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A SIMPLIFIED TECHNIQUE FOR EVALUATING BASIC TRAINEES ON LEADERS--ETC(U)  
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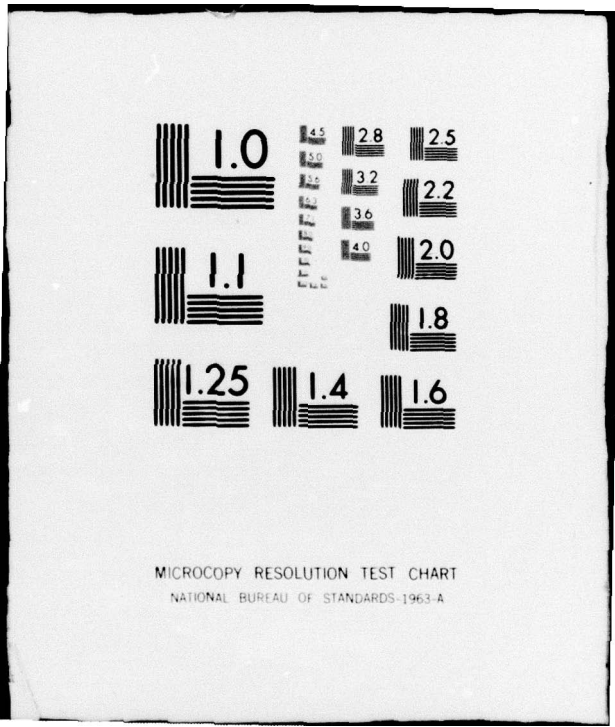
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RESEARCH MEMORANDUM 63-10

A SIMPLIFIED TECHNIQUE FOR EVALUATING  
BASIC TRAINEES ON LEADERSHIP POTENTIAL

OCTOBER 1963



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Research Memorandum 63-10

A SIMPLIFIED TECHNIQUE FOR EVALUATING BASIC TRAINERS ON LEADERSHIP POTENTIAL.

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Charles H. Hammer

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Francis F. Medland, Task Leader

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Submitted by

Leonard V. Gordon  
Chief, Behavioral Evaluation Research Laboratory

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**A SIMPLIFIED TECHNIQUE FOR  
EVALUATING BASIC TRAINEES ON LEADERSHIP POTENTIAL**

"Buddy" ratings of leadership potential are obtained for operational purposes on enlisted men during their fifth week of Basic Combat Training (BCT). The ratings are obtained by having each trainee rank his squad-mates on leadership potential and then rate them on a 7-point leadership scale (7 = high). The scale values for each ratee are then averaged to provide his "Buddy" rating. Those combat MOS assignees who receive "Buddy" ratings of 3.5 or higher and meet Combat Aptitude Area score requirements are eligible to participate in a two week pre-AIT (Advanced Individual Training) leadership training program. The actual selection of participants in AIT is made from these eligibles and represents approximately the top 10% of the AIT assignees in terms of the variables considered. The preliminary course provides training in basic principles of leadership and surveys some of the principal technical areas of combat job duties such as weapons use and maintenance, principles of tactics, and map reading--all of which are covered in greater detail in AIT. Those men who complete the program are then assigned to acting leader positions in AIT companies and go through the normal 8-week training cycle.

**OBJECTIVE OF THE STUDY**

At the present time, the rating procedure requires fairly extensive administration and scoring time. Administration time averages one hour and is fairly constant whether a squad or a company is involved. Most Army training centers administer the ratings to one company at a time because of limitations in testing facilities. The number of rating sessions conducted per week depends primarily on the number of BCT companies formed by the training center--usually two to five per week. Scoring the ratings takes approximately one man hour per squad. When BCT input is heavy, as many as 80 man hours per week are devoted to this operation.

A shortcut ranking procedure was needed which would provide similar results with the following advantages:

1. faster administration time
2. faster scoring time
3. fewer numbers of support personnel required

The specific objective of the present study was to compare results obtained with an abbreviated method of identifying basic trainees who can profit from leadership training and the current procedure.

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## THE ABBREVIATED TECHNIQUE

The abbreviated technique was based on rankings by squadmates. A ratee was given one point (+ 1) each time a squadmate ranked him among the top three men in the squad and minus one point (- 1) each time he was ranked among the bottom three men. If he was not ranked in the top or bottom three, he was given "zero". A summated score was obtained on each squad member. The men were then rank ordered in terms of their scores. With this technique, evaluations could be collected in about half the time required by the current technique, and scoring could be done in about one-third the time.

## POPULATION AND SAMPLES

"Buddy" ratings and rankings were available on approximately 1000 BCT squads which had undergone training at Fort Ord, California in 1960 and 1961. A sample of fifteen 17-man squads (N = 255) and twenty-six 10-man squads (N = 260) which appeared to represent the range in squad size was selected for analysis. These squads were then scored using the abbreviated technique.

## PROCEDURE

Within each squad the names of those men who had received ratings of 3.5 or higher by the current operational technique were identified. Then an equal number of men were identified in terms of rank order attained using the abbreviated technique, beginning with the man ranked highest. A comparison of the two sets of names for each squad was made to determine the number of men with ratings of 3.5 or higher who had been identified by the abbreviated technique. For example, if a squad had four men with ratings of 3.5 or higher, the names of these four were checked against the four names at the top of the ranking list. The overlap between the two methods was then computed by determining how many of the four top ranked men had received ratings of 3.5 or higher.

## RESULTS

The extent of overlap in the 41 squads is presented in columns 1 and 2 of Table 1. In the 10-man squads, 95% of the men with ratings of 3.5 or higher were identified by the abbreviated technique and 91% were identified in the 17-man squads.

Table 1

NUMBERS OF MEN RATED 3.5 OR HIGHER IDENTIFIED  
BY THE ABBREVIATED RANKING TECHNIQUE

10-Man Squads			17-Man Squads		
No. Rated 3.5 or Higher	No. Identified by Abbreviated Ranking Technique		No. Rated 3.5 or Higher	No. Identified by Abbreviated Ranking Technique	
	Uncorrected for Squad Size (2)	Corrected for Squad Size (3)		Uncorrected for Squad Size (2)	Corrected for Squad Size (3)
(1)	(2)	(3)	(1)	(2)	(3)
3	3	3	5	4	5
3	3	3	5	5	5
3	3	3	6	5	6
4	3	4	6	4	5
4	4	4	6	6	6
4	4	4	7	6	7
4	4	4	7	6	7
4	4	4	8	7	8
4	4	4	8	8	8
4	4	4	8	8	8
4	4	4	8	8	8
5	4	4	9	8	8
5	4	4	9	9	8
5	4	4	10	10	8
5	4	4	11	11	8
5	5	5	11	9	8
5	5	5			
5	5	5			
6	5	5			
6	6	5			
6	6	5			
6	6	5			
6	6	5			
7	6	5			
7	7	5			
7	7	5			
8	7	5			
<u>131</u>	<u>124</u>	<u>113</u>	<u>116</u>	<u>106</u>	<u>102</u>

On the basis of these data, it appeared that the abbreviated technique could identify nearly all the men who had received buddy ratings of 3.5 or higher, provided the number of men in each squad who would receive ratings of 3.5 or higher could be reliably estimated. However, there was a considerable variation among squads with respect to the numbers of men who were rated 3.5 or higher. In 10-man squads, as few as three men in some squads, and as many as eight men in one squad, were rated 3.5 or higher. In 17-man squads, the range extended from five men to eleven men. Therefore, an estimate as to how many men in a squad would be rated 3.5 or higher would be somewhat unreliable, particularly if the size of the squad were not taken into account. In the 10-man squads, five men on the average were rated 3.5 or higher. Inspection of the data on 10-man squads showed that if the top five men in each squad had been identified by the abbreviated technique, 113 of the 130 men identified (87%) would have been among the 131 men who actually did receive ratings of 3.5 or higher. Within the 17-man squads, the average number of men per squad who received ratings of 3.5 or higher was eight. If the top eight men in each of those squads had been identified by the abbreviated technique, 102 of the 120 men identified (85%) would have been among the 116 men who did receive ratings of 3.5 or higher (Column 3, Table 1). Even though the numbers of men receiving ratings of 3.5 or higher varied considerably among squads, with a correction for squad size the abbreviated technique identified 87% of those men and identified comparatively few men whose ratings were lower than 3.5.

#### SUMMARY

A buddy rating procedure is currently being used to assist in the identification of basic trainees with leadership potential. This procedure requires a considerable amount of time and numbers of personnel for administration and scoring. In the present study, an abbreviated technique was tried out. This technique involved a partial ranking procedure rather than the complete ranking-rating procedure in current use. The abbreviated technique was applied to 515 men in 10-man and 17-man basic training squads on whom ratings were available. It was found that the average number of trainees with ratings of 3.5 or higher was considerably smaller in 10-man squads than in 17-man squads. Therefore, the abbreviated technique was modified by limiting the number of men identified in a squad to the average number of men identified in squads of that size by the current procedure. With this adjustment for squad size, approximately the same number of men were identified with the abbreviated technique as with the current technique. The abbreviated technique also identified 87% of the men who had been identified with the current technique. In general, the results of the analysis indicated that the abbreviated technique could be substituted for the current ranking-rating technique and would yield similar results. In addition, with the abbreviated technique, administration time could be cut in half and the man hours required for scoring could be reduced by at least two thirds.