBJECT: Evaluation of the United States Army Infantry School Modern Volunteer Army Program

ITEM CONTENT	Level of Significance	Phi-Coefficient
Presentation of race relations instruction	.025	.38
Presentation of drug abuse instruction	.005	.46
Army-wide standardized physical fitness testing	.05	.31
Instruction packet on contemporary leadership problems	.025	.35

In summary, it would appear that the actions taken by the United States Army Infantry School are generally seen by all groups as at least contributing to the VOLAR goals of increased professionalism and creation of a more favorable attitude toward the Army. At the same time it appears that the attitudes toward these items, with the exception of those noted above, are more homogeneous within a specific group than they are related to the expressed career intentions of the individuals within the groups.

DANIEL L. RICKETT
First Lieutenant, Armor
USAIHRU VOLAR Project Officer

APPENDIX A

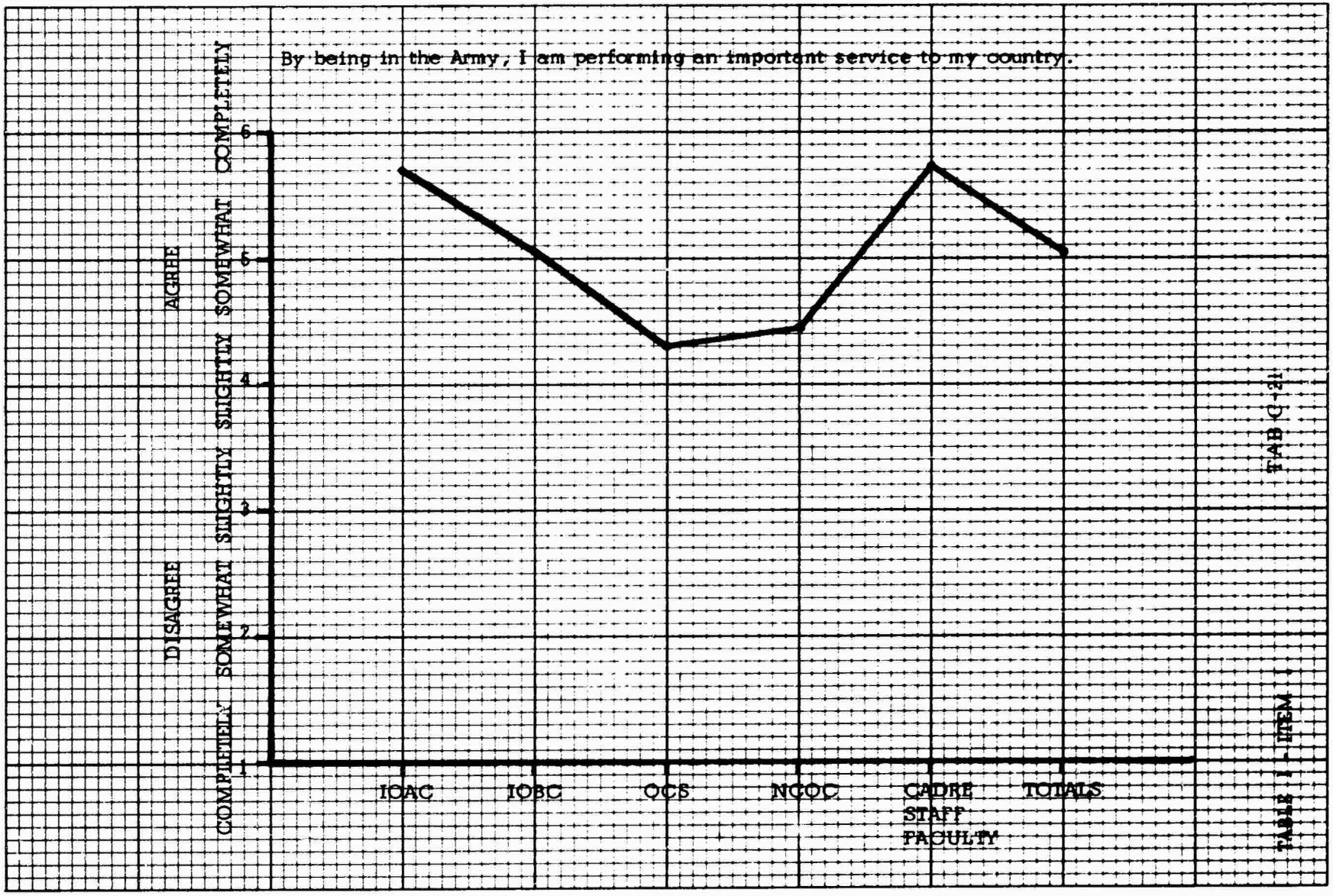

By being in the Army, I am performing an important service to my country.
COMPLETELY
SOMEWHAT
SLIGHTLY
SLIGHTLY
SOMEWHAT
COMPLETELY
AGREE
DISAGREE
6
5
4
3
2
1
IOAC
IOBC
OCS
NCOC
CADRE
STAFF
FACULTY
TOTALS
TABLE I - ITEM

TABLE 1 - ITEM 2

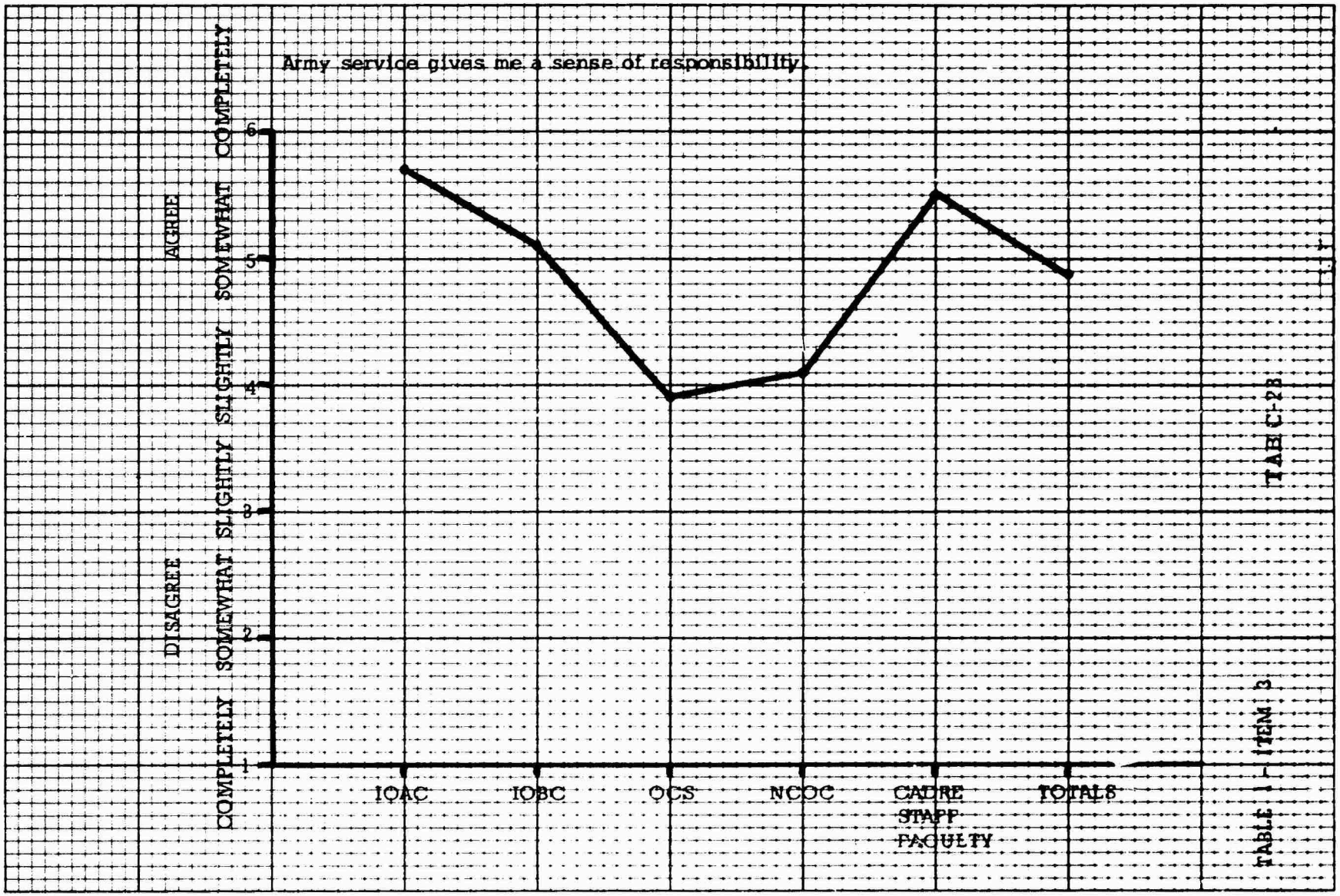

Army service gives me a sense of responsibility
AGREE
COMPLETELY
SOMEWHAT
SLIGHTLY
SLIGHTLY
SOMEWHAT
DISAGREE
COMPLETELY
6
5
4
3
2
1
IOAC
IOBC
OCS
NCOC
CADRE STAFF FACULTY
TOTALS
TABLE I - ITEM 3
TAB C-2B

TABLE I - ITEM 3

TABLE 1 - ITEM 5

DISAGREE
AGREE
COMPLETELY
SOMEWHAT
SLIGHTLY
SLIGHTLY
SOMEWHAT
COMPLETELY
1
2
3
4
5
6
Army service gives me a sense of contributing to society.
IOAC
IOBC
OCS
NCOC
OTHER
TOTALS
STAFF
FACULTY

TABLE - ITEM 8

TABLE 1 - ITEM 7

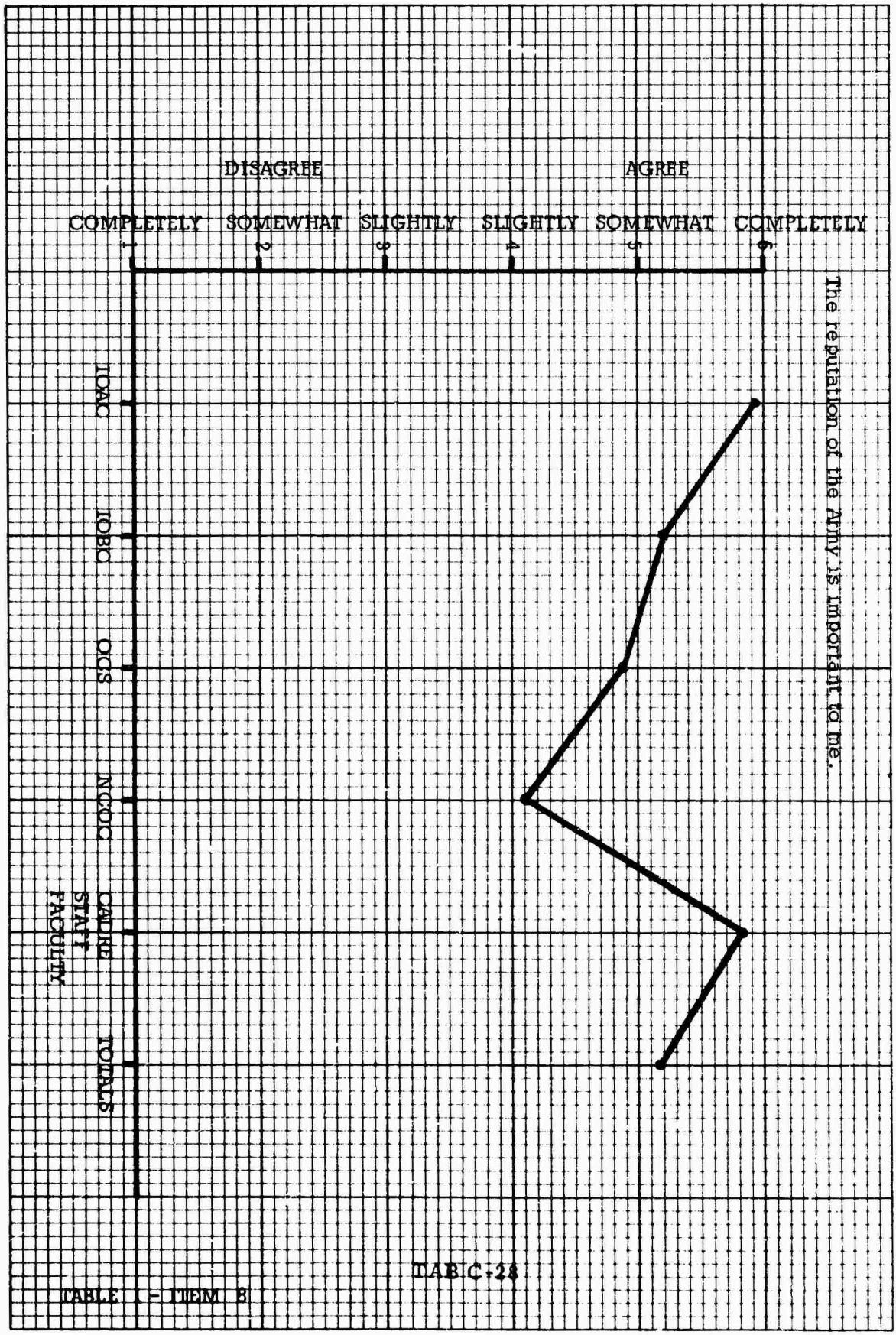


TABLE 1 - ITEM 8

TABLE 2 – ITEM 1

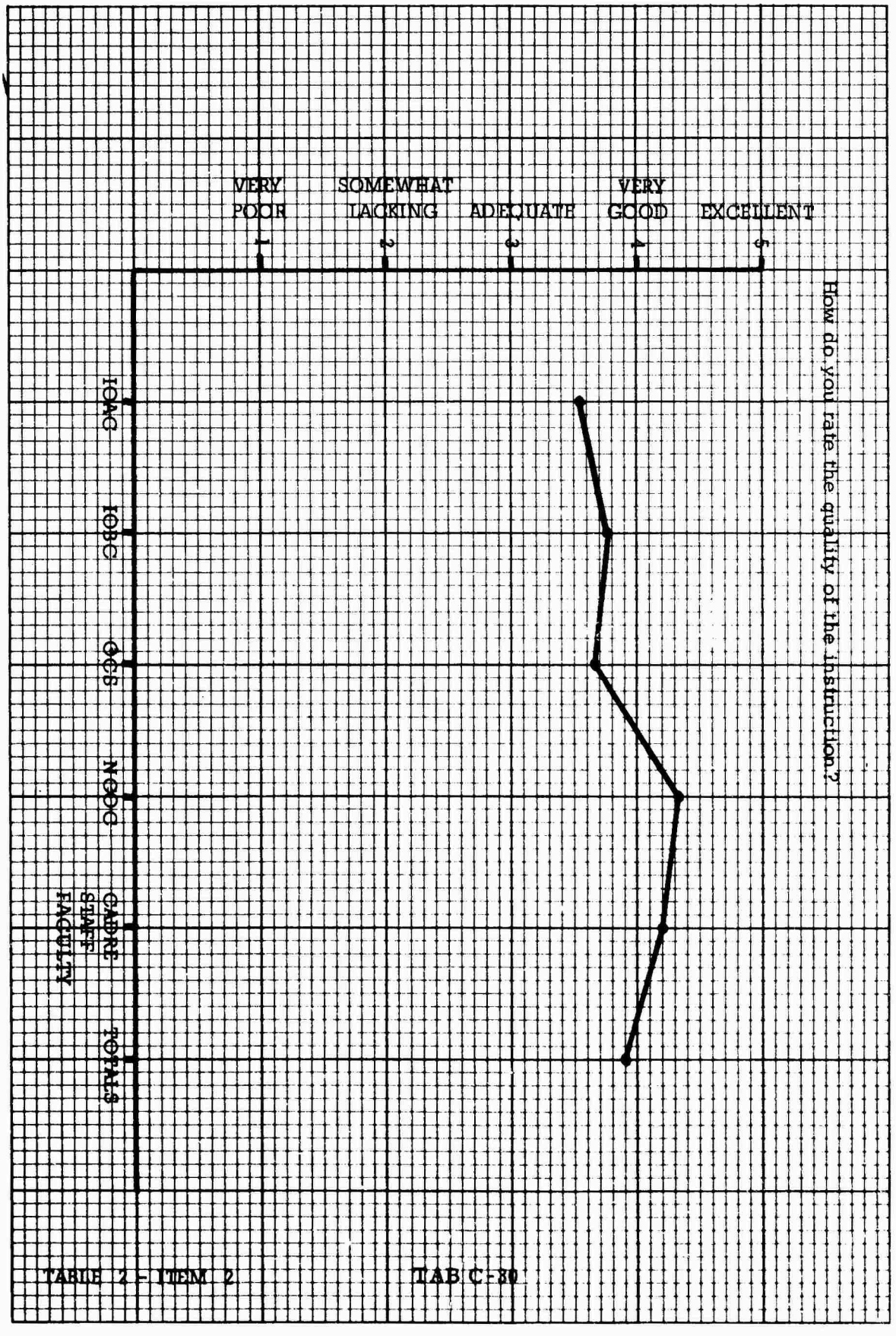


TABLE 2 - ITEM 2

TABLE 2 - ITEM 3

How do you rate the Infantry School's academic atmosphere?

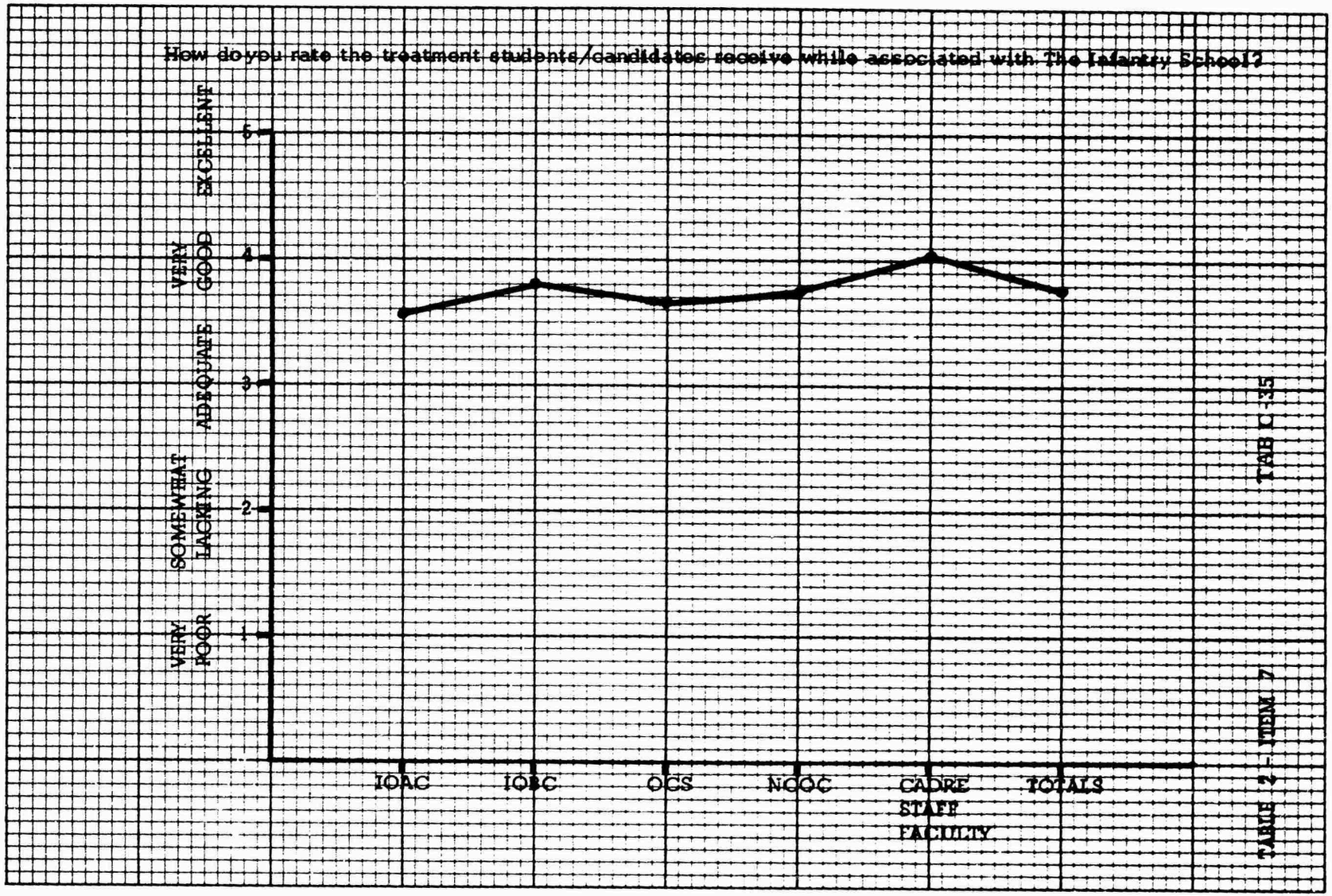
VERY POOR (1) | SOMEWHAT LACKING (2) | ADEQUATE (3) | VERY GOOD (4) | EXCELLENT (5)

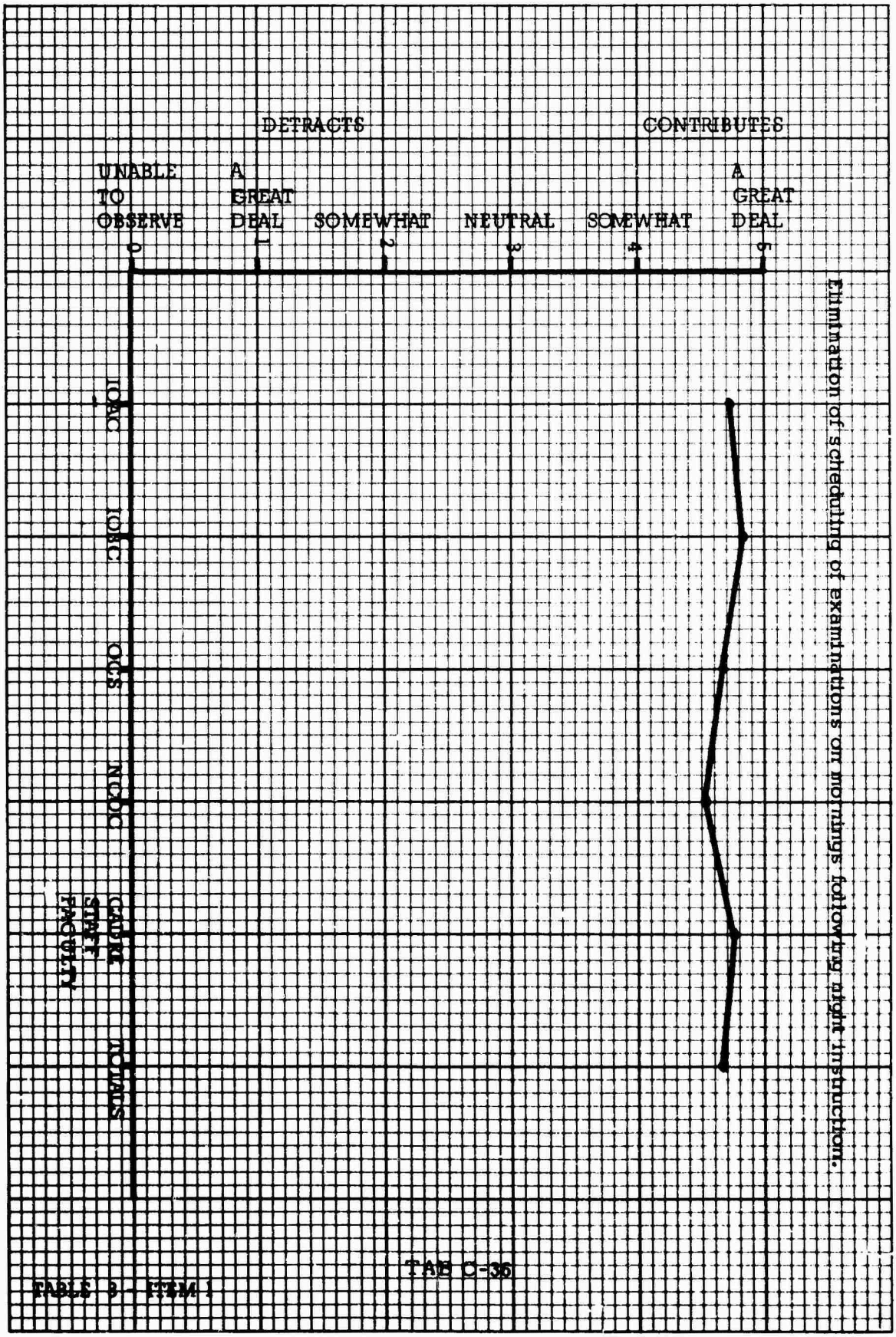
IOAC
IOBC
OCS
NCOC
CADRE
STAFF
FACULTY
TOTALS

TABLE 2 - ITEM 1

TABLE 2 - ITEM 5

TABLE 2- ITEM 6


How do you rate the treatment students/candidates receive while associated with The Infantry School?
5
4
3
2
1
VERY GOOD EXCELLENT
ADEQUATE
SOMEWHAT LACKING
VERY POOR
IOAC
IOBC
OCS
NCOC
CADRE STAFF FACULTY
TOTALS
TAB C-35
TABLE 2 - ITEM 7



Elimination of scheduling of examinations on mornings following night instruction.

TABLE 3 - ITEM 1

TABLE 3 - ITEM 2

TABLE 3 - ITEM 3

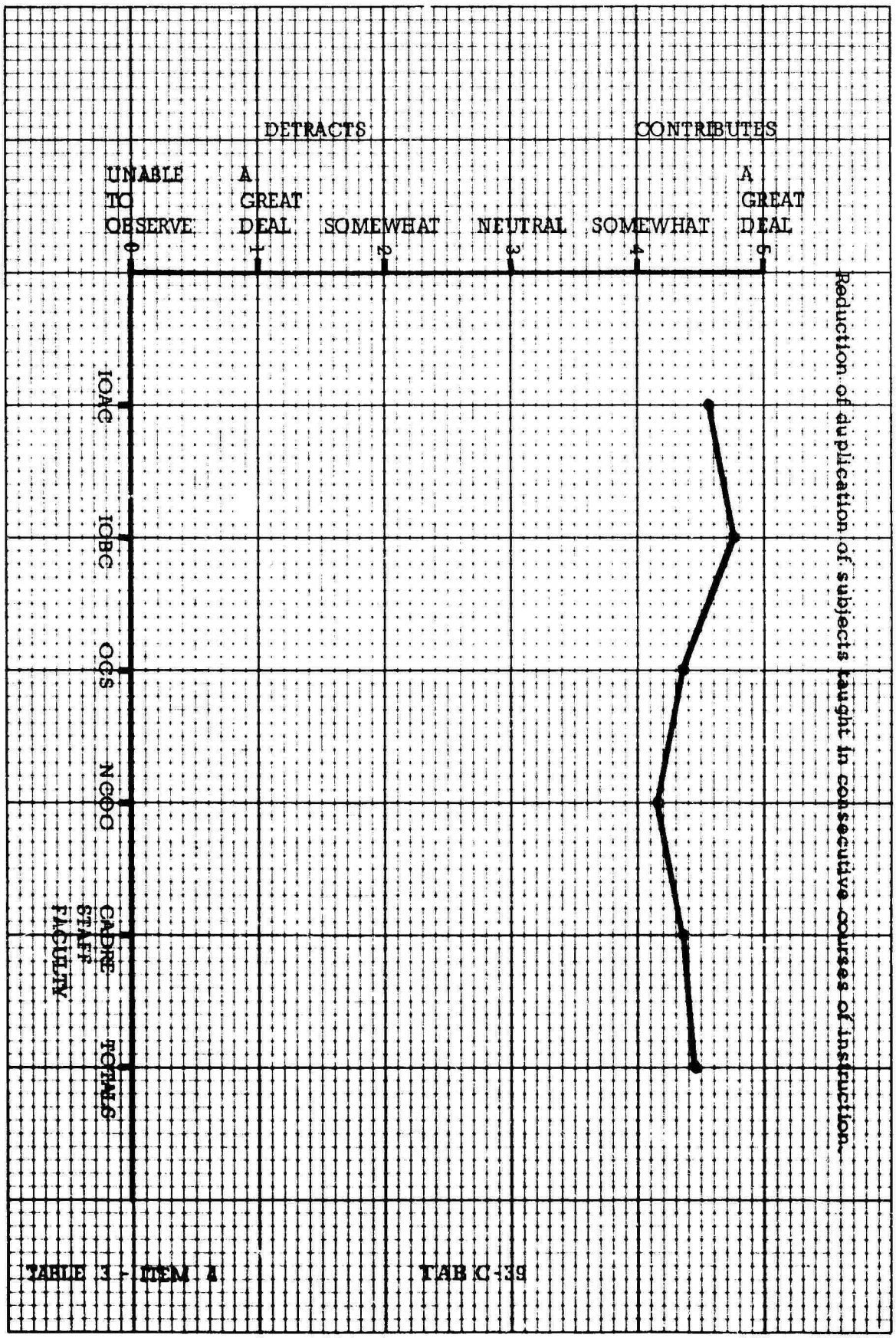


TABLE 3 - ITEM 4

Elimination of scheduling of classes prior to 0900 hours on days following night training which terminated after 2260 hours.

DETRACTS — CONTRIBUTES

UNABLE TO OBSERVE	A GREAT DEAL		SOMEWHAT	NEUTRAL	SOMEWHAT		A GREAT DEAL
0	1		2	3	4		5

IOAC
IOBC
OCS
NCOC
CADRE
TOTALS

STAFF
FACULTY

TABLE 3 - ITEM 8

TABLE 9 - ITEM 6

TABLE 3 - ITEM 7

Use of small discussion group classes (seminars).

DETRACTS — CONTRIBUTES

UNABLE TO OBSERVE	A GREAT DEAL	SOMEWHAT	NEUTRAL	SOMEWHAT	A GREAT DEAL
0	1	2	3	4	5

IOAC
IOEC
IOCS
NCOIC
CADRE
STAFF
FACULTY
TOTALS

TABLE 3 - ITEM 8

TABLE 3 - ITEM 9

TABLE 3 - ITEM 10

TABLE 3 - ITEM 11

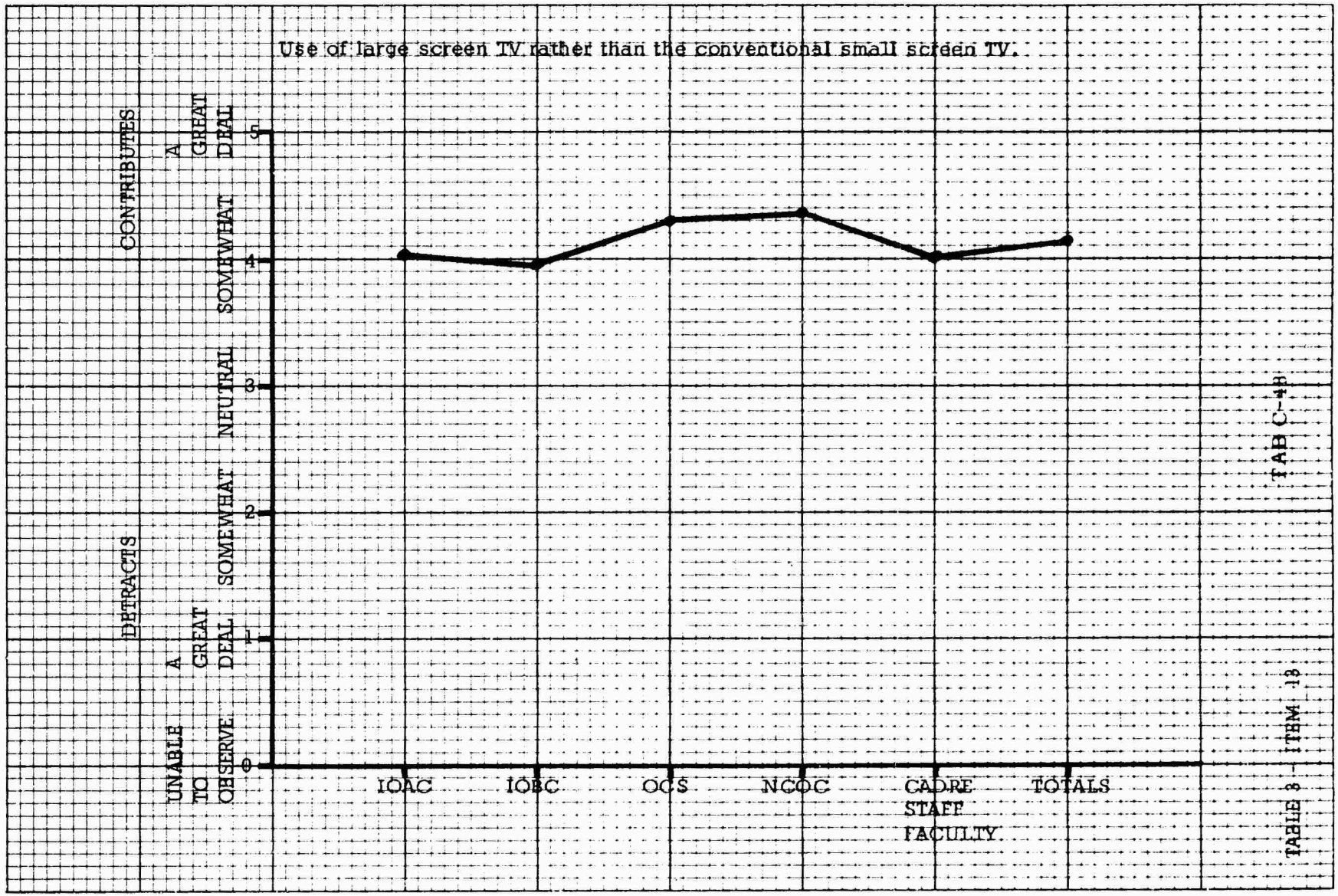
Army-wide standardized physical fitness testing

DETRACTS — CONTRIBUTES

UNABLE TO OBSERVE (0) — A GREAT DEAL (1) — SOMEWHAT (2) — NEUTRAL (3) — SOMEWHAT (4) — A GREAT DEAL (5)

ICAC
IOBC
OCS
NCOC
CADRE
STAFF
FACULTY
TOTALS

TABLE 3 - ITEM 12


Use of large screen TV rather than the conventional small screen TV.
CONTRIBUTES
A GREAT DEAL
SOMEWHAT
NEUTRAL
DETRACTS
SOMEWHAT
A GREAT DEAL
UNABLE TO OBSERVE
5
4
3
2
1
0
IOAC
IOBC
OCS
NCOC
CADRE STAFF FACULTY
TOTALS
TABLE 8 - ITEM 19
TAB C-4b

Elimination of the requirement for students to stand at attention at beginning of every class until given command "Take seats."

DETRACTS — CONTRIBUTES

UNABLE TO OBSERVE	A GREAT DEAL		SOMEWHAT		NEUTRAL	SOMEWHAT		A GREAT DEAL
0	1		2		3	4		5

IOAC
IOBC
OCS
NCOC
CADRE
STAFF
FACULTY
TOTALS

TABLE 3 - ITEM 14

TABLE 3 - ITEM 15

TABLE 3 - ITEM 16

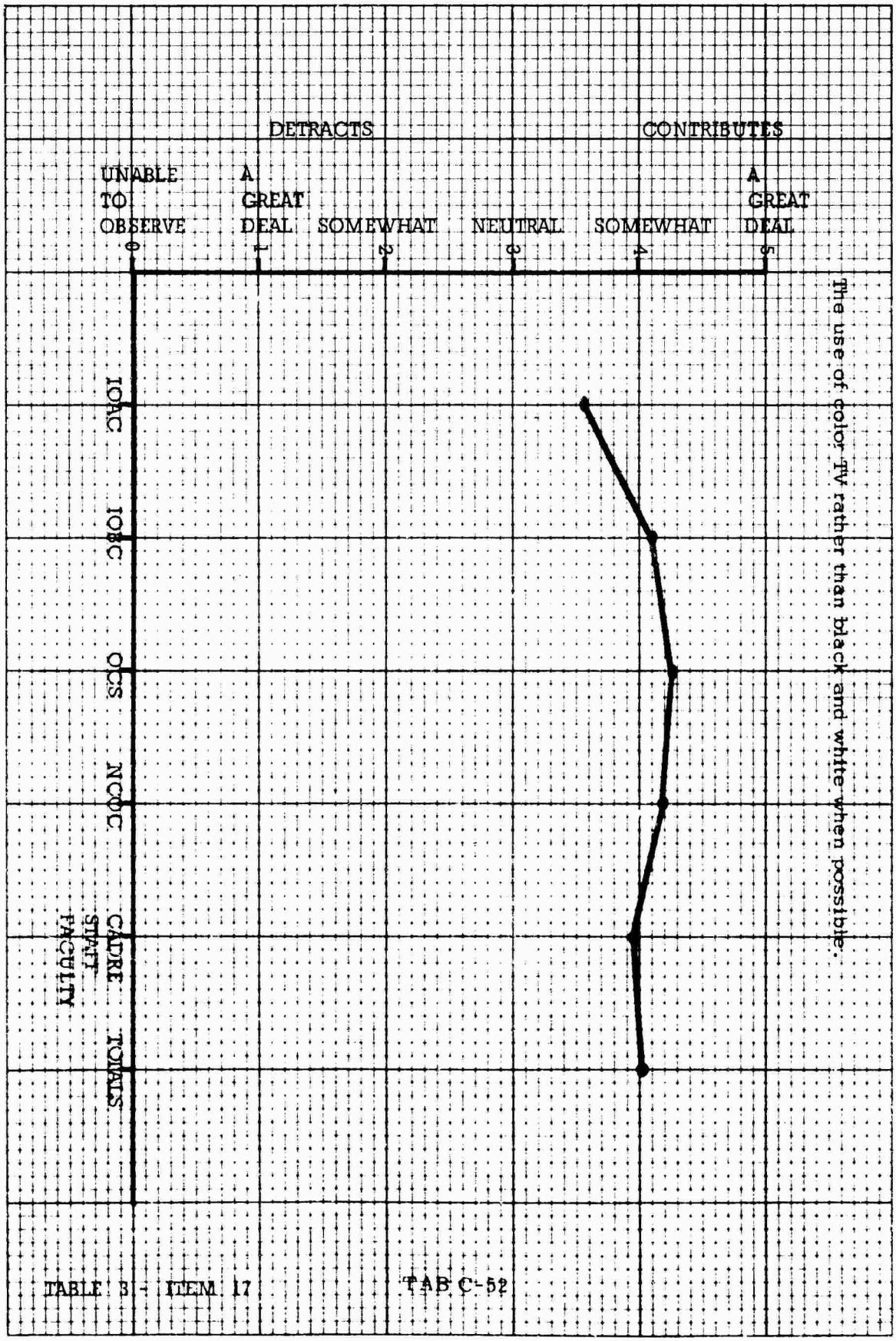


TABLE 3 - ITEM 17

TABLE 3 - ITEM 18

TABLE 3 - ITEM 19

TABLE 3 - ITEM 20

TABLE 3 - ITEM 21

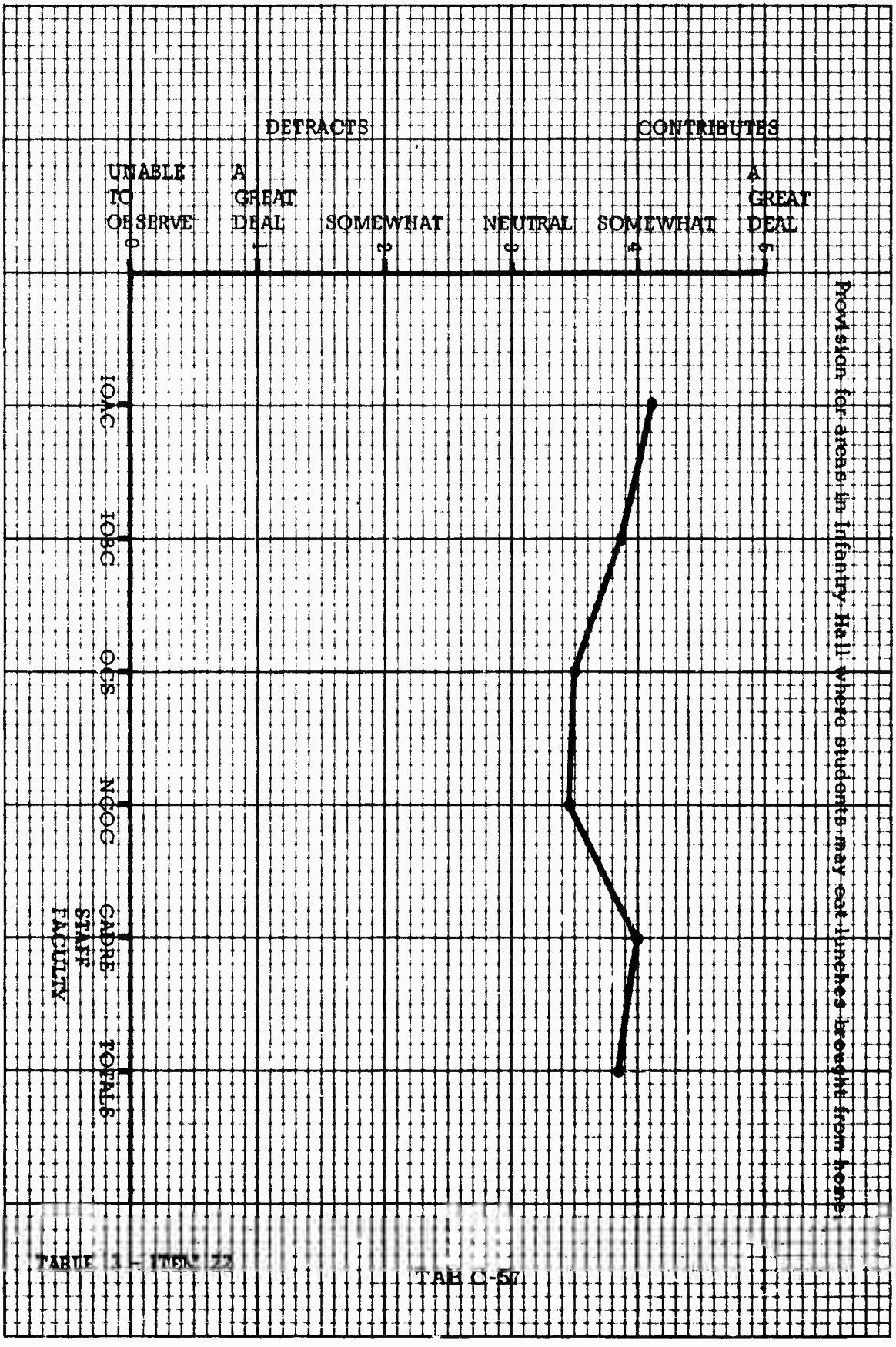

DETRACTS
CONTRIBUTES
UNABLE TO OBSERVE
A GREAT DEAL
SOMEWHAT
NEUTRAL
SOMEWHAT
A GREAT DEAL
0
1
2
3
4
5
IOAC
IOBC
OCS
NCOC
CADRE
STAFF
FACULTY
Provision for areas in Infantry Hall where students may eat lunches brought from home

TABLE 3 - ITEM 23

TABLE 3 - ITEM 24

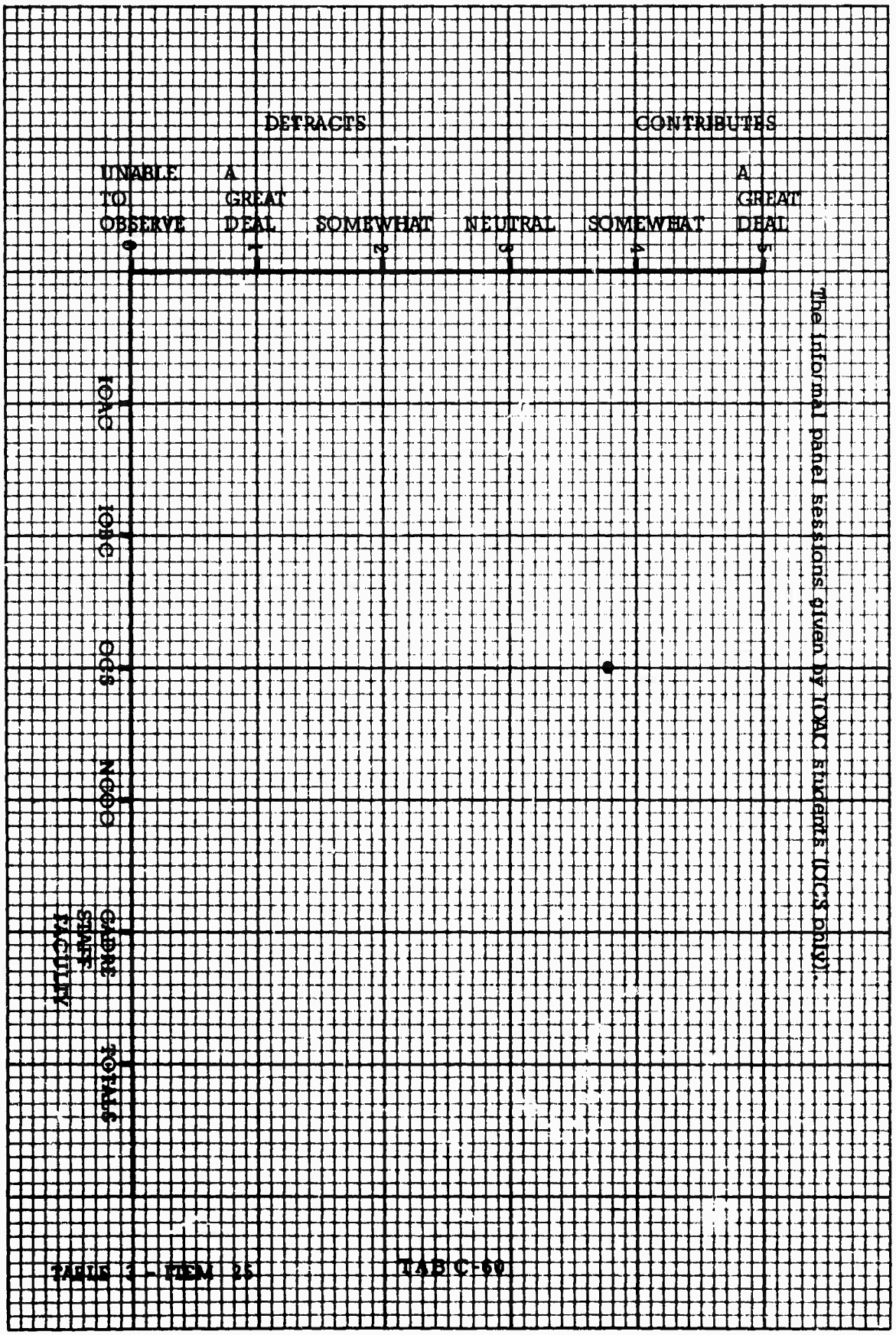

DETRACTS
CONTRIBUTES
UNABLE TO OBSERVE
A GREAT DEAL
SOMEWHAT
NEUTRAL
SOMEWHAT
A GREAT DEAL
0
1
2
3
4
5
IOAC
IOSC
OCS
NCOC
CADRE STAFF FACULTY
TOTALS
The Informal Panel Sessions given by IOAC students (IOCS only).

TABLE 3 - ITEM 26

The use of the peer rating system to determine leadership ability (NCOC only).

	DETRACTS				CONTRIBUTES	
	UNABLE TO OBSERVE	A GREAT DEAL	SOMEWHAT	NEUTRAL	SOMEWHAT	A GREAT DEAL
	0	1	2	3	4	5
ICAC						
FOSC						
OCS						
NCOC						
OTHER STATE FACULTY						
SELF						

TABLE 3 - ITEM 22

TABLE 4 - ITEM 1 TAB C-53

TABLE 4 - ITEM 2

TABLE 9 - ITEM 3

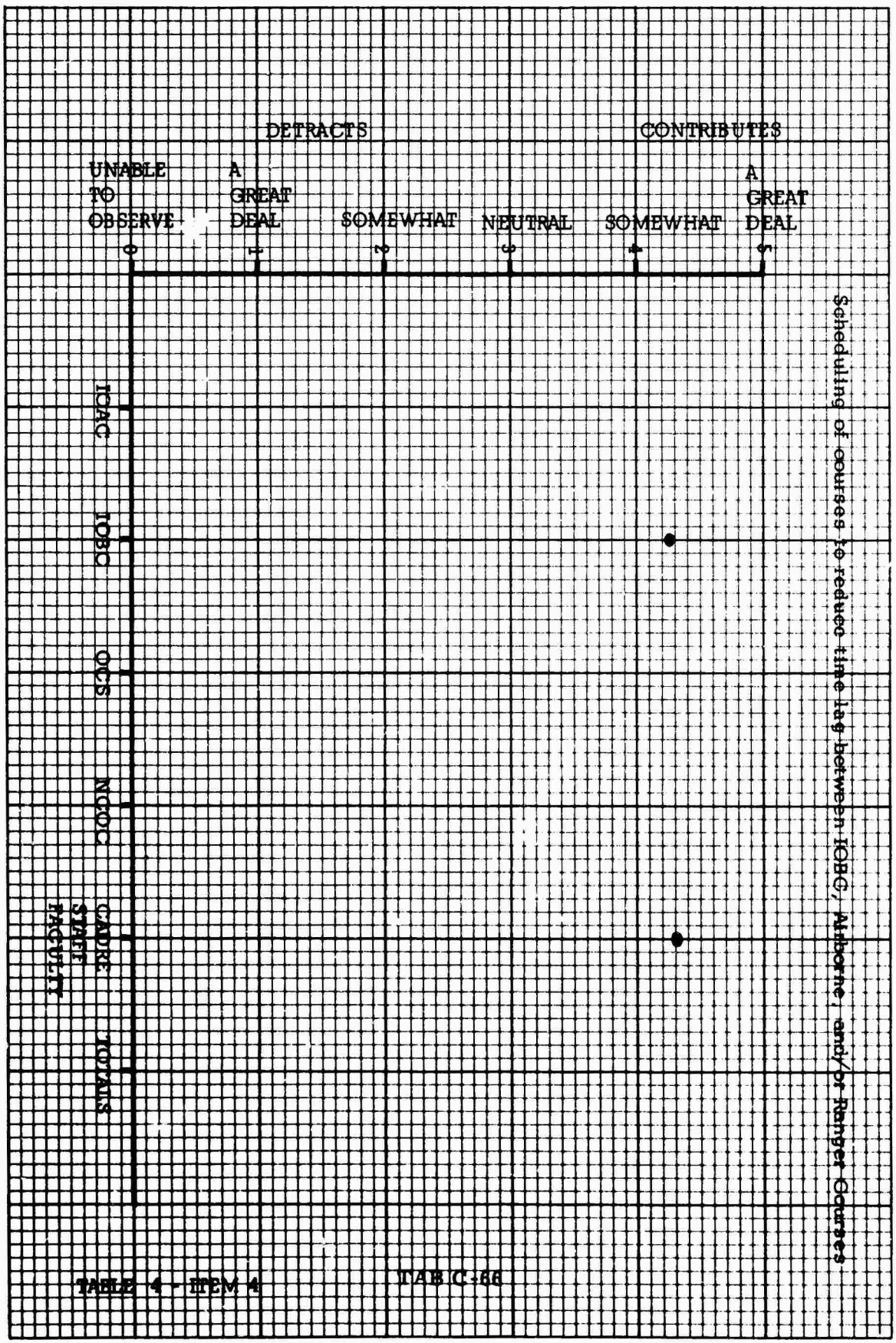


TABLE 4 - ITEM 4

TABLE 4 — ITEM 5

TABLE 4 - ITEM 6

TABLE 4 - ITEM 7

TABLE 4 - ITEM 8

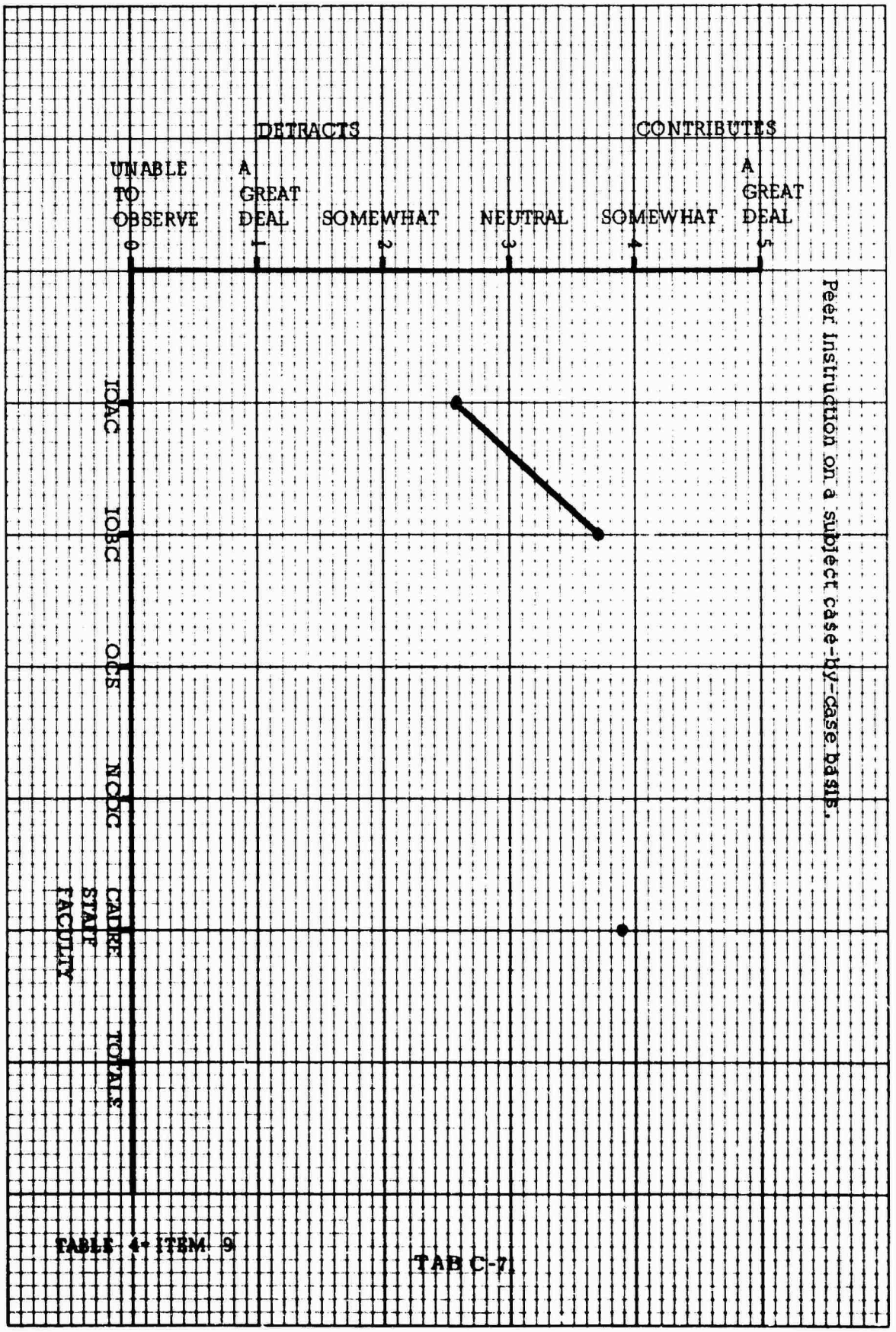


TABLE 4- ITEM 9

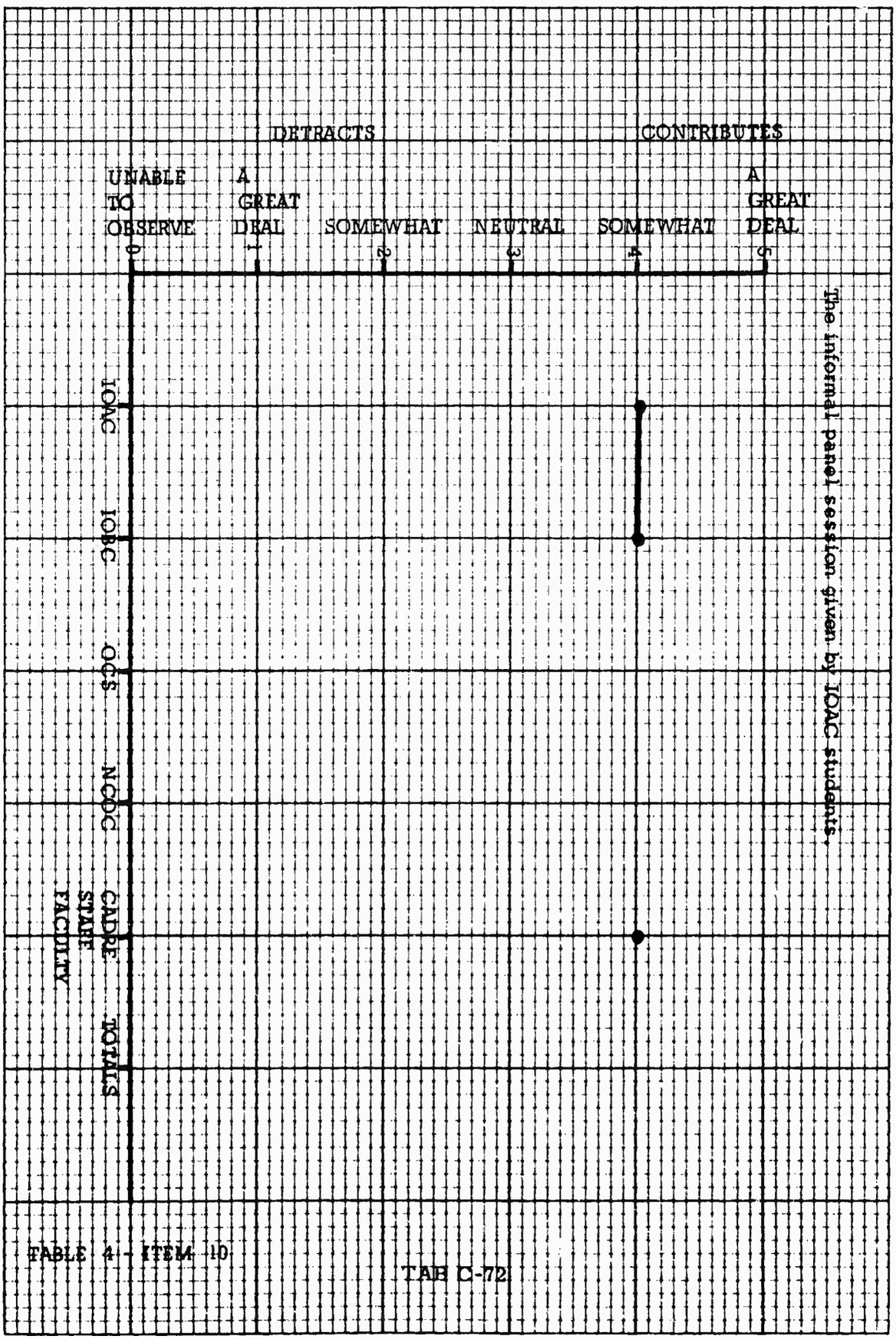


TABLE 4 - ITEM 10

The inclusion of graduate studies in IOAC

DETRACTS — CONTRIBUTES

UNABLE TO OBSERVE (0) | A GREAT DEAL (1) | SOMEWHAT (2) | NEUTRAL (3) | SOMEWHAT (4) | A GREAT DEAL (5)

IOAC

IOBC

OCS

NCOC

CAREER STAFF

FACULTY

TABLE A - ITEM 11

Distribution of up-to-date information packets prior to students reporting to Fort Benning.

TABLE 4 - ITEM 12

Advanced instructional electives program in IOBC

	0	1	2	3	4	5
	UNABLE TO OBSERVE	A GREAT DEAL	SOMEWHAT	NEUTRAL	SOMEWHAT	A GREAT DEAL
		DETRACTS			CONTRIBUTES	
IOAC						
IOBC					●	
OCS						
NCOC						
CADRE					●	
STAFF						
FACULTY						
TOTALS						

TABLE 4 - ITEM 13

The instruction on real world problems of a newly commissioned officer upon arrival at first duty station:

	UNABLE TO OBSERVE 0	A GREAT DEAL -1	SOMEWHAT 2	NEUTRAL 3	SOMEWHAT 4	A GREAT DEAL 5
		DETRACTS				CONTRIBUTES
IOAC						
IOBC						●
OCS						
NCOC						
CAREER STAFF FACULTY						●
TOTALS						

TABLE 4 - ITEM 14

Orientation discussions of service and standards of dress

	DETRACTS				CONTRIBUTES	
	UNABLE TO OBSERVE	A GREAT DEAL	SOMEWHAT	NEUTRAL	SOMEWHAT	A GREAT DEAL
	0	1	2	3	4	5
IOAC					•	
IOBC						
OCS						
NCOC						
CADRE						
TOTALS						

STAFF
FACULTY

TABLE 4 - ITEM 15

TABLE 4 - ITEM 15

The use of the airmobile command and control simulator with terrain models.

	DETRACTS				CONTRIBUTES	
	UNABLE TO OBSERVE 0	A GREAT DEAL 1	SOMEWHAT 2	NEUTRAL 3	SOMEWHAT 4	A GREAT DEAL 5
IOAC					•	
IOBC						
OCS						
NCOC					•	
CADRE						
STAFF						
FACULTY						
TOTALS						

TABLE 4 - ITEM 17

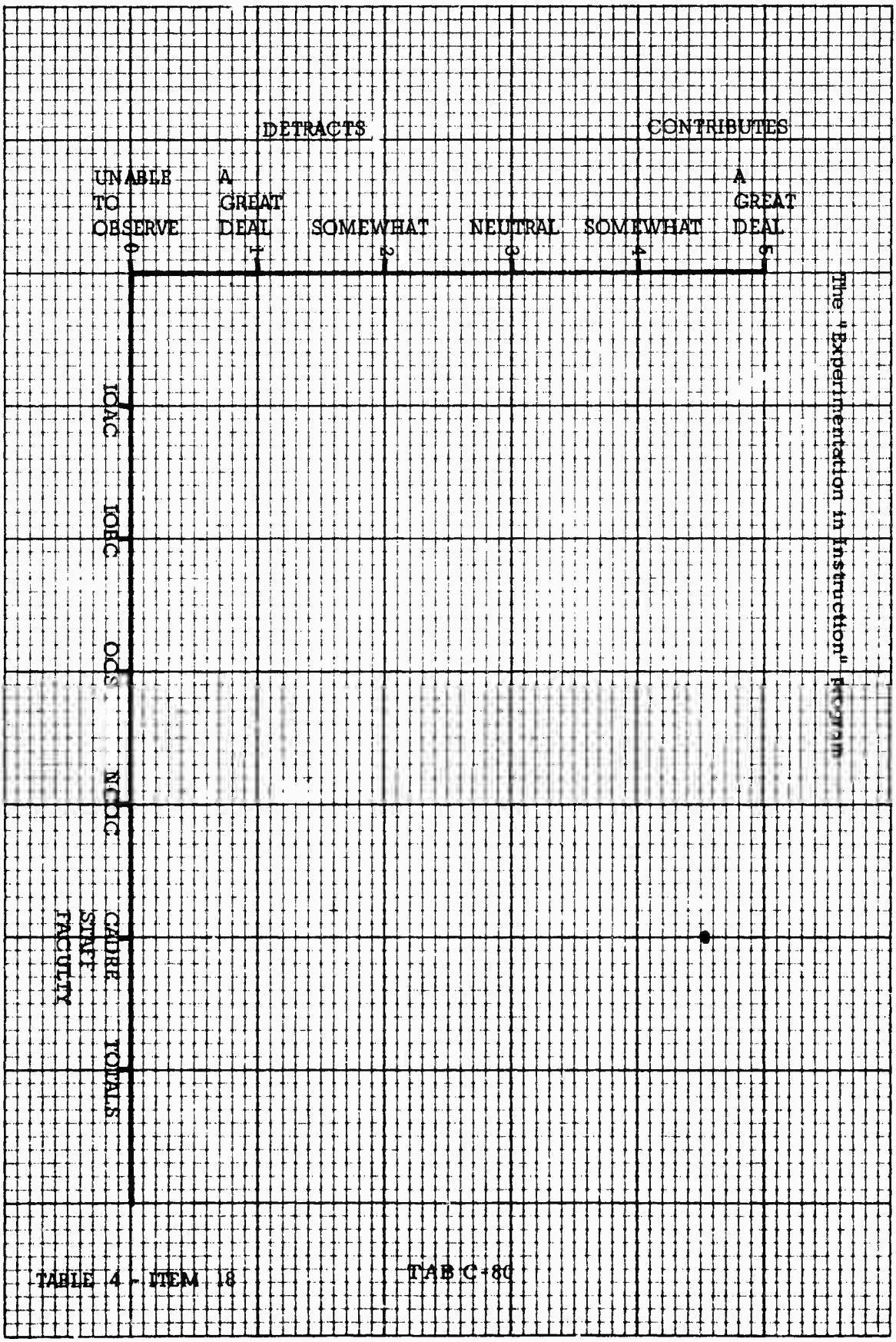


TABLE 4 - ITEM 18

The use of the peer rating system to determine leadership ability in NCOC

DETRACTS — CONTRIBUTES

UNABLE TO OBSERVE (0) | A GREAT DEAL (1) | SOMEWHAT (2) | NEUTRAL (3) | SOMEWHAT (4) | A GREAT DEAL (5)

ICAC

IOBC

OCS

NCOC

CADRE

STAFF

FACULTY

TOTALS

TABLE 4 - ITEM 19

SECTION 2

SUMMARY AND PROGRESS ANALYSIS OF

SELECTED USAIS EDUCATION AND TRAINING ITEMS

(Part A, Section V, FY 72, Benning Plan, MVA)

1. ACTION: Item 1, Part A. Conduct of an advanced instructional elective program in the Infantry Officer Basic Course.

2. IMPLEMENTATION: (This action did not require VOLAR funds).

a. This action was initiated in Sep 70. Although the action was implemented prior to the initial VOLAR test, it supported the VOLAR concept. This program is administered in conjunction with the diagnostic testing program for IOBC and provides a means to eliminate undesirable repetition and offer a challenging elective program for qualified students.

b. This program has been continually upgraded throughout the VOLAR test. The electives program currently includes Nonresident Instruction Courses, Language Laboratories, Library Research, Individual Learning Center Programs and Resident Electives which encompass 140 different courses totaling over 700 hours of self-study instruction.

3. REMARKS: The IOBC Elective Program is a viable program that is providing a stimulating challenge to outstanding students and supports the trend toward individualization of instruction in USAIS courses. Current student participation in the program is 28% of total class enrollment. The results of an opinion survey administered during the 2nd quarter of FY72 indicates that IOBC students favorably rate this item as contributing to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army. USAIS will continue to offer the electives program to IOBC students and evaluate new courses for expanding the subjects offered.

4. This action will be retained and monitored during the remainder of the FY72 test program, but reported on only if significant changes occur.

1. ACTION: Item 4, Part A. Conduct of an "Experimentation in Instruction" program.

2. IMPLEMENTATION: (This action did not require VOLAR funds.)

a. This action was initiated by USAIS Memorandum 350-3, dated 9 Dec 69. Although the program was initiated prior to the initial VOLAR test, it supports the VOLAR concept. This program promotes experimentation to find new ways to improve learning. It reduces administrative obstacles to experimentation and encourages departmental personnel to evaluate innovations that may enhance learning and conserve instructional time.

b. The program has been favorably received by the USAIS Staff and Faculty as evidenced by the following summary of experiments conducted:

EXPERIMENTATION IN INSTRUCTION

ACTIONS	1970	1971 (3 Qtrs)
Experiments approved and implemented	109	60
Resulting Changes to POI	87	31
Discontinued or not effective	22	7
Experiments continuing		22

3. REMARKS: This program provides an efficient and effective means of promoting experimentation to improve instruction which is in consonance with the VOLAR concept. The results of an opinion survey administered during the 2nd quarter of FY72 revealed that the USAIS Staff and Faculty rate this action as contributing favorably to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army.

4. This action will be retained and monitored during the remainder of the FY72 test program, but reported on only if significant changes occur.

1. ACTION: Item 5, Part A. Determination of the leadership ability of NCOC students (MOS 11B40, 11C40, and 11F40) by means of a peer rating system similar to OCS.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) This action was in support of the VOLAR concept but implemented prior to the VOLAR test period at USAIS. The implementation of the peer/TAC rating system into the NCOC program has been one of the tools used to effectively evaluate leadership of the students during the course. Since the tactical officer provides a professional leadership input and the peer provides a ground level, "work with" view, the two inputs can be correlated to evaluate potential leadership and student performance.

3. REMARKS: The system has proven to be a useful program in providing a valid instrument for evaluating student performance and potential leadership. The results of an opinion survey administered during the 2nd quarter of FY72 indicate that the USAIS Staff and Faculty favorably rated this item as contributing to the VOLAR objectives. Although the NCOC program will be discontinued in March 1972; the peer evaluation concept is being carried forward into the replacement NCOES program at USAIS.

4. This action will be retained and monitored during the remainder of the FY72 test program, but reported on only if significant changes occur.

1. ACTION: Item 7, Part A. Use of peer instruction in USAIS Resident Courses.

Item 34, Part A. Establishment of small discussion group classes (seminars) and increased use of peer instruction techniques on a subject case-by-case basis.

2. IMPLEMENTATION: (These actions did not require VOLAR funds.) Because of their nature, these items are consolidated for reporting purposes. Approximately 76 hours of peer instruction have been integrated into nine recently systems engineered courses at USAIS, predominantly in physical training and drill and ceremonies type instruction. These newly systems engineered courses also contained a total of 195 hours of small group (seminar) instruction which has proven to be highly effective in management subjects and leadership type instruction.

3. REMARKS:

a. Peer instruction offers considerable potential for increasing student involvement in instruction which fosters improved learning. The results of an opinion survey administered during the 2nd quarter of FY72 indicate that this item was favorably rated as contributing to the VOLAR test objectives.

b. Small group discussions have proven to be very successful and were well received by both students and instructors as evidenced by the results of an opinion questionnaire administered during the 2nd quarter FY72 which indicated that this item contributed to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army.

4. These actions will be retained and monitored during the remainder of the FY72 test program, but reported on only if significant changes occur.

1. ACTION: Item 8, Part A. Presentation of race relations instruction to the students of the Advanced, Basic, Officer Candidate and Non-commissioned Officer Candidate Courses.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) Race relations instruction has been presented to leadership courses at the Infantry School on a regular basis since June 1970. Although this action was implemented prior to the initial VOLAR test, it supported the VOLAR concept. The original program was initially keyed to black/white relationships and problems. During the VOLAR test period, the program has been continually upgraded and expanded to include the views of minority groups other than blacks, e.g., Mexican-Americans, American-Indians, etc.

3. REMARKS: The program of race relations instruction has provided an excellent means of familiarizing the professional leader with the Army's position on racial equality. The results of an opinion survey administered during the 2nd quarter of FY72 indicate that the USAIS Staff and Faculty, Advanced, Basic, Officer Candidate and Noncommissioned Officer Candidate students favorably rated this item as contributing to the objectives of the VOLAR concept.

4. This action will be retained and monitored during the remainder of the FY72 test program, but reported on only if significant changes occur.

1. ACTION: Item 9, Part A. Presentation of a 42-hour block of management instruction to Advanced Course Students.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) The management instruction for Advanced Course officer students was expanded from 20 to 42 hours effective with Advanced Course 4-71 in February 1971. The expanded program emphasizes general management procedures and employs the case study method to stress the functions of management and the techniques of solving management problems. Management Practices in TOE Units (MAPTOE) was also added to this block during the FY72 test period. MAPTOE teaches the student to relate industrial management techniques, work flow, distribution, etc., in Army TOE units.

3. REMARKS: The increased management instruction provides the Advanced Course student a thorough awareness of the functions of management and presents many techniques that will be useful in accomplishing future managerial tasks. The results of an opinion survey administered during the 2nd quarter of FY72 indicated that the USAIS Staff and Faculty and Advanced Course students favorably rated this item as contributing to the VOLAR objectives.

4. This action will be retained and monitored during the remainder of the FY72 test program, but reported on only if significant changes occur.

1. ACTION: Item 10, Part A. Presentation of drug abuse instruction to students of the Advanced, Basic, Officer Candidate, and Noncommissioned Officer Candidate Courses.

Item 11, Part A. Presentation of prevention of AWOL instruction to students of the Advanced, Basic, Officer Candidate, and Noncommissioned Officer Candidate Courses.

2. IMPLEMENTATION: (These actions did not require VOLAR funds.) Because of their nature, these items are consolidated for reporting purposes. Currently, IOBC students receive two hours and IOAC, OCS and NCOC students receive one hour of drug abuse as part of their respective POI's. Additionally, one hour of instruction on drug abuse is included in the "Leadership for Professionals" class conducted for all Fort Benning personnel. All leader courses currently receive a two-hour block of instruction on prevention of AWOL.

3. REMARKS: Current POI revisions include provisions for all leader courses to receive a four hour block of instruction on drug abuse beginning in January 1972. The results of an opinion survey administered during the 2nd quarter of FY72 indicated that students and the USAIS staff and faculty favorably rated these actions as contributing to the VOLAR objectives of increasing professionalism and creating a more favorable attitude toward the Army.

4. These actions will be retained and monitored during the remainder of the FY72 test program, but reported on only if significant changes occur.

1. ACTION: Item 12, Part A. Development and presentation of a four hour instructional problem on the subject of real world problems encountered by the newly commissioned officer at his first duty station in CONUS.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) This problem was developed for inclusion in the IOBC program of instruction (POI). It consisted of a two-hour TV film reviewing pertinent points of leadership, military justice, unit administration, training management, and logistics. The remaining two hours consisted of a panel discussion with newly commissioned officers and seasoned noncommissioned officers participating. Effective in July 1971, the problem was reduced to two hours containing only an introduction and a panel and was offered on an optional basis during non-POI hours. This action was taken because POI academic restraints forced a reduction in the curriculum.

3. REMARKS: The problem is still being offered optionally during non-POI hours (as a selective). This presentation is an excellent vehicle to acquaint newly commissioned officers with problems they can expect to face on their first assignment. It serves to review the subject areas previously taught and highlights potential pitfalls the officer may encounter. This problem has great merit for Basic Course students. However, its effectiveness as a selective is marginal since students have not been willing to sacrifice free time to attend the instruction.

4. This action has been deleted as a formal item in the FY72 test program.

1. ACTION: Item 13, Part A. Reduction of the minimum number of scheduled hours per week required in Army courses of instruction.

Item 36, Part A. Providing more "open time" in IOBC and OCS by the elimination of instruction not really essential.

2. IMPLEMENTATION: (These actions did not require VOLAR funds.) Because of their nature, these items are consolidated for reporting purposes. During FY71, curriculum reviews were conducted for all USAIS courses to eliminate Saturday instruction, to provide compensatory time on mornings following night instruction, and to provide additional open time during the academic week to allow students to accomplish essential personal affairs. This action was fully implemented in all POI's by the end of Jan 71.

3. REMARKS: Evaluation studies for seven leader courses revealed that there was no significant decrease in academic performance and student confidence after the VOLARized POI went into effect. Subsequent command monitoring has revealed no change in the results of these evaluations. Results of an opinion survey administered during the 2nd quarter of FY72 indicate that students and the USAIS staff and faculty favorably rated these actions as contributing to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army. Both items have been addressed Army-wide by AR 351-1, dated 19 Aug 71, which sets the maximum scheduled hours of training per week during peacetime at 40 hours.

4. These actions will be retained and monitored during the remainder of the FY72 test program, but reported on only if significant changes occur.

1. ACTION: Item 14, Part A. Implementation of graduate studies in the Electives Program of the Infantry Officer Advanced Course.

2. IMPLEMENTATION: (This action did not require VOLAR funds for FY72.) This program provides the college graduate (possessing a baccalaureate degree) attending the IOAC with an opportunity to pursue graduate work. It has been an ongoing project since 5 January 1971 when a contract for graduate level studies was awarded to Georgia State University. Through the utilization of four classrooms in Infantry Hall, students attend classes from 1515 - 1730 hours on Tuesdays and Thursdays. The library receives extensive use from these students, who receive this instruction without personal expense. In the Winter and Spring semesters of FY71 some 165 students enrolled in this program; thus far in FY72 some 169 students have taken advantage of this opportunity.

3. REMARKS: Through the practical experience of attending classes, this program has been very effective in helping students to determine whether or not they are qualified for or sufficiently motivated to pursue graduate work. While attending the IOAC each qualified student has the opportunity to earn ten quarter-hours of graduate credit through this program. Considerable emphasis has been placed on informing the students how they may progress toward attainment of an advanced degree through a combination of the programs available, e.g., elective courses offered, tuition assistance for off-duty courses, VA educational benefits, and participation in one of the Degree Completion Programs offered by DA. The results of an opinion survey administered during the 2nd quarter of FY72 indicates that both IOAC students and members of the USAIS Staff and Faculty favorably rate this item as contributing to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army. USAIS will continue to offer the graduate electives program to IOAC students and evaluate new courses for possible inclusion in this program.

4. This action will be retained and monitored during the remainder of the FY72 test program, but reported on only if significant changes occur.

1. ACTION: Item 15, Part A. Elimination of the duplication of subjects taught in courses of instruction at USAIS that students will undergo as they progress through a normal officer and NCO military educational program of schooling.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) During the systems engineering process, USAIS reviews all aspects of previous training, and unnecessary duplication is eliminated. USAIS has been directed to have all POI's systems engineered by April 1973. To date, the following courses have been systems engineered: IMPC, IOBC, BIOCC, NCOES (11B40, 11C40, 11H40, 11F50 and 11G50), and ROTC-IIC. As the remainder of the courses are systems engineered, undesirable duplication of instruction will be eliminated. Additionally, USAIS conducts periodic coordination with other service schools to compare POI's and eliminate unnecessary duplication. On an individual basis, the Diagnostic Testing/Electives Program for IOAC and IOBC enables qualified students to avoid needless repetitious instruction.

3. REMARKS: Elimination of duplication of instruction creates a more effective training environment and facilitates student learning and morale. Results of an opinion survey administered during the 2nd quarter of FY72 revealed that students and the USAIS staff and faculty favorably rated this action as contributing to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army.

4. This action will be retained and monitored during the remainder of the FY72 test program, but reported on only if significant changes occur.

1. ACTION: Item 17, Part A. Implementation and evaluation of a program to standardize physical fitness testing within the US Army.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) The Army Physical Fitness Examination (APFE) was designed to replace the Physical Combat Proficiency Test (PCPT). This test was developed and tested during FY's 70 and 71. In FY71, it was approved by CONARC and integrated into USAIS courses of instruction. As proponent for FM21-20, Physical Readiness Testing, USAIS has incorporated the APFE into a revision for this FM which is currently being printed. Upon publication and distribution of this FM, it is anticipated that the APFE will be adopted Army-wide during the latter part of FY72.

3. REMARKS: The APFE requires different standards for various age groups and military occupations which makes it more equitable than the PCPT. This action has been well received at USAIS, as evidenced by the favorable rating that it received from students and the USAIS staff and faculty on an opinion questionnaire administered during the 2nd quarter of FY72.

4. This action will be retained and monitored during the remainder of the FY72 test program, but reported on only if significant changes occur.

1. ACTION: Item 18, Part A. Improvement and expansion of the diagnostic testing program in USAIS courses of instruction.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) USAIS currently employs diagnostic tests in the IOAC, IOBC, and OCS courses. The diagnostic examinations are used to determine class entry level of military knowledge which enables the staff and faculty to tailor instruction to individual class needs and where appropriate to identify proficient students for exemption from selected subject areas. The diagnostic testing program for IOBC was expanded to provide more comprehensive coverage of subject matter in August 1971. Additionally, pre-course survey examinations have been constructed for the Advanced NCOES (11G50 and 11F50) courses scheduled to begin in March 1972. Diagnostic tests will continue to be integrated, as appropriate, into USAIS courses as they are systems engineered.

3. REMARKS: Diagnostic testing has proven to be a useful and viable concept at USAIS. The ability of the Infantry School to tailor instruction to student needs as well as the elimination of unnecessary repetition for qualified students is in consonance with the VOLAR concept. Additionally, the results of an opinion survey administered during the 2nd quarter of FY72 indicated that students and the USAIS staff and faculty favorably rated this action as contributing to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army.

4. This action will be retained and monitored during the remainder of the FY72 test program, but reported on only if significant changes occur.

1. ACTION: Item 19, Part A. The initiation of actions designed to give officer student class leaders more representation on post policy-making and planning groups and USAIS academic review boards.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) This program was initiated in January 1971. Two representatives from the Infantry Officer Advanced Course were placed on the Officer Open Mess Advisory Council and the Company Grade Officer Councils. Officer students were also afforded the opportunity to participate in USAIS academic review boards. This program has been expanded to include Infantry Officer Basic Course students, and it has been fully implemented as an on-going activity.

3. REMARKS: This program aids in keeping the students informed on current post projects, and provides the student body, a significantly large segment of the post population, with a means of exercising a degree of control over their living and learning environment. The results of an opinion survey administered during the 2nd quarter of FY72 revealed that both students and the USAIS Staff and Faculty favorably rated this item as contributing to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army.

4. This action will be retained and monitored during the remainder of the FY72 test program, but reported on only if significant changes occur.

1. ACTION: Item 20, Part A. Provision of an area where officer students could eat lunches brought from home.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) Two 50-man classrooms are set aside from 1200 until 1315 hours daily for officer students to utilize as a lunchroom. This program has been fully implemented and continues as an on-going activity at USAIS.

3. REMARKS: These classrooms serve not only as a lunchroom but as a lounge and rest area. Student use of these two classrooms has aided in eliminating an irritant, as the Snack Bar facilities are frequently overcrowded during the noon hour. The primary users of these classroom facilities are the students in the Advanced Course, and the results of an opinion survey administered during the 2nd quarter of FY72 revealed that IOAC students favorably rate this item as contributing to the VOLAR objective of creating a more favorable attitude toward the Army.

4. This action has been deleted as a formal item in the FY72 test program.

1. ACTION: Item 21, Part A. Elimination of the requirement for students to stand at attention at the beginning of each class until a report was rendered and they were given the command "Take Seats".

2. IMPLEMENTATION: (This action did not require VOLAR funds.) The requirement for students to stand at attention at the beginning of classes was terminated in January 1971, at the direction of the Commandant. This action has been fully implemented at USAIS, and is continuing as an on-going item in FY72.

3. REMARKS: The result of this action is a more relaxed atmosphere without sacrificing discipline and courtesy. It has eliminated an unnecessary irritant to the students as validated by the results of an opinion survey administered during the 2nd quarter of FY72 which revealed that students favorably rated this item as contributing to the VOLAR objectives.

4. This action will be retained and monitored during the remainder of the FY72 test program, but reported on only if significant changes occur.

1. ACTION: Item 22, Part A. Attempt to schedule IOBC, Ranger and Airborne courses so as to reduce time lapses between courses.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) USAIS schedules classes, to the extent possible, so as to reduce time lapses between courses. A continual effort is made between DA, CONARC and USAIS to insure that student reporting dates for courses are scheduled to facilitate the minimum time lapses between courses within the confines of commissioning dates and scheduling constraints.

3. REMARKS: The reduction of time lapses between courses makes officers available for training duty with their permanent organization faster, thereby enabling the military to realize more productive man-hours. It also enhances student morale since they are not required to take leave or participate in filler training between resident courses of instruction. The USAIS Staff and Faculty and IOBC students rated this item as favorably contributing to the VOLAR objectives on an opinion questionnaire administered during the 2nd quarter of FY72. Continuing efforts with CONARC and DA will be conducted to reduce these undesirable time lapses for resident students.

4. This action has been deleted as a formal item in the FY72 test program.

1. ACTION: Item 23, Part A. Elimination of scheduling of classes before 0900 hours on days following night training which terminated after 2200 hours.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) Historically, students were not receptive to instruction in early morning classes following late night instruction. Consequently, in January 1971, USAIS revised the master scheduling boards for all resident courses and re-sequenced training to insure that the first academic hour on days following late night instruction remained open. This practice was continued for the FY72 test program.

3. REMARKS: This action has removed an unnecessary student irritant and insured that students are afforded an opportunity to be adequately prepared and alert for morning classes. This action has been particularly well received by students as evidenced by the results of an opinion questionnaire administered during the 2nd quarter of FY72 which revealed that both the USAIS Staff and Faculty and students rated this item as a contributing to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army.

4. This action will be retained and monitored during the remainder of the FY72 test program, but reported on only if significant changes occur.

1. ACTION: Item 24, Part A. Revision of USAIS weapons instruction (Practical Work) to insure that work groups were small enough to allow ample hands-on training by all students.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) In January 1971, practical work presented by the USAIS Weapons Department was reorganized to obtain the most feasible student/instructor ratios. The problems were designed to permit maximum hands-on training within the constraints of time and available resources. This program was well received during the initial VOLAR test and was retained and upgraded during the FY72 VOLAR test.

3. REMARKS: Small group instruction affords a greater opportunity for supervised hands-on training and facilitates student learning. This action received a favorable rating on the opinion questionnaire administered to the USAIS Staff and Faculty and students during the 2nd quarter of FY72, as contributing to the VOLAR objectives of increasing professionalism and creating a more favorable attitude toward the Army.

4. This action will be retained and monitored during the remainder of the FY72 test program, but reported on only if significant changes occur.

1. ACTION: Item 25, Part A. Insuring that instructors did not make derogatory remarks about classes or compare one class with another. Instructors who violate prescribed standards were to be immediately reassigned.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) In January 1971, the Director of Instruction sent a memorandum to all departments providing guidance concerning instructor performance. The Instructor Training Course orientation conducted by the DI, was modified to include reference to the memorandum. Command influence has continued to be used to insure enforcement of this policy.

3. REMARKS: Since implementation of this action, no reports of this undesirable practice have been recorded. Students desire to be treated in a professional manner, therefore, the elimination of this practice has contributed to student morale. The results of an opinion survey administered during the 2nd quarter of FY72 indicate that students favorably rated this item as contributing to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army.

4. This action has been deleted as a formal action in the FY72 test program.

1. ACTION: Item 26, Part A. Insured that all personnel at USAIS referred to officers attending USAIS courses as "officer students" instead of "student officers".

2. IMPLEMENTATION: (This action did not require VOLAR funds.) A directive published by the secretary, USAIS, on 2 December 1970, required all references to "student officers" be changed to read "officer students". This change in terminology has been incorporated into the revision of the USAIS SOP.

3. REMARKS: IOBC students felt the term "student officers" was derogatory in that it implied that they were not yet commissioned. The revision of this terminology has eliminated this irritant, and has helped to improve the self-image of the junior officer attending USAIS courses. A recent survey of IOAC, IOBC and USAIS Staff and Faculty revealed that this action contributed favorably to the VOLAR concept.

4. This action has been deleted as a formal item in the FY72 test program.

1. ACTION: Item 27, Part A. Implementation of some joint classes including IOAC, IOBC, OCS, and NCOC students. Also, IOAC students conducted informal panel sessions for IOBC and OCS students.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) During the test period, experimental classes were conducted which combined Advanced Course students with Basic Course students. Additionally, joint seminars utilizing IOAC, IOBC, and OCS students were held and IOAC students were used as panel members to augment faculty presentations. These panels have been continued in FY72, but have been staffed with "snowbirds" and "blackbirds" instead of IOAC students.

3. REMARKS:

a. Experience sharing is the most significant advantage of the combined class concept; however, scheduling constraints preclude the use of this type instruction on a sustained basis. Additionally, experience has shown that some classes, such as "Law of Land Warfare", are not adaptable to this approach. In several cases IOAC students presented improper techniques and poor examples to the junior leaders. Where scheduling permits, combining classes, such as "Leadership Aspects of Race Relations", has proved valuable.

b. Composition of the panels previously consisted of IOAC students; however, by using "blackbirds" and "snowbirds" as panel members, the loss of instruction time by IOAC students has been reduced. The panels have proved to be very successful in that they reinforce faculty presentations. The results of an opinion survey administered during the 2nd quarter of FY72 indicate that the USAIS Staff and Faculty, IOBC students, and OCS students favorably rate this action as contributing to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army.

4. This action will be retained and monitored during the remainder of the FY72 test program, but reported on only if significant changes occur.

1. ACTION: Item 28, Part A. Insuring that all students coming to USAIS receive up-to-date information packets before they report to Fort Benning.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) The current method of providing students with advance information packets includes forwarding packets to college/university PMS's for distribution to graduates and sending packets directly to personnel once advance orders assigning them to USAIS are received. A revision to this procedure, currently being staffed, includes: Sending PMS's copies of the information packets along with request forms to enable students enroute to USAIS to request a personal copy; Sending all graduating students commissioned Infantry a letter of congratulations with a request form attached; Continued monitoring of orders from all Army AG's assigning students to the IOBC and forwarding the packets to any student who has not already requested one; Having the Department of Nonresident Instruction forward Airborne/ Ranger packets to PMS's for issue to non-Infantrymen on orders to these courses, and inclusion of a section on the request form to indicate whether or not the Airborne/Ranger packets are requested. OCS and NCOC students do not receive advance information packets, however, they are issued to them upon arrival at Fort Benning.

3. REMARKS: The revised plan, when approved and implemented should upgrade this action and enable all ROTC officers to receive the packets prior to their arrival at Fort Benning. This action has proved to be extremely useful as evidenced by the results of an opinion questionnaire administered to the USAIS Staff and Faculty and IOBC students during the 2nd quarter of FY72 in which they favorably rated this item as contributing to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army.

4. This action will be retained and monitored during the remainder of the FY72 test program, but reported on only if significant changes occur.

1. ACTION: Item 29, Part A. Incorporation of an NCO panel discussion into IOBC on NCO-Officer relations.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) In January 1971, two test NCO panels were organized and presented to IOBC classes 10-71 and 11-71. The experiment proved successful and has been incorporated into the IOBC POI.

3. REMARKS: Conducting an informal seminar of this type assists the IOBC student in learning how NCO's view newly commissioned officers. It affords both students and panel members the opportunity to exchange points of view on all aspects of the proper working relationship between an officer and NCO. The class strongly reinforces the other instruction presented by the Leadership Committee. IOBC students favorably rated this item as contributing to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army.

4. This action will be retained and monitored during the remainder of the FY72 program, but reported on only if significant changes occur.

1. ACTION: Item 30, Part A. (Item 22, OMA) The creation of a Student Affairs Division in the Office of the Secretary, USAIS. The mission of this division was to watch over actions and procedures affecting student motivation, assist staff and faculty coordination of actions involving students' recommended actions to the Assistant Commandant, and publish a weekly news bulletin.

2. IMPLEMENTATION: (Actual cost for FY72 as of 30 Nov 71, $2,654). The Student Affairs Division, staffed by one captain and one civilian clerk, was created in Jan 71 and tasked with the responsibilities outlined above. This action was continued in the VOLAR 72 program and the funds listed above represent the pay of one civilian secretary from 1 July 1971 to 30 Nov 1971.

3. REMARKS: The Student Affairs Division has become a functional part of the Office of the Secretary, USAIS. It publishes, on a bi-weekly basis, a student news bulletin that provides information on current USAIS policies and student items of interest. The division also provides the USAIS Staff and Faculty with current information on student wants, needs, and attitudes. The results of an opinion survey administered during the 2nd quarter, FY72, indicate that the USAIS Staff and Faculty, and students favorably rate this item as contributing to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army.

4. This action will be retained and monitored during the remainder of the FY72 test program, but reported on only if significant changes occur.

1. ACTION: Item 31, Part A. Insure that orientations for all newly commissioned officers attending IOBC include sufficient information on customs of the service and standards of dress.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) IOBC students receive orientations from their respective cadre company and battalion commanders during their first week at Fort Benning. Customs of the service as well as dress standards are stressed in these orientations and are covered in detail in pamphlets and guides provided each IOBC student upon his arrival at USAIS. IOAC sponsors and the student affairs officer also provide valuable assistance in these areas.

3. REMARKS: This program has been successfully implemented and provides the newly commissioned officers the basics for military courtesy, customs, and proper wear of uniforms. It also affords the new officers a chance to ask questions they may have concerning these policies The results of an opinion survey administered during 2nd quarter FY72 indicate that the USAIS Staff and Faculty and IOBC students rate this item as favorably contributing to the VOLAR objectives of increasing professionalism and creating a more favorable attitude toward the Army.

4. This action will be retained and monitored during the remainder of the FY72 test program, but reported on only if significant changes occur.

1. ACTION: Item 32, Part A. Establishment of a sponsor program with IOAC students sponsoring IOBC students.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) In November 1971, a program to provide IOBC students with a sponsor from the Infantry Officer Advanced Course was initiated. This program provides for the voluntary procurement of IOAC students who desire to be sponsors for IOBC students. The IOBC students are allowed to pick the sponsor of their choice to the extent possible. The sponsor and sponsoree are "married up" during the IOBC students' first week at USAIS.

3. REMARKS: This program has been continued in FY72 and facilitates the transition of the newly commissioned officer to the Army. It also provides each IOBC student the opportunity to meet socially with experienced Army personnel who can tell them about policies and facilities at Fort Benning and the Army. This program has been very well received by all personnel involved as evidenced by the results of an opinion survey administered during the 2nd quarter FY72 which indicated that the USAIS Staff and Faculty, IOAC students, and IOBC students favorably rate this item as contributing to the VOLAR objectives.

4. This action will be retained and monitored during the remainder of the FY72 test program, but reported on only if significant changes occur.

1. ACTION: Item 33. Part A. Elimination of the requirement for IOBC officer students to march to and from classes on the Main Post.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) In January 1971 a USAIS memorandum was published authorizing all IOBC students to drive their POV's to and from resident classes of instruction on Main Post.

3. REMARKS: This policy was continued in FY72 and expanded parking facilities have been added in the Infantry Hall area. The results of an opinion survey administered during the 2nd quarter of FY72 indicate that IOBC students favorably rate this item as contributing to the VOLAR concept of creating a more favorable attitude toward the Army.

4. This action will be retained and monitored during the remainder of the FY72 test program, but reported on only if significant changes occur.

1. ACTION: Item 35, Part A. Elimination of scheduling of examinations on days following night instruction.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) In January 1971 the USAIS Master Scheduling Boards were restructured to insure that examinations were not scheduled on days following night instruction.

3. REMARKS: This policy has been continued in FY72 and has been incorporated into the USAIS SOP. The results of an opinion survey administered during the 2nd quarter of FY72 indicate that USAIS personnel favorably rate this action as contributing to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army.

4. This action will be retained and monitored during the remainder of the FY72 test program, but reported on only if significant changes occur.

1. ACTION: Item 37, Part A. (Item 21 OMA) Dispatch of Training Liaison Teams to Fort Ord and Fort Carson on a periodic basis.

Item 40, Part A. (Item 21 OMA) Provision of advisory assistance to Fort Ord on changes and modifications of the BCT/Inf AIT program.

2. IMPLEMENTATION: (Actual cost for FY72, $6,348.) Because of their nature, these items are consolidated for reporting purposes. During FY71 USAIS sent Liaison Training Teams to Fort Ord and Fort Carson on a periodic basis; the teams visited Fort Ord eight times and Fort Carson once. USAIS provided advisor assistance to Fort Ord in the BCT/Infantry AIT areas. Command response to these visits indicate that they were useful in providing assistance to Fort Ord personnel involved in the Experimental Volunteer Army Training Program (EVATP). Ft Carson, on the other hand, was engaged in Operational Readiness Testing and did not require assistance from USAIS on Basic Unit Testing. During FY72 Liaison Training Teams from USAIS visited Fort Ord again to observe the Experimental Volunteer Army Training Program in operation.

3. REMARKS: As part of its on-going mission, USAIS has provided Fort Ord assistance in updating the Army Subjects Schedules for which the Infantry School has proponency. In Feb 72, USAIS will complete its advisory assistance in the Inf AIT program; however, USAIS will continue to provide advisory assistance to Fort Ord and to other Training Centers for their BCT programs as required.

4. These actions will be retained and monitored during the remainder of the FY72 test program, but reported on only if significant changes occur.

1. ACTION: Item 38, Part A. Provision of additional training to USAIS graduates enroute to Fort Carson and Fort Ord.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) During the 3d and 4th quarter of FY71 three courses of action were taken to implement this program:

a. Information packets were distributed.

b. A VOLAR briefing was presented.

c. Additional maintenance training was presented to selected students enroute to Fort Carson.

A special day of training was presented to IOBC 6-71 graduates on orders to Fort Carson and Fort Ord. This training included information packets on the two posts and 4 hours of additional maintenance training and specific leadership instruction on contemporary problems. The additional maintenance training was also made available to NCOC 11B graduates enroute to Fort Carson.

3. REMARKS: The initial program was successful and well received by the students; however, as Fort Carson and Fort Ord initiated VOLAR projects at their respective posts, much of the information presented at USAIS was duplicated. Also, the contemporary leadership problems became a part of the IOBC, OCS, and NCOC POI's thus eliminating the need for a special class. In FY72 the VOLAR briefings and the information packets were discontinued; however, CMD continues to provide additional maintenance training to USAIS graduates assigned to mechanized units at Fort Carson. This instruction is not academic POI time and the block is "worked in" immediately prior to graduation.

4. This action will be retained and monitored during the remainder of the FY72 test program, but reported on only if significant changes occur.

1. ACTION: Item 39, Part A. Provision of assistance to Fort Carson training programs by forwarding instructional packets in the form of 16mm kinescope recordings.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) In January 1971, USAIS dispatched a Liaison Instructor Team to Fort Carson to provide assistance for the conduct of their Experimental Volunteer Army Training Programs and Operational Readiness Testing. At this time, the units at Fort Carson did not desire the 16mm kinescope recording packets. This action was retained in the FY72 test program in anticipation of subsequent requests for USAIS instructional assistance, to include 16mm kinescope recordings.

3. REMARKS: To date, Fort Carson has not requested USAIS assistance in this area. The Combat Arms Training Board has recently assumed proponency for actions of this nature and is prepared to provide assistance upon request.

4. This action has been deleted as a formal item in the FY72 test program.

1. ACTION: Item 41, Part A. Distribution of instructional packets on contemporary leadership problems.

2. IMPLEMENTATION: (This action did not require VOLAR funds for FY72.) In FY71 instructional packets concerning contemporary leadership problems were under development at USAIS to be forwarded to CONARC during the VOLAR test period. However, in May 1971, DA established the Emerson Board to study leadership throughout the Army and all USAIS activities related to this action were suspended pending the results of the Emerson Board study. In June 1971, USAIS was tasked by the Emerson Board to provide contemporary leadership instructional packets to the Board for distribution at a CONUS-wide Leadership Seminar in July 1971 at Fort Bragg.

3. REMARKS: The leadership packets were prepared by USAIS and forwarded to the Emerson Board for distribution.

4. This action has been deleted as a formal action in the FY72 test program.

SECTION 3

SUMMARY AND PROGRESS ANALYSIS OF

USAIS EDUCATION AND TRAINING ITEMS

(Part B, Section V, FY 72, Benning Plan, MVA)

1. ACTION: Item 1, Part B. (Item 15 OMA) Continue to increase the usage of programmed instruction in resident USAIS courses.

2. IMPLEMENTATION: (Actual cost for FY 72 as of 30 Nov 71 $14,606)

a. This program was part of an on-going activity to upgrade the academic excellence of USAIS as an educational institution. During the VOLAR test period, A GS 12, Program Instructional Technologist, and a GS 3, Clerk-Typist, were hired to accelerate the efforts in this area. The objective of this program is to increase the number and quality of programed instructional texts, computer-assisted instructional (CAI) classes, automated student response (EDEX) classes, and programs available in the Individual Learning Center (ILC).

b. The chart below represents the work that has been done in these four areas during the second half of FY 71 and the first half of FY 72.

	FY71	FY72
New programed texts:	-4-	-3-
New CAI classes:	1 hour	7 hours
New EDEX instruction:	6 hours	-0-
New ILC programs:	55 hours	18 hours

c. Additionally, there are 82 programs presently under development in FY 72 for future inclusion in both resident and non-resident USAIS courses of instruction. Sixty of these programs will be directly related to the Unit Training Extension Course, (UTEC).

3. REMARKS:

a. Programed Learning is a technical and highly developed educational technique. The four forms of programed instruction presently in use at the Infantry School are built on the principle of active student participation in the learning process. In addition to actively involving the student, programed instruction provides the following benefits: Terminal objectives are explicitly stated at the outset of the instruction; Students are provided immediate feedback on their progress; Students

proceed at their own pace through the instruction; The learning process is behavior/performance oriented rather than time oriented; and the instruction is essentially reproducible each time it is administered.

b. The evaluation of the attitudinal reception of programed instruction was accomplished through a survey, by questionnaire, of resident USAIS students. Approximately 93.6% of the surveyed students responded that they had encountered at least two of the four forms of programed instruction available at USAIS. Some 69.3% of the respondents felt that programmed instruction and like programs will favorably affect career intentions of classes exposed to this media in the future. All four forms of programed instruction were deemed by the majority of the respondents to be either superior or slightly superior to more conventional forms of instruction. Approximately 77% of the respondents who were exposed to programed instruction felt that it generated more interest in the subject matter being presented than did conventional instructional methods. Finally, 88.3% of the surveyed personnel exposed to programed instruction felt that it had definitely enhanced or at least slightly enhanced their professional capabilities.

c. Additionally, results of an opinion survey administered during the 2nd quarter of FY 72 indicated that students and the USAIS Staff and Faculty gave this item a high rating as contributing to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army.

d. As the usage of programed instruction continues to expand, to include not only resident but non-resident courses, its contribution toward building a professional, volunteer force will likewise be magnified.

4. This action will be retained and monitored during the remainder of the FY 72 test program, but reported on only if significant changes occur.

1. ACTION: Item 2, Part B. Continue to develop terrain models to be used as training devices to teach command and control of airmobile operations at USAIS.

2. IMPLEMENTATION: (This action did not require VOLAR funds for FY 72.)

a. This program was initiated in March 1969, and was designed to enhance the training of commanders and key staff officers to command and control combat operations from an airborne platform. The problem was initially presented to the Special Vietnam Officers Orientation Course. In FY 71, the problem was also presented to selected IOAC students on a test basis. The concept was evaluated in December 1970, and was found to be superior to the conventional form of instruction.

b. During the initial VOLAR test period (1 Jan - 30 Jun 71), VOLAR funds were used to upgrade this program. A 50-man classroom has been divided into five student training stations. Four of the stations contain terrain models and platform-mounted mock-ups of a UH-1 equipped with locally fabricated simulations of the AN/ASC 15 command and control communications console. The four terrain models were constructed to represent different battlefield environments that would possibly be encountered in Europe, Korea, Vietnam, or the Middle East. The fifth station is used to familiarize the students with the simulators and the particular terrain model they will be using. This station employs a tape/slide presentation on the conduct of the simulator training and affords the student mission commander and his staff a facility for conducting a pre-mission briefing.

c. During the VOLAR 72 test period, this program was offered as an IOAC elective. Qualified students were employed to develop problem scenarios for presentation of this instruction to their contemporaries. This instruction is scheduled for formal presentation to IOAC classes during the remainder of FY 72.

3. REMARKS:

a. The Airmobile Command and Control Simulator has proven superior to the more conventional forms of instruction in this type of training. The system has effectively reduced, to the extent possible, the degree to which a student must imagine or simulate the situation and environment. Additionally, active student participation generated by this

mode increases motivation, interest, and proficiency in airmobile operations.

b. A distinct advantage of the simulator as a training vehicle is its adaptability to the use of peer instruction. Experimentation in this area has furnished very effective results by providing valuable instructional feedback and increased student interest. This methodology reduces the student to instructor ratio and allows the presentation of this type of instruction within the constraints of current instructor limitations.

c. The Combined Arms Tactical Training Simulator (CATTS) training is a prime example of an educational innovation that has enhanced the professional excellence of the Infantry School as validated by the results of an opinion survey administered during the 2nd quarter of FY 72 which indicates that both IOAC students and the USAIS Staff and Faculty favorably rated this item as contributing to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army.

d. An evaluation concerning itself largely with the comparative effectiveness of the present simulated instructional mode, as opposed to the previous conventional presentation, will be conducted in March-April, 1972.

4. This action will be retained, monitored, and evaluated during the remainder of the FY 72 test program.

1. ACTION: Item 3, Part B. (Item 14 OMA) Continue to construct and refine a test model Infantry School Learning Center consisting of student carrels designed for use in IOAC elective programs.

2. IMPLEMENTATION: (Actual cost for FY72 as of 30 Nov 71 $1,735.)

a. The Individual Learning Center (ILC) opened on 1 March 1971, in a modified 50-man classroom. The ILC was designed to provide USAIS students, staff and faculty and other military personnel and their dependents with a facility that would offer a variety of reinforcing and supplementing instructional programs presented through the use of various electronic teaching machines.

b. The ILC presently has thirty individual student carrels equipped with table-mounted Norelco synchrotutors (employing cassette tapes and 35mm slides), and wall-mounted slide projectors. Additionally, four carrels contain color TV monitors linked to the USAIS central Educational Television Distribution System. Two other carrels contain TV monitors linked directly to two video tape recorders. Three 8mm movie cameras provide short motion sequences, and are used in conjunction with the synchrotutor's tape/slide format. Twenty-three QRS responders provide the carrels with a student response capability when electrically connected with the synchrotutors. Programs automatically stop when questions are posed, and restart when the correct answer is given. A fifteen-man group study area provides the capability of presenting ETV or tape/slide programs to small groups.

c. The ILC program inventory consists of 118 programs for a total of 126 hours. The four subject matter categories include: military subjects that reinforce classroom instruction, enrichment subjects that complement classroom instruction, decision problems that test the student's ability to apply the principles and techniques he has learned, and selected guest speaker presentations.

3. REMARKS:

a. The ILC is geared to facilitate the individual's learning process. Seven conditions necessary to accomplish this goal have been incorporated into the ILC. They are:

(1) Active student participation in learning.

(2) Instructional pace geared to the individual.

(3) Immediate knowledge of results and reinforcement.

(4) Logical development and arrangement of subject matter.

(5) Subject matter behaviorally or performance oriented

(6) Reduction of student anxiety.

(7) Creation of student motivation.

b. Problem areas on maintenance of equipment have occurred in the ILC in two areas: the synchrotutors and the video tape playback units. The synchrotutors have been replaced with new modified units, and they are now operating normally. The video tape units are not adaptable to the constant use required by the ILC, and a substitute model is currently being considered.

c. The proponent agency conducted an evaluation of the reception of the ILC by means of an attitudinal survey of 6 classes of resident students. Two of the questions in this survey specifically addressed professionalism and career intentions. Some 72.9% of the students felt that the ILC had enhanced their professional capabilities while some 74.6% responded that the ILC and like programs may be of benefit in attracting and retaining future personnel. Additionally, the results of an opinion survey administered to 250 resident students and staff and faculty members during the 2nd quarter of FY72 reveals that the ILC is highly ranked in comparison to other VOLAR education and training items.

d. The ILC provides students with a means of supplementing and complementing instruction. This program is particularly appropriate for students with lower than desired levels of knowledge validated by results of pre-course survey, diagnostic, and end of block examinations. Additionally, the ILC provides the students with a facility in which to explore areas of interest not covered in the courses they may be attending. It is envisioned that utilization of the ILC will increase in direct proportion to the programs that become available in the future.

4. This action will be retained and monitored during the remainder of the FY72 test program, but reported on only if significant changes occur.

1. ACTION: Item 4, Part B. The addition of two large screen television receivers Kalent Tele-Beam Model A912-B to the existing television distribution system in Building Number 4, Infantry Hall.

2. IMPLEMENTATION: (This action did not require VOLAR funds for FY72) This system provides Infantry Hall with two 200-man classroom facilities where students can see all aspects of the picture with improved viewing of details. Original plans called for the installation of four large-screen receivers. However, in April 1971, CONARC authorized USAIS to proceed with a program to convert existing television facilities to color. Consequently, only two of the large screen systems were purchased since this system is not convertible from black and white to color. The two units have been installed and are fully operational and approximately thirty television programs have been presented to resident students using these screens.

3. REMARKS:

a. The large screen system offers several advantages to students and instructors that are not available with the conventional small screen, wall-mounted systems. It allows for centrally controlled sound, provides a clearer picture due to intensification of the image projection, orients students toward the front of the classroom for viewing purposes, and allows the instructor to turn the projector on and off at will.

b. The results of an opinion survey administered during the 2nd quarter of FY 72 indicates that both the students and the USAIS staff and faculty favorably rate this item as contributing to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army. A more comprehensive evaluation of the large screen television system will be conducted at USAIS during the 2nd half of FY 72. The initial phase, beginning January 1972, will concern itself with the evaluation of student attitudes toward the large screen format. A second phase of this evaluation, scheduled for February-March 1972, will deal specifically with learning effectiveness through a comparison of the large screen systems versus the conventional small screen system.

4. This action will be retained, monitored, and evaluated during the remainder of the FY 72 test program.

1. ACTION: Item 5, Part B. Use of educational television facilities in support of USAIS resident instruction.

2. IMPLEMENTATION: (This action did not require VOLAR funds for FY 72) This program consists of a five year phased conversion to color television and will upgrade the present black and white system which has been in use since 1964. Thus far, three color videotape recorders and two color film chains have been installed and are operational. Thirteen classrooms have been converted from black and white to color monitors. Three of the eight television channels used throughout Infantry Hall now have color capability; however, due to fund limitations color cameras have not yet been purchased.

3. REMARKS: The equipment presently installed provides USAIS with the capability of producing and broadcasting color videotapes to the thirteen classrooms equipped with the color monitors. Student exposure to color television has been minimal since a suitable store of instructional color tapes has not yet been developed. As color tapes become available, evaluations will be conducted to compare the color system with the black and white system on the basis of instructional effectiveness. It is envisioned that color television will enhance the realism of the instruction while increasing student interest in the subject matter. The results of this phase of the evaluation will be included in the final FY72 Installation Evaluation Report. Evaluations on various aspects pertaining to the usage of color television will continue throughout the five years of the phased conversion. A plan to evaluate the technical aspects of the color system is awaiting CONARC approval.

4. This action will be retained, monitored, and evaluated during the remainder of the FY 72 test program.

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TAB D

SUMMARY AND PROGRESS ANALYSIS OF FORT BENNING FUNDED AND NON-FUNDED MVA PROJECTS

PROJECT VOLAR

FORT BENNING, GEORGIA

TAB D

SUMMARY AND PROGRESS ANALYSIS OF FORT BENNING MVA PROJECTS

Progress of Non-funded Projects Initiated at Fort Benning

ACTION: Section II, Item 1. Establish a quality control system with a full-time quality control officer in each major unit reporting to the unit commander.

a. IMPLEMENTATION: Action agency: C/S. All major commands have appointed quality control officers to act as a coordinating agency between subordinate units and the VOLAR Control Group and to monitor full-time the implementation of the Benning Plan. The quality control officer's job consists of preparing studies, progress and status reports on all phases of the Benning Plan; evaluating and forwarding suggestions from units to the VOLAR Control Group for further evaluation; and maintaining liaison with unit commanders and staff to determine success in implementation of the Benning Plan. This officer also keeps his commander informed as to all recent developments and changes in the VOLAR program. Due to the expansive nature of the quality control officer's job, some commands have assigned officers to assist him in monitoring the test program.

b. REMARKS: Command response expresses a most favorable attitude toward the quality control system as a coordinating agency in the VOLAR program. The quality control officer is effective as a source of interpretation to officers, NCOs and soldiers alike and listens to problems, ideas and suggestions in order to enhance the scope of the MVA program.

c. This is a continuing action.

ACTION: Section II, Item 2. Take appropriate action to slow down work pace. Establish realistic suspense dates, eliminate Saturday, Sunday and holiday duty requirements to extent possible.

a. IMPLEMENTATION: Action agency: C/S. Implementation of this item resulted in a post-wide effort to establish work loads, priorities and suspense dates to enable personnel to perform their duties with a minimum loss of off-duty time.

b. REMARKS: This action is very well received. As a result of the organization of USAIS POIs to eliminate weekend training and the emphasis at Fort Benning on achieving a five-day work week, most personnel now have Saturdays, Sundays and holidays off. For additional information see figures A-1 and A-64, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 3. Eliminate "hurry up and wait." Commanders at all levels must make a constant effort to plan ahead. Don't overreact to VIPs.

a. IMPLEMENTATION: Action agency: C/S. A command letter was published on 27 November 1970 directing implementation of this item. Units on post revised their operation as necessary to reduce long lines and nonproductive waiting time to a minimum.

b. REMARKS: Command response indicates that while unforeseen changes in plans may occasionally result in wasted time, soldiers realize and appreciate the preparations that are being made to overcome unnecessary delays in this respect. Showing consideration for the soldier in this manner increases his performance and his willingness to cooperate. Continued emphasis placed on the planning aspect of management has resulted in improved command-soldier relationships. For additional information see figure A-10, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 4. Insure that military personnel are treated with courtesy and respect and that this attitude is instilled in all personnel, military and civilian who deal in services, such as finance and personnel clerks, medical personnel, PX and Commissary personnel, etc. Actions being taken include:

a. Conduct a customer-relations course for all PX employees and DA civilians who deal in services.

(1) IMPLEMENTATION: Action agency: DPCA. An intensive Customer-Relations Program has been developed on a continuing basis to train new PX employees and retrain present employees in the importance of courtesy and service to the customer. To augment this program, several training aids such as a booklet entitled, "Courtesy in Retail Stores," have been distributed to all PX employees. The Civilian Personnel Office integrated a two-hour block of instruction on customer-relations into the quarterly Basic Supervisors' Course and the Middle Managers' Course. A periodic course is also given to Commissary personnel.

(2) REMARKS: Command response indicates that a better working relationship has been created between employees and military personnel. Employees of PX facilities are more courteous and helpful and customers appreciate this treatment. Service is quicker and more efficient with a mutual understanding and respect between employees and soldier customers.

b. Initiate a part-time quality control group to conduct unannounced visits to service facilities to insure that courteous, quality service is being given to customers, and to report deficiencies.

(1) IMPLEMENTATION: Action agency: DPCA. A group was organized consisting of a field grade officer, a company grade officer and an NCO to make unannounced visits to facilities rendering service to the public. The personnel in the Service Facilities Quality Control Group are provided by DIO and DPCA.

(2) REMARKS: The major commands report that this action is highly favored and since the implementation of this and other services oriented items, there has been a measurable improvement in the attitude of civilian employees who staff post service facilities. For additional information see figure A-36, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 5. Insure that military personnel in uniform receive priority at all times at service and check-out counters, or provide separate check-out counters for them in all post service facilities.

a. IMPLEMENTATION. Action agency: DPCA. During January 1971, separate check-out counters for military personnel in uniform were established in the Main PX and in the Commissary. It was found that on weekends very few customers shopped in uniform, consequently, the separate PX check-out counter is provided only on weekdays.

b. REMARKS: The commands favor this action in that it is something that caters to the soldier and enables him to shop quickly during lunch hour and have enough time to get back to duty. It has proven advantageous to military personnel. For additional information see figure A-65, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 6. Permit an optional civilian dress policy for personnel who must work during normal off-duty hours (except where duties necessitate wear of uniform).

a IMPLEMENTATION: Action agency: DPCA. Authority to wear civilian clothing when required to work on Saturdays, Sundays and holidays was published in USAIC Circular 600-67 on 4 December 1970. Some problems arose because of varying interpretations of the wording of the initial announcement. A specific definition (i.e., duty personnel and personnel who meet the public) of who may not be required to wear a uniform when required to work was published in Change 7 to USAIC Circular 600-67 on 2 April 1971.

b. REMARKS: Command response indicated that soldiers appreciate the benefit of this action. Allowing individuals to wear civilian clothes on weekends and holidays helps create a more casual atmosphere for soldiers who must work and, when they are finished, permits them to continue their off-duty activities with the least amount of delay. For additional information see figure A-23, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 7. Permit wear of shirt without blouse in administrative areas of all buildings.

a. IMPLEMENTATION: Action agency: DPCA. This action was implemented in USAIC Circular 600-67, 18 January 1971.

b. REMARKS: The major commands report that this item is favorably received. It allows personnel to work in comfort and has eliminated an insignificant but often irritating requirement. For additional information see figure A-19, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 8. Make optional the wear of badges, etc., on the fatigue uniform; require only rank, branch insignia, US Army tape, name tape and unit patch. Make wear of such items optional to the individual.

a. IMPLEMENTATION: Action agency: DPCA. This action was incorporated into USAIC Circular 600-67.

b. REMARKS: The response from major commands is favorable. This is not a high impact item but to the soldier it represents the elimination of another potential form of harassment. For additional information see figure A-18, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 9. Insure that unit weekend and holiday detail rosters are published at least 3 days in advance.

a. IMPLEMENTATION: Action agency: DPCA. This action was incorporated into USAIC Circular 600-67, 18 January 1971, and displayed on unit bulletin boards throughout the commands.

b. REMARKS: The reaction from major commands is favorable. The soldiers appreciate being able to plan ahead for weekends and holidays without having to worry about last-minute commitments. For additional information see figure A-66, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 10. Maintain a 5-day work week and insure that personnel who are required to perform weekend and holiday duties receive compensatory time to the maximum extent possible.

a. IMPLEMENTATION: Action agency: DPCA. The 5-day work week was implemented for all major commands in January 1971 and for the Infantry School in early March 1971.

b. REMARKS: The 5-day work week is one of the most enthusiastically received items in the Benning Plan. The general concensus seems to be that soldiers more willingly accept long days if they can look forward to some free time on the weekends to pursue their individual interests. Together with compensatory time for weekends and holiday duty, the 5-day work week has been a significant morale booster at Fort Benning. For additional information see figure A-29, TAB A.

c. This is a continuing action.

ACTION: Section II, Item II. Insure that soldiers are not awakened for morning clean-up when they are off-duty. (This applies to soldiers who are on pass, receiving compensatory time, etc.)

a. IMPLEMENTATION: Action agency: DPCA. This action was implemented by USAIC Circular 600-67.

b. REMARKS: The major commands indicate that the reaction to this item is highly favorable. This action has not lowered the sanitation standards in the barracks.

c. This is a continuing action.

ACTION: Section II, Item 12. To the maximum extent possible, exempted from duty (ED) should be eliminated from the duty roster system.

a. IMPLEMENTATION: Action agency: DPCA. This action was implemented by USAIC Circular 600-67 and disseminated to all commands.

b. REMARKS: The commands feels this action has increased morale, as it has eliminated a great irritant to the soldier. The soldier has found less fault with the duty roster as it now shows a system working on an equitable basis. For additional information see figures A-2 and 68, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 13. Permit soldiers to have beer in barracks.

a. IMPLEMENTATION: Action agency: DPCA. Approval for this action was obtained from DOD on 11 January 1971. An exception was made to AR 60-20, which permitted the sale of beer through vending machines. A contract was awarded the Vendo Company of Kansas City, Missouri, on 22 January to enable the Fort Benning Exchange to lease up to 115 beer vending machines. Installation began 15 February and initially 91 beer vending machines were installed in selected dayrooms, orderly rooms and mess halls. This figure has been reduced to 76 now on location since a number of machines could not meet the established minimum gross sales limitation.

b. REMARKS: The introduction of 3.2 percent beer in the barracks has been favorably received by both soldiers and commanders. The soldiers enjoy the added convenience of being able to buy beer without going to clubs or off-post, and the idea that the Army is willingly giving them the responsibility to maintain their sobriety without restriction has created a receptive atmosphere among the soldiers. The subordinate commands are favorably inclined toward this action as it has enhanced the concept of accepting the soldier as a mature individual. The confidence demonstrated in him is evidenced in the fact that no significant disciplinary problems directly attributable to beer in the barracks have been reported since beer sales began in January 1971. However, even with the favorable response, beer sales have been lower than anticipated, particularly in the mess halls where there is a wide variety of beverages from which to choose. As for the beer vending machines in the dayrooms, sales are not meeting the AAFES requirement that each machine be economically self sustaining. AAFES requires removal or relocation of a machine if its gross sales are less than $125 (approximately 500 cans) per month. Presently, 23 of 76 beer vending machines on this installation are below this requirement. In view of the favorable response created by the sale of beer, Fort Benning will continue to sell beer in the unit areas through the use of beer vending machines in accordance with AAFES policies. Change 2 to USAIC Circular 210-65, dated 26 October 1971, makes the sale of beer in unit areas optional. Six mess halls continue to have manual sales. For additional information see figure A-15, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 14. Insure that units do not hold reveille, except for training and ceremonial occasions and eliminate other unnecessary formations to the maximum extent possible.

a. IMPLEMENTATION: Action agency: DPCA. This action was implemented by USAIC Circular 600-67, 4 December 1970.

b. REMARKS: Command response indicates a highly favorable attitude toward this action. It has allowed the soldier to utilize his time more productively and being treated as an adult has increased his morale. For additional information see figure A-11, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 15. Insure that the bed check requirement has been eliminated in all units, as mission permits, except for soldiers undergoing punishment.

a. IMPLEMENTATION: Action agency: DPCA. This action was implemented by USAIC Circular 600-67, 18 January 1971, through command/staff meetings and directives, with a single exception applying to OCS and NCOC students.

b. REMARKS: Command response indicated that this policy is especially popular among the younger soldiers who are now less critical of the double standard being applied to those residing in private quarters as opposed to those living in billets. Relaxing this restrictive measure has allowed the individual to take maximum advantage in scheduling his activities and represent himself as a trustworthy member of the organization he serves. For additional information see figure A-12, TAB A.

c. This is a continuing action

ACTION: Section II, Item 16. Eliminate sign-in/sign-out requirements at company level for normal duty absences (except for those required for morning report entries).

a. IMPLEMENTATION: Action agency: DPCA. This item was implemented by inclusion in USAIC Circular 600-67 on 4 December 1970. Also, AR 210-10, which covers the sign-in/sign-out sheet, was changed effective 1 February 1971 to require that sign-in/sign-out be done only when going on leave, PCS, TDY,ETS, etc.

b. REMARKS: The major commands state that soldiers have accepted the responsibility placed on them by this action very well. To most soldiers the requirement to sign in and out except for PCS, TDY, ETS, etc., was an unnecessary irritant. For additional information see figure A-18, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 17. Insure that there are no restrictions on travel during off-duty time.

a. IMPLEMENTATION: Action agency: DPCA. This action was originally directed by USAIC Circular 600-67 on 4 December 1970. Guidance was further clarified by the publication of Change 4 to USAIC Circular 600-67 on 4 March 1971.

b. REMARKS: The major commands reported that soldiers have accepted the responsibility placed on them by the elimination of travel restrictions very well. A few soldiers still return late from weekend and three-day passes, but to date these incidents have been no more frequent than they were before the distance limitation was lifted. For additional information see figure A-26, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 18. Do not require the use of the Armed Forces Liberty Pass for overnight passes during normal duty week.

a. IMPLEMENTATION: Action agency: DPCA. This action was implemented through directives, command/staff meetings and USAIC Circular 600-67.

b. REMARKS: This action has increased the freedom and responsibility of the individual and reduced the units' administrative work load. No problems attributable to this action have been identified. For additional information see figure A-27, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 19. Insure that there are no mandatory quotas for the suggestion awards program.

a. IMPLEMENTATION: Action agency: DPCA. This action was implemented in USAIC Circular 600-67, through directives, command/staff meetings and policy letters.

b. REMARKS: Response from the major commands indicates that this action is well received. Although the number of suggestions received dropped sharply it is felt that the overall quality of suggestions received has improved. For additional information see figure A-8, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 20. Eliminate coercion in fund drives, savings bond campaigns, etc., by establishing campaign organizations which do not parallel existing chain of command.

a. IMPLEMENTATION: Action agency: DPCA. The peer system was used in the fund drive for the new National Infantry Museum and in the joint fund campaign for the National Health and International Service Agencies during FY 71. In FY 72 a modified peer system was used for the Combined Federal Campaign. During these solicitations AR 600-29, Fund-Raising Within the Department of the Army, was applied without modification.

b. REMARKS: As previously reported in the installation evaluation report of 26 July 1971, it was found that while the peer system is an effective means of minimizing coercion, it is somewhat unwieldy. It was also noted that some soldiers remain suspicious of fund drives and defined all attempts to solicit contributions from them during the above mentioned campaigns as coercion. Experience gained in the campaigns conducted during the first 12 months of the VOLAR experiment at Fort Benning indicates that unmodified application of the provision of AR 600-29 relating to solicitation and fund raising is most appropriate and that further experimentation is not warranted.. For additional information see figure A-4, TAB A.

c. This action will not be continued into the second half of the FY 72 VOLAR experiment.

ACTION: Section II, Item 21. Permit the wearing of duty uniform off-post.

a. IMPLEMENTATION: Action agency: DPCA. This action was implemented by USAIC Supplement 1 to AR 670-5, and policy letters. The intent of this action is to allow soldiers to conduct personal business and convenience shopping between off-post residence and the installation, during and immediately after duty hours.

b. REMARKS: The majority of command response has exhibited a favorable attitude to this action. Personnel have appreciated the convenience of conducting personal affairs and business off-post in their duty uniform. Although there has been some abuse of this privilege, recent Provost Marshal Office actions and command emphasis have improved the situation. For additional information see figure A-69, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 22. Do not require detail personnel to arrive for duty earlier than necessary. Whenever military personnel are required, commanders must insure that appropriate schedules are established and followed.

a. IMPLEMENTATION: Action agency: DPCA. This action was implemented through directives, command/staff meetings and USAIC Circular 600-67.

b. REMARKS: Command response indicates that prior planning by responsible personnel has eliminated unnecessary waiting time for detail personnel and permits soldiers to properly plan their leisure time. The action gives the soldier a better attitude and enables him to keep the proper perspective about the Army. For additional information see figures A-44 and A-70, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 23. Reevaluate personnel administration procedures at all echelons to insure that roadblocks and slowdowns are minimized. Take action to improve the overall quality of administration to include:

a. Insure that personnel services offices are staffed during lunch period.

(1) IMPLEMENTATION: Action agency: DPCA. This action was implemented by USAIC Circular 600-67. Continuous service was achieved by staggering employees' lunch periods.

(2) REMARKS: The commands favor this action in that it enables the soldier to take care of personnel services matters during the lunch period. It has proven advantageous to military personnel. For additional information see figure A-32, TAB A.

b. Continue post level training for unit administrative personnel.

(1) IMPLEMENTATION: Action agency: DPCA. On 18 January 1971, the Educational Development Section began a twenty-hour course of instruction entitled, "Personnel Actions Procedures Course," which included the following subjects: Hardship/Dependency Discharges, Compassionate/Permissive Reassignments, Exchange Assignments, and Deferments from Overseas Assignments. This course is under consideration for expansion to include recent changes in Enlisted Evaluation System, Qualitative Management System, Effect of AWOL and Desertion, and Flagging Action.

(2) REMARKS: Commands feel the courses conducted have proven beneficial to the students enrolled. A total of approximately 233 students have completed the course. Units report that the reference handbook provided has served as a good reference for administrative personnel after they have completed the course. The soldier feels a greater interest in his personal welfare is being taken when personnel are certain of proper procedures and are responsive to his problems.

c. Insure that all personnel inquiries and applications made by individual soldiers are answered within 24 hours. When it is not possible to return final answer within 24 hours, insure an interim response is given.

(1) IMPLEMENTATION: Action agency: DPCA. This action was implemented by USAIC Circular 600-67 with utilization of DA Form 209, Delay, Referral or Follow-up Notice.

(2) REMARKS: This action has given the soldier the feeling that someone cares and makes commanders take notice of their men. The soldiers feel that their questions are receiving more immediate concern and prompt action and their personal situation is benefiting from this attention. For additional information see figure A-5, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 24. Insure that soldiers are informed of procedures for lodging complaints against local businesses with the Armed Forces Disciplinary Control Board and the Better Business Bureau.

a. IMPLEMENTATION: Action agency: DPCA. Implementation of this action has been achieved by publishing notices in the USAIC Daily Bulletin, distributing copies of the Better Business Bureau Bulletin, directives, newsletters and seminars. Due to personnel turnover, this information must be published on a continuing basis.

b. REMARKS: This action informed soldiers of the procedures and steps to follow in lodging complaints against local businesses. Soldiers appreciate knowing that there is a means of lodging complaints against offenders. For additional information see figures A-5 and 71, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 25. Review and revise regulations to clarify guidance on awards to insure subordinates know that an individual doesn't have to be above a certain grade to be eligible for an award.

a. IMPLEMENTATION: Action agency: DPCA. Guidance on awards was changed as required by publication of Change 3 to USAIC Circular 672-1.

b. REMARKS: The above mentioned circular states that criteria for service awards do not discriminate according to rank. Since implementation, approximately 10% more soldiers are being recommended for award of the Army Commendation Medal and USAIC Certificate of Achievement. There has been an increase in recommendation for the Meritorious Service Medal and Legion of Merit. Several soldiers in grades E-4 and E-5 have been recommended for award of the Meritorious Service Medal, with one recommendation being approved. For additional information see figure A-3, TAB A.

ACTION: Section II, Item 26. Improve communications between the commander and the subordinate throughout the chain of command to include as a minimum:

a. Continue Junior Officers' and Soldiers' Council Meeting.

(1) IMPLEMENTATION: Action agency: DPCA. USAIC Circular 600-71, published 6 January 1971, directed the establishment of junior soldiers' councils and junior officers' councils.

(2) REMARKS: The response from the major commands to this action has been highly favorable. Many of the subordinate unit councils have been extremely successful in helping the commander to identify and deal with problems. Soldiers, especially those who have had the opportunity to participate or have seen their ideas implemented, feel that they have a direct link with the highest levels of command at Fort Benning. For additional information see figures A-5 and A-72, TAB A.

b. Continue informal, small-group discussions of unit activities at all levels.

(1) IMPLEMENTATION: Action agency: DPCA. This action was incorporated by Change 3 to USAIC Circular 600-67 and also implemented through directives, command/staff meetings and seminars.

(2) REMARKS: Command response indicates a favorable attitude to this action. It has provided the soldier with the opportunity for direct communication with his commander and gives the commander a chance to identify problems before they become serious. For additional information see figure A-25, TAB A.

c. Encourage the maximum use of the "open door" policy on an unrestricted basis.

(1) IMPLEMENTATION: Action agency: DPCA. Command emphasis was placed on this action through directives, policy letters, changes in unit SOPs, and is checked during the entrance interview with each commander during his Annual General Inspection.

(2) REMARKS: This action has been received very favorably by soldiers at Fort Benning. The major commands report that the increased emphasis on the "open door" policy, along with the elimination of restrictive "scheduled hours" during the FY 71-72 test, have helped improve communication between the soldier and his commander. For additional information see figure A-14, TAB A.

ACTION: Section II, Item 27. Insure mandatory counseling at least once during each six-month period and when efficiency reports are rendered for junior leaders through grades O3 and E6.

a. IMPLEMENTATION: Action agency: DPCA. This action was implemented by USAIC Supplement 1 to AR 623-105. Major commands further disseminated this action through policy letters, seminars and command/staff meetings.

b. REMARKS: Response from the major commands indicates a high regard for this item of the Benning Plan. It enhances career development and insures that junior leaders are aware of their promotion potential. For additional information see figure A-30, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 28. Eliminate requirement for OBV-2 officers to purchase Army Blue Uniform and the requirement for it to be worn at social functions. Permit the wear of the Army Green Uniform or civilian clothing as a substitute.

a. IMPLEMENTATION: Action agency: DPCA. Department of the Army approved this action for testing purposes in December 1970. It was implemented by Change 1 to USAIC Circular 600-67, dated 26 January 1971.

b. REMARKS: Reaction to this action was mixed. The opinion of non-career oriented junior officers is favorable toward this action because it is a monetary saving on an item they might have the opportunity to wear only once or twice in two years. The opinion of many commanders, on the other hand, disagrees with this policy as they feel that if a junior officer utilizes his clothing allowance judiciously, he will be able to purchase his uniforms and meet his social obligations without undue expense. This action has developed a line between traditions in the Army and unnecessary burdens on the young officer. A continued analysis of this item will be conducted during the remainder of FY 72 to permit a more effective evaluation. For additional information see figure A-20, TAB A.

ACTION: Section II, Item 29. Authorize construction of a new cocktail lounge on existing porch of FBOOM/Supper Club.

a. IMPLEMENTATION: Action agency: DPCA. An approval for exception to existing space criteria has been received from DOD. At this time construction plans have not been finalized due to a reassessment of the location of this lounge. A completion date has not been established.

b. REMARKS: The addition of this lounge will improve the overall service of the FBOOM.

c. This is a continuing action.

ACTION: Section II, Item 30. Authorize construction of a service bar addition to FBOOM/Custer Terrace Annex.

a. IMPLEMENTATION: Action agency: DPCA. An approval for exception to existing space criteria has been received from DOD. At this time, detailed contributions and finance plans are being developed. An estimated completion date has not been established.

b. REMARKS: Existing facilities are inadequate to accommodate present patronage. Expansion will provide much needed additional space and better service for membership.

c. This is a continuing action.

ACTION: Section II, Item 31. Insure pressure is not put on military wives to join wive's clubs, attend coffees, etc.

a. IMPLEMENTATION: Action agency: DPCA. This action was incorporated into USAIC Circular 600-67 and emphasized in the ACS Welcome Center briefing for wives.

b. REMARKS: This action has promoted a better attitude toward the military among military wives and in some cases has led to more willing participation in social functions. All commands responded favorably toward this action. For additional information see figure A-73, TAB A.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 32. Continue to evaluate the improved PX facilities and services at Fort Benning to include the following:

a. Have the PX Main Complex remain open after duty hours at least one or two nights per week. Insure that hours of all facilities allow maximum usage during off-duty hours consistent with sound business practices.

(1) IMPLEMENTATION: Action agency: DPCA. Beginning 7 January 1971, the Main Complex extended its operating hours on Thursday and payday until 2100 hours. Based on hourly sales and customer counts which showed a dramatic drop in usage after 2000 hours, the extended hours were revised effective 25 May 1971. The Main Complex now remains open until 2000 hours on Tuesday, Thursday and payday.

(2) REMARKS: The fact that total sales in the Main Complex have continued to average approximately $2500 per hour indicated widespread customer usage of all facilities during extended hours. This action has provided service members and their dependents with shopping hours comparable to the civilian community.

b. Continue to emphasize the importance of customer relations to all PX employees.

(1) IMPLEMENTATION: Action agency: DPCA. An intensive Customer Relations Program was developed on a continuing basis to train new PX employees and retrain present employees in the importance of courtesy and service to the customer. To augment this program, several training aids such as a booklet entitled, "Courtesy in Retail Stores," have been distributed to all PX employees.

(2) REMARKS: Command response indicated that a better working relationship has been created between employees and military personnel. Employees of PX facilities have become more courteous and helpful and customers have appreciated this treatment. Service has become quicker and more efficient with a mutual understanding and respect between employees and soldier customers.

c. Maintain the Fabric and Kiddie Shop.

(1) IMPLEMENTATION: Action agency: DPCA. A PX Fabric and Kiddie Shop was opened across from the Main Commissary on 1 February 1971. An exception to AR 60-20 was granted which has enabled this CONUS facility to sell bolt fabrics. In addition, the Special Order Department was moved to this shop.

(2) REMARKS: Command response indicated a most favorable acceptance from military personnel and their dependents. This is evidenced by the fact that the sale of baby furniture has doubled, the business of the Special Order Department has tripled, the PX was forced to add 600 square feet of sales area to accommodate customers, and the shop has continued to average sales of $55,000 per month.

d. Maintain the Youth (Mod) Shop.

(1) IMPLEMENTATION: Action agency: DPCA. This action was completed on 14 July 1971.

(2) REMARKS: This facility has provided a speciality shop in which teen/mod clothing and jewelry are featured. The shop is extremely successful as evidenced by average monthly sales of $74,700.

e. Maintain priority check-out counters for military personnel in uniform.

(1) IMPLEMENTATION: Action agency: DPCA. During January 1971, separate check-out counters for military personnel in uniform were established in the Main PX. It was found that on weekends very few customers shopped in uniform, consequently, the separate counter is provided only on weekends.

(2) REMARKS: The commands favor this action in that it is something that caters to the soldier and enables him to shop quickly during lunch hour and have enough time to get back to duty. It has proven advantageous to military personnel.

f. This is a continuing action.

g. For additional information see figures A-74 and A-75, TAB A.

ACTION: Section II, Item 33. Continue to review and develop Army Community Service (ACS) programs and services to take better care of families and improve service attractiveness to Army wives. Actions being taken include:

a. Maintain a general orientation program for wives of military personnel to include briefing on characteristics of Army living and care taking resources available to Army families, activities and services available to Fort Benning and the Army Community Service Program.

(1) IMPLEMENTATION: Action agency: DPCA. Prior to the opening of the Welcome Center members of the ACS Volunteer Corps provided orientations to wives on three topics: characteristics of Army living, activities and services available at Fort Benning, and Army Community Service. All orientations are now being presented in the Welcome Center, which opened 19 May 1971. An information packet is distributed during the audio-visual orientation. A presentation of medical services at MAH and CHAMPUS benefits is available upon request through the Registrar Division.

(2) REMARKS: Command response indicated a favorable reaction to this action. Through this action wives have been able to learn more about Army life and the Army community. They are able to develop a better understanding of the military system and assist their husbands in their career pursuits. To date, there have been 17 orientations presented at the Welcome Center to a total of 469 wives and military personnel. This orientation program will continue to be made available for all interested personnel.

b. Insure that the Fort Benning Activities and Services Directory and Welcome Packet is distributed to all incoming personnel.

(1) IMPLEMENTATION: Action agency: DPCA. USAIC Pamphlet 608-1, Fort Benning Activities and Services Directory, was published and made available on 24 March 1971. This pamphlet is distributed in ACS welcome packets.

(2) REMARKS: Command response indicates the information packet has had a highly favorable effect on incoming personnel. Approximately 1800 pamphlets and welcome packets are distributed monthly to new arrivals and military units on post. The packets have proven beneficial in adapting newcomers to Fort Benning and assisting new families with their adjustment to Army life.

c. Continue to assist dependents of military personnel who remain in this area when sponsors are on unaccompanied tours.

(1) IMPLEMENTATION: Action agency: DPCA. Upon processing through the POR Board, each soldier is given a card to complete for his family if they are remaining in the Fort Benning area. ACS develops a mailing list from data provided by these cards. Military dependents on this list receive the ACS Newsletter which provides information on services, changes in operating hours of post facilities, etc., as well as other pertinent publications. This list is also provided to the Chaplain's Division.

(2) REMARKS: This program has been most successful in keeping unaccompanied dependents in the area in touch with the military.

d. Maintain an ACS Employment Service.

1. IMPLEMENTATION: Action agency: DPCA. Army Community Service maintains an employment service for dependents and military personnel, with the approval of their commander, who have a current and continuing financial problem. ACS contacts civilian employers to locate jobs for both skilled and, particularly, unskilled workers.

(2) REMARKS: This program has been successful in eliminating many of the financial problems among military personnel and their families.

e. Continue the Big Brother Program.

(1) IMPLEMENTATION: Action agency: DPCA. Under the supervision of Army Community Services, this program provides young boys whose fathers are overseas or otherwise not with the family with the guidance and periodic companionship of a man or Big Brother. Little Brothers and Big Brothers are selected and monitored by ACS personnel.

(2) REMARKS: This program has been favorably received and is rapidly growing.

f. Continue the Financial Management Assistance Program.

(1) IMPLEMENTATION: Action agency: DPCA. This program is administered by Army Community Services to assist company commanders

who have personnel in serious financial debt. ACS personnel establish a monthly budget with the individual. The remainder of his pay is used for payment of debts. Creditors are contacted and frequently make exceptions to policy, such as not repossessing items, due to the individual's participation in the Financial Management Assistance Program.

(2) REMARKS: This program has been most effective in handling serious debt problems and has been particularly well received by the creditors.

g. Conduct Neighborhood Outreach Programs.

(1) IMPLEMENTATION: Action agency: DPCA. A pilot Neighborhood Outreach Program is being conducted by ACS in Baker Village, the largest concentration of military families, particularly in the lower enlisted grades, in the Columbus area.

(2) REMARKS: This program has been quite effective in organizing the community. Baker Village now has a Tenants' Council, as well as a newsletter, daycare center, and numerous social activities.

h. This is a continuing action.

i. For additional information see figures A-22, A-76 and A-77.

ACTION: Section II, Item 34. Establish a more viable program of communications between civilian and military police.

a. IMPLEMENTATION: Action agency: DPCA. A military police station is operated 24 hours a day at the local Columbus Police Department. From time to time, military police work with their counterparts in Columbus. CID agents and MP investigators conduct frequent liaison with both the Columbus Police Department and the Phenix City Police Department. The Provost Marshal is president of two local police associations which meet monthly for the purpose of communicating information of mutual and general interest. The military police maintain close liaison with all state and federal law enforcement agencies.

b. REMARKS: This program provides for a closer working relationship and a much better understanding between the working military policeman and his civilian counterpart. It opens up an exchange of ideas between the two parties which has proven beneficial to both Fort Benning and Columbus, Georgia.

c. This is a continuing action.

ACTION: Section II, Item 35. Schedule post athletic teams to play against local amateur civilian teams.

a. IMPLEMENTATION: Action agency: DPCA. Exhibition basketball games are scheduled between post teams, amateur civilian teams and Columbus College by USAIC Special Services.

b. REMARKS: Command response is favorable toward this action. It has improved community relations, morale and unit pride. The initial drawback to this action was in scheduling games as most civilian teams had already finalized their schedules. Consequently, games were played on an "as available" basis. Earlier scheduling in FY 72 has remedied this situation. For additional information see figure A-9, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 36. Allow soldiers to take refreshments into all areas of the service clubs.

a. IMPLEMENTATION: Action agency: DPCA. Implementation consisted of removing signs within service clubs that prohibited consumption of food and drink in all areas except the game rooms.

b. REMARKS: Personnel have responded most favorably to this action as they no longer must consume their refreshments in a specific area before they are allowed to enter other areas of the service club. It has boosted morale. For additional information see figure A-33, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 37. Insure that all NCOs, not just career counselors, actively engage in reenlistment activities.

a. IMPLEMENTATION: Action agency: DPCA. This action was initiated by DA message dated 14 December 1970, and disseminated in command/staff meetings, through directives and policy letters.

b. REMARKS: The commands feel this action has resulted in a higher reenlistment rate; that soldiers are influenced by those they meet through daily contact and personal relationships. The soldier has shown that he does not like the hard-sell approach of career counselors, but tends to be more receptive to his squad leaders, etc. For additional information see figure A-78, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 38. The maximum number of military personnel will be given a half day off on payday to attend to personal affairs. Concurrently, with the implementation of this action, post facilities such as the PX, Commissary, bank, laundry, etc., should be required to remain open for extended periods.

a. IMPLEMENTATION: Action agency: DPCA. This action was implemented by USAIC Circular 600-67 and information placed on bulletin boards throughout the major commands. With the introduction of the JUMPS pay system, it was necessary to publish a DB notice which restricted the half day off granted under this authority to the last payday of the month.

b. REMARKS: This action gives soldiers the opportunity to meet their personal obligations promptly and affords them the opportunity to conduct off-post transactions when most offices are still open for business. The major commands feel that the reaction to this item has been highly favorable. For additional information see figure A-28, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 39. Continue to improve post information programs and initiate new channels to insure that the maximum number of personnel receive up-to-date, factual information on all facets of military life to include:

a. Maintain and publicize the post telephone service "dial info."

(1) IMPLEMENTATION: Action agency: DPCA. "Dial info" was established in early CY 71. It operates during normal duty hours and is manned by an NCO within the AG division.

(2) REMARKS: This program has been highly successful, averaging approximately 15 calls per day. Request for information ranges from requests for statistics to personnel problems. For additional information see figure A-79, TAB A.

b. Continue the weekly "action line" column in the BAYONET.

(1) IMPLEMENTATION: Action agency: IO. "Byline BAYONET" is being continued as part of the editorial content of the civilian enterprise newspaper. However, due to the lack of significant questions from the post population and the Army program to modernize newspapers by dealing with more controversial subjects, the column is now devoted to editorials on items of current interest or importance; letters to the editor dealing with current interest items are also published periodically.

(2) REMARKS: It is believed that this change serves a larger need and encourages the soldiers to read more than the former format. For additional information see figure A-80, TAB A.

c. Utilize command information fact sheets and comprehensive "how to do it" pamphlets to provide detailed information on personnel policies, pay and benefits to all military personnel on a regular basis.

(1) IMPLEMENTATION: Action agency: IO. Six fact sheets, dealing with subjects ranging from Modern Volunteer Army actions to drug abuse, have been published since 1 July 1971. In addition, the BAYONET has published comprehensive articles dealing with new personnel policies, pay raises and other items of interest and importance.

(2) REMARKS: The articles and fact sheets have been an invaluable tool to commanders in keeping their soldiers informed. For additional information see figures A-80, and A-92, TAB A.

d. Continue to instill MVA concepts in officers and NCO's.

(1) IMPLEMENTATION: Action agency: IO. The information office continued to release articles dealing with MVA subjects. The emphasis in these articles has recently been shifted to professionalism and the leader's all important role in developing a professional attitude in his soldiers.

(2) REMARKS: Together with classes being taught on MVA concepts at Fort Benning, this action is expected to make a major contribution toward developing professionalism.

e. This is a continuing action.

ACTION: Section II, Item 40. Utilize command newspapers and local TV for increased coverage of the accomplishments of lower ranking soldiers.

a. IMPLEMENTATION: Action agency: IO. In implementation, emphasis was placed on the BAYONET as the chief source of factual information about the lower ranking soldier. The civilian controlled news media were invited to cover stories that had the lower ranking soldier as the central figure. A paragraph was added to USAIC Supplement 1 to AR 360-81 which covered command information activities at Fort Benning.

b. REMARKS: This item in the Benning Plan is highly favorable to all commands. It encourages individual performance by placing credit where credit is due. Soldiers want to read about other soldiers and the fact that they have in the past twelve months has improved morale. This action has demonstrated to soldiers that the Army is interested in them. For additional information see figures A-63 and 93, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 41. Continue to review and revise local training directives and practices to insure that desired levels of training are obtained with a minimum of repetition and the maximum use of concurrent training. In conjunction, seek new ways to make training more interesting and challenging to the individual whenever possible.

a. IMPLEMENTATION: Action agency: DPT. This action was implemented by the review and revision of local training directives. The new Army training policy, which was effective 15 July 1971, supplemented by CONARC, TUSA and USAIC has eliminated annual mandatory training requirements. The policy gives guidance on how training will be accomplished and delegates the decentralized training responsibility to the battalion and company levels.

b. REMARKS: This action has a favorable response from commanders; however, due to low unit strengths and budget restrictions, the adventure type training has been restricted to some degree. Several educational/ training programs directed by this and higher headquarters are in effect and more are scheduled during the third quarter FY 72. These programs are expected to improve officers and NCOs in their leadership and management abilities, resulting in better overall training programs. It is further anticipated that the Combat Arms Training Board will provide this headquarters with better ways to make training more interesting and challenging. For additional information see figure A-81, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 42. Review and revise unit inspection policies to make all inspections more helpful and less harassing. Actions being taken include:

a. Eliminate SOPs which require uniformity in the organization of soldiers' living areas or storage of their clothing and personal equipment.

(1) IMPLEMENTATION: Action agency: DPT. This action was implemented by discontinuing the requirement for uniformity in the organization of soldiers' living areas and personal equipment.

(2) REMARKS: The major commands are favorable toward this action. Barracks continue to be inspected, but limited to the determination that soldiers' living areas and personal equipment are clean, neat and comfortable. It has eliminated a needless, time consuming activity of an average soldier's day. For additional information see figure A-82, TAB A.

b. Do not conduct inspections during weekends or holidays or on the day immediately following a weekend or holiday.

(1) IMPLEMENTATION: Action agency: DPT This action was implemented through command/staff meetings, directives and Change 2 to USAIC Circular 20-2.

(2) REMARKS: The major commands indicate that this item has received a highly favorable response. Soldiers do not have to stand or prepare forinspections on weekends or holidays; this has helped make the five-day week meaningful at the unit level. Most soldiers have shown a willingness to keep their living areas clean without having to resort to weekend inspections when they receive proper guidance and supervision from unit officers and NCOs.

c. When subordinate units are preparing for the AGI, replace formal scheduled "pre-inspections" with informal working inspections and staff courtesy visits.

(1) IMPLEMENTATION: Action agency: DPT. This action was implemented on 1 January 1971, by discontinuing the USAIC Staff Pre-AGI Inspections, in accordance with Letter, ATPER, HQ USCONARC, 21 Dec 70, Subject: Modern Volunteer Army.

(2) REMARKS: No USAIC Staff Pre-AGI Inspections are being conducted, instead, staff courtesy visits are conducted when requested to assist subordinate units in preparing for AGI.

d. This is a continuing action.

ACTION: Section II, Item 43. Continue to improve unit mess halls to include as a minimum:

a. Maintain meal hours on weekends and holidays that offers soldiers the maximum flexibility in their eating schedule.

(1) IMPLEMENTATION: Action agency: DIO. This action was implemented in the major commands by adjusting their meal hours on weekends and holidays.

(2) REMARKS: Response from the major commands indicate this action to be a popular item in the Benning Plan. It displays a visible concern for the welfare of the troops. The soldier can now enjoy his leisure time and does not have to plan around meal hours.

b. Offer a short order menu as an alternate at the noon meal.

(1) IMPLEMENTATION: Action agency: DIO. This action was implemented by offering either a lunch meal or a selection of short orders (hamburgers, sandwiches, french fried sort of service, if desired).

(2) REMARKS: This action gives the soldier an alternative to the normal meal served and much waste has been eliminated. Approximately 40 percent of the noon meals served are short orders. This is continuing to be a popular action. However, this action continues to place a burden on mess personnel.

c. Expand the master menu to provide greater variety of food as dictated by soldier preference (as feasible).

(1) IMPLEMENTATION: Action agency: DIO. To implement this action the master menu, SB10-260, published by the Army Subsistence Center was utilized.

(2) REMARKS: This action has been most favorably received and also increased the number of personnel eating meals in the mess halls.

d. This is a continuing action.

e. For additional information see figures A-34, and A-35, TAB A.

ACTION: Section II, Item 44. Grant permission on an individual basis for soldiers to purchase small items of furniture and decorate individual area in good taste.

a. IMPLEMENTATION: Action agency: DIO. The authority to implement this action was published in USAIC Circular 600-72, through command/staff meetings, directives and policy statements.

b. REMARKS: The commands have indicated favorable response toward this action. It has given the soldier the opportunity for individual expression and has promoted a "homey" atmosphere. For additional information see figure A-16, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 45. Permit use of guest house facilities by invited guest of servicemen, as space permits.

a. IMPLEMENTATION: Action agency: DIO. This action was implemented by DB notice beginning 4 December 1970. AR 210-2 was applied to determine priorities.

b. REMARKS: The major commands report that this action was well received. However, because of the high demand for space in the present guest house facilities by PCS personnel, less than 20 invited guest of servicemen were able to use the guest house during the period 1 July-31 December 1971. For additional information see figure A-40. TAB A.

c. This is a continuing action.

ACTION: Section II, Item 46. Develop the installation Maintenance Assistance and Inspection Team (MAIT) program to maintain units and material at a high state of readiness.

a. IMPLEMENTATION: Action agency: DIO. The installation Maintenance Assistance and Instruction Team (MAIT) has been officially operating since 1 October 1971.

b. REMARKS: The MAIT concept has been accepted very well by units/activities. The MAIT visits are scheduled by units/activities so there are no crash programs or peak periods to prepare for MAIT as was the case for A CMMI. This action indicates no decline of maintenance standards or increased deadlines. For additional information see figure A-83, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 47. Establish an equitable work schedule in motor pools for military and civilian personnel.

a. IMPLEMENTATION: Action agency: DIO. Twenty-eight civilian drivers were employed in order to implement an equitable work schedule in the motor pool. (See funded Item 55-OMA for additional comments.)

b. REMARKS: This action resulted in a five-day work week for military drivers, wh. were previously working seven days per week. The five-day work week has improved morale and resulted in a more conscientious effort toward mission accomplishment.

c. This is a continuing action.

ACTION: Section II, Item 48. Allow personnel to pick up their paychecks in the company area any time during the day on payday (or pay by mail to those who desire).

a. IMPLEMENTATION: Action agency: Compt. This action was implemented by USAIC Circular 600-67, directives and policy letters.

b. REMARKS: The major commands indicated that this action was very favorably accepted. It has allowed the individual to make more efficient use of his time on payday. Long pay lines are eliminated. For additional information see figure A-28 , TAB A.

c. This is a continuing action.

ACTION: Section II, Item 49. Eliminate the requirement for officers to sign statement certifying an action has been completed (as feasible, where ARs permit).

a. IMPLEMENTATION: Action agency: Compt. This action was implemented by Change 2 to USAIC Circular 600-67.

b. REMARKS: Major commands are in favor of this action in that it has placed the acceptance of responsibility upon individuals and trust back in the officer corps. Much of the paper work that piled up at company level has been eliminated. For additional information see figure A-84, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 50. Provide command supervision during payday to insure timely correction of any pay inaccuracies.

a. IMPLEMENTATION: Action agency: Compt. Dissemination of this action included USAIC Circular 600-67, command/staff meetings and directives. All units keep an officer in the area to handle pay problems.

b. REMARKS: This action has increased morale and given the soldier a more favorable attitude toward the military. The soldier appreciated the concern shown for his personal welfare. All commands have demonstrated their awareness of the importance of this action. For additional information see figure A-28, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 51. Permit sponsors to take more than one dependent on hunting trips at Fort Benning.

a. IMPLEMENTATION: Action agency: DFAE. The Natural Resources Management Board considered recommendations on this item and decided that individuals who desires to take more than one dependent on hunting trips may apply for exception to the USAIC Regulation through the Chief of Staff in writing. Permission, when granted, is valid for the rest of the sponsor's tour at Fort Benning.

b. REMARKS: Although this action affects only a limited number of personnel, it has received a favorable response.

c. This is a continuing action.

ACTION: Section II, Item 52. Continue to evaluate the Annual General Inspection and modify it as necessary in order to make it more helpful and realistic and to minimize harassment of commanders and soldiers to include the following as a minimum:

a. Insure that the AGI continues to be a "working type" inspection with a minimum of interruption of normal duties.

(1) IMPLEMENTATION: Action agency: IG. This action was implemented by conducting working-type inspections with a minimum of interruption of normal duties.

(2) REMARKS: The Annual General Inspection schedule and the conduct of these inspections permitted commanders at all levels to adequately prepare for inspections without working personnel on weekends, holidays and during other off-duty periods. This action eliminated the need for commanders to interrupt their normal daily operations. They received an honest appraisal of their unit in a relatively short period of time.

b. Eliminate inspections of troops in ranks as part of the AGI.

(1) IMPLEMENTATION: Action agency: IG. There were no inspections in ranks conducted or scheduled.

(2) REMARKS: Major command response has exhibited a favorable attitude to this action. Personnel have appreciated the convenience of not having to stand inspections in ranks.

c. Eliminate personal equipment layouts except for TA-50 and insure that the sole requirement for arrangement of soldiers' living areas and storage of personal clothing and/or possessions is that they be neat and orderly.

(1) IMPLEMENTATION: Action agency: IG. Personal equipment layouts were eliminated to include TA-50 equipment.

(2) REMARKS: Inspection of barracks has been limited to the determination that soldiers' living quarters and personal equipment were clean, neat and comfortable. The requirement for off post personnel to display equipment was eliminated.

d. Furnish assistance to units via courtesy visits at their request.

(1) IMPLEMENTATION: Action agency: IG. This action was implemented by conducting courtesy visits to all units as requested.

(2) REMARKS: This action is favorably received by all major commands.

e. Publish a quarterly IG information letter to commanders and staff which indicates common deficiencies found during recent inspections and highlights complaints that the IG feels were significant during the previous quarter.

(1) IMPLEMENTATION: Action agency: IG. A quarterly Inspector General information letter to major commanders and selected staff officers was published. This letter depicted complaints and requests for assistance that were of interest to all commanders and indicated common deficiencies found during recent inspections and courtesy visits.

(2) REMARKS: This action provides commanders with information to identify potential problems within their unit before they surface.

f. For additional information see figure A-85, TAB A.

ACTION: Section II, Item 53. Continue to emphasize to commanders that individuals should not be discriminated against for visiting the IG.

a. IMPLEMENTATION: Action agency: IG. This item is publicized in the quarterly Inspector General letter, periodically in the USAIC Daily Bulletin, and is a matter of continuing interest during the conduct of Annual General Inspections. In this regard, each commander inspected is queried as to his policy for personnel wanting to visit the Inspector General. There has been no indication that persons have been discriminated against for visiting the Inspector General.

b. REMARKS: This action insures direct communication with the Inspector General without the threat of future redress or discriminatory action by an individual's chain of command. There has been some increase in the number of complaintants visiting the Inspector General during this reporting period. For additional information see figures A-17, and A-5, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 54. Expand services offered by the Legal Assistance Officer.

a. IMPLEMENTATION: Action agency: SJA. More complete service in immigration, naturalization and some other areas is now offered and information about legal assistance was disseminated through the Daily Bulletin and the BAYONET as well as in lectures.

b. REMARKS: Immigration and naturalization cases rose from an average of 450 to 800 per month during the first six months of the test period. Since 1 July 1971, the number of actions have averaged 562 per month. The major commands report that this action has been very highly received. For additional information see figure A-37, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 55. Insure that all assigned officers and NCOs receive the block of instruction on enlightened leadership.

a. IMPLEMENTATION: Action agency: USAIC. A seven-hour block of instruction was developed and presented to post personnel for the first time on 3 February 1971. Presentations continued at the rate of three per week until all post personnel E5 and above had received it, and continued after that on an as required basis. USAIC Circular 350-15, which outlines requirements and assigns responsibilities for the Enlightened Leadership Course, was published on 15 March 1971. The title is now "Leadership for Professionals"; the basic circular still applies.

b. REMARKS: As of 31 December 1971, 6,176 individuals had attended instruction on Enlightened Leadership. Interviews with many of those who have attended indicate and reports from the major commands confirm that this course is very worthwhile and has been very favorably received by post personnel.

c. This is a continuing action.

ACTION: Section II, Item 56. Put "service" into medical service for military personnel and their dependents. Seek new ways to make medical service more responsive to the needs of the patient to include the following:

a. Continue to develop and refine the "we care" program. Re-emphasize the importance of "customer relation" to those personnel who must deal with patients.

(1) IMPLEMENTATION: Action agency: MEDDAC. The "we care" program was implemented by meeting with physicians at Martin Army Hospital (MAH). These talks were an effort to apprise them of the fact that they were indeed leaders of the medical treatment team at the hospital, annexes and troop clinics and it was their attitudes which largely determined the attitude of the nurses, the soldiers and the civilian personnel who supported them. A recurring program on interpersonal relations was established by the nursing service of MAH. This program is directed toward the soldiers and civilians whose job it is to see the patient when he or she first appears in the out-patient clinic. These lectures on interpersonal relations continue to foster changing attitude towards the patient as a person.

(2) REMARKS: Command responses indicated that this action has improved the relationship between medical personnel and the patients. This action has also shown military personnel and their dependents that the Medical Activities are concerned with the goal of having its personnel treat a patient as not just another case but instead as an individual. In addition, service has become quicker and more efficient.

b. Continue the present open sick call policy at some troop medical clinics. Expand this program as feasible.

(1) IMPLEMENTATION: Action agency: MEDDAC. This action was implemented by having physicians available at troop medical clinics #2 and #3 during the afternoon, to see all personnel who need to see a doctor.

(2) REMARKS: A favorable response from commands has been noted. The "open sick call" or a "come when you are sick" policy allows the soldier to report to the clinic when he feels ill rather than a pre-designated time. Also, all soldiers E-6 through E-9, warrant officers and officers are allowed to make appointments at these clinics during the afternoon hours.

c. Maintain an adequate number of telephones at the MEDDAC appointment desk.

(1) IMPLEMENTATION: Action agency: MEDDAC. Six telephone lines and a rotary system where the individual can call one number and check all six lines for an opening are installed at MEDDAC appointment desks. By calling the first number in the numerical series, all lines of the series will be checked automatically until an open line is found or it is determined that all lines are busy, then the individual will receive the busy signal.

(2) REMARKS: This action has eliminated the difficulty encountered in the past in reaching MEDDAC appointment desks. Since 1 July 1971, the desk is processing an average of 1,158 calls per day and complaints about delays have become infrequent.

d. Continue to institute new programs within the Pharmacy Division, to include 24-hour service.

(1) IMPLEMENTATION: Action agency: MEDDAC. The Pharmacy Division is operating 24 hours a day and allows military personnel to obtain certain medication for minor illnesses without seeing a doctor.

(2) REMARKS: Response from major commands indicates that this action is well liked by military personnel, because it makes it possible for military personnel to obtain certain medications (sucrets, cough syrup, aspirin, bacitracin, desenex, calimine lotion, cold packs, dobels gargle solution, methiolate, nose drops, tetracaine, tylenol and zinc oxide) without having to see a doctor or obtaining a prescription.

e. Continue to allow patients to request appointment for specific doctors (as feasible).

(1) IMPLEMENTATION: Action agency: MEDDAC. Patients are allowed to request appointments for specific doctors as long as they are available.

(2) REMARKS: Personnel have responded most favorably to this action. When appointment for specific doctors is granted service becomes quicker and efficiency increases.

f. Insure that the out-patient waiting areas at Martin Army Hospital and the Annex are continuously checked by professional personnel to insure that patients are seen with the minimum amount of waiting time.

(1) IMPLEMENTATION: Action agency: MEDDAC. Personnel are assigned at MAH to make checks of waiting areas to insure patients are seen without excessive waiting time.

(2) REMARKS: Personnel have responded most favorably to this action as they no longer must sit and wait for long periods of time at a medical facility. This action has shown military personnel that medical service is improving and that the Army is concerned with the quality of care being given to servicemen and their families. It has boosted morale.

g. Retain extended visiting hours at the main hospital.

(1) IMPLEMENTATION: Action agency: MEDDAC. This action was implemented by continuing visiting hours from 1000-2000 hours for most wards.

(2) REMARKS: The present visiting hour schedule allows dependents and military personnel, who could not otherwise visit relatives or friends due to their jobs or other commitments, an added opportunity to visit them. This action continues to have a most favorable response from all parties.

h. Continue programs and policies such as the out-patient news bulletin, and a question-and-answer column in the BAYONET to facilitate the mutual exchange of information and help keep the military community abreast of changes in the medical services.

(1) IMPLEMENTATION: Action agency: MEDDAC. This action was implemented by publishing the Out-Patient News Bulletin and the question-and-answer column in the BAYONET.

(2) REMARKS: This action continues to have a favorable response from all parties. It has kept the military community abreast of changes in the medical services.

i. This is a continuing action.

j. For additional information see figures A-38 and A-86, TAB A.

ACTION: Section II, Item 57. Provide information to personnel pertaining to all MAC flights leaving Fort Benning and nearby Army and Air Force bases (telephone service).

a. IMPLEMENTATION: Action agency: AVN Comd. Continued publicity of this item has increased its usage. This action has been disseminated in Daily Bulletins, unit VOLAR news bulletins on bulletin boards, and verbally at company level. Space available passenger service is available either by phone or personal visits to Flight Operations, Building 2405, Lawson Army Airfield.

b. REMARKS: All commands continue to highly favor this action. Information and availability of these flights reduces the soldier's travel expense when departing on leave, etc. For additional information see figure A-39, TAB A.

c. This is a continuing action.

ACTION: Section II, Item 58. Insure that support troops are not moved into the field too far ahead of time during training problems; and insure that these troops are informed as to the nature of the training.

a. IMPLEMENTATION: Action agency: 197th Inf Bde, USAIS. Departments requiring troop support were required to review and adjust schedules where necessary to insure reporting times for troops were realistic and they were informed as to the nature of the problem. In addition, dissemination of policy letters and changes to SOPs were monitored by the 197th and USAIS to insure compliance.

b. REMARKS: This action has resulted in an improvement in morale, a number of man-hours saved, and more personal time for the soldier. The 197th Inf Bde reported that this action has had a highly favorable effect on the morale of support troops. For additional information see figure A-44, TAB A.

c. This is a continuing action.

TAB D

SUMMARY AND PROGRESS ANALYSIS OF FORT BENNING MVA PROJECTS

Progress of Funded Projects Initiated at Fort Benning

FY 71	FY 72	
1-OMA	1-OMA	ACTION: Operation of a Welcome and Central Processing Center.

a. IMPLEMENTATION: Action agency: DPCA. Cost: FY 71 - $87,044, FY 72 - $49,893.

(1) Welcome Center. Opened 19 May 1971. The Center provides a 24-hour welcome, reception information, orientation and emergency service to incoming personnel. The services presently offered are:

(a) Reception/information desk.

(b) Lending closet.

(c) Temporary child care area.

(d) Lounge and refreshment area.

(e) Orientation briefing for military personnel and their wives.

(f) ACS family registration to identify possible family problem areas.

(g) Selected emergency services, such as transportation and referal.

(h) Welcome packet distribution.

(i) Guest House reservation/arrangements.

(2) Central Processing Center. Opened 29 January 1971. Provides complete inprocessing for newly assigned PCS personnel and limited outprocessing facilities. The following services are now located in the Center.

(a) Personnel Records.

(b) Personnel Management Section.

(c) AG Personal Affairs Branch.

(d) ID Card Section.

(e) POR Board.

(f) Finance (Records and Partial Pay).

(g) Provost Marshal Vehicle and fire arms registration.

(h) Family Housing.

(i) Temporary Billeting.

(j) Messing facilities.

(k) Clearance for TIC Credit Union, Personal Affairs Office, (AER), Officers' Open mess, Library, NAF activities, Provost Marshal, and Finance and Accounting.

(l) Locator card preparation.

b. REMARKS: The addition of these facilities has greatly enhanced the image of Fort Benning and the Army by improving the often frustrating procedure for getting settled on a new post. For further information see figures A-22, 41, 42 and 50, TAB A.

c. This is a continuing action.

FY 71	FY 72	
2-OMA	2-OMA	ACTION: Contract for civilian KPs in unit mess halls post-wide.

a. IMPLEMENTATION: Action agency: DIO. Cost: FY 71 - $1,222,282, FY 72 - $1,169,966. A contract to supply civilian KPs in all but two operating mess halls on the Fort Benning post was awarded on 22 December 1970, and implemented on 2 January 1971. The two excluded were the Stockade and Martin Army Hospital Mess. The Stockade was omitted because of the nature and function of the organization. Martin Army Hospital has its food service personnel provided by the Federal Civil Service. Off-post locations under Fort Benning control such as the Mountain or Florida Ranger Camps were not included under the original contract as they are removed from the post proper. The contract was renewed for FY 72 with another contractor who began work on 1 July 1971.

b. REMARKS: Command response is extremely favorable in that this action removed a long time irritant and returned soldiers to their primary duties. For further information see figure A-51, TAB A.

c. This is a continuing action.

3-OMA	3-OMA	ACTION: Maintain civilian detail labor force.

a. IMPLEMENTATION: Action agency: DIO. Cost: FY 71 - $126,336, FY 72 - $168,772. This action was approved for implementation on 14 December 1970. The original hire ceiling was set at 105 civilian workers, however, due to a high turnover rate and a hire lag for this type position the original ceiling was never reached. Therefore, the ceiling was reduced to 80. Presently, 79 personnel are on duty.

b. REMARKS: The use of civilian labor pool to perform menial tasks has released approximately 200 soldiers daily from these duties to perform mission-related duties. The civilian labor pool is serving 25 different post activities. For further information see items A-52 and 53, TAB A.

c. This is a continuing action.

FY 71	FY 72	
4-OMA	4-OMA	ACTION: Pay civilians, purchase and maintain equipment for police of roads and grounds.

a. IMPLEMENTATION: Action agency: DFAE. Cost: FY 71 (OMA $244,143), FY 72 (OMA $216,355, PEMA $0.00). The original hire ceiling was set at 87 employees; however, due to a high turnover rate and a hire lag for this type position, the original ceiling was never reached. The ceiling is now 76 and 73 employees are currently on duty. All of the OMA equipment has been received. Three PEMA line items have not been received, but are due in March.

b. REMARKS: This action is well received by the commands in that it has returned soldiers to mission-related duties. For further information see A-52 and 53, TAB A.

c. This is a continuing action.

5-OMA	5-OMA	ACTION: Pay civilians and purchase and maintain equipment for collection of refuse and garbage in troop areas.

a. IMPLEMENTATION: Action agency: DFAE. Cost: FY 71 (OMA $352; FHMA $32,499), FY 72 (OMA $4,754 ; FHMA $44,206; PEMA $0.00 ; MCA $0.00). The program began on 6 January 1971, paying existing personnel overtime. Originally a hire ceiling of 12 was set, but due to recruiting problems the ceiling was reduced to 11. Presently 10 of the 11 are on duty. All OMA equipment has been received. Two line items of PEMA equipment which have not been received are expected in May 1972.

b. REMARKS: This action is highly successful in both family housing and troop areas and has resulted in better sanitation post-wide. For further information see figures A-52 and 54, TAB A.

c. This is a continuing action.

FY 71	FY 72	
6-OMA	6-OMA	ACTION: Pay civilians and purchase and maintain necessary equipment to enhance the preventive maintenance program post-wide for troop billets and troop-related facilities.

a. IMPLEMENTATION: Action agency: DFAE. COST: FY 71 (OMA $514, 125; FHMA $176,765), FY 72 (OMA $563,272 ; FHMA $177,482 ; PEMA $2,000). This action was initiated on 14 December 1970. Presently 138 of 156 employees are on duty. Realignment of the hire ceilings resulted in the increase of two spaces. All OMA equipment has been received. Three line items of PEMA equipment not yet received are expected in March 1972.

b. REMARKS: This action provides for civilian maintenance teams and additional equipment to supplement the previously existing preventive maintenance teams. It has been very successful in that it has relieved soldiers from maintaining and repairing quarters in all family housing and troop billet areas except Sand Hill. For further information see figures A-52 and A-55, TAB A.

c. This is a continuing action.

FY 71	FY 72	
7-OMA (2-MCA)	29-OMA	ACTION: Provide and maintain partitions in troop barracks.

a. IMPLEMENTATION: Action agency: DFAE. COST: FY 71 (OMA $177,496, MCA $395,352), FY 72 (OMA $ 0.00 , MCA $550,772). This project is addressed under two separate categories. GSA partitions under OMA appropriations and permanent partitions under MCA. GSA type partitions have been installed in 9 permanent buildings with 1 more to be completed in January 1972. Construction of permanent partitions is complete in 102 of 123 programmed barracks. Seventy-eight of 98 temporary buildings and 24 of 25 permanent buildings are complete. The total number of troop spaces to be provided is approximately 5,000. Approximately 4,525 spaces have been completed. The project is expected to be completed in early February 1972.

b. REMARKS: This action is one of the most favorably received items in the Benning Plan. The soldiers enjoy the privacy afforded and are appreciative of the fact that the Army is trying to improve their living standards. For additional information see figure A-56, TAB A.

c. This is a continuing action.

FY 71	FY 72	
8-OMA	7-OMA	ACTION: Establish a small reception booth at Columbus Airport, and provide POV allowance for personnel operating the booth.

a. IMPLEMENTATION: Action agency: DPCA. COST: FY 71 - $1,642, FY 72 $ 0.00 . The reception service began at the airport on 31 December 1970 and all flights have been met since that date. The booth is staffed by military personnel who extend a courteous welcome to Fort Benning, make on-the-spot corrections of those in violation of uniform regulations, and provide assistance on building locations and brief them on the monetary savings gained by group travel to post.

b. REMARKS: By establishing a reception booth at the airport, all incoming personnel receive a favorable impression and gain the information they need to complete their travel into their new duty station. It also enhances the professional impression of Fort Benning and the Army by insuring all the soldiers are in the proper uniform. For additional information see figure A-57, TAB A.

c. This is a continuing action.

9-OMA ACTION: Convert an existing building into a nightclub-type facility primarily for enlisted men E-1 through E-4.

a. IMPLEMENTATION: Action agency: DPCA. COST: FY 71 - $31,406. This facility was opened on 9 April 1971, and is open seven nights a week. During the first few months of operation the club served approximately 275 persons per night; however, due to recent reduction in troop and school strengths, the figure has dropped to approximately 103 per night.

b. REMARKS: The club is highly successful, allowing soldiers to avoid having to patronize off-post clubs at much higher prices.

c. This is a completed action.

FY 71	FY 72	
10-OMA	8-OMA	ACTION: Civilain pay for expanded Commissary hours on Main Post and Custer Terrace.

a. IMPLEMENTATION: Action agency: DIO. COST: FY 71 - $63,289, FY 72 - $ 74,021. This action was implemented on 1 February 1971 with the hours of the Main branch and Annex 1 being extended 10 hours of the week. Since that time the hours for both stores have been increased 16 additional hours for a total of 26 hours per week. Also, the Main branch is now open seven days per week.

b. REMARKS: The changes in Commissary hours have made the stores available to more customers under more desirable shopping conditions. For further information see figures A-74 and A-87, TAB A.

c. This is a continuing action.

11-OMA — ACTION: Purchase labor saving devices.

a. IMPLEMENTATION: Action agency: DFAE. COST: FY 71, OMA $33,295, FY 72, PEMA $ 0.00. all OMA equipment has been received and 2 line items of PEMA equipment are due by March 1972.

b. REMARKS: The equipment is augmenting the preventive maintenance program, police of roads and grounds and refuse and garbage collection.

c. This is a continuing action.

FY 71	FY 72	
12-OMA	9-OMA	ACTION: Contract for local motel facilities to provide Guest House accommodations.

a. IMPLEMENTATION: Action agency: DIO. Cost: FY 71 - $50,000, FY 72 - $0.00. This action, although immensely successful in FY 71 was discontinued in its original form due to legal difficulties involved with the contractual agreement with the motel. It is now a no cost action based on a referral system in which selected motels and hotels in the Columbus area give reduced rates to military personnel upon referral by the Post housing office.

b. REMARKS: The new system has been favorably received by service members and their families. For additional information see figure A-59, TAB A.

c. This is a completed cost action, however, it is being continued as a no cost action in the Benning Plan.

13-OMA	10-OMA	ACTION: Civilian pay for expanded operating hours of the Quartermaster Sales Store.

a. IMPLEMENTATION: Action agency: DIO. Cost: FY 71 - $4,481, FY 72 - $3,450. Store hours were extended 16-1/2 hours per week on 6 January 1971, and since that time approximately 25% of the work load and the patronage occurs during the extended hours.

b. REMARKS: This action has proven to be a marked advantage by allowing the soldier to shop in the store after normal duty hours. For further information see figure A-61, TAB A.

c. This is a continuing action.

FY 71	FY 72	
14-OMA	11-OMA	ACTION: Maintain improved post shuttle bus service.

a. IMPLEMENTATION: Action agency: DIO. Cost: FY 71 - $29,987, FY 72 - $38,034. The post shuttle bus system was expanded on 14 January 1971. The extended services include:

(1) Hours of operation expanded from 0600 - 2300 to 0600 - 0100.

(2) Additional bus stop signs were installed.

(3) Three buses added to existing buses for a total of nine buses.

(4) Thirty-minute service to outlying areas, fifteen-minute service to Main Post area.

(5) Radios installed in all shuttle buses.

(6) Nine additional civilian employees hired for the project.

b. REMARKS: This action has been received extremely well, as is evidenced by the increase in daily utilization from 1200 passengers prior to expansion to 3500 passengers immediately after expansion. Utilization has since risen to 4700 passengers per day. For additional information see figure A-62, TAB A.

c. This is a continuing action.

FY 71 FY 72

15-OMA 12-OMA ACTION: Implementation, Control and Evaluation Cost of Project VOLAR.

a. IMPLEMENTATION: Action agency: Compt. COST: FY 71 - $82,137, FY 72 $52,210. The action provides funds to cover costs of program administration to include TDY, trips, evaluation and compilation costs incurred during the administration of the MVA test program.

b. REMARKS: The funds for this action are a necessary part of any program of this magnitude.

c. This is a continuing action.

16-OMA 32-OMA ACTION: Maintenance of furniture for soldier barracks.

a. IMPLEMENTATION: Action agency: DIO. COST: FY 71 - $221,758, FY 72 - $20,458. All furniture is on hand and is being issued as barracks partitions are completed. FY 72 funds are being used for maintenance of the furniture.

b. REMARKS: Initial inquiries reveal that the soldier enjoys having this furniture in his individual room. For further information see figures A-16 and A-95, TAB A.

c. This is a continuing action.

17-OMA 13-OMA ACTION: Pay additional civilians to support medical and dental activities.

a. IMPLEMENTATION: Action agency: DMEDA. COST: FY 71 - $258,646, FY 72 - $459,185. Due to the difficulties in recruiting the ceiling was reduced from 157 to 140 employees. Presently 135 of the 140 are on duty.

b. REMARKS: The additional personnel continue to provide increased services and efficiency in all administrative areas and medical treatment facilities. For further information see figure A-86, TAB A.

c. This is a continuing action.

FY 71 FY 72

18-OMA

ACTION: DMEDA Equipment and Renovation.

a. IMPLEMENTATION: Action agency: DMEDA. Cost: FY 71 - $47,900. Following program implemented:

(1) Renovation of OB-GYN Clinic.

(2) Refurbishing Clinical waiting rooms.

(3) Accordian doors for the X-ray Clinic.

(4) Preventive Dentistry Equipment.

b. REMARKS: This action has improved the medical facilities available to servicemen and their dependents and has been very favorably received. For further information see figures A-86, 96 and 102, TAB A.

c. This is a completed action.

19-OMA 14-OMA

ACTION: USAIS Learning Center (see TAB C, Education and Training, Section 3, Part B, Item 3).

COST: FY 71 - $35,349, FY 72 - $ 138 .
For further information see figure A-88, TAB A.

20-OMA 15-OMA

ACTION: USAIS Programmed Instruction. (See TAB C, Education and Training, Section 3, Part B, Item 1.)

COST: FY 71 - $13,372, FY 72 - $ 17,468 .

FY 71	FY 72	
21-OMA	16-OMA	ACTION: Benning House Project.

a. IMPLEMENTATION: Action agency: DMEDA. Cost: FY 71 - $35,840, FY 72 - $0.00. This action was implemented on 26 May 1971. The facility treats both active and retired military and has the capability for both live-in and out-partient care. Plans are being made to provide services for dependents in the future.

b. REMARKS: This action has been discontinued under Project VOLAR funding for FY 72; however, the Benning House remains operational during FY 72 with regular funds. For further information see figure A-31, TAB A.

c. This is a completed action.

22-OMA 17-OMA ACTION: Special Services Activities.

a. IMPLEMENTATION: Action agency: DPCA. Cost: FY 71 - $28,614, FY 72 - $ 3,653 . This action consists of three separate actions.

(1) Hire three recreational aides to perform cleaning duties in the service clubs. The aids are presently on duty although they were not hired until 1 July 1971, due to civilian hire restrictions for this type position.

(2) Seats for Theater No. 2. Three hundred seventy-six theater seats were installed in Theater No. 2 as of 30 June 1971.

(3) Camper trailers. Eighteen camper trailers have been purchased and are on hand to augment the original nine trailers.

b. REMARKS: This action has greatly enhanced the Special Service Activities and has received a very favorable command response. For further information see figure A-89, TAB A.

c. Paragraph a(1) is a continuing action in FY 72; paragraphs a(2) and a(3) are completed actions.

FY 71	FY 72	
23-OMA	33-OMA	ACTION: Continued Employment of CPO Clerks.

a. IMPLEMENTATION: Action agency: DPCA. COST: FY - 71, $41,686, FY-72 $ 24,298. All clerks have been hired and were on duty in mid-January.

b. REMARKS: The additional clerks enabled the CPO to absorb the increased workload with minimum disruption of their overall mission.

c. This is a continuing action.

24-OMA	18-OMA	ACTION: College Tuition Assistance

a. IMPLEMENTATION: Action agency: DPCA. COST: FY - 71 $18,223, FY - 72 $ 8,583. This action, which gives tuition assistance for a second course, has been used by 397 students to date.

b. REMARKS: This action has been favorably received by all personnel seeking to further their education. For further information see figure A-90, TAB A.

c. This is a continuing action.

FY 71	FY 72	
25-OMA		ACTION: USAIS Big-Screen TV Receivers. (See TAB C, Education and Training, Section 3, Part B, Item 4). COST: FY - 71, $9,133, FY - 72, $0.00
26-OMA	19-OMA	ACTION: ROTC Cadet Program. a. IMPLEMENTATION: Action agency: DPT. COST: FY - 71, $9,321, FY - 72 $ 0.00. This action was initiated on 15-17 April 1971 with a visit by 111 cadets. b. REMARKS: The program has been instrumental in providing informative facts about the Army way of life and the nature of infantry role in the Army to prospective servicemen and officers. Another visit of this type will take place in the Summer of 1972. c, This is a continuing action.
27-OMA	37-OMA	ACTION: Phase III ACCS Simulator (See TAB C, Education and Training, Section 3, Part B, Item 3).

FY 71	FY 72	
29-OMA		ACTION: Install carbonated beverage machines in unit mess halls. a. IMPLEMENTATION: Action agency: DFAE, DIO. COST: FY 71 - $9,401. Sixty-eight machines were installed in 53 mess halls as of 12 May 1971 and served approximately 7100 soldiers. b. REMARKS: Mess stewards are pleased with the new machines, and soldiers enjoy the added variety of beverages with their meals. For further information see figure A-97,TAB A. c. This is a completed action.
31-OMA		ACTION: Pay for one civilian clerk, Legal Assistance Section. COST: FY 71-$2,995. This action was dropped as a VOLAR action and continued through normal funding.
32-OMA	20-OMA	ACTION: Pay for one civilian clerk, Army Community Services. a. IMPELMENTATION: Action agency. DPCA. COST: FY 71 - $2,416, FY 72 - $3,083. The clerk was hired and began work on 25 January 1971. The duties performed include preparing and posting research reports, typing letters to units concerning personnel problems areas, typing letters to civilian agencies and post allotments. b. The clerk has provided an invaluable contribution to the VOLAR program in improving and expanding the ACS activities. c. This is a continuing action.

FY 71	FY 72	
33-OMA	25-OMA	ACTION: Pay for one civilian clerk, IO.

a. IMPLEMENTATION: Action agency: DPCA. Cost: FY 71 - $3,233, FY 72 - $ 3,162 . The civilian clerk was hired on 14 January 1971, to prepare news releases for newspapers, radio and television.

b. REMARKS: The clerk has provided the IO with a person to control necessary administrative actions and news release functions of the VOLAR information programs.

c. This is a continuing action.

34-OMA 22-OMA ACTION: Pay for one civilian clerk for the Student Affairs Office, USAIS. (See TAB C, Education and Training Section 2, Part A, Item 30).

a. IMPLEMENTATION: Action agency: USAIS. Cost: FY 71 - $2,870, FY 72 - $ 3,180 . The clerk, hired on 27 January 1971, is assigned to assist the Student Affairs Officer in matters concerning student complaints and problems and to act as a clerk-typist for all correspondence from that office.

b. REMARKS: The clerk has made it possible for the Student Affairs Office to function smoothly and to be of great assistance to the students at the Infantry School. The clerk has also enabled the Student Affairs Office to handle a heavy correspondece load with little difficulty.

c. This is a continuing action.

FY 71 FY 72

35-OMA ACTION: Construct a new parking lot adjacent to Infantry Hall.

a. IMPLEMENTATION: Action agency: DFAE. Cost: FY 71 - $22,087. A new parking lot with 241 additional parking spaces was completed in June 1971.

b. REMARKS: The new lot provides more parking spaces at Infantry Hall for students and permanent party personnel, and has alleviated a serious parking problem caused, in part, by a separate no cost action permitting IOBC students to drive POVs to class. For further information see figure A-98, TAB A.

c. This is a continuing action.

36-OMA 24-OMA ACTION: Dependent Dental Care.

a. IMPLEMENTATION: Action agency: DMEDA. Cost: FY 71 - $82,441, FY 72 - $ 30,201. Dental Clinics have cared for approximately 54,700 patients during the period 1 January 1971 - 31 December 1971.

b. REMARKS: The Dependent Dental Care Program has been enthusiastically received by the servicemen and their dependents. For further information see figures A-86, 91 and 96, TAB A.

c. This is a continuing action.

FY 71	FY 72	
37-OMA		ACTION: Directional Signs for incoming Infantry School students. a. IMPLEMENTATION: Action agency: USAIS. COST: FY 71 - $2,366. Directional signs for incoming students were installed on 15 March 1971. b. REMARKS: Signs give students specific directions, eliminate frustration and save valuable time when reporting to new duty stations. For further information see figure A-99, TAB A. c. This is a continuing action.
38-OMA		ACTION: Renovation of troop medical clinics. a. IMPLEMENTATION: Action agency: DMEDA. COST: FY 71 - $104,781. Renovation of six troop medical clinics was completed on 29 October 1971. b. REMARKS: This action provided for a much needed improvement and enhanced the facilities used by the soldiers at Fort Benning. For further information see figures A-86, A-96 and A-102, TAB A. c. This is a completed action.
39-OMA	35-OMA	ACTION: Furnish USAIS Commander with the capability of black and white or color photographic coverage of promotion and award ceremonies in support of the VOLAR program. a. IMPLEMENTATION: Action agency: DC-E. COST: FY 71 - $7,000, FY 72 - $ 10,887 . This action was implemented on 1 January 1971. b. REMARKS: This action is useful to cover soldiers' accomplishments through photographic and newspaper coverage. For further information see figure A-93, TAB A. c. This is a continuing action.

FY 71 FY 72

40-OMA

ACTION: Upgrade the existing television distribution system in Infantry Hall. (See TAB C, Education and Training, Section 3, Part B, Item 5).

COST: FY 71 - $407,569.

41-OMA

ACTION: Replacement of floor tile in the officers' and soldiers' dining halls, Martin Army Hospital.

a. IMPLEMENTATION: Action agency: DMEDA. COST: FY 71 - $18,023. This action was completed 30 September 1971.

b. REMARKS: This action has enhanced the existing facilities and improves sanitation. For further information see figures A-96 and A-100, TAB A.

c. This is a completed action.

42-OMA

ACTION: Interior painting of buildings 9200, 396, 323, 392 and 316.

a. IMPLEMENTATION: Action agency: DMEDA. COST: FY 71 - $19,220. Contract was completed on 6 August 1971.

b. REMARKS: This action provided long needed repainting of existing medical facilities. For further information see figure A-96, TAB A.

c. This is a completed action.

43-OMA

ACTION: Purchase of addressograph imprinter.

a. IMPLEMENTATION: Action agency: DMEDA. COST: FY 71 - $2,884. This action was completed on 27 September 1971.

b. REMARKS: The use of the imprinter is preventing mistakes and reducing waiting time for processing at hospital admission and records. For further information see figures A-38 and A-96, TAB A.

c. This is a completed action.

FY 71 FY 72

44-OMA

ACTION: Purchase tape recorder and allied recording equipment for use by instructors and students in the Infantry School.

a. IMPLEMENTATION: Action agency: USAIS. COST: FY 71 - $53,513. Tape recorder and allied recording equipment are on order through the Sacramento Army Depot. The arrival date of the equipment is now estimated to be in January 1972.

b. REMARKS: This action will provide the instructors and students with multiple recording facilities, provide the instructor with portable tape recorders when needed in field training and enable allied students to better educate themselves.

c. This action will be monitored and evaluated during FY 72.

46-OMA

ACTION: Rehabilitate boat marina at the USAIC Recreation area, Destin, Florida.

a. IMPLEMENTATION: Action agency: DPCA. COST: FY 71 - $13,636. This action was completed on 9 September 1971.

b. REMARKS: This improvement has enhanced the recreational facilities for Fort Benning personnel, increased safety measures and will better protect government equipment. For further information see figure A-101, TAB A.

c. This is a completed action.

FY 71 FY 72

47-OMA ACTION: Purchase curtains for classrooms, conference rooms and Marshall Auditorium.

a. IMPLEMENTATION: Action agency: USAIS. Cost: $29,837. This action was completed on 18 November 1971.

b. REMARKS: The installation of these curtains in classrooms and the auditorium greatly improve the acoustics and enhances the overall professional appearance of the School facilities.

c. This is a completed action.

48-OMA ACTION: Upgrade the engineering equipment in support of the television production system in keeping with the state-of-the-art. (See Item 40-OMA.)

49-OMA ACTION: Refurbish hospital clinical waiting rooms to include troop medical clinics. (This action provides for items in addition to those discussed in Item 18-OMA, and 38-OMA.)

a. IMPLEMENTATION: Action agency: DMEDA. Cost: FY 71 - $35,873. This action, completed on 30 June 1971, provided for chairs, lounges, draperies, rugs, pictures, tables and similar items to refurbish waiting rooms.

b. REMARKS: This action has made the waiting rooms more comfortable and has created a more pleasant atmosphere in existing facilities. For further information see figures A-86, 96 and 102, TAB A.

c. This is a completed action.

FY 71	FY 72	
51-OMA		ACTION: Kitchenette units in nurses' quarters, Martin Army Hospital. a. IMPLEMENTATION: Action agency: DMEDA. Cost: $20,187. This action was completed on 8 September 1971. b. REMARKS: This action provides for the modernization of out-of-date kitchen facilities at Martin Army Hospital utilized by the residents of the BOQ. For further information see figure A-96, TAB A. c. This is a completed action.
52-OMA	36-OMA	ACTION: 197th Infantry Brigade units of choice recruiting. COST: FY 71 - $149,967, FY 72 - $ 90,850 . This action was initiated outside the framework of Fort Benning's VOLAR experiment. The 197th Infantry Brigade reports directly to CONARC on this MVA action, and progress information is contained in Fort Benning's MVA command report.
53-OMA		ACTION: Enlightened Leadership Packages (see TAB C, Education and Training, Section 2, Part A, Item 41). COST: FY 71 - $4,843.

FY 71	FY 72	
55-OMA	23-OMA	ACTION: Personnel required to provide a base for VOLAR implementation requirements.

a. IMPLEMENTATION: Action agency: Compt. COST: FY 71 OMA $528,065; FHMA $13,000, FY 72 OMA $514,332 ; FHMA $26,265 . Assigned civilian strength at the time of VOLAR planning included 141 personnel carried in an overstrength status. These personnel continue to be carried in an overstrength status to enable mission support necessary during the VOLAR experiment.

b. REMARKS: Personnel are still being utilized and are needed to maintain normal mission support and to provide a base for VOLAR expansion.

c. This is a continuing action.

56-OMA

ACTION: Renovate the existing EM Club at the Florida Ranger Camp.

a. IMPLEMENTATION: Action agency: USAIS. COST: $2,244. The club was opened in June 1971, and all equipment on order received.

b. REMARKS: The renovated club is providing a better and more relaxing atmosphere for soldiers, in addition to saving them money.

c. This is a completed action.

FY 71	FY 72	
57-OMA		ACTION: Establish a coffee house in the cafeteria of the Sightseeing Road Service Club and in the Annex of the Kelley Hill Chapel. a. IMPLEMENTATION: Action agency: DPCA. Cost: FY 71 - $7,621. The houses were completed on 30 June 1971. b. REMARKS: The coffee houses provide facilities for the soldiers to relax and exhibit self-expression, and are instrumental in the Chaplains program of developing meaningful relationships with each and every soldier. For further information see figure A-104, TAB A. c. This is a completed costed action, continuing as a non-costed action in the Benning Plan.
58-OMA	45-OMA	ACTION: Extend custodial service in administrative buildings from three to five days per week. a. IMPLEMENTATION: Action agency: DFAE. Cost: FY 71 - $34,250, FY 72 - $ 43,200 . Extended services began on 19 April 1971 and are continuing. b. REMARKS: This action was originally considered for elimination during FY 72; however, due to the extreme need for the services performed the action was re-evaluated and approved for continuation. Overall, the action has restored the scope of the custodial contract in relation to the services performed prior to the cut in regular funds at the beginning of FY 71.

FY 71 FY 72

60-OMA

ACTION: Security lighting.

a. IMPLEMENTATION: Action agency: DFAE. COST: FY-71, $14,290. Action was completed on 29 October 1971.

b. REMARKS: The new lighting provides improved security and safety features for the walkways and parking areas. For further information see figure A-105, TAB A.

c. This is a completed action.

61-OMA

ACTION: Recruiter Assistance Plan 28.

a. IMPLEMENTATION: Action agency: TSB. COST: FY - 71, $42,955, FY - 72 $41,998. This program, implemented 4 May 1971, provides for 10 graduates of the Airborne Course and 5 graduates of the NCO Course to be sent home for a period of time to assist the local recruiters. No information is available at this level as to the success of the program during FY 72.

b. REMARKS: Funds for this project are provided through CONARC as a special project separate from Fort Benning's Project VOLAR.

c. This is a continuing action.

FY 71	FY 72	
62-OMA		ACTION: Reprogram and update the four passenger elevators in Martin Army Hospital. a. IMPLEMENTATION: Action agency: DFAE. Cost: FY 71 - $146,527. Contract was awarded and work began on 19 July 1971. The estimated completion date is 11 October 1972. b. REMARKS: The present system is inadequate. Upon completion of work, the systems will provide elevator traffic which responds quickly and efficiently. For further information see figure A-96, TAB A. c. This is a continuing action.
63-OMA		ACTION: Renovate lounge area of Main Commissary. a. IMPLEMENTATION: Action agency: DFAE. Cost: FY 71 - $11,936. This action was completed on 6 October 1971. b. REMARKS: The renovated lounge provides improved sanitation for both customers and employees. For further information see figure A-106, TAB A. c. This is a completed action.
64-OMA	21-OMA	ACTION: Experimental Volunteer Army Training Program. (See TAB C, Education and Training, Section 2, Part A, Items 37 and 40.) COST: FY 71 - $9,706; FY 72 - $ 6,348 .
	34-OMA	ACTION: Bands and professional entertainment for soldiers. Not funded for FY 72.

FY 71	FY 72	
	39-OMA	ACTION: Pay of key punch machine operator for Reassignment Group, AG, USAIC. Not funded for FY 72.
	40-OMA	ACTION: Pay of civilian clerk-typist to process and expedite reenlistment reassignment orders. Not funded for FY 72.
	41-OMA	ACTION: Maintain a coffee house in the cafeteria of the Sightseeing Road Service Club, and in the Annex of Kelley Hill Chapel. Not funded for FY 72.
	42-OMA	ACTION: Provide civilian KP services for 1st Ranger Company, Eglin AFB, Florida and 2d Ranger Company, Dahlonega, Georgia. Not funded for FY 72.
	43-OMA	ACTION: Increase staff of Special Service Activities. Not funded for FY 72.
	44-OMA	ACTION: Pay cost of operating Bachelor Officers' Quarters (BOQ) with OMA funds and eliminate payment of service charge by occupant to the non-appropriate fund. Not funded for FY 72.
	46-OMA	ACTION: Additional security lights for parking areas. Disapproved by Department of the Army.
	47-OMA	ACTION: Training funds to augment program 2 funds to allow accomplishment of essential training to maintain professionalism. Disapproved by Department of the Army.

FY 71	FY 72	
	48-OMA	ACTION: Purchase equipment necessary to make classroom #7 capable of presenting fully-automated EDEX instructional programs. Disapproved by Department of the Army.
	49-OMA	ACTION: Build a trailer court at the US Army Mountain Ranger Camp at Dahlonega, Georgia (OMA portion of MCA project). Disapproved by Department of the Army.
	50-OMA	ACTION: Renovate Infantry School Library to allow for Learning Center. Not funded for FY 72.
	51-OMA	ACTION: Additional packaged programmed instructional material. Not funded for FY 72.
	52-OMA	ACTION: Target devices on Hook Range. Disapproved by Department of the Army.

FY 71 FY 72

53-OMA ACTION: Welcome Wagon for ACS

a. IMPLEMENTATION: Action agency: DPCA. COST: FY 72 $ 0.00 . Action has not been implemented to date. Coordination is being made with a local agent of Welcome Wagon International to determine feasibility of using this civilian agency on post.

b. REMARKS: This action should greatly enhance the ACS program for the serviceman and his family at Fort Benning.

c. This is a continuing action.

54-OMA ACTION: Contractual services for dance bands, entertainment groups and rental of entertainment equipment for the teen club.

Disapproved by Department of the Army.

55-OMA ACTION: Provide military transportation to support youth activities program.

Disapproved by Department of the Army.

56-OMA ACTION: Purchase of additional labor-saving devices.

Not funded for FY 72.

FY 71	FY 72	
1-FHMA	1-FHMA	ACTION: Refuse collection for family housing. (See Item 5-OMA, FY 71, hire civilians and purchase equipment for collection of refuse and garbage.)
2-FHMA	2-FHMA	ACTION: Hire civilians and purchase equipment to enhance the preventive maintenance program in family quarters. (See Item 6-OMA FY 71. Hire civilians and purchase equipment to enhance the preventive maintenance program in family quarters.)
3-FHMA	3-FHMA	ACTION: Provide free quarters cleaning service for departing families.

a. IMPLEMENTATION: Action agency: DFAE. Cost: FY 71 - $44,137, FY 72 - $ 68,252 . The quarters cleaning began on 1 April 1971, and continues to average approximately 180 quarters cleaned per month.

b. REMARKS: The advantages being that the departing occupant is completely relieved of the responsibility and expense of cleaning family quarters, saving time, money and permitting individuals to finalize and complete their departure. For further information see figure A-94, TAB A.

c. This is a continuing action.

FY 71	FY 72	
4-FHMA	4-FHMA	ACTION: Personnel required to provide a base for VOLAR implementation requirements. (See Item 55-VOLAR implementation requirements.)
1-NAF	1-NAF	ACTION: Contract charter bus service, free of charge for enlisted men to and from Columbus, Georgia.

a. IMPLEMENTATION: Action agency: DPCA. Cost: FY 71 - $48,143, FY 72 - $25,487. The project began on 23 February with "free ride" tickets being issued to enlisted men through the major commands. Since 30 June 1971, approximately 11,000 tickets per month are being issued through the major commands.

b. REMARKS: This service continues to give enlisted men without transportation the opportunity to go to Columbus without charge for the purpose of shopping, entertainment, etc., relieving them of the expense of cabs and other forms of transportation.

c. This is a continuing action.

FY 71	FY 72	
2-NAF	2-NAF	ACTION: Contract for transportation between Fort Benning and selected recreational areas on weekends. a. IMPLEMENTATION: Action agency: DPCA. Cost: FY 71 - $12,719, FY 72 - $9,593. This action was implemented in early February 1971 with trips to Atlanta, Georgia, Callaway Gardens, Georgia, and Panama City, Florida. Due to winter months and lack of participation the Callaway Gardens, Georgia trips have been discontinued as were the Panama City, Florida trips until the spring of the year. b. REMARKS: Providing free bus transportation to points of interest continues for lower grade personnel to places they couldn't otherwise afford. It also continues to reduce the number of privately-owned vehicles on the road, thus increasing the safety factor. For further information see figure A-60, TAB A. c. This is a continuing action.
3-NAF	3-NAF	ACTION: Establish a reward system to recognize outstanding soldiers at Fort Benning. a. IMPLEMENTATION: Action agency: DPCA. Cost: FY 71 - $4,554.06, FY 72 - $3,743. The program initiated in February is continuing on a once-a-month basis. The trip includes a free bus trip to Atlanta, Georgia, a hotel room, $12.00 in chits for meals at the hotel and $25.00 in cash to spend. Wives are encouraged to attend whenever possible. As of 31 December 1971, the total participants (including wives) were 186 personnel. b. REMARKS: This action enables commanders to recognize outstanding soldiers in a way in which other soldiers would be able to see the benefits which accure to those who make an effort to excel, thereby increasing morale, unit pride and individual satisfaction for a job well done. c. This is a continuing action.