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**MEASUREMENT OF QUALITY AND MILITARY
PERFORMANCE IN THE ARMY NATIONAL GUARD**

BY

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**Measurement of Quality
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**COL Jessica L. Wright
U.S. Army War College Fellow
May 6, 1997**

ABSTRACT

The subject of quality accession goals for the Department of the Army and the Army National Guard remains a debate; this paper explains and recommends quality goals for Non-Prior Service (NPS) Test Category IV accessions. It answers the question: Are Test Category IV soldiers "professionally capable" when compared to soldiers in other test categories?

Department of the Army passes quality accession guidance to the Army National Guard through the Total Army Accession Plan. This document outlines the recruiting mission for the fiscal year and prescribes Quality Goals. The Quality Goals for the beginning of FY 97 were: Quality Goal 1, (high school graduates or equivalent) 95 percent of all NPS enlistments; Quality Goal 2 (Test Category I to Test Category IIIA) 67 percent of all NPS enlistments; Quality Goal 3, Test Category IV individuals would remain less than 2 percent of all NPS enlistments. Department of the Army amended Quality Goal 1 after the first quarter FY 97 to 90 percent of all NPS enlistments.

This paper analyzed attrition, promotion and field survey data for all test categories to compare and rank the test categories for nine cohort years (1988-1996).

Summary Conclusion: When comparing Test Category IV soldiers to the other Test Categories it is clearly evident that Test Category IV soldiers perform better than most in the areas of retention, promotion and military performance. According to this study, the general ranking of all Test Categories is I, II, IV, IIIA and IIIB.

The Army National Guard must increase its chances of accessing good soldiers who will satisfactorily perform throughout their first term of enlistment by increasing the Test Category IV cap to the Department of Defense goal of 4 percent. If further study indicates continued solid performance of Test Category IV soldiers, they should be considered for inclusion in all recruiting incentives and the cap for Test Category IV NPS accessions should be increased to not more than 10 percent.

Executive Summary

The subject of quality accession goals for the Department of the Army and the Army National Guard remains a debate. This paper attempts to explain and recommend quality goals for Non-Prior Service (NPS) Test Category IV accessions.

It will answer the question: Are Test Category IV soldiers "professionally capable" when compared to soldiers in other test categories? It will also present recommendations relating to quality accession goals in the Army National Guard.

Department of the Army passes quality accession guidance to the Army National Guard through the Total Army Accession Plan. This document outlines the recruiting mission for the fiscal year and prescribes Quality Goals.

Department of Army quality goals for the beginning of FY 97 were: Quality Goal 1, (high school graduates or equivalent) 95 percent of all NPS enlistments; Quality Goal 2 (Test Category I to Test Category IIIA) 67 percent of all NPS enlistments; Quality Goal 3, Test Category IV individuals would remain less than 2 percent of all NPS enlistments. Department of the Army amended Quality Goal 1 after the first quarter FY 97 to 90 percent of all NPS enlistments.

This paper analyzed attrition, promotion and field survey data to compare and rank the test categories for nine cohort years. These cohort years are 1988 through 1996. The analysis reviewed Test Category I soldiers through Test Category IV soldiers for each cohort year.

The field survey was developed and implemented to gather commanders' evaluation of soldiers performance in all test categories. The survey was

conducted from February to March 1997 and polled 109 units in 39 states within the Army National Guard. Ninety five of the surveyed units responded representing an 87 percent response rate.

Several conclusions were drawn from the analysis of the retention data, promotion data and field survey data.

Retention: Across all cohort years, Test Category IV soldiers were retained at a rate higher than Test Category IIIA and IIIB, and slightly lower than Test Category I and II.

Promotion: Test Category IV soldiers are not promoted at a significantly lower rate than any other soldier in their cohort year (up to the grade of E-4). Data does suggest Test Category IV soldiers' promotion potential somewhat diminishes in their eighth year of service, as the majority of their cohort year achieves the rank of E-5 or E-6.

Field Survey: As a group, Test Category IV soldiers' military performance is as competitive as other Test Category soldiers. The field survey data indicates Test Category IV soldiers rank best (overall) in the areas of: Tactical Proficiency, MOS Qualification, Marksmanship and Military Appearance. This standing is significant because two of these areas (MOS Qualification and Marksmanship) have objective standards that are used Army-wide. Only in the area of Reading Skills did Test Category IV soldiers prove less capable than any other Test Category. The most surprising was result that Test Category IV soldiers were NEVER rated fifth overall (behind all other Test Categories) in any rated area.

Summary Conclusion: When comparing Test Category IV soldiers to the other Test Categories it is clearly evident that Test Category IV soldiers perform better than most in the areas of retention, promotion and military performance. According to this study, the general ranking of all Test Categories is I, II, IV, IIIA and IIIB.

The Army National Guard must increase its chances of accessing good soldiers who will be retained and satisfactorily perform throughout their first term of enlistment. To do this the Army National Guard must consider increasing the number of Test Category IV soldiers enlisted by increasing the cap to the Department of Defense goal of 4 percent. If further study indicates continued solid performance of Test Category IV soldiers, they should be considered for inclusion in all recruiting incentives and the cap for Test Category IV NPS accessions should be increased to not more than 10 percent.

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The subject of quality accession goals for the Department of the Army and the Army National Guard remains a debate. This paper attempts to explain and recommend quality goals for Non-Prior Service (NPS) Test Category IV accessions.

It will answer the question: Are Test Category IV soldiers "professionally capable" when compared to soldiers in other test categories? It will also present recommendations relating to quality accession goals for the Army National Guard.

BACKGROUND

The Army (National Guard) has been concerned with quality, education, performance and retention of enlisted personnel for over 50 years. Over these years intellectual capacity or cognitive ability has increasingly served as the primary measure in this regard (Waters, Laurence & Camara, 1987). In 1940, the principal requirement for accession was that a recruit be able to understand simple commands given in the English language (Laurence, Waters, & Perelman, 1982).¹

During World War II educational screens (reading level assessments) were used to test potential enlistees prior to entry into military service; standardized testing was introduced after World War II. The initial standard test was primarily

¹ Peter F. Ramsberger and Others, Augmented Selection Criteria for Enlisted Personnel, (HumRRO, FR-PRD-94-07, 1994) 1.

used to assign job classification. The Armed Forces Qualification Test (AFQT) was introduced to the Services in the 1950s. In 1976 the screening and classification function was consolidated with the introduction of a Joint Service instrument, Armed Services Vocational Aptitude Battery (ASVAB). Administered prior to entry, the ASVAB incorporated the AFQT and other vocational subtests, for example, general science, mechanical comprehension. These subtests were configured in various ways to form classification composites, such as general maintenance, electronics and clerical.²

The ASVAB has been subjected to many changes and updates, however, it is still used as the selection and enlistment qualification standard for entry of NPS applicants into the Army and the Army National Guard.

The Department of Defense (DoD) gauges accession quality by characterizing applicants' education and mental test categories. Education level is categorized by Tiers I, II, and III. Tier I includes all current and former high school students who are expected to graduate or have graduated from high school. Tier I group ranges from high school juniors to doctorate degree holders. Tier II is comprised of members holding high school equivalency certificates (GED). The Army National Guard regards Tier II prospects the same as Tier I prospects, that is, they both are considered to have sufficient high school credentials for entry. Tier III is comprised of members who have not completed

² Ramsberger, 1.

high school or do not hold an equivalence certificate.³ The Army National Guard does not enlist an individual without high school completion credentials.

As stated previously, the Department of Defense uses the ASVAB to determine applicants' Test Category which is the principle gauge of quality. Scores are reported in five broad categories.

<u>Category</u>	<u>Percentile</u>
I	93-100
II	65-92
IIIA	50-64
IIIB	49-31
IV	31-16
V	00-15

Individual test scores indicate the applicants' national percentile ranking.

Historically and by law, individuals scoring in the last category Test Category V are ineligible for accession into military service.⁴

The Department of Defense sets quality accession standards for all Services based on three goals. Quality Goal 1 is for high school diploma graduates, including applicants with higher level education, high school seniors and current high school juniors to comprise at least 90 percent of NPS accessions within a fiscal year. Quality Goal 2 is for those individuals who have tested on the

³ Dr. Jane Arabian, Assistant Director for Enlistment Standards, (Personnel and Readiness), Office of the Secretary of Defense, personal interview on Enlistment/Accession Quality, Pentagon, Washington, D.C. 29 January 1997

⁴ Ms. Francis Grafton, Senior Analyst, Army Research Institute, personal interview on ASVAB Testing, Alexandria, VA., 29 October 1996

ASVAB and scored in Test Category I through IIIA to comprise 60 percent of all NPS individuals enlisting in a fiscal year. Quality Goal 3 is to enlist no more than four percent Test Category IV soldiers within a fiscal year ⁵

The Department of the Army passes further quality accession guidance to the Army National Guard through the Total Army Accessioning Plan. This document outlines the recruiting mission for the fiscal year and prescribes the Quality Goals. Until this year (1997), the Department of Army Quality Goals were: Quality Goal 1, (high school graduates or equivalent) 95 percent of all NPS enlistments; Quality Goal 2 (Test Category I to Test Category IIIA) 67 percent of all NPS enlistments; Quality Goal 3, Test Category IV enlistments would remain less than two percent of all NPS accessions. ⁶ See Table 1, Department of the Army Quality Goal History for historical performance.

DEPARTMENT OF THE ARMY QUALITY GOAL HISTORY									
Fiscal Year	88	89	90	91	92	93	94	95	96
HSDG	90%	90%	90%	95%	95%	95%	95%	95%	95%
TSC I-III A	63%	62%	63%	67%	67%	67%	67%	67%	67%
TSC IV	10%	7%	4%	4%	2%	2%	2%	2%	2%

Table 1 ⁷

According to Lieutenant General Vollrath, Deputy Chief of Staff for Personnel, Department of the Army, Quality Goals 1 and 2 were significantly changed during

⁵ Arabian, 29 January 1997.

⁶ Total Army Accession Plan, (FY98-FY13), undated, Pentagon, Washington, D.C.

⁷ Major Matthew Gorvin, Personnel Staff Officer, Enlisted Accessions Division, Recruiting Policy, personal interview on Active Component Quality Goals and Recruiting Policy, Pentagon, Washington, D.C., 28 January 1997

the downsizing era with the notion that recruiting a higher quality soldier would curb attrition. However, during the last five years, first term attrition has actually increased from 30% to 37% in the active component.⁸

It became evident to the Department of the Army in the first quarter of FY97 that the goals established in the Total Army Accessioning Plan were not achievable. The Active Component was not in a position to achieve their recruiting mission goals or quality goals. General Vollrath, took a bold step and modified the Quality Goals for the total Army. Instead of recruiting and accessing 95 percent of high school graduates he lowered the goal to 90 percent. Other goals were impacted but not adjusted at this time. Department of the Army recruited a total of four percent Test Category IV individuals in the beginning of FY97 as compared to the Army National Guard enlisting less than two percent. At present, Quality Goal 3 remains at two percent or fewer of Test Category IV NPS accessions for a fiscal year.⁹

The quality of the Army National Guard NPS accessions is at its all time best. Of the total FY96 NPS accessions, 82.12 percent were Tier 1 and the remaining 17.88 percent were Tier II. All FY 96 NPS accessions were either high school graduates or possessed an equivalency certificate. In the same fiscal year, Test Category IV applicants were only 1.96 percent of NPS

⁸ LTG Frederick Vollrath, Deputy Chief of Staff for Personnel, Department of the Army, Remarks at Personnel Leaders Conference, Columbia, SC, 3 April 1997

⁹ "Standards Lowered by Army in Effort to Find Manpower", Washington Times, 5 March 1997, p.10.

accessions. The Army National Guard enlisted 55.6 percent Category I to IIIA which is below the 67 percent quality goal.¹⁰ See Table 2, Army National Guard Quality Goal History, for historical performance.

ARMY NATIONAL GUARD QUALITY GOAL HISTORY									
Fiscal Year	88	89	90	91	92	93	94	95	96
HSDG	87.4%	89.4%	89.3%	65.5%	83.2%	85.4%	84.5%	81.9%	82.3%
TSC I-III A	51.0%	52.5%	53.1%	48.5%	57.7%	60.1%	55.4%	54.1%	55.6%
TSC IV	8.7%	9.6%	8.9%	8.0%	2.8%	2.0%	2.2%	2.2%	1.7%

Table 2¹¹

There are significant differences between the Active Component (AC) and Army National Guard. The task of recruiting for the Active Component and the Army National Guard are superficially the same. This task is not easy, it involves an understanding of the supply and demand of the available population, the economic environment and the use of available resources and manpower. Additionally, each component of the Army is in competition for the same quality individual. There are however, some differences between the Active Component and the Army National Guard that significantly influence the recruiting environment.

The Army has the mission to maintain an end strength of 495,000 soldiers. To accomplish this they are required to recruit on average approximately 89,000

¹⁰ Colonel Thomas Taylor, Chief, Recruiting and Retention Division, Personnel Directorate, Army National Guard, personal interview on Strength Maintenance, Little Rock, AR, 11 March 1997.

¹¹ Mr. Gregory Wrice, Program Analyst, Personnel Policy Office, Personnel Directorate, Army National Guard Bureau, personal interview on Enlistment Quality, Army National Guard Readiness Center, Arlington, VA, 8 January 1997

soldiers per year.¹² This recruiting takes place nationwide to fill shortages in varied Military Occupational Specialties (MOS) worldwide.

For example, an Active Component recruiter in Salem, Oregon can recruit an individual with a MOS of 11B for placement at Fort Stewart, Georgia. This nationwide recruiting and placement increases the ability of the Active Component to fill available slots and achieve maximum efficiency of the recruiter's efforts. It also allows the Active Component to be more selective in screening applicants to meet quality goals.

The Army National Guard FY97 end strength objective is to achieve and maintain a selected reserve strength of 367,000 comprised of 325,118 enlisted and 41,845 commissioned officers/warrant officers. To attain this goal, enlisted accessions are programmed at 59,262; officer accessions at 4,163 and enlisted losses no greater than 62,528 or 18 percent of its force.¹³

Army National Guard recruiting takes place at the state and local level to fill shortages in a narrow range of MOSs for units that reside in those geographical areas. For example, a recruiter in Macon, Georgia recruits individuals with MOSs to fill unit vacancies in the 48th Brigade, Georgia Army National Guard, a significantly narrower range of enlistment alternatives than those offered by the Active Component. The market of available resources (18 to 24 year old applicants) is limited by geographic proximity to the units. A lack of potential

¹² HQDA Memorandum, DAPE-MP, SUBJECT: FY97 Active Army Enlisted Accession Mission, dtd 3 April 1997

¹³ Colonel Ronald J. Tipa, Deputy Director, Personnel and Manpower, Army National Guard, personal interview on Enlistment Missions for the ARNG, Army National Guard Readiness Center, Arlington, VA, 19 December 1996.

applicants in one area cannot necessarily be made up by penetrating another geographical market. Army National Guard recruiting is more affected by the local demographics than Active Component recruiting.

OBJECTIVE

Considerable research has been conducted over the past several years by the Active Component in an attempt to optimize the accession quality mix of NPS recruits. While this research has been scholarly and of considerable value to manpower planners, it is apparent that the research has focused on meeting the needs of the Active Component.

The objective of this paper is to determine how “professionally capable” existing Test Category IV soldiers are when compared to soldiers in other test categories. The soldiers, considered in this study enlisted in fiscal years 1988 through 1996. What we presently know about Test Category IV NPS accessions (in the Army National Guard) is that they test lower than their counterparts. The Army National Guard has not collected data that compares Test Category to soldier skills and performance. This study has collected such data and presents an analysis and subsequent recommendations.

Does the relative value of the Test Category IV soldier warrant increasing the two percent recruiting Quality Goal? Although the Army National Guard has historically met the two percent restriction of Test Category IV NPS accessions, some within the Army National Guard have suggested increasing the cap to

allow more Test Category IV enlistments. This study is a means to identify the relative value of a Test Category IV soldier with in the Army National Guard.

DATA AND RESEARCH DESIGN

For the purpose of analysis and comparison of data, this paper will review nine cohort years of general accession data. A cohort year for purposes of this paper is defined as the group of NPS accessions during a fiscal year. These cohort years are 1988 through 1996. The analysis will review Test Category I soldiers through Test Category IV soldiers for each cohort year. The general analysis of each cohort year will provide benchmarks of retention and promotion for each year, and will establish trends in each area and each Test Category group. The data provided for this review and analysis was provided by General Research Corporation, Incorporated (GRCI).

GRCI is the sole contractor providing operations, maintenance and management of Reserve Component manpower systems for Headquarters, Department of the Army Decision Support System. The information used in this study was derived from the National Guard Quality Data Base whose purpose is to track and identify the quality of the Army National Guard Force. Comparison of this data will be made on two specific levels; promotion and retention.

The environment for promotion in the Army National Guard is governed by the Select, Train, Promote and Assign (STPA) methodology. The Army National Guard has revised its promotion system using this methodology to adapt to

dwindling funds, decreasing number of training seats and the downsizing of the institutional training base. The revised promotion system considers all eligible soldiers with in the same rank and MOS on a Statewide basis. The promotion process is standardized and centralized across the (each) State. As with all new systems there are positive and negative effects.

Positive effects of the STPA methodology are: the best qualified soldiers are ranked based on a standard set of criteria and qualifications and all soldiers are treated and scored equally based on one standard per pay grade across each State. Negative effects include: administrative requirement demands are focused in one short period each year and commanders and senior NCOs feel a loss of control and input to the selection of soldiers throughout their command.

How does this program effect a Test Category IV soldier? A portion of the methodology for promotion is the completion of a 750 point form by the command. The form awards points for education in civilian, military and correspondence courses. It is only speculative that Test Category IV soldiers naturally experience a lower score on this form because of lack of formal education. In an interview with Sergeant Major Robert MacNamara, Chief, Enlisted Policy Branch, Personnel Directorate, Army National Guard, he stated "Civilian education and correspondence courses have nothing to do with initial entrance test categories. The major discriminator in these areas is motivation, dedication and desire. The Military Education and Training Evaluation Consultation (METEC) administered by the State's Education's Service Officer enables any soldier to start college. With tuition assistance and the Montgomery

GI Bill, all soldiers can improve their education. Enrollment in military correspondence subcourses takes only the time and the effort; everyone who joins has the basic aptitude to complete the courses designated for their MOS."

In an assessment of the retention environment, the General Accounting Office (GAO) has found that: "Much of the turnover in Army National Guard units is due to the unprogrammed losses of reservists who stop participating in training before their enlistment terms are completed. Without previous military service, 4 out of 5 enlistees failed to complete their six year enlistments." Evidently some losses cannot be prevented, for example, medical discharges and transfers to other units, but other losses can be directly influenced by leadership and management of soldiers.¹⁴

In FY96 the Army National Guard attrition rate was 18.3 percent. In FY97 the Army National Guard is holding an annualized 16 percent attrition rate. This is the best attrition rate achieved by the Army National Guard since 1991, when the Army National Guard instituted Stop/Loss for Desert Storm/Desert Shield.¹⁵

The significant increase in retention can be directly attributed to two factors: Command/Leadership participation and the advent of the Strength Maintenance Concept established by the Recruiting and Retention Division, Personnel and Manpower Directorate, Army National Guard. This concept introduces a sale

¹⁴ Elizabeth A. McIntosh, Retention Needs Attention, (Department of Defense, Executive Leadership Development Program, May 1994) 6.

¹⁵ Mr. Larry Lutz, Chief, Personnel Policy, Personnel Directorate, Army National Guard, personal interview on Retention, Army National Guard Readiness Center, Arlington, VA, 16 January 1997

(recruitment) to service (retention) methodology which allows for follow up of an accession to measure satisfaction, performance and progression within a unit. It has successfully reduced attrition in FY96 by four percentage points from FY95, equating to a raw number of 12,680 soldiers retained.¹⁶

This paper will compare retention statistics of all test categories to establish a trend for attrition that spans initial test categories of soldiers enlisted from 1988 to 1996. In addition to the statistical data provided by the General Research Corporation, a field survey was developed and implemented to gather a commander's evaluation of soldier performance in all test score categories (Appendix A, Survey form). This survey was conducted from February to March 1997 and polled 109 units in 39 states within the Army National Guard (Appendix B, List of Units Surveyed). The units were selected from small, medium and large States based on the allowable end strength of the State (Appendix C, Calculation of State End Strength). Ninety-five of the surveyed units responded, representing an 87 percent response rate.

Individual soldiers were randomly selected based on enlistment Test Category and enlistment year. Each unit selected had at least one soldier in each test category enlisting in the same cohort year. The surveys evaluated the soldiers on a scale from 5 (best) to 1 (worst) in eleven categories. The categories were: Drill Attendance, Tactical Proficiency, Technical Proficiency, Duty MOS Qualification, Physical Condition, Military Appearance, Teamwork, Reading Skills, "Can-do" Attitude, Disciplinary Problems, and Marksmanship. It

¹⁶ Taylor, 11 March 1997

also asked unit commanders to list the Soldier's duty MOS. Based on survey response, 475 individuals currently in the unit were evaluated by their commanders. These individuals, with an array of 71 MOSs, were principally in the career management fields of Mechanical Maintenance, Infantry, Supply and Service and Combat Engineering. See Appendix D, Survey Demographics.

As a control measure and to protect the privacy of soldiers, commanders were not told in which Test Category their soldiers scored. This information was a control measure known only to GRCI. The survey was sent to the specific unit commands under the auspices of retention.

THE RESULTS

Retention Analysis:

Retention analysis was based on cohort year losses presented in tabular form at Appendix E. Annual attrition percentages by Test Category were computed by dividing annual losses by the cohort beginning strength. Cumulative attrition percentage was computed by adding annual attrition percentages for the six years following cohort accession (first term of enlistment). Analysis for a full enlistment term was performed for the 88, 89, 90 cohorts. remaining cohorts (91, 92, 93, 94, 95, and 96) have not yet reached the end of their first term of enlistment, but retention trends were analyzed based on data available.

First term retention (for 6 years) ranged from a high of 25.7 percent (89 Cohort, Test Category IIIB) to a low of 15.9 percent (88 Cohort, Test Category IIIB and 90 Cohort, Test Category IIIB). For the remainder of the cohorts, having not reached the end of their first term of enlistment, retention ranged from a high of 95 percent (Cohort 96, Test Category II) to a low of 21.1 percent (Cohort 91, Test Category III).

The relative retention standing of each Test Category was determined by rank ordering cumulative attrition percentages. For the three cohorts that have completed their first term of enlistment, Test Category IV has the highest cumulative retention followed in order by, Test Category II, I, IIIB and IIIA. For the remaining cohorts, Test Category I has the highest cumulative retention followed in order by Test Categories II, IV, IIIA, and IIIB. When all cohorts (full

and partial enlistment periods) were compared, Test Category I had the highest cumulative retention followed in order by Test Categories II, IV, IIIA, and IIIB.

Retention Conclusion:

Across all cohort years, Test Category IV soldiers were retained at a rate higher than Test Category IIIA and IIIB, and slightly lower than Test Category I and II. The disparity between Test Category IV retention for a full term of enlistment (first overall) and the rate of retention for partial terms (third overall) was cause for examination of annual loss trends. The third year or enlistment mid point was used as a benchmark for the six cohorts that met the criterion (cohorts 88 through 93). At enlistment mid point Test Category I had the highest cumulative retention rate followed in order by Test Category II, IIIA, IV and IIIB. By comparing the midpoint standing with the full enlistment standing a trend of attrition could be discerned. As a class Test Category IV tends to shed its non-performers early in the enlistment period and retains at a higher rate over the final three years of the enlistment period. Given this trend, the relative standing of Test Category IV as third overall will likely improve. From a retention perspective Test Category IV soldiers appear to be a better investment than Test Category IIIA and IIIB soldiers and roughly comparable to Test Category II.

Promotion Analysis:

Are Test Category IV soldiers promoted at a rate comparable to those of other test categories? This study is not able to determine the time of promotion from available data, however, the current grades of cohort years is presented for analysis. See Appendix F, Promotion Data.

FY88 Cohort

The majority of all Test Categories are in the grade of E-4 or above. Test Category IV has the highest percentage of E-4s (61.83%) and Test Category I has the lowest percentage of E-4s (21.65%). The average grade of Test Categories II through IV is slightly over E-4. Test Category I soldiers' average grade is E-5. Using the average grade E-4 as a benchmark, a higher percentage of Test Category IIIB soldiers (8.36%) have not yet achieved the norm for their cohort year.

FY 89 Cohort

The majority of all Test Categories are in the grade of E-4 or above. Test Category IV has the highest percentage of E-4s (71.04%) and Test Category I has the lowest percentage of E-4s (31.21%). The average grade of all Test Categories is E-4. Using the average grade E-4 as a benchmark, a higher percentage of Test Category IV soldiers (10.28%) have not yet achieved the norm for their cohort year.

FY 90 Cohort

The majority of all Test Categories are in the grade of E-4 or above. Test Category IV has the highest percentage of E-4s (77%) and Test Category I has the lowest percentage of E-4s (46.22%). The average grade of all Test Categories is E-4. Using the average grade E-4 as a benchmark, a higher percentage of Test Category IIIB soldiers (11.20%) have not yet achieved the norm for their cohort year.

FY 91 Cohort

The majority of all Test Categories are in the grade of E-4 or above. Test Category IV has the highest percentage of E-4s (78.85%) and Test Category I has the lowest percentage of E-4s (61.54%). The average grade of Test Categories I, II, IIIA is E-4 with Test Categories IIIB and IV slightly lower (3.88 and 3.9 respectively). Using the average grade E-4 as a benchmark, a higher percentage of Test Category IIIB soldiers (17.97%) have not yet achieved the norm for their cohort year.

FY 92 Cohort

The majority of all Test Categories are in the grade of E-4 or above. Test Category IV has the highest percentage of E-4s (78.78%) and Test Category I has the lowest percentage of E-4s (66.30%). The average grade of Test Categories I and II is E-4 with Test Categories IIIA, IIIB and IV slightly lower (3.95, 3.81 and 3.86 respectively). Using the average grade E-4 as a

benchmark, a higher percentage of Test Category IIIB soldiers (18.71%) have not yet achieved the norm for their cohort year.

FY 93 Cohort

The majority of all Test Categories are in the grade of E-4 or above. Test Category IV has the highest percentage of E-4s (79.56%) and Test Category IIIB has the lowest percentage of E-4s (71.68%). The average grade of Test Category I is E-4, with Test Categories II, IIIA, IIIB and IV slightly lower (3.91, 3.79, 3.69, and 3.79 respectively). Using the average grade E-4 as a benchmark, a higher percentage of Test Category IIIB soldiers (27.5%) have not yet achieved the norm for their cohort year.

FY 94 Cohort

The majority of all Test Categories are in the grade of E-4 or above. Test Category IV has the highest percentage of E-4s (72.38%) and Test Category IIIB has the lowest percentage of E-4s (55.37%). The average grade of all Test Categories is slightly lower than E-4. Using the average grade E-4 as a benchmark, a higher percentage of Test Category IIIB soldiers (44.05%) have not yet achieved the norm for their cohort year.

FY 95 Cohort

The majority of all Test Categories are in the grade of E-3 or above. Test Category IV has the highest percentage of E-3s (70.06%) and Test Category I has the lowest percentage (46.74%). The average grade of Test Categories I and II is E-3, with Test Categories IIIA, IIIB and IV slightly lower (2.89, 2.82 and 2.95, respectively). Using the average grade E-3 as a benchmark, a higher percentage of Test Category IIIB soldiers (24.75%) have not yet achieved the norm for their cohort year.

FY 96 Cohort

The majority of all Test Categories are in the grade of E-2 or above. Test Category II has the highest percentage of E-2s (28.05%) and Test Category I has the lowest percentage (24.69%). The average grade of Test Category I is E-2, with Test Categories II, IIIA, IIIB and IV slightly lower (1.88, 1.62, 1.55 and 1.52 respectively). Using the average grade E-2 as a benchmark, a higher percentage of Test Category IV soldiers have not yet achieved the norm for their cohort year.

Promotion Conclusion:

It appears that Test Category IV soldiers as a class, are not promoted at significantly lower rates than other soldiers in their cohort year (up to grade of

E-4). In seven of the nine cohort years, (88, 90, 91, 92, 93, 94 and 95), Test Category IIIB soldiers failed to achieve the benchmark grade. Additionally, for those same years, Test Category IIIB had the highest percentage of soldiers in the lowest grades (E-1/E-2).

The data presented in the FY 96 cohort year may be skewed by the “newness” of those soldiers and their involvement in initial and advanced training. The data does illustrate the promotion “advantage” of Test Category I soldiers to the grades of E-3 and E-4 in their initial year of service. By comparing cohort year 96 with 95 and 94, it appears that their initial advantage is lost after the third year of enlistment as the majority of other test categories reach the grade of E-4.

Throughout cohort years 88-91, the percentage of soldiers in the grades of E-5 and E-6 are very pronounced between test categories. That difference is less pronounced in subsequent cohort years. FY 88 Cohort Year is an example of this promotion rate with 28.87% of Test Category I soldiers having reached the grades of E-6 while only 3.05% of Test Category IV soldiers achieving the same rank. One may surmise that Test Category IV soldier promotion potential is somewhat diminished in their eighth year of service as the majority of their cohort year achieves the rank of E-5 or E-6. These Test Category IV soldiers may now become a retention “challenge” for their third enlistment term as they realize that their colleagues have “passed them by” and filled the available leadership positions.

Field Survey Analysis:

Tabular data and analysis of Field Survey follows. The format for each of the eleven areas will be the same. A figure will depict the relationship of evaluated area to Test Category, followed by a narrative analysis. The last figure per area will depict the below average test category percentages. Tabular data for the analysis is at Appendix G.

Drill Attendance

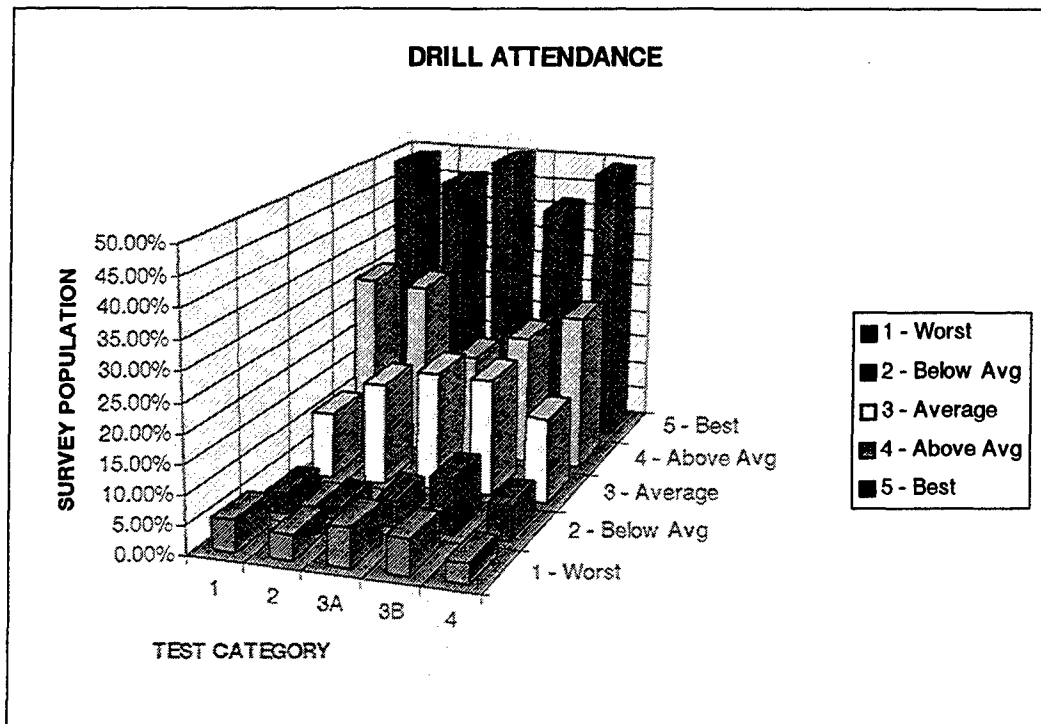


Figure 1

Test Category IIIA soldiers had the highest percentile rating (6.82%) of “worst” in drill attendance while Test Category IV soldiers had the lowest percentile (3.48%) in that same rating area. Test Category IIIA soldiers also had the highest percentile rating (50%) of “best” in drill attendance while Test Category IIIB had the lowest percentile (41.49%) in that same rating area. By using the “worst” and “below average” rating areas as reverse indicators of quality, a lower percentage of Test Category IV soldiers were rated in those areas by their commanders than Test Categories IIIA and IIIB soldiers and only slightly worse

than Test Category I and II soldiers (see Below Average Drill Performance Chart at Figure 2).

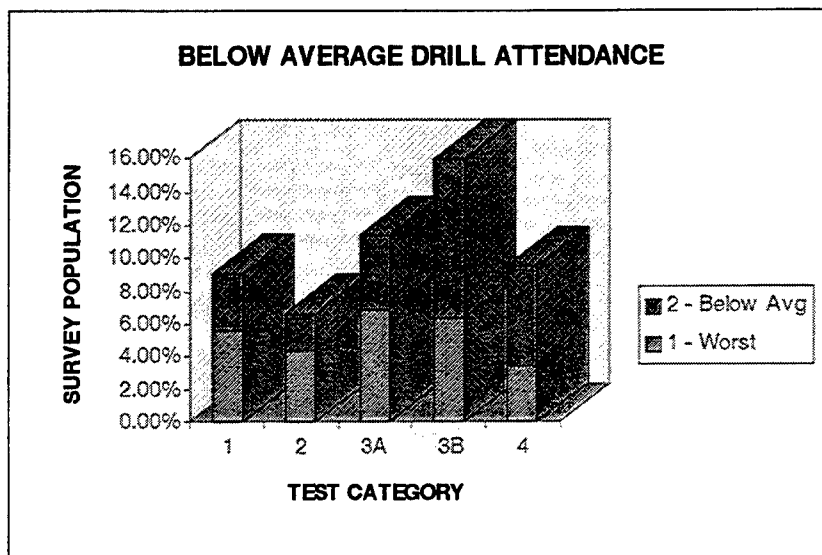


Figure 2

Tactical Proficiency.

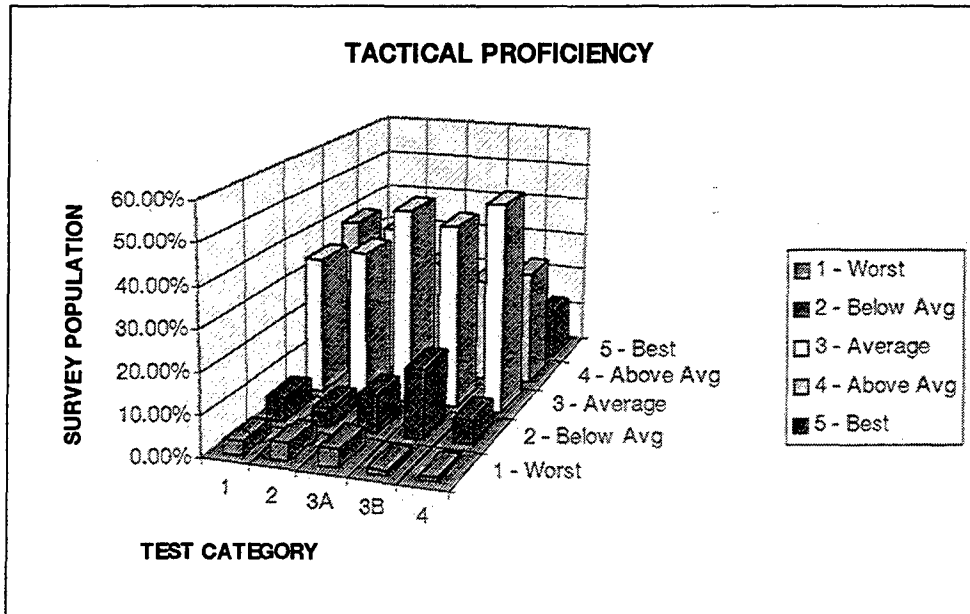


Figure 3

Test Category IIIA soldiers had the highest percentile rating (4.55%) of “worst” in tactical proficiency while Test Category IV soldiers had the lowest percentile (.87%) in that same rating area. Test Category I soldiers had the highest percentile rating (18.18%) of “best” in tactical proficiency while Test Category IIIA had the lowest percentile (7.95%) in that same rating area. By using the “worst” and “below average” rating areas as reverse indicators of quality, a lower percentage of Test Category IV soldiers were rated in those areas by their commanders than soldiers in the other Test Categories. (see Below Average Tactical Proficiency Chart at Figure 4).

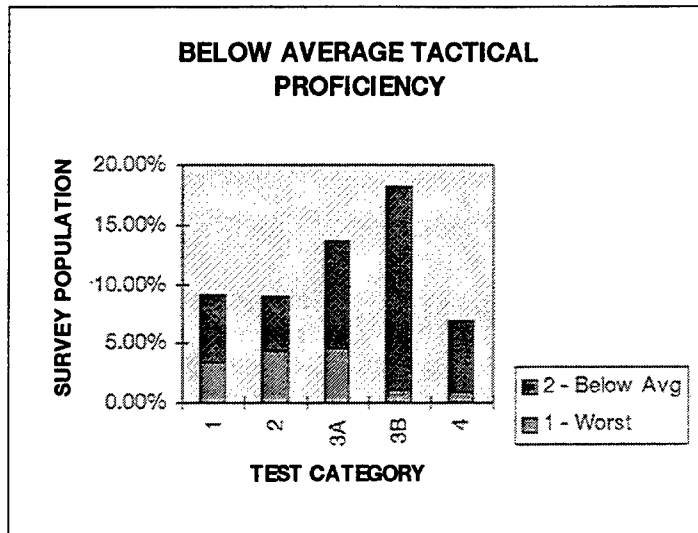


Figure 4

Technical Proficiency.

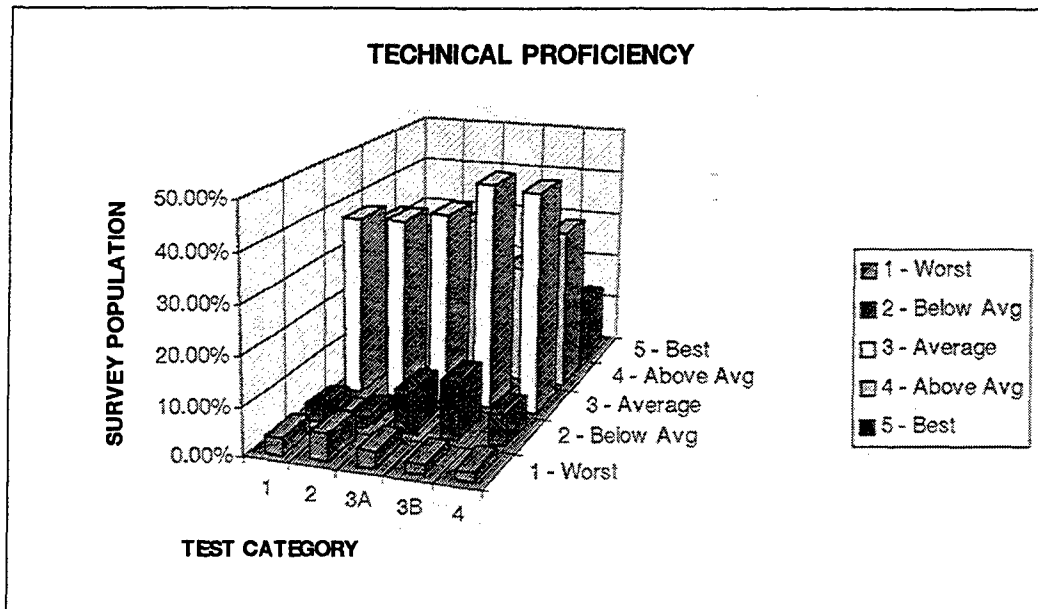


Figure 5

Test Category II soldiers had the highest percentile rating (5.56%) of “worst” in technical proficiency while Test Category IV soldiers had the lowest percentile (1.74%) in that same rating area. Test Category II soldiers also had the highest percentile rating (23.33%) of “best” in technical proficiency while Test Category IV had the lowest percentile (13.04%) in that same rating area, although the Test Category IV performance was only slightly worse than that of Test Category IIIA (13.64%) and Test Category IIIB (14.89%). By using the “worst” and “below average” rating areas as reverse indicators of quality, a lower percentage of Test Category IV soldiers were rated in those areas by their commanders than Test Category IIIA and 3B soldiers and only slightly worse than Test Category I and II (see Below Average Technical Proficiency Chart at Figure 6).

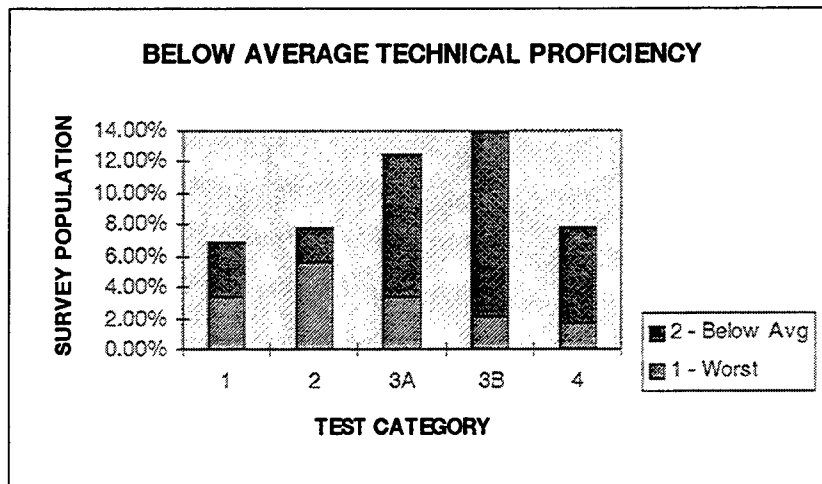


Figure 6

MOS Qualification

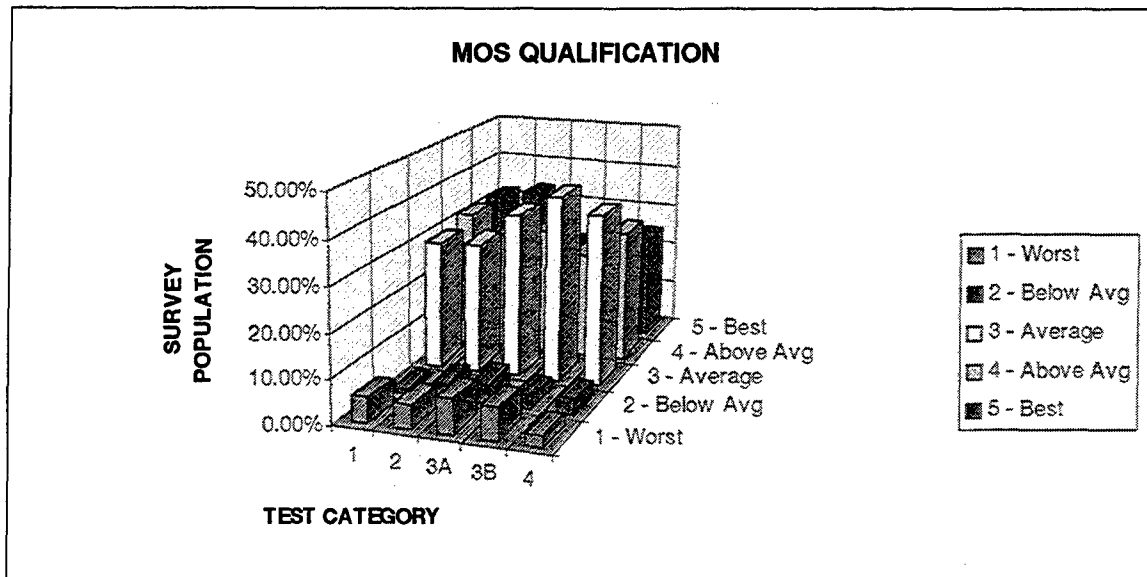


Figure 7

Test Category IIIA soldiers had the highest percentile rating (7.95%) of “worst” in MOS qualification while Test Category IV soldiers had the lowest percentile (2.61%) in that same rating area. Test Category II soldiers also had the highest percentile rating (33.33%) of “best” in MOS qualification while Test Category IIIA had the lowest percentile (20.45%) in that same rating area. By using the “worst” and “below average” rating areas as reverse indicators of quality, a lower percentage of Test Category IV soldiers were rated in those areas by their commanders than soldiers in any other Test Category (see Below Average MOS Qualification Chart at Figure 8).

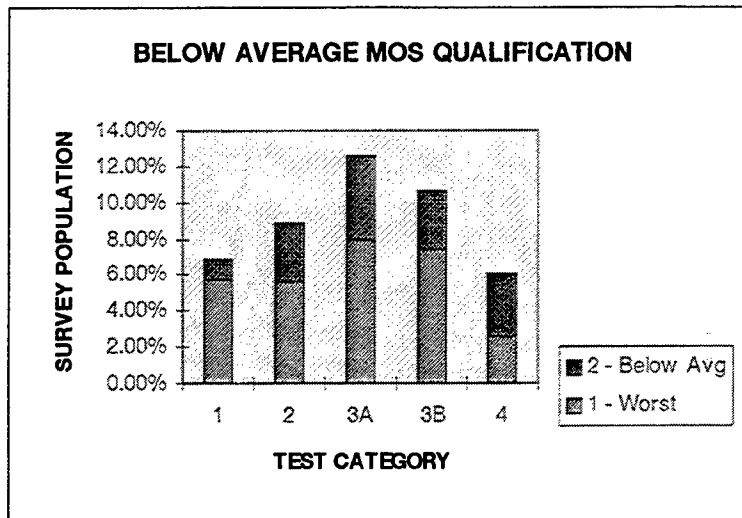


Figure 8

Physical Condition

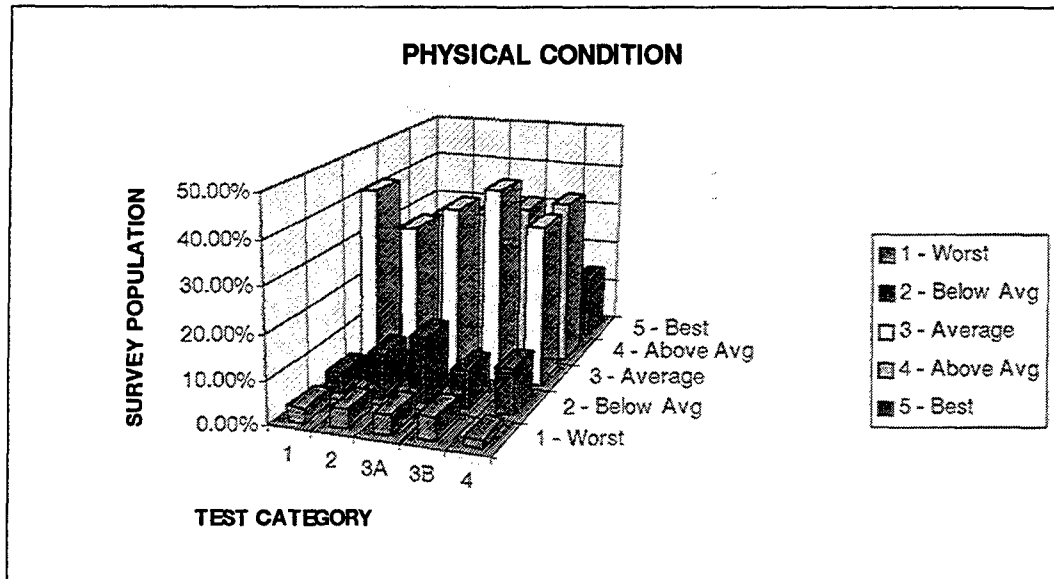


Figure 9

Test Category IIIB soldiers had the highest percentile rating (5.38%) of “worst” in physical condition while Test Category IV soldiers had the lowest percentile (1.74%) in that same rating area. Test Category I soldiers also had the highest percentile rating (22.09%) of “best” in physical condition while Test Category IIIB had the lowest percentile (6.45%) in that same rating area. By using the “worst” and “below average” rating areas as reverse indicators of quality, a lower percentage of Test Category IV soldiers were rated in those areas by their commanders than soldiers in Test Categories II, IIIA and IIIB (see Below Average Physical Condition Chart at Figure 10).

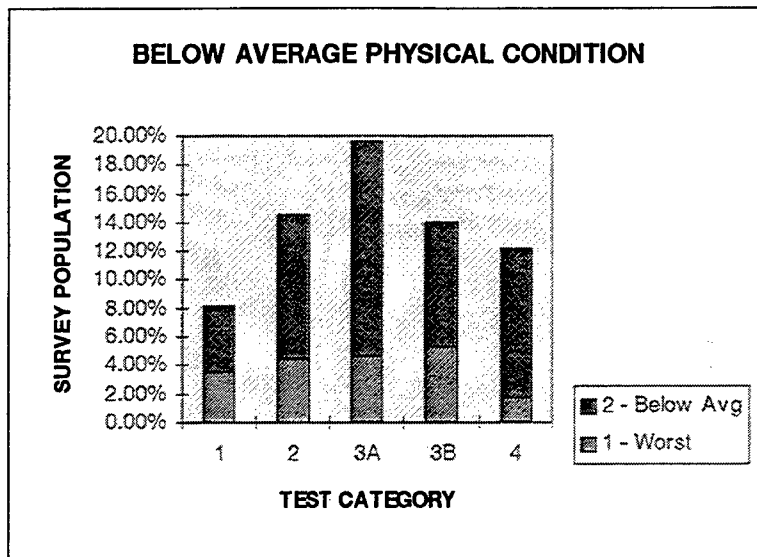


Figure 10

Military Appearance

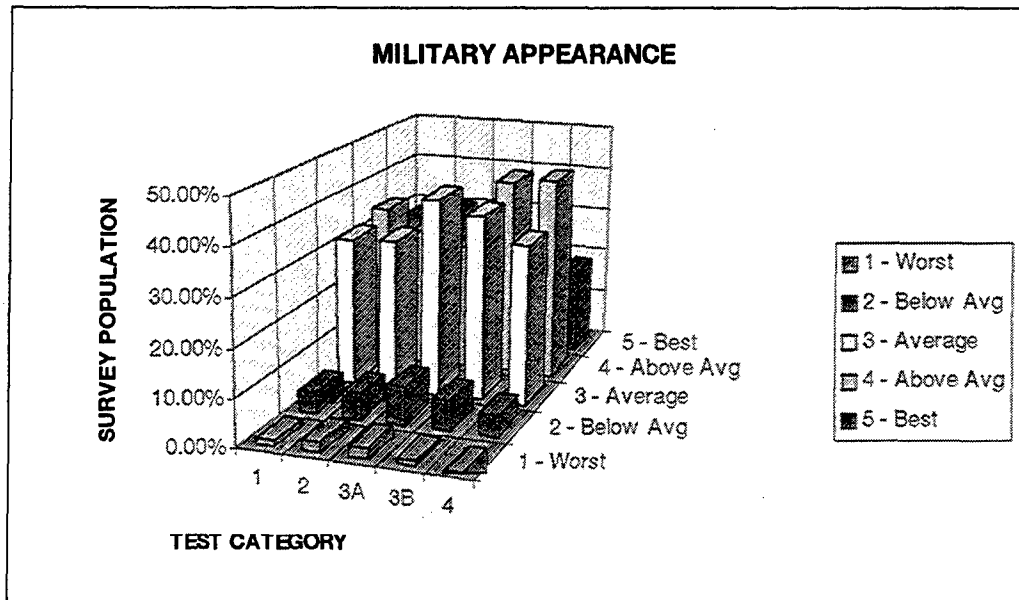


Figure 11

Test Category IIIA soldiers had the highest percentile rating (2.27%) of “worst” in military appearance while Test Category IV soldiers had the astoundingly lowest percentile (0%) in that same rating area. Test Category II soldiers also had the highest percentile rating (30.00%) of “best” in military appearance while Test Category IIIB had the lowest percentile (10.64%) in that same rating area. By using the “worst” and “below average” rating areas as reverse indicators of quality, a lower percentage of Test Category IV soldiers were rated in those areas by their commanders than soldiers in the other Test Categories (see Below Average Military Appearance Chart at Figure 12).

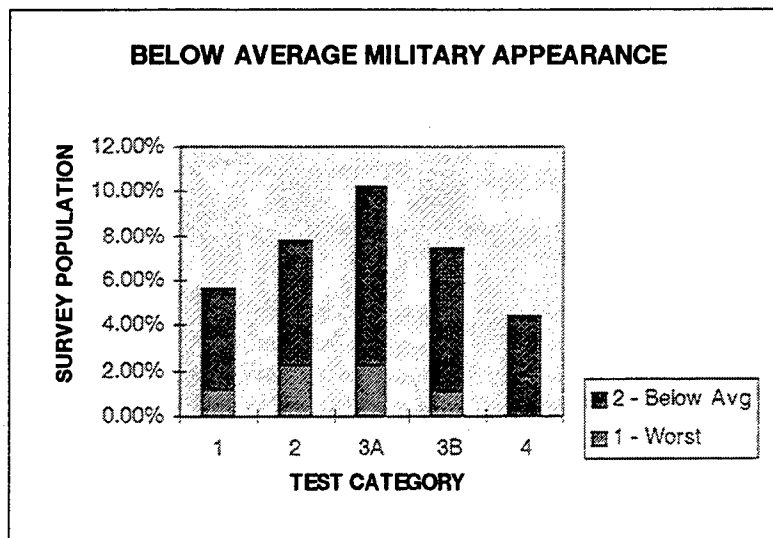


Figure 12

Teamwork

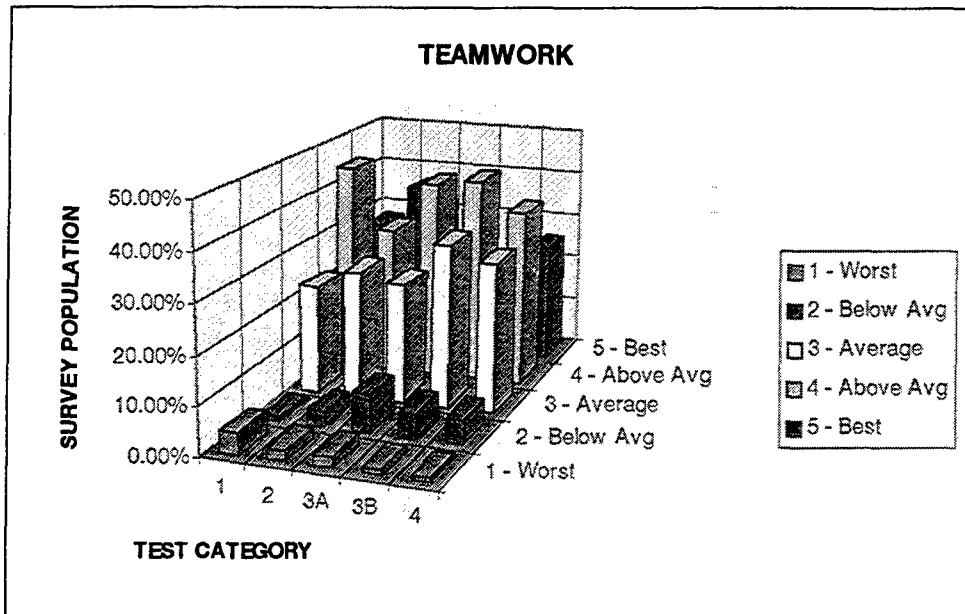


Figure 13

Test Category I soldiers had the highest percentile rating (4.55%) of “worst” in teamwork while Test Category IV soldiers had the lowest percentile (0.87%) in that same rating area. Test Category II soldiers also had the highest percentile rating (36.67%) of “best” in teamwork while Test Category IIIB had the lowest percentile (15.96%) in that same rating area. By using the “worst” and “below average” rating areas as reverse indicators of quality, a lower percentage of Test Category IV soldiers were rated in those areas by their commanders than soldiers in Test Categories IIIA and IIIB and only slightly higher than Test Categories I and II (see Below Average Teamwork Chart at Figure 14).

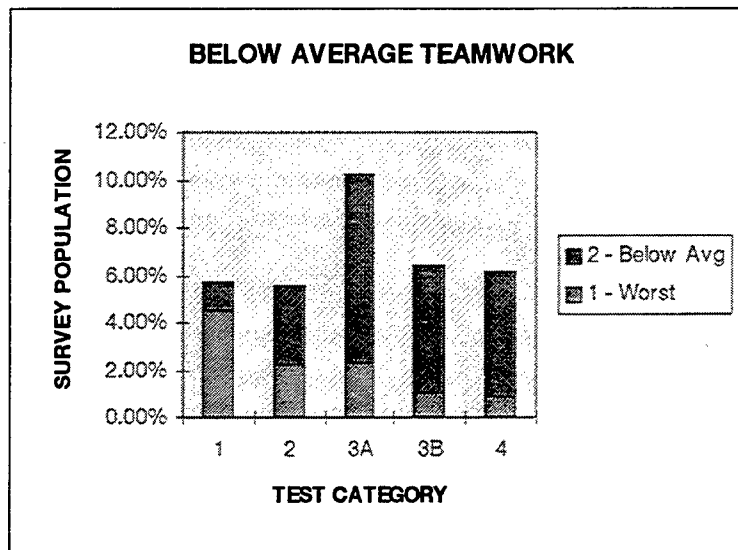


Figure 14

Reading Skill

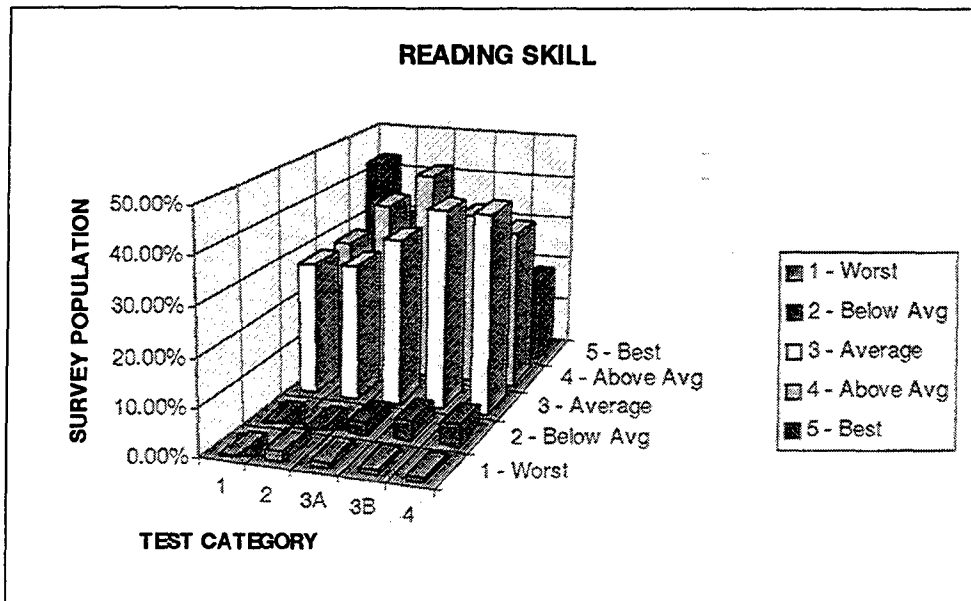


Figure 15

Test Category II soldiers had the highest percentile rating (2.22%) of “worst” in reading skill while Test Category I soldiers had the lowest percentile (0%) in that same rating area. Test Category I soldiers had the highest percentile rating (43.18%) of “best” in reading skill while Test Category IIIB had the lowest percentile (14.89%) in that same rating area. By using the “worst” and “below average” rating areas as reverse indicators of quality, Test Category I soldiers were clearly rated superior, while a lower percentage of Test Category IV soldiers were rated in those areas by their commanders than soldiers in Test Category IIIB and only moderately higher than Test Category IIIA (see Below Average Reading Skill Chart at Figure 16).

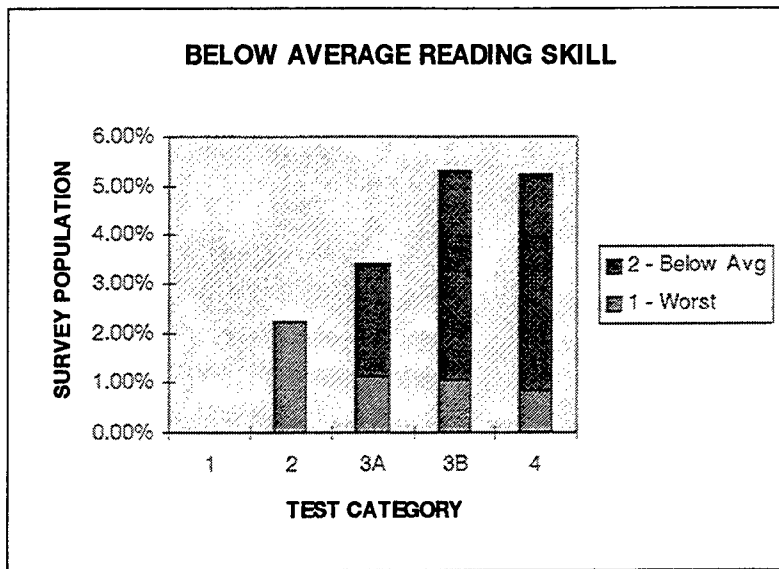


Figure 16

“Can Do” Attitude

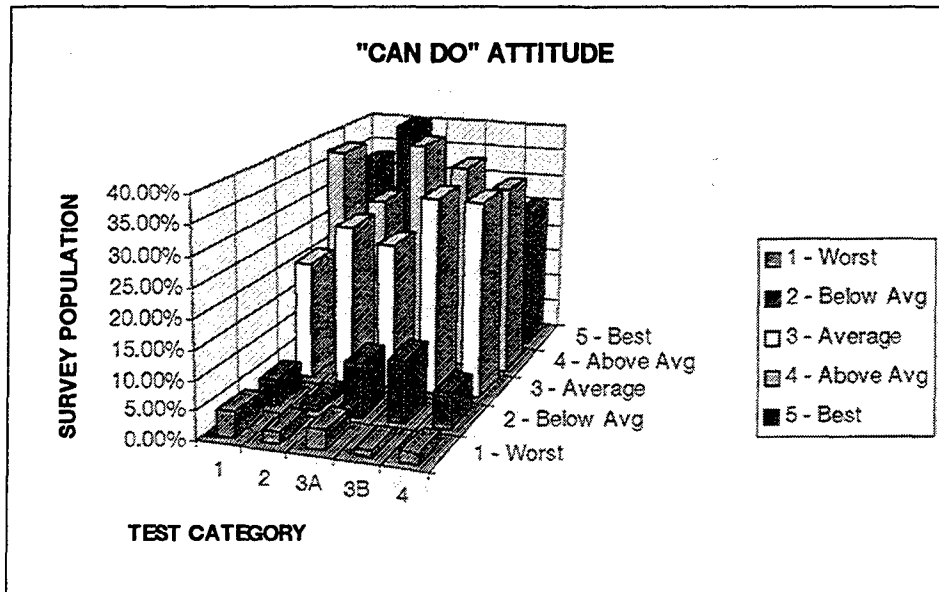


Figure 17

Test Category I soldiers had the highest percentile rating (4.55%) of “worst” in “can do” attitude while Test Category IIIB soldiers had the lowest percentile (1.06%) in that same rating area; Test Category IV was slightly higher (1.74%). Test Category II soldiers had the highest percentile rating (40%) of “best” in “can do” attitude while Test Category IIIB had the lowest percentile (18.09%) in that same rating area. By using the “worst” and “below average” rating areas as reverse indicators of quality, Test Category II soldiers were clearly rated superior, while a lower percentage of Test Category IV soldiers were rated in those areas by their commanders than soldiers in the remaining Test Categories (see Below Average “Can Do” Attitude Chart at Figure 18).

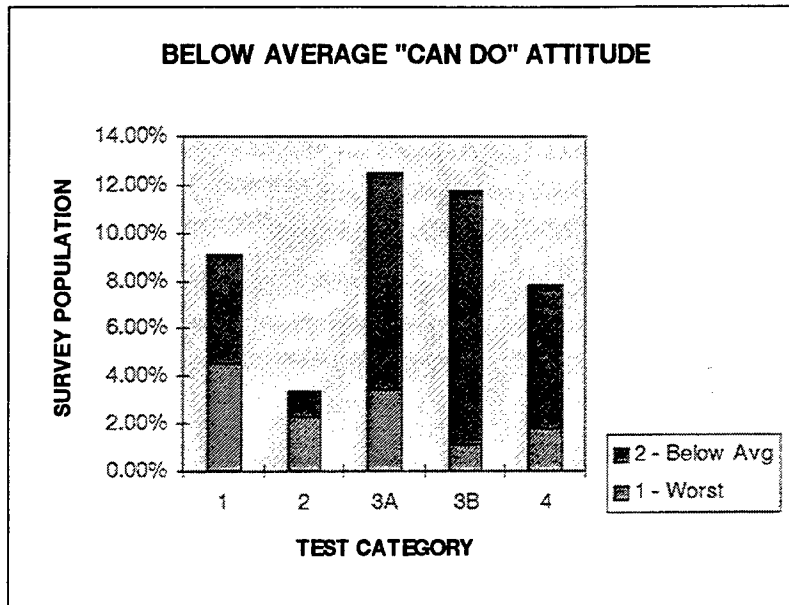


Figure 18

Discipline Problems

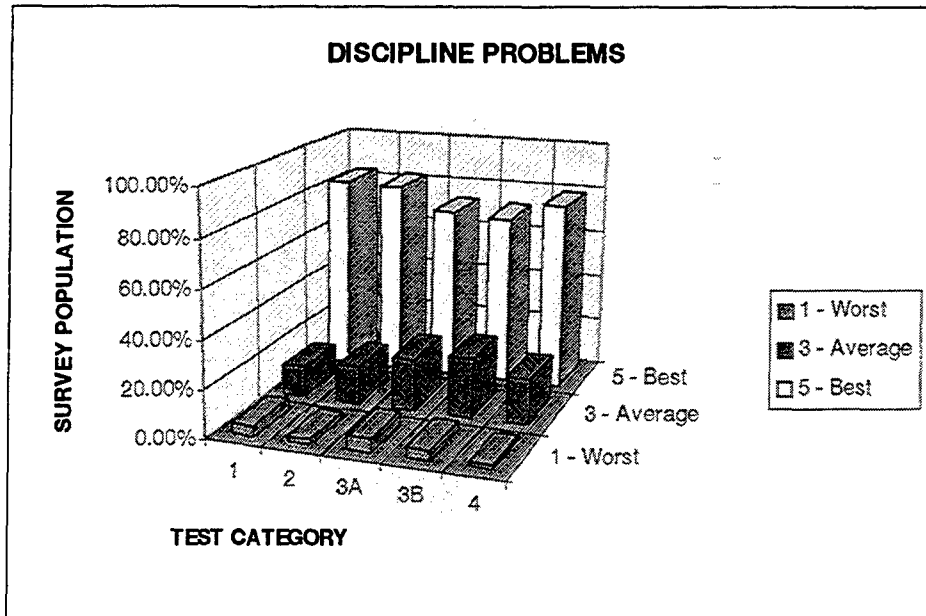


Figure 19

Test Category IIIA soldiers had the highest percentile rating (5.68%) of “worst” in discipline problems while Test Category IV soldiers had the lowest percentile (1.74%) in that same rating area. Test Category I soldiers had the highest percentile rating (82.95%) of “best” in discipline problems while Test Category IIIA had the lowest percentile (72.73%) in that same rating area. By using the “worst” and “average” rating areas as reverse indicators of quality, Test Category I and II soldiers were rated slightly higher than Test Category IV, while a higher percentage of Test Category IIIA and IIIB soldiers were rated in those areas by their commanders (see Discipline Problems: Average & Below Chart at Figure 20).

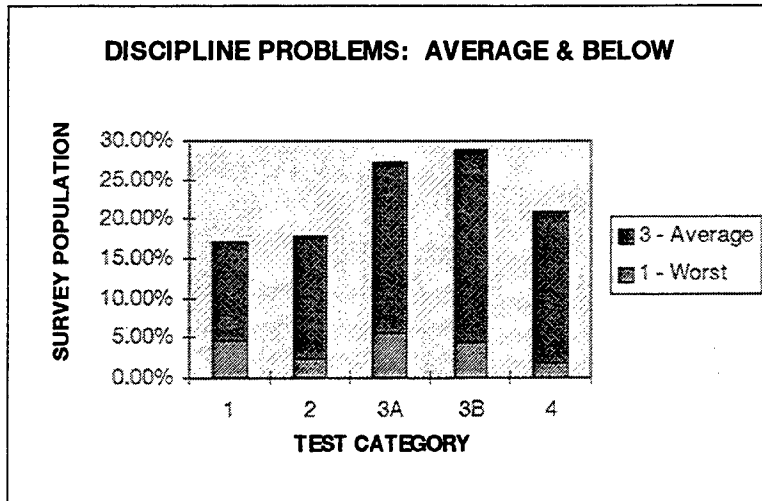


Figure 20

Marksmanship

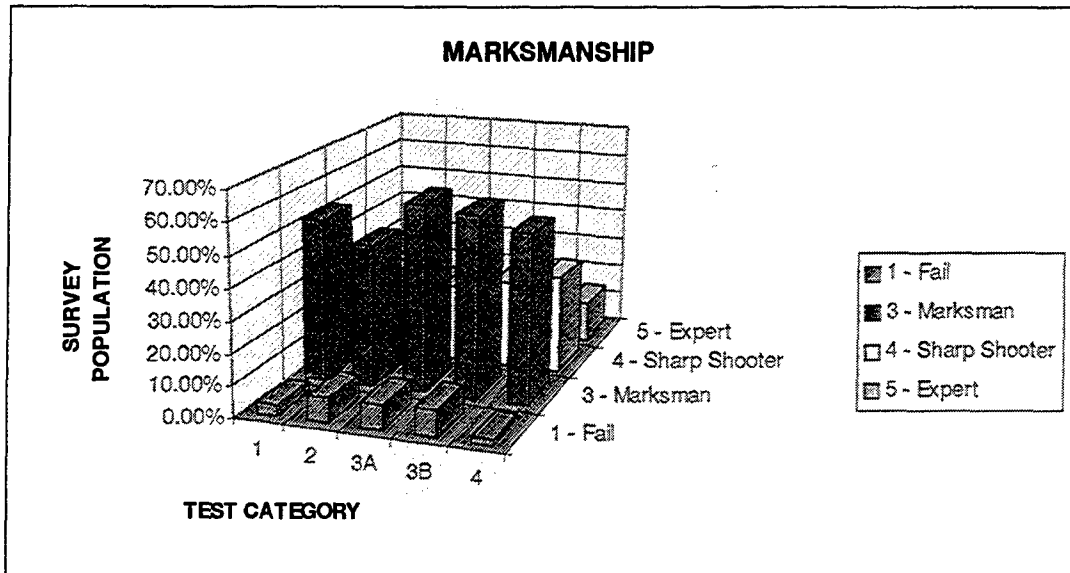


Figure 21

Test Category IIIB soldiers had the highest percentile rating (8.51%) of “failure” in marksmanship while Test Category IV soldiers had the lowest percentile (1.74%) in that same rating area. Test Category I soldiers had the highest percentile rating (18.18%) of “expert” in marksmanship while Test Category IIIB had the lowest percentile (5.32%) in that same rating area. By using the “failure” rating area as a reverse indicator of quality, Test Category IV soldiers were rated by their commanders with the lowest percentage of failure than soldiers in the other Test Categories (see Below Average Marksmanship Below Chart at Figure 22).

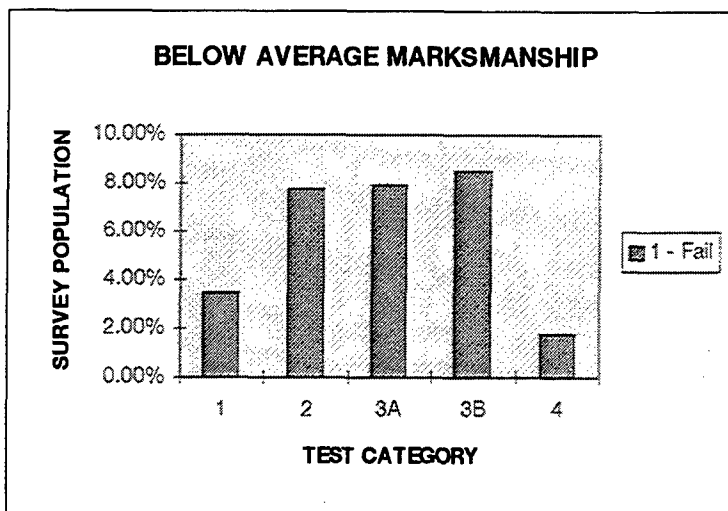


Figure 22

Field Survey Conclusion:

Summary rating comparison for Test Category IV. As a group, Test Category IV ratings by unit commanders were surprisingly competitive with the other test categories. The best ratings came in the areas of tactical proficiency, MOS qualification, military appearance and marksmanship. In these areas a higher percentage of Test Category IV soldiers were rated as average, above average and best (Marksman, Sharpshooter, Expert for marksmanship) than the other test categories. The Test Category IV percentage in those ratings for physical condition was second to only Test Category I. Among the test categories, Test Category IV had the third highest total percentage in average, above average and best ratings in drill attendance, technical proficiency, teamwork, "can do" attitude and discipline problems. The Test Category IV soldiers' rating was fourth in a single area, that being the area of reading skill. The most surprising result was that Test Category IV soldiers as a group were NEVER fifth overall in any rated area. The position of fifth overall fell in most instances to Test Category IIIB (6 of 11 areas rated), and Test Category IIIA (4 of 11 areas rated). The position of fourth overall fell in most instances to Test Category IIIA (6 of 11 areas rated), and Test Category IIIB (3 of 11 areas rated). If the survey and commanders' responses are accurate indicators of soldier "quality", Test Category IVs are roughly comparable to Test Category IIs. Only the reading skills survey area provided information that supported the notion that Test Category IV soldiers are less capable than soldiers in the other Test Categories. Given that reading skills are essential to the testing regime, Test Category IVs

may be poor test takers principally because of poor reading skills. The data also suggests that Test Category IVs may have other aptitudes or motivations that can be translated into valuable military attributes, for example tactical proficiency and MOS qualification, appearance and marksmanship. See Test Category Relative Ranking Chart at Figure 23 below.

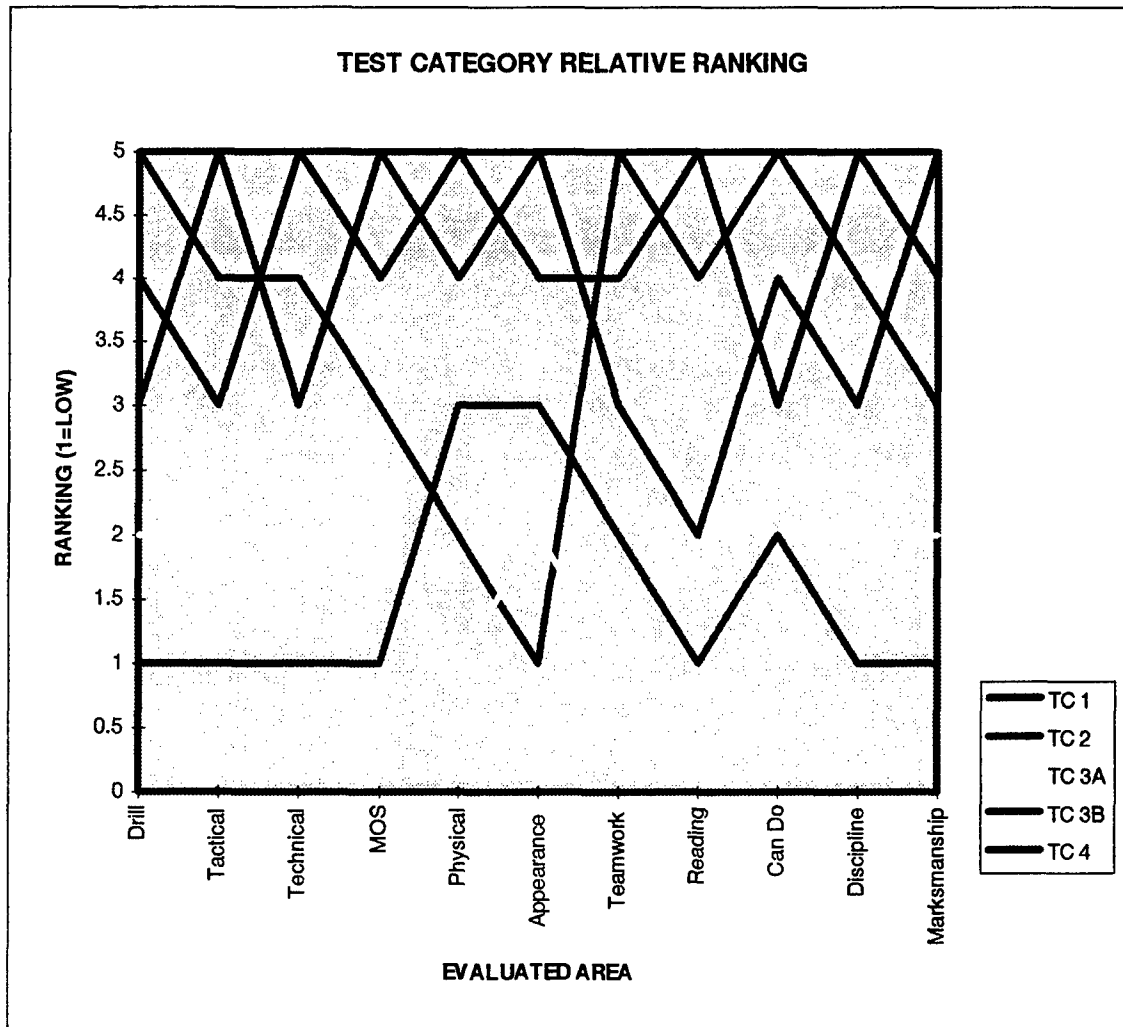


Figure 23

After comparing the relative ranking of test categories, it appears that the overall quality ranking follows the order: Test Categories I, IV, II, IIIA, and IIIB.

CONCLUSION

Retention: Across all cohort years, Test Category IV soldiers were retained at a rate higher than Test Category IIIA and IIIB, and slightly lower than Test Category I and II. From a retention perspective, Test Category IV soldiers appear to be a better investment than Test Category IIIA and IIIB soldiers and roughly comparable to Test Category II.

Promotion: Test Category IV soldiers are not promoted at a significantly lower rate than any other soldier in their cohort year (up to the grade of E-4). Data does suggest that Test Category IV soldiers' promotion potential somewhat diminishes in their eighth year of service, as the majority of their cohort year achieves the rank of E-5 or E-6.

Field Survey: As a group, Test Category IV soldiers are as competitive as other Test Category soldiers. The field survey data indicates Test Category IV soldiers rank best (overall) in the areas of: Tactical Proficiency, MOS Qualification, Marksmanship and Military Appearance. This standing is significant because two of these areas (MOS Qualification and Marksmanship) have objective standards that are used Army-wide. Tactical Proficiency and

Military Appearance are areas influenced by the rating Commanders' subjective standards. In the above areas a higher percentage Test Category IV soldiers were rated as average, above average and best than any other Test Category. Only in the area of Reading Skills did Test Category IV soldiers prove less capable than any other Test Category. The most surprising result was that Test Category IV soldiers were NEVER rated fifth overall (behind all other Test Categories) in any rated area.

When comparing Test Category IV soldiers to the other Test Categories it is clearly evident that Test Category IV soldiers perform better than most in the areas of retention, promotion and military performance. According to this study, the general ranking of all Test Categories is I, II, IV, IIIA and IIIB.

On average Test Category III A and B attrition rates are higher than any other Test Category. As a group Test Category III A and B's are promoted consistently with other soldiers in their cohort year. The surprising results were tabulated from the Field Survey, where data analysis clearly reveals Test Category III soldiers' military performance is below that of the other Test Categories.

There are currently, no recruiting restrictions on Test Category IIIA and B soldiers, to include enlistment bonuses. All Test Category III soldiers are eligible for enlistment bonuses depending on their enlistment MOS. Test Category IIIA soldiers are eligible for the Student Loan Program at the time of enlistment, whereas Test Category IIIB soldiers are not eligible for the same program. There is a recruiting restriction on enlistments of Test Category IV soldiers (less than 2

percent of NPS accessions). Test Category IV soldiers are not eligible for enlistment bonuses or the Student Loan Program.

The Army National Guard must increase their chances of accessing good soldiers who will be retained and satisfactorily perform throughout their first term of enlistment. To do this the Army National Guard should consider increasing the number of Test Category IV accessions by increasing the cap to the Department of Defense goal of 4 percent. If further study indicates continued solid performance of Test Category IV soldiers, they should be considered for inclusion in all recruiting incentives and the cap for Test Category IV NPS accessions should be increased to not more than 10 percent.

APPENDIX A
SURVEY

DATA REQUIRED BY THE PRIVACY ACT OF 1974

AUTHORITY: Title 10 USC Sections 3012, 270, 4301

PRINCIPAL PURPOSE: Use by the National Guard Bureau to support the development of personnel policies and procedures to improve the enlistment and retention of qualified soldiers within the component.

ROUTINE USES: To track and analyze retention survey responses in concert with related personnel SIDPERS-ARNG data.

DISCLOSURE: Disclosure of the Social Security Number is voluntary however, failure to disclose the SSN may result in the inability of the survey instrument to be correctly interpreted and adversely impact on the development of future NGB personnel policies and procedures.

SURVEY INSTRUCTIONS

- A. The enclosed survey will be completed by the Company Commander. In cases where the commander cannot evaluate a particular area he/she may ask for input from the supervisor.
- B. If a soldier has been discharged or transferred from the unit, indicate the specific reason for the discharge or transfer action.
- C. A score of 5 ranks the soldier in the top 10% of soldiers of similar grade and time in service. A score of 1 indicates the soldier is among those requiring the most improvement, the bottom 10%.
- D. CIRCLE ONLY ONE NUMBER PER QUESTION/FACTOR.
- E. Survey completed by:

NAME (print): _____

RANK: _____

TELEPHONE NUMBER: Office: _____ Home: _____

Signature / Date

Retention Survey

For Official Use Only

Unit:

Name:

SSN:

Rank:

Currently Assigned To Unit?

1. Yes
2. Transferred Why: _____
3. Separated Why: _____

	Best		Average		Poor
Drill Attendance	5	4	3	2	1
Tactical Proficiency	5	4	3	2	1
Technical Proficiency	5	4	3	2	1
Duty MOS Qualification	5	4	3	2	1
Physical Condition	5	4	3	2	1
Military Appearance	5	4	3	2	1
Team Work	5	4	3	2	1
Reading Skills	5	4	3	2	1
"Can Do" Attitude	5	4	3	2	1
	Never		Some		Often
Disciplinary Problems	5		3		1
	Ex	SS	MM		Fail
Marksmanship	5	4	3		1
Soldier's Duty MOS: _____					

Name:

SSN:

Rank:

Currently Assigned To Unit?

1. Yes
2. Transferred Why: _____
3. Separated Why: _____

	Best		Average		Poor
Drill Attendance	5	4	3	2	1
Tactical Proficiency	5	4	3	2	1
Technical Proficiency	5	4	3	2	1
Duty MOS Qualification	5	4	3	2	1
Physical Condition	5	4	3	2	1
Military Appearance	5	4	3	2	1
Team Work	5	4	3	2	1
Reading Skills	5	4	3	2	1
"Can Do" Attitude	5	4	3	2	1
	Never		Some		Often
Disciplinary Problems	5		3		1
	Ex	SS	MM		Fail
Marksmanship	5	4	3		1
Soldier's Duty MOS: _____					

Name:

SSN:

Rank:

Currently Assigned To Unit?

1. Yes
2. Transferred Why: _____
3. Separated Why: _____

	Best		Average		Poor
Drill Attendance	5	4	3	2	1
Tactical Proficiency	5	4	3	2	1
Technical Proficiency	5	4	3	2	1
Duty MOS Qualification	5	4	3	2	1
Physical Condition	5	4	3	2	1
Military Appearance	5	4	3	2	1
Team Work	5	4	3	2	1
Reading Skills	5	4	3	2	1
"Can Do" Attitude	5	4	3	2	1
	Never		Some		Often
Disciplinary Problems	5		3		1
	Ex	SS	MM		Fail
Marksmanship	5	4	3		1
Soldier's Duty MOS: _____					

Name:

SSN:

Rank:

Currently Assigned To Unit?

1. Yes
2. Transferred Why: _____
3. Separated Why: _____

	Best		Average		Poor
Drill Attendance	5	4	3	2	1
Tactical Proficiency	5	4	3	2	1
Technical Proficiency	5	4	3	2	1
Duty MOS Qualification	5	4	3	2	1
Physical Condition	5	4	3	2	1
Military Appearance	5	4	3	2	1
Team Work	5	4	3	2	1
Reading Skills	5	4	3	2	1
"Can Do" Attitude	5	4	3	2	1
	Never		Some		Often
Disciplinary Problems	5		3		1
	Ex	SS	MM		Fail
Marksmanship	5	4	3		1
Soldier's Duty MOS: _____					

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Suspense Date: 10 March 1997

Return To: Colonel Jessica Wright

NGB-ARP-R, 111 South George Mason Drive, Arlington, VA 2204 FAX: 703-607-7185

APPENDIX B
SURVEYED UNITS

SURVEY Participants

06-Feb-97

<u>State</u>	<u>UPC and NAME</u>	<u>Gain FY</u>	<u>1</u>	<u>2</u>	<u>3A</u>	<u>3B</u>	<u>4</u>	<u>Total</u>
Large : California								
	WTSAAA HHC 40TH INF DIV	91	1	1	1	1	1	5
	WV7UAA CO F 140TH AVIATION	91	1	1	1	1	1	5
Large : Indiana								
	WPPGA0 CO A 113TH ENGINEER BN	95	1	1	1	1	2	6
	WPPKA0 CO A (MSE) 138TH SIGNAL B	92	1	1	1	1	1	5
	WPPWC0 CO C 1ST BN 293D INFANTR	93	1	1	1	1	1	5
Large : Louisiana								
	WPQQT0 HHC (-) 2/156 INF (M)	96	1	1	1	1	1	5
	WQP3A0 CO A (-DET 1) 205 ENGR BN	94	1	1	1	1	1	5
	WQPTAA 3671 MAINT CO	95	1	1	1	1	1	5
	WTQ3B0 CO B 527 ENGR BN (CBT) (H	95	1	1	1	1	1	5
Large : New York								
	WTUZZ0 HHC (-) 1-105TH INF	96	1	1	1	1	1	5
	WYE1T0 HHC 3 BN 108 INF	96	1	1	1	1	1	5
Large : Pennsylvania								
	WPGRA0 CO A, 1/109TH IN (MECH)	96	1	1	1	1	2	6
	WPGWT0 HHC 1/112TH MECH INF	96	1	1	1	1	1	5
	WTU2C0 CO C, 2/112TH MECH INF	90	1	1	1	1	1	5
Large : South Carolina								
	WP08B0 CO B 122 ENGR BN	92	1	1	1	1	1	5
	WP2UAA HHB 151 FA BDE	91	1	1	1	1	1	5
Large : Texas								
	WV70AA CO F 149TH AVN	88	1	1	1	1	1	5
	WVKYT0 HHC 386TH ENGR BN	95	1	1	1	1	1	5
Medium : Arkansas								
	WP1YT0 HHC 875 ENGR BN	95	1	1	1	1	1	5
	WP39B0 BTRY B 1 BN 142 FA	92	1	1	1	1	1	5
	WQNYA0 CO A 39 SPT BN	96	1	1	1	1	1	5
Medium : Connecticut								
	W7TKAA AVCRAD (-DET 1) (1109)	92	1	1	1	1	1	5
	WP1TA0 CO A 242 ENGR BN	91			1	1	1	3
	WP1TA0 CO A 242 ENGR BN	96	1	1	1	1	1	5
	WP1TB0 CO B 242 ENGR BN	91	1	1	1	1	1	5
	WP1TC0 CO C 242 ENGR BN	93	1	1	1	1	1	5
	WP5GC0 CO C 1ST BN 102D INF	95	1	1	1	1	1	5
	WQBCAA HSC (AMB) 118TH MED BN	94	1	1	1	1	1	5
	WQCXAA 712TH MAINT CO HEM	95	1	1	1	1	1	5
	WQLMAA 248 ENGR CO CONST SPT	93	1	1	1	1	1	5
	WTDEC0 CO C 280 SIG BN	91	1	1	1	1	2	6
Medium : Georgia								
	WPDBC0 CO C (-) 2ND BN 121ST IN	89	1	1	1	1	1	5
	WYEDAA CO H 121ST IN	89	1	1	1	1	1	5
Medium : Hawaii								
	WPV3AA HHC, 29TH INF BDE (SEP)	96	1	1	1	1	2	6
	WPV5T0 HHC (-DET 1), 2D BN, 299TH I	94					2	2
	WPV5T0 HHC (-DET 1), 2D BN, 299TH I	96	1	1	1	1	2	6
	WQLVT0 HHSB, 1ST BN, 487TH FA	95	1	1	1	1	3	7
	WTUFAA CO C (MED LIFT), 193D AVIA	91	1	1	1	1	1	5
	WYC7C0 CO C (MED), 29TH SPT BN	96	1	1	1	1	1	5
	WYC7T0 HHC, 29TH SPT BN	96	1	1	1	1	1	5

State	UPC and NAME	Gain FY	1	2	3A	3B	4	Total
Medium : Idaho								
	WTQ2B0 CO B(MAINT)(-DET 1) 145 SP	92	1	1	1	1	1	5
	WTQ2T0 HHC 145 SPT BN	95	1	1	1	1	1	5
Medium : Illinois								
	WP5XT0 HHC, 1ST BN, 178TH INF	91	1	1	1	1	1	5
	WPCSB0 CO B, (MAINT) 634TH SPT (F	92	1	1	1	1	1	5
	WPDQ91 DET 1, 126TH MAINT CO	91	1	1	1	1	1	5
	WPDV93 BTRY A, 3RD BN, 123RD FA	91			1	1	1	3
	WPDV93 BTRY A, 3RD BN, 123RD FA	95	1	1	1	1	1	5
	WPDV99 SVC BTRY, 3RD BN, 123RD F	96	1	1	1	1	2	6
	WPL5A0 BTRY A, 2ND BN, 123RD FA	96	1	1	1	1	1	5
	WPMET0 HHC, 1ST BN, 131ST INF	95	1	1	1	1	1	5
	WQCBAA 3637TH MAINT CO	89					2	2
	WQCBAA 3637TH MAINT CO	96	1	1	1	1	2	6
	WQTGAA HHC 66TH BDE 34TH INF DIV	96	1	1	1	1	1	5
	WQTLAA 135TH ENGR CO	96	1	1	1	1	2	6
	WYDET0 HHC, 1ST BN, 106TH AVN	96	1	1	1	1	1	5
Medium : Iowa								
	WPBAA0 TRP A 1ST SQDN 113TH CAV	96	1	1	1	1	1	5
	WPCRB0 CO B (MAINT) 334TH SPT BN	94	1	1	1	1	1	5
	WHTTAA 1034TH QM CO (SUPPLY)	95				1	2	3
	WHTTAA 1034TH QM CO (SUPPLY)	96	1	1	1	1	1	5
	WVH8AA 3657TH MAINT CO	96	1	1	1	1	1	5
	WYQ9AA 194TH INF DET (LRS)	96	1	1	1	1	1	5
Medium : Kansas								
	WQVWA 714TH MAINT CO (-)	94	1	1	1	1	1	5
	WXFDAA 226TH ENGR CO (-)	96	1	1	1	1	1	5
Medium : Kentucky								
	WV6GA0 CO A 206TH EN BN	90				1	2	3
	WV6GA0 CO A 206TH EN BN	91	1	1	1	1	1	5
	WV6GB0 CO B 206TH EN BN 35TH ID (	93	1	1	1	1	1	5
Medium : Massachusetts								
	WPF5T0 HHC 1ST BN 104 INF	89	1	1	1	1	1	5
	WPFUT0 HHC 1-182 IN BN (MECH)	88			1	1	1	3
	WPFUT0 HHC 1-182 IN BN (MECH)	90	1	1	1	1	1	5
Medium : Michigan								
	WPT7B0 CO B 3 BN 126 INF	96	1	1	1	1	1	5
	WXDKAA 1071 MAINT CO (HVY EQUIP)	92	1	1	1	1	1	5
Medium : Minnesota								
	WPE8T0 HHB 1-216TH ADA	96	1	1	1	1	1	5
	WPU1B0 BTRY B 1-125TH FA	91	1	1	1	1	1	5
	WPU3A0 BTRY A 1-151ST FA	92	1	1	1	1	1	5
	WPU8D0 CO D 434TH MS BN	88	1	1	1	1	1	5
	WPUMB0 CO B 134 FS BN	95	1	1	1	1	1	5
	WPUYB0 CO B 1-194TH IN (M)	93	1	1	1	1	1	5
	WPUYC0 CO C 1-194TH IN (M)	96	1	1	1	1	2	6
Medium : Mississippi								
	WPKDT0 HHB(-), 2D BN, 114TH FA	95	1	1	1	1	1	5
	WTNBT0 HHC, 106TH SPT BN	90	1	1	1	1	2	6
	WTRCAA TRP A, 98TH CAV (-)	93	1	1	1	1	1	5
Medium : Missouri								
	WXALT0 HSC (-DET 1) 203D ENGR BN	92	1	1	1	1	1	5
Medium : Nebraska								

State	UPC and NAME	Gain FY	1	2	3A	3B	4	Total
	WV5TA0 CO A (AREA) 135TH SIG BN	91	1	1	1	1	1	5
Medium : New Jersey								
	WPE7A0 CO A 1ST BN 114TH INF	95	1	1	1	1	1	5
	WPERA0 CO A (S&S) 50TH SPT BN (M	92	1	1	1	1	1	5
	WTV3A1 DET 1 253RD TRANS CO	92	1	1	1	1	1	5
Medium : New Mexico								
	WQC2AA 3631ST MAINT CO	88	1	1	1	1	1	5
Medium : North Dakota								
	WP1ET0 HHC 141ST ENGR CBT BN (	89			1	1	1	3
	WP1ET0 HHC 141ST ENGR CBT BN (	93	1	1	1	1	1	5
	WP1HA0 CO A(-) 164TH ENGR BN (ME	94	1	1	1	1	1	5
	WP1HC0 CO C 164TH ENGR BN(CORP	93	1	1	1	1	1	5
	WP8AAA 957TH ENGR CO(ASLT FLT	92	1	1	1	1	2	6
Medium : Ohio								
	WXEYB0 CO B 612 EN BN	94	1	1	1	1	1	5
Medium : Oklahoma								
	WPTLB0 CO B (MAINT) 700 SPT BN	94	1	1	1	1	1	5
Medium : Oregon								
	WPRLA0 A/1-162 IN	96	1	1	1	1	1	5
	WPRLT0 HHC(-)/1-162 IN	91	1	1	1	1	1	5
	WTCZT0 HHC/1249 EN	92	1	1	1	1	1	5
Medium : Puerto Rico								
	WP9VAA 201ST EVAC HOSP	96	1	1	1	1	1	5
Medium : Rhode Island								
	WPRYAA 861 ENG CO CBT SPT EQ	96	1	1	1	1	4	8
Medium : Utah								
	WP18A0 CO A (-) 1457 EN BN (CBT)	89	1	1	1	1	1	5
	WP18C1 DET 1 CO C 1457 EN BN (CB	89	1	1	1	1	2	6
	WP3ET0 HHB 2 BN 222 FA 155SP	89	1	1	1	1	1	5
	WP8GAA 116 EN CO (CSE)	89	1	1	1	1	1	5
Medium : Vermont								
	WPXFT0 HHC 2 BN 172 AR	91	1	1	1	1	1	5
Medium : Virginia								
	WP1XA0 CO A 276TH ENGR BN	96	1	1	1	1	1	5
	WP1XC0 CO C 276TH ENGR BN	96	1	1	1	1	1	5
	WV6YB0 CO B 229 ENGR BN	96	1	1	1	1	1	5
	WXA3A0 CO A 3D BN 116TH INF	91			1	1	1	3
	WXA3A0 CO A 3D BN 116TH INF	92	1	1	1	1	1	5
Medium : Washington State								
	WPRJT0 HHC 1ST BN 161ST INF	96	1	1	1	1	1	5
Medium : West Virginia								
	WP43A0 BTRY A (-DET 1) 1/201ST FA	90	1	1	1	1	1	5
	WQDBAA 3664TH MAINT CO	96	1	1	1	1	1	5
Medium : Wisconsin								
	WPLAA0 BTRY A(-) 1ST BN 126TH FA	96	1	1	1	1	1	5
	WPLEB0 CO B 1ST BN 128TH INF	92	1	1	1	1	1	5
	WPLEE0 CO E 1ST BN 128TH INF	92	1	1	1	1	1	5
	WPLET1 DET 1 HHC 1ST BN 128TH IN	96	1	1	1	1	1	5
	WQSXA1 DET 1 229TH ENGR CO	94	1	1	1	1	1	5
Small : New Hampshire								
	WP20AA HHB 197TH FA BRIGADE	96	1	1	1	1	1	5
Totals			109	109	114	116	139	587

APPENDIX C
CALCULATION OF STATE END STRENGTH

stdev.txt

Based a state's Assigned strength

1 Std deviation: 4428

Median: 6823

Less than 2395 is Small State

2395-11251 is medium state

Greater than 11251 is a large state

The following provides a report of ARNG strength and arrays them by size based on Standard Deviation

STATE	STRENGTH	% of Total	STATE	+/- 1 STDEV	
AK	2050	0.556%	GQ	-0.860889016	SMALL
AL	15979	4.337%	VQ	-0.817303918	SMALL
AR	8627	2.341%	WY	-0.668030605	SMALL
AZ	3955	1.073%	NV	-0.643189358	SMALL
CA	17972	4.878%	DE	-0.62331636	SMALL
CO	3458	0.939%	NH	-0.617218963	SMALL
CT	4082	1.108%	DC	-0.604346681	SMALL
DC	1752	0.476%	AK	-0.537049484	SMALL
DE	1668	0.453%	ME	-0.475623854	SMALL
FL	10458	2.838%	RI	-0.436329517	SMALL
GA	9200	2.497%	MT	-0.409229975	SMALL
GQ	616	0.167%	HI	-0.319123996	SMALL
HI	3015	0.818%	ID	-0.263569934	SMALL
IA	7180	1.949%	NE	-0.250020163	SMALL
ID	3261	0.885%	VT	-0.249794334	SMALL
IL	9984	2.710%	SD	-0.241890301	SMALL
IN	11923	3.236%	WV	-0.240309494	SMALL
KS	6164	1.673%	ND	-0.231727972	SMALL
KY	6486	1.760%	CO	-0.219081519	SMALL
LA	11504	3.122%	NM	-0.195595249	SMALL
MA	9523	2.585%	AZ	-0.106844247	SMALL
MD	6173	1.675%	CT	-0.078163898	SMALL
ME	2322	0.630%	UT	0.142923202	MEDIUM
MI	9613	2.609%	WA	0.339846544	MEDIUM
MN	8990	2.440%	KS	0.392013163	MEDIUM
MO	7117	1.932%	MD	0.394045628	MEDIUM
MS	10562	2.867%	OR	0.43559826	MEDIUM
MT	2616	0.710%	KY	0.464730268	MEDIUM
NC	10537	2.860%	NJ	0.589839822	MEDIUM
ND	3402	0.923%	MO	0.607228696	MEDIUM
NE	3321	0.901%	IA	0.621455955	MEDIUM
NH	1695	0.460%	WI	0.670009302	MEDIUM
NJ	7040	1.911%	VA	0.670686791	MEDIUM
NM	3562	0.967%	OK	0.682429926	MEDIUM
NV	1580	0.429%	RQ	0.935133159	MEDIUM
NY	11628	3.156%	AR	0.948231271	MEDIUM
OH	9599	2.605%	MN	1.030207387	LARGE
OK	7450	2.022%	GA	1.077631586	LARGE
OR	6357	1.725%	MA	1.150574521	LARGE
PA	16817	4.564%	OH	1.167737565	LARGE
RI	2496	0.677%	MI	1.170899178	LARGE
RQ	8569	2.326%	IL	1.25468193	LARGE
SC	11298	3.066%	FL	1.361725123	LARGE
SD	3357	0.911%	NC	1.379565655	LARGE
TN	11579	3.143%	MS	1.385211393	LARGE
TX	17157	4.657%	SC	1.55142192	LARGE
UT	5061	1.374%	LA	1.597942801	LARGE
VA	7398	2.008%	TN	1.614880015	LARGE
VQ	809	0.220%	NY	1.625945661	LARGE
VT	3322	0.902%	IN	1.69256537	LARGE
WA	5933	1.610%	AL	2.608529904	LARGE
WI	7395	2.007%	PA	2.797775042	LARGE
WV	3364	0.913%	TX	2.874557079	LARGE
WY	1470	0.399%	CA	3.058608138	LARGE
TOTAL	368,446				
AVERAGE	6823				
MEDIAN	6422				
STD DEV	4428.119047				

APPENDIX D
SURVEY DEMOGRAPHICS

Survey Counts

Number of Units Surveyed	109
Number of Units Responded	95
Number of Individuals Surveyed	587
Number of Individuals Responded	518
Number of Individuals Still In Unit	475

MOS-TC Counts

Duty MOS	1	2	3A	3B	4	MOS Total	MOS Percentage
11B	11	7	8	11	17	54	11.37%
12B	9	12	7	11	13	52	10.95%
88M	6	1	2	9	9	27	5.68%
63B	3	3	5	3	11	25	5.26%
92A	5	2	5	8	4	24	5.05%
13B	5	3	4	6	5	23	4.84%
92G	3	4	4	3	9	23	4.84%
91B	6	3	5	3	1	18	3.79%
63W		2	3	2	9	16	3.37%
62E	1	1	4	2	7	15	3.16%
11C	3	4	2	1	4	14	2.95%
92Y	2	4	3	5		14	2.95%
71L	1	4	3	2	3	13	2.74%
31U	2	3	2	5		12	2.53%
11H	1	1	2	2	2	8	1.68%
19D	1	3	1	1	2	8	1.68%
13E	2	3	1		1	7	1.47%
63S	2	2	1	1	1	7	1.47%
63H		2	1	1	2	6	1.26%
63T	1	1	3		1	6	1.26%
12C	1	1	1	1	1	5	1.05%
62B		1	1	1	2	5	1.05%
11M	1	1		1	1	4	0.84%
31C	1		2	1		4	0.84%
52D		1		3		4	0.84%
77F	1	1	1	1		4	0.84%
13C	1		1	1		3	0.63%
35E	2	1				3	0.63%
44E		1		1	1	3	0.63%
51B	1		1	1		3	0.63%
62J	2	1				3	0.63%
63G		1	2			3	0.63%
63J				1	2	3	0.63%
67U	1	1			1	3	0.63%
75B			1	1	1	3	0.63%
09R		2				2	0.42%
13F		1	1			2	0.42%
31F	1			1		2	0.42%
31P	1	1				2	0.42%
31R		1	1			2	0.42%
31V	1		1			2	0.42%
35F	1		1			2	0.42%
35J	2					2	0.42%
43M				1	1	2	0.42%
45K	1		1			2	0.42%
51R	1	1				2	0.42%
54B		1	1			2	0.42%
67T	1	1				2	0.42%
77W			2			2	0.42%

MOS-TC Counts

13A		1			1	0.21%
31H			1		1	0.21%
35N			1		1	0.21%
45T	1				1	0.21%
51K				1	1	0.21%
52C		1			1	0.21%
63Y			1		1	0.21%
64T		1			1	0.21%
67V			1		1	0.21%
68B	1				1	0.21%
68G				1	1	0.21%
71D		1			1	0.21%
71G			1		1	0.21%
74C		1			1	0.21%
76J				1	1	0.21%
91A			1		1	0.21%
91C	1				1	0.21%
91Q		1			1	0.21%
91S		1			1	0.21%
92B				1	1	0.21%
93P			1		1	0.21%
96B	1				1	0.21%
TOTAL	88	90	88	94	115	475 100.00%

CMF Demographics

CMF	1	2	3A	3B	4	Total	Percentage
		1	1	1		3	0.64%
Administration		5	3	3	4	15	3.19%
Aircraft Maintenance	3	2	1		2	8	1.70%
Armor	1	3	1	1	2	8	1.70%
Aviation Operations			1			1	0.21%
Chemical		1	1			2	0.43%
Combat Engineering	10	13	8	12	14	57	12.13%
Elec Maint & Calibra	5	1	2			8	1.70%
Field Artillery	8	7	6	6	6	33	7.02%
General Eng	5	3	5	3	8	24	5.11%
Infantry	15	13	12	15	24	79	16.81%
Mechanical Mnt	8	15	17	14	29	83	17.66%
Medical	7	5	6	4	3	25	5.32%
Military Intelligence	1					1	0.21%
Petroleum & Water	1	1	3	1		6	1.28%
Record Info Oper		1				1	0.21%
Signal Operations	6	5	6	7		24	5.11%
Special Reporting		2				2	0.43%
Supply & Service	10	10	12	17	14	63	13.40%
Transportation	6	1	2	9	9	27	5.74%
						470	100.00%

APPENDIX E

**LOSSES BY COHORT YEAR, TEST CATEGORY
AND CIVILIAN EDUCATION**

Losses by Cohort Year, Test Category, and Civilian Education

18-Jan-97

Component : Army National Guard

<u>Test Cat - Civ Ed</u>		<u>BegStr</u>	<u>88</u>	<u>89</u>	<u>90</u>	<u>91</u>	<u>92</u>	<u>93</u>	<u>94</u>	<u>95</u>	<u>96</u>	<u>Total Losses</u>
Cohort Year : 88												
MC 1 : HSG Tier 1		1,465	50	194	265	141	122	104	284	102	43	1,305
MC 1 : HSG Tier 2		18	2	2	6	0	1	2	3	0	1	17
MC 1 : NHS		35	2	9	6	4	2	1	6	2	1	33
All MC 1		1,518	54	205	277	145	125	107	293	104	45	1,355
MC 2 : HSG Tier 1		9,791	406	1,249	1,555	885	848	677	1,960	637	270	8,487
MC 2 : HSG Tier 2		376	43	87	81	37	26	24	29	14	5	346
MC 2 : NHS		589	39	140	126	77	57	26	58	18	13	554
All MC 2		10,756	488	1,476	1,762	999	931	727	2,047	669	288	9,387
MC 3A : HSG Tier 1		5,721	256	840	952	565	484	382	1,025	371	135	5,010
MC 3A : HSG Tier 2		514	49	131	131	66	41	29	32	10	4	493
MC 3A : NHS		800	81	218	174	102	56	40	40	25	11	747
All MC 3A		7,035	386	1,189	1,257	733	581	451	1,097	406	150	6,250
MC 3B: HSG Tier 1		9,822	496	1,612	1,847	930	883	628	1,514	512	216	8,638
MC 3B: HSG Tier 2		2,309	272	543	563	303	189	87	137	56	24	2,174
MC 3B: NHS		3,244	357	752	842	420	291	137	164	74	33	3,070
All MC 3B		15,375	1,125	2,907	3,252	1,653	1,363	852	1,815	642	273	13,882
MC 4 : HSG Tier 1		3,186	201	591	537	377	345	173	257	145	66	2,692
MC 4 : HSG Tier 2		45	7	8	7	2	5	6	1	2	1	39
MC 4 : NHS		59	4	13	13	7	5	3	5	0	1	51
All MC 4		3,290	212	612	557	386	355	182	263	147	68	2,782
MC 5 : HSG Tier 1		2	0	0	0	0	0	1	1			2
All MC 5		2	0	0	0	0	0	1	1			2
MC Unk: HSG Tier 1		423	34	101	112	35	33	12	33	18	3	381
MC Unk: HSG Tier 2		15	1	4	4	1	2	2	0	0	0	14
MC Unk: NHS		40	2	6	8	8	2	3	3	5	0	37
All MC Unk		478	37	111	124	44	37	17	36	23	3	432
All HSG Tier 1		30,410	1,443	4,587	5,268	2,933	2,715	1,977	5,074	1,785	733	26,515
All HSG Tier 2		3,277	374	775	792	409	264	150	202	82	35	3,083
All NHS		4,767	485	1,138	1,169	618	413	210	276	124	59	4,492
Grand Total		38,454	2,302	6,500	7,229	3,960	3,392	2,337	5,552	1,991	827	34,090

Losses by Cohort Year, Test Category, and Civilian Education

18-Jan-97

Component : Army National Guard

<u>Test Cat - Civ Ed</u>		<u>BegStr</u>	<u>88</u>	<u>89</u>	<u>90</u>	<u>91</u>	<u>92</u>	<u>93</u>	<u>94</u>	<u>95</u>	<u>96</u>	<u>Total Losses</u>
Cohort Year : 89												
MC 1 : HSG Tier 1		1,747		78	315	213	205	166	103	337	84	1,501
MC 1 : HSG Tier 2		16		1	4	2	6	0	1	0	0	14
MC 1 : NHS		12		3	5	1	1	2				12
All MC 1		1,775		82	324	216	212	168	104	337	84	1,527
MC 2 : HSG Tier 1		10,844		449	1,497	1,240	1,181	972	635	2,484	630	9,088
MC 2 : HSG Tier 2		443		51	117	61	71	32	21	37	11	401
MC 2 : NHS		346		33	91	53	65	27	17	22	9	317
All MC 2		11,633		533	1,705	1,354	1,317	1,031	673	2,543	650	9,806
MC 3A : HSG Tier 1		6,646		312	1,013	800	820	593	372	1,335	327	5,572
MC 3A : HSG Tier 2		613		68	188	77	107	57	27	44	13	581
MC 3A : NHS		640		66	191	96	112	64	23	31	9	592
All MC 3A		7,899		446	1,392	973	1,039	714	422	1,410	349	6,745
MC 3B: HSG Tier 1		10,431		628	1,766	1,351	1,319	944	614	1,865	472	8,959
MC 3B: HSG Tier 2		1,961		235	478	278	416	183	87	112	43	1,832
MC 3B: NHS		2,946		305	864	386	639	245	119	143	55	2,756
All MC 3B		15,338		1,168	3,108	2,015	2,374	1,372	820	2,120	570	13,547
MC 4 : HSG Tier 1		3,810		183	704	433	700	359	194	363	157	3,093
MC 4 : HSG Tier 2		26		2	6	4	5	3	1	0	0	21
MC 4 : NHS		17		1	7	0	2	3	0	1	1	15
All MC 4		3,853		186	717	437	707	365	195	364	158	3,129
MC 5 : HSG Tier 1		1		1								1
All MC 5		1		1								1
MC Unk: HSG Tier 1		168		31	83	33	11	7	2	1		168
MC Unk: HSG Tier 2		1		1								1
MC Unk: NHS		5		2	2	1						5
All MC Unk		174		34	85	34	11	7	2	1		174
All HSG Tier 1		33,647		1,682	5,378	4,070	4,236	3,041	1,920	6,385	1,670	28,382
All HSG Tier 2		3,060		358	793	422	605	275	137	193	67	2,850
All NHS		3,966		410	1,160	537	819	341	159	197	74	3,697
Grand Total		40,673		2,450	7,331	5,029	5,660	3,657	2,216	6,775	1,811	34,929

18-Jan-97

Losses by Cohort Year, Test Category, and Civilian Education

Component : Army National Guard

<u>Test Cat - Civ Ed</u>		<u>BegStr</u>	<u>88</u>	<u>89</u>	<u>90</u>	<u>91</u>	<u>92</u>	<u>93</u>	<u>94</u>	<u>95</u>	<u>96</u>	<u>Total Losses</u>
Cohort Year : 90												
MC 1 : HSG Tier 1		1,484			130	200	196	178	118	61	288	1,171
MC 1 : HSG Tier 2		8			1	2	3	2				8
MC 1 : NHS		9			2	2	0	2	1	0	1	8
All MC 1		1,501			133	204	199	182	119	61	289	1,187
MC 2 : HSG Tier 1		9,464			602	1,200	1,286	1,066	732	555	1,936	7,377
MC 2 : HSG Tier 2		573			72	127	105	103	44	31	40	522
MC 2 : NHS		346			61	66	61	85	16	16	14	319
All MC 2		10,383			735	1,393	1,452	1,254	792	602	1,990	8,218
MC 3A : HSG Tier 1		6,088			452	807	942	755	470	375	1,087	4,888
MC 3A : HSG Tier 2		900			122	200	184	172	69	35	41	823
MC 3A : NHS		629			113	133	129	136	42	22	16	591
All MC 3A		7,617			687	1,140	1,255	1,063	581	432	1,144	6,302
MC 3B: HSG Tier 1		9,370			775	1,395	1,535	1,150	754	537	1,438	7,584
MC 3B: HSG Tier 2		2,133			290	430	467	398	174	89	81	1,929
MC 3B: NHS		2,468			456	476	506	523	146	80	109	2,296
All MC 3B		13,971			1,521	2,301	2,508	2,071	1,074	706	1,528	11,809
MC 4 : HSG Tier 1		3,181			333	499	442	576	260	163	258	2,531
MC 4 : HSG Tier 2		17			2	9	2	4				17
MC 4 : NHS		14			2	5	3	1	1	0	0	12
All MC 4		3,212			337	513	447	581	261	163	258	2,560
MC Unk: HSG Tier 1		170			51	82	18	9	2	1	0	163
MC Unk: HSG Tier 2		3			1	2						3
MC Unk: NHS		9			1	3	2	0	0	1	0	7
All MC Unk		182			53	87	20	9	2	2	0	173
All HSG Tier 1		29,757			2,343	4,183	4,419	3,734	2,336	1,692	5,007	23,714
All HSG Tier 2		3,634			488	770	761	679	287	155	162	3,302
All NHS		3,475			635	685	701	747	206	119	140	3,233
Grand Total		36,866			3,466	5,638	5,881	5,160	2,829	1,966	5,309	30,249

18-Jan-97

Losses by Cohort Year, Test Catagory, and Civilian Education

Component : Army National Guard

	<u>Test Cat - Civ Ed</u>	<u>BegStr</u>	<u>88</u>	<u>89</u>	<u>90</u>	<u>91</u>	<u>92</u>	<u>93</u>	<u>94</u>	<u>95</u>	<u>96</u>	<u>Total Losses</u>
Cohort Year : 91												
MC 1 : HSG Tier 1		955				47	133	135	96	75	69	555
MC 1 : HSG Tier 2		20				2	5	4	2	2	1	16
MC 1 : NHS		18				2	7	5	2	1	0	17
All MC 1		993				51	145	144	100	78	70	588
MC 2 : HSG Tier 1		6,357				405	976	992	676	497	346	3,892
MC 2 : HSG Tier 2		850				98	225	192	136	56	30	737
MC 2 : NHS		573				76	154	138	94	40	12	514
All MC 2		7,780				579	1,355	1,322	906	593	388	5,143
MC 3A : HSG Tier 1		4,366				275	819	725	465	352	234	2,870
MC 3A : HSG Tier 2		1,477				193	409	305	239	88	33	1,267
MC 3A : NHS		1,086				145	319	225	186	80	23	978
All MC 3A		6,929				613	1,547	1,255	890	520	290	5,115
MC 3B: HSG Tier 1		7,478				622	1,541	1,360	852	589	352	5,316
MC 3B: HSG Tier 2		3,248				501	888	607	492	219	106	2,813
MC 3B: NHS		3,677				669	1,014	647	611	271	70	3,282
All MC 3B		14,403				1,792	3,443	2,614	1,955	1,079	528	11,411
MC 4 : HSG Tier 1		2,651				290	546	394	416	208	132	1,986
MC 4 : HSG Tier 2		9				4	2	1	0	2	9	9
MC 4 : NHS		13				7	3	0	1	0	0	11
All MC 4		2,673				301	551	395	417	210	132	2,006
MC Unk: HSG Tier 1		122				31	45	20	10	5	0	111
MC Unk: HSG Tier 2		13				2	7	0	2	0	1	12
MC Unk: NHS		8				2	4	1	0	0	0	7
All MC Unk		143				35	56	21	12	5	1	130
All HSG Tier 1		21,929				1,670	4,060	3,626	2,515	1,726	1,133	14,730
All HSG Tier 2		5,617				800	1,536	1,109	871	367	171	4,854
All NHS		5,375				901	1,501	1,016	894	392	105	4,809
Grand Total		32,921				3,371	7,097	5,751	4,280	2,485	1,409	24,393

Losses by Cohort Year, Test Category, and Civilian Education

18-Jan-97

Component : Army National Guard

<u>Cohort Year : 92</u>		<u>Test Cat - Civ Ed</u>	<u>BegStr</u>	<u>88</u>	<u>89</u>	<u>90</u>	<u>91</u>	<u>92</u>	<u>93</u>	<u>94</u>	<u>95</u>	<u>96</u>	<u>Total Losses</u>
MC 1 : HSG Tier 1			1,091					71	150	144	132	81	578
MC 1 : HSG Tier 2			28					2	10	4	0	1	17
MC 1 : NHS			5					1	1	0	3		5
All MC 1			1,124					74	161	148	135	82	600
MC 2 : HSG Tier 1			7,833					494	1,263	983	787	560	4,087
MC 2 : HSG Tier 2			890					124	255	166	162	48	755
MC 2 : NHS			98					27	32	13	14	3	89
All MC 2			8,821					644	1,550	1,162	963	611	4,931
MC 3A : HSG Tier 1			5,328					4	114	770	530	333	3,080
MC 3A : HSG Tier 2			1,313					215	385	231	204	82	1,117
MC 3A : NHS			166					54	38	17	24	12	145
All MC 3A			6,807					702	1,437	1,018	758	427	4,342
MC 3B : HSG Tier 1			8,846					747	1,870	1,526	978	593	5,714
MC 3B : HSG Tier 2			2,443					395	677	413	399	136	2,020
MC 3B : NHS			508					147	118	66	83	28	442
All MC 3B			11,797					1,289	2,665	2,005	1,460	757	8,176
MC 4 : HSG Tier 1			893					67	168	141	138	65	579
MC 4 : HSG Tier 2			3					1	1	1			3
MC 4 : NHS			1					1					1
All MC 4			897					69	169	142	138	65	583
MC 5 : NHS			1					0	0	0	0	0	0
All MC 5			1					0	0	0	0	0	0
MC Unk: HSG Tier 1			62					18	31	6	4	0	59
MC Unk: HSG Tier 2			1					1					1
MC Unk: NHS			4					1	0	1	1	1	4
All MC Unk			67					20	31	7	5	1	64
All HSG Tier 1			24,053					1,830	4,496	3,570	2,569	1,632	14,097
All HSG Tier 2			4,678					738	1,328	815	765	267	3,913
All NHS			783					231	189	97	125	44	686
Grand Total			29,514					2,799	6,013	4,482	3,459	1,943	18,696

Losses by Cohort Year, Test Catagory, and Civilian Education

18-Jan-97

Component : Army National Guard

<u>Cohort Year : 93</u>	<u>Test Cat - Civ Ed</u>	<u>BegStr</u>	<u>88</u>	<u>89</u>	<u>90</u>	<u>91</u>	<u>92</u>	<u>93</u>	<u>94</u>	<u>95</u>	<u>96</u>	<u>Total Losses</u>
MC 1 : HSG Tier 1	990							50	136	114	112	412
MC 1 : HSG Tier 2	25							2	6	9	2	19
All MC 1	1,015							52	142	123	114	431
MC 2 : HSG Tier 1	7,296							450	1,173	899	615	3,137
MC 2 : HSG Tier 2	673							88	197	122	80	487
MC 2 : NHS	1							0	0	1		1
All MC 2	7,970							538	1,370	1,022	695	3,625
MC 3A : HSG Tier 1	4,810							349	897	717	422	2,385
MC 3A : HSG Tier 2	958							143	317	170	114	744
MC 3A : NHS	2							0	1	0	0	1
All MC 3A	5,770							492	1,215	887	536	3,130
MC 3B: HSG Tier 1	7,404							675	1,532	1,178	703	4,088
MC 3B: HSG Tier 2	1,952							272	553	325	243	1,393
All MC 3B	9,356							947	2,085	1,503	946	5,481
MC 4 : HSG Tier 1	529							30	114	54	63	261
MC 4 : HSG Tier 2	3							0	1	0	1	2
All MC 4	532							30	115	54	64	263
MC Unk: HSG Tier 1	54							11	26	8	8	53
All MC Unk	54							11	26	8	8	53
All HSG Tier 1	21,083							1,565	3,878	2,970	1,923	10,336
All HSG Tier 2	3,611							505	1,074	626	440	2,645
All NHS	3							0	1	1	0	2
Grand Total	24,697							2,070	4,953	3,597	2,363	12,983

Losses by Cohort Year, Test Category, and Civilian Education

18-Jan-97

Component : Army National Guard

	<u>Test Cat - Civ Ed</u>	<u>BegStr</u>	<u>88</u>	<u>89</u>	<u>90</u>	<u>91</u>	<u>92</u>	<u>93</u>	<u>94</u>	<u>95</u>	<u>96</u>	<u>Total Losses</u>
Cohort Year : 94												
MC 1 : HSG Tier 1		847							60	109	103	272
MC 1 : HSG Tier 2		23							2	1	2	5
MC 1 : NHS		1							0	0	1	1
All MC 1		871							62	110	106	278
MC 2 : HSG Tier 1		6,040							384	1,043	714	2,141
MC 2 : HSG Tier 2		514							64	157	86	307
MC 2 : NHS		3							1	1	0	2
All MC 2		6,557							449	1,201	800	2,450
MC 3A : HSG Tier 1		4,209							339	860	538	1,737
MC 3A : HSG Tier 2		812							117	234	119	470
MC 3A : NHS		2							1	0	0	1
All MC 3A		5,023							457	1,094	657	2,208
MC 3B: HSG Tier 1		7,418							657	1,707	1,070	3,434
MC 3B: HSG Tier 2		2,132							339	618	314	1,271
MC 3B: NHS		3							1	1	1	3
All MC 3B		9,553							997	2,326	1,385	4,708
MC 4 : HSG Tier 1		479							24	57	52	133
MC 4 : HSG Tier 2		7							2	2	2	6
MC 4 : NHS		1							0	0	0	0
All MC 4		487							26	59	54	139
MC Unk: HSG Tier 1		34							7	16	6	29
MC Unk: HSG Tier 2		1							0	1		1
All MC Unk		35							7	17	6	30
All HSG Tier 1		19,027							1,471	3,792	2,483	7,746
All HSG Tier 2		3,489							524	1,013	523	2,060
All NHS		10							3	2	2	7
Grand Total		22,526							1,998	4,807	3,008	9,813

Losses by Cohort Year, Test Category, and Civilian Education

18-Jan-97

Component : Army National Guard

	<u>Test Cat - Civ Ed</u>	<u>BegStr</u>	<u>88</u>	<u>89</u>	<u>90</u>	<u>91</u>	<u>92</u>	<u>93</u>	<u>94</u>	<u>95</u>	<u>96</u>	<u>Total Losses</u>
Cohort Year : 95												
MC 1 : HSG Tier 1		750								51	114	165
MC 1 : HSG Tier 2		14								1	4	5
All MC 1		764								52	118	170
MC 2 : HSG Tier 1		5,331								385	846	1,231
MC 2 : HSG Tier 2		573								78	141	219
MC 2 : NHS		1								0	0	0
All MC 2		5,905								463	987	1,450
MC 3A : HSG Tier 1		3,666								337	684	1,021
MC 3A : HSG Tier 2		841								103	228	331
MC 3A : NHS		3								0	2	2
All MC 3A		4,510								440	914	1,354
MC 3B: HSG Tier 1		6,768								617	1,330	1,947
MC 3B: HSG Tier 2		2,317								305	603	908
MC 3B: NHS		5								1	1	2
All MC 3B		9,090								923	1,934	2,857
MC 4 : HSG Tier 1		438								36	72	108
MC 4 : HSG Tier 2		10								3	1	4
MC 4 : NHS		1								0	0	0
All MC 4		449								39	73	112
MC Unk: HSG Tier 1		68								2	33	35
All MC Unk		68								2	33	35
All HSG Tier 1		17,021								1,428	3,079	4,507
All HSG Tier 2		3,755								490	977	1,467
All NHS		10								1	3	4
Grand Total		20,786								1,919	4,059	5,978

18-Jan-97

Losses by Cohort Year, Test Category, and Civilian Education

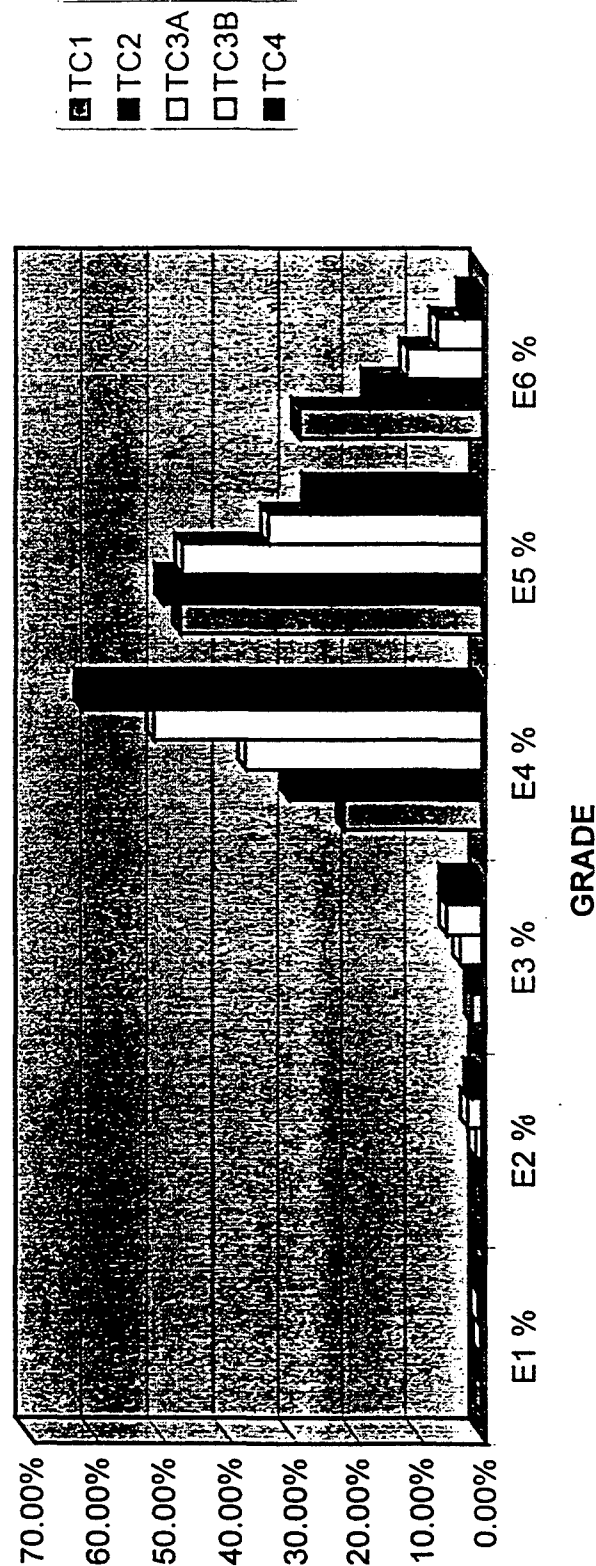
Component : Army National Guard

Cohort Year : 96	Test Cat - Civ Ed	BegStr	88	89	90	91	92	93	94	95	96	Total Losses
MC 1 : HSG Tier 1		876									45	45
MC 1 : HSG Tier 2		18									2	2
MC 1 : NHS		1									0	0
All MC 1		895									47	47
MC 2 : HSG Tier 1		6,403									302	302
MC 2 : HSG Tier 2		634									52	52
MC 2 : NHS		5									0	0
All MC 2		7,042									354	354
MC 3A : HSG Tier 1		4,216									276	276
MC 3A : HSG Tier 2		868									87	87
MC 3A : NHS		2									1	1
All MC 3A		5,086									364	364
MC 3B: HSG Tier 1		7,441									487	487
MC 3B: HSG Tier 2		2,595									328	328
MC 3B: NHS		8									2	2
All MC 3B		10,044									817	817
MC 4 : HSG Tier 1		362									28	28
MC 4 : HSG Tier 2		32									2	2
All MC 4		394									30	30
MC Unk: HSG Tier 1		49									1	1
MC Unk: HSG Tier 2		1									1	1
All MC Unk		50									2	2
All HSG Tier 1		19,347									1,139	1,139
All HSG Tier 2		4,148									472	472
All NHS		16									3	3
Grand Total		23,511									1,614	1,614

APPENDIX F
PROMOTION DATA

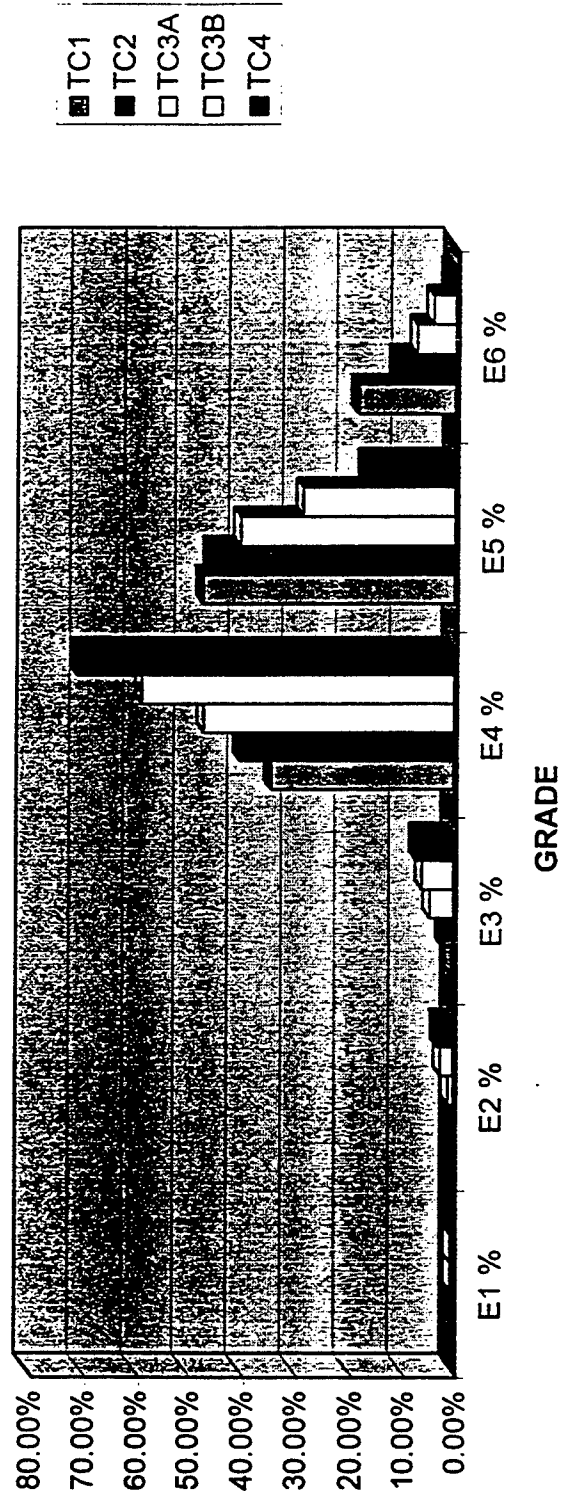
FY88	E1	E2	E3	E4	E5	E6	E7	TOT	E1 %	E2 %	E3 %	E4 %	E5 %	E6 %	E7 % Avg Grade
1	0	0	3	42	91	56	2	194	0.00%	0.00%	1.55%	21.65%	46.91%	28.87%	1.03%
2	1	5	28	527	862	309	4	1,736	0.06%	0.29%	1.61%	30.36%	49.65%	17.80%	4.84
3A	2	10	38	412	517	131	1	1,111	0.18%	0.90%	3.42%	37.08%	46.53%	11.79%	4.65
3B	12	47	121	1,097	722	155	0	2,154	0.56%	2.18%	5.62%	50.93%	33.52%	7.20%	4.36
4	4	11	39	426	188	21	0	689	0.58%	1.60%	5.66%	61.83%	27.29%	3.05%	4.23
5	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00
Unk	0	1	2	24	28	4	0	59	0.00%	1.69%	3.39%	40.68%	47.46%	6.78%	4.54
TOT	19	74	231	2,528	2,408	676	7	5,943	0.32%	1.25%	3.89%	42.54%	40.52%	11.37%	4.56

FY88 COHORT PROMOTABILITY



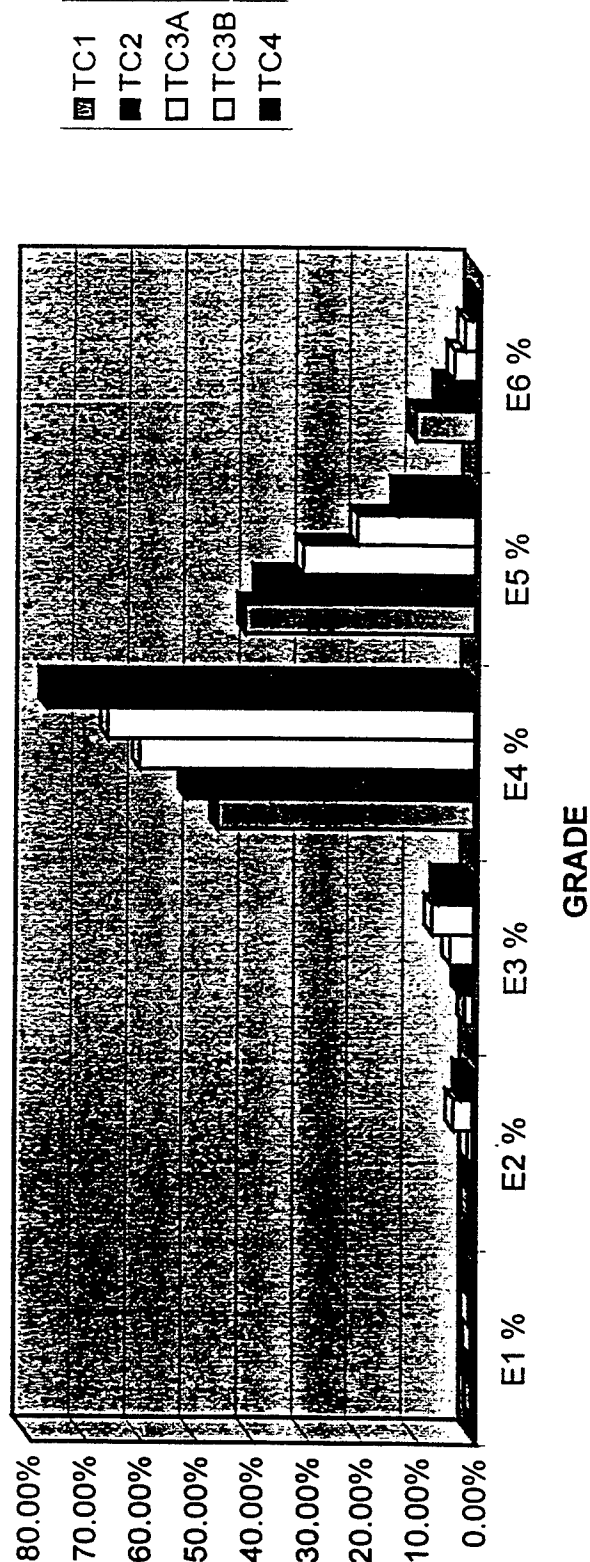
FY89	E1	E2	E3	E4	E5	E6	E7	TOT	E1 %	E2 %	E3 %	E4 %	E5 %	E6 %	E7 %	Avg Grade
1	0	0	1	104	143	56	0	304	0.00%	0.00%	0.33%	34.21%	47.04%	18.42%	0.00%	4.84
2	1	11	49	914	1,045	263	0	2,283	0.04%	0.48%	2.15%	40.04%	45.77%	11.52%	0.00%	4.66
3A	6	13	67	704	602	111	0	1,503	0.40%	0.86%	4.46%	46.84%	40.05%	7.39%	0.00%	4.47
3B	9	58	147	1,441	697	103	0	2,455	0.37%	2.36%	5.99%	58.70%	28.39%	4.20%	0.00%	4.25
4	1	29	68	677	164	14	0	953	0.10%	3.04%	7.14%	71.04%	17.21%	1.47%	0.00%	4.07
5	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00
Unk	0	0	0	0	1	0	0	1	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	5.00
TOT	17	111	332	3,840	2,652	547	0	7,499	0.23%	1.48%	4.43%	51.21%	35.36%	7.29%	0.00%	4.42

FY89 COHORT PROMOTABILITY



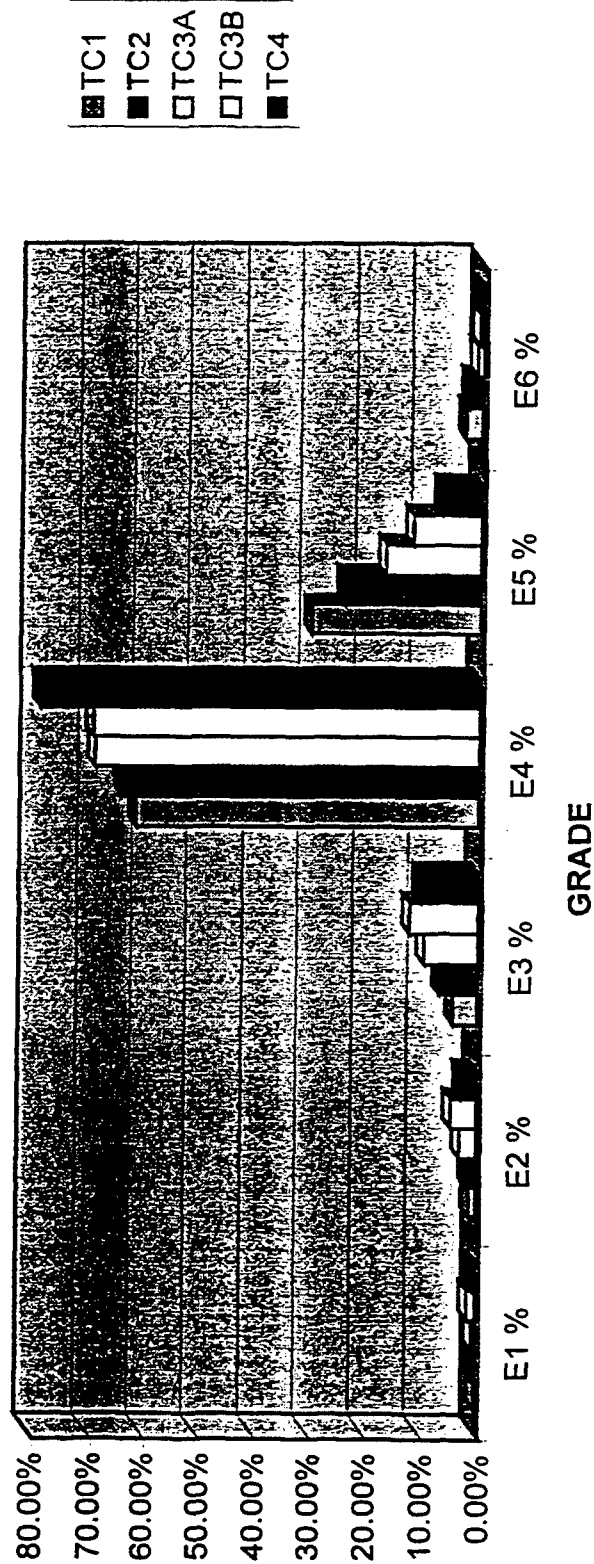
FY90	E1	E2	E3	E4	E5	E6	E7	TOT	E1 %	E2 %	E3 %	E4 %	E5 %	E6 %	E7 %	Avg Grade
1	0	2	5	159	142	36	0	344	0.00%	0.58%	1.45%	46.22%	41.28%	10.47%	0.00%	4.60
2	4	19	60	1,243	925	151	0	2,402	0.17%	0.79%	2.50%	51.75%	38.51%	6.29%	0.00%	4.47
3A	3	13	63	916	470	59	0	1,524	0.20%	0.85%	4.13%	60.10%	30.84%	3.87%	0.00%	4.32
3B	15	88	191	1,731	545	55	0	2,625	0.57%	3.35%	7.28%	65.94%	20.76%	2.10%	0.00%	4.09
4	2	17	50	616	108	7	0	800	0.25%	2.13%	6.25%	77.00%	13.50%	0.88%	0.00%	4.04
5	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00
Unk	0	1	0	6	3	0	0	10	0.00%	10.00%	0.00%	60.00%	30.00%	0.00%	0.00%	4.10
TOT	24	140	369	4,671	2,193	308	0	7,705	0.31%	1.82%	4.79%	60.62%	28.46%	4.00%	0.00%	4.27

FY90 COHORT PROMOTABILITY



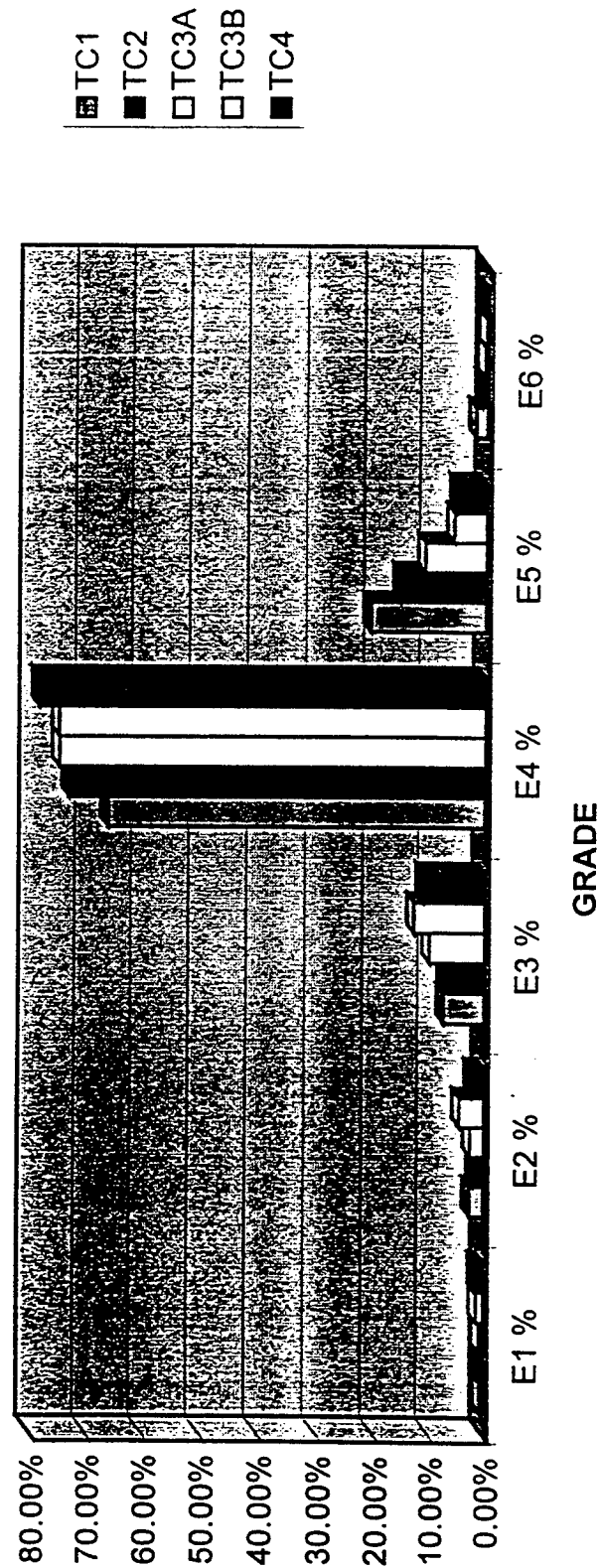
FY91	E1	E2	E3	E4	E5	E6	E7	TOT	E1 %	E2 %	E3 %	E4 %	E5 %	E6 %	E7 %	Avg Grade
1	0	5	18	256	125	12	0	416	0.00%	1.20%	4.33%	61.54%	30.05%	2.88%	0.00%	4.29
2	14	45	187	1,791	667	67	1	2,772	0.51%	1.62%	6.75%	64.61%	24.06%	2.42%	0.04%	4.17
3A	12	58	189	1,379	332	20	0	1,990	0.60%	2.91%	9.50%	69.30%	16.68%	1.01%	0.00%	4.02
3B	47	154	411	2,371	404	18	0	3,405	1.38%	4.52%	12.07%	69.63%	11.86%	0.53%	0.00%	3.88
4	5	21	76	589	52	4	0	747	0.67%	2.81%	10.17%	78.85%	6.96%	0.54%	0.00%	3.90
5	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00
Unk	1	0	1	10	1	0	0	13	7.69%	0.00%	7.69%	76.92%	7.69%	0.00%	0.00%	3.77
TOT	79	283	882	6,396	1,581	121	1	9,343	0.85%	3.03%	9.44%	68.46%	16.92%	1.30%	0.01%	4.02

FY91 COHORT PROMOTABILITY



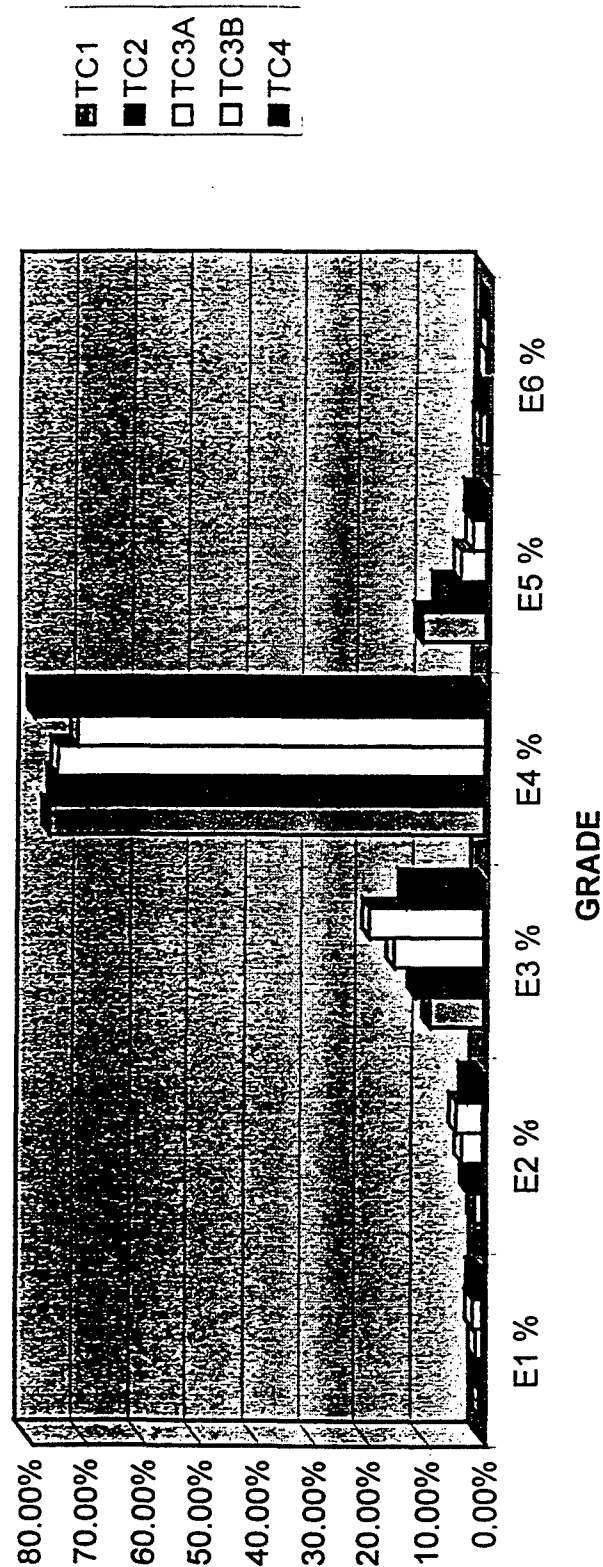
FY92	E1	E2	E3	E4	E5	E6	E7	TOT	E1 %	E2 %	E3 %	E4 %	E5 %	E6 %	E7 %	Avg Grade
1	3	14	42	366	116	11	0	552	0.54%	2.54%	7.61%	66.30%	21.01%	1.99%	0.00%	4.11
2	22	78	304	2,983	642	41	0	4,070	0.54%	1.92%	7.47%	73.29%	15.77%	1.01%	0.00%	4.05
3A	18	64	265	1,955	291	13	1	2,607	0.69%	2.45%	10.16%	74.99%	11.16%	0.50%	0.04%	3.95
3B	47	177	507	2,933	233	10	0	3,907	1.20%	4.53%	12.98%	75.07%	5.96%	0.26%	0.00%	3.81
4	5	8	39	271	19	2	0	344	1.45%	2.33%	11.34%	78.78%	5.52%	0.58%	0.00%	3.86
5	0	0	0	1	0	0	0	1	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	4.00
Unk	0	0	0	1	2	1	0	4	0.00%	0.00%	0.00%	25.00%	50.00%	25.00%	0.00%	5.00
TOT	95	341	1,157	8,510	1,303	78	1	11,485	0.83%	2.97%	10.07%	74.10%	11.35%	0.68%	0.01%	3.94

FY92 COHORT PROMOTABILITY



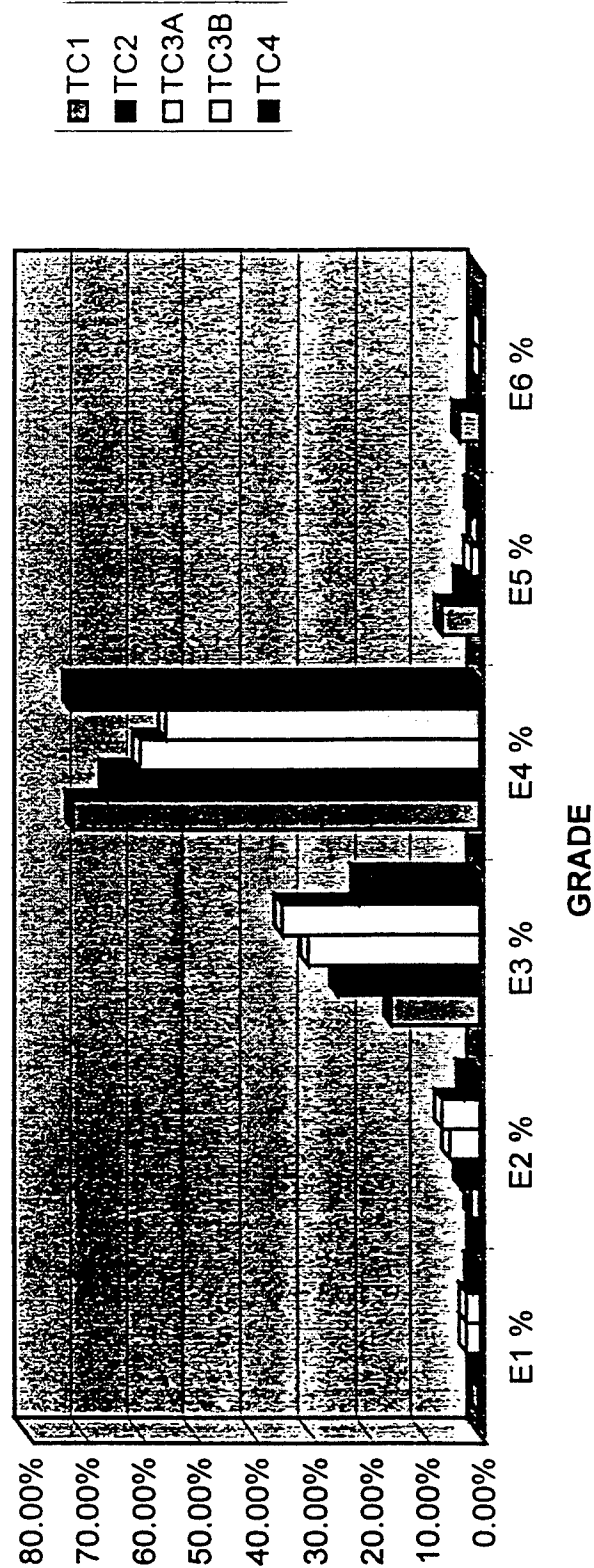
FY93	E1	E2	E3	E4	E5	E6	E7	TOT	E1 %	E2 %	E3 %	E4 %	E5 %	E6 %	E7 % Avg Grade
1	2	8	56	457	66	7	0	596	0.34%	1.34%	9.40%	76.68%	11.07%	1.17%	0.00%
2	32	113	521	3,308	354	38	0	4,366	0.73%	2.59%	11.93%	75.77%	8.11%	0.87%	0.00%
3A	28	96	412	2,004	117	9	0	2,666	1.05%	3.60%	15.45%	75.17%	4.39%	0.34%	0.00%
3B	63	181	775	2,820	91	4	0	3,934	1.60%	4.60%	19.70%	71.68%	2.31%	0.10%	0.00%
4	4	8	37	218	7	0	0	274	1.46%	2.92%	13.50%	79.56%	2.55%	0.00%	0.00%
5	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Unk	0	0	0	1	0	0	0	1	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%
TOT	129	406	1,801	8,808	635	58	0	11,837	1.09%	3.43%	15.22%	74.41%	5.36%	0.49%	0.00%

FY93 COHORT PROMOTABILITY



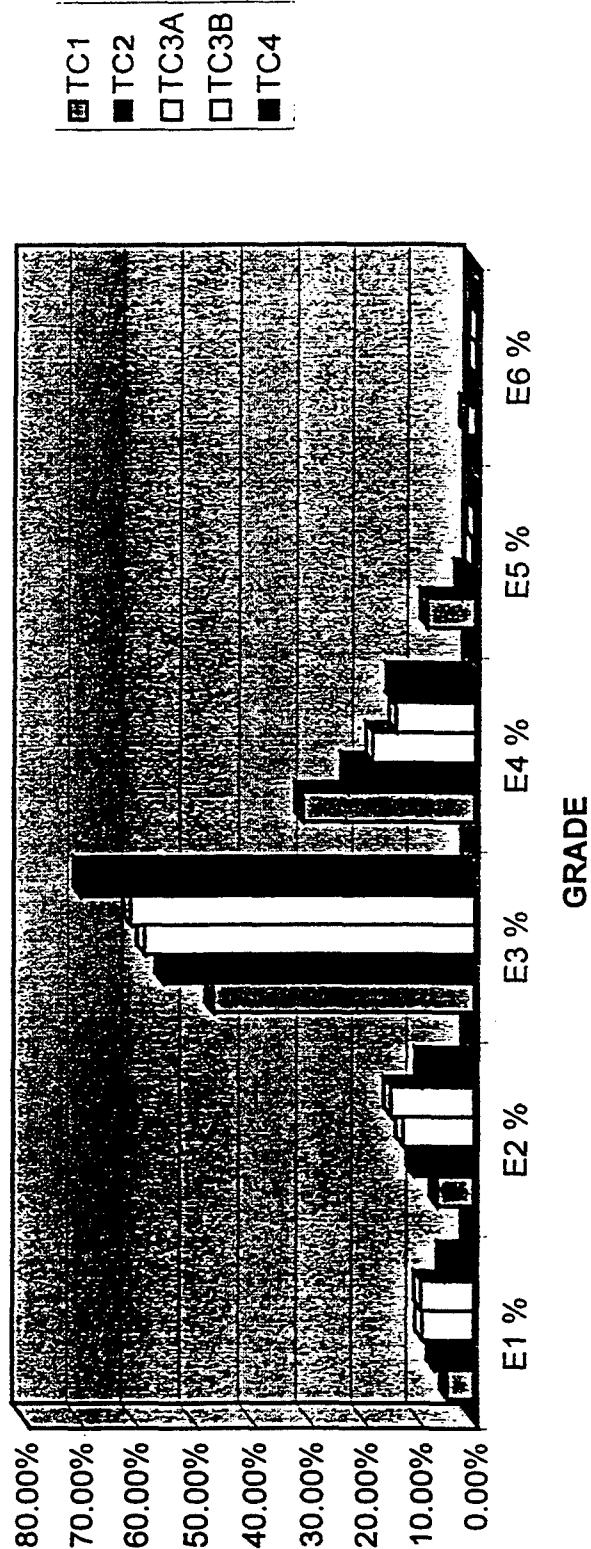
FY94	E1	E2	E3	E4	E5	E6	E7	TOT	E1 %	E2 %	E3 %	E4 %	E5 %	E6 %	E7 %	Avg Grade
1	2	9	94	427	40	22	0	594	0.34%	1.52%	15.82%	71.89%	6.73%	3.70%	0.00%	3.94
2	42	139	1,043	2,694	141	32	0	4,091	1.03%	3.40%	25.49%	65.85%	3.45%	0.78%	0.00%	3.70
3A	68	150	854	1,676	43	4	0	2,795	2.43%	5.37%	30.55%	59.96%	1.54%	0.14%	0.00%	3.53
3B	115	320	1,665	2,639	22	5	0	4,766	2.41%	6.71%	34.93%	55.37%	0.46%	0.10%	0.00%	3.45
4	5	10	75	249	5	0	0	344	1.45%	2.91%	21.80%	72.38%	1.45%	0.00%	0.00%	3.69
5	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00
Unk	0	0	0	0	4	0	0	4	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	5.00
TOT	232	628	3,731	7,685	255	63	0	12,594	1.84%	4.99%	29.63%	61.02%	2.02%	0.50%	0.00%	3.58

FY94 COHORT PROMOTABILITY



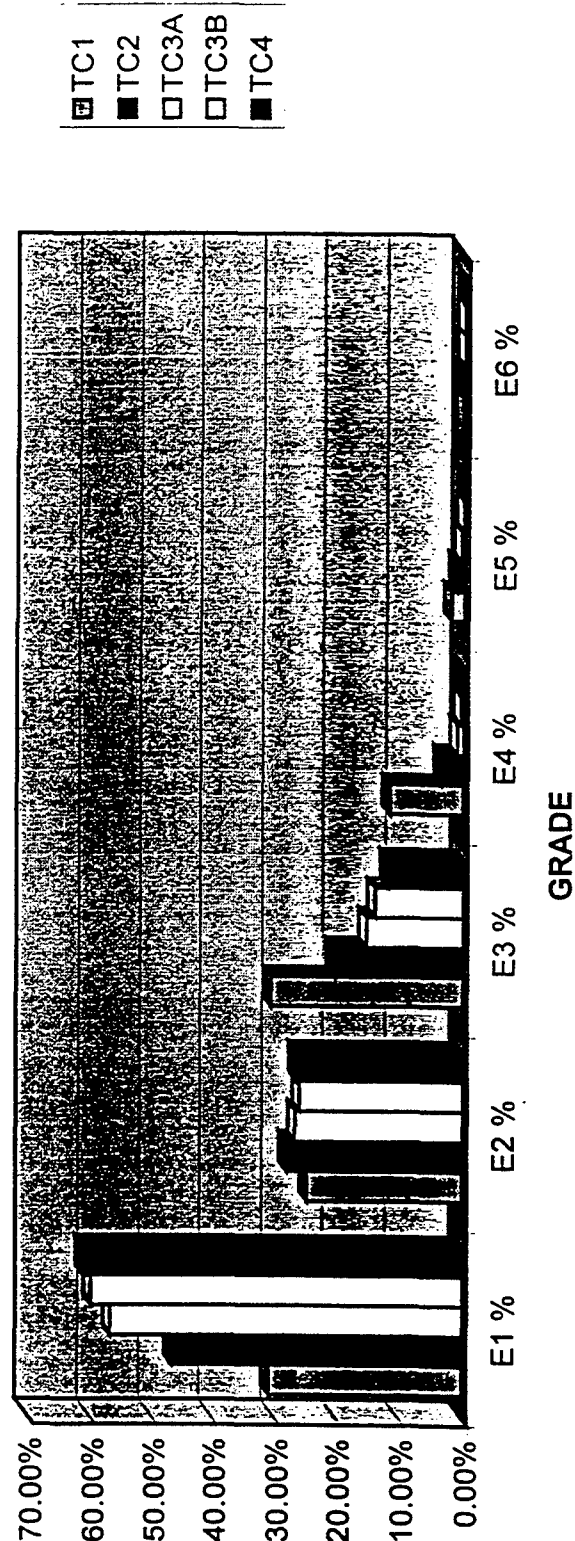
FY95	E1	E2	E3	E4	E5	E6	E7	TOT	E1 %	E2 %	E3 %	E4 %	E5 %	E6 %	E7 %	Avg Grade
1	28	39	272	182	51	10	0	582	4.81%	6.70%	46.74%	31.27%	8.76%	1.72%	0.00%	3.38
2	312	477	2,379	995	111	36	0	4,310	7.24%	11.07%	55.20%	23.09%	2.58%	0.84%	0.00%	3.05
3A	284	396	1,777	566	19	4	0	3,046	9.32%	13.00%	58.34%	18.58%	0.62%	0.13%	0.00%	2.89
3B	570	895	3,598	847	18	3	0	5,931	9.61%	15.09%	60.66%	14.28%	0.30%	0.05%	0.00%	2.81
4	18	32	234	50	0	0	0	334	5.39%	9.58%	70.06%	14.97%	0.00%	0.00%	0.00%	2.95
5	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00
Unk	2	1	5	0	15	0	0	23	8.70%	4.35%	21.74%	0.00%	65.22%	0.00%	0.00%	4.09
TOT	1,214	1,840	8,265	2,640	214	53	0	14,226	8.53%	12.93%	58.10%	18.56%	1.50%	0.37%	0.00%	2.93

FY95 COHORT PROMOTABILITY



FY96	E1	E2	E3	E4	E5	E6	E7	TOT	E1 %	E2 %	E3 %	E4 %	E5 %	E6 %	E7 %	Avg Grade
1	251	201	249	93	17	3	0	814	30.84%	24.69%	30.59%	11.43%	2.09%	0.37%	0.00%	2.30
2	3,025	1,816	1,313	230	86	4	0	6,474	46.73%	28.05%	20.28%	3.55%	1.33%	0.06%	0.00%	1.85
3A	2,572	1,208	685	46	21	0	0	4,532	56.75%	26.65%	15.11%	1.02%	0.46%	0.00%	0.00%	1.62
3B	5,225	2,261	1,199	33	5	0	0	8,723	59.90%	25.92%	13.75%	0.38%	0.06%	0.00%	0.00%	1.55
4	219	95	42	2	0	0	0	358	61.17%	26.54%	11.73%	0.56%	0.00%	0.00%	0.00%	1.52
5	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00
Unk	1	3	4	0	37	0	0	45	2.22%	6.67%	8.89%	0.00%	82.22%	0.00%	0.00%	4.53
TOT	11,293	5,584	3,492	404	166	7	0	20,946	53.91%	26.66%	16.67%	1.93%	0.79%	0.03%	0.00%	1.69

FY96 COHORT PROMOTABILITY



APPENDIX G
TABULAR SURVEY DATA

Drill Attendance

tc	1 - Worst	2 - Below A3 - Average	3 - Above A4 - Best	Total		
1	5	3	10	27	43	88
2	4	2	16	27	41	90
3A	6	4	18	16	44	88
3B	6	9	19	21	39	94
4	4	7	17	31	56	115
Total						475

TC	1 - Worst	2 - Below A3 - Average	3 - Above A4 - Best	total		
1	5.68%	3.41%	11.36%	30.68%	48.86%	100.00%
2	4.44%	2.22%	17.78%	30.00%	45.56%	100.00%
3A	6.82%	4.55%	20.45%	18.18%	50.00%	100.00%
3B	6.38%	9.57%	20.21%	22.34%	41.49%	100.00%
4	3.48%	6.09%	14.78%	26.96%	48.70%	100.00%

Tactical Proficiency

tc	1 - Worst	2 - Below Avg	3 - Average	4 - Above Avg	5 - Best	Total
1	3	5	30	34	16	88
2	4	4	33	34	15	90
3A	4	8	43	26	7	88
3B	1	16	43	24	10	94
4	1	7	60	33	14	115
Total						475

ic	1 - Worst	2 - Below Average	3 - Average	4 - Above Average	5 - Best	Total
1	3.41%	5.68%	34.09%	38.64%	18.18%	100.00%
2	4.44%	4.44%	36.67%	37.78%	16.67%	100.00%
3A	4.55%	9.09%	48.86%	29.55%	7.95%	100.00%
3B	1.06%	17.02%	45.74%	25.53%	10.64%	100.00%
4	0.87%	6.09%	52.17%	28.70%	12.17%	100.00%

Technical Proficiency

tc	1 - Worst	2 - Below Avg	3 - Average	4 - Above Avg	5 - Best	Total
1	3	3	33	29	20	88
2	5	2	34	28	21	90
3A	3	8	35	30	12	88
3B	2	11	44	23	14	94
4	2	7	53	38	15	115
Total						475

TC	1 - Worst	2 - Below Avg	3 - Average	4 - Above Avg	5 - Best	Total
1	3.41%	3.41%	37.50%	32.95%	22.73%	####
2	5.56%	2.22%	37.78%	31.11%	23.33%	####
3A	3.41%	9.09%	39.77%	34.09%	13.64%	####
3B	2.13%	11.70%	46.81%	24.47%	14.89%	####
4	1.74%	6.09%	46.09%	33.04%	13.04%	####

MOS Qualification

TC	1 - Worst	2 - Below Average	3 - Average	4 - Above Average	5 - Best	Total
1	5	1	26	28	28	88
2	5	3	27	25	30	90
3A	7	4	33	26	18	88
3B	7	3	40	23	21	94
4	3	4	45	35	28	115
						475

TC	1 - Worst	2 - Below Average	3 - Average	4 - Above Average	5 - Best	Total
1	5.68%	1.14%	29.55%	31.82%	31.82%	100.00%
2	5.56%	3.33%	30.00%	27.78%	33.33%	100.00%
3A	7.95%	4.55%	37.50%	29.55%	20.45%	100.00%
3B	7.45%	3.19%	42.55%	24.47%	22.34%	100.00%
4	2.61%	3.48%	39.13%	30.43%	24.35%	100.00%

Physical Condition

[illegible]

Military Appearance

[illegible]

Team Work

[illegible]

Reading Skill

[illegible]

"Can Do" Attitude

[illegible]

Discipline Problems

TC	1 - Worst	3 - Average	5 - Best	Total
1	4	11	73	88
2	2	14	74	90
3A	5	19	64	88
3B	4	23	67	94
4	2	22	91	115
				475

TC	1 - Worst	3 - Average	5 - Best	Total
1	4.55%	12.50%	82.95%	100.00%
2	2.22%	15.56%	82.22%	100.00%
3A	5.68%	21.59%	72.73%	100.00%
3B	4.26%	24.47%	71.28%	100.00%
4	1.74%	19.13%	79.13%	100.00%

Marksmanship

[illegible]

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Author's Biographical Sketch

Colonel Jessica Wright is a U.S. Army War College Fellow at the Center for Strategic and International Studies (CSIS) in Washington, D.C. Prior to joining CSIS, she served as Chief, Personnel Services Division, Personnel Directorate, Army National Guard. Her previous assignments include: Chief, Tour Management Office and the Executive Officer to the Commander, Army National Guard Personnel Center. Colonel Wright is an Army Aviator. Her past aviation assignments include: Operations Officer, Eastern Army Aviation Training Site, Operations Platoon Commander, 1028th Transportation Company (Heavy Lift) and Adjutant, 28th Aviation Battalion, 28th Infantry Division. Colonel Wright is a graduate of the U.S. Army Command and General Staff College and the Army Management Staff College. She received her B.A. in social work from Alderson-Broadbent College and a M.A. in management from Webster University. During her tenure at CSIS, Colonel Wright was select to command the 28th Aviation Brigade, 28th Infantry Division (Mech). She assumed command on 16 March 1997.