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MODERN VOLUNTEER ARMY

MVA/VOLAR EVALUATION PROJECT

**ANALYSIS OF MVA/VOLAR ACTIONS IMPACT
ON SOLDIERS' ATTITUDES
TOWARD THE ARMY AND ON RETENTION**

**FY '72 FINAL REPORT
VOLUME I: STUDY RESULTS**



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13. ABSTRACT The overall objective of the VOLAR Evaluation Project is to analyze the effectiveness of the MVA/VOLAR actions and to develop associated information for use both in refining the on-going program and in determining which actions are most appropriate for continuing application on an Army-wide basis. In support of this objective, System Development Corporation (SDC) conducted an analysis of the impact of MVA/VOLAR actions on soldiers' attitudes toward the Army and on retention. The study determined attitudes of soldiers toward various aspects of Army life, and toward the MVA concept and program. It also identified which MVA/VOLAR actions are having the most positive effects on attitudes and retention. Primary data sources were the MVA Evaluation Questionnaire administered to 48,000 officers and enlisted men, in-depth interviews, HumRRO VOLAR-71 follow-up studies, and the results of evaluations conducted by VOLAR-72 installations to determine which actions were most effective at their installation. Major conclusions of the FY'72 Final Report are: 1) the MVA/VOLAR concept is meeting with a quite favorable response; 2) the MVA/VOLAR Program is producing positive results, particularly among the under-two years service enlisted groups; 3) MVA/VOLAR actions having the greatest effect on attitude and retention are in the areas of job assignment, health care, civilian hire, pay benefits, and growth and education; 4) continuing innovation, experimentation, and evaluation is strongly indicated; 5) flexibility is required in implementing and structuring MVA/VOLAR actions to accommodate differences among installations.			

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ON SOLDIERS' ATTITUDES
TOWARD THE ARMY AND ON RETENTION

FY'72 Final Report
Volume I: Study Results

15 September 1972

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FOREWORD

This document summarizes the results of work accomplished by System Development Corporation under the terms of Department of the Army Contract DAHC19-72-C-0002, U.S. Army Research Office, for the Office of the Special Assistant for the Modern Volunteer Army. The Army Technical Monitors were LTC James J. Waldeck and Capt. Grant L. Fredricks, Office of the Special Assistant for the Modern Volunteer Army (OSAMVA). The contract performance period was for the period commencing 19 July 1971 and ending 15 September 1972.

In addition to the assistance provided by OSAMVA, material assistance in the conduct of this study effort was provided by command and staff personnel at the Army installations involved in the data collection activities and by the Army Office of Personnel Operations, Army Documentation Center, Army Publications Agency, and the Human Resources Research Organization. This report was prepared by the VOLAR Evaluation Project staff, System Development Corporation.

Gene E. Talbert
Project Manager

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GLOSSARY OF TERMS

PROGRAM TERMS

MVA (Modern Volunteer Army) Program - A program designed to expedite the development of a capably led, highly competent fighting force comprised of motivated, qualified volunteers.

Project VOLAR - An experimental project to determine which MVA/VOLAR actions are most appropriate for continuing application on an Army-wide basis through limited trials at selected VOLAR posts.

MVA/VOLAR Actions - Actions designed to promote the achievement of MVA objectives; some such actions have been implemented on an Army-wide basis and others on an experimental basis at one or more VOLAR installations.

MVA/VOLAR EVALUATION STUDIES

Installation-level - Evaluations conducted by each VOLAR-72 installation to determine effectiveness of MVA/VOLAR actions at that installation.

Army-wide - Evaluations conducted by System Development Corporation concerning the impact of MVA/VOLAR actions on attitudes and retention at both VOLAR-72 and non-VOLAR installations.

VOLAR-71 Follow-up - Evaluations conducted by HumRRO to determine changes in attitudes and retention intent over time and in different Army environments through follow-up studies of a set of soldiers involved in the initial VOLAR-71 experiment.

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Cost/Effectiveness - Comparative cost/effectiveness evaluations of MVA/VOLAR actions being conducted by the Research Analysis Corporation.

MVA/VOLAR INSTALLATION DESIGNATIONS

VOLAR-71 Posts - The three CONUS posts (Forts Benning, Carson, and Ord) which comprised the initial set of VOLAR experimental posts in FY'71. (Fort Bragg was added to this set at a later date; Forts Jackson and Knox served as VOLAR-71 control posts.)

VOLAR-72 Posts - The posts (13 in the continental US, 3 in USARAL, 2 in USAREUR, and 2 in USARHAW) which comprised the set of VOLAR experimental posts in FY'72 (this set includes the set of VOLAR-71 posts).

Non-VOLAR Posts - The world-wide set of Army posts and units excluding VOLAR-72 posts and SEA.

ARMY-WIDE SURVEYS

Survey A - MVA Questionnaire administration in December 1971, at both VOLAR and non-VOLAR posts.

Survey B - MVA Questionnaire administration in March 1972 at both VOLAR and non-VOLAR posts.

Survey C - MVA Questionnaire administration in June 1972 at VOLAR posts only.

MEASUREMENT INDICES: MVA QUESTIONNAIRE

Composite Attitude Scores - The average percent of positive responses to 19 attitude items.

Career Intent - The percentage of respondents indicating that they plan to stay in the Army or are uncertain.

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Change in Opinion - The average response on a six-point scale indicating the direction and magnitude of change in the soldier's opinion of the Army during the past year.

Percent Noticing Change - The percentage of the respondents who indicated that they had noticed a change in a given MVA/VOLAR action area.

Overall Effect - The average overall effect of each change noticed on a scale of 1 to 5 which reflects the perception ("good", "bad", "neither") and retention impact ("stay", "leave", "no effect") of the MVA/VOLAR action referenced. (The response combination of "noticed/bad/leave" was assigned a value of 1; "noticed/good/stay" was assigned a value of 5; and appropriate intermediate values were assigned to the other response combinations.)

Percent "Good" Reaction - The percentage of respondents who, having noticed a change in an MVA/VOLAR action area, indicated that it was "good".

Percent "Stay" Effect - The percentage of respondents who, having noticed a change in an MVA/VOLAR action area, indicated that it would have a positive influence on their reenlistment or extension decision.

STATISTICAL TERMS

Level of Significance - The probability that the observed difference between two groups (or within groups over time) is due to chance, i.e., to sampling error, rather than to a real difference between the groups; for example, a .01 level indicates that the probability that an observed difference of a given amount can be attributed to chance is less than one in one hundred.

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Correlation - A measure of the degree of relationship between two sets of measures; the coefficient of correlation can range from 1.0 (indicating a one-to-one correspondence) to 0.0 (indicating no relationship) to -1.0 (indicating a completely inverse or negative relationship).

Rank-order Correlation - A correlation coefficient based on the assignment of ranks to measurement scores and determining the relationship between the ranks thus obtained rather than between the actual measurement scores.

Median - The middle score in a distribution, i.e., the point that divides the group into halves.

Significance - The extent to which an observed difference (or relationship) between two measures represents a real (i.e., not due to sampling error) difference. (Note: While a difference may be statistically significant, it may not be significant in the practical sense.)

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I. STUDY OVERVIEW AND SUMMARY OF FINDINGS

A. OVERVIEW

The overall objective of the VOLAR Evaluation Project, which was being conducted within the framework of the Modern Volunteer Army (MVA) Program, was to systematically analyze the effectiveness of MVA/VOLAR actions, and to develop associated information for use both in refining the on-going program and in determining which actions are most appropriate for continuing application on an Army-wide basis.

In support of this objective, an analysis of the impact of MVA/VOLAR actions on soldiers' attitudes toward the Army and on retention was conducted by System Development Corporation (SDC) during the FY'72 evaluation period. The specific objectives of the SDC study were to:

- Determine the attitudes of soldiers toward various aspects of Army life and to identify changes in these attitudes over time.
- Determine whether attitudes toward the MVA concept and programs are changing over time.
- Determine which MVA/VOLAR actions are having the most positive effects on attitudes and on retention.
- Identify action areas which are having the greatest effect on strengthening professionalism and improving Army life.
- Determine the relative influence that wives' attitudes toward various conditions associated with the Army life will have on the soldiers' reenlistment/extension decision.

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In addressing these objectives, SDC used as its primary data sources:

1) the responses of officers and enlisted men to the MVA Evaluation Questionnaire, 2) results of in-depth interviews conducted at VOLAR-72 installations, 3) descriptions and observations of MVA/VOLAR actions implemented at VOLAR-72 installations, 4) documented results of VOLAR-71 evaluation follow-up studies conducted by HumRRO to determine the impact of actions over time and in different Army environments, and 5) documented results of evaluations conducted by VOLAR-72 installations to determine the effectiveness of specific actions at particular installations. Thus, the purpose of this report is to provide an integrated summary of current findings concerning attitudes toward the Army and the effect of MVA/VOLAR actions.

The MVA Evaluation Questionnaire (which contains approximately 190 items concerned with demographic characteristics, attitudes, perception and impact of MVA/VOLAR actions, and wives' attitudes toward certain aspects of Army life) was administered to a random sample of approximately 450 enlisted men and 50 officers at each of the VOLAR-72 posts and to a 1% Army-wide sample at non-VOLAR posts in December 1971. A second similar survey was accomplished in March 1972 and a third survey was made at the VOLAR-72 posts in June 1972. Each of the surveys resulted in an average return of approximately 8,000 to 9,000 responses from the set of VOLAR-72 posts and a similar number from the non-VOLAR set. Altogether, the responses of approximately 48,000 officers and enlisted men were analyzed. Similar post-specific surveys were conducted at periodic intervals by each of the VOLAR-72 posts utilizing survey instruments developed by their evaluation staffs.

Analyses were made of the responses of the various groups to determine similarities and differences among major grouping (e.g., VOLAR versus non-VOLAR) and subgroupings (e.g., under-two versus over-two years service

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length) in attitudes and MVA/VOLAR action effects. While primary emphasis was placed upon the analysis and interpretation of MVA Questionnaire survey data, the resulting findings were conditioned by associated findings stemming from complementary analysis efforts (e.g., installation-level evaluations and in-depth interview results).

This report is divided into Volume I, Study Results (this volume) and Volume II, Data Annex. Volume I is composed of four sections and an appendix. Section I contains this overview, subsection B, a summary of findings, subsection C, SDC's conclusions, and subsection D, our recommendations for future direction of the MVA Program. A more detailed description of methodology and of sample sizes and characteristics are presented in Section II of this report; findings concerning attitudes and attitude trends are detailed in Section III; and findings concerning MVA/VOLAR action effects are shown in Section IV. The Appendix contains supporting data summaries (e.g., MVA/VOLAR actions descriptions, MVA Questionnaire data summaries by major survey groupings and survey periods). Volume II, Data Annex, presents detailed installation-specific data (e.g., listings of MVA/VOLAR actions implemented at particular VOLAR-72 installations and post-specific responses to MVA Questionnaire items) together with in-depth interview results, summaries of installation-level findings concerning specific MVA/VOLAR action effects, and a copy of the MVA Evaluation Questionnaire.

B. SUMMARY OF FINDINGS

1. Demographic Characteristics of Survey Samples

a. The characteristics of the survey samples generally parallel those of U.S. servicemen as reported in "Profile of the U.S. Serviceman"* dated 23 June 1971, in terms of age, percent married, education level, etc. However, the percentage of enlisted men who had completed high school was somewhat lower (75% for the survey samples versus 85% for the "Profile" set).

*See Bibliography, reference 21.

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b. There were significant differences between the VOLAR and non-VOLAR enlisted samples with regard to certain of these characteristics. For example, the non-VOLAR set was approximately one year older with associated differences in related characteristics (higher average grade, service length, etc.). Also, both groups (VOLAR and non-VOLAR) showed an increase of approximately one year in average age with commensurate changes in related characteristics between the first and second surveys. Several of the individual VOLAR-72 installations showed major changes in the demographic characteristics of the samples over the three survey periods. In some instances, such changes were due to major shifts in the composition of the post population that accompanied mission changes (e.g., reduction/elimination of basic training mission) or major unit deployment; in other instances, changes were due to differences in sample selection (e.g., to accommodate follow-up study requirements).

c. Such differences between groups (and changes within groups over time) may obscure real differences in attitudes and in MVA/VOLAR action effects or account for certain observed differences and apparent changes. To partially compensate for the confounding effect of these demographic differences, the survey samples were further partitioned into under-two and over-two years service length groups in the analyses of attitudes and action effects.

2. Attitudes

Three primary measures of attitudes were employed in the analysis of MVA Questionnaire responses: Composite attitude scores based on the percentage of positive responses to 19 attitude items; expressed reenlistment intent based on the percentage of "stay" and "uncertain" responses; and changes in opinion of the Army based on responses indicating the direction and magnitude of such changes on a six-point scale.

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a. Overall, the most favorable attitudes are held by officers in the over-two years service group (averaging 79% positive in composite attitude scores), followed by the enlisted over-two (63 to 64% positive), officer under-two (62% positive), and enlisted under-two (41 to 44% positive) groups. There were no significant changes in these composite attitude scores for any of the groups over the three (two for non-VOLAR) survey periods although the VOLAR over-two years groups show an upward trend.

b. In terms of VOLAR/non-VOLAR comparisons, the attitudes of enlisted men in the VOLAR under-two years service group are significantly more positive (averaging 3% higher in composite attitude scores) than those of the comparable non-VOLAR group. For the other groups (enlisted over-two, officer over-two, and officer under-two) there are no significant differences between the VOLAR and non-VOLAR sets.

c. There are considerable differences among the VOLAR-72 posts in the attitudes of the associated enlisted personnel. While the average composite attitude score for the VOLAR-72 under-two group as a whole is 44%, the interpost range is from 30 to 60%; for the over-two group, the average is about 65% with a range from 48 to 73%. While there were sizable (but not statistically significant) changes in the attitudes of the under-two years enlisted personnel at several of the posts, the relative ranking of the posts on the basis of composite attitude scores remained relatively stable over the three survey periods. Those posts which rank highest in composite attitude scores of the under-two group also tend to rank highest in reenlistment intent. Two of the three initial VOLAR-71 posts (Forts Benning, Carson, and Ord) ranked at or near the top in both attitude and reenlistment intent on all three surveys.

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d. The reenlistment intent of personnel in the under-two years service group at VOLAR-72 posts is significantly greater than at the non-VOLAR posts and even higher for the VOLAR-71 posts. As shown in Figure 1.1, comparison of trends from February 1971 to March 1972 shows a significant increase in reenlistment intent (based on the percentage of "stay" plus "uncertain" responses) on the part of the under-two groups for all three of the post (VOLAR-71, VOLAR-72, and non-VOLAR) groupings; the increase for the VOLAR-71 set was 33% (up from 13% in February 1971 to 46% in March 1972), 19% (from 15% to 34%) for the VOLAR-72 set, and 7% (from 15% to 22%) for the non-VOLAR group. In the June 1972 survey, the upward trend (to 36%) continued at the VOLAR-72 posts while there was a slight decrease (to 44%) for the VOLAR-71 set.

As also shown in Figure 1.1, the over-two years service groups show a slight upward trend in reenlistment intent from February 1971 to March 1972 with no major differences among the three by-post groupings. For the March 1972 to June 1972 period, the VOLAR-72 posts show a continuation of this trend while the VOLAR-71 set shows a significant increase. For the officer sets, there were no major differences among the three post groupings; officers in the Voluntary Indefinite/Regular Army (VI/RA) group show a slight upward trend over the February 1971 to March 1972 period; those in the Obligated Tour (OT) group show no consistent trend.

e. Changes in opinion of the Army (Figure 1.2) show a significant upward trend for both VOLAR and non-VOLAR enlisted personnel in the under-two years service group but with the VOLAR-72 group being higher than the non-VOLAR group and the VOLAR-71 set being even higher. For the over-two years enlisted groups, there has been a slight decrease in opinion of the Army with no major differences among the three by-post groupings.

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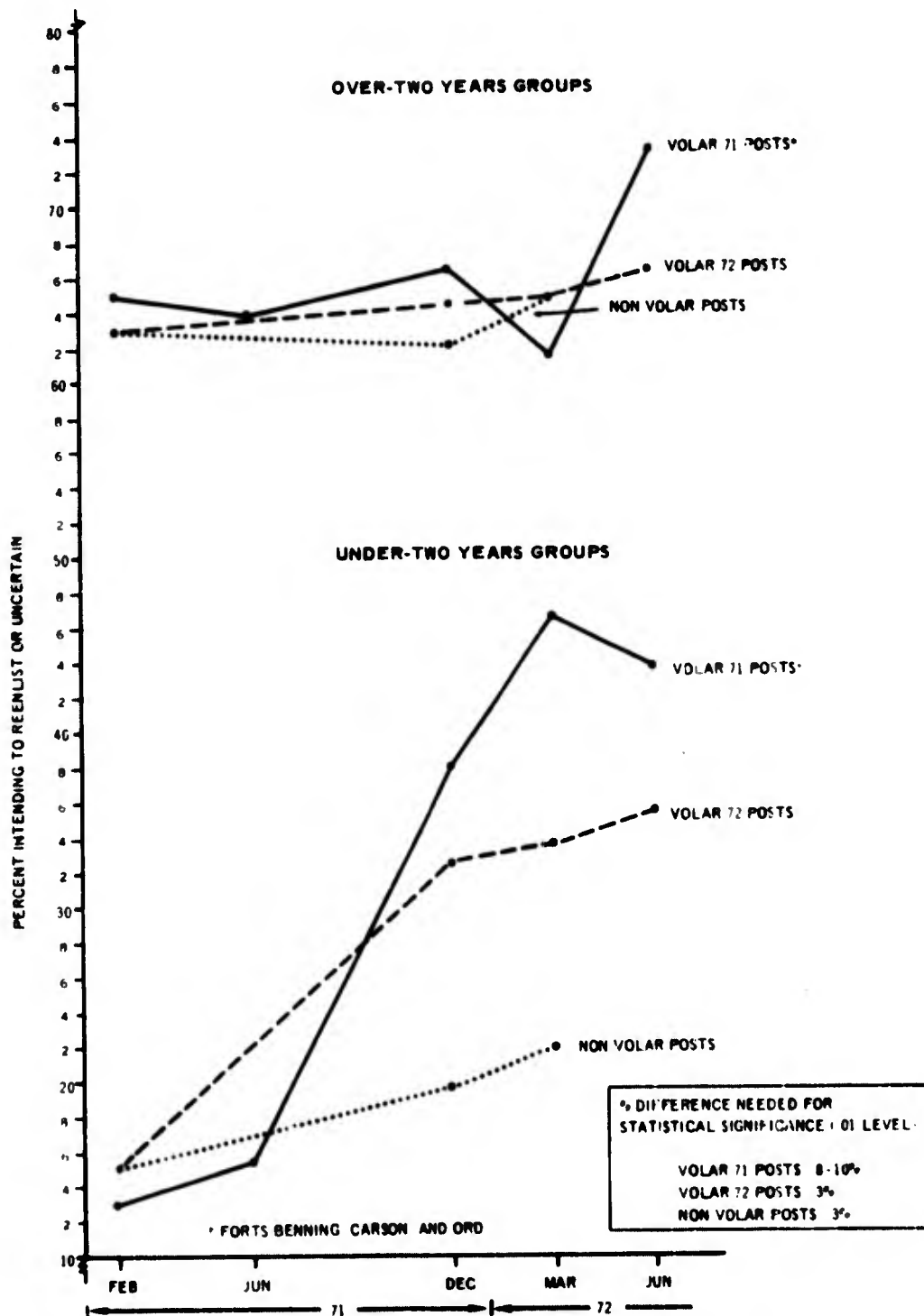


Figure 1.1 Trends in Intention to Remain in the Army: Enlisted Personnel

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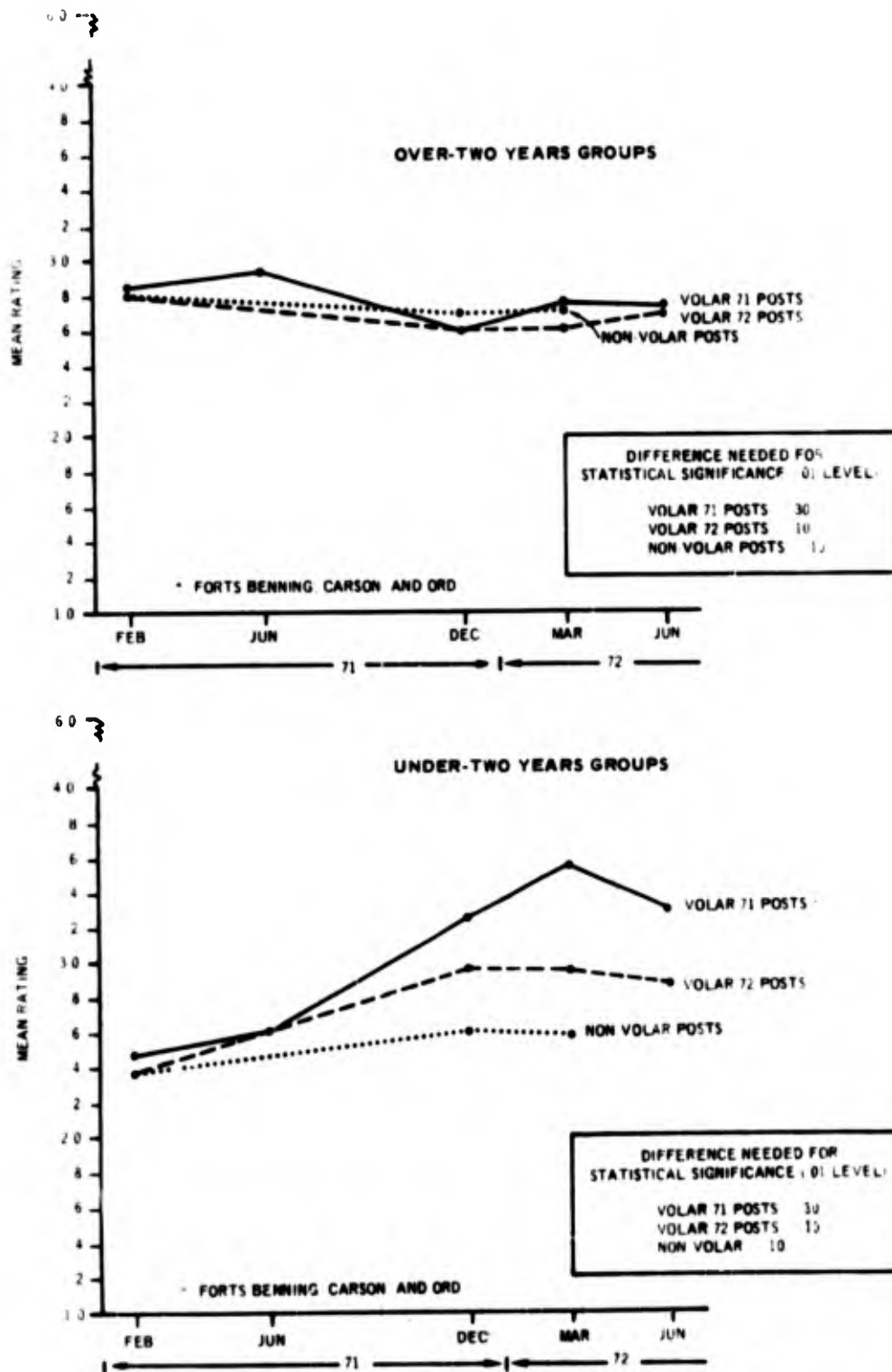


Figure 1.2 Change in Opinion of the Army: Enlisted Personnel

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f. As indicated in the majority of the installation-level evaluations and in-depth interview results, the MVA/VOLAR concept continues, on the whole, to be gaining widespread acceptance and meeting with a generally quite favorable response. Some of the major reservations expressed are in terms of an apparent lack of understanding of MVA programs, plans, and objectives on the part of a fairly large segment of the target population; delays or differences between announced intent and actual implementation which have produced some degree of disenchantment; desired changes which are not within the scope of the resources and prerogatives of the local commander; an emphasis upon "visibility" and immediate action which has resulted in monies being allocated to low priority areas; and a great amount of turbulence during the year (e.g., in terms of congressional and DA actions, troop reductions and redeployment, and associated uncertainties) which detracted from the overall acceptance and success of the program. Of particular note was the general consensus that many of the more effective actions to date have been in the low or no-cost (e.g., policy changes) area.

3. MVA/VOLAR Actions Effects: Overall Comparison

For analysis purposes, the various types of MVA/VOLAR actions implemented at the VOLAR-72 posts were grouped into 23 categories, generally paralleling those described in the MVA Master Program with reference to the three major action classes of Professionalism, Army Life, and Accessions. Responses to MVA Questionnaire items, in-depth interview results, and installation-level findings served as principal data sources in assessing the overall and comparative impact of the various types of actions on attitudes and career intent.

a. Action areas in which changes were noticed most frequently are primarily in the areas of Civilian Hire, Hours of Work, Opportunity for Growth and Experience, Mess Halls, Health Care, and Personal Services. However, there were wide variations within these categories; for example,

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60% of the enlisted men indicated that they had noticed a change in food choice while only 44% had noticed any change in the "rush and hurry" in the mess halls. Similarly, there was a wide range with respect to the total set of actions; for example, 30% of the enlisted men indicated that they had noticed a change in job location choice while 70% had noticed a change in drug and alcohol aid. Not all changes noticed (e.g., change in PX prices) were associated with MVA/VOLAR actions.

In general, the percentages noting a change in a given area were relatively constant over the survey periods. Also, the percent noticing such changes were quite similar for the VOLAR and non-VOLAR groups with the greatest differences occurring in the Army Life class (i.e., in Mess Halls, Health Care, Personal Conveniences, etc.), reflecting areas of emphasis at the VOLAR-72 posts. While the percentage noticing a change was generally 10 to 15% higher for the over-two years enlisted group than for the comparable under-two group, changes in certain areas (Barracks Housing, Entertainment and Recreation, and Pay and Benefits) were noticed with a relatively higher frequency by the under-two group.

b. Actions having the greatest overall effect on attitudes and on retention are primarily in the areas of Civilian Hire, Job Assignment, Opportunities for Growth and Experience, Health Care, and Pay and Benefits; those in the bottom quarter are primarily in the area of Dignity and Respect (e.g., public's reaction, waiting in lines, and how rules enforced). Of the 88 types of actions addressed by the MVA Questionnaire, those having the most and least (top and bottom ten) positive overall effect on VOLAR enlisted personnel are shown in Table 1.1.

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Table 1.1 Actions Having Most and Least Positive
Overall Effect: Enlisted Personnel

	<u>Top Ten</u>			<u>Bottom Ten</u>		
	<u>M</u>	<u>% Good</u>	<u>% Stay</u>		<u>M</u>	<u>% Good</u> <u>% Stay</u>
Continue Educ.	4.3	91	46	How Inspec. Used	3.1	50 17
Retirement Benefits	4.2	82	50	Service Clubs	3.0	44 11
Travel & Exper.	4.1	84	45	Barracks Comfort	3.0	49 13
Civilian KP	4.1	86	32	Evening/Weekend Duty	2.9	45 18
Plan Own Future	4.0	79	43	Complaints Action	2.9	41 15
Free Law Aid	4.0	82	32	Discrimination Amt.	2.8	38 13
Own Boss Amount	3.9	79	36	How Rules Enfor.	2.7	36 11
Cmdr's Open Door	3.9	81	26	Waiting in Lines	2.6	38 11
Civilian Labor	3.9	81	31	Public's Reaction	2.5	29 10
Dental Conv.	3.9	78	33	PX Prices	2.5	25 7
Median (88 Items)	3.6	66	24		3.6	66 24

Notes:

1. Based on June 1972 survey data.
2. M = average overall effect on a scale of 1 to 5; a difference of .1 is significant at .01 level.
3. % Good = percentage indicating changes noticed was good.
4. % Stay = percentage indicating changes noticed would have a positive impact on retention.
5. For % entries, a difference of 3% is significant at .01 level.

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c. Actions which have a high impact on attitudes but a relatively low impact on retention are found primarily in areas concerned with personal activities, preferences, and conveniences. These include beer availability, drug and alcohol aid, PX goods and services, transportation services, and entertainment and recreation.

d. Actions concerned with Job Assignment, Work Conditions, Hours of Work, and Leadership and Supervision have a high impact on retention but a relatively low impact to date on attitudes, indicating that these areas require additional emphasis.

e. For the majority of the action areas, consistent results were obtained from survey period to survey period with most areas showing a slight increase in positive reception but with the relative rank ordering of the areas remaining quite stable. A major exception was that of actions in the Entertainment and Recreation category which showed a general decrease in positive reaction, possibly due to accustomization and a reassessment of priorities on the part of the target population.

f. The relative effect of actions in a given area were generally quite similar for both under-two and over-two years service personnel but with reactions of the over-two sets (both enlisted and officer) being somewhat more positive (averaging 8% higher in "good" responses and 5% higher in "stay" responses). Areas in which the VOLAR set showed a significantly more favorable reaction than the non-VOLAR set were primarily in the Army Life class, and particularly in the Personal Conveniences (e.g., laundry, telephones, and transportation services) and Entertainment and Recreation areas.

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g. With reference to areas of particular concern to married personnel, the results of the three surveys were practically identical: family separation and health care for dependents have the greatest influence on decisions to remain in or leave the Army for both officer and enlisted personnel. Wives' feelings about family disruption, station location, health care, and pay and benefits also have a large impact on these decisions; those concerning personal services and conveniences, interpersonal relations, and leisure time activities have the least impact.

4. MVA/VOLAR Action Effects: Professionalism Class

a. Civilian Hire Actions. Civilian KP and civilian labor are among the most promising actions for Army-wide implementation in terms of both impact on attitudes and retention effect. The effectiveness of these actions appears to be increasing over time and have a relatively higher impact on the under-two years service enlisted group than on the over-two group. Potential benefits from civilian KP are only partially realized when implementation is on a less than post-wide basis. Civilian hire for semi-military duties (e.g., post security) has a less favorable impact on attitudes and retention than do other types of actions in this category.

b. Use of Labor-Saving Devices. While not addressed directly by the MVA Questionnaire surveys, installation-level reports indicate that actions in this area are well received and have a beneficial effect in terms of morale, efficiency, and increasing availability of soldiers for primary mission performance. Preliminary cost/effectiveness ratios (expressed in terms of device costs and man-hour savings) suggest that actions in this area be continued and perhaps increased.

c. Economizing on Ancillary, Nonmilitary Duties. Overall, continued actions in this area are viewed as very important to the achievement of MVA objectives. Such actions contribute to the efficiency and professional image

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of the Army, increase the availability of resources for primary mission performance, and contribute to more positive attitudes by reducing a major source of irritants to the soldier.

d. Job Assignment: Choice and Relevance. Actions in this category generally rank quite low in terms of percentage noticing changes but very high on potential impact on retention. The more effective actions to date have been those concerned with location preference, unit of choice, and stabilized tours. Actions concerned with job/man matching (consideration of training, experience, and job preferences) have had less of an impact, indicating that continued and increased attention to this area is in order.

e. Work Conditions. Changes in this area have been generally well received but the overall effect on attitudes and retention has been only moderate. Actions having the highest impact are those which increase the soldiers' feelings of belonging, of having adequate administrative and logistic support, and of having a worthwhile and meaningful job to perform rather than those dealing with physical conditions of work per se. For example, changes in training methods and techniques with emphasis upon performance-oriented instruction, upgrading capabilities of instructors, and increased focus on primary mission and unit-centered training were among the more effective types of actions in this category.

f. Hours of Work. Changes in this area have been generally well received and have a considerable impact on both attitudes and retention. The more effective actions to date have been the five-day work week and compensatory time off for overtime; major changes in weekend/evening duty requirements have been precluded by mission requirements and current transitions in force structure at many of the installations and have had less of an impact.

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g. Opportunity for Growth and Experience. Together with certain actions in the Civilian Hire, Health Care, and Pay and Benefits categories, actions in this area rank at or near the top of all actions in terms of positive reaction and impact on retention for both enlisted and officer personnel. While a variety of educational and self-development programs have been implemented at various VOLAR-72 posts, all such actions appear to have an almost uniformly high impact. The positive reaction to these programs has increased over time, reflecting a high and continuing interest in self-improvement and education on the part of the majority of the soldiers. One exception in this area was a decrease in positive response to "opportunities for advancement" on the part of the officer group, indicating a perceived decrease in such opportunities.

h. Leadership and Supervision. While viewed as an extremely important area, the overall effect of changes have been only moderate but with certain actions having a greater impact than others. Those concerned with supervisory support of a job performance and with being treated as a responsible person have had a relatively high impact; those concerned with respect by and for superiors and performance recognition have had a more moderate impact; and those concerned with treatment on the job and superiors' attitudes rank quite low. While a number of the installations report a highly favorable response to and successful results from actions in this area, it is suggested that the full benefits from such actions have not been realized to date. Findings at all levels of evaluation indicate that actions in this area should be continued and amplified.

5. MVA/VOLAR Action Effects: Army Life Class

a. Dignity and Respect. Actions in this area tend to be noticed by the soldier and to impact strongly on attitudes, although the retention impact for certain of these is relatively low. Actions concerned with increases in personal freedom and trust (e.g., removal of travel restrictions, elimination of bed-checks, and sign-in/sign-out procedures) are the most effective

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types of actions to date in this category, particularly for the under-two years service group. Those concerned with rules enforcement, waiting in lines, inspections, discrimination, and public's reaction have been less effective, indicating that more attention is needed in these areas.

b. Voice in Policy. Actions in this area which provide for access to, and active participation in, the decision making and problem solving process are among the more effective actions in the Army Life class in terms of impact on attitudes. Actions which provide direct access (e.g., commander's open door policy and hot lines) are more effective than those providing intermediate access (e.g., through councils). The response to resultant action taken on complaints is quite low, indicating that continued action in this area is needed.

c. Barracks Housing. Barracks improvements ranks quite high among changes indicated as being most important by personnel directly affected. While a variety of such actions have been initiated, findings to date concerning their impact are somewhat tentative, due in part to only partial implementation of planned changes at several installations as a consequence of construction lead-time requirements. Also, the response to changes has been mixed, particularly when the anticipated changes were slow in being accomplished or the results less than expected. However, it is generally indicated that changes to date concerning barracks comfort, conveniences, and privacy have a moderate to high impact on attitudes but a relatively low impact on retention; personal property safety is an area of major concern in which actions to date have been somewhat less than successful in accomplishing the desired degree of overall improvement.

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d. Mess Halls. Changes in food programs are highly visible and have an immediate impact on a large segment of the enlisted population. While such changes are quite favorably received, they have a relatively low impact on retention. Particular actions having the greatest impact are those concerned with food choice (e.g., short-order lines and beverage availability) and mess hours (i.e., extended hours of operation, particularly during weekends and evenings). However, there has been some decline in the impact of these actions as the soldiers become more accustomed to them. An area meriting more attention is that of "rush and hurry" in the mess halls as perceived by the lower grades.

e. Health Care. Actions in this area rank among the top MVA/VOLAR actions in terms of impact on attitudes and retention. The one exception is with regard to drug and alcohol abuse programs which, while ranking high in effect on attitudes, has a relatively low impact on retention. The retention impact of actions in the Health Care category is considerably higher for married than for single personnel. While actions must be tailored to fit the needs and conditions at each installation, the uniformly favorable response to such actions indicates the desirability of continued and amplified actions in this area.

f. PX and Commissary. PX and Commissary services are cited as an attraction of Army life but also as an area in which improvements are needed. The overall reaction to changes noted to date is generally moderate and the retention impact is relatively low, although somewhat higher for the higher grades and married personnel than for the lower grades and single personnel. Actions to date bearing on the quality and range of goods and services, hours of operation, and customer treatment have been well received while expanded services through mobile PX and commissary trucks have met with varying degrees of success from one installation to another. Changes noticed in PX and commissary prices have generally been negatively received, reflecting the influence of continuing inflationary trends.

g. Personal Conveniences. The impact of actions in this category has varied widely as a function of the type of actions taken at a particular post coupled with the prior existing conditions and priority of soldiers' needs at that post. For example, installation of washers and dryers in the troop areas have been well received by the soldiers directly affected while general improvements in laundry facilities and services have generally been less positively received. Overall, the reaction to changes in this area have been quite favorable but the retention impact has been relatively low. The more effective actions have been those concerned with expanded transportation services (both on and off post) and with facilities directory/information services; however, other types of specific actions such as guest housing, free sewing services, and laundromats in troop areas have been well received at particular installations.

h. Reception and In/Out Processing. While the overall impact of actions in this area is moderate to low, the reactions obtained at some of the installations indicates that the potential impact on attitudes and morale can be quite high, particularly for married personnel. Actions in this area having the more positive effects include one-stop processing centers and welcome centers (and related activities such as welcoming committees, orientation programs, and sponsorship programs) which reduce the disruptions associated with relocations. The general level of dissatisfaction with conditions in this area indicates that continued and increased emphasis upon such actions is needed.

i. Entertainment and Recreation. Actions in this area have been generally well received and have a relatively greater impact for the lower enlisted grades; however, following an initial enthusiastic reception, such actions have tended to show a decline in the degree of positive response accorded them. The impact on retention is quite low and in keeping with the relatively low importance rating attached to such actions by soldiers at a number of the installations. Overall, the findings would indicate that the

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general availability of entertainment and recreation both on-post and in surrounding communities at most locations is such that this area is not one of primary concern to most personnel. However, when tailored to meet particular needs or perceived deficiencies, such actions have been favorably received and serve as visible evidence of the Army's concern for the overall well-being of the soldier.

j. Personal Services. Overall, actions in this category concerned with tax assistance, personal problem aid, and free legal aid are quite high in percent noticing the changes. Such actions generally have a relatively high impact on attitudes and a moderate impact on retention with free law aid being the more effective of these actions to date. At the same time, there appears to be a high level of satisfaction with the current facilities and services provided in certain of the personal services areas such as those concerned with religious services and a commensurate low level of impact of additional improvement actions. The general category of Personal Services is one of the few areas in which the Army can, and in most instances does, provide services superior (in terms of conveniences and availability to the average person) to those offered by the civilian community. With continued emphasis, particularly through programs designed to increase awareness as to the availability of these services, it is anticipated that the impact of such actions may increase considerably.

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k. Dependents Programs. Actions in this area are primarily designed to augment actions taken in other areas (e.g., family housing, health care, personal services and conveniences, etc.) which impact on the dependent population. Due to their ancillary nature and relatively low importance rating, the augmentation-type actions taken to date (e.g., upgrading playgrounds, expanding access to post facilities, driver education programs, and community services) have had a relatively low impact. However, localized success is reported for actions which address specific deficiencies at particular installations.

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1. Family Housing. This area is viewed by a large percentage of the married soldiers and their dependents as one of critical concern in which substantial improvement actions are required. MVA/VOLAR actions implemented during FY'72 in this area were generally limited to maintenance and service-type actions at selected locations. Major construction projects are planned and in some instances commenced but have not advanced to a point where an evaluation of their impact is possible at this time. Service-type actions to date (quarters maintenance, housing referral services, grounds and roads maintenance, etc.) have generally been well received and viewed as a step in the right direction. The free quarters cleaning experiment at Fort Benning was viewed as particularly effective in terms of its impact on morale and reduction in costs, time, and disruptions which normally confront the departing family.

m. Pay and Benefits. Actions in this area are among the most effective types of actions both in terms of impact on attitudes and on retention. Of the three major types of actions considered in this area (pay increases, reenlistment bonuses, retirement benefits), pay increases have had a similar impact on all soldiers; reenlistment bonuses have had a relatively higher impact on the under-two years service group than on the over-two years service group; and retirement benefits have had a higher impact on the over-two group (however, the response to this latter type of actions showed a considerable increase in impact on the under-two group over the three survey periods). Various incentive award programs implemented at some of the VOLAR-72 posts were found to be favorably received in that they provide a means whereby commanders can provide recognition for outstanding performance in an immediate and tangible manner. While changes in Pay and Benefits implemented to date have had a major positive impact on attitudes and retention, continuing attention and action is required to offset current and future inequities between the military and civilian communities.

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6. MVA/VOLAR Action Effects: Accessions Class

a. Reserves. The impact of actions in this area was not addressed in the current set of evaluations.

b. Recruiting. Actions designed to support recruiting efforts and to promote reenlistments were implemented at a number of the VOLAR-72 installation. Among such actions, programs emphasizing unit of choice enlistment and reenlistment have been well received and quite successful at the several installations which have stressed or emphasized these programs. A major factor in the success of such programs at the installation level is the involvement in, and feeling of responsibility for, such efforts on the part of the individual soldier. Limited use of cash incentives (contribution to unit funds) to promote such interest and involvement has had a very limited impact.

C. CONCLUSIONS

1. The MVA/VOLAR concept is, on the whole, gaining widespread acceptance and meeting with a generally quite favorable response.

a. With few exceptions, the installation-level findings indicate a favorable reaction on the part of the target populations to the MVA concept and associated program actions. Over time, the response is increasingly more favorable. Resistance to the program has not materialized to any substantial degree; very few adverse affects on morale and mission performance are reported with the benefits generally far exceeding any undesirable side effects.

b. Primary reservations are expressed in terms of a general lack of understanding as to overall MVA/VOLAR objectives and plans on the part of a large segment of the target population, a disagreement on priorities,

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disillusionment when promises exceed results, and some skepticism concerning the achievement of the goal of an all volunteer Army in the near future.

2. The MVA/VOLAR Program is producing positive results, particularly among the under-two years service enlisted groups.

a. The under-two enlisted groups show a significant positive increase in both opinion of the Army and in reenlistment intent at both VOLAR and non-VOLAR posts. (While the over-two years enlisted groups and VI/RA officer groups show a slight increase in career intent, the over-two years enlisted groups shows a slight decrease in opinion of the Army.)

b. The response to MVA/VOLAR actions is generally quite favorable; the majority of such actions have been well received both in terms of positive impact on attitudes and on retention.

3. Posts involved the longest and most intensively in the program show the most favorable results.

a. The attitudes, opinion of the Army, and reenlistment intent of under-two years service enlisted personnel are significantly higher at VOLAR posts than at non-VOLAR posts.

b. As a set, the three initial VOLAR-71 posts show even more favorable results with two of these posts ranking at or near the top among the VOLAR-72 posts set in terms of attitudes, opinion of the Army, and reenlistment intent.

4. Inter-post differences indicate a high potential for continuing improvement.

a. MVA/VOLAR action areas in which concerted efforts have been made by the VOLAR posts generally show more favorable results at these posts than at the non-VOLAR posts.

b. Differences among the VOLAR posts in the response to particular types of actions indicates that many of these actions have a considerably higher potential than has been realized to date (due in part to differences in resources, experimental emphasis, specific actions taken, and implementation schedules).

5. A tentative basis for selecting among MVA/VOLAR actions has been established.

a. Certain types of actions (e.g., growth and education, pay and benefits, health care) have a high positive impact on both attitudes and retention.

b. Others (e.g., civilian hire) have a high impact on attitudes and a more moderate impact on retention.

c. Still others (e.g., entertainment and recreation) have a high initial impact on attitudes but a low retention impact.

d. Actions in the Professionalism class are generally higher in retention impact than those in the Army Life class.

e. Within action areas, some types of action are more effective than others. For example, "civilian KP" actions are more effective than "civilian guard" actions in terms of impact on attitudes and retention.

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f. The impact of a given type of action may vary as a function of the demographic characteristics (marital status, service length, grade, etc.) of the target population and the particular needs and conditions at a given installation.

6. While certain actions are clearly superior to others, a balanced program encompassing most, if not all, of the current categories of action is needed.

a. Actions in some areas (e.g., barracks housing) have had a relatively low overall impact to date, due in part to limited resources, scope of authority at the installation level, and implementation lead-time requirements. For such areas, increased emphasis rather than exclusion is indicated if MVA objectives are to be achieved.

b. Accordingly, it is suggested that the most promising actions in each of the categories addressed in the current evaluation be considered as proper candidates for emphasis and continuation.

7. Continuing innovation, experimentation, and evaluation is strongly indicated.

a. The potential range of innovative actions has not been fully explored and/or implemented nor have their effects been fully evaluated during the current experimental period.

b. Current findings are more indicative than conclusive; a number of questions remain unanswered and a more focused evaluation is in order.

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c. Accordingly, continuing evaluation is needed to ensure the continuing currency of findings and maximum effectiveness of the on-going MVA Program. In this regard, the experiences gained and capabilities developed at both the installation and DA staff levels provide a solid foundation for initiating such an on-going evaluation effort.

8. There is a major need for flexibility in actions emphasis and implementation to accommodate differences among installations in conditions, characteristics, and missions.

a. Differences among installations in existing conditions, characteristics of the post populations, and primary and secondary missions may preclude achievement of a uniform response to specific actions.

b. Accordingly, the program implemented at each post should be tailored to best accommodate the needs and constraints extant at that particular installation.

D. FUTURE DIRECTIONS

The continuing viability of the MVA/VOLAR concept and achievement of MVA Program objectives is dependent to a large degree upon continued and expeditious action at both the installation and DA levels. Toward that end, the following recommendations based on a consideration of current findings are submitted.

1. Installation-Level Actions

a. Because of the need for flexibility in actions implementation and the tailoring of such actions to meet the needs and conditions present at each individual installation, MVA program management/evaluation capabilities should be maintained at each installation.

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b. Installation-specific innovations and experimentation should be encouraged.

c. Current evaluation reports should be used as management tools in developing and modifying the on-going programs.

d. Overall emphasis should be placed upon actions that support professionalism; emphasis in the Army Life area should in most areas be placed upon implementing no or low cost actions.

e. In selecting among alternative actions, a number of considerations should be taken into account. These include:

1) Focus: Does the action focus upon specific MVA objectives as outlined in the MVA Master Plan?

2) Importance: Does the action address a real, high priority need?

3) Generality and Duration: Will the action benefit a significant segment of the target population for an extended period of time?

4) Innovative: Is the proposed action relatively nonroutine (and nonduplicative) in nature?

5) Visibility: Can the results of the action be made visible to the rank and file?

6) Concentration: Is the proposed action or set of actions sufficient in magnitude and density to produce an observable effect?

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7) Cost: Do the costs of the action appear to be in line with the expected results?

8) Continuity: If implemented, can the action be supported on a continuing basis or, if necessary, discontinued with a minimum of disruptive effects?

9) Alternatives: Are there alternative and possibly more effective or efficient actions which may produce the same result?

10) Balance: Does the overall set of actions provide a well balanced program, given the totality of objectives, resources, needs, conditions, and differences among target populations?

2. DA Level Actions

a. While recognizing the importance of installation-level implementation/evaluation activities and results, continuing efforts at the DA level are required to ensure the continuing currency of actions and findings in terms of their applicability at various installations. Accordingly, it is suggested that the DA level evaluation efforts be continued to include synthesis of installation-level findings and the results of cost/benefits analysis.

b. As indicated previously, continuing attention to the totality of areas addressed by the MVA Program is required. Accordingly, it is suggested that the current set of evaluation reports be utilized as management tools in further developing and modifying the Program and the associated sets of actions.

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SECTION II

PURPOSE AND METHODOLOGY

A. INTRODUCTION

The achievement of a volunteer Armed Force has been established by the President as a national objective and a target date of 1 July 1973 set by the Secretary of Defense for the achievement of this objective. Toward this end, many plans for improvement and change have been formulated by the Army. The Modern Volunteer Army (MVA) Program was initiated to facilitate their implementation and to foster the widespread undertaking of other needed improvements.

The objective of the MVA Program is to expedite the development of a capably led, highly competent fighting force comprised of motivated, qualified volunteers. The heart of the Program is a two-fold effort directed toward strengthening professionalism by building positive incentives to service and improving Army life by reducing sources of dissatisfaction. The Program encompasses all Army actions directed toward strengthening professionalism, enhancing Army life, and developing a modernized accession system.

Project VOLAR was initiated within the framework of the overall MVA Program in January 1971 under the management of the Office of the Special Assistant for the Modern Volunteer Army. The purposes of Project VOLAR are threefold: 1) To provide a vehicle for concentrating innovative efforts in critical areas; 2) To provide a means for experimenting with, evaluating, and refining new approaches under conditions of limited application; and 3) To develop data to justify allocation of additional resources needed to reduce reliance on the draft. Limited Project VOLAR actions were initiated at four

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CONUS installations and at two installations in Europe during the latter half of FY'71. During FY'72, Project VOLAR was expanded to include a total of 13 CONUS locations and six locations in Alaska, Hawaii, and Europe.

The VOLAR Evaluation Project was established as an integral part of the VOLAR experiment to provide for a systematic analysis of the effectiveness of MVA/VOLAR actions in accomplishing overall MVA objectives and to develop associated information for use both in refining the on-going program and in determining which MVA/VOLAR actions are most appropriate for continuing application on an Army-wide basis.

Toward this end, several complementary analysis efforts were conducted in FY'72. Chief among these were: 1) Installation-level evaluations conducted by each VOLAR-72 installation for the purpose of determining the effectiveness of specific MVA/VOLAR actions implemented at the particular installation; 2) An Army-wide evaluation conducted by SDC under the direct supervision of OSAMVA for the purpose of determining the impact of MVA/VOLAR actions on attitudes and retention in terms of their generality for application on an Army-wide basis; 3) VOLAR-71 follow-up studies by HumRRO to determine the impact of MVA/VOLAR actions on soldiers' attitudes over time and in different Army environments; and 4) Cost-effectiveness evaluations by the Research Analysis Corporation for determining the relative cost-effectiveness relationships of alternative MVA/VOLAR actions.

B. PURPOSE AND SCOPE

The purpose of this report is to document the results of analyses by SDC of the impact of MVA/VOLAR actions on attitudes toward the Army and on retention. Particular objectives addressed by these analyses were those of 1) determining attitudes of soldiers toward various aspects of Army life for use in considering areas for MVA/VOLAR actions emphasis and in identifying changes in these attitudes over time; 2) determining whether attitudes toward the MVA/VOLAR concept and programs are changing over time; 3) determining

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which MVA/VOLAR actions are having the most positive effects on attitudes toward the Army in general and on retention; 4) identifying those specific projects and action areas which are having the greatest effect on Professionalism and Army Life; and 5) determining the relative influence that wives' attitudes toward various conditions associated with Army life will have on the soldiers' reenlistment/extension decision.

This report is based primarily upon the analyses of responses of approximately 48,000 officers and enlisted men at VOLAR-72 and non-VOLAR installations to the MVA Evaluation Questionnaire during the FY'72 evaluation period; the results of in-depth interviews conducted at VOLAR-72 installations; descriptions and observations of MVA/VOLAR actions implemented at the VOLAR-72 installations; documented results of VOLAR-71 evaluation studies conducted by HumRRO; and documented results of evaluations conducted by VOLAR-72 installations.

C. METHODOLOGY

The purpose of this subsection is to briefly describe the work flow process in terms of data sources, collection instruments, processing procedures, and analysis methods employed by SDC in the VOLAR-72 evaluation effort. Specific amplifying information on particular methods and procedures is presented where appropriate in the following sections of this report.

1. Overview of Work Flow Process

A general overview of the work flow process is shown in Figure 2.1. As indicated therein, the heart of the effort was in the analysis of data and interpretation of results. Primary inputs to this part of the activity were the Questionnaire responses, in-depth interview results, MVA/VOLAR actions descriptions, HumRRO VOLAR-71 Evaluation reports, and the VOLAR-72 Installation-level Evaluation reports. The various aspects of the work flow process are described below in terms of data sources, data processing procedures, and data analysis and interpretation.

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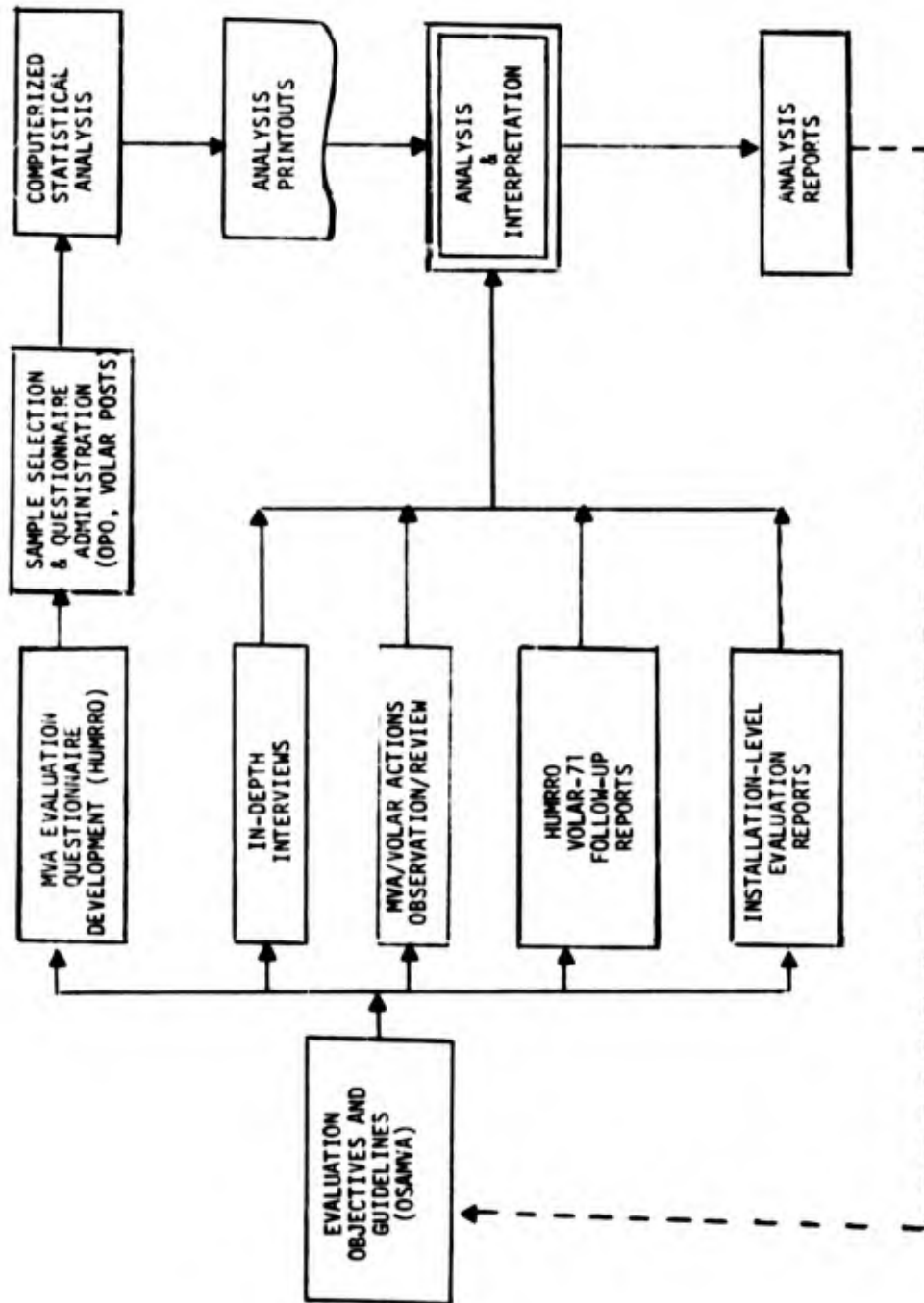


Figure 2.1. VOLAR-72 Evaluation Work Flow Process

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2. Data Sources

a. MVA Evaluation Questionnaire

The primary data collection instrument was the MVA Evaluation Questionnaire developed by HumRRU. Two versions (Officer and Enlisted) of the Questionnaire were produced and used in this study. Each Questionnaire is comprised of approximately 190 items (189 in the Officer version and 195 in the Enlisted version). Approximately 30 of these items are concerned with demographic information; 30 with attitudes toward the Army; 90 with the perception of changes in specific MVA/VOLAR action areas and the impact of these changes on attitude toward the Army and on retention; and 40 with the influence that his wife's attitude toward certain aspects of Army life will have on the soldier's reenlistment/tour extension decision. Data from approximately 48,000 of these Questionnaires was used in the present study. A copy of the MVA Evaluation Questionnaire (Enlisted version) is included in the Data Annex (Volume II of this report).

b. In-depth Interviews

Interviews with personnel who had recently decided to separate from, or to remain in, the Army were conducted by SDC at each of the VOLAR-72 posts. The purpose of these interviews was to explore the factors influencing the individual's decision in a manner designed to amplify responses to the Questionnaire and to identify and probe areas not adequately covered by the Questionnaire. A total of 171 such interviews were conducted and the results used as one of the principal data sources in preparing the present report. A general summary of in-depth interview results is presented in the Data Annex.

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c. MVA/VOLAR Actions Descriptions

Information concerning the types and characteristics of specific MVA/VOLAR actions implemented at each VOLAR-72 post was obtained from the documented MVA/VOLAR Program plans prepared by each post; by discussions with cognizant staff personnel at each post; by on-post observations by SDC project staff members (in September 1971, January 1972, and April 1972); and from summary reports by and discussions with OSAMVA and CONARC Headquarters staff personnel. Based on these descriptions, observations, and discussions, specific actions were classified into a set of 23 action categories generally paralleling those referenced in the MVA Master Program and in the Soldier Oriented Programs Budget Request for FY'72 and FY'73. The actions implemented in each category by each post were then summarized in an Actions-by-Post matrix. Subsequently, this matrix was used as a primary source of information indicating types and differences among MVA/VOLAR actions implemented at the VOLAR-72 posts. A brief description of each action category is given in Appendix A together with a summarization of associated actions implemented at each of the VOLAR-72 installations; a more detailed listing of these actions is presented in the Data Annex.

d. HumRRO VOLAR-71 Follow-up Reports

These reports provide an evaluative summary of the VOLAR-71 experiment in terms of data, analysis results, and summary conclusions concerning the impact of MVA/VOLAR actions on the attitudes of samples of soldiers located at the VOLAR-71 experimental and control posts during the period 1 February to 1 July 1971. As such, these reports provided baseline data and information for determining changes and trends in attitudes over time through comparison with VOLAR-72 survey data.

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e. Installation-level Evaluation Reports

In parallel with the Army-wide evaluation conducted by SDC, each VOLAR-72 installation conducted an installation-specific evaluation of MVA/VOLAR effects. The evaluation process employed by each installation was generally quite similar to that utilized by SDC, involving periodic surveys of representative samples drawn from the post population, associated data analysis, and integration of data and information from several sources in the interpretation of the findings. The resulting reports served as a major information source for supplementing, amplifying, and qualifying findings resulting from the Army-wide evaluation activity. Summaries of the installation-level findings are presented in the Data Annex.

3. Sample Selection and Questionnaire Administration

The Questionnaire was administered to a sample of approximately 450 enlisted men and 50 officers at each of the VOLAR-72 posts and to a 1% Army-wide (excluding VOLAR-72 posts and SEA) sample of enlisted men and officers in December 1971. A second similar administration was made to both population groups (VOLAR and non-VOLAR) in March 1971; a third administration involving only the VOLAR set was made again in June 1972.

In order to ensure representative samples, survey participants at the VOLAR-72 posts were randomly selected on the basis of the last digits of the soldiers' serial numbers or, in some instances, on the basis of random selection among the units. Exceptions to the random sampling procedures were necessary at Forts Benning, Bragg, and Carson and at the USAREUR posts during the first and third surveys to accommodate selection requirements imposed by the VOLAR-71 follow-up studies being conducted by HUMRR0; i.e., personnel participating in the follow-up studies were automatically included in the survey and only the remaining quota of participants filled through random selection. Due to this nonrandom selection, the resulting samples

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from these posts for the first and third surveys may not be representative* of the associated post populations. (To ensure a representative sample in its third survey, Ft. Bragg administered the Questionnaire to two separate samples, one comprised of a random sample for inclusion in the SDC study and the other comprised of follow-up participants for use in the HumRRO studies). The selection of the 1% Army-wide (non-VOLAR) samples was accomplished by the Office of Personnel Operations using the last digits of serial numbers to generate a random sample for each survey.

The Questionnaires were generally administered in group sessions at the VOLAR-72 posts, thereby ensuring the return of each Questionnaire administered. The Questionnaires were mailed to the non-VOLAR samples with a requested response date within 30 days; the response rate was 51% for the first survey and 70% for the second survey (for this second period, responses were actually accepted for a period of 60 days and closer administrative controls were imposed, both of which may account in part for the higher response rate associated with this second survey).

Due to late arrival, not all responses were included in the processing and analysis associated with the first survey; also, a small number in each survey were rejected due to failure to follow response instructions or mutilation of the Questionnaire in transit. For the third VOLAR-72 posts survey, several hundred Questionnaires were rejected due to processing difficulties, i.e., an inability to associate a number of Questionnaires with particular posts. The resulting total number of analyzed factors from each population sample for each survey period is shown in Table 2.1.

*E.g., may have more soldiers in the lower enlisted ranks and having less service time; while having no effect on the overall findings, these differences should be taken into account in considering specific post findings and trends referencing these posts.

Table 2.1. MVA Evaluation Questionnaire Returns
by Survey Period

<u>Sample</u>	<u>Survey Period</u>			<u>Total</u>
	<u>Dec. '71</u>	<u>Mar. '72</u>	<u>June '72</u>	
VOLAR Enlisted	7,620	7,972	6,766	22,358
VOLAR Officer	940	908	705	2,553
Non-VOLAR Enlisted	8,206	12,539	---	20,745
Non-VOLAR Officer	944	1,345	---	2,289
				47,945

4. Data Processing

The data processing activity was directed primarily toward converting Questionnaire responses to machine-readable format and machine (IBM 370/155 system) processing to enable and facilitate data manipulation and machine-aided analysis. In this process, the conversion to machine-readable format was accomplished by National Scanning Incorporated (NSI) via the use of an optical scanning system and associated computer program routines. During this stage of the data processing, a small number of the responses were rejected due to careless marking (marks too light, not placed in response boxes, use of certain nonreadable colors of ink rather than pencil, etc.), failure to respond to the majority of the items, irrelevant responses (writing opinion rather than marking response), and Questionnaire damage in transit. For the VOLAR samples, individual Questionnaires which could not be associated with the VOLAR-72 post were also rejected.

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The output from the conversion process was in the form of coded responses on magnetic tape. These tapes were then processed via SDC's data management system (IMB 370/155) to enable further manipulation and analysis by selected statistical analysis routines.

5. Data Analysis and Interpretation

Initial data analyses were made utilizing automated statistical analysis programs to provide selected sets of descriptive (means, standard deviations, frequency counts, percentages, correlation ratios, etc.) and sampling (analysis of variance and chi-square) parameters. These data were then subjected to extensive analysis by the evaluation staff to identify significant patterns, trends, and relationships both among the sets of Questionnaire response data and between these data and those derived from other sources (e.g., Installation-level Evaluation reports).

6. Analysis Reports

The final step in the work flow process was concerned with documenting the results of the analysis efforts. Preliminary findings (based primarily on the analysis and interpretation of the December 1971 sets of survey data) were reported in SDC TM-4886/000/00 dated 25 February 1972. Findings from the March 1972 surveys were summarized in SDC TM-4886/002/00 (draft), dated 1 June 1972. The current report is designed to provide an overall summary of VOLAR-72 evaluation findings to include results of the June survey and associated installation-level evaluation results.

The primary question being addressed throughout the study (formulation, data collection, processing, analysis and interpretation) was that of determining which of the various MVA/VOLAR actions are having the most positive impact on attitudes toward the Army as a whole and on retention. At the same time, other relevant aspects which might bear on the interpretation of results

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and on the conclusions to be drawn were also addressed; e.g., the effect that demographic differences among posts might have on the apparent impact of certain MVA/VOLAR actions.

D. DEMOGRAPHIC CHARACTERISTICS OF SURVEY SAMPLES

Selected demographic characteristics of each of the population samples (based on the March '72 survey results) are shown in Table 2.2. These characteristics are further detailed by survey period and by individual VOLAR post in Appendix B (Tables B.1 and B.2) for enlisted and officer personnel, respectively. As indicated in Table 2.2, the non-VOLAR enlisted group has a higher average age (25.8 versus 24.4 years) and also shows associated differences in related characteristics such as higher average grade, percent married, and service length than does the VOLAR enlisted group. In comparison with the December '71 survey results, both of the enlisted groups show an increase of approximately one year in average age and also in related characteristics. Similar differences also exist for the officer groups with the non-VOLAR group being slightly older, etc., than the VOLAR group. Characteristics of the VOLAR group in the June '72 survey showed no major changes from the March '72 survey.

The VOLAR-72 posts differ considerably from one another in many of these demographic characteristics. For example, the average age of enlisted personnel in the March survey ranges from 21.4 at Fort Polk to 27.7 at Fort Sill; in the June survey, the range is from 22.0 at Gelnhausen to 28.4 at Fort Sill. Several of the posts also show marked changes from one survey period to another. In some instances, such differences reflect changes in sampling procedures (e.g., at Benning, Bragg, Carson, and USAREUR to accommodate follow-up study sampling requirements) and in other instances

Table 2.2. Selected Demographic Characteristics of Survey Samples*

Age M Years	Married Z Yes	Education M Years	Z Race Minority	Grade Mean	Svc. Lgth. Z < 2 Yrs	Tour Status Z RA
24.4	50	12.0	25	4.3	53	59
25.8	56	12.0	21	4.9	39	62
				<u>Z 01-03</u>		<u>Z VI/RA</u>
	77	15.4	8	71	26	76
30.7	83	15.6	8	57	15	84

Enlisted

VOLAR

Non-VOLAR

Officer

VOLAR

Non-VOLAR

* March 1972 Survey

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the differences reflect actual changes in post population (e.g., due to major unit relocation such as the 101 Airborne Division at Fort Campbell or changes in post operations such as the reduction/deletion of BCT at Forts Campbell and Lewis). For example, with the restriction imposed on random sampling (for follow-up study purposes) in effect, the average age of the enlisted sample in the December '71 survey at Fort Bragg was 21.0 years; with this restriction not in effect, the average ages of the samples in the March and June '72 surveys were 23.8 and 23.5 years, respectively.

Analysis of the relationships between the several demographic variables indicated that several of these variables are highly interrelated. For example, the correlation between service length and grade is .74 for enlisted personnel. Further analysis indicated that several of the demographic variables are highly related to attitudes toward the Army. For example, service length was found to correlate .49 with "likes being in the Army" and .35 with reenlistment intent for enlisted personnel.

In view of these latter findings, it was concluded that differences noted between the sample groupings and changes from survey to survey in demographic characteristics could, in a large measure, account for (or obscure) differences in attitudes toward the Army and in MVA/VOLAR action effects. Accordingly, and in view of the high correlation between service length and other demographic characteristics, service length was selected as a basis for further partitioning of the survey samples in subsequent analyses of attitudes and action effects. That is, in the analyses of attitudes and MVA/VOLAR action effects, the samples were considered in terms of under-two and over-two years service length groupings as well as in terms of total groups in order to partially compensate for the effect that differences in demographic characteristics would have on observed differences in attitudes and action effects.

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III. ATTITUDES TOWARD THE ARMY

A. PURPOSE

The purpose of this section is (1) to describe attitudes of soldiers toward the Army, (2) to indicate areas of significant differences in these attitudes between the major population groups studied (e.g., VOLAR and non-VOLAR), (3) to indicate trends in these attitudes over time, and (4) to assess the overall reaction of soldiers to the MVA/VOLAR Program.

The primary data sources used in this analysis were the responses of enlisted and officer personnel to selected attitude items contained in the MVA Evaluation Questionnaire. Additional data sources included in-depth interview results, installation-level evaluation findings, and attitudinal data from the VOLAR-71 evaluation period as summarized in HumRRO VOLAR-71 evaluation reports.

B. ATTITUDES TOWARD THE ARMY

Approximately 30 items in the MVA Evaluation Questionnaire address attitudes toward the Army. These items were clustered in five principal areas: (1) items dealing with general attitudes toward the Army, (2) items primarily addressing job-related factors, (3) items concerned with leadership and supervision, (4) items addressing plans to stay in or leave the Army, and (5) a miscellaneous category of items concerned with opinion changes or amplifying information. Responses to each item were on a multiple-choice scale, generally ranging from negative to positive. Scoring of each item was on the basis of positive responses; the specific items comprising each cluster are listed in Appendix C together with the associated positive response scoring key for each item.

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To facilitate the presentation of study results, responses to 19 of the attitude items concerned with general, job-specific, and leadership and supervision factors were combined and averaged to provide a "composite attitude score" for each survey group (items included in this composite are so indicated in the attitude items listing in Appendix C). These composite scores together with measures of career intention were then used as primary indicators in summarizing analytical findings.

The relationship between these two measures (attitude and career intent) is indicated in Table 3.1 in terms of the correlation of responses to individual attitude items with expressed career intent (based on data from the March 1972 survey of VOLAR enlisted and officer personnel). With reference to this table, it will be noted that, with one minor exception, all items included in the "composite attitude" set bear a positive relationship to career intent. Also, items comprising the general attitude subset generally have a higher correlation with career intent than do those associated with job-specific and leadership and supervision factors.

Also of note is the relatively low correlation of items comprising the "aspects found most satisfying" subset with career intent as opposed to those in the "general" set, indicating that no one specific factor is a primary determinant in career decisions. Rather, it is suggested that a variety of such specific considerations combine to form an overall attitude set which in turn become a primary determinant bearing on career decisions. Thus, in considering specific MVA/VOLAR action effects, it would not be expected that any one action, in and of itself, would prove to be an exclusive determinant of attitudes and career behavior over the long term.

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Table 3.1. Relationship of Attitudes and Career Intent:

VOLAR Enlisted and Officer Personnel¹

Item #		Attitude Item	Correlation with Career Intent	
E	O	General	Enlisted	Officer
22	25	Likes Being in the Army*	.70	.58
27	30	Service has been Valuable*	.50	.41
33	35	Army Interesting Org. *	.55	.54
46	59	Bothered by Criticism of Army*	.51	.47
47	23	Describes Self as Soldier*	.48	.41
51	56	Cares to be a Good Soldier*	.45	.31
52	55	Has Had a Square Deal in Army*	.32	.20
<u>Job Specific</u>				
30	--	Likes Present Job*	.30	--
32	33	Present Job Interesting*	.39	.39
35	38	Present Job Challenging*	.38	.33
36	39	Present Job Important*	.32	.35
39	42	Works Harder than Average*	.18	.14
40	43	Takes Pride in Job*	.43	.34
41	44	Satisfaction From Job Well Done*	.40	.34
43	46	Absorbed in Present Job*	.41	.35
44	47	Does Extra Work Not Required	.12	.21
<u>Leadership and Supervision</u>				
37	40	Superiors Note Job Well Done*	.27	.29
38	41	Allowed to do Job "Right" Way*	.28	.27
45	48	Officers Respect EM*	.26	.18
--	50	EM Respect Officers	--	.29
53	29	Minorities Receive Equal Treatment*	-.06	.12
<u>Miscellaneous</u>				
26	34	Aspects Found Most Satisfying		
		a. Work	.10	.21
		b. Rank	.24	.22
		c. Skills	.25	.24
		d. Responsibilities	.24	.24
		e. Promotion and Pay	.26	.21
		f. Combat Experience	.17	.24
		g. None of the Above	-.36	-.25
48	60	Media Depicts Army Fairly	-.07	.20
28	58	Army Getting Too Soft	-.33	-.13
49	61	Public Opinion of Army Improving	-.03	.05
50	57	Own Opinion of Army Improving	.28	.23

¹Based on VOLAR enlisted (7,972 cases) and officer (908 cases) survey data from March 1972 survey.

*Item included in composite attitude scores

1. Major Survey Group Comparisons

a. Attitudes

As indicated above, composite attitude scores based on average percent positive responses to 19 attitude items were used as a primary measure of current attitudes, trends, and differences. The composite attitude scores for each of the major survey groups are shown in Table 3.2 by survey period (scores for each of the individual attitude items are shown in Appendix C, Tables C.2 and C.3, for enlisted and officer personnel, respectively). In the following comparisons of intergroup differences, primary reference is to the March 1972 scores.

With reference to Table 3.2, it will be noted that the most favorable attitudes are held by officers in the over-two years service group (79% positive in the March survey) followed by the enlisted over-two (63 to 64%), the officer under-two (62%), and the enlisted under-two (41 to 44%) groups. Thus, in terms of service length comparisons, both enlisted and officer personnel in the over-two groups have considerably more positive attitudes than do those in the comparable under-two groups. Similarly, the officer groups as a whole have considerably more positive attitudes than do the comparable sets of enlisted personnel.

In terms of VOLAR versus non-VOLAR group comparisons, it will be noted that there is a significant difference (44 versus 41%) between the attitudes of the VOLAR under-two enlisted group and those of the comparable non-VOLAR group; there are no significant differences among the other three groups (over-two enlisted, over-two officer, and under-two officer) in terms of VOLAR versus non-VOLAR post affiliation.

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Table 3.2. Composite Attitude Scores:
Major Survey Groups

Service Group:	<u>Under 2 Years</u>			<u>Over 2 Years</u>		
Survey Period:	Dec '71	Mar '72	Jun '72	Dec '71	Mar '72	Jun '72
Enlisted						
VOLAR	44	44	44	63	63	65
Non-VOLAR	41	41	--	63	64	--
Officer						
VOLAR	58	62	60	77	79	81
Non-VOLAR	61	62	--	81	79	--

Note:

1. Data entries are % positive response averages based on 19 attitude items.
2. For the enlisted groups, a difference of 3% is significant at the .01 level.
3. For the officer groups, a difference of 9% is significant at the .01 level.

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In terms of attitude trends, there were no significant changes in composite attitude scores for any of the survey groups during the time period encompassed by the current set of surveys: Changes noted in the officer groups are all well within the range of expected fluctuations attributable to random sampling error. While the attitudes of the over-two years service groups show an upward trend, the changes noted are not statistically significant.

Analysis of responses to individual attitude items (Appendix C, Tables C.2 and C.3) provides additional information bearing on major survey group attitudes and associated trends. As with the composite attitude scores, there was little variation from survey period to survey period in the percentage of positive responses to individual items. A major exception was in the responses by the VOLAR groups to the "does extra work not required" item (for the VOLAR enlisted group as a whole, the responses to this item changed from 58% in December to 87% in March to 61% in June).

Of particular note in comparing the VOLAR and non-VOLAR under-two years service enlisted groups are the differences in responses to several items reflecting areas of emphasis at the VOLAR-72 posts. These include "would describe self as soldier", "finds job challenging", "superiors note job well done", "minorities treated same as other", "will reenlist in Army", and "own opinion of Army improving". On each of these, the percentage of positive responses is significantly higher for the VOLAR group.

Other individual item responses of particular note include the following:

- 1) General attitude items. Approximately 40% of the enlisted men and 65% of the officers indicate that they like being in the Army; a similar percentage of the enlisted men and 80% of the officers indicate that their Army service has been valuable; 55% of the enlisted men and 75% of the officers indicate that they have had a square deal.

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2) Job specific items. Approximately 55% of the enlisted men like their jobs, 50% feel their jobs are challenging, and 75% feel their jobs are important. For officer personnel, approximately 65% indicate that their jobs are challenging and 85% indicate that their jobs are important.

3) Leadership and Supervision. Approximately 45% of the enlisted men indicate that officers respect the enlisted men and 60% indicate that supervisors notice when a job is well done. Approximately 75% of the officers indicate that officers respect the enlisted men and 80% indicate that enlisted men respect the officers. Also, approximately 65% of the respondents (both officer and enlisted) indicate that minority soldiers are treated the same as others; the remaining 35% are about equally divided between those indicating that minority soldiers are treated better and those indicating that minority soldiers are treated worse than other soldiers.

4) Fairness of News Media. Only about 35% of the respondents indicate that the picture of the Army as presented by the popular news media is "usually" or "almost always" fair.

5) Public Opinion. About 10% of the officers and 15% of the enlisted men indicate that the way the general public feels about the Army has improved in the last year or so while 45 to 50% indicate that it has gotten worse.

6) Army Too Soft. Approximately 35% of the enlisted and 50% of the officer respondents indicate that the Army is getting too soft. (There are marked differences between the enlisted service length groupings in this regard, i.e., 55% of the over-two and 15% of the under-two group indicate that the Army is getting too soft.) However, the general consensus of opinion as expressed in the installation-level evaluation reports is that the incident of "getting too soft" responses is not attributable to MVA/VOLAR programs and policies per se but rather to differences between expectations based on prior experience and current realities.

b. Career Intent

Measurement of career intention was based primarily upon responses to the MVA Evaluation Questionnaire item which asked each respondent to indicate his intent to stay in or leave the Army at the end of his present tour in terms of "stay", "leave", or "uncertain". (As indicated by studies conducted by HUMRRO*, there is a high correlation between expressed intent as measured by this item and subsequent career behavior: For enlisted personnel, an average of 81% of those responding "stay", 37% of those responding "uncertain", and 3% of those responding "leave" were found to actually reenlist in the Army for a succeeding tour.)

Career intention by major survey group and survey period is shown in Table 3.3. In this table, the enlisted groups are partitioned into under-two and over-two years service groups while the officer groups are partitioned into Obligated Tour (OT) and Voluntary Indefinite/Regular Army (VI/RA) tour status groups. For each group, two data sets are shown: One consists of the percent "stay" responses, the other of the percent "uncertain" responses. In the comparison of intergroup differences in the following discussion, primary reference is to the March 1972 data sets.

In terms of VOLAR versus non-VOLAR comparisons, there is a significant difference between the reenlistment intent of VOLAR enlisted personnel in the under-two years service group and that for the comparable non-VOLAR group, both in terms of percent "stay" responses (7 versus 4%) and percent "uncertain" responses (27 versus 16%); in both instances, the career intent is higher for the VOLAR set. A similar difference favoring the VOLAR set is found in the enlisted over-two years group with respect to the percent of "uncertain" responses (25 versus 22%); however, this difference is offset by a difference in "stay" responses (40 versus 42%) favoring the non-VOLAR group. The differences between the VOLAR and non-VOLAR officer groups in career intent are not statistically significant.

*See Bibliography, Reference 1, pp. 92ff.

The expressed career intention percentages were relatively stable over the time period encompassed by this set of surveys. While there appears to be an upward trend in the percentage of "will stay" responses, the differences are not statistically significant except for the VOLAR over-two enlisted group. For this latter group, however, the increase in "stay" responses is partially offset by the decrease in "uncertain" responses.

2. VOLAR-72 Posts Comparisons

As with the major survey groups, composite attitude scores were developed for each of the VOLAR posts for each survey period to facilitate the determination of attitudes at individual posts, interpost differences, and trends in attitude from one survey period to another. These scores for enlisted personnel are shown in Table 3.4 by length of service grouping and survey period (the associated individual attitude item scores are presented in the Data Annex). For comparative purposes, career intention percentages (based on "stay" plus "uncertain" responses from the June 1972 survey) are also shown in Table 3.4.

The order in which the posts are listed in Table 3.4 is on the basis of the scores for the under-two years service group on the June 1972 survey. With reference to this table, it will be noted that the interpost range in attitudes is quite high: For the June survey, the scores of the under-two years group ranged from a low of 29% at Gelnhausen to a high of 60% at Fort Benning; for the over-two group, the scores range from a low of 48% at Fort Hood to a high of 75% at Fort Jackson. These interpost differences in attitude scores remained relatively constant from survey period to survey period, particularly for the under-two years set. That is, posts which had the higher attitudes in the June survey also generally had the higher attitudes in the other two surveys; similarly, posts which had low scores in the June survey also had relatively low scores in the other survey periods.

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Table 3.4. Composite Attitude Scores of VOLAR Enlisted Personnel by Post

Post	Composite Attitude Scores						Career Intention	
	< 2 Years Service			> 2 Years Service			< 2	> 2
	Dec '71	Mar '72	Jun '72	Dec '71	Mar '72	Jun '72	Jun '72	Jun '72
Ft. Benning*	50	60	60	69	78	73	63	83
Ft. Jackson	47	48	55	72	73	75	56	73
Ft. Ord*	50	52	49	68	67	71	32	76
Ft. Knox	48	53	48	66	72	69	45	59
Ft. Folk	45	49	46	61	67	72	49	67
Ft. Richardson	41	38	45	67	59	65	27	66
Ft. Campbell	49	50	44	66	67	64	37	74
Ft. Sill	40	43	44	64	67	68	27	63
Ft. Dix	52	48	41	71	67	65	35	67
Ft. Bragg	39	39	40	56	64	60	35	62
Ft. Riley	34	33	40	51	59	59	16	58
Ft. Wainwright	39	39	40	63	63	64	28	70
Ft. Greely	41	40	38	73	69	64	19	67
Ft. Lewis	39	40	38	59	64	69	34	70
Ft. Carson*	40	39	38	56	56	63	15	68
USARHAM	38	40	38	58	58	64	21	72
Ft. Hood	--	37	35	--	55	48	28	49
Gelnhausen	--	30	29	--	52	53	18	47
Kitzingen	--	31	--	--	56	--	--	--
Average	44	44	44	63	63	65	36	66

Note:

1. Data entries are in %.
2. Composite scores are based on average response to 19 items.
3. Career Intent includes "stay" and "uncertain" responses
4. * indicates original VOLAR-71 experimental post.
5. The order in which the posts are listed is on the basis of composite attitude scores of the under-two years service group in the June '72 survey.
6. A difference in scores of 12 to 15% is significant at the .01 level.

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In terms of intrapost attitude changes over the three survey periods, several posts evidenced changes which, although not statistically significant, may be indicative of trends. For example, with reference to the under-two years set, Forts Benning, Jackson, and Riley show an increase of 6 to 10% in attitudes while Forts Campbell and Dix show decreases on the order of 6 to 10%. Similarly, Forts Polk, Riley, and Carson show an increase on the order of 6 to 10% in the attitudes of the over-two years service sets while Forts Dix and Greely show a decrease. (Again, it is to be emphasized that these apparent changes are within the range of chance fluctuations in the survey samples, i.e., due to sampling error or survey bias; in certain instances, however, they may be indicative of real changes. For example, the apparent changes at Fort Campbell may reflect actual changes associated with a major change in the composition of the post population.)

Also of note is the relative standing of the three initial VOLAR-71 experimental posts (Forts Benning, Carson, and Ord). As indicated in Table 3.4, two of these posts stand at or near the top of the list in terms of attitude scores for both the under-two and over-two years service groups.

C. LONG TERM ATTITUDE TRENDS

The subsection immediately preceding was directed toward describing current attitudes toward various aspects of Army life and indicating apparent trends and changes in these attitudes over the short term (December 1971 to March 1972 for the non-VOLAR posts and December 1971 to June 1972 for the VOLAR-72 posts). The purpose of this subsection is to view these attitudes from a longer range perspective, i.e., February 1971 to March/June 1972, for the purpose of identifying longer term trends.

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For this purpose, responses obtained in February*, June*, and December 1971 and in March and June 1972, to two items in the survey questionnaires were used. The first item dealt with intention to stay in or leave the Army (i.e., respondent was asked to indicate if he planned to stay, leave, or was not sure); the second item dealt with changes in opinion of the Army (respondent was asked to indicate on a 6-point scale any changes in his opinion of the Army over the past year).

For the enlisted group, data on both these items were obtained and partitioned into three by-post groupings (VOLAR-71 posts, VOLAR-72 posts, and non-VOLAR posts) and by length of service (under-two and over-two) for each survey period. (The VOLAR posts group consists of the three initial VOLAR experimental posts, i.e., Forts Benning, Carson, and Ord; the VOLAR-72 posts group consists of all the VOLAR-72 experimental posts, including the VOLAR-71 set; the non-VOLAR group is comprised of the Army-wide sample of posts excluding VOLAR-72 posts and SEA). The reenlistment intent percentages from each survey period are plotted for each of these groups in Figure 3.1. It should be noted that these percentages include both "stay" and "not sure" responses.

With reference to Figure 3.1., all three of the under-two years service groups show a continuing and significant upward trend in reenlistment intent from February 1971 to March 1972: The increase for the non-VOLAR posts was 7% (up from 15% in February 1971 to 22% in March 1972); for the VOLAR-72 posts the increase was 19% (up from 15% to 34%); and for the VOLAR-71 posts, the increase was 33% (up from 13% to 46%). However, there was a leveling-off for the VOLAR-72 posts during the latter part of this period. In the subsequent survey period (March to June 1972), the VOLAR-71 posts show a downward trend (but within the range of expected sampling fluctuations) while the VOLAR-72 set shows a slight upward trend (data were not collected from non-VOLAR posts for this period).

*Survey samples drawn from permanent party personnel only; remaining surveys included trainees in population samples.

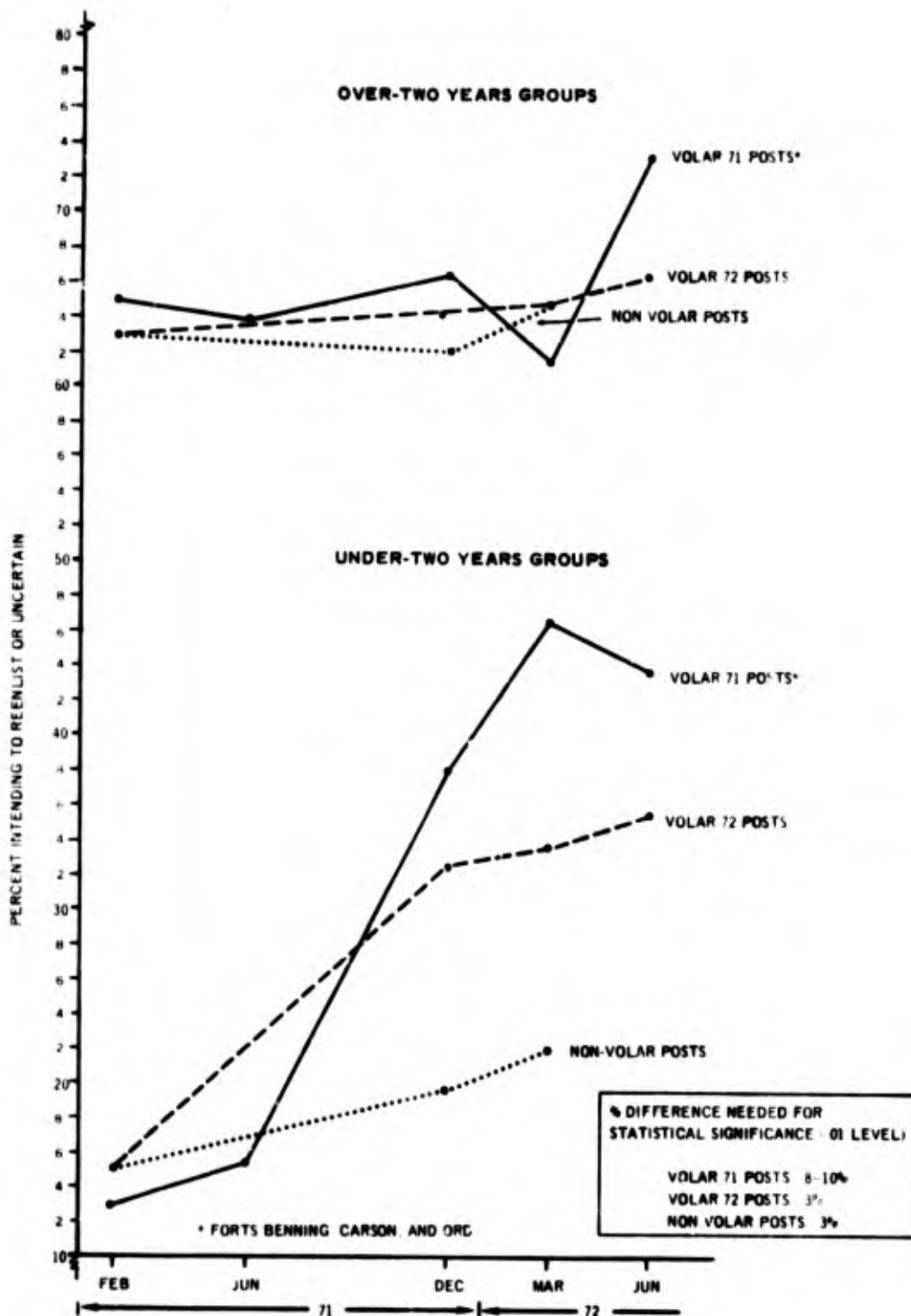


Figure 3.1. Trends in Intention to Remain in the Army: Enlisted Personnel

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The over-two groups show a slight upward trend in reenlistment intent from February 1971 to March 1972; the increase is approximately the same (i.e., 2%) for all three groups during this period. For the March to June 1972 period, the VOLAR-72 posts show a slight increase in the upward trend noted for prior survey periods while the VOLAR-71 posts show a considerable (10%) increase during this period.

Figure 3.2 shows the response means on the "opinion of the Army" item for the under-two and over-two years enlisted groups. As indicated in this figure, the opinion held by the under-two group increased significantly for all three of the by-post groupings from February 1971 to March 1972. The VOLAR-72 posts show a greater increase than the non-VOLAR posts and the VOLAR-71 posts show an even larger increase. However, as with reenlistment intent, the trend has leveled off over the past few months.

For the over-two years enlisted groups, the February 1971 to March 1972 trend on the "opinion of the Army" item shows a slight decrease for all three by-post groupings. For the March to June 1972 period, the VOLAR-72 posts group shows a slight upward trend. Thus, while the change in opinion of the Army has been a positive one for the under-two groups as a whole, and particularly for the VOLAR-71 and VOLAR-72 posts, that for the over-two groups as a whole has generally been a slightly negative one.

The responses of officer personnel were also analyzed with reference to changes in intention to remain in the Army. For this purpose, the officers were considered in terms of two groups, one comprised of Obligated Tour (OT) officers and the other comprised of Regular Army (RA) and Voluntary Indefinite (VI) officers. As with the enlisted personnel, each officer grouping was further partitioned by type of post, i.e., VOLAR-71, VOLAR-72, and non-VOLAR. The percentages of officers in each of these groupings who indicated an intent to remain in the Army or was undecided are plotted by survey period in Figure 3.3.

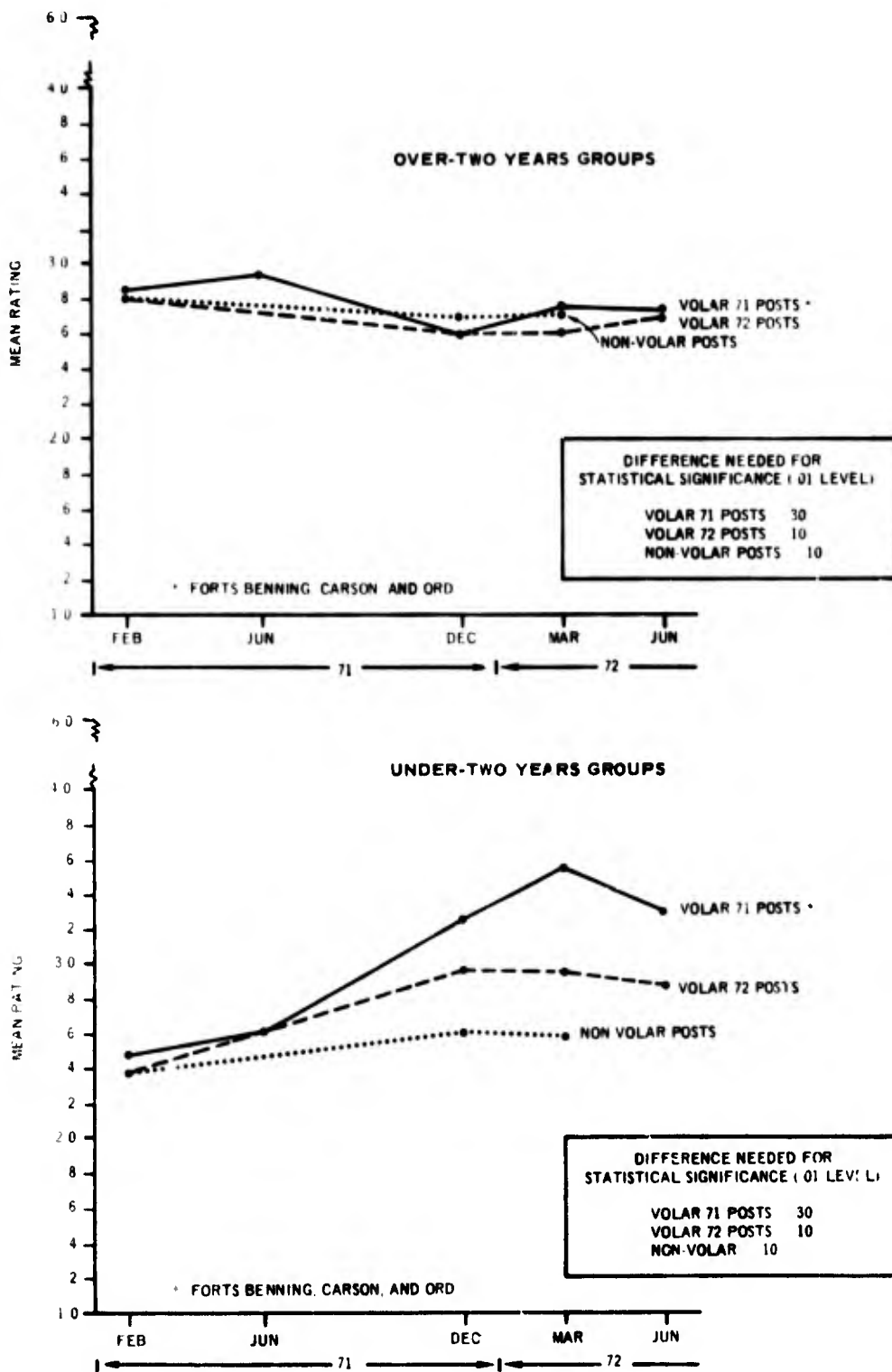


Figure 3.2. Change in Opinion of the Army: Enlisted Personnel

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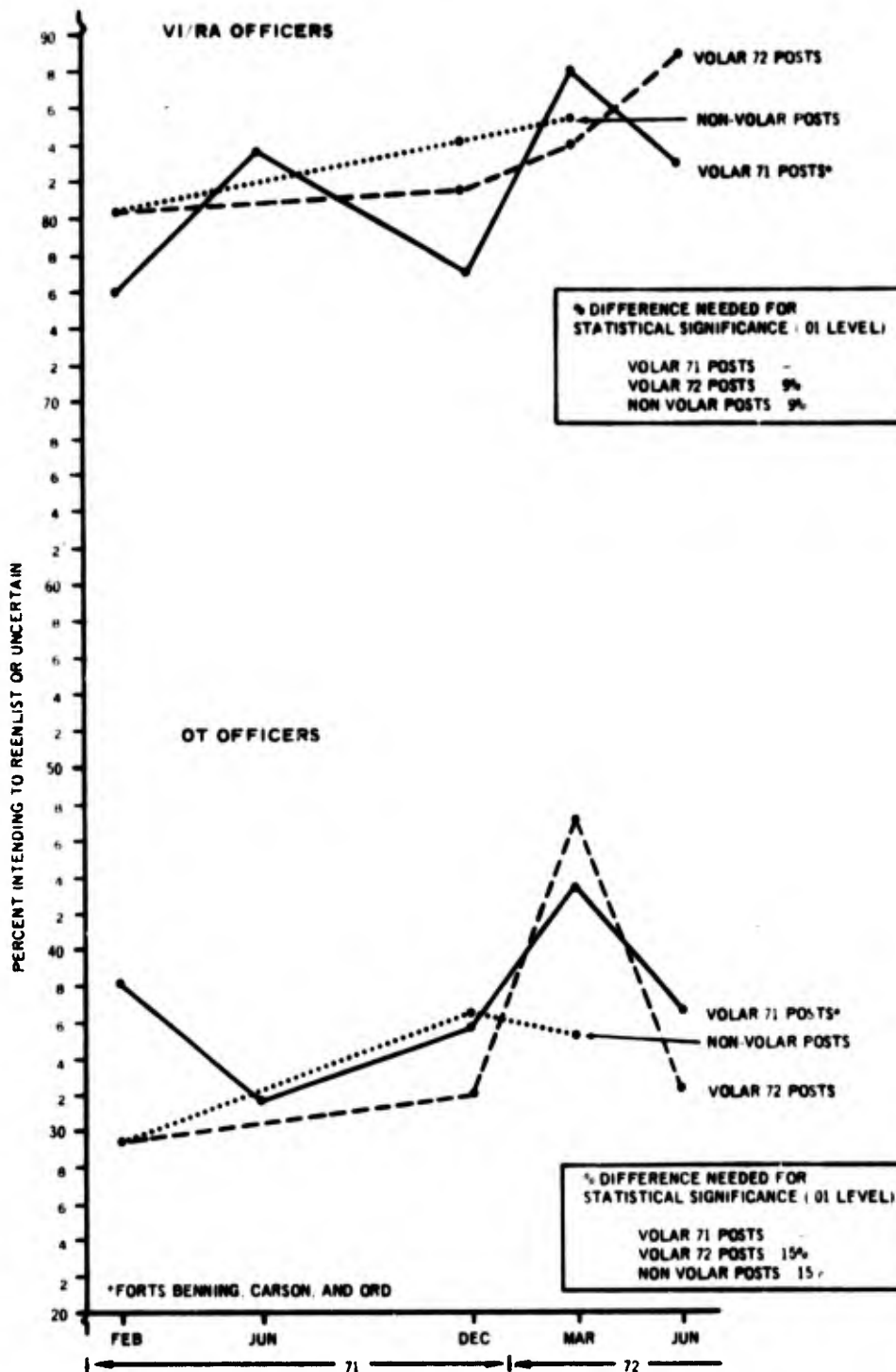


Figure 3.3 Trends in Intention to Remain in the Army: Officer Personnel

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Referencing Figure 3.3, it will be noted that there is considerable fluctuation from survey to survey which is to a large extent due to the small sample sizes involved (e.g., for the last three survey periods, the VOLAR-71 samples were comprised of 100 to 150 officers and the VOLAR-72 and non-VOLAR sample sizes were on the order of 700 to 900 officers; further partitioning of these into OT and VI/RA groups resulted in very small sample sizes, particularly for the OT sets). For the OT groups, there appears to be no consistent trend: while all three groups show a general upward trend for the February 1971 to March 1972 period, this is offset by a downward trend in the March to June 1972 period for the VOLAR-71 and VOLAR-72 posts (no data were collected for non-VOLAR officers for this latter period). For the VI/RA officer groups, the trend is more consistent, showing an upward trend for all three of the by-post groupings.

In summary, the under-two years enlisted personnel show a consistent upward trend in both reenlistment intent and change in opinion of the Army (i.e., toward a more positive attitude). On both of these measures, the increase is considerably greater for the VOLAR-72 posts than for the non-VOLAR posts and the increase for the VOLAR-71 posts set (Forts Benning, Carson, and Ord) is even greater; however, the trend has leveled off over the past few months. For the over-two years groups, there has been a slight increase in enlistment intent and a slight decrease in opinion of the Army. For officer personnel, the VI/RA groups shows a slight upward trend in intent to remain in the Army while the OT groups show no consistent trend.

D. ATTITUDES TOWARD MVA/VOLAR

The MVA/VOLAR concept and overall program have received considerable attention and publicity, both within and outside the Army community, and have frequently met with a considerable degree of mixed reactions. Certain actions (e.g., "beer in the barracks" and dress standards) have been prominently

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mentioned and discussed in the public press. From all of this, a question of central concern is that of the reaction to MVA/VOLAR on the part of the set of individuals most directly affected, i.e., the soldiers themselves.

Several types of data and associated analyses have a bearing on this question. For example, as will be discussed in the next section, most MVA/VOLAR actions have been positively received by the majority of the soldiers directly affected and this reception is expected (ultimately) to be reflected in positive changes in their overall attitudes toward the Army. Similarly, many of these actions have had a significant effect on expressed reenlistment intent and should ultimately be reflected in actual retention rates. Another approach to this question is found in the comparison of groups which have received the most focused attention (i.e., VOLAR posts) versus those who have received less attention (i.e., non-VOLAR posts) to identify any significant differences in attitudes and reenlistment intent. As indicated in the previous section, such a comparison based on the less-than two years service set indicates that the enlisted VOLAR group shows a significantly more positive attitude toward the Army and a higher reenlistment intent.

To address overall reactions to the MVA/VOLAR program more directly, each of the VOLAR-72 post evaluation reports was reviewed to develop a consensus of findings concerning attitudes of soldiers toward MVA/VOLAR as determined by post-level surveys, observations, and analyses. The resulting findings together with associated findings from other sources (e.g., in-depth interviews) are summarized below.

With few exceptions, the installation-level findings indicate a favorable reaction on the part of the target populations to the MVA concept and associated program actions. Over time, the response has become more favorable. Resistance to the program has not materialized to any substantial degree; very few adverse affects on morale and mission performance are

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reported with the benefits generally far exceeding any undesirable side effects. Some posts found the response to the overall program to be most favorable among the more junior personnel while others found that the senior personnel had the most favorable attitudes toward the program. The interviews showed a more definite positive attitude toward MVA/VOLAR among those reenlisting than those separating; enlisted personnel were slightly more favorable in their responses than officer personnel.

In the post reports and in-depth interviews, a number of reservations and qualifications which tend to condition the degree of overall favorable response to the MVA/VOLAR program were noted. First, several of the posts indicated that there was an underlying lack of understanding on the part of a large segment of the target population concerning the overall MVA program and its objectives. Many soldiers, it was felt, had little or no information about the overall program plans and goals on which to base their judgments. On the other hand, misconceptions and misinterpretations tended to create confusion or to exaggerate the prominence of certain actions (e.g., "beer in the barracks") as characterizing the total program. The general consensus was that attitudes would be more favorable if all soldiers were well-informed and perceived the overall purpose, plans, and objectives of the program.

Second, in many instances, a great deal of publicity was given, either by the posts themselves or through the public media, to actions which were planned as part of the VOLAR activity, but the delay in implementation (e.g., in some major projects such as barracks partitioning) subsequently resulted in a negative reaction. Thus, to a certain degree, the credibility of the Army was challenged in that the MVA program was apparently not fulfilling its promises. (However, several posts noted that the response to delayed projects became more favorable as progress in these areas became more visible). The opinion was also expressed in both the post reports and in-depth interviews that monies had frequently been allocated to seemingly trivial or low-priority areas, indicating that refinement of plans and priorities is a continuing necessity.

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A third factor mentioned by a number of posts was that there was a great deal of turbulence during the year which detracted from the overall success of the program. Major congressional and DA actions and programs, such as the qualitative management policy, the RIF, and troop reductions, created an environment which was not conducive to wholehearted interest in and enthusiastic support for certain aspects of the program. Finally, there were certain changes (e.g., family housing) which individual posts felt were highly important and which would have a major impact if implemented; however, the authority and resources necessary to make such changes were not within the province of the local commanders.

Most of the posts indicated that discipline had not been hampered by MVA/VOLAR changes; however, a few registered opinions that a deterioration in discipline and personal appearance were to some extent associated with new MVA policies. Feelings were mixed among the soldiers in the interviews: Many felt that discipline had become more realistic, humane, and meaningful, while others indicated that more rigid disciplinary standards were desirable.

An interesting note from the several evaluation sources is that many of the changes which have contributed most significantly to the overall favorable attitude toward the MVA program have been centered in the policy and procedures areas.

IV. MVA/VOLAR ACTION EFFECTS

A. PURPOSE AND METHOD

During the past six to eighteen months (commencing in January 1971), certain MVA/VOLAR actions have been implemented on an Army-wide basis while others have been implemented on a post-wide or less than post-wide basis at one or more of the VOLAR-72 Installations. In some instances, the action reflects a major change in operating concept (e.g., maximizing the amount of time spent by soldiers in the performance of military duties by hiring civilians to perform ancillary, nonmilitary duties such as KP). In other instances, the action reflects a change in emphasis within the framework of existing policy (e.g., economizing on manpower through the use of labor-saving devices). The purpose of this section is to summarize the results of current analysis efforts directed toward identifying those actions which are having the most positive effects on attitudes toward the Army and on retention of personnel.

For analysis purposes, the various types of MVA/VOLAR actions were grouped into 23 categories, generally paralleling those described in the MVA Master Plan. A brief description of each of these categories is given in Appendix A together with a summarization of the associated types of actions implemented at each of the VOLAR-72 installations; a more detailed listing of these actions is presented in the Data Annex (Volume II of this report). Eight of these categories encompass actions primarily concerned with strengthening professionalism, thirteen encompass actions concerned with improving Army life, and two encompass actions directed primarily toward increasing accessions.

Given these sets of actions, responses to those items in the MVA Evaluation Questionnaire dealing with the perception and reaction to the various types of actions were used as a principal data source in this segment of

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the evaluation efforts. Associated installation-level evaluation findings and in-depth interview results were used to verify, supplement, and condition the resulting findings.

For each of the MVA Evaluation Questionnaire items (88 in the Enlisted version and 74 in the Officer version), the respondent was asked to indicate whether or not he had noted a change in the referenced action area. If he had noted a change, he was also asked to indicate his perception of the change ("good", "bad", or "neither") and if it would have any effect ("stay", "leave", or "no effect") on his intention to remain in the Army at the end of his present tour. Analysis of the relative effect of specific types of MVA/VOLAR actions were then made, based primarily on four indices developed from these responses:

- Percent Noticing Change. This index is comprised of the proportion of the total set of respondents who indicated that they had noticed a change in a given action area. It serves as a measure of the extent to which an action has impacted on the target population and as a basis for comparing relative awareness between different samples (e.g., VOLAR enlisted versus non-VOLAR enlisted).
- Overall Effect. This index represents the average overall effect of each change noticed. It was derived by a scoring system whereby a weighted effect value on a scale of 1 to 5 was assigned to each response to a given item and the average effect value for all responses to that item computed. The effect value associated with each response combination is shown below:

<u>Weighted Value</u>	<u>Perception (good/bad)</u>	<u>Retention (stay/leave)</u>
1	bad	leave
2	bad	no effect
3	neither	no effect
4	good	no effect
5	good	stay

- Percent "Good" Reaction. This index is comprised of the proportion of those who, having noticed a change, indicated that the change was "good". It serves as a basis for more definitive consideration of effects in terms of positive contribution to attitude toward the Army in general.
- Percent "Stay" Effect. This index is comprised of the proportion of those who, having noticed a change, indicated that the change would have a positive influence on their reenlistment or extension decision. It serves as a primary indicator of those actions having the most positive effects on retention.

In the following subsections, findings concerning those actions which are having the most positive effects on attitudes toward the Army and on retention are identified and discussed in terms of these four indices. Associated summary data tables referencing responses by major survey group (e.g., VOLAR and non-VOLAR) to each action item are presented in Appendix D; those referencing responses by individual installations are presented in the Data Annex. For reference purposes, the range on each of these indices (based on June 1972 survey results for VOLAR enlisted and officer personnel) are shown in Table 4.1. From this table, it will be noted for example, that changes in one action area (i.e., job location choice) were noticed by an average of only 33% of the enlisted men whereas changes in another area (i.e., drugs and alcohol aid) were noticed by an average of 67% of the enlisted men. Similarly, 7% of those noticing changes in one area (PX prices) indicated that the change would have a positive influence on their reenlistment decisions whereas for another area (retirement benefits) the comparable figure was 50%.

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Table 4.1. Actions Effects Ranges for Total Set
of MVA/VOLAR Action Items

	<u>Response Range</u>		
	<u>Low</u>	<u>Median</u>	<u>High</u>
VOLAR Enlisted			
% Noticed	33%	49%	67%
Overall Effect	2.5	3.6	4.3
% Good	25%	66%	91%
% Stay	7%	24%	50%
VOLAR Officer			
% Noticed	25%	53%	87%
Overall Effect	1.9	3.4	4.4
% Good	11%	55%	83%
% Stay	6%	36%	67%

Notes:

1. Based on June 1972 survey data.
2. Overall effect is on 5-point scale.
3. Total set is 88 action items for enlisted and 74 for officer personnel.

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B. PERCENT NOTICING CHANGE

The percentage of respondents indicating that they had noticed a change was considerably greater for certain MVA/VOLAR action areas than for others, generally ranging from about 30% (job location choice) to 70% (drugs and alcohol aid) for the VOLAR enlisted group and from 25% (post television) to 85% (drugs and alcohol aid) for VOLAR officers. Overall, these differences among action areas in the percentage of respondents noticing a change remained relatively constant from survey period to survey period. In general, changes were noticed most frequently in the Civilian Hire, Hours of Work, Opportunity for Growth and Experience, Mess Halls, Health Care, and Personal Services action categories. Those specific areas in which changes were noticed most frequently by VOLAR personnel as indicated by June 1972 survey results are shown in Table 4.2 together with comparative figures from the December 1971 and March 1972 survey period.

Referencing Table 4.2, it will be noted that significant changes in the percent noticing a change occurred in several areas from the December to June survey periods. For enlisted personnel, for example, these changes were primarily in the areas of PX prices, tax assistance, mess quality, and post entertainment. As will be noted later, however, not all of these changes (e.g., PX prices and job security) are indicative of a positive response to MVA/VOLAR actions; rather, in certain instances they reflect a perception of changes (such as increases in prices) occurring independent of particular MVA/VOLAR actions. Also of note is the absence of "money opportunity" in the list of most frequently noticed changes presented in this table, i.e., while a substantial pay increment was effected during recent months, only 50% of the enlisted men indicated that they had noticed a change in this area.

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Table 4.2. Action Areas in Which Changes Were Noted
Most Frequently: VOLAR Personnel

<u>Enlisted</u>				<u>Officer</u>			
<u>Survey</u>			<u>Survey</u>				
<u>A</u>	<u>B</u>	<u>C</u>		<u>A</u>	<u>B</u>	<u>C</u>	
Drugs & Alcohol	68	70	67	Drugs & Alcohol	75	74	87
Continue Educ.	66	65	67	Public's Reaction	77	73	75
Civilian KP	67	68	64	Work Week Length	68	63	71
PX Prices	49	57	61	Continue Educ.	57	66	71
Civilian Labor	58	61	60	Stabilized Tour	62	67	68
Mess Choice	59	61	60	Recreation Facilities	51	50	67
Tax Assistance	40	47	59	PX Goods & Services	60	59	64
Mickey Mouse	60	61	58	Feel Useful	45	55	66
Work Week Length	60	62	58	Job Security	48	56	65
Mess Quality	47	51	58	Personal Problem Aid	41	46	65
Post Entertainment	38	42	58	PX Prices	53	60	64
Work Hours Sched.	54	54	57	Dental Convenience	50	53	64

Notes:

1. Data entries in %.
2. For enlisted personnel, a difference of 3% is significant at .01 level.
3. For officer personnel, a difference of 6% is significant at .01 level.
4. A, B, C refer to the survey periods: A = December, 1971, B = March, 1971, C = June, 1972.

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With reference to VOLAR versus non-VOLAR population comparisons, the frequency with which changes were noticed in particular areas was generally quite similar for both groups. Areas of greatest differences favoring the VOLAR set were primarily in the Army Life class, i.e., in the Mess Halls, Health Care, Personal Conveniences, Personal Services, and Pay and Benefits categories. Since actions in this latter category were Army-wide (except for limited use of non-appropriated funds at selected posts, e.g., to support special awards and unit reenlistment programs), the higher incidence of personnel noticing a change in pay and benefits may be a reflection of associated post information programs at the VOLAR installations.

In terms of length of service comparisons, the frequency with which changes were noticed in particular areas was, on the average, 10 to 15% greater for the enlisted over-two years service group than for the under-two group. Exceptions were in the Barracks Housing, Entertainment and Recreation, and Pay and Benefits categories where the percentages noticing a change were approximately the same for both groups.

C. OVERALL COMPARISON OF ACTION EFFECTS

In order to provide a comparative reference for a by-action-category consideration of MVA/VOLAR action effects, an overall assessment of individual action areas vis-a-vis the aggregate set of areas was made. The purpose of this subsection is to summarize the results of this overall assessment in terms of identifying those actions which are having the most positive effects on attitudes and on retention. These findings are then used as major reference points in the by-category evaluations presented in the next subsection.

Those actions having the most positive and least effect (i.e., those in the top and bottom quarters on the overall effect index) are shown in Tables 4.3 and 4.4 for VOLAR enlisted men and officers, respectively. In these tables, the

Table 4.3. Overall Effect: Actions Having Most and Least
Positive Effect on VOLAR Enlisted Personnel

	Top Quarter				Bottom Quarter		
	<u>M</u>	<u>% Good</u>	<u>% Stay</u>		<u>M</u>	<u>% Good</u>	<u>% Stay</u>
Continue Educ.	4.3	91	46	Superiors' Attitude	3.2	54	22
Retirement Benefits	4.2	82	50	Danger Amount	3.2	50	20
Travel & Experience	4.1	84	45	Treatment on Job	3.2	52	22
Civilian KP	4.1	86	32	Irrelevant Trng.	3.2	55	17
Plan Own Future	4.0	79	43	Personal Prop. Safety	3.2	54	15
Free Law Aid	4.0	82	32	Post TV	3.1	46	11
Own Boss Amount	3.9	79	36	Processing Time	3.1	56	19
Cmdr's Open Door	3.9	81	26	Hq. Treatment	3.1	53	21
Civilian Labor	3.9	81	31	PX Treatment	3.1	50	14
Dental Conv.	3.9	78	33	Post Entertainment	3.1	50	14
Serve Country	3.9	74	37	How Inspections Done	3.1	51	17
Preferred Location	3.9	75	45	Overtime Req'd	3.1	48	20
Money Opportunity	3.8	72	37	How Inspections Used	3.1	50	17
Stabilized Tour	3.8	71	42	Service Clubs	3.0	44	11
Rap with Cmdr	3.8	77	25	Barracks Comfort	3.0	49	13
Food Choice	3.8	66	27	Evening/Weekend Duty	2.9	45	18
Medical Qual.	3.8	74	34	Complaints Action	2.9	41	15
Drugs & Alcohol	3.8	77	20	Discrimination Amt.	2.8	38	13
Supr. Support Job	3.8	73	31	How Rules Enforced	2.7	36	11
Spec. MOS Training	3.8	72	36	Waiting in Lines	2.6	38	11
Dental Quality	3.8	73	31	Publics' Reaction	2.5	29	10
Personal Prob. Aid	3.7	72	24	PX Prices	2.5	25	7

Notes:

1. Based on June 1972 survey data.
2. M = average overall effect on a scale of 1 to 5; a difference of .1 is significant at .01 level.
3. For % entries, a difference of 3% is significant at .01 level.

Table 4.4. Overall Effect: Actions Having Most and Least
Positive Effect on VOLAR Officer Personnel

	Top Quarter				Bottom Quarter		
	<u>M</u>	% <u>Good</u>	% <u>Stay</u>		<u>M</u>	% <u>Good</u>	% <u>Stay</u>
Continue Educ.	4.4	83	67	Admin. Support	3.0	43	30
Stabilized Tour	4.3	80	61	Respect for Superiors	3.0	41	31
Work Hours Sched.	4.0	73	55	Post TV	3.0	33	12
Job Choice	4.0	72	59	Advancement Oppor.	3.0	42	35
Money Opportunity	4.0	69	53	BOQ Conveniences	2.9	40	19
Preferred Location	3.9	67	59	Feel Useful	2.9	40	35
Dental Quality	3.9	69	50	Personal Prob. Aid	2.9	37	19
Serve Country	3.9	63	56	Danger Amount	2.9	28	20
Experience Counts	3.9	67	55	Laundry & Cleaning	2.9	36	11
Plan Own Future	3.9	66	57	Officers' Club	2.8	35	15
Cmdr's Open Door	3.8	71	46	Career Counseling	2.8	42	34
Travel & Experience	3.8	60	52	How Rules Enforced	2.8	37	25
Rap with Cmdr.	3.7	66	37	Job Security	2.7	27	24
Dental Convenience	3.7	61	47	Laundromat	2.4	23	6
Post Welcome	3.7	66	46	PX Prices	2.2	12	6
Medical Convenience	3.7	65	50	Public's Reaction	2.1	11	6
Gen. Work Conditions	3.7	65	48	Pers. Property Safety	1.9	20	9

Notes:

1. Based on June 1972 survey data
2. M = average overall effect on scale of 1 to 5; a difference of .3 is significant at .01 level.
3. For % entries, a difference of 9% is significant at .01 level.

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actions in the top and bottom quarters are listed in rank order with reference to scores on the overall effect index, based on June 1972 survey results; for comparative purposes, associated scores on the % good and % stay indices are also shown. In general, there is a high correspondence between these three indices in the relative effect of any particular item. For example, 20 of the actions in the top quarter on the overall effect index for enlisted personnel are also in the top quarter (i.e., 72% or above) on the % good index; similarly, 19 of these actions are also in the top quarter (i.e., 31% or above) on the % stay index. As will be noted later, however, some particular items (e.g., drug and alcohol aid) rank relatively high on the % good index but relatively low on the % stay index while others (e.g., job security) that rank low on the % good index rank high on the % stay index.

For the majority of the items, consistent results were obtained from survey period to survey period (the survey-to-survey rank order correlations, based on the total set of 88 items for enlisted men and 74 items for officers, ranged from .71 to .87). Some exceptions were mess hours which (for the enlisted set) fluctuated from 38 to 2 and back to 44 in rank over the three surveys and dental quality which (also for the enlisted set) fluctuated from 17 to 61 and back to 21 in rank.

In comparing the VOLAR and non-VOLAR groups, actions for which the VOLAR enlisted group show a significantly higher positive reaction (based on March 1972 survey results) are found primarily in the Army Life class and most particularly in the Personal Conveniences and in the Entertainment and Recreation categories. In this latter category for example, there was a significant difference (averaging 29% on the % good index and 8% on the % stay index) favoring the VOLAR group on each of the several types of actions addressed by the Questionnaire items. Similar differences were obtained with reference to the officer groups where, again, the greatest differences favoring the VOLAR set were found primarily in the Army Life class, particularly in the Personal Services and Personal Conveniences areas.

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With regard to length of service, the responses of enlisted personnel in the over-two years service group were, on the average, about 8% higher on the % good index and 5% higher on the % stay index than those of the under-two years group. Similar differences favoring the over-two group were also obtained with reference to the officer groups. However, for both enlisted and officer personnel, the relative effect of a particular action was generally quite similar for both the over-two and under-two years service groups (the rank order correlation between the two groups was on the order of .90).

For illustrative purposes, actions in the top quarter on the % good and % stay indices for the VOLAR enlisted under-two years service group are shown in Table 4.5 together with the corresponding percentages and their associated rankings for the over-two group. As indicated by this table, the percentage of positive responses is generally higher for the over-two group on a particular item. However, those items in the top quarter for the under-two group are also in or near the top quarter for the over-two group; the one major exception is "reenlistment bonus" which ranks relatively low on the % good index for the over-two group.

D. STRENGTHENING PROFESSIONALISM

Actions in the Professionalism class are directed toward building positive incentives to service, i.e., toward improving professional competence and building among soldiers of all ranks a strong sense of accomplishment and achievement in performing an important job well. Such actions include returning the soldier to soldiering on a full-time basis through releasing him from the performance of ancillary, nonmilitary duties (e.g., through civilian hire and use of labor-saving devices), providing exciting and meaningful training and work, providing more normalized working hours and schedules, providing opportunities for continuing educational development, and improving the foundations of Army leadership. Findings concerning the effects of actions in each of the eight major action categories included in this class are summarized below.

Table 4.5. Action Areas in Top Quarter in % Good and % Stay Effect for
Under-Two Years Service Group: VOLAR Enlisted Personnel

	<u>% Good</u>				<u>% Stay</u>		
	<u>Group</u>				<u>Group</u>		
	<u>< 2</u>	<u>> 2</u>			<u>< 2</u>	<u>> 2</u>	
	%	%	Rank		%	%	Rank
Continue Education	89	93	1	Retirement Benefits	50	51	1
Civilian KP	87	86	4	Preferred Location	44	46	4
Retirement Benefits	85	81	9	Continue Educ.	42	50	2
Travel & Experience	81	86	3	Determine Own Future	42	45	5
Civilian Labor	81	81	10	Travel & Experience	41	48	3
Cmdr's Open Door	79	83	6	Stabilized Tour	39	45	6
Rap with Cmdr.	78	76	18	Reenlistment Bonus	37	36	17
Free Law Aid	77	86	2	Money Opportunity	34	40	8
Determine Own Future	76	82	8	Specialized MOS Trng	34	39	10
Preferred Location	74	76	17	Reenlist Specific Unit	33	36	18
Drug & Alcohol Aid	73	80	11	Feel Belongs	33	38	12
Dental Convenience	73	83	7	Serve Country	32	41	7
Own Boss Amount	73	83	5	Civilian KP	31	32	30
PX Goods & Services	73	74	28	Own Boss Amount	31	40	9
Dental Quality	71	75	23	Treated as Resp. Pers.	31	38	11
Specialized MOS Trng	71	73	31	Civilian Labor	31	31	36
Medical Quality	70	77	15	Medical Quality	30	38	13
Pers. Vehicle Repair	70	79	13	Advancement Oppor.	30	35	23
Supv. Support Job	70	76	19	Job Security	30	37	16
Money Opportunity	69	76	22	Free Law Aid	29	34	24
Administrative Sup.	68	73	32	Dental Convenience	29	37	15
Reenlistment Bonus	68	64	63	Job Location Choice	28	31	35

Notes:

1. Based on June 1972 survey data
2. A difference of 4% significant at .01 level.

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1. Civilian Hire

The objective of actions in this category is to return soldiers to soldiering by releasing them from ancillary, nonmilitary duties by employing civilians for the performance of such duties. Particular types of actions include hiring civilians for KP, post maintenance and custodial services, post security, and clerical support. Overall, actions in this category have been very well received in terms of being noticed (top quarter), having a positive impact on attitudes (top quarter) and having a positive impact on retention (in or near top quarter). Civilian hire actions concerned with KP and post maintenance have a more positive effect than do those primarily concerned with post security.

Civilian KP was implemented post-wide at six of the VOLAR-72 installations and on a partial basis (e.g., in selected messes) at the remainder of these installations. Overall, 86% of the respondents view this action as "good" and 9% view it as "bad"; 32% indicate that it will have a positive impact on their reenlistment plans whereas 5% indicate that it will have a negative impact. (In the June 1972 survey, civilian KP ranked fourth in terms of overall positive effect, being surpassed only by "continue education", "retirement benefits" and "opportunity for travel and experience" actions.) The most positive results were obtained at those posts which implemented the action on a post-wide basis; at these installations, the "% good" responses averaged 11% higher and the "% stay" effect averaged 3% higher than at those posts which had implemented the action on a partial basis. These differences were reflected primarily in the responses of the under-two years service group (i.e., at the posts that had implemented the action on a post-wide basis, the under-two group responses were 13% higher on the "% good" and 4% higher on the "% stay" indices than were those for the comparable group at the other posts).

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Over the six-month survey period (December 1971 to June 1972), there was an increasingly more favorable response to civilian KP actions wherein the change was from twelfth to fourth place (among the total of 88 items) on the overall effect index, from 74% to 86% in the percentage of "good" responses, and from 27% to 32% in the percentage of "stay" responses. Of particular note in this regard was the decrease between December 1971 and June 1972 in the percentage of "leave" responses at certain training posts that had implemented civilian KP on a partial basis: For example, at Fort Ord, civilian KP had initially been implemented post-wide and later restricted to permanent party messes; at Fort Jackson, the action was restricted to permanent party messes. In the December 1971 survey, a relatively higher percentage (on the order of 25%) of the enlisted personnel at both of these posts indicated that the action would have an adverse effect on their reenlistment decision; this lack of favorable response was attributed to the negative responses of trainees who could observe but not immediately benefit from the action. This relatively high incidence of negative responses was not achieved on the June 1972 survey, indicating that the initial disruptive effect of introducing civilian KP in certain messes and not in others has subsided at these posts.

Installation-level evaluation findings parallel those resulting from MVA Questionnaire analyses: Civilian KP actions are uniformly found to produce highly favorable results, particularly among the lower grades and under-two years service groups. It is suggested too that the positive effects of civilian KP are also reflected in other areas such as increased job satisfaction, more uniform work schedules, and increased unit effectiveness (through maximum availability of personnel for training and job performance in support of the primary mission of the unit).

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In summary, civilian KP is among the most promising actions for Army-wide implementation in terms of effects on attitudes and on retention; the effectiveness also appears to be increasing over time. Potential benefits are only partially realized when implementation is on a less than post-wide (e.g., permanent party or selected mess facilities only) basis where the action can be observed but not immediately benefit certain segments of the post population. The overall effects of civilian KP are reflected not only in the reaction of the soldiers most directly involved, but also in other areas such as increased potential for maximizing primary mission performance.

The response to the various other types of civilian hire actions (custodial, refuse collection, grounds maintenance, etc.) is generally quite similar to that for civilian KP. As noted in the installation-level reports, the benefits are threefold: One is the favorable effect on attitude accompanying the release of the soldier from menial details; a second is the increase in professionalism and in unit effectiveness associated with returning the soldier to soldiering; a third is the higher quality result when certain tasks, e.g., carpentry, are performed by skilled craftsman. While actions in this area are generally well received by soldiers, the impact on reenlistment intent ranks considerably lower for the over-two years service group than for the under-two group, reflecting the general condition wherein the lower grades are more directly concerned with the actual performance of tasks of this type.

As noted previously, civilian hire actions concerned with post security were generally less favorably received than those concerned with KP and post maintenance. To a large extent, this may be attributed to the general consensus that post security and related tasks are more closely related to professional military functions than are KP and post maintenance. The impact of civilian guard actions on reenlistment intent is also relatively lower for the over-two years service group than for the under-two years group, again reflecting the difference between the two groups in direct involvement in tasks of this type.

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As with civilian KP, certain other types of civilian hire actions are promising prospects for Army-wide implementation on a selective basis, i.e., custodial and post maintenance type tasks appear to be the most promising and semimilitary duties (such as post security) appear to be the least promising among these particular actions in terms of direct effect on attitudes and retention; all, however, contribute equally to enhancing primary mission performance through returning the soldiers to soldiering. A caution to be noted, based on in-depth interview results, is the realization of a somewhat less positive effect on attitudes in instances in which relief from ancillary, nonmilitary duties is not accompanied by an equivalent increase in assignment to meaningful military duties.

2. Use of Labor-Saving Devices

The objective of actions in this category is to return soldiers to soldiering through the acquisition and use of labor-saving devices. Particular types of such devices acquired (or requisitioned) include power mowers, rotary tillers, garbage vans, street sweepers, floor polishers, vacuum cleaners, steam cleaners, fork lifts, and intrusion detection devices. The effect of such actions on attitudes and retention were not directly addressed by the MVA Questionnaire nor (with few exceptions) by installation-level evaluation surveys. Rather, the effects were addressed in terms of man-hour savings or in terms of subjective judgments.

The response to the acquisition and use of labor-saving devices (at those installations which addressed this item directly) was above or near the mid-range of favorable responses in comparison with other types of actions. At Fort Carson, for example, purchase and use of labor-saving devices was rated quite high by both senior and junior personnel with the responses averaging 3.7 and 4.2 respectively, on a scale of 1 to 5. In USARHAW, the response to this action averaged 3.8 (again on a scale of 1 to 5) for all

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personnel and 3.9 for the E1-E3 group (overall, the action ranked 39 out of a total of 63 actions). At Fort Riley, 76% of the respondents indicated that this type of action had provided them with more training time.

In terms of man-hours savings, a direct relationship between the acquisition of particular labor-saving devices and the number of soldiers released for mission-oriented duties was generally indicated. For example, USARHAW estimated that the use of steam cleaners in the motor pool would result in a savings of 150 man-hours per week; similarly, power mowers result in an estimated saving of 30 hours per week. Overall, labor-saving devices were ranked in fourteenth place (out of 25 projects) in effectiveness and eighth in cost by USARHAW. In other instances, e.g., at Fort Ord, it was noted that certain purchases did not release soldiers for mission-oriented activities since the devices (e.g., floor polishers) purchased were for use during off-duty hours; they did, however, result in a time savings for the soldiers involved.

Judgmental comments concerning labor-saving devices were uniformly favorable. Such comments generally were focused upon describing benefits in terms of increased morale resulting from relieving the soldier from irritating, fatiguing, menial details; in terms of increased efficiency (e.g., less soldiers performing the task in less time) and quality (e.g., better kept grounds and living quarters) of associated task performance; and in terms of the increase in soldier/hours available for mission-oriented activities and/or for leisure time pursuits.

In summary, the acquisition and use of labor-saving devices appear to have a generally beneficial effect in terms of morale, efficiency, and maximizing the availability of soldiers for primary mission performance. While the implementation of actions in this area and their subsequent evaluation in terms of effects on attitudes and retention was quite limited, the general findings indicate the utility of continued, and perhaps increased, efforts in this area.

3. Economizing on Performance of Ancillary, Nonmilitary Duties

The actions in this category are designed to return soldiers to soldiering through changes in command policies and soldier utilization practices. Specific actions include critical reviews of manpower resource allocations to ensure that all soldiers are being used purposefully in a manner designed to develop both their skills and motivation, the consolidation of functions and duties (e.g., consolidate mess hall feeding on weekends to reduce associated staffing requirements), and the reduction of certain detail manning levels (e.g., reducing number of soldiers assigned to daily flag detail).

As with actions in the labor-saving devices category, the effects on attitudes and retention of actions in this category were not directly addressed by the questionnaire surveys. In the in-depth interviews, however, the amount of extra non-work related tasks, unnecessary details which detract from job performance, types of details which dilute the professional image of the Army and of the soldier, and inefficient utilization of available resources were the subject of comments by a number of the interviewees. Several of the installation-level reports also indicated that actions in this area were very important to the achievement of overall MVA objectives. For example, both junior and senior personnel at Fort Carson rated such actions as being very important; the Fort Bragg report indicates that actions in this area are having a great impact on the achievement of MVA objectives; and the Fort Benning report emphasizes the importance of such actions in enhancing primary mission training and performance.

Overall, actions in this area are viewed as being important to the achievement of MVA objectives. Such actions contribute to the efficiency and professional image of the Army, increase the availability of resources for primary mission performance, and contribute to attitude change by reducing several types of irritants impacting on the individual soldier.

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4. Job Assignment: Choice and Relevance

Actions in this category are directed toward increasing interest, motivation, morale, and professional performance by increasing the correspondence between the soldier's aptitudes, capabilities, and preferences and his actual duty assignment. Actions in this category are generally of a low or non-funded nature and have been implemented on an Army-wide basis; however, some of these actions have been given particular emphasis at certain VOLAR-72 installations.

In terms of the percentage of soldiers noticing a change, actions in this category generally rank in the bottom quarter for both enlisted and officer personnel. A major exception is in "stabilized tour" which is ranked in the top quarter by officer personnel. There was a slight upward trend over the three survey periods in the percentage of soldiers noticing changes in certain areas such as the extent to which training and experience are taken into account in job assignments and in opportunities to serve one's country. Changes in this category were generally noticed more frequently by officers than by enlisted men and also more frequently by the over-two years service groups than by the under-two groups; however, the relatively low percentage noticing changes in a particular area was similar for all groups.

In terms of impact on attitudes and retention, the several types of actions show different effects: Actions to date concerned with location preference, stabilized tour, and opportunity to serve country rank in the top quarter in overall effect; stabilized tour and the extent to which experience counts in job assignments rank in the second quarter; and job choice, the extent to which training and preferences count in job assignment, and choice among job locations rank in the third quarter.

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For all actions in this category, the "% stay" effect is ranked considerably higher than is the "% good" response, indicating that the changes noticed have generally been less than desired or expected but that those that have been implemented have a high impact on retention. The relative effects of such actions are similar for personnel in both the under-two and over-two years service groups. However, there is a major difference between married and single enlisted men with regard to the impact of preferred location on retention: Approximately 55% of the married and 20% of the single men indicate that actions in this area will have a positive impact on their reenlistment decision.

The importance of actions in this category as major contributors to soldiers' attitudes and retention is borne out by installation-level findings and in-depth interview results: A number of posts (e.g., Forts Carson, Dix, Hood, Jackson, Lewis, and Polk) emphasize the importance of choice of job and duty station (at Fort Hood, for example, choice of duty station was ranked number one out of a total of 100 actions suggested as necessary to increase morale, retention, and military effectiveness); Fort Bragg notes that a large proportion of respondents are not satisfied with the way job assignments are currently being handled; several posts (e.g., Forts Benning, Campbell, and Sill) indicate that unit of choice actions are positive inducements to reenlistment; and USARHAW and Fort Knox note the importance of working within one's MOS as a source of overall satisfaction or dissatisfaction (at the latter installation, for example, it was noted that 50% of the enlisted men are happy with their current MOS but that about one-third of the junior enlisted men were not currently working in their primary or secondary MOS).

In the in-depth interviews, a number of the interviewees mentioned the misuse of their talents and skills, indicating that the jobs they were doing were not in keeping with the tasks for which they had been trained

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or were qualified; in this regard, the typical soldier expressed a desire for more personal consideration in making his job more meaningful and productive by taking into consideration his talents, abilities, and preferences.

In summary, actions in the Job Assignment category tend to rank quite low in terms of changes noted to date but very high in their potential impact on attitudes and retention. The more productive actions have been those concerned with unit of choice and stabilized tours. The overall consensus is that actions in this category are extremely important and should be continued and amplified.

5. Work Conditions

Actions in this category are directed toward improvements in the work (or training) situation itself and in the conditions under which the work is performed. These include improved logistic/administrative support, procedural and methodological changes to provide exciting and meaningful training and work, and facilities improvements to provide a healthy and comfortable work environment. Actions implemented at VOLAR-72 installations include facilities and materials improvements, changes in training methods and techniques (e.g., performance-oriented training and individualized instruction), upgrading capabilities of instructors, eliminating irrelevant training, and increased focus on primary mission and unit-centered training.

In terms of percentage noticing a change, actions in this category fall in the low middle quarter for enlisted men and generally in the upper half for officer personnel. For this latter group, however, the changes noticed are not all associated with MVA/VOLAR actions per se and tend to be negative in nature. For example, 65% of the officers indicate that they have noticed a change in job security; of these, 60% indicate that the change is for the worse while only 27% indicate that it is an improvement.

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In terms of impact on attitudes and retention, those actions concerned with increasing the soldier's feelings of belonging to a particular unit, of feeling useful, and of having adequate administrative support, together with improvements in general work conditions have had the greatest effect. Those concerned with amount of danger, family life, and irrelevant training have had the least effect; responses to this latter item indicate that the changes made to date in the reduction of irrelevant training have been less than expected or that there is a difference in opinion as to what constitutes "irrelevant training."

While generally conceding that job-centered activities rank extremely high in impact on attitudes and on retention, the reaction to changes to date at the various posts has been somewhat mixed. For example, Fort Bragg notes that changes in work conditions are rated in the bottom quarter whereas Fort Benning reports that changes in this area have been very favorably received. Accordingly, it is suggested that the response to changes in this area are conditioned to a large extent by the pre-existing conditions at a particular post or unit and by the primary mission of the units involved as well as by the expectations of the individual soldier.

The differences in responses to particular types of actions would indicate that there is no one overall prescription or set of specific actions uniformly applicable to all installations. Rather, each installation is confronted by a somewhat unique set of needs and conditions which will, to a large extent, determine the efficacy of a particular change in existing work conditions at that installation. Also, as indicated in the in-depth interviews, the nature and relevance of the work performed is generally viewed as being of more importance to the individual soldier than are the conditions under which it is performed. A persistent theme throughout these interviews was one of "give me a full-time, worthwhile job to do."

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In summary, changes in this area have been generally well received but their impact on attitudes and retention has been only moderate. Actions having the highest impact are those which increase the soldiers' feelings of belonging, of having adequate administrative and logistic support, and of having a worthwhile and meaningful job to perform rather than those dealing with physical conditions of work per se. Continued attention to making improvements in this area is viewed as being of major importance to the achievement of overall MVA objectives. However, given the differences among installations and units in conditions and missions, specific types of actions are not viewed as being uniformly applicable at all installations; rather, judicious choices among alternatives and flexibility in implementation to accommodate these differences is required if maximum benefits from such actions are to be achieved.

6. Hours of Work

Actions in this category are directed toward respecting the private time of soldiers by standardizing the work week and providing compensatory time off for required extra duty. Specific types of actions include establishing a five-day work week and uniform work schedules, minimizing irregular duty hours, reducing overtime and weekend duty requirements, and providing compensatory time off for overtime work.

Changes in work week length and in work hours scheduled were in the top quarter of all actions in the percentage noticing a change and in the upper half in overall effect on attitudes and retention for enlisted personnel. The percentage noticing a change and the impact on attitudes and retention was most pronounced for personnel in the over-two years service enlisted group. There was a slight decline in positive reaction over the three survey periods, perhaps reflecting some degree of accustomization following the initial impact; however, the retention effect remained quite high. The five-day work week was generally cited by the installation-level reports as being among the most effective actions in the low/no cost set.

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Changes in overtime required and in evening/weekend duty were noted less frequently and had a lower impact on attitudes and retention. This may be due in part to a failure on the part of a substantial segment of the respondents to note any significant decrease in these areas and therefore to respond to any overtime or weekend duty requirement as a change for the worse. Normal mission requirements coupled with the current transition in force structure have precluded a major reduction in overtime and weekend/evening duty requirements at many of the installations. However, as noted in the Fort Benning report, for example, the need for overtime work in support of certain mission requirements is recognized by the soldiers and is not considered a major irritant if compensatory time off is made available.

In summary, changes in the hours of work category have been generally well received and have a considerable impact on attitudes and on retention. The impact, while high for all groups, has been greater for the over-two years service group. The more effective actions in this category have been the five-day work week and compensatory time off for overtime; major changes in weekend/evening duty requirements have been precluded by mission requirements and current transitions in force structure at many of the installations and have had less of an impact to date.

7. Opportunity for Growth and Experience

Actions in this category are directed toward providing the soldier with opportunities for intellectual development and self-realization, both in terms of acquiring formal or specialized skills and knowledge and in terms of acquiring a broader understanding of his environment through travel and experience. Actions implemented at VOLAR-72 posts include provisions for educational development during normal duty hours, expanded self-development educational programs, improved instructional materials and facilities, increased opportunities to attend courses at civilian colleges, and educational counseling.

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Together with certain actions in the Civilian Hire, Health Care, and Pay and Benefits categories, actions in this category rank at or near the top of all actions in terms of positive reaction and impact on retention. Of the total set of actions, increased opportunities to continue education ranks number one in overall effect for both officer and enlisted personnel. In the June 1972 survey, 91% of the enlisted personnel indicated that these changes were "good" and 46% indicated that they would have a positive retention impact. For enlisted personnel, opportunities for specialized MOS training and for travel and experience rank near the top as do increased opportunities to plan one's own future and to be one's own boss.

The response to changes in this category are similar for both the under-two and over-two years enlisted groups with the percentage of positive reactions showing an upward trend over the three survey periods. The responses of officer personnel were similar to those of the enlisted set. A notable exception in the overall favorable response to changes in this category was with reference to changes in opportunities for advancement which ranks relatively low in terms of favorable responses and stay impact for officer personnel, indicating a perceived decrease in advancement opportunities and an associated decrease in the effect of advancement opportunities as a positive inducement to remaining in the Army.

While a variety of different types of educational and self-development programs have been implemented at various VOLAR-72 posts, all such actions appear to have an almost uniformly favorable impact on the soldiers' attitudes and retention. As noted in the installation-level reports, there is an intense interest displayed by the soldiers in education and self-development. Associated MVA/VOLAR projects range, for example, from informing the soldiers of educational programs and opportunities to the formal conduct of such programs, from formal courses in a class setting to

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facilities and materials for self-instruction, and from time off during duty hours for participation in such programs to providing the means for and encouraging off-duty hours participation. The general reaction to all types of actions such as these was found to be highly favorable.

This high degree of interest in and favorable reaction to changes in this area are explained in part by in-depth interview results: In these interviews, "opportunities to gain educationally and to travel" were cited as prominent areas of interest or desires upon entering the Army. While their travel aspirations had generally been realized, a high percentage indicated that their educational aspirations and expectations had not been fulfilled. Accordingly, it is expected that actions perceived as advancing the fulfillment of these educational expectations would be favorably received by a large segment of the soldiers impacted. Interestingly, "educational opportunity" was cited as a primary consideration in their stay/leave decision by a large percentage of both those interviewees who chose to stay in the Army and those who chose to leave.

In summary, actions in this category have had a very favorable impact on both attitudes and retention with "opportunities to continue education" having the highest overall effect for both officer and enlisted personnel. The various types of actions implemented have generally met with uniformly favorable reactions, reflecting the extremely high interest in self-improvement and education held by a high percentage of the soldiers and their reaction to projects designed to further the realization of this desire. The overwhelming consensus is that projects in this category be continued and amplified.

8. Leadership and Supervision

Actions in this category are directed toward developing leaders capable of successfully completing their unit mission with emphasis upon

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increased job understanding, leadership principles and practices, and concern and respect for the dignity and welfare of subordinates. Actions implemented at VOLAR-72 installations include instruction in counseling and evaluation, performance recognition programs, and formal leadership development programs.

These actions generally fall in the upper middle quarter (40 to 55%) in the percentage of respondents noticing a change in the particular types of actions encompassed in this category. In terms of overall effect, the specific types of actions tend to differ in the degree of positive impact: Those concerned with supervisory support of job performance and with being treated as a responsible person rank in or near the top quarter; those concerned with respect by and for superiors and with job performance recognition rank near the middle; and those concerned with treatment on the job and superiors' attitudes rank in the bottom quarter. For all these actions, the % good responses rank relatively lower than do the "% stay" effect responses, indicating that such actions are relatively quite important to both positive attitudes and retention but that their potential has not been realized to date in terms of impact on attitudes. Both in terms of impact on attitudes and on retention, actions in this category are ranked higher by the over-two years service groups than by the under-two years groups.

The importance of actions in this area was underscored in both the in-depth interviews and the installation-level evaluations: During the series of in-depth interviews, the quality of leadership was subject to sharp criticism. The interviewees indicated that their leaders should be more highly trained and experienced and have an aptitude for dealing with people. In particular, it was suggested that the ultimate success of the MVA concept would, in a very large measure, be dependent upon the capabilities and qualities of leadership and supervisory personnel. The importance of expeditious and continuing actions in this area is further amplified by

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several of the installation-level findings and comments. For example, the Fort Hood report notes that the need to improve NCO leadership was ranked 11 in importance out of a total set of 100 such factors; the Fort Polk report notes that the lower enlisted grades (E1-E4) exhibit little or no confidence in their leaders; the Fort Lewis report notes that competent leadership ranked first as a determinant of positive attitudes and third among factors influencing reenlistment, and the Fort Ord report notes that leadership was the factor most closely associated with the development of a positive attitude.

Given the importance ascribed to effecting improvements in this area, several of the installation-level evaluations indicate the success of actions taken to date. For example, USARHAW notes that the greatest increase in attitudes was recorded in the leadership area; Fort Sill notes that actions in this area have greatly increased leadership capabilities; Fort Polk notes that leadership development programs have improved the prestige of supervisors and that 40 to 45% of the NCOs indicate that such programs have made them better leaders; and Fort Benning notes that leadership development programs provide the administrators with the necessary background and skills to accommodate MVA concepts and strengthen professionalism.

In summary, actions in this category are viewed as very important in terms of impact both on overall attitudes and on retention. To date, however, the full benefits from such actions have not been realized; a period of time is required before the impact of leadership development programs is fully reflected in the behavior of supervisors and an even longer time required for these behaviors to impact on the attitudes of the subordinates. Findings at all levels of evaluation indicate that actions in this area should be continued and amplified.

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E. IMPROVING ARMY LIFE

Actions in the Army Life class are directed toward creating conditions within which strengthened professionalism and positive incentives to service can be built, i.e., through reducing irritants and inadequacies in the living conditions and life style of the soldier and his dependents. Such actions include improvements in the general dignity and respect accorded the soldier in housing and mess facilities, in personal services and conveniences, in entertainment and recreation programs, in health care, and in pay and benefits programs. Findings concerning the effects of actions in each of the thirteen major action categories included in this class are summarized below.

1. Dignity and Respect

Actions in this category are directed toward according soldiers the dignity and respect befitting mature citizens by providing more freedom of action and self-expression, attention to individual preferences, respecting private time, reducing personal irritants, and improving relations with the civilian community. Particular actions include revised inspection procedures, more personal freedom (in travel, dress, living quarters, etc.), racial harmony programs, post communications, and community relations programs.

Responses to actions in this category are mixed: Those concerned with increased personal freedom (in travel, in dress, etc.) have been quite favorably received, generally falling in or near the upper quarter in overall effect on attitudes and retention. Others, e.g., beer availability, are quite high in terms of positive reaction but low in retention impact. Those dealing with how rules are enforced, inspections, discrimination, and public relations are low in positive impact on both attitudes and retention, generally falling in the bottom quarter on the overall and stay effect indices. Over the three survey periods, there was a significant decline in the positive reaction to "freedom to decorate own room" on the part of enlisted personnel, possibly reflecting an accustomization to such actions or a tightening of restrictions in the amount of discretion permitted.

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Of the specific types of actions, the installation-level evaluation findings are consistent in noting that those concerned with increased personnel freedom are the most effective types of actions in this category. In particular, the removal of travel restrictions, the elimination of bed-checks, and the elimination of sign-in and sign-out requirements are cited as being very favorably received by enlisted men in the lower grades. At the same time, it is generally noted that such actions have not resulted in a decrease in discipline, rather, the soldiers have responded quite well to the trust placed in him and the greater degree of personal responsibility required of him.

The reaction to changes in inspection procedures, in the amount of discrimination, and in public reaction has been considerably less positive, possibly indicating that much more needs to be done in these areas, i.e., that the actions taken were considerably less than expected or the results were less than desired. For example, a number of the installations have undertaken projects to improve relations with the surrounding communities; while some improvement on a localized basis is indicated, the overall impact on the attitude of the general public is quite limited. Similarly, the moderate response to reductions in "mickey mouse" would indicate that more intensive efforts in this area are required, given the importance ascribed to this area as a source of irritants (for example, "petty" rules and regulations were cited together with inspections and details as being high on the list of dislikes mentioned during the in-depth interviews).

In summary, actions dealing with personal dignity and respect tend to be noticed by the soldier and to impact strongly on attitudes toward the Army. Actions dealing with increases in personal freedom and trust have been the more effective of the various types of actions taken in this area to date. Those dealing with rules enforcement, waiting in lines, inspections, discrimination, and public's reaction have been less effective, indicating that more attention is needed in these areas.

2. Voice in Policy

This category of actions is quite similar to the "Dignity and Respect" category but entails active participation on the part of the soldier rather than passive response to an action. These actions are directed toward soliciting participation and involving the soldier in the policy formulation and decision-making process. Particular actions include soliciting and responding to ideas, suggestions, and complaints through the establishment of councils and investigating teams, holding group discussions, installing "hot-lines" to facilitate access to action agencies, and communicating actions and results.

The most effective of these actions have been those which provide for direct interaction with responsible action agencies, e.g., opportunities to interact directly with the commander (in this regard, "chance to rap with the commander" and "commander's open door policy" rank in the top quarter in overall effect for both officers and enlisted men). Actions which provide an intermediate or representative form of access to action agencies (e.g., through advisory councils) have only a moderate impact, i.e., fall in the mid-range. The response to "actions taken on complaints" was quite low, falling in the bottom quarter in overall effect. In general, actions in this category have a higher positive impact on attitude than on retention. For example, "commander's open door policy" ranks sixth in "% good" response and fortieth (out of 88 action items) in "% stay" effect for enlisted personnel.

A number of the installation-level evaluations report that actions directed toward providing the soldier with an active voice in the decision making and complaints resolution process have been highly successful. For example, Fort Bragg notes that "chance to speak" is rated very high on the list of action areas in which enlisted personnel indicate that they are presently satisfied; Fort Sill notes that actions in this area has increased

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the insight on the part of the commander with reference to troop problems; Fort Dix notes that 74% of the trainees indicate that the company commander is readily accessible; and Fort Hood suggests that such actions will help retain qualified junior officers.

A number of the installations indicate that the use of various types of councils which provide an active voice in the decision process have been well received. Similarly, the high incidence of use made of "hot-lines" is frequently cited as being indicative of the need for and effectiveness of actions in this area. Overall, all such projects which provide the soldier with an active voice and access to action agencies are reported as being favorably received. As explicitly noted in several of the reports, such actions have increased the soldiers' knowledge and understanding of his military environment, have increased the understanding on the part of action agencies of the problems confronting the individual, and have opened channels of communication which facilitate more expeditious action. Above all, they have increased the feeling on the part of the individual soldier that his views are important and can have an influence on shaping his environment.

In summary, Voice in Policy actions concerned with access to and active participation in the decision-making and problem-solving process are among the more effective actions in the Army Life class in terms of impact on attitudes. Actions which provide for direct access (e.g., commander's open door policy and hot-lines) are more effective than those providing intermediate access (e.g., through councils). The response to resultant action taken on complaints is quite low, indicating that continued action in this area is needed.

3. Barracks Housing

Actions in this category are directed toward improving the physical living environment of the soldier through barracks modernization and maintenance, providing more privacy, and providing adequate, attractive

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furnishings. Particular actions include repair and improved maintenance of barracks and surrounding grounds and access roads, installing room partitions and floor coverings, and upgrading furnishings.

The MVA Questionnaire addressed three general areas in this action category, namely, barracks comfort, barracks conveniences, and personal property safety. The percentage of respondents indicating that they had noticed a change in these areas was quite low, averaging about 40%, and did not differ greatly for the two by-length of service groups (although the percentage noticing a change in "barracks comfort" was relatively higher for the under-two years service group). Of these three types of actions, both barracks comfort and conveniences fall in the mid-range in overall effect while personal property safety falls in the bottom quarter. All three are in or near the bottom quarter in retention effect.

Over the three survey periods, there was a significant decrease in positive response to "barracks comfort", suggesting either a disenchantment when expected changes were slow in materializing or with the actual changes themselves (for example, as noted by one installation, the installation of partitions reduced air circulation to such an extent that temperatures during the summer months made the barracks almost uninhabitable). Also, personal property safety shows a high percentage of negative reactions, indicating that conditions in this area have not improved to any appreciable extent as viewed by the majority of the respondents.

Overall, findings regarding the impact of changes in the Barracks Housing category are somewhat mixed. As noted in the in-depth interview results, the change most apparent to the soldier is the improvement in living quarters of single men: Although barracks partitions may not have been installed, the soldier is aware of the barracks improvement plans, has received new furniture, and generally views these efforts quite favorably.

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At the same time, poor housing and living conditions in the barracks are at the top of the list in "dislikes" and near the top in "suggested improvements" as forwarded by the interviewees.

Similar findings are reported by the various installations: For the majority of the installations "barracks improvements" ranks quite high among the changes indicated as being important to the soldiers directly affected. However, the response to changes made to date has been mixed, particularly when the anticipated changes were slow in being accomplished or the results were less than expected. For example, Fort Knox reports a somewhat negative response due to the delay between promises and delivery; as indicated previously, the change in air circulation and resultant increase in discomfort that accompanied the installation of barracks partitions at one installation produced a somewhat negative reaction to the change. Other installations, however, indicate that changes made to date have been quite favorably received. Still others indicate that planned changes are in the process of being made and, consequently, the actual effects of such changes cannot as yet be assessed.

In summary, a variety of actions have been taken at various installations to improve barracks housing. Such improvements are generally cited as being of considerable importance to the single soldier. Findings to date regarding the impact of such actions are somewhat tentative, due in part to only partial implementation of the total set of planned changes at several of the installations as a consequence of construction lead-time requirements. However, it is generally indicated that such changes have a moderate to high impact on attitudes but a relatively low impact on retention. Personal property safety is an area in which MVA/VOLAR actions to date, while probably offsetting some of the negative changes, have not been completely successful in counteracting the adverse conditions noted by soldiers in this area.

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4. Mess Halls

Actions in this category are directed toward improving the quality of mess services, facilities, and food and increasing the range of food choice. Actions implemented at VOLAR-72 posts include repairing and modernizing mess facilities and equipment, upgrading furnishings and decor, modifying hours of operation, upgrading food preparation, and providing short-order menus.

Actions in this category generally rank quite high in the percentage of respondents noticing a change (top or upper middle quarter). Those concerned with food choice are the most effective of the several types of actions in this category, generally falling in the top quarter in overall effect, although the retention effect is moderate (in the mid-range). Actions concerned with mess hours, and food quality fall in the mid-range in overall effect while "mess rush" falls in the lower middle quarter. Over the three survey periods, there was a general decline in positive reaction (i.e., in "% good" responses) to actions in this category, primarily reflecting accustomization to the presence of short-order lines and extended hours of operation. In particular, the response to expanded mess hours showed a marked increase from the December 1971 to the March 1972 survey, followed by a corresponding decrease in the June 1972 survey.

A number of the installation-level reports note the importance of mess facilities (food quality, choice, etc.) as determinants of overall attitudes and the favorable reception generally accorded actions in this area, citing the high incident of exposure (visibility) and immediate impact of such actions. Among such actions, the installation of short-order lines is noted with greatest frequency in terms of its impact on attitudes, particularly among the lower grades living in the barracks; also noted is the extended hours of operation which permit the soldiers more flexibility in obtaining meals during weekends and off-duty hours. (A notable exception was in the

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box lunch program at Fort Dix which was rated quite low in terms of acceptance and impact). Several of the installations note that utilization of mess halls has increased since the implementation of mess improvement actions.

In summary, changes in food programs are highly visible and have an immediate impact on a large segment of the enlisted population. While such changes are quite favorably received, they have a relatively low impact on retention. Particular actions having the greatest effect are those concerned with food choice (e.g., short-order lines and beverage availability) and mess hours (i.e., extended hours of operation, particularly during weekends and evenings). However, there has been some decline in the impact of these actions as the soldiers become more accustomed to them. An area meriting more attention is that concerning the amount of "rush and hurry" in the mess halls as perceived by the lower grades.

5. Health Care

Actions in this category are directed toward improving the quality, availability, and convenience of medical and dental services and of drug and alcohol aid programs. Actions implemented at VOLAR-72 installations include the upgrading, modernization, and expansion of physical facilities and ancillary equipment, expediting services to patients, and expanding alcohol and drug abuse information and treatment programs.

Health Care actions rank in the top quarter in terms of percentage noticing a change and in overall positive effect on attitudes for both enlisted and officer personnel (the one exception is medical quality which is ranked quite low by respondents in the officer group). With the exception of drug and alcohol abuse programs, these actions also rank in the top quarter in retention effect. The impact is considerably greater for soldiers in the married group than for those in the single group. Enlisted personnel

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tended to have a higher positive reaction to changes in this area than did officer personnel. Over the three survey periods, there was a significant increase in the degree of positive response by enlisted men to drug and alcohol abuse programs (increasing from 55 to 18 in rank in overall effect on attitudes and retention); there was also considerable fluctuation in the response to changes in dental quality (which showed a marked decrease in positive response from the December to March surveys, followed by an equivalent increase in the June survey).

The importance of Health Care actions as determinants of attitudes is underscored by both in-depth interview results and by installation-level findings. In the in-depth interviews, the long waits imposed on patients, inconvenient hours, and "quick and impersonal treatment by doctors" were indicated as primary sources of dissatisfaction in this area. Improvements in medical and dental services were cited in a number of the installation-level reports as being of critical importance. For example, USARAL found that only about 30% of the personnel surveyed were satisfied with the medical facilities; Fort Hood notes that all forms of health care for dependents are in need of improvement; Fort Polk notes that medical care is one of the most important determinants of wives' attitudes; and Fort Knox suggests that health care actions be given top priority in future MVA budget allocations. In the MVA Questionnaire surveys, wives' attitudes concerning the adequacy of health care for dependents was also cited as a primary factor bearing on the soldier's reenlistment decision.

Actions in this area, generally tailored to the specific needs and resources at each installation, have been uniformly received with a highly favorable response. For example, the facilities were used extensively during extended hours of operation at Fort Dix; dissatisfaction with waiting time at the hospital showed a measurable decrease among the soldiers' wives at Fort Riley; the modernization of facilities at Fort Campbell, while not

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complete, has been very favorably received, and the establishment of an evening clinic was ranked in first place by both officers and the higher enlisted grades. It was also noted in the installation-level reports that actions in the Health Care category serve a most useful role in indicating to the higher grades that MVA/VOLAR actions are designed to benefit them as well as the younger enlisted men.

In summary, actions in the Health Care category rank among the top MVA/VOLAR actions in terms of impact on overall attitudes and on retention. The one exception is with reference to drug and alcohol abuse programs which, while ranking high in effect on attitudes, has a relatively low impact on retention. The retention impact of actions in the Health Care category is considerably greater for married personnel than for single personnel. While actions must be tailored to fit the needs and conditions at each particular installation, the uniformly favorable response to such actions indicates the desirability of continued and amplified actions in this area.

6. PX and Commissary

Actions in this category are directed toward ensuring the customer-oriented nature of PX and commissary operations and of the associated products and services offered. Particular types of actions include modernizing and upgrading physical facilities, improving the quality and expanding the range of products and services offered, and expanding the hours of operation.

Actions in this area generally rank in the middle range in terms of percentage noticing a change; an exception is found with regard to PX prices which shows a high incident in this percentage (with an associated negative reaction). Actions concerned with the range and quality of services offered are the more effective among actions in this area, falling in the upper middle quarter in overall effect; actions concerned with customer

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treatment and prices fall in the bottom quarter in overall effect. The retention effect is quite low, i.e., in the bottom quarter, for all actions in this category. Over the three survey periods, there was a general decline in positive reaction to changes in both customer treatment and in prices. It is suggested that the decline in this latter area is primarily a reaction to continuing inflationary trends; this area (prices) was one of the few areas in which the percentage of negative responses to the changes observed exceeded the percentage of positive responses (how rules are enforced, waiting in lines, discrimination, and public's reaction being the other areas).

Actions directed toward improving customer satisfaction through more convenient hours of operation were well received. For example, Fort Benning notes that this, together with other improvement actions has resulted in increased usage and fewer complaints; Fort Bragg notes that hours of operation ranks relatively high on the list of satisfactory areas; and Fort Carson notes that extending hours of operation is rated quite high (4.0 on a scale of 1 to 5) in importance with 70% of the respondents indicating usage during these extended hours.

Actions directed toward improved customer convenience through mobile PX and commissary services have met with mixed results: At Fort Knox, the use of mobile PXs and commissaries was rated very high by both soldiers and their dependents; in USARHAW, the use of mobile commissary trucks was rated relatively low in importance by enlisted personnel in all grades; after an initial trial period, the use of a mobile commissary at both Fort Hood and a mobile PX at Fort Lewis was discontinued due to a lack of sufficient patronage.

In summary, changes noted in PX and commissary prices have been generally negatively received, reflecting a reaction to a continuing rise in prices rather than MVA/VOLAR actions designed to stabilize or reduce prices (through special purchase, bulk sales, etc.). Actions bearing on the

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quality and range of goods and services, hours of operation, and customer treatment were well received while expanded services through mobile PX and commissary trucks have met with differing degrees of success at particular installations. The overall retention impact of actions in this category is quite low, although somewhat higher for the higher grades and married personnel than for the lower grades and single personnel. However, as noted in the in-depth interviews, there is a general appreciation of the PX, commissary, and other services offered in that these represent a benefit not found in the civilian community.

7. Personal Conveniences

Actions in this category are directed toward improving the quality of Army life by increasing the range and quality of community-supporting services such as laundry, telephones, transportation, and guest accommodations. Actions implemented at VOLAR-72 posts include facilities directory and information services and programs, expanding and upgrading laundry and cleaning facilities, expanding phone services, providing additional on- and off-post transportation, upgrading transportation facilities, providing additional retail services, and expanding and upgrading guest facilities.

The percent noticing changes in this category generally ranged in the low middle to bottom quarter but varied widely from post to post, depending on the type of action implemented, its scope, and number of people affected. For example, at two posts (Fort Bragg and Campbell) which provided additional laundromat facilities, the percent noticing a change ranged from 37% at Fort Campbell to 62% at Fort Bragg. The overall impact of actions in this category is generally moderate to low: While the % good response is generally in the upper middle quarter, the retention impact is quite low, generally falling in the bottom quarter. Over the three survey periods, the % good reaction showed a slight increase while the retention impact remained relatively constant. Of the several types of actions in this category,

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those concerned with post information and transportation rank highest (i.e., in the upper middle quarter) in overall effect. Actions concerned with laundry and cleaning show a considerably higher % good response for the over-two years service group than for the under-two year group; similarly, transportation services and guest accommodations show a higher retention impact for married personnel than for single personnel.

As indicated above, improved transportation services was one of the more effective actions in this category. For example, Fort Benning reports that improved on-post shuttle bus service has been extremely well received and daily utilization has quadrupled; charter bus service to the nearest major city and transportation to recreational areas on weekends have also been well received, have been utilized extensively, and have tended to reduce the number of privately-owned vehicles on the road. At Fort Dix, 67% of the soldiers indicated that on-post bus service was an excellent idea and 25% indicated that it would encourage them to reenlist. At Fort Jackson, the post shuttle was ranked very high by the under-two years service group. Although used by less than 10% of the wives, non-duty hours bus service was rated in the top quarter in importance by the soldiers at Fort Riley.

A number of the installations initiated projects to increase awareness as to the availability and location of post facilities and conveniences. Such actions were generally well received, particularly by new arrivals and dependents. Improvements in guest housing accommodations were also indicated as being very popular actions (e.g., at Forts Hood, Jackson, Polk, and Riley) which had either been undertaken or were very desirable. The installation of washers and dryers in the troop areas was generally ranked quite high by personnel immediately affected (e.g., at Fort Bragg and in USARHAW) whereas general improvements in laundry and cleaning had a less pronounced impact. Another action impact of particular note was the high positive response to free sewing services at Fort Bragg.

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In summary, the impact of actions in this category vary widely as a function of type of action taken at a particular post coupled with the prior existing conditions and priority of soldiers' needs at that post. While reaction to such changes are generally favorable, the impact on retention is quite low. Overall, the most effective types of actions in this category are those concerned with expanded transportation services (both on and off post) and facilities directory/information services; however, other types of specific actions such as laundromats in troop areas and free sewing services were also well received at particular installations.

8. Reception and In-Out Processing

Actions in this category are directed toward decreasing the inconveniences, discomfort and lack of familiarity generally experienced by new arrivals at a post and expediting their assimilation into the post community. Actions implemented by VOLAR-72 posts include welcoming committees, orientation programs for soldiers and dependents, improved reception facilities, and improved programs to assist in the physical transfer and installation of personal belongings.

Of the two types of action (processing time and post welcome) in this category which were addressed by the MVA Evaluation Questionnaire, both were in the bottom quarter for enlisted men in percentage noticing a change; the percentage noticing a change in processing time was considerably higher for the over-two years service group than for the under-two years group and in the top quarter for officer personnel in both groups. For enlisted personnel, "post welcome" actions had a moderate effect (upper middle quarter), both overall and on retention, while "processing time" had a low effect (bottom quarter). For officer personnel, both types of action were in or near the top quarter in overall effect and in the upper middle quarter in retention effect. Over the three survey periods, there was an increasingly more positive response to actions in both these areas.

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Several of the installations noted a positive response to actions designed to decrease processing time. For example, Fort Campbell reports that 77% of the soldiers indicate that processing time has been reduced (however, the additional load imposed by the relocation of the 101 Airborne Division has temporarily taxed the system, resulting in some decrease in the initial high incident of positive response); Fort Dix notes that the new center opened in April 1972 has met with a very favorable response, particularly on the part of newly assigned personnel; Fort Lewis notes that the improved central processing facility is ranked near the top (second and third place respectively, for first and extended tour enlisted men) in positive response to 27 VOLAR projects; Forts Benning, Carson, and Sill note that one-stop processing centers have been very effective.

In a similar vein, a number of posts note the need for improvements in this area. For example, Fort Bragg notes that both commanders and troops pinpoint this area as a major source of discontent; 50% of the dependents at Fort Knox indicate that in/out processing is inadequate; and at Fort Polk, projects to upgrade in/out processing services were ranked near the top of the list by both NCOs and enlisted men in the lower grades.

A variety of actions designed to reduce the disruptive nature of physical relocations have been implemented. These include welcoming committees, orientation programs, courtesy calls, reception centers and facilities, and sponsorship programs. Such actions have been very well received, particularly by married personnel and their dependents. For example, Fort Benning notes that the Welcome Center has provided invaluable 24-hour reception, information, orientation, and emergency services which have greatly facilitated relocations, especially for junior officer and junior enlisted personnel and their dependents.

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An allied action which was deemed to be very effective in terms of impact on morale of the relocating soldier and his dependents was that of providing free quarters cleaning service for departing families. This action is discussed further in the subsection concerned with Family Housing.

In summary, while the overall impact of actions in this area is moderate to low for enlisted personnel, the reactions obtained at some of the installations indicates that the potential impact on attitudes and morale can be quite high, particularly for married personnel. On the whole, it is to be expected that transfers will have a less perturbing and disruptive effect on lower grade single personnel and that assimilation of these personnel into the mainstream of post life is not influenced as much by expeditious processing and formal welcoming programs as is the case for married personnel.

9. Entertainment and Recreation

Actions in this area are directed toward improving the quality and variety of leisure time activities available to the soldier and his dependents. Actions implemented by VOLAR-72 posts include increasing the variety of entertainment available on post; upgrading and expanding recreational areas, facilities and equipment; modernizing service clubs; establishing various kinds of hobby and crafts shops; improving library facilities; and expanding hours of operation of recreational facilities.

Over the three survey periods, there was a significant increase in the percentage noticing a change in the various action types encompassed by this category. The areas of post entertainment, service clubs, and recreation facilities now fall in or near the top quarter and the areas of post TV and personal vehicle repair facilities fall in the mid-range for enlisted personnel in percent noticing a change. Except in the vehicle

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repair area, the percentage noticing a change is considerably higher among the enlisted under-two years service group than for the over-two years group. In terms of overall effect, however, there has been a significant decrease in positive reaction such that actions in this category now generally fall in the lower middle or bottom quarters for enlisted personnel. The primary area of decrease has been in the percent of good responses while the retention impact has remained relatively constant (i.e., bottom quarter) over all three surveys.

To a large extent, this decline in favorable response (following an initial enthusiastic endorsement) is attributed to the relatively low importance generally accorded entertainment and recreation as an area of concern to the average soldier. For example, as noted in the Fort Bragg evaluation report, the soldiers indicate that they are quite satisfied with the recreation and entertainment facilities and opportunities presently provided and actions in this area are not perceived as contributing a great deal to MVA objectives. At Fort Carson where a variety of actions in this area had been implemented, it was noted that none of these actions were rated as outstanding in their effect although all of them were rated as beneficial. Similarly, Fort Hood notes that, with the exception of a night club facility, most of the actions in this area have had little effect.

Depending upon particular needs and conditions, however, the bulk of such actions designed to meet a specific need have been favorably received. For example, Fort Jackson notes that a new theater ranks high with all groups of soldiers; Fort Knox notes that upgrading of the swimming pools has had a most favorable reception; USARAL notes that about 50% of the men in the enlisted grades have commented favorably on the improved hobby shops; and Fort Hood notes that a night club facility at that installation has been well received by the NCOs. Similarly, a number of installations (e.g., Forts Benning, Lewis, Riley, Sill and USARHAW) indicate that actions

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in this area have resulted in an overall favorable response and serve as immediate and highly visible indications to the soldiers at all levels that the Army is interested in their well-being during their leisure hours as well as on the job.

In summary, actions in this area have been generally well received and have a relatively greater impact for the lower enlisted grades; however, following an initial enthusiastic reception, such actions have shown a decline in the degree of positive response accorded them. The impact on retention of actions in this area is quite low and in keeping with the relatively low importance rating attached to such actions by soldiers at a number of the installations. Overall, these findings would indicate that the general availability of entertainment and recreation, both on-post and in the surrounding communities, is such that this area is not one of primary concern to post personnel. However, when tailored to meet particular needs or perceived deficiencies, such actions have been favorably received and serve as visible evidence of the Army's concern with the overall well-being of the soldier.

10. Personal Services

Actions in this category are directed toward expanding and upgrading services available to the soldier in dealing with his personal affairs such as tax matters, personal problems, and legal aid and advice. Actions implemented by VOLAR-72 posts include expanding legal services and associated orientation programs, budget counseling and advisory services, ensuring awareness of government assistance programs, upgrading associated community service programs, and expanding religious programs and facilities.

Overall, actions in this category concerned with tax assistance, personal problem aid, and free legal aid are in the top quarter in percentage noticing a change. In terms of overall effect, free legal and personal problem

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aid both fall in the top quarter for enlisted personnel with free legal aid showing the highest (top quarter) retention impact; tax assistance falls in the mid-range on both overall effect and retention impact. The relative impact of actions in this category is generally higher for the over-two years enlisted group than for the under-two years group. Over the three survey periods, actions concerned with personal problem aid and free legal aid showed an increasingly more favorable response while those concerned with tax assistance showed a decrease for enlisted personnel; for officer personnel, there was a decrease in all three areas in the degree of favorable response.

The installation-level evaluation reports generally indicate that actions in this area are favorably received and that the level of satisfaction with services currently offered is quite high. For example, Fort Benning notes that financial management assistance programs and expanded legal assistance programs have met with high and expanding usage; and Fort Carson notes that expanded legal aid is ranked very high (4.5 on a scale of 1.0 to 5.0) with all projects in this area being rated average or above in favorable reception. The impact of actions concerned with religious activities appears to be somewhat lower for the majority of the soldiers, due in part to the expressed satisfaction with current services in this area. For example, religious facilities and programs were rated in the top quarter in satisfactory areas by personnel at Fort Bragg; church services and facilities were ranked in fourth place at Fort Knox in a rating of the adequacy of 82 types of installation facilities. Other types of services have met with differing degrees of success. For example, Fort Benning reports that an employment service for military personnel and their dependents has been well received and has resulted in a number of placement actions while Fort Lewis notes that a part time employment service has ranked consistently low in terms of both knowledge of the service and its usage.

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In summary, certain personal service actions as defined in the current study have had a relatively high impact on attitudes and a moderate impact on retention with expanded legal aid being the more effective of these to date. At the same time, there appears to be a high degree of satisfaction with the current level of facilities and services, particularly those concerned with religious activities. The general category of Personal Services is one of the few areas in which the Army can, and in most instances does, provide services superior (in terms of convenience and availability to the average person) to those offered in the civilian community. With continued emphasis, particularly through programs designed to increase awareness of the services available in this area, it is anticipated that the impact of such actions may increase considerably.

11. Dependents Programs

Actions in this category are designed to improve the attractiveness of Army life by upgrading the benefits and services offered dependents of soldiers and reducing certain sources of dissatisfaction intrinsic to the life style of dependents in the military community. Many such actions are encompassed in other, more specific, action categories; for example, stabilized tours serve to decrease the frequent changes of station which is a major source of dissatisfaction for many soldiers and their dependents; similarly, actions in such areas as PX and commissary, health care, personal services, and family housing also have a major impact on the dependent population. In addition to these, other actions designed to augment the total set of actions impacting on the dependent have been implemented. These include upgrading playgrounds, expanding access to post facilities such as the gymnasium, implementing driver education programs for dependents, and expanding the range of community services (e.g., visits to dependents in nursing homes, big-brother programs, wives orientation programs) offered.

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With few exceptions, these special ancillary augmentation actions have not had a major impact on the attitudes of the dependent population at most of the installations. This finding appears to be due to a large extent to the generally high degree of satisfaction with current conditions in the specific areas addressed by the majority of the incremental actions coupled with the relatively low importance rating accorded such actions. As indicated by MVA Evaluation Questionnaire results, factors such as family disruption (long separations, frequent transfers, working hours), health care, and pay and benefits have a much greater impact on the attitudes (as measured by retention effect) of soldiers' wives than do those concerned with personal services and conveniences, interpersonal relations, and leisure time activities. Thus, while augmentation efforts associated with these latter types of activities are generally well received, their overall impact appears to be relatively low.

Several of the installation-level reports note the relatively low level of importance generally ascribed to these types of augmentation efforts. For example, USARHAW notes that a program to purchase additional sports equipment for dependent children was ranked very low in priority of need; Fort Riley notes that such programs have met with limited success and that a major problem is that of ensuring that the dependents are aware of these programs; and Fort Dix notes that the majority of the wives felt that there were sufficient clubs and organizations already on post to satisfy their needs. However, several of the installations also note that actions in this area have an overall salutary effect in improving general attitudes and the most productive actions are those that are tailored to meet a particular need or deficiency in a specific area.

In summary, actions in this area have been primarily designed to augment actions taken in other areas which impact on the dependent population.

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Due to their ancillary nature and relatively low importance rating, such actions have generally had a low impact on dependents attitudes. However, localized success is reported for actions which address specific deficiencies at particular installations.

12. Family Housing

Actions in this category are designed to improve the quality and availability of housing and associated services for married soldiers and their dependents. While the family housing program is planned to eventually encompass major efforts in the maintenance and repair of existing units, in the construction of new units, in the acquisition of mobile units, in the leasing of off-post housing, and in the provision of fuller inventories, the actions implemented in FY'72 were somewhat more modest in scope due to funding limitations. While some construction projects were initiated, the bulk of the actions implemented at VOLAR-72 posts were concerned with improved housing services. These included maintenance and cleaning services, housing information and referral services, and leasing of off-post housing units.

While the quality and availability of family housing varies greatly from installation to installation (and within installations from one period to another), the importance of adequate family housing is underscored by survey results from all sources: In the MVA Questionnaire surveys, 60 to 70% of the married respondents indicated that their wives' attitudes toward conditions in this area would be a major determinant in their decision to stay in or to leave the Army. In the installation-level evaluations, USARAL notes that the need for adequate housing is ranked very high; at Fort Polk, housing was indicated as the single greatest concern on the part of the soldiers' wives; at Fort Dix, 55% of the wives indicated that they were dissatisfied with the quarters that they were furnished; and Fort Carson notes that the importance ascribed to family housing improvements has increased markedly over the past several months. (It should be noted, however, that

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housing at several posts, e.g., Forts Ord and Sill, was deemed by the respondents to be relatively satisfactory or adequate.) In the in-depth interviews, poor housing was frequently mentioned as a source of dissatisfaction, primarily noting that there was insufficient on-post housing and that which was available was often inferior in quality.

The evaluation of MVA/VOLAR actions in this area was primarily limited to those concerned with maintenance and services activities at selected locations. As indicated by the installation-level reports, such actions have been well received in terms of helping to correct certain deficiencies but a major increment in the overall program is required.

An action of particular note was the provision of free quarters cleaning service for departing families at Fort Benning. The provision of this service relieved the departing family of the expense, time, and disruption normally incurred in moving into temporary quarters and extending his stay in order to accomplish the quarters cleaning task. The project was highly successful in terms of its impact on morale and its contribution to efficiency of operations; although suspended due to funding constraints, the action was recommended for Army-wide implementation.

In summary, family housing is viewed by a large percentage of the married soldiers as a critical area in which substantial improvement actions are required. MVA/VOLAR actions implemented in this area to date have been generally limited to maintenance and service type actions; major construction projects are planned and, in some instances have been commenced, but have not advanced to a point where an evaluation of their impact is possible at this point in time. Service type actions implemented to date are generally well received and are viewed as preliminary steps in the right direction. The free quarters cleaning service at Fort Benning was viewed as particularly effective in terms of its impact on morale and reduction in the costs, time, and disruptions which normally confront the departing family.

13. Pay and Benefits

Actions in this category are directed toward attracting and retaining personnel through improving the compensation afforded the soldier for the performance of his professional duties. Particular actions include increased direct pay and allowances, improved retirement benefits, and reenlistment bonuses. With the exception of a few special awards programs at selected VOLAR-72 installations, actions in this category have been on an Army-wide basis.

Three types of pay and benefits actions were addressed by the MVA Evaluation Questionnaire: Retirement benefits, money opportunity, and reenlistment bonuses. In general, these actions rank in the upper middle quarter in percentage noticing a change and the top quarter in effect on attitudes and retention. While the impact of actions in all three areas is high for all groups, the relative impact varies among the length of service groups: Reenlistment bonus actions has a higher relative impact for the under-two group than for the over-two group while the reverse is true for actions in the retirement benefits area. Over the three survey periods, retirement benefits showed a considerable increase (from 39 to 50%) in impact on retention for enlisted personnel and a decrease (from 53 to 43%) for officer personnel. The percent noticing a change (49 to 52%) and impact on retention (34 to 38%) of changes in the money opportunity area remained relatively constant over the three survey periods, possibly indicating that the impact of such changes were anticipated and already reflected in the first survey, conducted in December, 1971.

Similar findings regarding the importance of Pay and Benefits to the soldier and the high impact that actions in this area have on attitudes and retention resulted from the installation-level evaluations and in-depth interviews. Practically all the installation-level reports note that pay and benefits rank at or near the top in terms of importance to both the soldier

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and his dependents as determinants of satisfaction with Army life and retention. The reaction to changes made to date has been very favorable but the general consensus is that continuing action in this area is required to reduce some of the inequities (e.g., between civilian and military pay) that still exist.

In addition to Army-wide actions in this category, some additional actions were taken at selected VOLAR-72 posts. At Fort Benning, a reward system* (which provided a free bus trip to Atlanta, Georgia, hotel room, meal chits, and \$25 in cash) was implemented to recognize outstanding soldiers. This program was viewed as being very successful in that it enabled commanders to recognize outstanding performance in a very tangible and immediate manner, is visible to all the soldiers, and has increased morale, unit pride, and individual satisfaction from doing a job well. At Fort Carson, a training performance award system (which provides cash awards to individuals and units for superior performance at all levels) was implemented. This program has shown an increase in the importance rating ascribed to it by soldiers over the past several months and is viewed as a beneficial action in terms of its relative impact and number of soldiers affected by it.

In summary, actions in this area are among the most effective types of action in terms of positive response and impact on retention. Of the three major types of actions in this category, increases in pay (money opportunity) has a similar impact on all soldiers while reenlistment bonus actions have a relatively higher impact on the under-two years service group than on the over-two years group; similarly, retirement benefits have a higher impact on the over-two years group although the response to this type of action showed a considerable increase on the part of the under-two group over the three survey periods. While changes to date have been well received, the importance of pay and benefits as a primary determinant of attitudes and retention (for both the soldier and his dependents) indicates that continuing actions are required to offset current and future inequities between the civilian and military communities in this area.

*Using non-appropriated funds.

F. INCREASING ACCESSIONS

Actions in the Accessions class are directed toward attracting and retaining the quantity and types of volunteers required for performance of the Army's mission. Such actions include an array of enlistment options, advertising, and strengthening the recruiting force. Supportive and complementary actions have been implemented at various VOLAR-72 installations to augment the accessions programs.

1. Reserves

Actions in this area are directed toward utilizing existing installation facilities and capabilities to increase benefits available to Reserve personnel and increase the degree of affiliation felt by such personnel toward the active Army units. Particular actions include the opening of military schools and club memberships to Reservists, increased support to Reserve training, and providing achievement awards.

The impact of actions in this category was not addressed in the current set of evaluations.

2. Recruiting

Actions in this category are directed toward providing incentives and information programs to gain new recruits and to support reenlistment programs. While a range of activities have been implemented or emphasized at the VOLAR-72 posts, those of particular interest in the context of the current study are those concerned with special types of programs designed to increase accessions and reenlistments. These include unit of choice enlistment programs and unit reenlistment incentives.

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Unit of choice enlistment programs have been implemented or emphasized at several of the installations with quite favorable results. Such programs generally provide for a concerted image projection effort directed toward focusing the attention of the surrounding community on the unit and on the Army and include films, displays, speakers, and personal contacts. Particular posts which have initiated major actions in this area include Forts Benning, Bragg, Campbell, Carson, Hood, Knox, Lewis, Ord, and Riley. Each of these have reported excellent results in terms of the number of new accessions. For example, the 197th Brigade has been able to fill virtually every available vacancy as it becomes vacant; since its inception, the unit of choice program is credited with 3,200 enlistments in the 101st Division and 1,900 enlistments in the 1st Division; other units report similar results.

A major factor in the success of accessions efforts at the installation-level is the involvement in feeling of responsibility for such efforts on the part of the individual soldier. In order to increase interest in the reenlistment effort at the company/battery/troop level, a unit reenlistment incentive (in the form of cash awards* to unit funds) was initiated at Fort Carson. The project was initiated in January 1971 and terminated in January 1972. The project was generally ranked quite low (59th out of 76 projects) in terms of importance to the soldiers, although there was a slight increase in its importance rating over time. While reenlistments exceeded the reenlistment objectives (set by the Department of the Army) during 10 of the 12 months in FY'72, this result was not attributed in any substantial degree to the unit reenlistment incentive. Rather, it is suggested that this particular project served primarily as a vehicle for developing awareness of and involvement in the accessions efforts on the part of the individual soldiers.

*Using non-appropriated funds

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In summary, unit of choice type actions have been well received and appear to be quite successful at the several installations which have stressed or emphasized these programs. A feeling of responsibility for and involvement in such programs on the part of the individual soldier is seen as a major factor in the success of such programs. Limited use of cash incentives (contribution to unit funds) to secure such interest and involvement were not highly regarded by the soldiers directly affected; the incentive's main contribution was apparently that of helping to increase awareness among the soldiers of the need for their involvement in the overall program.

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APPENDIX A

MVA/VOLAR ACTIONS SUMMARY: VOLAR-72 POSTS

The MVA/VOLAR actions summary appearing in this appendix was compiled on the basis of the original VOLAR-72 plans submitted by each of the participating Army posts to OSAMVA and then modified to reflect changes and additions on the basis of inputs provided by the various posts during the year. The actions are those that were implemented and in effect prior to 1 May 1972.

The actions are organized into six general areas and 23 VOLAR action categories within the three major MVA/VOLAR action classes of Professionalism, Army Life, and Accessions. These categories generally parallel those described in the MVA Master Program and the Soldier-oriented Programs Budget Request for fiscal year 1973. A brief description of each of the 23 MVA/VOLAR action categories is included in Table A.1.

In Table A.2, no-cost/low-cost actions are prefaced by an asterisk (*) and all others are funded from a variety of sources (e.g., OMA, MCA, FHMA, and nonappropriated funds).

Table A.1. MVA/VOLAR Action Categories Descriptions

PROFESSIONALISM

BACK-TO-BASICS

Category 1: Civilian Hire. The objective of actions in this category is to return soldiers to soldiering by releasing them from ancillary, nonmilitary duties by employing civilians for the performance of such duties.

Category 2: Use of Labor-Saving Devices. The actions in this category are designed to return soldiers to soldiering through the purchase of labor-saving devices.

Category 3: Economizing on Performance of Ancillary, Nonmilitary Duties. The actions in this category are designed to return soldiers to soldiering through changes in command policies and soldier utilization practices.

TRAINING AND WORK

Category 4: Job Assignment--Choice & Relevance. Actions in this category are directed toward increasing interest, motivation, morale, and professional performance by increasing the correspondence between the soldier's aptitudes, capabilities, and preferences and his actual duty assignment.

Category 5: Work Conditions. Actions in this category are directed toward improvements in the work (or training) situation itself and the conditions under which the work is performed. These include improved logistic/administrative support, procedural and methodological

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changes to provide exciting and meaningful work, and facilities improvements to provide a healthy and comfortable work environment.

Category 6: Hours of Work. Actions in this category are directed toward respecting the private time of soldiers by standardizing the work week to provide normal hours of work and reduce weekend and evening duty and by providing compensatory time off for required extra duty.

Category 7: Opportunity for Growth and Experience. Actions in this category are directed toward providing the soldier with opportunities for intellectual development and self-realization, both in terms of acquiring formal or specialized skills and knowledges and in terms of acquiring a broader understanding of his environment through travel and experience.

Category 8: Leadership and Supervision. Actions in this category are directed toward developing leaders capable of successfully completing their unit mission with emphasis upon increased job understanding, leadership principles and practices, and concern and respect for the dignity and welfare of subordinates.

ARMY LIFE

BARRACKS LIFE

Category 9: Dignity and Respect. Actions in this category are directed toward according soldiers the dignity and respect befitting mature citizens by providing more

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freedom of action and self-expression, attention to individual preferences, respecting private time, reducing personal irritants, and improving relations with the civilian community.

Category 10: Voice in Policy. These actions are directed toward soliciting participation and involving the soldiers in the policy formulation and decision-making process. This category of actions is quite similar to the "Dignity and Respect" category but entails active participation on the part of the soldier rather than a passive response to an action.

Category 11: Barracks Housing. Actions in this category are directed toward improving the physical living environment of the soldier through barracks modernization and maintenance, providing more privacy, and providing adequate, attractive furnishings.

Category 12: Mess Halls. Actions in this category are directed toward improving the quality of mess services, facilities, and food and increasing the range of food choice.

POST SERVICES

Category 13: Health Care. Actions in this category are directed toward improving the quality, availability, and convenience of medical and dental services and of drug and alcohol programs.

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Category 14: PX and Commissary. Actions in this category are directed toward ensuring the customer-oriented nature of PX and Commissary operations and of the associated products and services offered.

Category 15: Personal Conveniences. Actions in this category are directed toward improving the quality of Army life by increasing the range and quality of community-supporting services such as laundry, telephones, transportation, and guest accommodations.

Category 16: Reception and In/Out Processing. Actions in this category are directed toward decreasing the inconveniences, discomfort and lack of familiarity generally experienced by new arrivals at a post and expediting their assimilation into the post community.

Category 17: Entertainment and Recreation. Actions in this area are directed toward improving the quality and variety of leisure time activities available to the soldier and his dependents.

Category 18: Personal Services. Actions in this category are directed toward expanding and upgrading services available to the soldier in dealing with his personal affairs such as tax matters, personal problems, and legal aid and advice.

Category 19: Dependents Programs. Actions in this category are designed to improve the programs for dependents of soldiers.

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Category 20: Family Housing: Actions in this category are designed to improve family housing services.

PAY AND BENEFITS

Category 21: Pay and Benefits. Actions in this category are directed toward attracting and retaining personnel through improving the compensation afforded the soldier for the performance of his professional duties. Particular actions include increased direct pay and allowances, improved retirement benefits, and reenlistment bonuses.

ACCESSIONS

ACCESSIONS

Category 22: Reserves. Actions in this category are designed to support the Army Reserve.

Category 23: Recruiting. Actions in this category are designed to provide incentives and information programs to gain new recruits and to support the reenlistment programs.

Table A.2. Summary of Actions at VOLAR-72 Posts

[illegible]

TRAINING AND WORK (P. 2403) (cont.)

7.0 Opportunity for Growth and Experience

- Changes to policies
- Expanded educational programs
- Improved Educational Facilities

8.0 Leadership and Supervision

- Counseling and evaluation
- Performance Recognition Programs
- Leadership development programs

9.0 ARMY LIFE

- BARRACKS LIFE
- 9.0 Dignity and Respect
 - Inspections
 - beer, etc., availability
 - Dress policies, reduction of irritants ("mickey mouse")
 - Racial harmony, EO programs
 - Post communications, community relations
 - Other

10.0 Voice in Policy

- Councils
- Communications (open door, rep sessions, etc.)
- Response to inquiries & problems

[illegible]

Table A.2. (continued)

POST SERVICES (Cont'd)

[illegible]

Table A.2. (continued)

Pt. Benning	X	X	X	
Pt. Bragg	X	X	X	X
Pt. Campbell	X	X	X	
Pt. Carson	X	X	X	
Pt. Dix	X	X	X	X
Pt. Hood	X	X	X	
Pt. Jackson	X	X	X	
Pt. Knox	X	X	X	X
Pt. Lewis	X	X		
Pt. Ord	X	X	X	
Pt. Polk				
Pt. Riley	X	X		
Pt. Still	X	X	X	
USAMAL	X	X	X	
USAMURK	X	X	X	
USARMAN	X	X	X	

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APPENDIX B

DEMOGRAPHIC CHARACTERISTICS OF SURVEY SAMPLES: SUMMARY DATA TABLES

In this appendix the demographic data for enlisted and officer personnel from all three survey periods is presented in Tables B.1 and B.2 respectively. Each demographic category contains three columns of data headed by letters which designate the three survey periods as follows:

A = December 1971

B = March 1972

C = June 1972

Both VOLAR and non-VOLAR data is included , with the VOLAR data being additionally broken out by post. Note that only two surveys were administered Army-wide (non-VOLAR). The symbol \leq in the heading is service length and is an indicator meaning "equal to or less than".

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Table B.1 Selected Demographic Data: Enlisted Personnel

Survey Group	Age N Years			Married Y Yes			Education N Years			Race % Non-White			Grade Mean			Service Length Y ≤ 2 Years			Tour Status % Regular Army			
	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C	
ENLISTED																						
VOLAR POSTS																						
1. Benning	22.9	23.2	22.1	43	43	33	13.6	14.3	15.0	17	16	8	4.5	4.5	4.2	81	85	94	58	79	84	
2. Bragg	21.0	23.8	23.5	25	44	43	12.1	11.8	11.7	31	29	33	3.4	4.3	4.3	89	54	53	48	66	73	
3. Campbell	24.2	23.7	24.7	48	44	56	11.7	12.0	11.8	23	25	34	4.2	3.8	4.6	49	52	40	64	65	60	
4. Carson	23.1	24.5	24.2	42	55	52	12.1	12.1	11.8	21	26	27	4.2	4.6	4.5	67	38	52	37	60	49	
5. Dix	21.8	24.6	26.9	27	41	57	12.3	12.3	12.2	22	24	41	2.4	3.8	5.1	80	59	34	75	50	59	
6. Gailhausen	—	23.4	22.0	—	40	33	—	12.2	11.9	—	22	30	—	4.3	4.0	—	73	80	—	34	38	
7. Greenly	26.1	25.6	24.0	63	58	56	12.1	12.1	12.2	13	14	14	4.8	4.8	4.7	45	50	50	57	54	61	
8. Hood	—	24.4	23.9	—	45	55	—	11.7	12.1	—	25	20	—	4.6	4.5	—	—	44	43	—	57	68
9. Jackson	—	23.8	23.4	40	43	43	12.5	12.0	11.9	29	25	29	3.0	3.4	3.0	72	64	70	55	57	56	
10. Kitzmogen	—	23.1	—	—	38	—	—	11.4	—	—	30	—	—	4.3	—	—	—	67	—	—	43	—
11. Knox	23.4	26.1	22.7	41	57	40	12.0	11.8	11.6	17	18	17	3.4	4.6	2.9	65	42	70	43	61	57	
12. Lewis	24.7	25.8	26.6	55	59	61	12.1	11.6	11.8	21	24	27	4.2	4.8	4.9	43	41	36	57	62	61	
13. Ord	23.4	24.0	26.4	39	43	62	12.3	11.8	12.1	29	25	33	3.4	3.8	5.0	65	60	34	65	67	64	
14. Polk	22.5	21.4	22.3	39	34	34	12.0	11.9	12.1	27	26	31	3.3	2.5	2.8	70	79	75	57	51	52	
15. Richardson	24.8	24.9	23.9	56	57	54	12.2	11.8	12.3	17	26	21	4.6	4.6	4.4	54	48	58	54	57	56	
16. Riley	23.4	24.6	25.3	45	57	60	12.3	11.7	11.6	15	21	22	4.3	4.6	4.8	54	45	44	51	59	47	
17. Utamam	25.2	23.9	24.5	60	53	51	12.2	11.5	12.1	26	34	27	4.8	4.5	4.6	37	40	50	62	61	60	
18. Still	25.3	27.7	28.4	61	69	67	12.0	11.7	11.8	21	24	25	4.7	5.1	5.3	46	32	22	51	55	63	
20. Weirright	24.0	24.2	24.1	53	56	52	12.0	11.7	11.9	20	24	24	4.5	4.5	4.4	52	51	57	59	60	61	
TOTAL VOLAR	23.8	24.4	24.5	47	50	51	12.2	12.0	12.1	22	25	26	4.0	4.3	4.3	59	53	52	58	59	60	
Non-VOLAR	24.8	25.8	—	50	54	—	12.3	12.0	—	22	21	—	4.4	4.9	—	47	39	—	55	62	—	

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Table B.2 Selected Demographic Data: Officer Personnel

Survey Group ENLISTED	Age N Years			Married N Yrs			Education N Years			Race N Non-white			Rank N 01-03			Service Length N 52 Years			Status N VI/NA		
	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C
VOLAR POSITS																					
1. Remington	27.9	28.7	29.8	76	75	86	15.0	15.2	14.8	5	14	11	80	78	77	19	7	9	73	83	87
2. Brown	29.2	28.2	28.2	73	57	62	15.1	15.5	14.7	9	5	16	61	78	65	24	44	36	70	62	74
3. Campbell	29.3	29.5	28.4	74	66	81	15.1	15.7	15.5	4	13	13	67	69	70	24	25	35	60	70	65
4. Carsons	28.1	29.2	26.3	75	83	100	15.1	16.0	16.5	3	5	0	75	62	83	51	29	43	83	93	71
5. Dix	28.9	27.1	31.6	64	60	73	15.8	16.6	15.5	16	9	9	68	78	55	22	43	27	60	50	73
6. Galusha	27.1	27.0	25.0	64	71	67	16.1	15.3	16.0	7	10	9	86	78	92	39	30	25	93	100	100
7. Greenly	32.0	28.3	31.1	93	83	85	14.2	15.9	15.3	2	4	5	58	72	75	24	17	10	91	84	85
8. Hood	29.8	29.0	28.3	90	79	73	14.6	15.2	15.3	10	6	5	64	59	68	15	15	28	75	81	70
9. Jackson	30.4	28.8	31.0	86	85	78	15.5	15.5	15.9	2	9	2	65	74	63	24	26	22	51	58	60
10. Kitzberger	--	25.1	--	--	74	--	--	15.7	--	--	11	--	--	93	--	--	45	--	--	89	--
11. Knox	27.3	28.1	29.4	71	70	90	15.9	15.5	15.1	2	4	4	80	80	68	41	20	6	48	69	94
12. Lewis	28.8	27.6	28.5	82	78	66	15.2	14.6	15.9	9	14	0	70	76	73	21	23	36	75	76	76
13. Orr	28.1	27.9	27.4	76	70	68	15.8	15.1	15.5	7	19	9	78	69	90	17	28	27	63	66	83
14. Polk	27.5	27.4	27.9	84	80	74	15.7	16.1	16.0	8	4	2	83	83	78	31	51	46	50	44	46
15. Richardson	29.7	29.9	29.0	94	89	85	15.4	15.9	15.1	2	6	2	63	66	60	17	16	31	67	78	88
16. Riley	27.7	28.9	27.6	75	88	81	16.2	14.7	16.3	2	6	0	84	64	82	43	27	18	58	82	64
17. USAMAR	31.4	29.5	32.2	85	86	85	15.3	14.9	15.8	12	9	16	45	59	52	15	20	20	93	96	89
18. Sill	28.6	29.8	29.9	66	86	78	15.1	16.4	15.2	7	6	11	72	60	64	35	16	24	59	83	70
20. McIneright	29.3	28.4	29.2	86	91	88	15.8	15.6	15.1	6	4	0	68	65	75	27	25	28	78	83	88
TOTAL VOLAR	29.3	28.4	29.5	78	77	78	15.4	15.4	15.5	7	8	7	68	71	68	24	26	26	70	76	78
Non-VOLAR	30.4	30.7	--	82	83	--	15.3	15.6	--	7	8	--	58	57	--	17	15	--	85	84	--

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APPENDIX C

ATTITUDES TOWARD THE ARMY: SUMMARY DATA TABLES

Data Table C.2 and C.3 in this appendix indicate the positive responses of VOLAR and non-VOLAR enlisted and officer personnel respectively to the 34 attitude items from the MVA Evaluation Questionnaire. The items have been grouped into five major categories, and the data tabulated for under-two (<2) and over-two years (>2) enlisted and officer groups as well as for total enlisted and officer groups.

In the column subheadings, the alphabetic letters represent particular survey periods which are defined as follows:

- A = December 1971
- B = March 1972
- C = June 1972

Note that only two Army-wide (non-VOLAR) surveys were conducted during December and March.

Table C.1 is the attitude item scoring key used to determine the positive responses for each attitude item. Each item is listed together with those response options which were considered indicative of a positive attitude.

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Attitude Items Scoring Key

Table C.1. Positive Response Scoring Key
for Enlisted and Officer Personnel

Q Item #		Item /	Positive Response Key
E	O		
General			
22	25	Likes Being in Army:	I like it.
27	30	Service Has Been Valuable:	A valuable experience.
33	35	Army Interesting Organization:	Almost always very interesting. Usually interesting.
46	59	Bothered by Criticism of Army:	It bothers me some (a little). It bothers me quite a bit.
47	23	Would Describe Self as Soldier (Army Officer):	I'd say I'm a soldier (Army Officer). I'd tell him about my job in the Army.
51	56	Cares About Being Good Soldier (Officer):	Yes, I care a lot. Yes, I care some.
52	55	Has Had Square Deal in Army:	Yes.
Job Specific			
30	--	Likes Present Job:	Yes.
32	33	Finds Present Job Interesting:	Almost always very interesting. Usually interesting

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Table C.1. (Continued)

<u>Q Item #</u>		<u>Item / Positive Response Key</u>
<u>E</u>	<u>O</u>	
35	38	Finds Present Job Challenging: Yes, it's almost always challenging Yes, it's often challenging
36	39	Finds Present Job Important: Yes, it makes a lot of difference. Yes, it makes some difference.
39	42	Works Harder Than Average: Much harder than most others. A little harder than most others.
40	43	Takes Pride in Job: A great deal of pride. A fair amount of pride.
41	44	Takes Satisfaction from Doing Job Well: A great deal of satisfaction. A fair amount of satisfaction.
43	46	Finds Present Job Absorbing: Very strongly involved. Strongly involved.
44	47	Does Extra Work Not Required: Almost every day. Several times a week.
<u>Leadership & Supervision</u>		
37	40	Superiors Note Job Well Done: Most of the time. A fair amount of the time.
38	41	Allowed To Do Job "Right" Way: To a very great extent. To a large extent.
45	48	Officers Respect EM: They respect us (them) and treat us (them) like men. They have a good deal of respect for us (them).

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Table C.1. (Continued)

<u>Q Item #</u>		<u>Item / Positive Response Key</u>
<u>E</u>	<u>O</u>	
--	49	Officers Respect NCOs: They respect them and treat them like men. They have a good deal of respect for them.
--	50	EM Respect Officers: They have a good deal of respect for them. They have a fair amount of respect for them.
--	51	NCOs Respect Officers: They have a good deal of respect for them. They have a fair amount of respect for them.
--	52	EM Respect NCOs: They have a good deal of respect for them. They have a fair amount of respect for them.
--	53	Good Senior Officer Leadership: Outstanding. Good.
53	29	Minorities Treated Same as Others: The same as white soldiers.
<u>Reenlistment/Extension Plans</u>		
24	--	Will Reenlist in Army: Yes.
25	--	Will Enlist in Reserves: Yes.
--	62	OT: Plans For Future - Stay: Apply for extension of tour. Apply for voluntary indefinite status. Apply for Regular Army commission VI/RA: Plans For Future - Stay: Remain in Army for at least 20 years.

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Table C.1. (continued)

<u>Q Item #</u>		Item / Positive Response Key
<u>E</u>	<u>O</u>	
<u>Miscellaneous</u>		
26	34	Aspects Found Most Satisfying: (Each answer directly related to some aspect of Army: any applicable answer could be selected)
34	36	Given Responsible Job: A great deal of responsibility. A fair amount of responsibility.
48	60	Media Depicts Army Fairly: Almost always fair. Usually fair but not always.
28	58	Army Getting Too Soft: Yes.
49	61	Public Opinion of Army Improving: Gotten better.
50	57	Own Opinion of Army Improving: Gone up a lot. Gone up somewhat. Gone up just a little.

CATTEN	TOTAL GROUP						
	VOLAR				NON-VOLAR		
	A	B	C		A	B	
GENERAL	22	35.2	38.2	39.1	15.6	42.0	
	27	38.2	40.0	41.6	39.4	22.7	
	33	34.3	36.1	38.1	33.0	33.0	
	46	51.8	51.1	53.7	48.7	54.7	
	47	49.8	51.4	53.8	47.4	52.4	
FOR SPECIFIC	51	87.7	87.4	87.8	85.2	86.1	
	52	58.4	57.5	58.3	58.1	59.1	
	30	53.9	54.8	54.0	60.2	58.9	
	32	38.5	40.1	40.4	42.3	44.5	
	35	43.7	48.5	49.4	45.6	47.8	
MISCELLANEOUS	36	76.6	77.1	76.1	79.1	80.3	
	39	47.9	46.4	52.2	45.1	52.1	
	40	65.3	66.2	66.9	65.9	66.2	
	41	63.0	67.1	67.8	67.0	67.8	
	43	26.9	28.4	30.2	28.1	28.3	
GENERAL	44	54.1	57.1	61.1	55.8	61.0	
	37	60.1	62.7	62.3	60.1	63.4	
	38	54.5	50.1	41.6	46.3	47.0	
	45	46.1	46.1	46.5	48.7	48.7	
	53	63.6	64.1	64.6	64.1	64.1	
GENERAL	24	19.6	22.7	23.9	23.0	25.6	
	25	9.3	8.7	9.9	8.9	9.4	
	26a	26.8	25.8	29.3	34.3	37.3	
	26b	15.1	14.7	16.9	17.4	20.2	
	26c	29.1	30.1	31.4	40.1	34.6	
GENERAL	26d	27.5	28.1	28.9	28.2	28.0	
	26e	17.6	15.7	20.4	25.2	20.6	
	26f	33.8	9.9	15.6	24.2	18.4	
	26g	10.2	27.9	29.3	36.3	26.9	
	26h	58.0	61.0	62.7	65.1	66.9	
GENERAL	26i	38.4	38.8	39.6	38.1	37.6	
	26j	31.2	34.6	37.1	37.4	39.1	
	26k	14.8	16.5	14.5	22.4	14.3	
	26l	15.0	14.1	13.6	30.1	30.0	
	26m	15.0	14.1	13.6	30.1	30.0	

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APPENDIX D

PERCEPTION AND IMPACT OF MVA/VOLAR ACTIONS: SUMMARY DATA TABLES

In the tables of this appendix the reactions (\bar{X} Noticed, \bar{X} "Good" effect, and \bar{X} "Stay" effect) of VOLAR and non-VOLAR enlisted and officer personnel to the 88 MVA/VOLAR actions items are indicated along with the related rankings. In each table, percents and ranks of responses by the under-two years (>2) and over-two years (<2) subgroups are shown as well as for the total group addressed. Data from all three survey periods is included; the following alphabetic designators are used in the column headings to identify these periods:

A = December 1971

B = March 1972

C = June 1972

Note that there was no Army-wide (non-VOLAR) survey conducted in June 1972.

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Table D.1 % Noticing Change: VOLAR Enlisted (page 1 of 2)

CAT.	ITEM	EQ #	TOTAL			< 10 YEARS			> 10 YEARS		
			PERC.			PERCENT			PERCENT		
			A	B	C	A	B	C	A	B	C
CIVIL HIRE	CIVIL RP	132	67	68	66	61	64	61	72	73	69
	CIVIL LABOR	133	58	61	60	52	55	52	63	68	69
	CIVIL GUARD	134	48	53	54	42	46	46	55	60	62
JOB ASSIGNMENT	JOB CHOICE	48	37	36	39	35	34	35	41	39	44
	JOB LOC. MOV/LE	87	30	34	33	29	31	29	31	35	37
	PREPARED WORK	117	42	44	41	40	42	37	44	46	45
WORK CONDITIONS	TRAINING (A/C)	90	40	46	45	37	42	41	43	49	50
	EXPERIENCE (A/C)	91	44	47	47	40	44	41	45	51	54
	PREFERENCE (A/C)	92	39	40	37	37	38	33	41	43	41
HOURS OF WORK	NEEDS SPEC. UNIT	113	41	42	42	40	40	39	43	45	46
	STABILIZED TOUR	114	44	44	42	41	40	36	43	45	46
	SERVE COUNTRY	124	48	47	50	45	42	44	47	48	48
GROWTH & EXPERIENCE	TRAVEL/EXP. OPPOR	116	45	45	46	41	44	37	52	53	57
	CAREER (A/C)	93	48	51	44	41	44	37	57	58	52
	FEEL BELONGS	94	42	45	44	37	41	36	49	50	52
LEADERSHIP & SUPERVISION	FEEL BELONGS	94	42	45	44	37	41	36	49	50	52
	WORK WITH SUPER	95	46	46	47	42	44	41	46	48	48
	WORK WITH SUPER	95	46	46	47	42	44	41	46	48	48
DIGNITY & RESPECT	ADMS SUPPORT	106	45	48	47	40	44	41	51	52	53
	DANGERS (A/C)	112	35	34	36	36	38	34	34	35	37
	JOB SECURITY	109	45	46	44	41	42	36	53	54	52
LEADERSHIP & SUPERVISION	FAMILY LIFE	137	42	46	48	38	42	36	47	50	54
	WORK WEEK LNC	76	60	62	58	49	49	50	67	69	68
	WORK WEEK SKEK	97	54	56	57	49	49	50	59	59	64
DIGNITY & RESPECT	OVERTIME REQ	98	44	47	47	42	46	42	59	59	64
	EVENING/WEKEND	99	47	52	50	45	52	48	48	53	53
	OWN BOSS (A/C)	100	45	47	46	39	42	38	52	53	53
LEADERSHIP & SUPERVISION	PLAN OWN FUTURE	101	46	47	45	43	43	39	48	48	51
	CONTINUE LANC	115	46	45	47	41	48	57	52	52	52
	SPEECH RES TENG	120	45	44	47	45	44	44	45	47	50
DIGNITY & RESPECT	ADVISE OFFICE	119	55	51	53	45	45	46	59	57	60
	TRAVEL/EXP OPPOR	116	51	52	52	49	49	47	53	56	57
	CAREER (A/C)	93	48	52	46	45	49	47	52	55	61
LEADERSHIP & SUPERVISION	TREATMENT ON JOB	95	48	52	46	45	49	47	52	55	61
	ADMS REORGAN	103	40	43	41	37	40	35	45	46	47
	TREAT AS RES PER	104	40	43	41	37	40	35	45	46	47
DIGNITY & RESPECT	SUPN SUPPORT JOB	105	50	50	50	46	52	42	55	59	58
	SUPERIOR ATTDE	100	51	51	55	48	49	50	56	63	59
	RESPECT RE ANT	102	49	52	46	46	50	42	54	54	55
LEADERSHIP & SUPERVISION	RESPECT RE ANT	102	49	52	46	46	50	42	54	54	55
	RESPECT RE ANT	102	49	52	46	46	50	42	54	54	55
	RESPECT RE ANT	102	49	52	46	46	50	42	54	54	55
DIGNITY & RESPECT	BEER ETC AVAIL	60	49	48	51	47	46	47	52	52	54
	DECORATE OWN ROOM	68	42	46	42	38	41	37	47	51	47
	PERS FREEDOM	124	55	55	55	51	50	51	59	59	60
LEADERSHIP & SUPERVISION	HOW RULES ENF	75	45	61	40	39	57	19	53	65	53
	HOW INSP DONE	76	51	51	46	44	45	39	59	58	51
	HOW INSP USED	77	41	43	40	36	38	34	47	48	47
DIGNITY & RESPECT	NICKY HOUSE	85	60	61	58	51	52	49	72	71	68
	INQ TREATMENT	87	44	44	46	39	38	41	49	50	52
	WAITING IN LINES	87	41	46	43	39	38	41	43	47	46
LEADERSHIP & SUPERVISION	DI. CALO ANT	131	52	59	54	48	54	47	58	64	62
	PUBLIC RELATION	130	56	58	56	51	54	50	62	64	62
	PUBLIC RELATION	130	56	58	56	51	54	50	62	64	62

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Table D.1 % Noticing Change: VOLAR Enlisted (page 2 of 2)

CAT.	ITEM	EO #	TOTAL						< TWO YEARS						> TWO YEARS					
			PERCENT			RANK			PERCENT			RANK			PERCENT			RANK		
			A	B	C	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C
VOICE IN POLICY	COMPLAINT ACT	74	41	51	49	69	40	45	36	46	43	81	38	48	49	56	54	46	36	44
	CHANCE TO SPEAK	78	50	52	49	29	34	46	46	48	43	30	32	53	55	57	56	28	32	38
	RAP WITH CHOR	80	54	53	52	16	24	33	48	45	43	24	43	52	61	62	63	12	19	13
	ADMIT COUNCIL	81	41	43	45	70	72	65	34	34	34	87	84	85	50	53	56	44	48	35
	CHOR'S OFFER DOOR	82	60	59	57	6	15	15	55	53	48	7	16	30	67	67	66	6	13	9
		86	48	46	46	38	58	49	48	44	46	28	50	38	49	49	49	52	59	67
BURS HOUSE	BARRACKS CONV	67	36	41	38	64	79	84	37	38	40	68	70	73	34	41	38	85	81	84
	BARRACKS CONV	69	34	40	39	87	82	83	36	41	40	83	67	64	31	39	38	88	83	86
	PERS PRAP SAFETY	70	44	48	44	59	46	67	43	48	44	43	33	43	43	48	45	76	67	81
MESS HALL	MESS BUSP-BUSH	71	59	61	60	8	10	6	53	55	54	8	12	7	66	68	66	7	9	8
	FOOD CHOICE	72	47	51	58	42	43	10	44	48	55	41	35	6	52	55	61	42	40	21
	FOOD QUALITY	73	47	51	51	43	39	37	45	49	49	39	31	27	50	54	54	45	44	43
	MESS HOURS	126	68	70	67	1	1	1	63	63	58	2	4	2	74	78	77	1	1	2
HEALTH CARE	PHUGS & ALCOHOL	138	55	63	57	12	7	13	35	60	52	6	6	11	55	67	62	25	12	20
	EMPTAL QUAL	139	54	53	55	15	23	24	52	49	49	11	29	29	56	58	61	23	28	22
	CENTRAL CONV	140	51	53	54	22	21	25	44	48	55	20	30	24	52	57	60	37	31	26
	MEDICAL QUAL	141	52	53	55	20	29	21	50	49	51	17	28	17	54	56	59	34	35	29
	MEDICAL CONV	34	19	57	61	34	18	*	39	44	51	63	46	18	62	70	73	11	6	3
PR/COOR	PR/COOR PRICES	55	50	51	54	28	37	28	44	43	45	42	34	42	56	61	62	21	20	14
	GOODS/SERVICES	56	38	41	51	80	80	38	35	36	47	85	81	33	42	45	55	78	77	39
	PR/COOR TREATMT	63	43	44	45	60	70	66	43	41	42	45	66	56	43	45	47	73	76	74
PERSONAL CONVENIENCE	LAUNDRY CLEANING	64	36	34	37	85	87	86	37	33	35	75	87	80	32	34	36	46	48	95
	LAUNDRY MAT	65	49	45	47	35	65	54	48	43	46	27	35	40	49	46	48	51	72	70
	POST PHONES	66	40	43	41	74	75	77	38	39	36	72	75	79	43	46	48	72	73	72
	POST PAC INFO	129	51	60	53	21	14	30	52	60	53	10	7	9	48	60	53	53	23	52
	TRANSPO SVCS	136	43	48	47	61	50	55	41	46	44	52	39	44	43	50	50	71	58	64
	GUEST FACLS	84	47	48	44	45	49	70	41	41	36	51	65	78	54	54	52	30	42	54
I/O PROC	PROCESSING TIME	135	41	45	44	67	64	68	38	42	39	71	62	66	46	49	50	62	62	63
	POST WELCOME	57	38	42	58	79	76	11	38	41	38	70	69	3	39	44	56	81	79	36
ENTERTAIN/RECREATH	POST ENTERTAIN	58	37	35	47	83	85	51	37	34	47	74	83	36	37	36	47	82	85	73
	POST TV	59	38	37	53	81	83	31	40	38	53	56	77	8	35	37	51	83	84	61
	SERVICE CLUB	61	45	47	56	48	55	17	42	43	52	48	53	12	46	51	61	50	53	19
	RECREATE FACIL	62	42	41	48	66	78	47	38	35	43	66	82	51	46	48	54	65	65	42
	PERS VEHICLE RPR	125	40	47	59	73	54	7	35	40	55	84	71	5	48	55	64	57	38	12
PERS. SVCS	TAX ASSISTANCE	127	59	69	56	9	2	18	58	67	51	5	2	16	59	72	61	14	4	24
	PERS PROB AID	128	65	66	57	4	5	16	64	63	50	1	5	23	66	69	64	8	8	11
	PRELAW AID	110	51	53	52	27	25	34	45	45	43	36	44	47	58	62	62	18	18	15
PAY & BENFITS	RETIRE BENEFIT	122	49	52	52	33	36	36	50	51	49	19	21	28	48	53	55	56	45	41
	MONEY OFFSET	123	47	48	50	41	47	43	52	48	50	21	34	19	45	48	49	68	69	69

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Table D.2 % Noticing Change: VOLAR Officer (page 1 of 2)

CAT.	ITEM	QO #	TOTAL						< TWO YEARS						> TWO YEARS					
			PERCENT			RANK			A	B	C	A	B	C	A	B	C	A	B	C
			A	B	C	A	B	C												
CIVIL HIRE	CIVIL AF	-	30	29	26	65	68	73	24	23	22	65	73	74	32	31	27	65	68	73
	CIVIL LABOR	-	31	27	36	64	69	69	26	24	35	63	71	65	32	28	36	64	69	69
	CIVIL GUARD	-	39	45	50	55	47	46	38	41	53	43	36	29	39	45	49	56	48	51
JOB ASSIGNMENT	JOB CHOICE	89	36	40	43	58	58	61	26	32	41	62	60	58	44	46	46	58	56	63
	PREFERRED LOC	118	41	44	44	51	49	60	29	30	32	58	63	68	44	48	47	39	42	56
	TRAINING COUNTS	91	38	42	48	56	53	52	34	30	44	54	64	51	39	46	49	57	46	53
WORK CONDITIONS	PREFERENCE COUNTS	93	62	67	68	4	3	5	55	62	55	4	3	25	65	68	72	4	5	5
	FEEDL SPEC UNIT	-	34	38	47	60	62	55	28	33	42	60	57	57	36	40	48	60	63	55
	STABLED TOUR	115	51	50	50	20	28	47	45	39	43	18	48	55	53	54	52	18	27	43
HOURS OF WORK	SERVE COUNTRY	121	40	46	54	54	41	36	36	41	53	50	40	24	42	48	53	52	40	40
	TRAVEL/TIME	108	50	50	62	22	27	17	47	43	58	41	32	20	51	53	64	23	29	17
	FEEL BELONGS	112	42	46	56	47	44	27	34	39	52	53	33	33	44	48	57	41	41	29
GROWTH & EXPERIENCE	WORK ITSELF	95	42	43	52	41	50	43	37	40	52	46	43	31	44	44	51	44	51	45
	ADVIS SUPPORT	107	19	30	31	71	67	72	21	23	29	70	72	72	19	33	32	72	66	72
	DANGER ANT	113	48	56	65	29	16	9	44	50	60	21	11	12	49	58	67	29	17	10
LEADERSHIP & SUPERVISION	JOB SECURIT	110	40	45	55	53	55	34	36	40	52	-	-	34	42	48	56	54	43	34
	FAMILY LIF	132	68	63	71	3	5	4	52	45	60	5	23	13	74	69	75	3	4	3
	WORK WEE LNC	97	52	61	53	16	7	39	42	53	48	32	9	43	55	64	55	16	7	35
DIGNITY & RESPECT	OVERTIME REQ	98	42	61	42	39	8	64	35	55	35	51	7	64	45	63	43	37	8	64
	EVENING/WEEKEND	99	41	61	47	49	9	57	38	57	47	41	5	45	43	61	46	49	11	58
	OWN BOSS ANT	109	49	55	63	24	18	16	50	47	61	7	16	9	49	57	63	28	18	18
DIGNITY & RESPECT	PLAN OWN FUTR	119	33	39	45	62	59	58	33	32	44	56	58	52	34	41	45	63	58	60
	CONTINUE EDUC	116	57	66	71	6	-	3	45	55	65	17	6	4	60	69	74	6	3	4
	SPECI NOS TRNG	-	49	57	55	25	13	33	43	46	52	25	20	30	50	61	56	24	23	32
DIGNITY & RESPECT	ADVOC OPPORT	120	43	47	52	38	38	41	42	48	59	28	13	18	43	46	50	46	47	48
	TRAVEL/EXP OPPOR	117	26	41	41	67	55	65	22	35	40	69	54	59	28	44	42	67	54	65
	CAREER COUNTS	114	42	43	57	46	51	26	39	38	60	37	50	16	43	45	56	50	50	33
DIGNITY & RESPECT	TREATMENT ON JOB	96	34	36	50	61	64	45	29	28	48	59	67	42	36	40	50	61	62	46
	WORK RECOGN	104	42	46	52	42	43	42	38	38	50	42	51	37	44	49	53	43	38	42
	TREAT AS RES PER	105	48	50	55	28	29	32	44	43	50	24	31	36	50	52	57	25	31	29
DIGNITY & RESPECT	SUPR SUPPORT JOB	106	47	54	48	41	19	50	47	48	47	12	12	46	47	56	49	32	20	52
	SUPERIOR ATTNE	101	42	40	55	43	57	29	39	36	59	39	57	19	43	42	55	47	57	36
	RESPECT ME ANT	103	46	42	55	33	52	31	49	47	61	9	15	11	45	46	54	36	59	38
DIGNITY & RESPECT	RESPECT ME SUP	102	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	BEER ETC AVAIL	-	49	50	59	23	30	21	44	45	57	20	22	22	51	52	59	22	34	23
	DECORATE OWN BOON	-	52	49	50	17	35	44	40	40	46	35	41	49	55	52	51	15	35	44
DIGNITY & RESPECT	PEERS FREEDOM	123	53	48	49	13	37	49	39	34	37	38	56	62	57	54	53	10	26	39
	HOW RULES ENF	77	41	39	41	50	60	66	29	25	30	57	69	71	44	44	45	42	52	61
	HOW INSP DONE	78	57	49	56	7	33	28	44	40	49	8	45	38	59	52	58	8	30	27
DIGNITY & RESPECT	HOW INSP USED	79	44	47	58	37	39	22	37	43	59	-5	34	17	46	48	58	33	39	25
	MICKY MOUSE	76	53	58	60	12	12	19	47	47	48	13	18	41	56	62	77	14	10	15
	NO TREATMENT	87	77	73	75	1	2	2	68	62	70	1	2	2	80	77	76	7	2	2
DIGNITY & RESPECT	WAITING IN LINES	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	DISCIPLINE ANT	129	53	58	60	12	12	19	47	47	48	13	18	41	56	62	77	14	10	15
	PUBLIC REACTION	124	77	73	75	1	2	2	68	62	70	1	2	2	80	77	76	7	2	2

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Table D.3 % Noticing Change: Non-VOLAR Englisted (page 1 of 2)

CAT.	ITEM	REQ #	TOTAL						< 12 YEARS						> 12 YEARS					
			PERCENT			RANK			A	B	C	A	B	C	A	B	C	A	B	C
			A	B	C	A	B	C												
CIVILN HIRE	CIVILN KP	132	67	69		1	2		69	72		1	1		66	67		5	5	
	CIVILN LABOR	133	58	57		8	10		57	55		3	5		59	57		14	18	
	CIVILN GUARD	134	52	51		15	23		48	46		18	25		56	56		27	26	
	JOB CHOICE	88	35	36		78	77		31	34		77	78		39	40		74	76	
	JOB LOC CHOICE	89	28	31		88	88		23	27		88	88		33	34		84	87	
	PREFERRED LOCH	117	38	39		71	75		32	34		74	76		43	43		65	72	
	TRAINING COUNTS	90	41	43		61	61		35	38		61	60		45	46		56	63	
	EXPERIENCE COUNTS	91	44	45		55	55		37	38		52	53		48	49		44	56	
	PREFERENCE COUNTS	92	34	37		90	90		30	32		78	83		37	40		79	77	
	REDEL SPEC UNIT	113	37	46		75	51		32	41		75	51		42	47		69	61	
	STABILZ TOUR	114	39	43		67	62		33	37		72	64		46	46		64	64	
	SERVE COUNTRY	121	42	42		50	48		36	34		59	77		48	48		46	58	
	IRRELEVANT TANG	83	45	51		41	34		36	41		56	52		53	57		34	19	
	FILL USEFUL	107	42	46		52	53		35	40		61	54		47	50		49	48	
	FELL BELONGS	108	41	44		56	59		36	39		57	59		45	47		57	60	
	GEN WORK COND	93	51	53		22	20		45	45		23	28		56	58		19	17	
	WORK ITSELF	94	44	46		47	52		38	39		49	58		49	50		45	45	
	ADMS SUPPORT	106	40	43		62	63		35	36		67	68		44	47		60	59	
	DANGER ANT	112	30	33		86	87		29	31		83	84		31	32		87	88	
	JOB SECURITY	109	44	47		66	66		35	38		66	61		52	53		37	37	
	FAMILY LIFE	137	39	44		64	60		32	35		73	71		46	49		53	52	
	WORK WEEK LING	96	56	56		11	11		49	47		15	22		63	62		9	9	
	WORK RES SALED	97	51	53		21	17		46	48		19	20		55	57		22	20	
	OVERTIME REQ	98	41	43		59	65		37	40		51	57		44	45		62	66	
	EVENING/WEKEND	99	44	48		42	44		41	46		37	21		47	49		51	55	
	OWN BOSS ANT	108	47	49		36	41		42	43		36	38		52	52		37	39	
	PLAN OWN FTY	118	41	44		53	57		34	36		68	69		48	49		47	49	
	CONTINUE EDUC	115	64	68		3	3		57	60		2	3		70	74		4	3	
	SPEL NOS TRNG	120	42	41		51	72		38	36		47	67		45	46		58	71	
	ADVNT OFFPORT	119	52	52		16	27		44	42		30	46		59	59		13	14	
	TRAVEL/EXP UPFOR	116	53	53		16	22		50	50		9	12		55	54		25	31	
	CAREER COND	-																		
	TREATMENT AT JOB	95	47	51		37	28		43	48		12	19		50	54		40	32	
	WORK RECONZ	103	40	40		63	73		35	35		65	73		46	44		63	68	
	TREAT AS RES PER	104	48	49		33	39		43	43		31	37		52	53		36	35	
	SUPR SUPPORT JOB	105	49	53		30	21		43	47		33	21		54	56		29	25	
	SUPERIOR ATTDE	100	51	54		18	16		46	49		20	13		56	57		18	21	
	RESPECT ME ANT	102	49	50		29	35		44	45		27	32		54	53		31	33	
	RESPECT MY SUP	101	51	53		19	18		48	49		16	14		54	55		28	28	
	BEER ETC AVAIL	60	48	47		31	47		44	42		28	42		51	49		39	54	
	DECORATE OWN ROOM	68	44	47		43	48		41	44		39	36		47	49		48	52	
	PEPS FREEDOM	124	55	55		13	13		49	49		14	15		59	58		12	15	
	HOW RULES ENF	75	47	50		35	37		40	41		42	50		54	55		26	26	
	HOW INSP DONE	76	48	52		32	26		41	45		38	30		54	56		27	23	
	HOW INSP USED	77	37	40		74	74		31	33		76	79		43	44		66	69	
	WICKLEY NAUSE	79	62	63		4	5		54	53		5	8		50	50		3	4	
	NO TREATMENT	85	41	45		54	54		35	37		60	65		70	70		50	51	
	WAITING IN LINES	87	38	43		70	66		35	40		63	55		47	49		71	70	
	DISCIPLIN ANT	131	57	59		9	9		50	53		12	9		40	44		8	8	
	PUBLIC REACTION	129	58	59		7	8		52	52		7	10		64	65		7	7	

Table D.4 % Noticing Change: Non-VOLAR Officer (page 1 of 2)

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System Development Corporation

TM-4886/003/00

CAT.	ITEM	OO #	TOTAL						< TWO YEARS						> TWO YEARS					
			PERCENT			RANK			PERCENT			RANK			PERCENT			RANK		
			A	B	C	A	B	C	A	B	C	A	B	C	A	B	C			
CIVILIAN HIRE	CIVILIAN KP	-	31	37	65	58	24	41	66	58	32	36	63	58						
	CIVILIAN LABOR	-	35	36	60	60	33	42	48	50	35	35	60	62						
	CIVILIAN GUARD	-	37	40	46	35	36	51	40	30	42	47	36							
JOB ASSIGNMENT	JOB CHOICE	89	44	47	55	52	28	43	60	46	43	48	29	34						
	JOB LOC CHOICE	90	42	46	42	39	34	48	46	39	43	45	44	40						
	PREFERRED LOC	118	42	46	42	43	34	48	46	39	43	45	44	40						
WORK CONDITIONS	TRAINING COUNTS	91	64	65	4	4	57	54	4	20	65	67	4	4						
	EXPERIENCE COUNTS	92	38	37	52	57	28	41	59	57	40	37	50	57						
	PREFERENCE COUNTS	93	48	49	23	31	40	43	60	49	50	50	22	25						
HOURS OF WORK	REGUL SPEC UNIT	115	49	55	22	14	41	63	28	5	50	54	23	17						
	STABLED YOUR	121	44	41	39	51	40	43	31	48	44	41	40	51						
	SERVE COUNTRY	85	48	52	25	23	39	50	32	33	50	52	24	23						
GROWTH & EXPERIENCE	IRRELWT TBNG	85	45	49	35	33	35	50	44	31	47	48	31	30						
	FEEL USEFUL	108	41	47	48	40	37	55	38	18	41	45	49	44						
	FEEL BELONGS	112	18	23	74	72	32	32	71	68	18	22	74	72						
LEADERSHIP & SUPERVISION	GEN WORK COND	94	51	59	20	7	44	56	21	11	52	59	19	8						
	WORK ITSELF	95	42	46	45	42	38	46	33	42	43	45	46	41						
	ADMIN SUPPORT	107	63	60	5	6	53	56	5	12	65	60	5	7						
DIGNITY & RESPECT	ADVICE REQ	98	46	47	30	38	46	50	16	34	46	47	36	35						
	WORK WEEK LNC	97	38	38	54	53	32	41	52	52	39	37	52	54						
	EVENTING/WEKEND	100	38	37	51	56	32	41	51	54	39	37	52	55						
SUPERVISOR	OWN BOSS AMT	109	52	54	18	18	45	61	17	6	53	53	17	20						
	PLAN OWN FUTR	119	36	42	57	50	27	41	61	55	38	42	58	50						
	CONTINUE EDUC	116	60	62	6	5	45	53	20	22	63	63	6	5						
SUPERVISOR	SPECL HOC TBNG	-	54	56	16	12	47	56	12	13	55	55	12	12						
	ADVANT OPPORT	120	48	48	24	36	52	51	6	28	47	47	32	37						
	TRAVEL/EXP OPPOR	117	29	36	66	62	25	41	65	56	29	35	66	63						
SUPERVISOR	CAREER COUNTS	114	43	50	44	25	38	60	36	9	43	48	43	33						
	TREATMENT ON JOB	96	38	38	53	54	32	43	49	47	39	37	37	37						
	TREAT AS RES PER	105	44	48	38	37	32	56	53	15	46	46	53	35						
SUPERVISOR	SUPR SUPPORT JOB	106	50	50	21	29	42	56	25	14	52	48	20	31						
	SUPERIOR ATTDE	101	45	51	33	24	42	52	23	23	46	50	37	26						
	RESPECT ME AMT	103	44	45	41	45	40	49	29	37	44	44	41	45						
SUPERVISOR	RESPECT MY SUP	102	45	54	34	20	49	63	9	4	44	44	39	22						
	BEER ETC AVAIL	-																		
	DECORATE OWN ROOM	-																		
DIGNITY & RESPECT	PERS FREEDOM	123	54	49	15	30	45	54	19	21	55	48	15	32						
	HOW RULES ELP	77	54	50	13	26	36	43	41	45	58	51	10	24						
	HOW INSP DONE	78	46	44	31	46	32	42	50	51	49	44	25	46						
SUPERVISOR	HOW INSP USED	79	36	35	58	63	23	34	69	65	38	35	57	60						
	MICKY MOUSE	76	53	54	17	21	46	52	15	26	54	53	17	18						
	NO TREATMENT	87	44	46	40	46	38	50	34	35	45	45	38	43						
SUPERVISOR	WAITING IN LINES	-																		
	DISCIPLIN AMT	129	56	58	10	10	47	54	13	19	57	59	11	9						
	PUBLIC REACTION	148	82	80	1	1	73	74	1	1	84	81	1	1						

Table D.5 Overall Effect: VOLAR Enlisted and Officer Groups (page 1 of 2)

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System Development Corporation
TM-4886/003/00

CAT.	ITEM	EQ #	OQ #	ENLISTED			OFFICER					
				MEAN			RANK					
				A	B	C	A	B	C			
CIVIL HIRE	CIVIL KP	132	-	3.75	3.66	4.05	12	15	4			
	CIVIL LABOR	133	-	3.77	3.65	3.92	11	16	9			
	CIVIL GUARD	134	-	3.36	3.29	3.56	66	57	45			
JOB ASSIGNMENT	JOB CHOICE	86	89	3.32	3.20	3.40	67	64	59	3.89	4.00	3.98
	JOB LOC CHOICE	89	90	3.20	2.97	3.39	73	72	60	3.47	4.08	3.33
	PREFERRED LOCN	117	118	3.66	3.63	3.89	20	18	12	4.25	4.04	3.92
	TRAINING COUNTS	90	91	3.41	3.30	3.35	59	56	64	3.99	4.09	3.52
	EXPERIENCE COUNTS	91	92	3.43	3.38	3.64	53	45	33	4.12	4.22	3.87
	PREFERENCE COUNTS	92	93	3.31	3.15	3.48	69	68	54	3.79	3.89	3.24
	REEML SPEC UNIT	113	-	3.49	3.32	3.62	49	53	38	4.50	4.37	4.25
	STABLDZ TOUR	114	115	3.67	3.74	3.83	19	9	14	4.08	3.99	3.89
	SERVE COUNTRY	121	121	3.79	3.91	3.90	9	4	11	3.64	3.21	3.33
	IRRELVTY TRNG	83	85	3.19	2.98	3.19	74	71	70	3.40	3.18	2.93
WORK CONDITIONS	FEEL USEFUL	107	108	3.55	3.40	3.64	41	42	32	3.82	3.58	3.43
	FEEL BELONGS	111	112	3.55	3.48	3.72	40	24	23	4.17	3.90	3.73
	GEN WORK COND	93	94	3.59	3.43	3.69	30	32	27	3.66	3.54	3.26
	WORK ITSELF	94	95	3.47	3.36	3.54	50	47	49	3.33	3.23	3.03
	ADMT SUPPRT	106	107	3.37	3.31	3.62	64	52	37	3.29	2.89	2.88
	DANGER AMT	112	113	3.23	3.42	3.20	72	36	68	2.67	2.56	2.71
	JOB SECURITY	109	110	3.37	3.43	3.62	36	15	41	3.44	3.46	3.46
	FAMILY LIFE	137	132	3.41	2.87	3.38	60	77	61	4.21	4.09	3.72
	WORK WEEK LNG	96	97	3.68	3.43	3.62	18	33	36	4.04	3.21	4.01
	WORK HRS SKED	97	98	3.60	3.53	3.52	29	28	52	3.16	2.27	3.14
HOURS OF WORK	OVERTIME REQ	98	99	3.01	2.89	3.07	82	75	78	3.42	2.52	3.21
	EVENING/WEEKEND	99	100	3.05	2.62	2.89	79	82	82	3.99	3.72	3.44
	GEN BOSS AMT	108	109	3.57	3.56	3.93	37	26	7	4.02	3.86	3.85
	PLAN OWN FTR	118	119	3.66	3.71	4.02	21	11	5	4.46	4.51	4.36
	CONTINUE EDUC	115	116	4.13	4.10	4.33	1	1	1	2.75	2.53	2.98
	SPEL MOS TRNG	120		3.71	3.73	3.75	14	10	20	4.00	4.07	3.79
	ADMT OFFORT	119	120	3.42	3.43	3.54	57	34	51	3.14	2.75	2.80
	TRAVEL/EXP OFFOR	116	117	3.94	3.91	4.15	2	5	3	3.61	3.74	3.04
	CAREER COUNS	-	114							3.58	3.72	3.21
	LEADERSHIP & SUPERVISION	TREATMENT ON JOB	95	96	3.52	3.20	3.19	43	65	69	3.84	3.55
WORK RECOGNZ		103	104	3.49	3.32	3.62	48	54	35	3.74	3.69	3.46
TREAT AS RES PER		104	105	3.62	3.40	3.72	26	41	24	3.50	2.83	3.54
SUPR SUPPRT JOB		105	106	3.58	3.44	3.76	33	31	19	3.41	3.69	3.18
SUPERIOR ATTDE		100	101	3.26	2.76	3.24	71	81	67	2.99	3.24	3.02
RESPECT ME AMT		102	103	3.40	3.16	3.61	61	67	42	3.61	3.46	3.53
RESPECT MY SUP		101	102	3.51	2.62	3.53	46	83	50	3.50	3.19	3.22
BEER ETC AVAIL		60		3.58	3.53	3.55	31	27	48	3.16	3.31	3.27
DECORATE OWN ROOM		68		3.84	3.53	3.42	5	29	58	2.06	2.16	2.14
PERS FREEDOM		124	123	2.73	3.51	3.71	27	30	25	3.34	3.68	3.56
DIGNITY & RESPECT	HOW RULES ENF	75	77	2.73	2.30	2.65	85	88	85	2.50	2.44	2.75
	HOW INSP DONE	76	78	3.10	2.66	3.07	78	78	77	3.63	3.34	3.37
	HOW INSP USED	77	79	3.01	2.81	3.05	81	80	79	3.32	3.17	3.30
	MICKY MOUSE	79	76	3.43	3.24	3.38	56	63	62	3.61	3.46	3.53
	HQ TREATMENT	85	87	3.13	2.99	1.13	76	70	74	3.50	3.19	3.22
	WAITING IN LINES	87	-	2.58	2.41	2.61	87	87	86	3.16	3.31	3.27
	DISCRIMN AMT	111	129	2.60	2.44	2.76	86	85	84	2.06	2.16	2.14
	PUBLIC REACTION	130	128	2.48	2.41	2.53	88	86	87	65	51	43
										74	74	73

15 September 1972

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System Development Corporation

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Table D.5 Overall Effect: VOLAR Enlisted and Officer Groups (page 2 of 2)

CAT.	ITEM	EQ #	OQ #	ENLISTED						OFFICER					
				MEAN			RANK			MEAN			RANK		
				A	B	C	A	B	C	A	B	C	A	B	C
VOICE IN POLICY	COMPLAINT ACT	74	81	3.36	2.93	2.87	65	73	83	3.70	3.65	3.64	37	35	23
	CHANCE TO SPEAK	78	80	3.60	3.36	3.67	28	48	30	4.08	4.21	3.08	11	5	56
	RAP WITH CHDR	80	82	3.81	3.62	3.82	8	20	15	3.77	3.90	3.74	33	20	15
	ADVTY COUNCIL	81	83	3.52	3.41	3.59	44	40	43	3.59	3.60	3.61	44	36	25
BKS HOUSE	CHDR'S OPEN DOOR	82	84	3.84	3.71	3.93	4	12	8	3.99	4.03	3.79	21	12	11
	BARRACKS CONF	66	73	3.31	3.32	2.98	68	52	81	3.61	3.34	3.10	43	50	55
	BARRACKS CONV	67	74	3.57	3.39	3.55	35	43	46	3.54	3.07	2.93	47	61	62
	PERS PROP SAFETY	69	75	3.03	2.88	3.16	80	76	71	2.45	2.17	1.87	73	73	74
MESS HALL	MESS RUSH-RUSH	70	-	3.15	3.10	3.43	75	69	57						
	FOOD CHOICE	71	-	3.69	3.59	3.81	16	22	16						
	FOOD QUALITY	72	-	3.40	3.35	3.37	62	50	63						
	MESS HOURS	73	-	3.56	3.93	3.59	36	2	44						
HEALTH CARE	DRUGS & ALCOHOL	126	125	3.45	3.42	3.76	55	37	18	3.99	3.99	3.69	24	16	20
	DENTAL QUAL	138	133	3.69	3.25	3.75	17	61	21	4.09	3.91	3.90	10	18	7
	DENTAL CONV	139	134	3.82	3.81	3.92	6	7	10	3.97	3.84	3.73	25	25	14
	MEDICAL QUAL	140	135	3.74	3.63	3.78	13	19	17	3.48	3.30	3.18	50	52	51
PX/COMM	MEDICAL CONV	141	136	3.70	3.69	3.69	15	13	28	3.99	3.57	3.73	22	39	16
	PX/COMM PRICES	54	63	2.77	2.53	2.48	84	88		2.50	2.36	2.24	72	71	72
	GOODS/SERVICES	55	64	3.65	3.62	3.66	24	21	31	3.89	3.70	3.71	28	31	19
	PX/COMM TREATMT	56	65	3.45	3.36	3.10	52	49	75	3.41	3.35	3.12	55	48	54
PERSONAL CONVENIENCE	LAUNDR CLEANING	63	71	3.10	3.27	3.29	77	58	66	3.61	3.52	2.85	42	43	66
	LAUNDRONAT	64	72	3.29	3.42	3.48	70	39	55	3.30	2.81	2.36	63	65	71
	POST PHONES	65	-	3.46	3.37	3.30	51	46	65						
	POST FAC INFO	86	88	3.53	3.38	3.69	42	44	26	4.01	3.54	3.57	17	41	26
I/O PROC	TRANSFN SVCS	129	-	3.55	3.25	3.62	39	62	40						
	GUEST FACILTS	136	131	3.57	3.18	3.55	34	66	47	3.73	3.59	3.39	35	37	38
	PROCESSING TIME	84	86	2.92	2.85	3.13	83	79	73	4.02	3.57	3.68	16	40	21
	POST WELCOME	135	130	3.51	3.27	3.63	47	60	34	3.96	3.79	3.73	26	26	15
ENTRTNMT/RECREATN	POST ENTERTNMT	57	66	3.45	3.35	3.09	54	51	76	3.59	3.42	3.50	45	46	32
	POST TV	58	67	3.52	3.42	3.15	45	38	72	3.35	3.24	2.99	59	53	60
	SERVICE CLUB	59	68	3.65	3.64	3.00	22	17	80	3.39	3.04	2.80	58	62	67
	RECREATN FACL	61	69	3.81	3.79	3.51	7	8	53	4.00	3.89	3.64	18	21	24
PERS. SERV	PERS VEHICLE RPR	62	70	3.64	3.68	3.68	25	14	29	4.09	3.72	3.51	9	28	31
	TAX ASSISTANCE	125	124	3.65	3.59	3.45	23	23	56	4.07	3.99	3.46	13	15	35
	PERS PROB AID	127	126	3.41	2.90	3.73	58	74	22	3.82	3.85	2.91	31	24	64
	FREE LAW AID	128	127	3.39	3.27	3.97	63	59	6	4.31	4.16	3.24	3	6	47
PAY & BENFITS	RETIRE BENEFIT	110	111	3.86	3.85	4.18	3	6	2	3.71	3.41	3.26	36	47	44
	MONEY OPPORT	122	122	3.78	3.92	3.85	10	3	13	4.25	4.33	3.95	5	3	5
	REEMTNT BONUS	123	-	3.58	3.58	3.63	32	25	35						

CAT.	ITEM	EQ #	TOTAL			PERCENT			RANK					
			A	B	C	A	B	C	A	B	C			
CIVIL HIRE	CIVIL KP	132	75	72	86	8	13	2	73	69	87	9	12	2
	CIVIL LABOR	133	75	68	81	9	21	7	75	68	81	7	16	5
	CIVIL GUARD	134	58	55	65	67	56	49	60	54	64	53	49	39
JOB ASSIGNMENT	JOB CHOICE	88	56	53	61	71	62	56	51	47	53	73	63	58
	JOB LOC CHOICE	89	54	45	60	75	74	60	50	42	55	75	72	55
	PREFERRED LOC	117	67	64	75	37	29	13	67	63	74	31	27	10
	TRAINING COUNCILS	90	63	56	59	55	55	61	59	51	51	58	58	63
	EXPERIENCE COUNCILS	91	64	59	67	51	51	41	52	46	58	52	48	53
	PREFERENCE COUNCILS	92	57	51	63	69	65	54	52	46	58	72	67	53
	REEL SPEC UNIT	113	60	54	64	63	61	53	59	51	62	56	57	43
	STABILIZED TOUR	114	66	66	71	43	24	27	64	62	68	42	28	23
	SERVE COUNTRY	121	72	75	74	19	4	15	67	71	68	25	9	24
	TRAVEL/TENG	83	55	46	55	74	71	67	49	38	47	76	73	69
WORK CONDITIONS	FEEL USEFUL	107	64	60	68	49	48	39	60	54	62	55	48	44
	FEEL BELONGS	111	65	64	69	45	31	35	65	64	68	35	23	26
	GEN WORK COND	93	68	61	71	28	40	28	65	56	67	37	40	31
	WORK ITSELF	94	62	58	66	57	53	44	58	50	59	61	60	49
	ADMIN SUPPORT	106	61	58	71	40	52	25	59	55	68	57	45	21
	DANGER AMT	112	51	53	50	79	63	76	45	46	42	80	66	80
	JOB SECURITY	109	65	59	66	50	49	42	64	56	64	41	42	41
	FAMILY LIFE	137	59	39	58	64	79	62	53	29	49	71	81	67
	WORK WEEK LAG	96	73	63	69	15	35	33	65	52	59	36	54	50
	WORK HRS SKED	97	68	64	64	33	30	52	62	54	56	47	47	54
HOURS OF WORK	OVERTIME REQ	98	47	40	48	82	77	79	40	30	36	85	80	81
	EVENING/WEEKEND	99	51	34	45	78	82	81	45	26	34	91	84	84
	OWN BOSS AMT	108	67	65	79	36	25	9	61	58	73	52	36	13
	PLAN OWN FUTR	118	67	69	79	40	18	8	64	67	76	40	18	9
	CONTINUE EDUC	115	86	85	91	1	1	1	83	79	89	1	1	1
	SPECL MOS TENG	120	69	70	72	23	17	22	69	71	19	13	16	16
	ADVMT OFFORT	119	60	61	66	62	43	43	62	64	67	46	22	28
	TRAVEL/EXP OF POR	116	74	75	84	6	6	3	72	72	81	12	7	4
	CAREER COUNS	-	-	-	-	-	-	-	-	-	-	-	-	-
	TREATMENT ON JOB	95	65	52	52	46	6							

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Table D.6 % "Good" Reaction: VOLAR Enlisted (page 2 of 2)

CAT.	ITEM	EO #	TOTAL			< TWO YEARS			> TWO YEARS											
			PERCENT			RANK			PERCENT			RANK								
			A	B	C	A	B	C	A	B	C	A	B	C						
VOICE IN POLICY	COMPLAINT ACT	74	62	43	41	58	75	83	58	35	32	63	77	85	66	51	49	55	73	82
	CHANCE TO SPEAK	78	70	60	71	24	45	24	69	57	66	24	38	32	72	64	75	29	47	24
	RAJ WITH CHDR	80	79	71	77	4	14	12	80	70	78	2	11	7	76	72	76	12	23	18
	ADJUTY COUNCIL	81	67	61	64	35	41	30	64	54	58	44	50	51	70	67	69	33	36	48
BARRACKS HOUSE	CHDR'S OPEN DOOR	82	80	73	81	2	10	6	79	71	79	3	10	6	81	75	83	4	11	6
	BARRACKS CONF	66	62	62	49	59	38	77	61	57	45	50	39	75	64	68	54	60	32	75
	BARRACKS CONV	67	72	63	69	18	34	1	70	59	67	20	35	29	74	69	72	19	31	37
	PERS PROP SAFETY	69	53	46	54	76	72	68	54	45	53	69	69	59	52	48	55	82	77	72
MESS HALL	MESS RUSH-RUSH	70	55	51	58	73	66	65	48	43	50	77	70	64	65	60	66	58	58	61
	FOOD CHOICE	71	76	71	66	7	15	47	70	63	61	18	26	47	81	78	70	3	5	43
	FOOD QUALITY	72	65	62	60	47	39	58	58	44	51	64	26	45	73	72	70	23	22	44
	MESS BOURS	73	69	74	69	29	8	34	65	69	63	38	14	42	73	79	74	22	4	26
HEALTH CARE	DRUGS & ALCOHOL	126	64	62	77	54	36	11	61	46	73	51	41	11	68	68	80	41	34	11
	DENTAL QUAL	138	70	50	73	25	68	19	68	46	71	27	64	15	77	54	75	24	70	23
	DENTAL CONV	139	73	73	78	14	9	10	71	68	73	15	15	12	77	78	93	11	6	7
	MEDICAL QUAL	140	73	67	74	16	22	16	72	64	70	17	17	17	74	71	77	16	25	15
PX/COMM	MEDICAL CONV	141	71	70	70	20	16	30	70	67	64	17	17	38	72	74	76	26	14	20
	PX/COMM PRICES	54	35	26	15	85	85	88	48	35	31	78	75	86	25	21	20	87	87	88
	GOODS/SERVICES	55	74	72	73	10	11	17	77	72	73	4	6	14	72	74	74	27	15	28
	PX/COMM TREATMT	56	67	63	50	38	13	74	69	64	48	22	25	68	64	65	53	59	44	78
PERSONAL CONVENIENCE	LAUNDRY CLEANING	63	55	60	58	72	44	64	50	55	50	74	46	65	62	68	66	66	33	60
	LAUNDRY MAT	64	59	65	65	65	26	48	57	62	58	65	11	52	63	70	72	65	27	39
	POST PHONES	65	69	64	61	27	28	57	68	60	54	25	34	57	70	70	70	36	29	54
	POST PAC INFO	66	68	59	72	30	50	23	63	52	68	45	53	25	74	66	75	17	38	25
I/O PROC	TRANSN SVCS	129	68	55	70	32	57	29	70	55	68	71	44	27	66	56	74	53	66	27
	GUEST FACLT'S	136	67	48	66	39	69	45	68	46	65	28	68	37	57	52	67	49	71	51
	PROCESSING TIME	84	48	45	56	81	73	66	41	35	47	84	74	74	55	54	63	80	68	65
	POST WELCOME	135	67	55	68	42	58	37	66	51	66	34	56	34	67	59	69	45	61	45
ENTRTNMT/RECREATN	POST ENTERTNMT	57	66	61	30	44	42	75	69	62	47	23	30	71	61	62	53	64	50	77
	POST TV	58	65	62	46	48	37	80	64	61	42	43	33	78	69	65	52	39	42	81
	SERVICE CLUB	59	73	72	44	12	12	82	74	73	42	8	4	79	73	74	47	21	16	83
	RECREATN FACL	61	78	75	58	5	2	63	76	73	55	5	3	56	79	79	62	7	3	66
PERS. SVCS	PERS VEHICLE RPR	62	73	74	75	13	7	14	71	71	70	14	8	18	76	77	79	13	9	13
	TAX ASSISTANCE	125	70	69	61	22	19	55	62	62	50	48	29	66	80	75	72	6	12	42
	PERS PROB AID	127	58	35	72	68	81	20	56	29	67	66	82	30	63	41	78	63	81	14
	FREE LAW AID	128	59	55	82	66	60	5	54	51	77	68	59	8	65	59	96	56	60	2
PAY & BENFITS	RETIRE BENEFIT	110	73	74	82	11	6	4	73	72	85	10	5	3	74	76	81	18	9	9
	MONEY OFFORT	122	72	75	72	17	3	21	73	74	69	11	2	20	71	76	76	30	10	22
	REENLTG BONUS	123	64	63	66	53	33	46	66	66	68	33	20	22	61	61	64	69	56	63

Table D.7 % "Good" Reaction: VOLAR Officer (page 1 of 2)

HOURS WORKED	
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VOLAR Officer (page 1 of 2)

CAT.	ITEM	OQ #	TOTAL						< TWO YEARS						> TWO YEARS					
			PERCENT			RANK			PERCENT			RANK			PERCENT			RANK		
			A	B	C	A	B	C	A	B	C	A	B	C	A	B	C			
CIVIL HIRE	CIVIL KP	-	72	77	72	30	13	5	67	69	59	33	18	12	73	79	75	30	10	5
	CIVIL LABOR	-	62	78	57	50	12	33	56	76	53	51	10	27	65	78	59	47	13	33
	CIVIL GUARD	-	90	75	67	11	16	12	82	76	53	8	11	26	82	78	71	12	19	7
JOB ASSIGNMENT	JOB CHOICE	89	76	79	57	23	10	34	64	66	45	42	23	37	79	83	60	18	6	31
	JOB LOC CHOICE	118	80	83	67	14	3	11	69	70	44	28	17	40	82	86	72	13	3	6
	PREFERRED LOCH	91	70	74	54	34	18	40	64	62	41	41	34	46	72	77	58	33	14	35
	TRAINING COUNTS	92	89	86	80	2	2	2	86	82	70	4	5	2	90	87	82	2	2	2
	EXPERIENCE COUNTS	93	73	70	63	28	27	21	67	62	51	32	35	30	76	71	66	25	26	19
WORK CONDITIONS	BLIND SPEC UNIT	-	68	51	51	39	57	45	52	29	39	61	67	49	73	57	54	32	52	43
	STABILIZED TOUR	115	58	47	40	59	60	62	50	43	38	62	58	57	61	49	40	56	59	61
	SERVE COUNTRY	121	70	60	52	35	41	42	71	63	38	24	32	56	86	76	67	37	47	41
	IRRELEVANT THING	85	82	74	65	10	17	18	72	67	56	21	21	19	86	76	67	5	15	18
	FEEL UNL. FEEL	108	64	59	47	46	44	50	67	52	40	34	48	48	65	62	49	48	43	51
HOURS OF WORK	GEN. WORK COND	94	59	53	43	58	55	56	45	45	38	56	56	53	62	56	43	54	54	57
	WORK ITSELF	107	47	31	28	67	68	69	46	18	18	67	70	71	48	35	31	67	66	69
	ADMIN SUPPORT	113	36	32	27	70	66	70	47	41	24	64	62	70	34	29	28	71	69	70
	DANGER AMT	110	60	58	53	56	46	41	49	42	36	63	59	60	64	62	59	49	42	34
	JOB SECURITY	132	84	79	63	5	9	22	78	70	50	12	16	32	86	81	66	4	9	20
GROWTH & EXPERIENCE	FAMILY LIFE	97	77	74	73	19	61	4	67	33	54	30	63	22	80	48	78	16	61	3
	OWN BOSS ANT	109	51	20	45	65	72	52	47	12	29	66	74	67	54	22	50	63	71	49
	PLAN OWN FUTR	119	61	22	48	53	71	49	54	15	30	34	5	66	64	24	54	51	70	42
	CONTINUE EDUC	116	76	64	50	25	36	46	76	66	45	14	25	38	74	65	52	29	37	46
	SPECIAL NOS TRNG	-	74	70	66	26	26	16	71	65	51	22	29	31	75	71	70	22	28	12
LEADERSHIP & SUPERVISION	ADVANT OPPORT	120	90	91	83	1	1	1	84	87	68	5	1	4	91	93	88	1	1	1
	TRAVEL/EXP OPPOR	117	38	32	42	69	65	58	33	32	55	23	12	59	40	32	43	69	67	59
	CAREER COUNS	114	73	75	60	29	15	28	71	76	55	73	12	20	73	74	62	31	20	29
	TREATMENT ON JOB	96	51	30	42	64	69	57	45	15	35	68	71	61	53	35	45	65	65	56
	WORK RECOGNZ	104	66	69	47	42	29	51	62	64	42	63	31	44	68	69	48	39	30	52
DIGNITY & RESPECT	TREAT AS RES PER	105	61	64	43	52	37	54	58	60	39	48	38	51	62	64	45	53	38	55
	SUPR. SUPPORT JOB	106	70	72	62	36	22	23	64	67	57	40	19	13	72	74	64	35	18	25
	SUPERIOR ATTIDE	101	71	67	55	31	31	36	71	65	57	25	27	16	71	69	54	36	32	44
	RESPECT ME ANT	103	61	34	58	54	64	32	61	29	62	46	65	43	61	35	64	58	64	23
	RESPECT MY SUP	102	56	66	44	61	32	53	66	66	39	38	22	50	54	65	45	64	35	54
DIGNITY & RESPECT	BEER ETC AVAIL.	-	47	55	41	68	53	59	53	42	38	58	60	52	45	62	41	68	44	60
	DECORATE OWN ROOM	-	51	64	62	66	38	24	45	61	57	69	36	15	53	64	63	66	39	26
	PERS FREEDOM	123	32	31	37	72	67	65	34	29	38	70	66	55	32	31	35	72	68	66
	HOW RULES ENF	77	63	57	55	49	48	38	52	50	45	60	49	39	66	59	57	45	48	39
	HOW INSP DONE	78	57	53	54	60	56	39	47	42	41	65	61	45	60	56	57	59	55	38
DIGNITY & RESPECT	HOW INSP USED	79	67	62	64	40	40	19	58	47	53	57	54	25	70	67	68	38	34	16
	NICKY MOUSE	76	65	53	55	44	54	37	57	47	48	50	55	35	68	56	58	41	57	36
	NO TREATMENT	87	54	57	56	63	47	35	53	57	51	57	41	29	55	57	56	62	51	40
	WAITING IN LINES	-	12	15	11	74	74	74	18	19	13	74	69	73	10	1	11	74	74	74
	PUBLIC REACTION	129	54	57	56	63	47	35	53	57	51	57	41	29	55	57	56	62	51	40

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Table D.7 % "Good" Reaction: VOLAR Officer (page 2 of 2)

CAT.	ITEM	OQ #	TOTAL						< TWO YEARS						> TWO YEARS					
			PERCENT			RANK			PERCENT			RANK			PERCENT			RANK		
			A	B	C	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C
VOICE IN POLICY	COMPLAINT ACT	81	56	68	64	33	30	20	67	54	53	35	43	23	72	72	67	34	24	17
	CHANCE TO SPEAK	80	45	83	40	15	4	60	78	83	41	11	4	47	80	83	40	17	4	62
	RAF WITH CHOR	82	55	73	66	37	21	13	79	91	72	9	6	1	64	72	64	44	25	22
	ADVSY COUNCIL	83	53	65	61	45	34	27	70	71	55	26	15	21	63	64	62	52	40	30
BRKS HOUSG	CHOR'S OPEN DOOR	84	52	80	71	16	7	6	79	35	70	10	3	3	79	78	71	20	12	9
	BARBACKS CONF	73	22	56	43	43	51	55	65	54	33	39	44	64	66	58	47	43	50	53
	BARBACKS CONV	74	19	44	40	47	62	61	61	44	36	45	57	58	64	44	42	50	62	59
	PERLS PROP SAFETY	75	16	23	20	71	70	72	29	28	17	72	68	72	36	22	21	70	72	71
MESS HALL	MESS RUSH-RUSH	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	FOOD CHOICE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	FOOD QUALITY	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	MESS HOURS	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
HEALTH CARE	DRUGS & ALCOHOL	125	75	83	68	6	6	10	88	97	64	3	2	8	83	82	69	11	8	15
	DENTAL QUAL	133	47	72	69	18	23	7	78	65	65	13	30	5	79	73	70	21	21	11
	DENTAL CONV	134	50	70	61	24	28	25	74	65	56	17	28	17	75	71	63	26	27	28
	MEDICAL QUAL	135	48	56	48	51	52	48	67	49	44	31	50	41	61	57	49	57	53	50
PX/ COMM	MEDICAL CONV	136	44	60	65	22	43	17	73	53	64	19	46	9	78	63	66	22	41	21
	PX/COMM PRICES	63	53	15	12	73	73	73	26	15	10	73	72	74	19	16	13	73	73	73
	GOODS/SERVICES	64	60	73	74	13	20	3	82	72	63	7	14	10	79	73	77	19	22	4
	PX/COMM TREATMT	65	32	58	49	48	45	47	54	49	35	55	51	62	65	60	52	46	46	45
PERSONAL CONVENIENCE	LAUNDRY CLEANING	71	30	65	36	32	35	66	53	62	38	59	33	54	74	67	35	28	33	68
	LAUNDRY MAT	72	24	43	23	57	63	71	56	48	27	52	52	68	60	39	21	60	63	72
	POST PHONES	-	34	57	59	12	49	29	67	52	47	36	47	36	84	59	63	9	49	27
	POST FAC INFO	88	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
I/O PROC	TRANSFN SVCS	131	42	66	61	27	33	26	61	54	52	44	45	28	76	70	64	24	29	24
	GUEST FAULTS	86	53	64	66	8	39	15	75	60	57	16	37	14	85	65	69	6	36	14
	PROCESSING TIME	130	46	71	66	20	24	14	66	67	53	37	20	24	80	72	70	15	23	13
	POST WELCOME	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ENTRINTMT/ RECREATH	POST ENTRINTMT	66	41	59	59	38	42	31	70	57	62	27	40	11	66	61	57	40	45	37
	POST TV	67	19	51	33	62	58	68	57	56	26	49	42	69	55	50	35	40	45	37
	SERVICE CLUB	68	48	48	35	55	59	67	55	47	33	53	53	63	61	48	35	55	61	58
	RECREATH FACL	69	51	79	69	9	11	8	75	66	65	15	24	6	85	82	71	8	7	8
PERS. SERV	PERS VEHICLE RPR	70	38	71	59	4	25	30	88	77	56	2	9	18	85	69	60	7	31	32
	TAX ASSISTANCE	124	25	75	51	17	14	43	74	49	49	18	13	33	80	75	51	14	17	48
	PERS PROB AID	126	41	74	37	21	19	64	73	66	33	20	26	65	78	75	36	23	16	63
	FREE LAW AID	127	42	80	38	3	8	63	91	80	42	1	8	42	87	78	38	3	11	64
PAY & BENFTS	RETIRE BENEFIT	111	42	56	51	41	50	44	69	58	48	29	39	34	67	56	51	42	56	47
	MONEY OFFORT	122	55	83	69	7	5	9	83	81	64	6	7	7	84	83	71	10	5	20

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Table D.8 % "Good" Reaction: Non-VOLAR Enlisted (page 1 of 2)

CAT.	ITEM	EC #	TOTAL			< TWO YEARS			> TWO YEARS		
			PERCENT			PERCENT			PERCENT		
			A	B	C	A	B	C	A	B	C
CIVIL MINE	CIVIL EP	132	87	84	2	89	86	1	85	2	3
	CIVIL LABOR	133	77	71	9	79	75	1	75	22	24
	CIVIL GUARD	134	66	57	36	70	62	15	64	60	65
JOB ASSIGNMENT	JOB CHOICE	88	61	59	59	52	52	66	67	64	65
	JOB LOC CHOICE	89	52	50	79	40	39	81	57	69	51
	PREFERRED LOCN	117	68	64	31	64	58	32	72	34	37
WORK CONDITIONS	TRAINING COUNTS	90	63	62	48	52	51	65	72	37	36
	EXPERIENCE COUNTS	91	66	68	40	56	58	54	72	32	20
	PREFERENCE COUNTS	92	62	62	53	54	52	61	67	48	43
HOURS OF WORK	REEL SPEC UNIT	113	62	60	49	60	48	43	54	58	75
	STABILIZED TOUR	114	68	60	30	65	56	29	72	35	46
	SERVE COUNTRY	121	72	78	20	65	70	28	77	20	4
GROWTH & EXPERIENCE	IRRELEVANT TRNG	83	60	57	61	49	42	72	66	51	49
	FEEL USEFUL	107	65	62	42	57	55	51	70	38	42
	FEEL BELONGS	111	66	58	39	63	54	38	68	63	53
LEADERSHIP & SUPERVISION	GEN WORK COND	93	66	67	57	58	59	50	73	72	30
	WORK ITSELF	94	61	62	57	52	53	64	67	68	40
	ADVN SUPPORT	106	53	52	72	45	44	74	59	58	71
DIGNITY & RESPECT	DANGER AMT	112	52	44	75	44	36	75	59	72	63
	JOB SECURITY	109	66	61	38	63	58	38	68	64	45
	FAMILY LIFE	137	58	59	67	43	43	78	67	68	39
SUPERVISOR	WORK WEEK LMG	96	74	70	17	66	57	25	81	78	8
	WORK HRS SKED	97	71	65	24	62	53	39	77	72	17
	OVERTIME REQ	98	52	45	76	43	34	79	60	53	76
CAREER COUNS	EVENING/WEKEND	99	50	45	80	41	34	80	57	53	74
	OWN BOSS AMT	108	75	74	14	71	67	14	78	78	15
	PLAN ON FUTR	118	73	71	18	66	65	24	78	76	17
TREATMENT ON JOB	CONTINUE ENUC	115	89	89	1	85	85	2	92	93	1
	SPEEL MDS TRNG	120	69	70	27	64	68	26	73	75	1
	ADVNT OPPORT	119	62	57	55	62	58	40	62	57	63
TREAT AS RES PER	TRAVEL/EXP OPPOR	116	80	80	5	78	78	5	81	83	7
	CAREER COUNS	-	68	64	32	64	57	33	72	68	31
	TREATMENT ON JOB	95	62	61	54	55	54	56	67	67	44
SUPERIOR ATTDE	DECORATE OCN ROOM	103	68	68	33	63	61	37	73	72	29
	RESPECT ME AMT	104	71	67	22	69	63	17	74	70	26
	RESPECT MY SUP	105	58	54	64	55	47	57	62	60	64
BEER ETC AVAIL	SUPERIOR ATTDE	100	61	58	56	57	53	53	65	62	55
	RESPECT ME AMT	102	64	56	44	61	52	42	68	62	54
	RESPECT MY SUP	101	64	56	46	63	57	35	65	59	62
HOM INSF DONE	BEER ETC AVAIL	60	64	56	46	63	57	35	65	59	62
	DECORATE OCN ROOM	68	76	74	13	73	69	12	80	78	11
	PERS FREEDOM	124	62	65	52	60	63	45	64	69	35
HOM INSF USED	HOM FREEDOM	75	34	31	85	32	29	84	35	33	85
	HOM RELES ENF	76	48	44	81	38	33	82	55	51	80
	HOM INSF DONE	77	45	44	83	35	34	82	51	49	81
WAITING IN LINES	HOM INSF USED	79	62	59	51	57	50	52	66	64	66
	NICKET MOUSE	85	58	53	66	52	45	68	62	57	64
	HQ TREATMENT	87	41	36	84	31	26	85	50	43	83
PUBLIC SECTION	DISCRIMN AMT	131	29	26	86	24	22	87	33	31	86
	PUBLIC SECTION	130	70	39	88	78	78	88	70	20	88

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Table D.8 % "Good" Reaction: Non-VOLAR Enlisted (page 2 of 2)

CAT.	ITEM	EO. #	TOTAL						< TWO YEARS						> TWO YEARS					
			PERCENT			RANK			A	B	C	A	B	C	A	B	C	A	B	C
			A	B	C	A	B	C												
VOICE IN POLICY	COMPLAINT ACT	74	59	55	63	61	61	61	51	45	69	69	69	69	64	62	57	57	56	56
BRKS HOUSE	CHANCE TO SPEAK	78	71	70	23	21	21	21	68	64	18	22	22	22	74	73	25	25	25	25
	MAP WITH CHIN	80	77	76	11	10	10	10	78	75	5	9	9	9	77	77	21	21	14	14
	ADVSY COUNCIL	81	70	73	25	15	15	15	65	66	30	18	18	18	73	76	28	28	16	16
	CHIN'S OPEN DOOR	82	83	90	3	5	5	5	82	77	3	4	4	4	84	83	2	2	6	6
	BARRACKS COMB	86	58	53	68	64	64	64	52	49	63	61	61	61	63	60	61	61	59	59
	BARRACKS COMB	67	61	68	58	23	23	23	55	60	55	29	29	29	66	74	52	52	21	21
	PERS PROP SAFETY	69	53	55	73	62	62	62	51	55	70	46	46	46	55	56	79	79	68	68
	MESS BUSH-BUSH	70	65	61	43	46	46	46	59	57	48	43	43	43	70	65	39	39	45	45
	FOOD CHOICE	71	77	76	12	11	11	11	70	65	16	20	20	20	82	82	6	6	9	9
	FOOD QUALITY	72	66	63	41	37	37	37	54	48	62	63	63	63	75	72	7	7	28	28
	MESS HOURS	73	69	67	26	27	27	27	61	60	41	31	31	31	77	73	19	19	23	23
	DRUGS & ALCOHOL	126	78	80	8	6	6	6	76	77	9	5	5	5	80	83	10	10	7	7
	DENTAL QUAL	138	77	74	10	13	13	13	75	73	10	11	11	11	79	77	14	14	15	15
	DENTAL COMB	139	76	78	14	7	7	7	71	75	13	8	8	8	79	82	13	13	8	8
	MEDICAL QUAL	140	69	68	29	24	24	24	67	66	21	19	19	19	71	71	36	36	30	30
	MEDICAL COMB	141	62	71	50	18	18	18	59	67	47	17	17	17	65	74	54	54	18	18
	PA/COMB PRICES	54	23	14	87	88	88	88	29	17	84	88	88	88	20	13	87	87	88	88
	GOODS/SERVICES	55	66	64	35	35	35	35	64	62	31	27	27	27	68	67	42	42	41	41
	PA/COMB TREATMT	56	56	39	69	82	82	82	54	40	59	74	74	74	57	55	77	77	92	92
	LAUNDRY CLEANING	63	55	59	70	49	49	49	52	54	67	48	48	48	57	63	78	78	52	52
	LAUNDRONAT	64	53	53	74	65	65	65	46	49	73	62	62	62	59	59	72	72	61	61
	POST PHONES	65	54	43	71	73	73	73	49	42	71	72	72	72	59	55	73	73	70	70
	POST FAC INFO	66	71	65	21	31	31	31	66	58	23	37	37	37	75	70	23	23	33	33
	TRANSFER SVCS	129	60	46	60	74	74	74	58	47	49	66	66	66	62	49	65	65	80	80
	GUEST FACILTS	136	58	58	65	54	54	54	54	54	60	49	49	49	61	62	67	67	57	57
	PROCESSING TIME	84	52	48	78	71	71	71	43	39	77	77	77	77	57	53	78	78	73	73
	POST WELCOME	135	67	62	34	42	42	42	63	60	34	30	30	30	69	65	40	40	47	47
	POST ENTRINT	57	52	16	77	37	37	37	55	19	38	87	87	87	51	17	82	82	87	87
	POST TV	58	45	41	82	81	81	81	44	40	76	75	75	75	49	49	84	84	79	79
	SERVICE CLUB	59	64	47	47	72	72	72	65	53	27	52	52	52	63	52	62	62	77	77
	RECREATH FACIL	61	72	52	19	68	68	68	66	53	22	55	55	55	77	60	18	18	58	58
	PERS VEHICLE APR	62	64	46	45	75	75	75	59	44	46	70	70	70	68	54	41	41	71	71
	TAX ASSISTANCE	125	75	81	15	3	3	3	68	76	19	6	6	6	81	85	9	9	2	2
	PERS PROB AID	127	79	66	7	30	30	30	74	62	11	25	25	25	83	74	5	5	22	22
	FREE LAN AID	128	81	62	4	38	38	38	77	59	7	32	32	32	85	70	3	3	34	34
	RETIRE BENEFIT	110	79	68	6	22	22	22	77	68	8	14	14	14	80	71	11	11	31	31
	MONEY OFFORT	122	69	76	28	9	9	9	67	74	20	10	10	10	72	79	33	33	10	10
	REENTLNT BONUS	123	59	55	62	60	60	60	60	58	44	39	39	39	58	55	74	74	69	69

CAT.	ITEM	OO. P.	TOTAL					
			PERCENT			RANK		
			A	B	C	A	B	C
CIVIL HIRE	CIVIL KP	-	75	58		19	31	
	CIVIL LABOR	-	66	57		42	32	
	CIVIL GUARD	-	89					
JOB ASSIGNMENT	JOB CHOICE	89						
	JOB LOC CHOICE	90						
	PREFERRED LOON	118						
	TRAINING COUNTS	91						
	EXPERIENCE COUNTS	92						
	PREFERENCE COUNTS	93						
	RENT. SPEC UNIT	-	69	59		36	29	
	STABLED TOUR	115	89	86		2	2	
	SERVE COUNTRY	121	76	63		18	17	
	IRRELEVANT TASK	85	72	57		26	34	
WORK CONDITIONS	FEEL USEFUL	108	63	43		47	58	
	FEEL BELONGS	112	72	53		28	40	
	GEN WORK COND	94	81	62		7	18	
	WORK ITSELF	95	64	51		45	46	
	ADMON SUPPORT	107	57	43		52	59	
	DANGER AMT	113	47	33		62	68	
	JOB SECURITY	110	40	26		69	72	
	FAMILY LIFE	132	62	55		48	37	
	WORK WEEK LNS	97	83	68		5	10	
	WORK HRS SKED	98	80	65		11	16	
HOURS OF WORK	OVERTIME REQ	99	43	42		65	61	
	EVENING/WEEKEND	100	55	49		54	49	
	OWN BOSS AMT	109	76	60		16	24	
GROWTH & EXPERIENCE	PLAN OWN FUTR	119	69	60		34	25	
	CONTINUE EDUC	116	93	89		1	1	
	SPECIAL MOS TRNG	-	38	32		70	67	
	ADVNC OFF-PORT	117	77	73		15	5	
	TRAVEL/EXP OPPOR	114	51	34		57	67	
LEADERSHIP & SUPERVISION	CAREER COUNTS	96	70	44		32	55	
	TREATMENT ON JOB	104	68	56		18	38	
	WORK RECOGNIZ	105	73	61		23	32	
	TREAT AS RES PER	106	73	66		25	14	
	SUPR SUPPORT JOB	101	68	53		37	41	
	SUPERIOR ATTIDE	103	59	53		51	44	
	RESPECT ME AMT	102	47	36		63	65	
	RESPECT MY SUP	-						
	BEER ETC AVAIL	-						
	DECORATE OWN ROOM	123	50	60		59	26	
DIGNITY & RESPECT	PERS FREEDOM	77	32	27		71	71	
	HOW RULES ENF	78	55	49		53	50	
	HOW INSP DONE	79	53	44		56	56	
	HOW INSP USED	76	63	54		46	39	
	NICKY NOISE	87	61	41		50	62	
	HQ TREATMENT	-						
	WAITING IN LINES	129	50	53		60	42	
	DISCIPLINE AMT	128	10	12		74	73	
	PUBLIC REACTION	-						

Table D.9 % "Good" Reaction: Non-VOLAR Officer (page 2 of 2)

CAT.	ITEM	OQ #	TOTAL									< TWO YEARS									> TWO YEARS								
			PERCENT			RANK			PERCENT			RANK			PERCENT			RANK			PERCENT			RANK					
			A	B	C	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C			
VOICE IN POLICY	COMPLAINT ACT	81	68	62		39	21		66	52		35	27		68	65		40	17										
	CHANCE TO SPEAK	80	83	70		6	8		85	68		7	6		82	71		8	7										
	HAP WITH CHOR	82	74	70		20	7		84	79		8	2		72	70		28	9										
	ADVST COUNCIL	83	66	57		43	35		69	49		30	34		65	58		48	36										
BRLS ROUSC	CHOR'S OPEN DOOR	84	79	67		13	13		80	63		13	12		78	68		14	13										
	BARRACKS COMF	73	64	60		44	27		50	45		55	39		68	62		42	27										
	BARRACKS COMF	74	61	52		49	45		38	35		67	56		66	55		45	41										
	PERS FAP SAFETY	75	29	28		72	70		17	22		72	71		32	29		72	70										
MESS HALL	MESS HUSB-RUSH	-																											
	FOOD CHOICE	-																											
	FOOD QUALITY	-																											
	MESS BEULS	-																											
HEALTH CARE	INDCS & ALCOHOL	125	87	79		3	3		90	73		3	4		87	80		3	3										
	DENTAL QVAL	133	70	62		31	19		74	62		21	13		70	63		35	22										
	DENTAL CONV	134	66	51		40	47		61	49		42	32		67	51		43	49										
	MEDICAL QVAL	135	55	49		55	51		52	45		51	38		56	50		54	51										
PX/COMM	MEDICAL CONV	136	70	57		30	33		70	59		29	17		71	57		30	37										
	PX/COMM PRICES	63	15	10		73	74		17	11		73	74		13	9		73	74										
	GOODS/SERVICES	64	73	67		24	12		80	63		14	10		73	68		26	15										
	PX/COMM TREATMT	65	51	46		58	53		42	39		64	48		52	47		57	53										
PERSONAL CONVENIENCE	LAUNDRY CLEARING	71	47	42		61	60		38	32		65	63		51	45		60	58										
	LAUNDRY MAT	72	44	35		64	64		44	18		61	72		44	39		65	65										
	POST PHONES	-																											
	POST FAC INFO	88	81	44		9	57		79	37		15	50		82	45		9	57										
I/O PROC	TRANSFW SVCS	-																											
	GUEST FACILTS	131	66	46		41	52		58	43		44	43		70	48		36	52										
	PROCESSING TIME	84	74	57		21	36		73	41		24	45		75	59		20	35										
	POST WELCOME	130	70	59		33	30		75	55		18	21		69	61		38	32										
ENTRTNMT/RECREATN	POST ENTERTNG	66	42	45		68	54		62	41		63	46		43	47		66	55										
	POST TV	67	43	40		66	64		64	28		37	70		41	42		68	64										
	SERVICE CLUB	68	42	41		67	63		68	33		66	61		43	43		67	63										
	RECREATH FACL	69	72	71		27	6		64	64		36	8		74	73		23	6										
PERS. SERV	PERS VEHICLE RPR	70	71	62		29	20		74	62		20	14		74	64		32	19										
	TAX ASSISTANCE	124	76	61		17	23		86	54		5	23		76	62		19	26										
	PERS PROB AID	126	74	50		22	48		77	35		16	55		75	53		21	46										
	FREE LAW AID	127	86	67		4	11		90	62		2	15		87	69		4	12										
PAY & BENFTS	RETIRE BENEFIT	111	69	53		35	43		70	51		28	30		70	54		37	43										
	MONEY OF PORT	122	81	76		10	4		85	70		6	5		80	78		13	4										
	REEDLTH BONUS	-																											

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Table D.10 % "Stay" Reaction: VOLAR Enlisted (page 1 of 2)

CAT.	ITEM	EQ #	TOTAL						< TWO YEARS						> TWO YEARS					
			PERCENT			RANK			PERCENT			RANK			PERCENT			RANK		
			A	B	C	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C
CIVILN HIRE	CIVILN KP	122	27	24	32	29	29	24	25	23	31	22	20	13	30	25	32	37	42	30
	CIVILN LABOR	133	26	25	31	31	24	24	25	23	31	20	18	16	27	26	31	43	34	36
	CIVILN GUARD	134	20	20	24	52	48	46	19	20	23	49	35	37	22	21	25	62	56	54
	JOB CHOICE	88	26	23	29	32	31	33	23	22	25	27	25	29	30	25	32	35	36	32
JOB ASSIGNMENT	JOB LOC CHOICE	89	26	23	29	32	31	33	23	22	25	27	25	29	30	25	32	35	36	32
	PREFERRED LOCN	117	39	34	45	4	11	4	39	34	44	1	8	2	30	23	31	36	50	35
	TRAINING COUNTS	90	27	23	26	28	35	42	23	20	21	28	33	46	31	25	30	28	37	38
	EXPERIENCE COUNTS	91	27	23	29	27	33	29	22	19	24	32	39	35	32	28	34	24	26	25
WORK CONDITIONS	PREFERENCE COUNTS	92	25	21	30	37	42	27	22	19	24	32	39	35	30	24	32	33	47	29
	REELN SPEC UNIT	113	32	32	35	13	13	13	30	30	33	10	10	10	34	33	36	19	14	18
	STABILZ TOUR	114	36	38	42	5	5	6	32	35	39	9	4	6	41	42	45	4	4	6
	SERVE COUNTRY	121	34	38	37	8	6	8	28	33	32	13	10	12	40	42	41	5	1	7
WORK	IRRELEVNT TRNG	83	16	13	17	68	74	69	12	9	14	73	82	69	21	17	19	65	63	70
	FEEL USEFUL	107	25	23	29	38	34	32	20	19	24	44	36	32	31	27	32	25	29	28
	FEEL BELONGS	111	29	29	36	21	17	12	25	27	33	18	16	13	33	32	38	23	16	12
	GEN WORK COND	93	26	24	28	35	27	34	21	20	24	37	32	31	31	24	32	31	25	31
GROWTH & EXPERIENCE	WORK ITSELF	94	24	22	24	41	38	48	20	18	18	42	44	52	29	26	26	39	31	43
	ADVN SUPPRT	106	20	18	26	56	58	41	16	13	22	59	62	41	24	23	28	54	53	44
	DANGER APT	112	19	26	20	57	20	57	16	13	17	58	22	58	25	32	24	52	19	57
	JOB SECURITY	109	29	26	34	18	19	16	25	23	30	19	21	19	34	30	37	17	22	16
LEADERSHIP & SUPERVISION	FAMILY LIFE	137	30	20	29	16	50	30	26	15	20	15	58	30	35	26	33	16	33	26
	WORK WEEK LNG	96	29	25	30	20	23	26	22	19	23	34	37	38	36	31	36	14	20	19
	WORK HRS SKED	97	27	26	27	25	21	36	21	20	21	35	34	43	34	32	33	22	19	27
	OVERTIME REQ	98	16	19	20	67	55	60	11	13	13	77	68	71	24	25	26	52	35	50
DIGNITY & RESPECT	EVENING/WEEKEND	99	19	16	18	60	63	67	13	11	12	68	72	75	26	22	23	46	54	58
	OWN BOSS AMT	108	28	27	36	24	18	11	21	22	31	36	26	14	34	32	40	20	17	9
	PLAID OWN FUTR	118	36	34	43	6	10	5	34	31	42	5	9	4	38	36	45	8	8	5
	CONTINUE EDUC	115	41	38	46	1	4	2	36	35	42	3	5	3	47	42	50	1	5	2
PUBLIC REACTION	SPECL MOS TRNG	120	34	34	36	9	9	10	32	34	34	8	7	9	36	33	39	12	10	10
	ADVNMT OPPORT	119	30	30	32	15	16	19	29	30	30	11	13	18	31	31	35	26	21	23
	TRAVEL/ETZ OPPOR	116	39	36	45	2	7	3	36	33	41	2	11	5	43	38	48	2	7	3
	CAREER COUNS	-	25	20	22	39	52	51	20	16	17	41	55	59	30	24	27	34	45	45
DIGNITY & RESPECT	TREATMENT ON JOB	95	29	25	30	22	25	25	24	22	25	25	24	28	34	28	35	21	24	21
	WORK RECOGNZ	103	29	23	35	19	32	14	24	21	31	24	28	15	36	27	38	13	30	11
	TREAT AS RES PER	105	27	24	31	30	28	22	22	20	26	31	31	26	31	28	35	29	27	20
	SUPR SUPPORT JOB	100	20	15	22	53	66	52	17	12	16	56	71	61	24	17	27	52	67	47
DIGNITY & RESPECT	SUPERIOR ATTDE	102	26	25	28	33	22	35	22	21	24	30	31	23	30	31	31	30	23	34
	RESPECT ME AMT	101	21	14	23	50	69	49	18	12	20	51	70	48	26	16	27	48	70	46
	RESPECT MY SUP	60	13	14	16	75	72	72	12	13	15	74	64	64	16	14	17	76	79	75
	BEER ETC AVAIL	68	27	24	18	26	30	65	24	20	17	23	30	60	31	27	20	27	28	66
DIGNITY & RESPECT	DECORATE OWN ROOM	124	26	25	29	34	26	31	23	24	26	26	19	27	29	26	32	40	32	33
	FEEL FREEDOM	75	13	7	11	80	87	83	13	6	11	71	87	82	14	7	11	84	87	86
	HOW RULES ENF	76	14	11	17	72	82	68	10	9	12	79	81	74	19	14	20	70	81	69
	HOW INSP DONE	77	13	11	17	79	83	71	10	9	14	81	80	70	18	13	19	73	83	71
DIGNITY & RESPECT	HOW INSP USED	79	24	19	24	42	54	44	20	15	19	45	57	51	29	23	28	41	52	42
	MICKEY MOUSE	85	17	9	11	64	47	55	15	17	20	61	49	49	20	24	22	67	48	61
	NO TREATMENT	87	10	9	11	85	84	86	6	6	6	88	88	88	16	13	15	77	84	81
	WAITING IN LINES	131	11	8	13	83	85	82	10	7	12	80	85	78	12	10	14	86	85	83
PUBLIC REACTION	DISCRIMN AMT	130	8	8	10	87	86	87	8	8	10	87	84	84	9	7	10	87	86	87
	PUBLIC REACTION	130	8	8	10	87	86	87	8	8	10	87	84	84	9	7	10	87	86	87

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Table D.10 % "Stay" Reaction: VOLAR Enlisted (page 2 of 2)

CAT.	ITEM	EQ #	TOTAL						< TWO YEARS						> TWO YEARS					
			PERCENT			RANK			A	B	C	A	B	C	A	B	C	A	B	C
			A	B	C	A	B	C												
VOICE IN POLICY	COMPLAINT ACT	74	22	15	15	47	65	75	19	13	12	48	65	73	25	17	18	51	66	74
	CHANCE TO SPEAK	78	25	21	26	36	45	39	22	17	21	29	48	44	29	24	30	38	46	39
	RAP WITH CHIEF	80	22	20	25	46	51	43	21	18	23	38	41	39	24	21	26	56	57	48
	ADVTY COUNCIL	81	20	18	18	55	59	66	18	14	13	54	60	67	22	20	20	61	60	67
	CHIEF'S OPEN DOOR	82	23	21	26	44	44	40	21	18	22	40	42	42	27	23	29	44	49	40
BBKS HOUSG	BARRACKS COMF	66	18	19	13	61	56	81	17	17	11	55	51	81	20	21	16	69	59	80
	BARRACKS CONV	67	19	17	19	59	61	61	18	14	17	53	61	55	21	20	22	64	61	62
	PERS PROP SAFETY	69	14	12	15	74	81	74	13	11	14	69	74	68	15	13	16	80	82	78
MESS HALL	MESS BUSIN-BUSH	70	13	12	16	76	79	73	9	9	12	83	79	77	20	16	20	68	71	68
	FOOD CHOICE	71	20	20	27	54	49	37	15	17	24	60	50	33	26	23	30	47	51	37
	FOOD QUALITY	72	19	20	21	58	46	54	15	16	17	62	53	57	25	25	25	53	39	53
	MESS HOURS	73	16	38	19	69	3	64	11	34	16	75	6	62	21	42	22	63	3	63
HEALTH CARE	DRUGS & ALCOHOL	126	17	16	20	65	64	58	14	13	17	65	66	56	21	18	23	66	64	59
	DENTAL QUAL	138	30	21	31	14	41	23	26	18	28	16	46	24	35	25	35	15	41	22
	DENTAL CONV	139	30	30	33	17	15	17	25	25	29	21	17	21	36	35	37	11	13	15
	MEDICAL QUAL	140	33	32	34	10	12	15	29	29	30	12	14	17	39	35	38	7	11	13
	MEDICAL CONV	141	32	31	33	12	14	18	28	27	28	14	15	23	38	35	37	9	9	14
PX/COMM	PX/COMM PRICES	54	8	5	7	88	88	88	10	7	8	78	86	87	6	4	6	96	88	88
	GOODS/SERVICES	55	13	14	17	77	70	70	12	13	15	72	69	66	16	16	18	79	73	72
	PX/COMM TREATMT	56	14	14	14	73	71	77	13	13	12	70	67	76	15	15	16	81	75	79
PERSONAL CONVENIENCE	LAUNDRY CLEANING	63	11	13	15	92	73	76	8	10	11	86	78	80	14	17	18	78	59	73
	LAUNDRY	64	11	13	14	84	76	79	8	11	11	84	73	83	14	15	16	85	74	76
	POST PHONES	65	12	12	14	81	78	78	11	10	11	76	75	79	15	15	16	83	78	77
	POST PAC INFO	66	18	21	23	63	43	50	13	18	20	67	43	47	24	24	25	57	44	55
	TRANSPN SVCS	129	17	14	20	66	68	59	16	13	19	57	63	50	19	16	21	72	72	65
	QUIET FACILTS	136	21	16	24	51	62	47	19	14	22	47	59	43	24	19	26	59	62	51
I/O PROC	PROCESSING TIME	84	13	13	19	78	75	63	10	8	15	82	83	65	17	17	22	75	65	60
	POST WELCOME	135	24	21	27	43	40	38	21	18	24	39	45	36	27	25	29	45	38	41
ENTRTNMT/RECREATN	POST ENTRTNMT	57	15	15	14	71	67	80	14	15	13	66	56	72	17	15	15	74	77	82
	POST TV	58	10	12	11	96	80	85	8	10	8	85	77	86	15	14	13	82	80	94
	SERVICE CLUB	59	16	17	11	70	60	84	15	16	10	64	54	85	19	18	12	71	63	85
	RECREATH FACL	61	21	22	19	49	37	62	18	20	18	50	29	54	26	24	21	50	43	64
	PERS VEHICLE RFR	62	18	19	21	62	53	53	15	18	18	63	40	53	22	21	24	60	58	56
PERS. SVCS	TAX ASSISTANCE	125	23	21	21	45	39	56	18	18	16	52	47	63	29	25	25	42	40	52
	PERS PROB AID	127	22	12	24	48	77	45	20	10	22	46	76	40	26	15	26	49	76	49
	FREE LAW AID	128	24	19	32	40	57	20	20	16	29	43	52	20	30	22	34	32	55	24
PAY & BENFTS	RETIRE BENEFIT	110	39	39	50	3	1	1	35	37	50	4	1	1	43	42	51	3	2	1
	MONEY OPPORT	122	34	38	37	7	2	7	32	37	34	7	2	8	37	40	40	10	6	8
	NEEDNTH BONUS	123	33	34	36	11	8	9	33	36	37	6	3	7	34	33	36	18	15	17

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Table D.11 % "Stay" Reaction: VOLAR Officer (page 1 of 2)

CAT.	ITEM	QO #	TOTAL			< TWO YEARS						> TWO YEARS					
			PERCENT			RANK			PERCENT			RANK			PERCENT		
			A	B	C	A	B	C	A	B	C	A	B	C	A	B	C
CIVIL HIRE	CIVIL KP	-	56	61	59	14	7	4	47	54	51	21	7	3	59	63	60
	CIVIL LABOR	-	47	65	48	26	3	17	37	67	46	42	2	5	50	65	48
	CIVIL GUARD	-	63	59	59	3	9	3	52	57	46	11	6	4	67	60	64
JOB ASSIGNMENT	JOB CHOICE	89	56	61	45	16	8	21	42	49	30	32	16	36	59	64	49
	JOB LOC CHOICE	118	60	61	55	4	6	7	51	53	35	13	11	27	62	63	59
	PREFERRED LOC	91	56	56	45	13	12	22	45	41	37	23	27	24	59	61	46
WORK CONDITIONS	TRAINING COUNTS	92	70	65	61	1	2	2	67	60	52	1	5	2	71	67	63
	EXPERIENCE COUNTS	93	59	57	56	5	11	6	53	47	45	9	20	7	61	59	58
	REENT SPEC UNIT	115	39	30	35	43	52	42	32	16	26	50	66	52	42	33	37
HOURS OF WORK	STABILIZED TOUR	121	46	38	35	32	40	41	39	33	32	36	38	31	48	40	35
	IRRELEVANT THING	85	54	45	42	17	27	27	52	51	30	10	14	37	56	44	45
	FEEL USEFUL	108	59	51	48	6	17	15	48	44	38	20	23	20	63	34	50
GROWTH & EXPERIENCE	GEN WORK COND	94	46	45	38	30	28	34	40	37	31	34	33	35	47	48	41
	WORK ITSELF	95	37	35	30	45	43	52	28	28	25	52	51	54	40	38	32
	ADMIN SUPPORT	97	26	20	20	4	66	65	21	12	8	67	68	69	29	23	24
LEADERSHIP & SUPERVISION	DANGER AMT	113	46	46	44	62	59	61	34	36	40	48	34	62	27	23	25
	JOB SECURITY	110	57	54	49	11	15	14	34	43	39	8	25	19	49	51	49
	FAMILY LIFE	132	53	31	55	18	51	8	45	21	35	25	61	26	58	56	52
DIGNITY & RESPECT	WORK WEEK LING	97	35	12	32	49	72	49	26	7	21	55	73	61	38	14	34
	WORK HRS SLED	98	40	15	36	42	69	38	29	11	18	51	71	63	43	16	42
	OVERTIME REQ	99	58	49	40	9	20	31	55	55	34	5	9	29	60	48	42
BIGNITY & RESPECT	EVENING/WEEKEND	100	58	56	57	8	13	5	54	52	43	6	13	12	59	56	62
	OWN BOSS AMT	109	66	69	67	2	1	1	60	68	52	2	1	1	66	71	71
	PLAN OWN FUTR	119	30	24	35	58	62	29	25	27	30	58	53	40	32	23	36
BIGNITY & RESPECT	CORRUPT EDUC	116	56	62	52	12	5	10	52	63	46	12	3	6	58	61	55
	SPECI NOS TRNG	120	34	22	34	50	64	46	25	11	28	60	70	46	37	25	36
	ADVCT OFFPORT	117	50	55	39	24	14	33	44	48	31	26	19	34	52	57	41
BIGNITY & RESPECT	TRAVEL/EXP OFFOR	114	46	47	33	29	24	47	45	44	31	24	24	33	47	48	34
	CAREER COUNS	96	52	53	51	21	16	11	44	48	42	28	18	13	55	55	54
	TREATMENT ON JOB	104	51	50	43	23	18	26	49	50	40	17	15	15	52	51	43
BIGNITY & RESPECT	WORK RECOGNZ	105	46	26	26	28	58	16	42	21	32	32	32	32	48	27	53
	TREAT AS RES PER	106	43	50	35	35	19	43	46	55	30	22	8	38	43	49	35
	SUPR SUPPORT JOB	101	33	40	31	51	36	50	36	29	24	44	49	56	33	44	33
BIGNITY & RESPECT	SUPERIOR ATTIDE	103	30	42	41	59	34	28	25	41	36	59	26	25	32	42	42
	RESPECT ME AMT	102	20	20	25	70	67	60	23	17	27	63	65	48	20	21	24
	RESPECT MY SUP	-	32	32	33	54	50	48	21	30	28	66	46	45	35	33	34
BIGNITY & RESPECT	LEER ETC AVAIL	123	32	34	35	52	44	40	23	26	28	64	55	47	34	37	36
	DECORATE OWN MOON	77	39	35	37	44	41	36	40	31	38	35	44	22	43	43	42
	PERS FREEDOM	78	25	27	29	67	57	56	22	29	25	65	48	53	26	27	29
BIGNITY & RESPECT	HOW RULES ENF	79	5	7	6	74	74	73	6	5	4	74	74	73	4	7	7
	HOW INSP DONE	87	25	27	29	67	57	56	22	29	25	65	48	53	26	27	29
	HOW INSP USED	129	5	7	6	74	74	73	6	5	4	74	74	73	4	7	7
BIGNITY & RESPECT	MICKY MOUSE	87	39	35	37	44	41	36	25	32	33	56	41	30	43	43	36
	HQ TREATMENT	-	25	27	29	67	57	56	22	29	25	65	48	53	26	27	29
	WAITING IN LINES	128	5	7	6	74	74	73	6	5	4	74	74	73	4	7	7
BIGNITY & RESPECT	DISCRIM AMT	-	30	42	41	59	34	28	25	41	36	59	26	25	32	42	42
	PUBLIC REACTION	128	20	20	25	70	67	60	23	17	27	63	65	48	20	21	24
		-	32	32	33	54	50	48	21	30	28	66	46	45	35	33	34
BIGNITY & RESPECT		-	32	34	35	52	44	40	23	26	28	64	55	47	34	37	36
		-	43	40	41	37	37	29	40	31	38	35	44	22	43	43	42
		-	39	35	37	44	41	36	25	32	33	56	41	30	43	43	36
BIGNITY & RESPECT		-	25	27	29	67	57	56	22	29	25	65	48	53	26	27	29
		-	5	7	6	74	74	73	6	5	4	74	74	73	4	7	7
		-	30	42	41	59	34	28	25	41	36	59	26	25	32	42	42
BIGNITY & RESPECT		-	20	20	25	70	67	60	23	17	27	63	65	48	20	21	24
		-	32	32	33	54	50	48	21	30	28	66	46	45	35	33	34
		-	32	34	35	52	44	40	23	26	28	64	55	47	34	37	36
BIGNITY & RESPECT		-	43	40	41	37	37	29	40	31	38	35	44	22	43	43	42
		-	39	35	37	44	41	36	25	32	33	56	41	30	43	43	36
		-	25	27	29	67	57	56	22	29	25	65	48	53	26	27	29
BIGNITY & RESPECT		-	5	7	6	74	74	73	6	5	4	74	74	73	4	7	7
		-	30	42	41	59	34	28	25	41	36	59	26	25	32	42	42
		-	20	20	25	70	67	60	23	17	27	63	65	48	20	21	24
BIGNITY & RESPECT		-	32	32	33	54	50	48	21	30	28	66	46	45	35	33	34
		-	32	34	35	52	44	40	23	26	28	64	55	47	34	37	36
		-	43	40	41	37	37	29	40	31	38	35	44	22	43	43	42
BIGNITY & RESPECT		-	39	35	37	44	41	36	25	32	33	56	41	30	43	43	36
		-	25	27	29	67	57	56	22	29	25	65	48	53	26	27	29
		-	5	7	6	74	74	73	6	5	4	74	74	73	4	7	7

Table D.11 % "Stay" Reaction: VOLAR Officer (page 2 of 2)

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Table D.12 % "Stay" Reaction: Non-VOLAR Enlisted (page 1 of 2)

CAT.	ITEM	EQ #	TOTAL						< TWO YEARS						> TWO YEARS					
			PERCENT			RANK			PERCENT			RANK			PERCENT			RANK		
			A	B	C	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C
CIVIL HIRE	CIVIL KP	132	26	26		29	33		22	22		13	15		30	30		39	37	
	CIVIL LABOR	133	25	25		36	37		21	22		16	16		28	28		43	41	
	CIVIL GUARD	134	22	20		48	51		19	17		23	35		24	22		58	60	
	JOB CHOICE	88	26	27		28	29		18	18		28	30		32	32		30	30	
JOB ASSIGNMENT	JOB LOC CHOICE	89	25	25		35	39		14	14		51	47		32	30		33	36	
	PREFERRED 10/2N	117	37	37		3	6		78	28		2	5		42	42		5	7	
	TRAINING COUNTS	90	25	27		34	31		15	14		45	44		33	34		28	20	
	EXPERIENCE COUNTS	91	27	29		25	19		15	15		42	42		35	36		19	17	
WORK CONDITIONS	PREFERENCE COUNTS	92	26	28		32	23		15	16		43	40		23	22		23	22	
	SEMIAL SPEC UNIT	113	30	26		11	35		24	20		7	20		34	34		15	33	
	STABILIZED TOUR	114	35	34		6	9		25	24		5	11		36	31		7	9	
	SERVE COUNTRY	121	34	38		7	3		22	25		14	8		42	40		6	3	
WORK SECURITY	IRRELEVANT TRNG	83	18	17		61	61		10	8		68	72		23	22		60	61	
	FEEL USEFUL	107	25	25		38	36		16	17		41	36		31	31		36	31	
	FEEL BELONGS	111	28	27		21	27		19	18		25	29		34	33		22	26	
	GEN WORK COND	93	24	27		39	25		15	17		47	37		31	33		35	27	
FAMILY LIFE	WORK ITSELF	94	23	27		43	32		14	17		50	38		30	33		38	28	
	ADMS SUPPORT	106	17	17		64	63		9	10		71	62		22	21		64	62	
	DANGER AMT	112	17	17		63	65		11	9		62	66		23	24		61	55	
	JOB SECURITY	109	29	29		16	17		22	20		22	19		35	35		16	19	
HOURS OF WORK	FAMILY LIFE	137	27	31		23	14		16	19		38	25		34	38		21	13	
	WORK WEEK LING	96	30	31		13	15		20	18		18	26		38	38		9	14	
	WORK HRS SFED	97	28	27		19	28		17	16		32	39		36	34		13	21	
	OVERTIME REQ	98	19	18		58	60		11	9		60	67		25	23		53	58	
GROWTH & EXPERIENCE	EVENING/WEEKEND	99	19	18		57	58		11	9		61	65		26	24		50	54	
	OWN BOSS AMT	108	30	33		12	12		22	23		15	14		37	39		12	12	
	PLAN ON FTR	118	36	37		4	5		24	26		8	6		44	44		4	5	
	CONTINUE EDUC	115	38	42		2	1		26	30		4	1		47	49		1	1	
LEADERSHIP & SUPERVISION	SPECI MOS TRNG	120	31	35		9	8		23	25		10	10		38	41		10	8	
	ADVMT OPPORT	119	28	28		20	20		23	23		17	18		33	32		25	29	
	TRAVEL/EXP OPPOR	116	36	39		5	2		26	30		3	2		44	47		3	2	
	CAREER COUNS	-																		
DIGNITY & RESPECT	TREATMENT ON JOB	95	26	27		31	26		17	18		31	32		33	34		29	23	
	WORK RECOGNZ	103	26	28		27	22		18	18		30	27		33	33		26	24	
	TREAT AS RES FER	104	28	29		22	18		19	19		26	24		35	35		18	18	
	SUPR SUPPORT JOB	105	28	27		18	24		19	19		21	23		35	33		17	25	
PUBLIC REACTION	SUPERIOR ATTDE	100	22	21		46	46		15	14		46	45		28	26		46	46	
	RESPECT ME AMT	102	25	25		37	40		17	17		35	34		31	30		37	38	
	RESPECT MY SUP	101	22	21		47	47		15	14		44	49		28	27		44	45	
	BEER ETC AVAIL	60	12	10		78	78		9	9		72	69		13	12		79	81	
DISCRIMN AMT	DECORATE ON ROOM	68	26	27		33	30		18	20		27	21		32	31		32	32	
	PERS FREEDOM	124	21	24		49	41		17	19		33	22		25	29		52	39	
	HOW RULES ENF	75	10	10		81	79		8	6		77	79		12	12		83	79	
	HOW INSP DONE	76	15	14		70	69		8	6		76	78		19	18		69	68	
WAITING IN LINES	HOW INSP USED	77	13	12		73	72		7	6		83	80		17	16		74	72	
	MICKY MOUSE	79	23	23		44	45		16	14		40	48		28	27		47	43	
	HQ TREATMENT	85	18	17		60	62		10	10		65	61		24	21		59	53	
	WAITING IN LINES	87	13	11		75	75		6	5		84	85		18	16		72	73	
DISCRIMN AMT	DISCRIMN AMT	131	8	7		85	84		5	4		86	86		11	10		85	84	
	PUBLIC REACTION	130	6	6		87	86		4	5		87	83		6	7		87	86	

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Table D.12 % "Stay" Reaction: Non-VOLAR Enlisted (page 2 of 2)

CAT.	ITEM	NO. #	TOTAL						< TWO YEARS						> TWO YEARS					
			PERCENT			RANK			PERCENT			RANK			PERCENT			RANK		
			A	B	C	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C
VOICE IN POLICY	COMPLAINT ACT	74	20	20	53	52	57	52	14	12	52	57	57	51	24	24	57	57	51	
	CHANCE TO SPEAK	78	26	26	30	34	31	24	19	18	24	31	34	35	31	31	34	34	35	
	RAP WITH CHIEF	80	21	23	50	42	39	28	16	18	39	28	39	49	25	26	51	49		
	ADVISE COUNCIL	81	21	21	51	50	49	51	14	13	49	51	54	52	25	24	54	52		
BRKS HOUSE	CHIEF'S OPEN DOOR	82	23	25	42	38	34	33	27	17	34	33	42	40	28	29	42	40		
	BARACKS COMF	66	16	17	62	64	54	55	12	12	54	55	63	66	22	21	63	66		
	BARACKS COMF	67	16	19	69	54	64	56	10	12	64	56	67	57	21	23	67	57		
	PERS PROP SAFETY	69	13	14	77	70	75	64	8	9	75	64	75	71	17	17	75	71		
MESS HALL	MESS RUSH-RUSH	70	16	16	67	65	69	59	10	11	69	59	66	67	22	21	66	67		
	FOOD CHOICE	71	21	21	52	48	56	54	12	12	56	54	45	48	28	26	45	48		
	FOOD QUALITY	72	19	19	54	56	66	63	10	10	66	63	49	50	26	25	49	50		
	MESS HOURS	73	16	16	68	67	73	68	9	9	73	68	65	64	22	21	65	64		
HEALTH CARE	DRUGS & ALCOHOL	126	17	18	65	59	59	53	11	13	59	53	68	65	20	21	68	65		
	DENTAL QUAL	138	29	30	14	16	11	17	22	22	11	17	20	16	35	37	20	16		
	DENTAL COMF	139	29	33	15	11	19	12	20	24	19	12	14	10	36	40	14	10		
	MEDICAL QUAL	140	31	32	22	24	22	13	22	24	12	13	37	38	34	39	24	11		
PX/COMH	MEDICAL COMF	141	27	33	26	10	29	9	18	25	29	9	24	11	34	39	24	11		
	PX/COMH PRICES	54	4	3	88	88	88	88	4	2	88	88	88	88	5	4	88	88		
	GOODS/SERVICES	55	13	12	74	72	70	70	9	8	70	70	76	75	16	14	76	75		
	PX/COMH TREATMT	56	11	8	80	83	82	82	7	6	82	82	83	83	14	10	83	83		
PERSONAL CONVENIENCE	LAUNDRY CLEANING	63	10	12	83	73	81	73	7	8	81	73	82	74	13	14	82	74		
	LAUNDRY	64	10	10	82	80	80	75	7	7	80	75	81	78	13	13	81	78		
	POST PHONES	65	10	9	84	81	79	81	7	6	79	81	84	80	12	12	84	80		
	POST FAC INFO	66	19	18	56	57	58	60	11	10	58	60	56	59	24	22	56	59		
I/O PROC	TRANSPN SVCS	129	15	11	71	76	63	71	10	8	63	71	71	76	18	14	71	76		
	GUEST FACILTS	136	18	20	59	53	53	52	12	13	53	52	62	53	23	24	62	53		
	PROCESSING TIME	84	14	14	72	71	78	77	7	7	78	77	73	70	18	18	73	70		
	POST WELCOME	135	24	23	40	43	37	41	16	16	37	41	41	42	29	28	41	42		
ENTRTNMT/RECREATN	POST ENTRTNMT	57	11	3	79	87	74	87	9	3	74	87	80	87	13	4	80	87		
	POST TV	58	8	7	86	85	85	84	6	5	85	84	86	85	10	10	86	85		
	SERVICE CLUB	59	13	9	76	82	67	74	10	8	67	74	77	82	16	11	77	82		
	RECREATN FACL	61	19	14	55	68	57	58	12	12	57	58	55	69	25	18	55	69		
PERS. SVCS	PERS VEHICLE RPR	62	16	10	66	77	55	76	12	7	55	76	76	77	19	13	76	77		
	TAX ASSISTANCE	125	23	23	45	44	48	46	15	14	48	46	48	44	27	27	48	44		
	PERS PROB AID	127	24	19	41	55	36	50	16	13	36	50	40	56	29	24	40	56		
	FREE LAV AID	128	27	21	24	49	20	43	19	15	20	43	27	47	33	26	27	47		
PAY & BENFTS	RETIRE BENEFIT	110	40	37	1	7	1	3	31	29	1	3	2	6	46	43	2	6		
	MONEY OPFORT	122	31	38	8	4	9	4	23	29	9	4	8	4	39	45	8	4		
	REENTLMT BONUS	123	29	28	17	21	6	7	25	26	6	7	31	34	32	31	31	34		

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Table D.13 % "Stay" Reaction: Non-VOLAR Officer (page 1 of 2)

CAT.	ITEM	Q#	TOTAL						< TWO YEARS						> TWO YEARS					
			PERCENT			RANK			PERCENT			RANK			PERCENT			RANK		
			A	B	C	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C
CIVIL MIRF	CIVIL KP	-	62	48		9	16		57	40		10	23		62	59		12	15	
	CIVIL LABOR	-	55	45		23	21		49	36		26	30		56	48		23	20	
	CIVIL GUARD	-	66	55		3	5		67	47		2	8		66	57		3	5	
JOB ASSIGNMENT	JOB CHOICE	89	62	46		8	19		53	33		15	33		63	49		11	17	
	JOB LOC CHOICE	90	64	52		5	9		53	35		17	32		65	55		4	6	
	PREFERRED LOC	118	55	49		22	13		41	40		33	24		58	51		20	14	
WORK CONDITIONS	TRAINING COUNTS	91	70	66		2	2		68	61		1	2		70	67		2	2	
	EXPERIENCE COUNTS	92	64	53		6	6		65	42		4	18		64	55		6	7	
	PREFERENCE COUNTS	93	44	31		38	45		33	17		48	61		47	33		37	44	
HOURS OF WORK	ADJUT SPEC UNIT	-	52	35		27	39		39	26		38	43		54	38		26	38	
	STABILIZED TOUR	115	57	44		19	25		52	43		21	13		60	43		17	28	
	SERVE COUNTRY	121	61	48		11	17		50	43		23	15		64	49		8	18	
GROWTH & EXPERIENCE	IRRELEVANT TRNG	85	50	41		30	30		35	32		35	35		52	42		30	30	
	FEEL USEFUL	108	38	30		47	47		37	25		42	45		40	32		47	46	
	FEEL BELONGS	112	30	24		61	62		38	19		41	57		30	26		62	59	
LEADERSHIP & SUPERVISION	WORK WEEK LNC	97	34	22		52	64		39	28		39	40		33	21		57	65	
	WORK HRS SKED	98	52	48		28	14		45	21		31	52		55	54		25	8	
	OVERTIME REQ	99	59	48		15	15		52	43		20	16		60	49		15	16	
DIGNITY & RESPECT	EVENING/WEKEND	100	58	47		16	18		55	41		12	20		59	48		18	19	
	OWN BOSS AMT	109	29	28		63	50		17	20		64	56		31	30		60	49	
	PLAN OWN FUTR	119	41	32		41	42		35	22		46	50		42	35		44	41	
DIGNITY & RESPECT	CONTINUE EDUC	116	63	52		7	8		58	48		9	6		64	53		7	9	
	SPEC NOS TRNG	120	62	51		10	11		55	40		11	25		63	53		10	21	
	ADVNT OPPORT	117	75	70		1	1		65	67		5	1		76	71		1	1	
DIGNITY & RESPECT	TRAVEL/EXP OPPOR	114	34	26		57	57		23	19		60	58		33	28		56	56	
	CAREER COUNS	114	61	59		12	3		53	50		16	3		63	60		9	3	
	TREATMENT ON JOE	96	38	27		48	54		30	20		56	53		40	29		46	53	
DIGNITY & RESPECT	WORK RECOGNZ	104	57	38		20	37		49	30		24	38		59	39		19	35	
	TREAT AS RES PER	105	56	44		21	22		52	41		19	19		57	45		22	22	
	SUPR SUPPRT JOB	106	59	50		14	12		51	41		18	21		61	52		13	13	
DIGNITY & RESPECT	SUPERIOR ATTIDE	101	58	53		18	7		52	50		22	5		60	53		16	10	
	RESPECT ME AMT	103	51	43		29	29		39	35		37	31		54	44		27	25	
	RESPECT MY SUP	102	48	44		35	24		46	45		28	10		49	44		35	26	
DIGNITY & RESPECT	BEER ETC AVAIL	-	36	28		49	51		24	23		58	47		39	29		48	52	
	DECORATE OWN ROOM	-																		
	PEKS FREEDOM	123	33	38		53	36		33	28		51	39		33	40		56	33	
DIGNITY & RESPECT	HOW RULES ENF	77	22	17		65	66		23	16		59	62		22	17		66	70	
	HOW INSP DONE	78	32	25		56	66		19	18		63	59		35	25		54	61	
	HOW INSP USED	79	36	25		50	60		24	23		57	48		38	25		50	63	
DIGNITY & RESPECT	MICKEY MOUSE	76	41	34		43	40		31	32		53	34		43	34		42	42	
	NO TREATMENT	87	39	27		45	55		30	21		55	51		41	29		45	54	
	WAITING IN LINES	-																		
DIGNITY & RESPECT	DISCRIMN AMT	129	23	26		64	58		16	17		65	60		24	27		64	58	
	PUBLIC REACTION	128	5	5		74	73		3	5		74	73		4	5		74	73	

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