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ERS Report No. 321
PS 4110-04
ELERU/JHE/ash
24 January 1950

Interim Report

DEVELOPMENT OF ALTERNATE FORMS OF THE ENLISTED EFFICIENCY REPORT

BACKGROUND

Project 4110-04, Development of Alternate Forms of the Enlisted Efficiency Report, was established under the program plan for Development and Validation of an Efficiency Report for Personnel Below Commissioned Grade, authorized by Disposition Form. 1/ DA AGO Form 297, Enlisted Efficiency Report resulted from the study of two experimental efficiency reports for enlisted men. The reports on these studies are now in preparation.

The purpose of PS 4110-04 is to develop alternate forms of the Enlisted Efficiency Report which can be instituted as required to avoid stereotyping of reports and as significant improvement in construction occurs. The first step was the development of experimental forms identical to Form 297 in format which could be experimentally validated at the same time Form 297 was validated in operational use. This report describes the items which have been tentatively selected for six experimental alternate forms. These items have not been polished to final form since it has become apparent from reports on the use of Form 297 that considerable revision might be warranted.

DESIGN

Each alternate form was planned to be identical with Form 297 except for Sections II, III, and VII. However, for comparison of validation samples, three positively and two negatively phrased items from Section II of Form 297 were selected for inclusion in this section of each of the alternate forms; and five items were selected from Sections III and VII for inclusion in each of these sections in each alternate form.

A validation study is planned. This study requires a minimum sample of 1,000 cases, representative of all MOS's for each alternate form and Form 297. An external criterion is to be secured. The instruments described in this report are available after editing for such validation studies.

1/ From D/P and 1 to 223, File 210.31 dated 20 June 1947.

SELECTION OF ITEMS

The results of previous studies -- The Development and Analysis of Enlisted Man Description Form GDL-2 (EAS Report 719) and Obtaining Officer Preferences and Officer Characteristics Scale Values of Adjectives for Use in Construction of Items for the Biographical Information Blank (EAS Report 712) -- were used as a basis for selecting twelve positive and eight negative items for Section II of each alternate form. No preference or discrimination controls were exercised in grouping descriptive phrases, although selected items were judged most discriminative of efficiency for all classes of enlisted men. A first editing of the items has been made for clarity and understanding.

Sixty-five items in question form similar to those in Sections II and III of Form 277 were constructed. They were roughly classified into 11 categories according to the performance factor involved. Thirty representative items were selected, each to be used twice -- as a rater item and as an interview item in different alternate forms.

Listed below are the items chosen for the six alternate forms:

Form 277 Items duplicated in Section II (for Rater) of each alternate form.

1. Persistent in overcoming obstacles.
2. Commands respect of his fellow workers.
3. Strives for more knowledge and ideas.
4. Does not accept criticism.
5. Gives up easily when faced with difficulties.

Form 277 Items duplicated in Section III (for Rater) and in Section VII (for Interviewer) of each alternate form.

1. How well do you like having him work for you?
2. How well would he be able to do his job under current conditions?
3. How well would he do at the next higher grade?
4. How well does he meet unusual situations without emotional upset?
5. How well qualified is he to be a leader?

Twelve positive and eight negative items in Section II (for Rater) of each alternate form.

Form 277 Items 1

Positive Items.

1. Amiable and well or could easily learn to.
2. Can be trusted to do a good job.

3. Has great interest in military work.
4. Speaks well and expresses himself clearly.
5. Is very practical in his work.
6. Calm and even under pressure.
7. Considerate and kind.
8. Cooperative with everyone.
9. Fair in his dealings.
10. Believes in the Army way.
11. Self-assured and at ease.
12. Accurate in his work.

Negative Items

1. Thinks he is much better than other soldiers.
2. Stubborn; will not change his mind.
3. Too bluntery and dictatorial.
4. Complains without reason.
5. Nervous and high strung.
6. Will not accept and act on an order or command.
7. Uncouth in speech and personal habits.
8. Critical of his subordinates or co-workers.

ADDITIONAL DATA II

Positive Items

1. Has ability to organize work and men.
2. Takes pride in his work and outfit.
3. Lays into his duties wholeheartedly.
4. Can supervise others well or could easily learn to.
5. Learns rapidly and remembers it.
6. A clean-living, moral person.
7. Respected by superiors, co-workers, and subordinates alike.
8. Faithful to superiors.
9. Industrious and hardworking.
10. Reasonably popular and well-liked.
11. Aggressive and forward.
12. Completely trustworthy.

Negative Items

1. Has a tendency to be sarcastic.
2. Inclined to be impulsive.
- 3.egotistical and self-important.
4. Won't fault with anything.
5. Not up on Army regulations and orders.
6. Does only what he is told to do.
7. Careless and sloppy in the performance of his duties.
8. Physically and mentally lazy.

Alternate Form III

Positive Items

1. Inspires others to follow his suggestions.
2. Correctly analyzes most problems of his job.
3. ~~A very~~ thorough worker.
4. Takes initiative in doing his work.
5. Neat in appearance and dress.
6. Gives loyalty to supervisor.
7. Assumes responsibility without being told.
8. Direct, not two-faced.
9. Cooperative with all.
10. Is well mannered.
11. Correct in his decisions.
12. Is a morale booster.

Negative Items

1. Inclined to be lazy.
2. Slipshod and unreliable.
3. Is a "show off".
4. Unjust and prejudiced in his criticism.
5. Overbearing toward those with less Army training and experience.
6. Takes the path of least resistance.
7. Usually late to formation or his work.
8. Apt to show favoritism.

Alternate Form IV

Positive Items

1. Others like to work with him.
2. Gets his ideas across to others well.
3. Easily gets results in his work.
4. Shows moderation in his habits.
5. Calm and cool under strain or fire.
6. Loyal to subordinates and co-workers.
7. Very friendly and approachable.
8. Cooperates in a quiet way.
9. A tireless worker.
10. Is cordial.
11. Positive and ~~active~~.
12. Thoroughly dependable.

Negative Items

1. Apt to be moody.
2. Erratic and unreliable.

3. Personal selfishness hurts his service.
4. Believes he has the best solution to any problem.
5. Hates to be corrected.
6. Has no interest in his job.
7. Has a very unmilitary appearance.
8. Lacks ability to do his job.

Alternate Form V

Positive Items

1. Never lets an obstacle stop him.
2. Can organize work for himself and others.
3. Shows good judgment in his work.
4. Enthusiastic about his duties.
5. An able leader.
6. Clean-cut in appearance.
7. Entirely stable and dependable.
8. Sticks up for superiors and subordinates alike.
9. Capable and willing to assume responsibility.
10. Doesn't need boasting.
11. Has keen sense of humor.
12. Is tactful.

Negative Items

1. Usually quarrelsome.
2. Inclined to bluff.
3. Becomes angry if others question his decisions.
4. Doesn't give a hoot about the Army.
5. Alibis too much.
6. Has little or no pride.
7. Plays favorites to "yes men".
8. Can't seem to show or teach others.

Alternate Form VI

Positive Items

1. Knows how to handle men.
2. Has learned the jobs of others in his group.
3. Always looking for additional knowledge.
4. Carries his plans through to completion.
5. Has competence and ability.
6. Level-headed and even tempered.
7. Considers others at all times.
8. Liked by co-workers.
9. Always unselfish.
10. Knows the Army way.
11. Frank with associates.
12. Smart in dealing with others.

Negative Items

1. A grumbler and griper
2. Apt to pass the buck.
3. Has an exaggerated opinion of his abilities.
4. Assumes too much authority.
5. Has an alibi for every mistake.
6. Enthusiastic but not in the right way.
7. Domineering when he has authority.
8. Fails in his work but tries hard.

Five items for Section III and for Section VII of each alternate form

Alternate Form I

Section III for Rater

1. How well does he conform to Army life?
2. To what extent does he show initiative?
3. How well does he take orders and carry them out?
4. How well would he do in dangerous situations?
5. How well trained is he for his present job?

Section VII for Indorser

1. How would you rate him with others of his grade in soldierliness?
2. How easily can he spot the trouble when things go wrong?
3. How easy is he to lead?
4. How careful is he about his personal health?
5. How easily could he learn a technical specialty?

Alternate Form II

Section III for Rater

1. How would you rate him with others of his grade in soldierliness?
2. How easily can he spot the trouble when things go wrong?
3. How easy is he to lead?
4. How careful is he about his personal health?
5. How easily could he learn a technical specialty?

Section VII for Indorser

1. How well does he conform to Army life?
2. To what extent does he show initiative?

3. How well does he take orders and carry them out?
4. How well would he do in situations which are dangerous and /or difficult?
5. How well trained is he for his present job?

Alternate Form III

Section III for Mater

1. How well does he display the quality of a good soldier?
2. How well does he keep informed on new regulations or orders?
3. How well does he take discipline?
4. How careful is he about his dress and appearance?
5. How much does he dislike work in which he has to get his hands dirty?

Section VII for Interper

1. How well is he fitted for his career field?
2. How well does he finish a job down to the smallest details?
3. How well does he know Army regulations and orders?
4. How well does he do under pressure?
5. How well does he take care of his personal equipment?

Alternate Form IV

Section III for Inter

1. How well is he fitted for his career field?
2. How well does he finish a job down to the smallest details?
3. How well does he know Army regulations and orders?
4. How well does he do under pressure?
5. How well does he take care of his personal equipment?

Section VII for Interper

1. How well does he display the qualities of a good soldier?
2. How well does he keep informed on new regulations or orders?
3. How well does he take discipline?
4. How careful is he about his dress and appearance?
5. How much does he dislike work in which he has to get his hands dirty?

Alternate Form V

Section III for Rater

1. How well satisfied are you with the quality of his work?
2. How well does he take on the responsibilities of his job?
3. How well does he get along with other men in his group?
4. To what extent does he exhibit physical energy?
5. How loyal or faithful is he to his superiors?

Section VII for Interviewer

1. To what extent do you consider him qualified to become an officer?
2. To what extent does he waste time?
3. How well can he weigh facts and decide on a sound course of action?
4. How often do others look to him for the answer to a problem?
5. How would you like him as a friend?

Alternate Form VI

Section III for Rater

1. To what extent do you consider him qualified to become an officer?
2. To what extent does he waste time?
3. How well can he weigh facts and decide on a sound course of action?
4. How often do others look to him for the answer to a problem?
5. How would you like him as a friend?

Section VII for Interviewer

1. How well satisfied are you with the quality of his work?
2. How well does he take on the responsibilities of his job?
3. How well does he get along with other men in his group?
4. To what extent does he exhibit physical energy?
5. How loyal or faithful is he to his superiors?

Technicians:

Program Coordinator: Dr. E. A. Rindquist
Project Director: James H. Burke
Author of Report: James H. Burke