

Research Note 81-12

SURVEY OF SOLDIER QUALITY
OF LIFE AT FORT HOOD

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ARI FIELD UNIT AT FORT HOOD, TEXAS

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For several questions there was a significant positive correlation with soldiers' stated intent to make a career of the Army.

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FOREWORD

Since the modern U. S. Army has become all-volunteer, it has become increasingly important that job benefits and other benefits offered by the Army be sufficiently attractive to bring into and retain in its forces men and women of sufficient quality and quantity. The longrun test of the attractiveness of the offered benefits will be, of course, the number and type of individuals who continue to enlist or reenlist in the Army. Intermediate steps can be taken, however, to identify some of the primary areas of dissatisfaction among the troops and to take the necessary actions to make life in the Army more attractive to today's soldier. One way to determine areas of dissatisfaction is to ask the individual soldier about the day-to-day problems he faces in the Army and how his own experiences compare with the benefits he expected to receive. The Commanding General at Fort Hood was interested in determining satisfaction with selected aspects of Army life at Fort Hood. In addition, the Army Research Institute was requested to identify additional problem areas relating to the effectiveness of unit operations and training. To this end, the ARI Field Unit was requested to conduct a survey of the lower-ranking enlisted men (E-1's through E-4's) at Fort Hood.

The research described in this report is responsive to a request for technical advisory services by HQ III Corps.

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SURVEY OF SOLDIER QUALITY OF LIFE AT FORT HOOD

BRIEF

Requirement:

This research was conducted in response to a request, in 1975, from the Secretary of the General Staff for the Commanding General of III Corps and Fort Hood that the Army Research Institute assist them in determining areas of soldier dissatisfaction with the quality of life at Fort Hood. Areas so identified could then receive subsequent command attention with the goal of reducing soldier dissatisfaction in these areas and consequently improving the reenlistment rates of lower ranking enlisted personnel.

Procedure:

The Army Research Institute Field Unit at Fort Hood developed and administered a questionnaire in the fall of 1975 to a sample of soldiers drawn from the various units present at Fort Hood. The questions that were put into the questionnaire called for ratings of soldier satisfaction with various aspects of living, working, and training at Fort Hood. The results were summarized for Fort Hood as a whole, and questions whose answers correlated significantly with stated intent to make the Army a career were noted. Additionally, those questions which showed significantly different responses between ethnic groups were noted.

Findings:

- Most of those areas which were the greatest sources of soldier dissatisfaction appeared to be areas over which local commanders have little control, e.g., the quality of medical services for dependents and opportunity for promotion.

- Those areas showing the greatest amount of soldier satisfaction were areas over which local commanders have substantial influence. These included off-duty on-post activities, understanding by officers and NCOs of their men's needs, and the utilization of female military personnel.

- Those questions with answers that correlated most highly with intent to make the Army a career included opinion of the Army since being stationed at Fort Hood, degree of harassment received from superiors, the challenge of training, officers' understanding of their men's needs, officers keeping their men informed of training events and policies, standards of military courtesy in the

unit, and the treatment of minority groups at Fort Hood compared to civilian life.

- Caucasians were generally more satisfied than were Afro-Americans with their jobs and their opportunity for promotion, while Afro-Americans were more satisfied than Caucasians with their training and services (housing, medical, dental).

- The Racial Awareness Programs were not seen as contributing to racial harmony by either Afro-Americans or Caucasians.

Utilization of Findings:

The results of this research effort were presented to commanders and staff officers of units at Fort Hood (including III Corps, 1st Cavalry Division, 2nd Armored Division) in a series of briefings in the spring of 1976.

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SURVEY OF SOLDIER QUALITY OF LIFE AT FORT HOOD

INTRODUCTION

In 1975, the Secretary of the General Staff (SGS) for the Commanding General of III Corps and Fort Hood requested that the Army Research Institute Field Unit at Fort Hood assist them in developing a questionnaire which would be helpful in identifying those areas responsible for the greatest amount of dissatisfaction among enlisted soldiers (paygrades E-1 through E-4) at Fort Hood. Since the training of new recruits constitutes a substantial share of military costs, it seemed eminently desirable to minimize the turnover within the enlisted ranks. It was thought that, if areas of enlisted soldier dissatisfaction could be identified, then changes in administrative policies and procedures could be made which would reduce soldier dissatisfaction and thereby decrease the number of enlisted personnel exiting the service after their first or second enlistment. In addition to isolating factors responsible for soldier dissatisfaction, a second purpose of using the questionnaire was to determine how familiar the soldiers were with local regulations and local publications. Since these latter items are unlikely to be of interest to a general audience (that is, outside of Fort Hood), the findings related to those items and similar "Fort Hood specific" items are neither presented nor discussed in this report.

METHODOLOGY

Questionnaire Development

Background

A study was conducted for III Corps in 1972 by the ARI Fort Hood Field Unit to determine how successful the volunteer Army (VOLAR) program had been at Fort Hood.¹ Part of the study entailed looking at those factors most influential in a soldier's decision to reenlist, as well as identifying the level of satisfaction soldiers were experiencing with various aspects of life at Fort Hood. The study was conducted by surveying soldiers in all Army ranks from private through colonel. The questionnaire used in the survey consisted of 100 factors that soldiers rated in terms of importance and satisfaction and included another 31 questions designed to elicit further information about soldier satisfaction at Fort Hood.

The factors covered in the survey instrument were chosen as the result of a panel discussion headed by the Human Resources Development (HRD) Office, III Corps. The panel discussion involved approximately 20 soldiers, with representatives of each of the ranks to be surveyed included in the discussion. After the panel members generated a list of factors that they felt should be considered in the survey, a pilot questionnaire was developed by the ARI Field Unit and administered to a sample of about 25 soldiers (again including representatives from all the ranks to be surveyed). Immediately after the pilot administration of the questionnaire, a session was conducted with the soldiers who had completed the questionnaire. The purpose of this session was to obtain soldier feedback on both the content and the format of the questionnaire. The information thus obtained from the pilot administration was used to further revise and refine the questionnaire prior to its administration in April 1972.

Quality of Life (QOL) Questionnaire

Since the objectives of the III Corps-sponsored project in 1975 resembled in large degree the objectives of the 1972 VOLAR study, many of the items used in the VOLAR survey instrument were employed in the questionnaire for the 1975 study as well. In addition, a number of new items were developed for the 1975 "Quality of Life" (QOL), instrument. The new items either amplified the factors found

¹Gividen, George M., Nystrom, Charles O. and Van Arsdell, Paul M. Jr., Fort Hood Semiannual Project VOLAR/MVA Evaluation Reports Office of the Deputy Chief of Staff for Command Programs, Fort Hood, Texas, 30 June 1972.

to be important to the enlisted soldier in the VOLAR study, or were requested specifically by the III Corps SGS. The QOL questionnaire was designed primarily as an opinionnaire, with one or two items representing each topic of interest. A diverse set of topics was covered in the questionnaire, including satisfaction with job training, job placement, the chain of command, facilities and services, and pay; familiarity with local publications and regulations; incidence of theft; frequency of contact with the chaplain; and knowledge of common soldiering concepts. (A copy of the questionnaire is included in Appendix A.)

Pilot Administrations of the Quality of Life Questionnaire

The QOL questionnaire underwent two pilot administrations and subsequent revisions before the final version of the questionnaire was administered to the sample discussed later. The first pilot version of the questionnaire was administered to 21 enlisted personnel, while the second version was administered to 164 soldiers. Questionnaire revision consisted of eliminating items that tended to tap irrelevant or redundant areas; modifying the content of items containing ambiguities; modifying the format of items to minimize the effects of response sets; and modifying the entire questionnaire in terms of format and type of response alternatives in order to allow items to be keypunched directly from the questionnaires.

Administration of the QOL Survey

The QOL questionnaire was administered to a representative sample of Fort Hood soldiers during November and December of 1975. The survey was administered to groups of soldiers, with the groups ranging in size from 25 to 100 soldiers. Two ARI research scientists, one senior male and one junior female, conducted each of the survey administrations. The senior male scientist explained the purpose of the survey to the soldiers and provided initial instructions on completing the questionnaire, while both ARI researchers answered individuals' questions concerning the questionnaire throughout the administration. Each administration session lasted approximately one hour, with each of the survey participants being required to remain at the administration a minimum of 45 minutes.

The purpose of the survey was discussed with the survey participants at the beginning of each session. It was explained to the soldiers that they should respond to each survey question as candidly as possible, since they were representing all Fort Hood soldiers in the paygrades of E-1 through E-4, and it would be through their responses that the III Corps Commander would identify those aspects of life at Fort Hood most in need of improvement. The vast

majority of the participants seemed enthusiastic about completing the questionnaire, with only one individual refusing to complete the questionnaire.² A post-administration examination of the questionnaires failed to reveal any obvious prankishness in filling out the questionnaires, and consequently none of the questionnaires were discarded, although not all of the questionnaires could be used in all the analyses due to sporadic missing data.

Sample Composition

Questionnaire data were collected from individuals of ranks E-1 through E-4 from the 1st Cavalry Division, 2d Armored Division, 720th Military Police (MP) Battalion, 163d Military Intelligence (MI) Battalion, 57th Signal Battalion, and Headquarters & Headquarters Company (HHC), III Corps.

Due to an oversight in planning, data were not collected on soldiers assigned to the 6th Air Combat Cavalry Brigade (ACCB) or 13th Corps Support Command (COSCOM). Although one never knows how incomplete representation in a sample affects the findings of a study, there is no doubt that one effect of this sampling omission was to reduce the number of women in the sample. Due to the relatively larger proportion of combat service support slots open to women in the two omitted units, they contained a much larger percentage of women than either of the two armored divisions which made up the bulk of the sample.

The sampling procedures used to derive the samples from each of the major units represented in the survey were not identical and therefore must be described separately for each unit.

For the 2d Armored Division, a sample was chosen by selecting all individuals with social security numbers ending in the last two digits "29", a number chosen at random. Of the 145 thus selected, approximately 20 individuals were unavailable for testing due to TDY assignments. So, another 20 names were selected from the 2d Armored Division roster, using a systematic sampling procedure. Data were actually collected on 110 individuals from the 2d AD.

Twenty-five individuals were selected to receive the questionnaire in the 163rd MI Battalion, using a systematic sampling procedure, with 24 of those individuals actually participating in the survey.

²The refusing soldier claimed he had been out in the field without sleep for over 48 hours and was "in no mood to fill out a questionnaire."

The respondents from the 57th Signal Battalion, 720th Military Police (MP) Battalion, and HHC, III Corps were selected by a random procedure designed to yield representative samples. Sample sizes from these three units were 37, 39, and 45, respectively.

The sample for the 1st Cavalry Division was constructed in accordance with two aims: (1) to provide for a representative sample of the division; and (2) to allow meaningful comparisons to be made of average responses between the sex categories (male and female) and the two predominant race groups (Caucasian and Afro-American) present in the division. A comparison of responses on the QOL survey between the different sex and race groups was specifically requested by the 1st Cavalry Division Commanding General. One hundred and twenty-five names were chosen from the 1st Cavalry Division roster, using a systematic sampling procedure (i.e., choosing every twentieth name, beginning with the sixth name). In order to have minimum sample sizes to make comparisons between the various sex and race subgroups, it was necessary to increase the number of female soldiers, both Caucasian and Afro-American, selected to participate in the survey. Thus, the total sample size of the 1st Cavalry Division selected for survey participation was raised to 194 (with data actually collected on 168 individuals).

III Corps Proportionate Sample

In order for the survey findings to more aptly generalize to the III Corps population as a whole, a sample was constructed which contained the correct proportions of individuals from each major unit corresponding to the representation of the major units within the entire Fort Hood population.³ For those units for which more questionnaires had been completed than were needed in the construction of the proportionate sample, a number of questionnaires were chosen at random to be excluded from the analyses involving the proportionate sample. The proportionate sample was composed of 110 questionnaires from the 2d Armored Division (50.5 percent), 89 from the 1st Cavalry Division (40.8 percent), 5 each from the 163d MI Bn, 57th Signal Bn, and HHC III Corps (6.9 percent); and 4 from the 720th MP Bn (1.8 percent). Analyses on this proportionate sample form the basis of the present report.

³Obviously, the proportionate sample was not entirely representative of the totality of Fort Hood units, since no representatives from the 6th ACCB or 13th COSCOM were included, as mentioned earlier.

Data Analysis

In order to facilitate statistical analysis of some of the items, average scale scores for items were computed where appropriate. Items were scored on a scale ranging from -2 to +2, with a -2 score representing the most negative attitude toward Fort Hood, the Army, or whatever concept was being rated; a 0 score representing a neutral attitude, and a +2 score representing the most positive attitude. Statistical analyses were performed using the BMDP Biomedical Computer Programs.⁴ The analyses primarily involved t-tests to determine if a mean was significantly different from 0 ($H_0: \mu=0$) on those questions which involved a borderline (scale value = 0) response category, thus giving an indication as to whether an average response was in a positive or negative direction. In addition, F tests were used to determine if there were differences in average responses to a given question by different ethnic groups.

⁴BMDP Biomedical Computer Programs, W. J. Dixon, ed., University of California Press, 1975, Berkeley.

RESULTS FOR III CORPS PROPORTIONATE SAMPLE

Background and Educational Characteristics of the Sample

Background Characteristics

Demographic data were collected on the sample and are summarized in Table 1. Since not all of the participants answered each item pertaining to the background variables, the sample sizes may be seen to differ for various background characteristics. Briefly, most of the Fort Hood enlisted personnel were between the ages of 19 and 21, were male, and were E-3s or E-4s. The predominant racial groups represented were Caucasian and Afro-American. Most of the soldiers were unmarried, had no children and lived in the barracks. The majority of the soldiers had been stationed at Fort Hood from 7 to 18 months, with an average of a little over 13 months.

Educational Characteristics

The educational characteristics of the sample are summarized in Table 2. As may be seen, the majority of the soldiers had over 12 years of formal education and had a regular high school diploma. Only about 5% of the soldiers had a college degree (2-year) but over one-fifth of them were currently enrolled in educational courses.

Questionnaire Results

As mentioned previously, the Quality of Life survey instrument was basically an opinionnaire, generally containing one or two questions per topic of interest. To present the results of the survey in a more comprehensible fashion, the questions have been grouped into several content areas, based on similarity of subject matter, and will be discussed in terms of those content areas.

In this section, summary statistics for each of the questionnaire items is presented and those areas toward which Fort Hood soldiers exhibited the most and the least satisfaction are identified. In the following sections, the relationship between various aspects of life at Fort Hood and career intent are examined.

TABLE 1

BACKGROUND CHARACTERISTICS OF THE SAMPLE

<u>Variable</u>	<u>N</u>	<u>%</u>	<u>Variable</u>	<u>N</u>	<u>%</u>
Age			Marital Status		
18 and Below	20	9.4	Single	126	59.4
19-21	130	61.3	Married	71	33.5
22-25	49	23.1	Divorced	10	4.7
26 and over	13	6.2	Other	5	2.4
Sex			Number of Children		
Male	202	94.4	None	140	66.0
Female	12	5.6	One	43	20.3
Ethnicity			Two	24	11.3
Caucasian	111	52.4	Three or More	5	2.4
Afro-American	67	31.6	Living Quarters		
Mexican American	17	8.0	Barracks	141	66.5
Puerto Rican	9	4.2	Off-Post Housing	68	32.1
American Indian	5	2.4	On-Post Housing	3	1.4
Oriental	1	.5	Number of Months at Fort Hood		
Other	2	.9	1-6	38	18.0
Paygrade			7-12	81	38.4
E1	3	1.4	13-18	44	20.9
E2	27	12.8	19-24	31	14.7
E3	86	40.8	Over 24	17	8.0
E4-E5 ⁵	95	45.0			

⁵Some E-5s were included in the sample because at the time the sample was chosen, these soldiers were E-4s but were promoted to E-5 prior to the survey administration date.

TABLE 2
EDUCATIONAL BACKGROUND OF THE SAMPLE

<u>Variable</u>	<u>N</u>	<u>%</u>
Years of Formal Education		
Under 10 Years	9	4.2
10-11 Years	48	22.4
12 Years	114	53.3
Over 12 Years	43	20.1
Type of High School Diploma		
GED Diploma	42	19.8
Regular Diploma	130	61.3
No Diploma	40	18.9
Type of College Degree		
Associate's (2-year) Degree	10	4.9
Bachelor's (4-year) Degree	0	0.0
Advanced Degree	0	0.0
No College Degree	196	95.1
Currently Enrolled in Courses to Improve Educational/Technical Qualifications		
Yes	44	21.1
No	165	78.9

Job Satisfaction

Questionnaire items which generally relate to job satisfaction and their associated descriptive statistics appear in Table 3. Approximately two-thirds of the soldiers indicated that they were working in their primary MOS. The respondents reported working, on the average, about 45 hours per week, with about 35% of the soldiers claiming to work 50 hours or more per week. Soldiers, on the average, apparently felt that about two-thirds of the time at their jobs was spent in meaningful activity, with a mean of almost 30 hours reportedly spent engaged in meaningful tasks.

The average rating for job suitability was "borderline". Likewise, training was rated as only borderline on the average in terms of its challenge and usefulness in MOS preparation.

Satisfaction With the Chain of Command

A number of questions were asked in the QOL survey pertaining to the soldier's interaction with those in his chain of command and his satisfaction with those interactions. Summary statistics pertaining to such items are contained in Tables 4, 5, and 6.

In order to evaluate the extent of the interaction between the soldiers and their superiors, soldiers were asked how often they saw or talked with each of the individuals occupying the positions of leadership listed in Table 4. As would be expected, the closer the leader was to the soldier in the chain of command hierarchy, the more frequently the soldier interacted with him. Also, not surprisingly, the soldier saw his leaders more often than he spoke with them.

When asked about the company commander's policies regarding people coming to talk to him about personal problems or other matters, soldiers indicated (Table 5) that he generally encouraged them to do so ($H_0:\mu=0$; $\bar{X}=.93$, $t=13.08$, $df=211$, $p<.001$). About half of the soldiers said they had tried to see their company commander while at Fort Hood and a large number (79%) of these attempts had been successful. However, satisfaction with the commander's performance in this area was mixed, with the average rating being borderline and with about as many soldiers being dissatisfied (27%) as satisfied (34%).

Similar responses were obtained when soldiers were asked how good or poor a job their unit officers did in keeping them informed about training events and policies (Table 6). The average response was "borderline" ($\bar{X}=.06$). However, soldiers were somewhat more positive in their assessment of how understanding officers and NCOs were of their men's needs, giving positive, average ratings of .17 ($H_0:\mu=0$; $t=2.10$, $df=213$, $p<.03$); and .31 ($H_0:\mu=0$; $t=4.08$, $df=213$, $p<.001$) for officers and NCOs, respectively.

TABLE 3

ITEMS AND SUMMARY STATISTICS PERTAINING TO JOB SATISFACTION

		<u>N</u>	<u>%</u>	
Is your duty MOS the same as your primary MOS?				
a. Yes		135	65.5	
b. No		71	34.5	
The average number of hours <u>per week</u> that I spend on my job is ____.				Mean = 44.92 S.D. = 13.08 Range = 0-90 N = 208
The average number of hours per week of <u>meaningful</u> work that I do on my job is ____.				Mean = 29.74 S.D. = 15.91 Range = 0-80 N = 204
<u>Scale</u>	The Army has placed me in jobs for which I am:			
+2	a. Very well-suited	38	17.8	Mean = .16 S.D. = 1.28 N = 213
+1	b. Well-suited	50	23.5	
0	c. Borderline	64	30.0	
-1	d. Unsuitd	31	14.6	
-2	e. Very unsuitd	30	14.1	
The training I have received at Fort Hood has been:				
+2	a. Very challenging	27	13.0	Mean = .02 S.D. = 1.30 N = 208
+1	b. Challenging	60	28.8	
0	c. Borderline	48	23.1	
-1	d. Unchallenging	37	17.8	
-2	e. Very unchallenging	36	17.3	

(Continue Table 3 on next page)

(Table 3 cont.)

The training I have received
at Fort Hood has been:

+2	a. Very useful in preparing me to work in my MOS	41	20.0	Mean = .14 S.D. = 1.35 N = 205
+1	b. Useful in preparing me to work in my MOS	45	22.0	
0	c. Of borderline value in pre- paring me to work in my MOS	55	26.8	
-1	d. Unuseful in preparing me to work in my MOS	29	14.1	
-2	e. Very unuseful in preparing me to work in my MOS	35	17.1	

TABLE 4

ITEMS PERTAINING TO EXTENT SOLDIER INTERACTS WITH
THOSE IN HIS CHAIN OF COMMAND

On the average, on how many days a month do you see or talk with each of those in your chain of command? (Asterisks indicate a significant difference ($p < .001$) between adjacent row or column means).

Individual in Chain of Command	See Him					Talk with Him			
	Mean	S.D.	Range	N		Mean	S.D.	Range	N
Section/Platoon Sergeant	22.20	7.32	0-31	187	*	19.10	9.56	0-31	183
	*					*			
Section/Platoon Leader	19.83	8.87	0-31	185	*	15.39	9.99	0-31	182
						*			
First Sergeant	19.89	8.90	0-31	188	*	11.08	9.62	0-31	186
	*					*			
Company/Troop/ Battery Commander	16.41	9.96	0-31	179	*	6.02	8.46	0-31	175
	*					*			
Battalion/Squadron Command/Sergeant Major	6.81	8.07	0-30	171	*	2.23	5.41	0-30	166
Battalion/Squadron Commander	6.26	7.77	0-30	168	*	1.82	5.00	0-30	163

TABLE 5

ITEMS PERTAINING TO THE SOLDIER'S INTERACTION
WITH HIS COMPANY/TROOP/BATTERY COMMANDER

What is your company/troop/battery commander's policy about his people coming to talk with him about personal problems or other matters?

<u>Scale</u>		<u>N</u>	<u>%</u>	
+2	a. He strongly encourages us	68	32.1	
+1	b. He encourages us	51	24.1	*Mean = .93
0	c. He neither encourages nor discourages us	60	28.3	*S.D. = .98
				N = 212
-1	d. He discourages us	6	2.8	
-2	e. He strongly discourages us	3	1.4	
	f. I don't know	24	11.3	

While at Fort Hood, have you tried to talk with him about such problems?

	<u>N</u>	<u>%</u>
a. Yes	103	49.0
b. No	107	51.0

If yes, how many times?

<u>Mean</u>	<u>Range</u>	<u>N</u>
5.47	1-16	108

*Mean and standard deviation computed based only on those respondents who indicated they did know their commander's policy.

(Table 5 continued next page)

(Table 5 cont.)

If you tried, how many of your attempts resulted in your getting to talk with him?

<u>Mean Percentage Successful Attempts</u>	<u>Range of Percent of Successful Attempts</u>	<u>N</u>
79%	0% - 100%	108

Based on your experience in trying to talk with your commander, how satisfied/dissatisfied are you with his "open-door" performance?

<u>Scale</u>		<u>N</u>	<u>%</u>	
+2	a. Very satisfied	27	14.4	
+1	b. Satisfied	36	19.3	
0	c. Borderline	35	18.7	**Mean = .11
-1	d. Dissatisfied	28	15.0	**S.D. = 1.33
-2	e. Very dissatisfied	23	12.3	N = 187
	f. I have not tried to talk with him	38	20.3	

**Mean and standard deviation computed based only on those respondents who indicated that they had tried to talk with their commander.

TABLE 6

ITEMS AND SUMMARY STATISTICS PERTAINING TO THE SOLDIER'S
ATTITUDES TOWARD OFFICERS AND NON-COMMISSIONED OFFICERS

<u>Scale</u>		<u>N</u>	<u>%</u>	
In regard to keeping me informed about training events and policies, officers in my unit:				
+2	a. Do a very good job	28	13.2	Mean = .06 S.D.= 1.20 N = 212
+1	b. Do a good job	52	24.5	
0	c. Do a borderline job	57	26.9	
-1	d. Do a poor job	54	25.5	
-2	e. Do a very poor job	21	9.9	
Most Army officers that I know are:				
+2	a. Very understanding of their men's needs	28	13.1	Mean = .17 S.D. = 1.13 N = 214
+1	b. Understanding of their men's needs	55	25.7	
0	c. Borderline	76	35.5	
-1	d. Nonunderstanding of their men's needs	35	16.4	
-2	e. Very nonunderstanding of their men's needs	20	9.3	
Most NCOs in my unit are:				
+2	a. Very understanding of their men's needs	30	14.0	Mean = .31 S.D. = 1.12 N = 214
+1	b. Understanding of their men's needs	71	33.2	
0	c. Borderline	66	30.8	
-1	d. Nonunderstanding of their men's needs	30	14.0	
-2	e. Very nonunderstanding of their men's needs	17	7.9	

Satisfaction with Facilities and Services

Responses to questions concerning satisfaction with facilities and services are summarized in Tables 7 and 8. It can be seen that satisfaction with off-duty activities in general was moderately positive ($H_0:\mu=0$; $\bar{X}=.23$, $t=2.90$; $df=207$; $p<.004$), while satisfaction with the on-post transportation system was moderately negative ($H_0:\mu=0$; $\bar{X}=-.24$, $t=-2.67$; $df=164$; $p<.008$). Satisfaction with health services (Table 8) was, overall, rather negative. The most dissatisfaction appeared to be with medical care for dependents ($H_0:\mu=0$; $\bar{X}=-.41$, $t=-2.57$, $df=68$, $p<.01$), although the hospital emergency room service was also rated poorly ($H_0:\mu=0$; $\bar{X}=-.27$, $t=-1.94$; $df=88$; $p<.056$). Medical services for soldiers themselves were considered borderline ($\bar{X}=-.01$), while dental services for soldiers was actually rated quite positively ($H_0:\mu=0$; $\bar{X}=.45$, $t=3.92$; $df=106$; $p<.001$).

Contact with Chaplain

In the interest of assessing the degree of interaction between the troops and their chaplains, soldiers were asked how often they had come into contact with a chaplain during the past four weeks. As can be seen from Table 9, approximately two-thirds of the soldiers had not observed a chaplain in their unit area in the past four weeks. About one-fifth had observed a chaplain at religious services, while approximately one-fourth had encountered him in other places, including his office. It thus appears that most soldiers interacted minimally with the post chaplains.

General Satisfaction with the Army, Fort Hood, and Units

To determine how satisfied the respondents had generally been with their life in the Army, Fort Hood, and their unit, a series of questions was asked. Responses to the questions concerning general satisfaction with the Army are shown in Table 10. Satisfaction with government housing was not significantly different from borderline ($\bar{X}=.25$), while satisfaction with the opportunity for promotion was somewhat negative ($H_0:\mu=0$; $\bar{X}=-.25$, $t=-2.90$; $df=193$; $p<.004$). Moreover, Army career intentions showed a negative trend. Over 60% of the soldiers indicated that when they first came on active duty they had some intention of making the Army a career, and the average response was significantly positive ($H_0:\mu=0$; $\bar{X}=.63$, $t=7.35$; $df=208$; $p<.001$). At the time that the questionnaire was administered, however, only 16% indicated that they were considering making the Army a career. Almost 60% said that they were opposed to making it a career, and the average response was negative ($H_0:\mu=0$; $\bar{X}=-.74$, $t=-8.34$; $df=208$; $p<.001$). Furthermore, over half of the soldiers indicated that they would not recommend to a friend that he enlist in the Army. Here, again, the average response was negative ($H_0:\mu=0$; $\bar{X}=.56$, $t=-6.5$; $df=210$; $p<.001$).

TABLE 7

ITEMS AND SUMMARY STATISTICS PERTAINING TO
SATISFACTION WITH FACILITIES AND SERVICES

<u>Scale</u>		<u>N</u>	<u>%</u>	
	Off-duty activities provided at Fort Hood are:			
+2	a. Very sufficient	26	12.5	Mean = .23 S.D. = 1.15 N = 208
+1	b. Sufficient	66	31.7	
0	c. Borderline	68	32.7	
-1	d. Insufficient	26	12.5	
-2	e. Very insufficient	22	10.6	
	The Fort Hood transportation system for off-duty soldiers is:			
+2	a. Very satisfactory	6	3.6	Mean = -.24 S.D. = 1.16 N = 165
+1	b. Satisfactory	47	28.5	
0	c. Borderline	44	26.7	
-1	d. Unsatisfactory	37	22.4	
-2	e. Very unsatisfactory	31	18.8	
	f. I don't know			

TABLE 8

ITEMS AND SUMMARY STATISTICS PERTAINING TO
SATISFACTION WITH HEALTH SERVICES

<u>Scale</u>		<u>N</u>	<u>%</u>	
How satisfied or dissatisfied are you with the hospital emergency room service?				
+2	a. Very satisfied	6	6.7	
+1	b. Satisfied	25	28.1	Mean = $-.27$
0	c. Borderline	21	23.6	S.D. = 1.31
-1	d. Dissatisfied	13	14.6	N = 89
-2	e. Very dissatisfied	24	27.0	
How satisfied or dissatisfied are you with other medical services for soldiers?				
+2	a. Very satisfied	10	7.2	
+1	b. Satisfied	47	34.1	Mean = $-.01$
0	c. Borderline	36	26.1	S.D. = 1.21
-1	d. Dissatisfied	22	15.9	N = 138
-2	e. Very dissatisfied	23	16.7	
How satisfied or dissatisfied are you with medical services for dependents?				
+2	a. Very satisfied	4	5.8	
+1	b. Satisfied	16	23.2	Mean = $-.41$
0	c. Borderline	19	27.5	S.D. = 1.31
-1	d. Dissatisfied	8	11.6	N = 69
-2	e. Very dissatisfied	22	31.9	
How satisfied or dissatisfied are you with dental services for soldiers?				
+2	a. Very satisfied	17	15.9	
+1	b. Satisfied	45	42.1	Mean = $.45$
0	c. Borderline	27	25.2	S.D. = 1.18
-1	d. Dissatisfied	5	4.7	N = 107
-2	e. Very dissatisfied	13	12.1	

(Table 8 continued on next page)

(Table 8 cont'd)

How satisfied or dissatisfied
are you with dental services
for dependents?

+2	a. Very satisfied	4	8.9	Mean = -.24 S.D. = 1.35 N = 45
+1	b. Satisfied	11	24.4	
0	c. Borderline	13	28.9	
-1	d. Dissatisfied	4	8.9	
-2	e. Very dissatisfied	13	28.9	

TABLE 9

ITEMS AND SUMMARY STATISTICS PERTAINING
TO CONTACT WITH THE CHAPLAIN

<u>Scale</u>		<u>N</u>	<u>%</u>	
In the last four weeks how often have you come into contact with or observed a chaplain...				
In your unit area?				
0	a. none	136	64.2	Mean = .84* S.D. = 1.44* N = 212
+1	b. once	33	15.6	
+2	c. twice	13	6.1	
+3	d. three times	11	5.2	
+4	e. four times	8	3.8	
+5	f. over four times	11	5.2	
When attending religious services?				
0	a. none	157	78.5	Mean = .49* S.D. = 1.13* N = 200
+1	b. once	17	8.5	
+2	c. twice	11	5.5	
+3	d. three times	6	3.0	
+4	e. four times	4	2.0	
+5	f. over four times	5	2.5	
In other places, including his office?				
0	a. none	143	72.6	Mean = .58* S.D. = 1.23* N = 197
+1	b. once	29	14.7	
+2	c. twice	10	5.1	
+3	d. three times	5	2.5	
+4	e. four times	0	0.0	
+5	f. over four times	10	5.1	

*Means and standard deviations were calculated by assigning a value of "5" to category f.

TABLE 10

ITEMS AND SUMMARY STATISTICS PERTAINING
TO SATISFACTION WITH LIFE IN THE ARMY

<u>Scale</u>		<u>N</u>	<u>%</u>	
How satisfied or dissatisfied are you with government-provided permanent housing for families?				
+2	a. Very satisfied	17	20.2	
+1	b. Satisfied	27	32.1	Mean = .25
0	c. Borderline	14	16.7	S.D. = 1.38
-1	d. Dissatisfied	12	14.3	N = 84
-2	e. Very dissatisfied	14	16.7	
How satisfied or dissatisfied are you with the opportunity for promotion?				
+2	a. Very satisfied	12	6.2	
+1	b. Satisfied	47	24.2	Mean = -.25
0	c. Borderline	56	28.9	S.D. = 1.21
-1	d. Dissatisfied	38	19.6	N = 194
-2	e. Very dissatisfied	41	21.1	
When I came on active duty, I was:				
+2	a. Strongly considering making the Army a career	60	28.7	
+1	b. Considering making the Army a career	70	33.5	Mean = .63
0	c. Borderline	39	18.7	S.D. = 1.24
-1	d. Opposed to making the Army a career	22	10.5	N = 209
-2	e. Strongly opposed to making the Army a career	18	8.6	

(Table 10 continued on next page)

(Table 10 cont'd)

<u>Scale</u>		<u>N</u>	<u>%</u>	
	I am now:			
+2	a. Strongly considering making the Army a career	14	6.9	
+1	b. Considering making the Army a career	21	10.0	Mean = $-.74$
0	c. Borderline	55	26.3	S.D. = 1.29
-1	d. Opposed to making the Army a career	33	15.8	N = 209
-2	e. Strongly opposed to making the Army a career	86	41.1	
	Would you recommend to a civilian friend of yours that he enlist in the Army?			
+2	a. Yes. Strongly recommend he enlist	15	7.1	
+1	b. Yes. Recommend he enlist	29	13.7	Mean = $-.56$
0	c. Borderline	56	26.5	S.D. = 1.26
-1	d. No. Recommend he not enlist	44	20.9	N = 211
-2	e. No. Strongly recommend he not enlist	67	31.8	

Responses to questions concerning life at Fort Hood are shown in Table 11. It can be seen that satisfaction was negative for both the quality ($H_0:\mu=0$; $\bar{X}=-.50$, $t=-5.72$, $df=199$, $p<.001$) and quantity ($H_0:\mu=0$; $\bar{X}=-.32$, $t=-3.65$, $df=202$, $p<.001$) of mess hall food. The utilization of female military personnel, on the other hand, was considered moderately satisfactory ($H_0:\mu=0$; $\bar{X}=.29$, $t=3.37$; $df=177$; $p<.001$).

TABLE 11

ITEMS AND SUMMARY STATISTICS PERTAINING TO
SATISFACTION WITH LIFE AT FORT HOOD

<u>Scale</u>		<u>N</u>	<u>%</u>	
How satisfied or dissatisfied are you with the quality of mess hall food?				
+2	a. Very satisfied	8	4.0	Mean = -.50 S.D. = 1.24 N = 200
+1	b. Satisfied	42	21.0	
0	c. Borderline	53	26.5	
-1	d. Dissatisfied	36	18.0	
-2	e. Very dissatisfied	61	30.5	
How satisfied or dissatisfied are you with the quantity of mess hall food?				
+2	a. Very satisfied	12	5.9	Mean = -.32 S.D. = 1.25 N = 203
+1	b. Satisfied	48	23.6	
0	c. Borderline	58	28.6	
-1	d. Dissatisfied	33	16.3	
-2	e. Very dissatisfied	52	25.6	
The utilization of female military personnel at Fort Hood is:				
+2	a. Very satisfactory	17	9.6	Mean = .29 S.D. = 1.14 N = 178
+1	b. Satisfactory	76	42.7	
0	c. Borderline	46	25.8	
-1	d. Unsatisfactory	19	10.7	
-2	e. Very unsatisfactory	20	11.2	
Have you ever had any of your personal property or money stolen from you at Fort Hood?				
	a. Yes	106	49.5	
	b. No	108	50.5	
If yes, how many times?				
	a. 1	31	33.7	Mean = 2.04 S.D. = 1.05 N = 92
	b. 2	37	40.2	
	c. 3	18	19.6	
	d. 4	2	2.2	
	e. 5	3	3.3	
	f. 6	1	1.1	

(TABLE 11 cont'd)

Since being at Fort Hood,
my opinion of the Army
has become:

+2	a. Much more favorable	7	3.3	Mean = -.88 S.D. = 1.04 N = 213
+1	b. More favorable	17	8.0	
0	c. Unchanged	36	16.9	
-1	d. Less favorable	88	41.3	
-2	e. Much less favorable	65	30.5	

When asked if they had ever had any of their personal property stolen while at Fort Hood, half of the respondents answered in the affirmative, with those individuals having been victims of theft an average of two times during their tour at Fort Hood. When soldiers were asked about changes in their opinion of Fort Hood since first arriving there for duty, 72% said that their opinion had become less or much less favorable, with the average response being quite negative ($H_0:\mu=0$; $\bar{X}=-.88$, $t=-12.33$; $df=212$; $p<.001$).

Finally, the responses to questions about satisfaction with unit policies are summarized in Table 12. It can be seen that while the soldiers saw military discipline as moderately high ($H_0:\mu=0$; $\bar{X}=.34$, $t=4.29$; $df=213$; $p<.001$), they also indicated that there was some harassment of soldiers ($H_0:\mu=0$; $\bar{X}=-.44$, $t=-5.32$; $df=209$; $p<.001$). Furthermore, standards of military courtesy were rated as mildly positive ($H_0:\mu=0$; $\bar{X}=.19$, $t=2.57$; $df=213$; $p<.01$).

Since it is occasionally heard that units with high discipline standards are usually the units who engage in harassment of the troops, a test of association (X^2) was done between the questions relating to harassment and discipline. It was found that no relationship ($X^2=.17$, $p=.80$) existed between reports of high standards and high harassment, indicating that the respondents did not believe that one follows from the other.

Discussion

The preceding results indicate that there are several areas in which soldiers felt dissatisfied. One of the more important areas of dissatisfaction involved health services. While soldiers were relatively satisfied with general medical and dental services for themselves, they reported substantial dissatisfaction with the emergency room service, medical services for dependents, and dental services for dependents. It should be noted that these latter three medical services were also among the greatest sources of dissatisfaction in the 1972 survey by Gividen, Nystrom and Arsdell (1972). It thus appears that there was little or no change in satisfaction with the quality of these services over a four-year period.

Other areas of dissatisfaction included the on-post transportation system, the opportunity for promotion, and the quantity and quality of food served in the mess halls. These latter two areas appear to be chronic sources of dissatisfaction in the Army. Unfortunately, they, along with the opportunity for promotion, are areas over which a local commander has little direct control. Changes in these areas must be made at higher levels within the Army's structure of command. The on-post transportation system, however, is one area in which the local commander could possibly make substantial changes for the purpose of improving soldier attitude.

TABLE 12

ITEMS AND SUMMARY STATISTICS PERTAINING
TO SATISFACTION WITH THE UNIT

<u>Scale</u>		<u>N</u>	<u>%</u>	
In my unit, there is				
+2	a. No harassment of soldiers	13	6.2	
+1	b. Very little harassment of soldiers	32	15.2	Mean = -.44
0	c. Some harassment of soldiers	67	31.9	S.D. = 1.19
-1	d. Much harassment of soldiers	46	21.9	N = 210
-2	e. Almost continual harassment of soldiers	52	24.8	
In my unit the standards of military courtesy are:				
+2	a. Very high	26	12.1	
+1	b. High	55	25.7	Mean = .19
0	c. Borderline	85	39.7	S.D. = 1.09
-1	d. Low	30	14.0	N = 214
-2	e. Very low	18	8.4	
In my unit the standards of discipline are:				
+2	a. Very high	38	17.8	
+1	b. High	61	28.5	Mean = .34
0	c. Borderline	69	32.2	S.D. = 1.16
-1	d. Low	28	13.1	N = 214
-2	e. Very low	18	8.4	

On the positive side, there were a number of areas with which soldiers felt relatively satisfied. That area showing the most satisfaction was dental services for soldiers. The health area thus includes services resulting in either relatively high satisfaction or relatively high dissatisfaction.

Other areas of relatively high satisfaction involved off-duty on-post activities, the understanding by officers and NCOs of their men's needs, and the utilization of female personnel. It is of interest to note that all of these latter areas are ones over which a local commander can have a certain degree of influence. It thus appears that, generally speaking, the greatest sources of soldier dissatisfaction derive from policies and procedures developed at high levels of the Army command structure, whereas those areas in which soldiers are the most satisfied are areas in which the local commander has a substantial amount of control. Thus, improving soldier morale with respect to those areas of greatest dissatisfaction may very well be more dependent upon general changes in Army policies and programs than upon actions that the local commander can take.

Variables Associated with Career Intentions

One of the primary concerns of this project, as mentioned earlier, was to identify areas of dissatisfaction among enlisted soldiers so that action could be taken by commanders to reduce such dissatisfaction and thereby to increase the rate of reenlistment among soldiers completing their first or second tour of duty in the Army. To this end, correlational analyses (Pearson's product-moment) were performed to determine whether the responses to any of the questions in the survey were associated with the question concerning soldiers' intentions towards making the Army a career (question #80). This procedure yielded several statistically significant correlation coefficients. The highest correlation was with soldiers' opinions of the Army since arriving at Fort Hood. This variable ($r = +.60$) accounted for 36% of the variance in the answers to the reenlistment question and suggest that events which had transpired during a soldier's tour of duty at Fort Hood contributed more to his current attitude toward reenlistment than did attitudes tapped by any of the other questions in the survey.

The next highest coefficient was $+ .38$, representing the degree of association between amount of perceived harassment and intention to make the Army a career, and accounting for 14% of the variance in reenlistment intentions.

The next most predictive items were a cluster of variables, all having about the same degree of correlation with intent to make a

career of the Army. These included the challenge of training (+.26), officers' understanding of their men's needs (+.26), officers keeping their men informed of training events and policies (+.30), the standards of military courtesy in the unit (+.27), and the treatment of minority groups at Fort Hood compared to civilian life (+.27). Responses to each of these questions accounted for between seven and nine percent of the variance in the responses to the question concerning intent to make a career of the Army.

All of the above correlation coefficients were statistically significant at the .01 alpha level ($df > 200$, one-tailed test). Eleven other correlation coefficients were statistically significant at the .05 alpha level, but since their values were between .12 and .10, they accounted for very little of the variance (1-4%) in the career intention question. For the interested reader, these included questions #13a, 13e, 75, 78, 79, 83, 86, 88, 90, 92e, and 94.

Discussion

In an earlier section of this report, it was pointed out that many of the sources of soldier dissatisfaction were problems over which local commanders have little direct control, therefore making it difficult to solve such problems at the local level. However, an examination of the immediately preceding results indicates that most of those items which correlate highly with career intent involve areas over which a local commander might exert substantial control. For example, the extent to which there is harassment and a lack of military courtesy in the units is most likely a function of individual actions on the part of lower-level unit leaders. Thus, strong recommendations from higher-level commanders to these unit leaders to alter their behavior with respect to these issues would possibly help remedy these particular problem areas associated with soldier dissatisfaction.

The areas of challenge of training, keeping troops informed of training events and policies, and officer understanding of their men's needs, are also areas that are a function of individual leader actions rather than general Army policies, and thus are potentially subject to local commander influence and improvement. However, in the cases of challenge of training and understanding men's needs, it is more difficult to know exactly how to improve the situation, because, in contrast to changing the degree of harassment and military courtesy, these problem areas are less easily specified. Developing and implementing challenging training is a continuing problem in the Army and one which is generally recognized as having no easy solution. Similarly, officers' understanding of their men's needs can be viewed as a multi-faceted problem involving behaviors as simple as making sure that all of the troops are fed to behaviors as complex as counseling troops having severe personal problems. Nevertheless, many lower-level unit leaders could probably improve

their performance in these areas if they were made aware that these are problem areas in which extra attention on their part would result in substantial benefits with respect to soldier satisfaction with the Army.

The question which correlated highest with career intent, viz, changes in opinion of the Army since coming to Fort Hood, is a general type of question whose high correlation with reenlistment intent is actually quite understandable and not the least surprising. For many soldiers who participated in the survey, Fort Hood was their first regular tour of duty and, consequently, any changes which occurred in their opinion of the Army since coming on active duty would most likely have occurred at Fort Hood since they would have spent more time there than at any other military installation. Furthermore, such changes in attitude would be associated with the decision of whether to make a career of the Army because that decision likely would be made while at Fort Hood. Whether or not their changes in attitude were due to factors unique to Fort Hood or were caused by policies characteristic of the Army in general, on the other hand, is another matter and cannot be ascertained from the survey.

Finally, another area which correlated highly with career intent, namely, the problem of minority group treatment, is a complex one and is treated separately in the next section.

Ethnic Comparisons

Racial harmony is necessary for any well-functioning military system. To obtain an indication as to how different racial groups felt about life at Fort Hood, comparisons between racial groups were made on responses to the questions appearing in the survey. The comparisons were limited to two racial groups, Caucasian and Afro-American, because these made up the largest proportions of the sample (52% and 32%, respectively) and because the sample did not contain a large enough representation from other ethnic groups to permit any meaningful statistical comparisons.

Those questions showing statistically significant differences between Caucasians and Afro-Americans are shown in Tables 13 and 14. Perusal of Table 13 indicates that Caucasians gave higher ratings to the question concerning their suitability for jobs in which the Army had placed them than did Afro-Americans ($F=3.81$; $df=1/175$; $p<.05$).

The average response to this question was slightly positive for Caucasians ($H_0:\mu=0$; $\bar{X}=.30$, $t=2.53$; $df=110$; $p<.01$) but was "borderline" for Afro-Americans ($\bar{X}=.09$). Although Caucasians thus appeared more satisfied with their jobs than did Afro-Americans, the

TABLE 13

ITEMS AND SUMMARY STATISTICS PERTAINING TO QUESTIONS
INVOLVING STATISTICALLY SIGNIFICANT DIFFERENCES
BETWEEN CAUCASIANS AND AFRO-AMERICANS.

Scale		CAUCASIAN		AFRO-AMERICAN	
		N	%	N	%
The Army has placed me in jobs for which I am:					
+2	a. Very well suited	22	19.8	10	15.2
+1	b. Well suited	29	26.1	12	18.2
0	c. Borderline	31	27.9	20	30.3
-1	d. Unsuitd	18	16.2	10	15.2
-2	e. Very unsuitd	11	9.9	14	21.2
		Mean = .30		-.09	
		S.D. = 1.24		1.34	
		N = 111		66	
The training I have received at Fort Hood has been:					
+2	a. Very challenging	10	9.3	12	19.0
+1	b. Challenging	26	24.1	23	36.5
0	c. Borderline	28	25.9	12	19.0
-1	d. Unchallenging	23	21.3	8	12.7
-2	e. Very unchallenging	21	19.4	8	12.7
		Mean = -.18		.36	
		S.D. = 1.26		1.29	
		N = 108		63	
The training I have received at Fort Hood has been:					
+2	a. Very useful in preparing me to work in my MOS	18	17.0	18	28.1
+1	b. Useful in preparing me to work in my MOS	23	21.7	15	23.4
0	c. Of borderline use in preparing me to work in my MOS	28	26.4	16	25.0
-1	d. Unuseful in preparing me to work in my MOS	17	16.0	7	10.9
-2	e. Very unuseful in preparing me to work in my MOS	20	18.9	8	12.5
		Mean = .02		.44	
		S.D. = 1.35		1.34	
		N = 106		64	

Scale		CAUCASIAN		AFRO-AMERICAN	
		N	%	N	%
How satisfied or dissatisfied are you with the opportunity for promotion?					
+2	a. Very satisfied	5	4.9	4	7.0
+1	b. Satisfied	31	30.1	10	17.5
0	c. Borderline	32	31.1	12	21.1
-1	d. Dissatisfied	18	17.5	15	26.3
-2	e. Very dissatisfied	17	16.5	16	28.1
		Mean = -.11		-.51	
		S.D. = 1.15		1.27	
		N = 103		57	
How satisfied or dissatisfied are you with the quantity of mess hall food?					
+2	a. Very satisfied	8	7.5	3	4.8
+1	b. Satisfied	27	25.2	11	17.7
0	c. Borderline	32	29.9	17	27.4
-1	d. Dissatisfied	21	19.6	7	11.3
-2	e. Very dissatisfied	19	17.8	24	38.7
		Mean = -.15		-.61	
		S.D. = 1.20		1.30	
		N = 107		62	
How satisfied or dissatisfied are you with government provided permanent housing?					
+2	a. Very satisfied	4	11.0	7	23.3
+1	b. Satisfied	11	30.6	14	46.7
0	c. Borderline	7	19.4	3	10.0
-1	d. Dissatisfied	7	19.4	3	10.0
-2	e. Very dissatisfied	7	19.4	3	10.0
		Mean = -.06		.63	
		S.D. = 1.33		1.24	
		N = 36		30	

Scale		CAUCASIAN		AFRO-AMERICAN	
		N	%	N	%
How satisfied or dissatisfied are you with medical services for dependents?					
+2	a. Very satisfied	0	0.0	3	13.0
+1	b. Satisfied	8	22.2	7	30.4
0	c. Borderline	8	22.2	10	43.5
-1	d. Dissatisfied	4	11.1	2	8.7
-2	e. Very dissatisfied	16	44.4	1	4.3
		Mean = -.78		.39	
		S.D. = 1.24		.99	
		N = 36		23	
How satisfied or dissatisfied are you with dental services for soldiers?					
+2	a. Very satisfied	7	14.0	7	16.7
+1	b. Satisfied	19	38.0	21	50.0
0	c. Borderline	10	20.0	12	28.6
-1	d. Dissatisfied	3	6.0	1	2.4
-2	e. Very dissatisfied	11	22.0	1	2.4
		Mean = .16		.76	
		S.D. = 1.38		.85	
		N = 50		42	
How satisfied or dissatisfied are you with dental services for dependents?					
+2	a. Very satisfied	0	0.0	4	19.0
+1	b. Satisfied	4	20.0	7	33.3
0	c. Borderline	3	15.0	8	38.1
-1	d. Dissatisfied	2	10.0	1	4.8
-2	e. Very dissatisfied	11	55.0	1	4.8
		Mean = -1.0		.57	
		S.D. = 1.26		1.03	
		N = 20		21	

Scale

Within the last four weeks, how often have you come into contact with or observed a Chaplain when attending religious services?

		CAUCASIAN		AFRO-AMERICAN	
		<u>N</u>	<u>%</u>	<u>N</u>	<u>%</u>
+0	a. None	91	88.3	45	72.6
+1	b. Once	6	5.8	5	8.1
+2	c. Twice	2	1.9	6	9.7
+3	d. Three times	0	0.0	2	3.2
+4	e. Four times	3	2.9	1	1.6
+5	f. Over four times	1	1.0	3	4.8
		Mean = .26		.68	
		S.D. = .88		1.34	
		N = 103		62	

TABLE 14

ITEMS AND SUMMARY STATISTICS PERTAINING TO
QUESTIONS INVOLVING RACE RELATIONS

<u>Scale</u>		<u>CAUCASIAN</u>		<u>AFRO-AMERICAN</u>	
		<u>N</u>	<u>%</u>	<u>N</u>	<u>%</u>
Compared to civilian life, treatment of minority ethnic groups at Fort Hood is:					
+2	a. Much better	18	18.6	2	3.1
+1	b. Better	26	26.8	13	20.3
0	c. No different	33	34.0	24	37.5
-1	d. Worse	12	12.4	17	26.6
-2	e. Much worse	8	8.2	8	12.5
		Mean = .35		-.25	
		S.D. = 1.16		1.02	
		N = 97		64	
The two-hour racial awareness program seminars (RAPS) that we attend each month:					
+2	a. Contribute greatly to racial harmony	5	5.6	9	16.4
+1	b. Contribute to racial harmony	11	12.4	8	14.5
0	c. Have no effect on racial harmony	46	51.7	19	34.5
-1	d. Contribute to racial disharmony	12	13.5	11	20.0
-2	e. Contribute greatly to racial disharmony	15	16.9	8	14.5
		Mean = -.24		-.02	
		S.D. = 1.06		1.27	
		N = 89		55	

latter gave significantly higher ratings to questions concerning the challenge of training ($F=7.23$; $df=1/169$; $p<.008$) and the usefulness of training in preparing one to work in his MOS ($F=3.84$; $df=1/168$; $p<.05$). Afro-Americans gave a slightly positive rating to both the "challenge of training" question ($H_0:\mu=0$; $\bar{X}=.36$, $t=2.25$; $df=62$; $p<.03$) and the "usefulness of training question" ($H_0:\mu=0$; $\bar{X}=.44$, $t=2.60$, $df=63$; $p<.01$), while Caucasians gave average ratings not significantly different from "borderline" to both questions ($\bar{X}=-.18$ and $.02$). Caucasians also gave a "borderline" rating ($\bar{X}=-.11$) to the "satisfaction with opportunity for promotion" question, but this was significantly higher ($F=4.14$, $df=1/158$, $p<.04$) than the average negative rating given by Afro-Americans ($H_0:\mu=0$; $\bar{X}=-.51$, $t=3.03$; $df=56$, $p<.004$).

With respect to how satisfied Caucasians and Afro-Americans were with various "services" provided by the Army, Afro-Americans showed significantly more dissatisfaction than did Caucasians with the quantity of mess hall food ($F=5.49$; $df=1/167$; $p<.02$). In fact, Afro-Americans gave a significantly negative average rating to this question ($H_0:\mu=0$, $\bar{X}=-.61$, $t=-3.72$; $df=61$; $p<.001$), whereas the average rating given by Caucasians was not significantly different from "borderline" ($\bar{X}=-.15$). On other "services" type questions, though, Caucasians demonstrated less satisfaction than did Afro-Americans. For instance, Caucasians were significantly less satisfied than Afro-Americans with government-provided housing ($F=4.65$, $df=1/64$, $p<.03$). The Caucasians' average response was "borderline" ($\bar{X}=-.06$) whereas Afro-Americans gave a significantly positive response ($H_0:\mu=0$; $\bar{X}=.63$, $t=2.79$, $df=29$, $p<.01$). Caucasians were also significantly less satisfied than were Afro-Americans with medical services for dependents ($F=14.44$, $df=1/57$, $p<.001$), dental services for soldiers ($F=6.08$, $df=1/90$, $p<.02$), and dental services for dependents ($F=19.29$; $df=1/39$; $p<.001$). Caucasians were dissatisfied with medical services for dependents ($H_0:\mu=0$; $\bar{X}=-.78$; $t=-3.75$; $df=35$; $p<.001$) and dental services for dependents ($H_0:\mu=0$; $\bar{X}=-1.0$; $t=-3.56$, $df=19$; $p<.002$), and their ratings of dental services for soldiers were not significantly different from "borderline" ($\bar{X}=.16$). Afro-Americans on the other hand, were satisfied with dental services for both soldiers ($H_0:\mu=0$; $\bar{X}=.76$; $t=5.81$; $df=412$; $p<.001$) and dependents ($H_0:\mu=0$; $\bar{X}=.57$; $t=2.55$; $df=20$; $p<.02$), although their average rating of medical services for dependents was not significantly different from "borderline" ($\bar{X}=.39$).

One other difference that appears in Table 13 involves the frequency of attendance at religious services. It can be seen that Afro-Americans report a significantly higher attendance rate than do Caucasians ($F=5.75$; $df=1/163$; $p<.02$).

Finally, two questions in the survey specifically addressed ethnic group issues. These questions concerned the treatment of minority groups at Fort Hood compared to civilian life and the

contribution of the racial awareness programs to racial harmony. The results are shown in Table 14.

Discussion

The above results indicate that differences between Caucasians and Afro-Americans in terms of their feelings toward life at Fort Hood centered around jobs and "services". Whites were generally more satisfied than Afro-Americans with their jobs and their opportunity for promotion, while Afro-Americans were more satisfied than Caucasians with the training they received. Also, with the exception of the quantity of food served in the mess hall, Afro-Americans were more satisfied with "services" (such as housing, medical, and dental) than were Caucasians.

The results indicate that the racial awareness programs had, in the opinion of Afro-Americans, no positive effect on racial harmony, and, in the opinion of Caucasians, contributed somewhat to racial disharmony. This would indicate that such a program should either be improved or cancelled. Caucasians' perceptions of the treatment of minority ethnic groups at Fort Hood when compared to civilian life was higher than Afro-Americans' perceptions. The current data base does not allow for an accurate determination for the disparity in the perceptions of the two groups. Before any useful determinations can be made in this area, it would require a more thorough investigation.

CONCLUSIONS

A consideration of the results of the Quality of Life Study leads to several conclusions. First, it appears that those areas in which soldiers expressed the most dissatisfaction (e.g. health care for dependents) are areas over which a local commander has little direct control, and thus his ability to improve soldier morale in these areas is, unfortunately, quite limited. Policy changes at higher levels within the Army are necessary to affect such problems.

On the other hand, those areas which correlated highest with soldier intent to make a career of the Army (e.g., level of harassment and military courtesy, keeping men informed of training events and policies, challenge of training, etc.) tend, in general, to be areas over which a local commander does have a great deal of control. Therefore, the second conclusion is that the distinct possibility exists for improving soldier attitude in these areas at a local level and thus, hopefully, increasing the reenlistment rate of lower-ranking enlisted men.

APPENDIX A

COPY OF SURVEY QUESTIONNAIRE

ANNEX I

QUESTIONS ON SOLDIERS' ATTITUDES AND INFORMATION REGARDING TRAINING, WORKING, AND LIVING AT FORT HOOD

The purpose of this questionnaire is to obtain information from you regarding training, working, and living at Fort Hood. Your answers will help the Commanding General to determine what conditions are in need of improvement, and will assist him in determining the action he must take to improve the quality of life for all of us at Fort Hood.

We have no need to know who you are personally. No effort will be made to identify either you or your unit (do NOT write your name, SSAN or unit on the questionnaire).

INSTRUCTIONS

Most questions are multiple choice questions where all you have to do is circle or check the answer of your choice. However, we would appreciate any additional comments you could give us regarding any question. If you have additional comments, please write them in next to the question.

PART I

BACKGROUND DATA

This data is very useful to us because it will tell us what people with different interests think about different aspects of Army life. It will tell us how we can best improve the quality of life for people of different ages, education, and backgrounds.

1. *What is your age? _____
2. What is your sex? (Circle one) A. Male B. Female
3. *What is your pay grade? E- _____
4. What is your primary MOS? _____
5. Is your duty MOS the same as your primary MOS? A. Yes B. NO
6. *How many months have you been at Fort Hood? _____
7. Where do you live? (Circle one)
 - a. In a barracks, on-post.
 - b. In on-post housing (BEQ, BOQ, family housing)
 - c. In off-post housing
8. What is your marital status?
 - a. Single
 - b. Married
 - c. Divorced
 - d. Other.
9. How many children do you have? (Circle one)
 - a. none
 - b. one
 - c. two
 - d. three
 - e. four
 - f. five
 - g. over five

10. What ethnic group do you consider that you belong to?
a. Afro-American e. Oriental
b. American Indian f. Puerto Rican
c. Caucasian g. Other
d. Mexican American
11. How many years of formal education have you completed?
a. 1-6 (grammar school) d. 12
b. 7-9 (junior high) e. over 12
c. 10-11 (high school)
12. What high school diploma do you have?
a. GED high school diploma
b. Regular high school diploma
c. Neither of them
13. What college diploma do you have?
a. 2-year college (associate) diploma
b. Regular high school diploma
c. Neither of them
14. Do you have a post-graduate degree?
a. Yes b. No
15. Are you now taking any courses to improve your educational or technical qualifications?
a. Yes b. No
If yes, please name the course(s) and the school(s):

PART II

MAIN QUESTIONNAIRE

1. *The average number of hours per week that I spend on my job is _____.
2. *The average number of hours per week of meaningful work that I do on my job is _____.

To help us get an idea of how well soldiers learn basic-type material in training please answer the following:

3. From your First Aid training, what should be used in treating a soldier who has been injured with a blood agent in a CBR attack?
 - a. Atropine
 - b. Ary. nitrite
 - c. Baking soda
 - d. I don't know
 4. Of the following, what is the first thing you would do in treating a wound?
 - a. Prevent shock
 - b. Stop the bleeding
 - c. Protect the wound
 - d. I don't know
 5. Brown color is used on a military map to show:
 - a. Roads
 - b. Other man-made objects
 - c. Contour lines
 - d. I don't know
 6. Who requires that you have your seat belt or shoulder strap fastened when you drive a private car on Fort Hood?
 - a. The III Corps Commander
 - b. The State of Texas
 - c. Both the above
 - d. It's not required
 - e. I don't know
- 7-12. On the average, on how many days a month do you see or talk with each of those in your chain of command?

Person	See Him	Talk With Him
Sect/Plt Sgt	7a.* _____	7b.* _____
Sect/Plt Ldr	8a.* _____	8b.* _____
1st Sgt	9a.* _____	9b.* _____
Co/Trp/Btry Cdr	10a.* _____	10b.* _____
Bn/Squadron CSM	11a.* _____	11b.* _____
Bn/Squadron Cdr	12a.* _____	12b.* _____

- 13a. What is your company/troop/battery commander's policy about his people coming to talk with him about persona problems or other matters?
- He strongly encourages us
 - He encourages us
 - He neither encourages nor discourages us
 - He discourages us
 - He strongly discourages us
 - I don't know
- 13b. While at Fort Hood, have you tried to talk with him about such problems?
- Yes
 - No
- 13c. *If yes, how many times? _____
- 13d. If you tried, how many of your attempts resulted in your getting to talk with him?
- | | | | |
|---------|------|------|---------------|
| a. none | d. 3 | g. 6 | j. 9 |
| b. 1 | e. 4 | h. 7 | k. 10 or more |
| c. 2 | f. 5 | i. 8 | |
- 13e. Based on your experience in trying to talk to your commander, how satisfied-dissatisfied are you with his "open-door" performance?
- | | |
|-------------------|------------------------------------|
| a. Very satisfied | d. Dissatisfied |
| b. Satisfied | e. Very dissatisfied |
| c. Borderline | f. I have not tried to talk to him |
14. In the last four weeks how often have you come into contact with or observed a Chaplain....
- 14a. in your unit area?
- | | |
|----------|----------------|
| a. none | d. three times |
| b. once | e. four times |
| c. twice | f. over four |
- 14b. when attending his religious services?
- | | |
|----------|-----------------|
| a. none | d. three timees |
| b. once | e. four times |
| c. twice | f. over four |
- 14c. in other places, including his office?
- | | |
|----------|----------------|
| a. none | d. three times |
| b. once | e. four times |
| c. twice | f. over four |

15. What is the Commanding General's recent directive regarding beer and liquor in on-post clubs?
 - a. Clubs cannot sell beer and liquor until 11:00 AM
 - b. Clubs cannot sell beer and liquor until 4:30 PM
 - c. Clubs cannot sell beer and liquor on Sunday
 - d. Clubs cannot sell beer and liquor to minors
 - e. I don't know

16. What reason did the CG give for his directive on beer and liquor sales?
 - a. He said that the sale of alcoholic items should be as closely controlled as the sale of marijuana
 - b. He wanted to reduce the number of military alcoholics
 - c. He wanted the military to have more money for food, clothing, and shelter
 - d. He wanted to reduce the number of instances of personnel being ineffective on their job due to the effects of beer and liquor
 - e. All of the above
 - f. None of the above
 - g. I don't know

17. How many issues per week do you usually read of the...
 - 17a. Temple Daily Telegram?

a. None	d. 3	g. 6
b. 1	e. 4	h. 7
c. 2	f. 5	

 - 17b. Killeen Daily Herald?

a. None	d. 3	g. 6
b. 1	e. 4	h. 7
c. 2	f. 5	

 - 17c. Copperas Cove Press?

a. None	b. One
---------	--------

18. How many of the weekly "Bugle Notes" have you read during the last five weeks?

a. 1	e. 5
b. 2	f. None-I don't know what the "Bugle Notes" is
c. 3	g. None, but I don't know what it is
d. 4	

19. How often do you read the items posted on your unit bulletin board?

a. twice a day	f. every other week
b. once a day	g. once a month
c. every other day	h. hardly ever
d. every third day	i. never
e. once a week	

20. Of the last five issues of the weekly Fort Hood Sentinel (the post newspaper), how many have you read at least a part of?
- | | |
|---------|------|
| a. none | d. 3 |
| b. 1 | e. 4 |
| c. 2 | f. 5 |

21-38. If you do not read the Sentinel, skip to question 39. For each item or part of the Sentinel listed below, tell how often you read the item by checking a box (x) under the appropriate column to the left of the item. Then, tell how much space you think should be given to each item by checking a box under the appropriate column to the right of the item.

	ITEM				
	A	B	C		
21a.	()	()	()	Front page feature article	() () () () () () 21b.
22a.	()	()	()	Unit news	() () () () () () 22b.
23a.	()	()	()	Community news	() () () () () () 23b.
24a.	()	()	()	Articles on individual soldiers	() () () () () () 24b.
25a.	()	()	()	Editorials (e.g., Focus)	() () () () () () 25b.
26a.	()	()	()	Speaking Out (Letters to Editor)	() () () () () () 26b.
27a.	()	()	()	Straight Talk (by "The Armadillo")	() () () () () () 27b.
28a.	()	()	()	Eye Catcher (Jeffrey)	() () () () () () 28b.
29a.	()	()	()	Social News	() () () () () () 29b.
30a.	()	()	()	Chapel Schedule	() () () () () () 30b.
31a.	()	()	()	Religion News	() () () () () () 31b.
32a.	()	()	()	Education Information	() () () () () () 32b.
33a.	()	()	()	Consumer Tips (from JAG)	() () () () () () 33b.
34a.	()	()	()	Sports News	() () () () () () 34b.
35a.	()	()	()	Classified Ads	() () () () () () 35b.
36a.	()	()	()	Other Ads	() () () () () () 36b.
37a.	()	()	()	Movie/Entertainment Schedule	() () () () () () 37b.
38a.	()	()	()	Recreation Services Schedule	() () () () () () 38b.

39-74 At the left of each facility or service listed below please tell how often you use each. Then, tell how satisfied/dissatisfied you are with the facility or service by checking a box (x) under the appropriate column at the right.

		Facility or Service									
	A	B	C		A	B	C	D	E	F	
39a.	()	()	()	NCO Clubs	()	()	()	()	()	()	39b.
40a.	()	()	()	Bowling Alleys	()	()	()	()	()	()	40b.
41a.	()	()	()	Movie Theaters	()	()	()	()	()	()	41b.
42a.	()	()	()	Fiddler's Green Service Club	()	()	()	()	()	()	42b.
43a.	()	()	()	Other Service Clubs	()	()	()	()	()	()	43b.
44a.	()	()	()	Your Unit Day Room	()	()	()	()	()	()	44b.
45a.	()	()	()	PX	()	()	()	()	()	()	45b.
46a.	()	()	()	Commissary	()	()	()	()	()	()	46b.
47a.	()	()	()	Military Credit Union	()	()	()	()	()	()	47b.
48a.	()	()	()	Craft Shop	()	()	()	()	()	()	48b.
49a.	()	()	()	Car Repair Facilities	()	()	()	()	()	()	49b.
50a.	()	()	()	Hospital Emergency Room Service	()	()	()	()	()	()	50b.
51a.	()	()	()	Other Medical Services for Soldiers	()	()	()	()	()	()	51b.
52a.	()	()	()	Medical Services for Dependents	()	()	()	()	()	()	52b.
53a.	()	()	()	Dental Services for Soldiers	()	()	()	()	()	()	53b.
54a.	()	()	()	Dental Services for Dependents	()	()	()	()	()	()	54b.
55a.	()	()	()	Post Swimming Pools	()	()	()	()	()	()	55b.
56a.	()	()	()	Drag Races	()	()	()	()	()	()	56b.
57a.	()	()	()	Lake Belton	()	()	()	()	()	()	57b.
58a.	()	()	()	Stillhouse Hollow	()	()	()	()	()	()	58b.
59a.	()	()	()	Chapels	()	()	()	()	()	()	59b.
60a.	()	()	()	Rod and Gun Club	()	()	()	()	()	()	60b.
61a.	()	()	()	Ball Fields	()	()	()	()	()	()	61b.
62a.	()	()	()	Army Emergency Relief	()	()	()	()	()	()	62b.
63a.	()	()	()	Legal Aid	()	()	()	()	()	()	63b.
64a.	()	()	()	Community Service Center	()	()	()	()	()	()	64b.
65a.	()	()	()	Drug Abuse Center	()	()	()	()	()	()	65b.
66a.	()	()	()	Libraries	()	()	()	()	()	()	66b.
67a.	()	()	()	Fort Hood Sentinel	()	()	()	()	()	()	67b.
68a.	()	()	()	Music Center	()	()	()	()	()	()	68b.
69a.	()	()	()	Post Nursery	()	()	()	()	()	()	69b.
70a.	()	()	()	Household Goods Loan Closet	()	()	()	()	()	()	70b.
71a.	()	()	()	Hi Neighbor Program	()	()	()	()	()	()	71b.
72a.	()	()	()	Heart of Army TV Show	()	()	()	()	()	()	72b.
73a.	()	()	()	Budget Counseling	()	()	()	()	()	()	73b.
74a.	()	()	()	Community Center Information Desk	()	()	()	()	()	()	74b.

75. How many times have you seen the III Corps Commanding General's TV panel show "Off the Top"?
- a. 3
 - b. 2
 - d. None, but I knew of it
 - e. None, and I didn't know there was such a program
76. What did you think of the General's TV show?
- a. Very good
 - b. Good
 - c. Borderline
 - d. Poor
 - e. Very poor
 - f. Did not see it
77. The training I have received at Fort Hood has been:
- a. Very challenging
 - b. Challenging
 - c. Borderline
 - d. Unchallenging
 - e. Very unchallenging
78. The training I have received at Fort Hood has been:
- a. Very useful in preparing me to work in my MOS
 - b. Useful in preparing me to work in my MOS
 - c. Of borderline value in preparing me to work in my MOS
 - d. Unuseful in preparing me to work in my MOS
 - e. Very unuseful in preparing me to work in my MOS
79. When I came on active duty, I was :
- a. Strongly considering making the Army a career
 - b. Considering making the Army a career
 - c. Borderline
 - d. Opposed to making the Army a career
 - e. Strongly opposed to making the Army a career
80. I am now:
- a. Strongly considering making the Army a career
 - b. Considering making the Army a career
 - c. Borderline
 - d. Opposed to making the Army a career
 - e. Strongly opposed to making the Army a career
81. In my unit, there is:
- a. No harassment of soldiers
 - b. Very little harassment of soldiers
 - c. Some harassment of soldiers
 - d. Much harassment of soldiers
 - e. Almost continual harassment of soldiers
82. In my unit the standards of military courtesy are:
- a. Very high
 - b. High
 - c. Borderline
 - d. Low
 - e. Very low

83. In my unit the standards of discipline are:
a. Very high d. Low
b. High e. Very low
c. Borderline
84. In regard to keeping me informed about training events and policies, officers in my unit:
a. Do a very good job d. Do a poor job
b. Do a good job e. Do a very poor job
c. Do a borderline job
85. Since being at Fort Hood my opinion of the Army:
a. Has become much more favorable
b. Has become more favorable
c. Has not changed
d. Has become less favorable
e. Has become much less favorable
86. The Army has placed me in jobs for which I am:
a. Very well suited d. Unsuitd
b. Well suited e. Very unsuitd
c. Borderline
87. Most Army officers that I know are:
a. Very understanding of their men's needs
b. Understanding of their men's needs
c. Borderline
d. Nonunderstanding of their men's needs
e. Very nonunderstanding of th eir men's needs
88. Most NCO's in my unit are:
a. Very understanding of their men's needs
b. Understanding of their men's needs
c. Borderline
d. Nonunderstanding of their men's needs
e. Very nonunderstanding of their men's needs
89. Compared to civilian life, treatment of minority ethnic groups at Fort Hood is:
a. Much better d. Worse
b. Better e. Much worse
c. No different f. I don't know
90. Off duty activities provided at Fort Hood are:
a. Very sufficient d. Insufficient
b. Sufficient e. Very insufficient
c. Borderline

91. The two-hour racial awareness program seminars (RAPS) that we attend each month...
- a. Contribute greatly to racial harmony
 - b. Contribute to racial harmony
 - c. Have no effect on racial harmony
 - d. Contribute to racial disharmony
 - e. Contribute greatly to racial disharmony
 - f. I don't know
92. Listed below are eight areas relating to life at Fort Hood or in the Army in general. Please tell us how satisfied or dissatisfied you are with the status of these things. Check (x) that response which best describes how you feel. If you are dissatisfied with an area we would appreciate it if you would tell us why.

- | | A | B | C | D | E | F |
|---|-----|-----|-----|-----|-----|-----|
| 92a. Use of civilian KP's | () | () | () | () | () | () |
| 92b. Choice of duty station | () | () | () | () | () | () |
| 93c. Temporary housing for newly arrived families pending acquisition of suitable permanent housing | () | () | () | () | () | () |
| 92d. Government-provided permanent housing for families | () | () | () | () | () | () |
| 92e. Quality of mess hall food | () | () | () | () | () | () |
| 92f. Quality of mess hall food | () | () | () | () | () | () |
| 92g. Opportunity for promotion | () | () | () | () | () | () |
| 92h. Army pay | () | () | () | () | () | () |

93. The types of books and magazines available in the post exchange are:

- | | |
|----------------------|------------------------|
| a. Very satisfactory | d. Unsatisfactory |
| b. Satisfactory | e. Very unsatisfactory |
| c. Borderline | f. I don't know |

94. Have you ever had any of your personal property or money stolen from you at Fort Hood?

- a. Yes
- b. No

- 95.*If yes, how many times? _____

96. The utilization of female military personnel at Fort Hood is:
- a. Very satisfactory
 - b. Satisfactory
 - c. Borderline
 - d. Unsatisfactory
 - e. Very unsatisfactory
 - f. I don't know
97. The Fort Hood transportation system for off-duty soldiers is:
- a. Very satisfactory
 - b. Satisfactory
 - c. Borderline
 - d. Unsatisfactory
 - e. Very unsatisfactory
 - f. I don't know
98. Do you like or dislike having Go-Go girls perform in the clubs?
- a. I like it very much
 - b. I like it
 - c. It doesn't make any difference to me
 - d. I dislike it
 - e. I dislike it very much
99. Would you recommend to a civilian friend of yours that he enlist in the Army?
- a. Yes. Strongly recommend he enlist
 - b. Yes. Recommend he enlist
 - c. Borderline
 - d. No. Recommend he not enlist
 - e. No. Strongly recommend he not enlist
100. OTHER COMMENTS: If you have any other suggestions regarding action that the Commanding General could take to improve the quality of life at Fort Hood, please write them here. Use the back page if you need more space.