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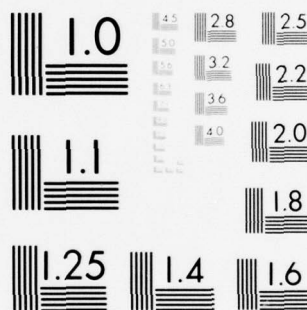
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FINAL REPORT

STUDY-ROLE OF THE COMPANY COMMANDER AND OTHERS AS A
GATEKEEPER IN THE ARMY'S INTERNAL INFORMATION PROGRAM

AD A061907

by

Dr. Robert Pulliam
Mr. David L. Hannaman

Kinton, Incorporated
Alexandria, Virginia

Contract No. MDA-903-76-C-0259

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Finally, we are most deeply indebted to the hard-pressed Company Commanders and First Sergeants who took time to tell us how the information program operates in the working Army. This study is properly dedicated to those professionals, and we hope it tells some small part of their story.

1.0 INTRODUCTION

This report describes procedures and findings of a study conducted by Kinton, Incorporated under contract to the Office of the Chief of Public Affairs, U. S. Army. Kinton studied company level command in the Army, to determine the effects of "gatekeepers" upon the flow of command information from the Department of the Army to officers and soldiers in the field. Case study interviews were used to survey commanders and first sergeants in 102 representative companies, in order to determine what happens to OCPA publications and other media at company level, to assess how well they are received by the intended addressees, and to estimate how well those media are meeting the needs of the Army.

Assessments of current media are reported, and recommendations are offered concerning the future management of the command information program. Kinton found that OCPA publications are in general well received by target audiences, with exceptions to be noted. Soldiers Magazine is particularly well accepted. The addressing of OCPA publications to particular targets is appropriate, again with exceptions. Electronic media and films, on the other hand, appear not effective. This report will include some general observations concerning conditions and attitudes toward public information in the modern Army, and will include suggestions concerning information policy.

In subsequent sections we will:

- o Describe the requirement for this study, with comments on information flow in organizations as it affects the study design.
- o Describe the procedure used.
- o Report findings.
- o Analyze those findings.
- o Make recommendations.

2.0 REQUIREMENT AND THE GATEKEEPER CONCEPT

This study was required in order to document and measure the gate-keeping behavior of company commanders and first sergeants, as it affects the flow of information to troops. Company commanders were hypothesized to be primary gatekeepers, but the effects of that role were unproven. The term "gatekeeper" describes a social role of certain people in organizations, a role which is critical to the flow of information and the importance of which is often not appreciated. In fact, the behavior of gatekeepers is a primary cause of success or failure in organizations. This is because most of the information to which people react in modern society is received indirectly, through channels of communication which gatekeepers control.

2.1 The Role of Gatekeepers

Each human being knows directly only those events which happen within his sight and hearing. The rest of his perception of the world results from indirect experience, received through communications.

Thus most members of a modern society, including soldiers in the Army, have no direct experience of realities such as wars in Angola, the space program, the Soviet Union, or the fact that the world is round. These things are observed by others, and are communicated via a host of indirect channels. Nevertheless, people perceive and believe in the detailed existence of a wider world, most of which they have never seen.

How the wider world is perceived is totally a function of communications. No citizen or soldier can know of any event, unless that event is reflected in the messages he receives. How each person sees an event (such as the war in Angola) is totally caused by the content of messages. That content is necessarily selective. The channels of communication could not carry, and individuals could not digest, all that happens in the world each day. Thus at many points in the world's communications are "gates" or "filters", points at which signals are sorted, edited and selected before being passed into the next channel. "Gatekeepers" are critical causes of the way the world is perceived by others.

Gatekeepers necessarily exist within the communications of society, the government, business, private institutions and the Army. Either consciously or by default, gatekeepers determine which signals will be received by others, and therefore how others will perceive the world. In the Army, commanders presumably are the primary gatekeepers for information flowing within the chain of command. While they are not the only gatekeepers, the decisions of Company Commanders are centrally important in determining how troops and junior officers perceive the Army, and themselves in relation to the Army's mission. This gatekeeping role is as vital in battle as it is in peacetime affairs.

2.2 The Command Information Program

The Army's Command Information Program is a specific formal communications channel. Its mission is to provide information, identified as important by the Army, to individual officers and soldiers at all levels. When it works it should ensure that major policies and programs are understood, and that troops understand the Army's role and mission as they are seen by senior command. There are cases in which the view of the Department of the Army is at variance with the attitudes of some officers and soldiers, or with popularly held attitudes in the nation at large. In these cases, it is proper for the information program to ensure that members of the Army at least understand the position the Army takes in pursuing its constitutional mission. Members of the Army are not required to agree, but they need to understand the rationale for the Army's role.

The Army is concerned about effectiveness of the information program, and has in the past undertaken studies of its effectiveness. Research studies as early as World War II analyzed the "Why We Fight Fight" series, on separate scales for information, attitude and motivational effectiveness. A general finding of most studies has been that the information program is never fully effective in delivering information (cognitive content), but that it is more effective in delivering information than in causing attitudinal or behavioral change. Therefore we should normally not ask whether the information program is changing behavior or opinion. That is

the job of trainers and commanders. Instead we should ask whether specific messages are getting through, are understood correctly, and are remembered when needed.

2.3 The Company Commander

There are reasons to believe that the Company Commander is a key to effectiveness in the Army's Command Information Program:

- o He is, in many cases, the point at which the program's printed materials are received, and decisions are made as to which parts of those materials will be further transmitted, when, and how;
- o He is the person responsible for formal Commander's Calls, and the one who must select what he will say to his troops during the limited time at his disposal;
- o He is usually the senior authority figure who is regularly seen by troops.

The Company Commander is therefore probably the gatekeeper whose decisions are most influential for the information program. There are two reservations in that regard:

First, the decisions made by the commander are often difficult to distinguish from those of the first sergeant and other orderly room staff-- such decisions are often either based on the recommendations of others, or in fact normally bypass the commander. We will report that most commanders do not actually see or read completely the information sent them through information program channels.

Second, the tenure of commanders is sometimes brief, and the impact of the commander when the turnover has been rapid is less than in those cases where the commander has been assigned long enough to establish his position and to develop an administrative routine.

It is recognized that a Company Commander has many conflicting duties. Kinton researchers have studied this problem in prior research, and observed that commanders apportion their time in relation to the perceived importance

or urgency of duties; they are forced to give many duties only perfunctory attention, even when performance of those duties must be certified in records. Just those duties directed by the operational chain of command, such as unit housekeeping, personnel management and training, presume more personal attention than he can provide. Those duties are the matters most observed by the Battalion Commander, most likely to influence Effectiveness Reports, and therefore they are given priority over obligations which originate in a remote staff activity, such as the Office of the Chief of Public Information.

Company Commanders differ widely in their styles of leadership and in the sophistication of their management. This is recognizable principally in the effectiveness with which they delegate work, and save their remaining effort for tasks which require leadership presence or key decision making. The effectiveness with which a commander gates and projects the Command Information Program is a function of at least the following variables:

- o situational variables--the company-to-company differences in structure, composition, mission and surroundings.
- o mission variables--especially identity as a combat, support or training unit.
- o leadership and management style.
- o personal biases regarding command information, including perceived relevance of that information to the unit mission.
- o competing information inputs.
- o competing command responsibilities.
- o the format, medium and packaging in which information is received.

Finally, it should be observed that in the Company Commander's case, the term "gatekeeper" may not adequately suggest his information role. Gatekeepers in government, media and business often function in a manner closely analogous to the gate and filter functions of a computer--they merely pass or process information. But the Company Commander is in

addition an active medium of generation and display. Command Information will be influential only to the extent that he personally promotes it, either as a speaker and advocate, and by displaying the concern which causes his staff to take it seriously.

2.4 Defensiveness

An expected obstacle to this research was defensiveness on the part of Company Commanders and First Sergeants. Considering that they might not be using information materials fully, or might be avoiding some directed responsibilities, Company Commanders were expected to be reluctant to speak frankly about the program and how they implement it. This problem was recognized, and a method of interviewing was designed which minimized its negative effect.

3.0 PROCEDURES

This structure used recognized techniques of social and organizational research, selected to fit the circumstances and requirements of the study. The central data collection instrument was a structured informal interview. That interview was designed to define the role of the company commander as a gatekeeper; to identify, isolate and quantify the variables which affect his gatekeeping decisions; and to develop a signal-processing and decision model for the typical Army company in its processing of command information. Content and phrasing of this informal structured interview was controlled by a tested question sequence and responses were the free conversational responses of company commanders and first sergeants.

The structured interview was administered in Army units by three Kinton staff members. Each member of the staff conducting the interviews was a former member of the Army and was professionally familiar with this type of research. Interviewers were trained during the Study, Mini-Field Test and Field Test phase, before final data were collected. During these developmental phases, interviewers became familiar with the text of the interview and procedure for recording responses. During these development phases, as well as during the actual survey, interviews were periodically conducted with 2 or 3 interviewers present, one interviewing while the other(s) observed, and in this manner interview technique was standardized.

The structured interview was designed to elicit free responses; i.e. questions were not restricted to a predetermined set of possible responses. The company commanders and first sergeants interviewed were encouraged to respond to the questions in any manner they wished. A Q-sort of the responses was then performed.

The Q-sort technique provides a controlled means for organizing unstructured responses, so as to determine the actually existing categories of respondent opinion, and range of opinions, as they exist among respondents surveyed, rather than as opinions are predicted to exist by researchers. It provides an opportunity for freer and more informal interviews, assures that

responses are reported in the real language of those surveyed, and provides for recognizing categories of opinion in addition to those anticipated when the questionnaire is written.

The structured interview addressed nine subject areas:

- o Command Information Radio and TV
- o Identification of Unit Gatekeepers and Information Dissemination Techniques

- o Soldiers magazine
- o DA Scene
- o Command information films
- o Influences on the Command Information Program
- o Command information feedback at the unit Level
- o Opinions of modifications to the existing DA CI program.

Preliminary questions for each of these subject areas were then developed for inclusion in the structured interview and reviewed by the COTR. The structured interview was then tested and validated in three phases; a case study, a preliminary field test and a field test.

3.1 Case Study

A preliminary list of questions was first evaluated in a case study phase, to identify effective phrasing for the questions and to develop a first draft questionnaire. This phase determined:

- o preliminary assumptions concerning the information processing model.
- o additional issues and variables.
- o "most critical" variables.

Findings were reported to the COTR for comment and further direction.

The Army units were surveyed during the case study: 4 combat arms, 4 combat support and 2 school units from Forts Meade and Belvoir. A total of 10 company commanders and 8 first sergeants were interviewed. The case study provided an opportunity for the interviewers to become familiar with the structured interview, and to standardize interview techniques.

Major modifications were made to the structured interview as a result of the case study.

3.2 Mini Field Test

Because major modifications had been made to the question sequence as a result of the case study, a preliminary field test of the structured interview, to be conducted prior to the major field test, was proposed and agreed upon.

The objective of the preliminary field test was to determine whether the structured interview questions *could be understood and would elicit* meaningful responses. This test was conducted at Ft. Belvoir, where the company commander and first sergeant of three school units were interviewed. As a result of the preliminary field test, a few modifications were made to the structured interview and interviewers were provided with an opportunity to familiarize themselves with the modified interview prior to the conduct of the field test.

3.3 Field Test

The modified structured interview was further evaluated during a field test to determine:

- o that the questions were understood
- o that the questions were useful
- o that the questions elicited meaningful and scorable responses
- o that the administrative procedure was practical and reproducible.

These objectives were satisfied, and the findings conveyed to the COTR in an Interim Report.

Twenty-nine units (10 combat arms, 9 combat support and 10 school units) were surveyed in a Field Test from Forts Bragg, Dix and Lee. A total of 26 company commanders (COs) and 29 first sergeants (1SGs) were interviewed. Interviewers were provided an opportunity to further standardize the interview technique. Several modifications were made to the structured interview as a result of the Field Test, and were approved by the COTR.

3.4 Survey Experimental Design

Initially the study was proposed to include interviews with a minimum of four or five individuals in each unit visited. Later it was agreed that only the company commander and first sergeant of each unit would be interviewed, so that the total number of units included in the study could be increased from the originally scheduled 30 units to 100 units. Additionally, it was agreed that the survey population would be representative of the Army in terms of the types of units included (combat arms, combat support and schools) rather than focusing on a sample of FORSCOM units only. Therefore, the survey population was designed to include 60% combat arms units, 20% combat support units and 20% school units. A minimum of four installations was to be included in the study to eliminate installation bias. A detailed description of the survey population follows in Section 4.0.

3.5 Survey

A total of 102 units (61 combat arms, 21 combat support and 20 schools) from Forts Benning, Bragg, Hood and Polk were included in the final survey. Eighty-eight company commanders and eighty-four first sergeants were interviewed. Because the population of the final survey has several dimensions, it will be described separately in detail in Section 4, Survey Population. Data from the Field Test and the final survey were consistent. However, the structured interview was changed in minor respects following the field test, and the data from the Field Test and Survey are not fully comparable. Therefore, the reported study results are statistically based on the responses obtained during the final survey of 102 units.

Each installation involved in the final survey was visited by two or more interviewers. This was required in part to lessen the probability of interviewer bias affecting the data. Additionally, the interviewers conducted at least 2 interviews jointly at each installation--one interviewing while the other observed, then reversing roles for the second interview. This procedure ensured standardization of interviewing technique. Interviews were conducted in a company setting, typically the office, mess hall, training room or dayroom of the unit concerned.

3.6 Study Summary

A total of 8 installations (Forts Belvoir, Benning, Bragg, Dix, Hood, Lee, Meade and Polk) and 144 units were visited during the course of the study. The total interview population included 127 COs and 124 ISGs. Table 3-1 reflects the composition of this population by phases.

TABLE 3-1
Persons Interviewed, By Phase

Phase	Units	COs	ISGs
Case Study	10	10	8
Preliminary Field Test	3	3	3
Field Test	29	26	29
Formal Survey	102	88	84
TOTAL	144	127	124

4.0 POPULATION

As was reported in section 3.0, the population objective was a total of not less than 100 units: 60 (or 60%) combat arms units, 20 (or 20%) combat support units and 20 (or 20%) school units. In each unit, the CO and 1SG was to be interviewed if possible. The actual number of units contacted was 102, and a total of 172 COs and 1SGs were interviewed.

The survey population had several dimensions, which included:

- o Installations (Forts Benning, Bragg, Hood and Polk)
- o Unit Types (Combat Arms, Combat Support and Schools)
- o Company Commanders (COs) by rank.
- o 1SGs by rank.

Each of these dimensions will be discussed, to assist readers in understanding the possible import of data reported in the Findings (Section 5.0). For instance it will be seen that "COs" in the context of this study includes a few 2LTs, interviewed in lieu of commanders who were not available.

It cannot be assumed therefore that the category "COs" includes only experienced officers.

4.1 Installations

A total of four installations were visited during the formal survey: Forts Benning, Bragg, Hood and Polk. Combat Arms and Combat Support units were visited at Forts Bragg, Hood and Polk. School units only were visited at Fort Benning. This combination of installations precluded any single installation's SOPs or regulations being a dominant influence upon the survey data.

4.2 Unit Types

As was stated previously, it was an objective of the survey to include 100 units of which 60% would be Combat Arms (CA), 20% Combat Support (CS) and 20% Schools (SC). That objective was achieved as indicated in Table 4-1.

TABLE 4-1
Survey Population
Number and Percentage of Unit Types
By Installation

Installation	CA		CS		SC		Total Population	
	N	%	N	%	N	%	N	%
Fort Benning	--	--	--	--	20	100	20	20
Fort Bragg	23	38	7	33	--	--	30	29
Fort Hood	23	38	2	10	--	--	25	25
Fort Polk	15	24	12	57	--	--	27	26
Totals	61	60	21	21	20	19	102	100

As the table illustrates, a total of 102 units were included, two more than programmed. The desired percentages of CA, CS and SC units was achieved within acceptable limits (plus or minus one percent).

4.3 Company Commanders (CO) and First Sergeants (1SGs)

The population objective of the survey was, in each unit, to reach the CO as a primary target and the 1SG as a secondary target, for a total interview population approaching 200. Eighty-eight (88) COs and eighty-four (84) 1SGs were interviewed, for a total of 172 personnel. The distribution of COs and 1SGs by unit type and installation is as shown in Table 4-2.

TABLE 4-2
 Survey Population
 Number (N) of COs/ISGs By Unit Type
 And Installation

Installation	CA		CS		SC	
	1SG	CO	1SG	CO	1SG	CO
Fort Benning	--	--	--	--	16	17
Fort Bragg	17	18	7	6	--	--
Fort Hood	15	19	2	1	--	--
Fort Polk	15	15	12	12	--	--
Totals	47	52	21	19	16	17

It may be noted that the population Ns in the table, in many instances, do not correspond to Ns for unit types as shown by Table 4-2. This is the case because in some units either the CO or 1SG was not available at the time of interview.

Table 4-3 illustrates the percentage of COs and 1SGs, by type of unit and installation:

TABLE 4-3
 Survey Population
 Percentage of COs/1SGs By Unit Type
 And Installation

Installation	CA		CS		SC	
	1SG	CO	1SG	CO	1SG	CO
Fort Benning	--	--	--	--	100%	100%
Fort Bragg	36%	35%	33%	32%	--	--
Fort Hood	32%	37%	10%	5%	--	--
Fort Polk	32%	28%	57%	63%	--	--

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This table reflects the percentage of COs and ISGs who were interviewed in each unit type, by installation. As the table indicates, approximately one third of the CA population were from each of three installations. This should preclude any single installation's SOPs, regulations or command practices being manifested in the survey's data. Because of the nature and centralization of school units, all were sampled at one installation, Fort Benning.

Table 4-4 shows what percentage of individuals interviewed, by unit type, were ISGs or COs. As the table indicates, a near equal mix of COs and ISGs was contacted for each unit type. With regard to the total survey population, an equal mix of COs and ISGs was also encountered, i.e., the total population consisted of 49% ISGs and 51% COs.

TABLE 4-4
Survey Population
Percentage of COs/ISGs By Unit Type

Unit Type	ISGs	COs
CA	47%	53%
CS	53%	47%
SC	49%	51%
Total Population	49%	51%

4.4 CO Ranks

To suggest an explanation for some of the data reported in this study (such as the fact that some COs were unfamiliar with Commanders Call, Table 4-5 presents a breakdown of the number and percentage of ranks which comprise the "CO" population contacted by this study:

TABLE 4-5
Survey Population
Number and Percentage COs By Rank and Unit Type

	CA		CS		SC		Total Population	
	N	%	N	%	N	%	N	%
Major	5	10	--	--	--	--	5	6
Captain	45	86	18	95	15	88	78	89
1LT	1	2	1	5	1	6	3	3
2LT	1	2	--	--	1	6	2	2

The Majors shown in the table were COs of aviation and special forces companies. As indicated by the table, the vast majority of COs interviewed were either Captains or Majors, a distribution which is representative of the norm for officers assigned to company command.

4.5 1SG Rank

Table 4-6 illustrates the number and percentage of ranks which comprised the "1SG" population.

TABLE 4-6
 Survey Population
 Number and Percentage 1SGs By Rank and Unit Type

	CA		CS		SC		Total Population	
	N	%	N	%	N	%	N	%
1SGs	45	96	20	95	15	94	80	95
SFCs	2	4	1	5	1	6	4	5

As the table indicates, the majority of persons serving as unit First Sergeants were, in fact, 1SGs by rank.

5.0 FINDINGS

Data collected in the formal (final) survey were compiled, tabulated, and compared with data collected during the field test. Those data were closely comparable, and tended to confirm data of the final survey, which are the only data reported in this section.

The tabulated data, in their entirety, are displayed in the Appendix to this report. This Appendix consists of nine sections, corresponding to the nine subject areas addressed by the survey:

- o Command information radio and TV
- o Identification of unit gatekeeper(s) and Patterns of information flow
- o Soldiers magazine
- o Commanders Call
- o DA Scene
- o Command information films
- o Influences on the command information program
- o Command information feedback at the unit Level
- o Opinions of modifications to the existing DA CI program.

Displayed in that appendix are the questions asked, the typical responses which were given, and the percentage of respondents (by category) who offered each response. These data are further described at the end of this section.

The subsections which follow describe those findings, in each of the nine question categories listed above, which were significant and of major interest.

5.1 Command Information Radio and TV

Several questions addressed command information radio and TV. Initial questions asked whether those interviewed were aware of any existing TV or radio programs which carried Army subject matter. The first question asked:

Do you know whether the local radio stations carry any programs aimed at the soldier audience?

Responses were as shown by Table 5-1.

TABLE 5-1
Question 1 - Aware of Radio Programs?

Installation	Response		
	Yes	No	Don't Know
Ft. Benning	52%	45%	3%
Ft. Bragg	90%	2%	8%
Ft. Hood	87%	5%	8%
Ft. Polk	61%	20%	19%

Each installation visited during the survey is served by at least one regional station which airs Army information on a daily basis. The majority of persons interviewed, at all installations, were aware of this fact. At Forts Benning and Polk that majority was a small one, and only a little more than half of those interviewed were aware of the programs and stations. Commanders were less likely to know about them than First Sergeants.

Both ranks were of the opinion that Army information and news on those programs was primarily of interest to career enlisted men and officers, rather than to single enlistment soldiers.

5.1.2 Audience. At all installations, those interviewed stated that the radio and TV audiences were primarily comprised of NCOs and officers. Reasons given to explain the low interest among troops included:

- o Programs are aired at bad times.
- o Troops who are not career committed are not interested (or actively avoid) exposure to Army news.
- o Army sponsored programs cannot compete with commercial programs for interest.
- o CCTV systems are committed to school use.

Respondents repeatedly observed that Army radio and TV was useful to wives and families. Programs aired during the day, or installation-level news in the early evening, was heard at home. Wives found it useful and of interest to be informed about Army activities, and occasionally gave important information to their husbands. Wives were available as an audience at times during the day when their husbands were not, and at times when the competition of commercial media is less intense.

5.2 Identification of Unit Gatekeepers and Patterns of Information Flow

A series of questions was asked to determine who within the units studied was actually responsible for gating information as it was received, and what techniques were employed within the units to disseminate that information. As is the case with all of the information reported, it must be understood that the data reported are based only upon the perceptions and opinions of unit COs and 1SGs.

The first question asked was "Who decides what is done with command information publications in your company?" Responses to this question are shown in Table 5-3.

TABLE 5-3
Question 3 - Who decides?

Response	Unit Type		
	CA	CS	SC
CO only	35%	30%	33%
XO only	2%	5%	7%
1SG only	29%	35%	12%
CO and 1SG	30%	23%	48%
Other ¹	4%	7%	0%

These findings are as expected. Depending on the unit, the command-style of the CO, and his staff resources, decisions concerning the use of incoming information is made personally by the CO, by his 1SG, or by the two in combination. Each of these practices was reported by approximately 1/3 of units; there were small variations which are not statistically significant, except that in school units the 1SG is less likely to have the gatekeeping role.

There were a few cases in which the CO and his 1SG reported differently, but generally they were in agreement as to who was the gatekeeper. Table 5-4 compares responses to question 3 made by COs and 1SGs:

¹Includes Tng NCO, publications officer, and combinations of all listed positions.

TABLE 5-4
 Question 3 - Who decides?
 Coorelation of CO vs. 1SG Opinion

Response	Position	
	COs	1SGs
CO only	31%	37%
XO only	1%	5%
1SG only	24%	31%
CO and 1SG	36%	26%
Other ¹	8%	1%

5.2.1 Gating Behavior. In general, 3 gating behavior models were discerned:

o In about 1/3 of all units, the CO did personally receive, review, and make principle decisions concerning actions to be taken on command information. In those cases, he would typically read incoming material selectively, evaluate its importance, and mark it for the attention of others and for further dissemination thru formations, distribution or posting.

o In a slightly smaller percentage of units this function was performed by the first sergeant. Four command situations were typical: (1) In more than 50% of cases the CO specifically delegated responsibility for reading and screening command information, and acted only on items called to his attention. (2) In other cases, the CO continued a practice which existed in the unit prior to his assignment, or otherwise found himself within a pattern of established unit behavior. This often involved Army "regulations" or policies and existing SOP's, directing the gating of information within the unit. This was perhaps the most interesting of the gating-behavior models observed; it was identified early in the survey when one of the COs stated that there was a unit SOP for the handling and dissemination of CI.

¹op. cit.

When he was asked who directed this SOP, he stated that he didn't know. "It was here and in effect when I got to the unit a year ago." When his 1SG was asked who directed the SOP, his response was identical to that of the CO with one difference: he had been the 1SG of the unit for more than 18 months, and the SOP had been in effect when he arrived. Where CI dissemination SOP's did exist in units, both COs and 1SGs were asked who established them. In the majority of the cases they were originated by someone other than the incumbent COs and 1SGs. (3) Then there were cases in which a strong 1SG assumed responsibility, without deliberate delegation by the CO. (4) Finally, in a few units, the COs disinterest in CI led to the 1SG assuming responsibility for its gating.

5.2.2 Formations. The next question asked: "Do you find the opportunity to conduct regularly scheduled Commander's Call, CI Classes, etc.?" The responses to this question, by unit type, are shown in Table 5-5.

TABLE 5-5
Question 4 - Scheduled Formations

Formation	Unit Type ¹		
	CA	CS	SC
Commander's Call	59%	48%	52%
CI Classes	30%	50%	15%
Other ²	4%	8%	27%
None	7%	15%	12%

¹ Percentages total greater than 100%, since many units reported 2 or more kinds of formation.

² Other included NCO meetings, cadre meetings, PSG meetings, platoon leaders' meetings, "bitch sessions", daily formations, etc.

Unit types were significantly different with regard to whether or not they conducted regularly scheduled CI classes, commander's call or similar activities (Table 5-5). It appeared that combat arms units had better opportunity to conduct regularly scheduled CI classes and commander's calls, and took company formations more seriously. Additionally, it was frequently observed that in the combat arms, battalion, brigade or division commanders encouraged CI activities and, in many instances, made them mandatory. Combat support units, in contrast, reported scheduling difficulties, sometimes clearly real, but in other cases more probably a matter of conflicting priorities.

The table probably does not fully reflect the difference between CA units on the one hand and CS/SC units on the other, since it does not reflect the relative quality, interest, and levels of attendance at formations. Combat arms commanders and first sergeants were clearly more actively concerned with their CI programs and perceived more troop problems which CI had a potential to solve. More combat support units had problems with both command effectiveness and real scheduling problems.

In interviews with school units, COs and ISGs, as well as the interviewers, occasionally confused the categories of cadre and students. School units often had only small cadres (as few as 18 men). The students were fully engaged in curriculum activities, and met only during housekeeping formations. A real problem may exist in the schools, where many first term enlistees spend the early portion of their enlistment. This apparent loss of the CI message is for up to 6 months, at what is presumably a critical time in the formation of attitudes toward the service.

Table 5-6 displays responses to this question in terms of how closely COs and ISGs (regardless of unit type) were in agreement. As the table shows, they agreed closely concerning what formations existed and were used substantially for publishing CI.

troops with CI. Finally, there were some newly activated units which were in such a flux that there was little time to think about CI, and none to do anything about it.

5.2.3 Frequency of formations. The next question asked was: "How often do you conduct commander's calls, CI classes, etc.?" The responses by unit type and CO/1SG are shown in Table 5-7.

TABLE 5-7
Question 5 - Frequency of Formations

Response	Unit			Position	
	CA	CS	SC	COs	1SGs
Once a month	66%	65%	41%	63%	62%
Less than once a month	34%	35%	58%	37%	38%

Once a month was the typical response, although less frequently was the rule for schools. There was close agreement between COs and 1SGs as to how often they conducted CI classes and other formations.

5.2.4 Other activities. The following question asked: "Do you do anything else (other than CI classes, commander's calls, etc.) to pass along CI?" The responses to this question by unit type are shown in Table 5-8.

TABLE 5-6

Question 4 - Correlation of CO vs 1SG Responses

Response	Position	
	COs	1SG
Commander's Call	51%	58%
CI Classes	34%	33%
Other	11%	8%
None	11%	8%

Several conclusions can be drawn from these data. First, most commanders do, in fact, conduct Commander's Calls or CI Classes. Their 1SGs confirmed this by describing substantially the same events. It should be noted that at two of the installations included in the survey, it was either a Division or Post regulation that units conduct such formations.

Most commanders and 1SGs agree that, in the modern Army, it is more difficult to find time in the schedule, and that unit schedules are internally complex--their people are in scattered activities. Yet they recognize the value of CI, and believe it to be more important today than they did in earlier years. Many are genuinely concerned that they cannot assemble their units more frequently than they do, for general command purposes as well as for communicating CI.

Only a small portion (roughly 10% of the unit population) did not conduct a regularly scheduled, formal information dissemination "gathering". There were three reasons given for this! First, in many school units, the COs and 1SGs reported that their company served only housing and support duties as far as students were concerned. They repeatedly stated that they were lucky to hold one company formation a month. Second, there were a few cases where both the CO and 1SG shared the opinion that CI was a waste of time, and said they weren't going to waste either their time or that of the

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TABLE 5-8
Question 6 - Other Activities

Response	Unit Type ¹		
	CA	CS	SC
Unit Formations	81%	63%	45%
Placing publications in dayroom	85%	68%	58%
Placing publications on bulletin board	86%	80%	70%
NCO meetings	10%	5%	0%
Cadre/staff meetings	14%	0%	6%
Section leader meetings	0%	0%	6%
Chain of command	9%	5%	9%

"Unit formations" includes all formations other than those reported in 5.2.2 and 5.2.3. "Chain of Command" refers to passing information to subordinates for further action. Again it is clear that Combat Arms companies use all information channels more frequently than do other unit types. Schools use most means least, except that they frequently employ cadre, staff or section meetings. This is not surprising, since schools often have very small cadres, with no CI responsibility in regard to students.

5.2.5 Flow model. References to flow of documents or information which occurred more than once were used to define a model for normal flow of CI within Army companies. There were few surprises. Table 5-9 diagrams that flow.

¹Totals equal greater than 100% since more than one response is permitted.

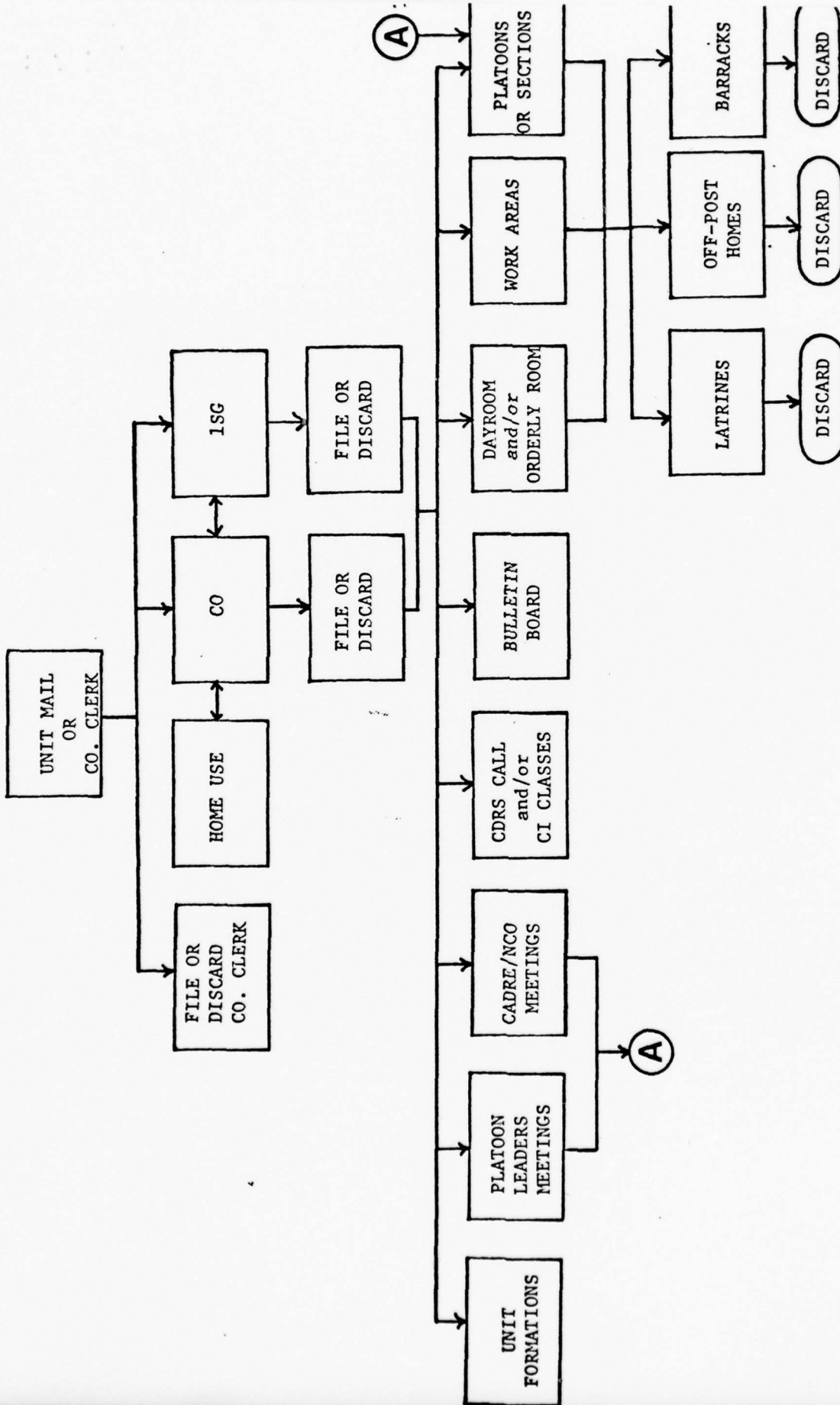


TABLE 5-9
COMPANY INFORMATION FLOW

Incoming information is invariably processed by a clerk, who may rarely be authorized to shortstop certain materials by filing or discarding them. After that, CI can first reach either the CO or ISG. There is then a mutual exchange of information between them. Only two information media are employed at the unit level: verbal dissemination, and physical transmission of documents. The CO or ISG may disseminate information during one of the following activities:

- o unit formations
- o platoon leader, cadre or NCO meetings
- o commander's call or CI classes.

In addition to verbal presentation information may be transmitted in the form of publications in their entirety, as extracts from publications, or as publications highlighted with marking or notes.

Both CO and ISG are important publishers of verbal information; documents are handled by (or through) the first sergeant. Both may short-stop information by filing, discarding or disregarding specific documents or messages.

Documents are physically conveyed through the chain of command or mail distribution system and end up at desks, work stations and display points. These last include the dayroom, orderly room, work areas, homes and latrines.

COs and ISGs interviewed believed that publications were being read (or not) because they quickly disappeared or stayed around to be discarded. Where did they end up? At the end of the company information flow, in latrines, barracks, and, perhaps most importantly, off-post homes. When a soldier brings a publication home, his spouse is very likely to read it. As a result, she (or he!) may discuss a subject of importance with her Army mate. This, in some instances, has been the only way the soldier became aware of the information.

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5.3 Soldiers Magazine

Soldiers Magazine was received regularly by all units interviewed, and seen by almost all COs and ISGs. 94% of COs reported that they regularly see Soldiers, and all the ISGs interviewed did so.

When asked what they personally do with Soldiers, approximately one-third of those interviewed replied that they read most of it. The exception was in the schools, where only 9% gave this reply. Only one individual, a CO reported that he didn't read any of it. The majority (75% of COs; 65% of ISGs) replied to the effect that they skim through the publication and selectively read articles, then pass it along. The COs pass it generally to their ISGs. The ISGs generally select items of troop interest and pass them verbally to other members of the unit, primarily platoon leaders and PSGs. This information is typically presented during unit formations and commander's calls. Occasionally topics of interest are placed on the bulletin board. In addition, the publication is typically placed in the dayroom for anyone to read.

Some units keep Soldiers on file, in others it is taken home by individuals. Comments were made to the effect that the wives appreciate Soldiers. This suggests that wives may be an important audience.

COs and ISGs were in agreement (92% for both positions) when asked if they felt Soldiers was helpful to the men in their unit, as is shown by Table 5-10. However, when asked if they felt it was helpful to them in their job as a CO or ISG, the commanders were less certain (74% as compared to 92% for ISGs). Some commanders commented that they perceived Soldiers as less professionally focused, and a few appeared to reject it as beneath their dignity. They referred to Army, Infantry and Commanders Call as good examples of professional magazines. COs in general reported that they find the "What's New" section of Soldiers helpful, and the remainder of the publication "entertaining".

TABLE 5-10

Question: Is Soldiers helpful to men in your unit?

Response	COs	1SGs
Yes	92%	92%
No	7%	8%
Maybe	1%	0%
Helpful to you?		
Yes	74%	92%
No	24%	5%
Maybe	2%	3%

Those who did not believe Soldiers was helpful to their men generally explained that it was non-military, entertaining but frivolous, or that it concerned the Army too generally and contributed nothing to mission performance for the specific unit concerned.

Others offered a countering view: Soldiers helps the men (or mid-level leaders) to understand the wider Army, or tells them how they fit in the big picture.

Those interviewed believed that the readership of Soldiers increases with rank, as shown in Table 5-11.

TABLE 5-11

Question: What percentage of your men, by grade, read Soldiers?

Grade	Interviewees	
	COs	1SGs
E1-E4	48%	47%
E5-E6	69%	67%
PSGs	83%	88%
Platoon Leaders	83%	88%

Interviewees felt that E1s-E4s do not have the established career interest of those in higher ranks and therefore are not motivated to read Army publications. They reject them as "Army propaganda" and don't want to be concerned with the Army after duty hours. This perception was very general; many COs and 1SGs believed that practically no single-enlistment soldiers "read" Soldiers in the sense of learning anything from it about the Army.

The percentage of those who don't read Soldiers was observed to include soldiers at all levels who can't read (although these are now few and include those for whom English is a second language) and those who are not reading oriented, no matter what the material is. This last consideration must be given special attention. Many respondents, especially in CS units, observed that their men in all grades, can read but do not do so casually or for entertainment. This supports conclusions of other research which suggest that there is a "non-reading generation" of persons now under 40 in the U.S., who for whatever reason do not voluntarily or habitually read. They are not reached by printed media, and it is reasonable to assume that Army enlistees contain a high proportion of such people.

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The next question explored is the readability of Soldiers.

TABLE 5-12
Question: Who can understand Soldiers?

Response	Unit Type		
	CA	CS	SC
Everybody	97%	39%	97%
Everybody but E1s - E4s	2%	60%	3%

Analysis of these responses shows that most people were believed able to understand Soldiers. E1s thru E4s were believed by respondents to have occasional difficulty. This was not primarily attributed to low reading skill, but to the fact that Soldiers is a professional magazine the understanding of which requires some preliminary understanding of the Army, its context and professional vocabulary.

Combat support units reported significantly greater problems with comprehensibility than did other unit categories.

Respondents were asked what evidence they had on which to base their opinion concerning who can read Soldiers. Most were able to cite only an unsupported assumption (COs 49%, 1SGs 48%). Some claimed an opinion based on conversation with men in the unit (COs 39%, 1SGs 51%), and a few claimed direct observation (COs 13%, 1SG 15%). In any case, the statistics of Table 5-12 represent a generally unsupported opinion, rather than any direct measure of the readability of Soldiers. Finally, it should be observed that interviewees did not report Soldiers too difficult; they considered its content necessary, but difficult for non-professionals.

Table 5-13 reflects responses to the question, "Do you feel Soldiers would be missed if it were no longer published?" 48% of COs and 58% of 1SGs replied that they felt everyone would miss this publication. 33% of COs and

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36% of 1SGs responded that everyone but E1s-E4s would miss Soldiers, reflecting the lack of interest and difficulty in understanding it which E1s-E4s were believed to have. A few thought most people might not care.

TABLE 5-13
Question: Would Soldiers be missed?

Response	Interviewees	
	C0s	1SGs
Yes, by everybody	48%	58%
All but E1s-E4s	33%	36%
Nobody	19%	6%

Interviewees reported that Soldiers is read, in order of frequency, in:

- dayrooms
- quarters
- home
- workplace (motorpool, CQ)
- latrine.

By the month's end, all copies are gone.

People read the "What's New" section of Soldiers first. There is a debate concerning the value of human interest, leisure time and family-centered articles. One party likes them the best of all, but another group would prefer less "non-mission junk". Many, especially in combat support units, wanted more mission-specific content--"This has nothing to do with maintenance or transportation."

Many comments were heard to the effect that the content of Soldiers is sugar-coated. In these cases the opinion is that Soldiers portrays an Army in which imperfections are smoothed over, and only the most attractive

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features get reported. This was held by some to be counter-productive, in that it led to false expectations, or a feeling that "only my unit is dull". Possibly some men perceive Soldiers as a propaganda organ, trying to sell the Army on unrealistic terms.

In general, however, interviewees did not recommend a change in the emphasis of Soldiers. Many who observed that it was sugar-coated at the same time observed this as being necessary and unavoidable. They did not recommend change, since others would object (as managers) to any over-frank presentation of Army problems. But they expressed the opinion that the publication lacks tension.

By "lacks tension" we mean that some periodicals stimulate interest by including content which is controversial, or which challenges important reader opinion. This strategy can be effective when readers feel their close personal interest either challenged or supported. Some interviewees felt that Soldiers needed a higher level of controversy.

Finally, there were frequent comments concerning the flesh art. Most interviewees believed that pictures of women displayed at the inside back cover were in acceptable taste and attracted readers. There were a significant few, however, who objected to that art as improper, and a smaller number who thought it should be more boldly erotic.

5.3.1 Soldiers - summary. In general, the data suggest that Soldiers is meeting its intended audience, is very widely read except by some first enlistment soldiers, and is valued by its readers.

There were debates among readers concerning specialized content, level of professionalism, comprehensibility, and level of controversy. In each case the data include comments favoring change in more than one direction, with a majority approving Soldiers as it now exists. These data do not by themselves support any recommended change.

5.3.2 Quoted comments. Some typical comments of those interviewed follow:

"This is the most used magazine we have in the service--should be more in it. But this 'home on wheels' doesn't belong there. Should be more on training. Instead of talking to officers, should talk to NCOs. More on promotion system."

"Helpful to me in the sense that it tells me what troops are getting."

"The information is nice to know, but really has nothing to do with our primary mission."

"You'd be surprised at the people who walk in and ask for Soldiers Magazine."

"Need more general and regulation info, i.e., Art. 15, benefits."

"Best portion is 'News in Brief'."

"Think Soldiers is crap; slick, phony, too sugary, presents non-Army image--like Ladies Home Journal."

"More of interest than of use."

"Keeps me up to date on the Army."

"The content is 'that which is interesting and nice to know'."

"I look forward to it."

"Uniforms are a common and continuing interest--should be more about regs, ribbons, etc."

"Soldiers is aimed at the career soldier. Generally E1s-E4s are not yet interested or committed. But for careerists it's great."

"After retirement, would subscribe to Soldiers Magazine."

"It's written well and anyone this side of illiterate can get something of interest."

"It meets wide interests and is easy to read."

5.4 Commanders Call

Questions similar to those asked concerning Soldiers were asked regarding Commanders Call. Commanders Call is received less regularly by units than Soldiers, as indicated by Table 5-14. COs were more often aware of its

existence than were 1SGs. Of those whose units do receive this publication, 96% of the COs and 95% of the 1SGs replied that they see it regularly.

TABLE 5-14

Question: Does your unit receive Commanders Call?

Response	Position	
	COs	1SGs
Yes	90%	88%
No	7%	5%
Don't know	3%	7%

When asked what they personally do with Commanders Call, responses of COs and 1SGs was similar. This publication is more thoroughly read than Soldiers--more than one-third (38% for each COs and 1SGs) replied that they read most of it; 61% skim it and select articles to read before passing it along to other members of the unit. Only two individuals, one CO and one 1SG, stated that they did not read any of it. When comparison is made across unit types (see Appendix), it is observed that 70% of combat support personnel responded that they read most of this publication, as compared to 33% in combat arms and 18% of school personnel who gave this reply. The feeling was expressed that this publication gives direct attention to mission-related items, and that leaders can compare what they do to the information presented.

Table 5-15 shows responses given when asked "Do you feel that the information in Commanders Call is helpful to you as a CO or 1SG?" There was general agreement that this publication is professionally helpful. Several individuals replied that they rely on information from publications such as Commanders Call, Soldiers, etc. as the only source of information at the unit level. This was in contrast to a few who felt that this information was often redundant and was covered by other publications. Suggestions were made that it could use a periodic index. Many felt that Commanders Call is geared

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more toward Battalion Commanders, although one person felt it should be a lieutenant's magazine--"The Platoon Leader".

TABLE 5-15

Question: Is Commanders Call helpful to you?

Response	Position	
	COs	1SGs
Yes	87%	88%
No	13%	13%

Information is regularly extracted from Commanders Call and passed verbally to troops at unit formations. In a few instances, Commanders Call is placed in unit dayrooms where all individuals in the unit have an opportunity to see it.

The majority of COs, XO's and 1SGs in all units have an opportunity to see Commanders Call. Junior ranks are less likely to get that chance.

When asked if Commanders Call presents its information well, the majority said yes (COs-94%, 1SGs-93%). Among those individuals who said "no", the following were typical responses to the questions "Why Not?"

"Too many statistics and numbers--should be facts and nothing else."

"Too stiff."

"I like the old Commanders Call schedule better. This is too specific and detailed."

The issue of redundancy was raised. Even among those who replied "yes" to this question, negative comments were offered. These included:

"Format is hard to search--confusing. Sometimes too deep, reads like an AR occasionally."

"Not complete enough."

"It's harder to read than Soldiers."

"Often not quite enough supporting info."

"Maybe not direct enough. Takes time to get to the meat."

One individual suggested that Commanders Call be consolidated into Soldiers.

Interviewees were divided in their opinions of Commanders Call as shown by Table 5-16.

TABLE 5-16

Question: Would you miss Commanders Call if it were no longer published?

Response	Position	
	COs	1SGs
Yes	36%	45%
No	40%	33%
Don't know/Maybe	25%	22%

Apparently fewer than half feel that this publication meets a strong need. Those who want it are emphatic, but others say it duplicates information from other publications, messages, and the personnel system, and that is often not timely.

First sergeants feel more dependent on this publication than COs (Table 5-16), although many see it as addressed to the CO. This suggests that perhaps the title of Commanders Call is confusing. The term "Commanders Call" suggests the CO. If this is the intention, then perhaps the information contained might pertain more selectively to Commanders. If on the other hand the intended audience includes more junior officers and the 1SG (who now seem to rely on it more than the commanders), it would be useful to select content with those people in mind and to title it appropriately.

5.5 DA Scene

Still relatively new in Army distribution is the DA Scene. Perhaps as a result of this fact, when asked if their unit receives this publication regularly only 76% of COs and 89% of 1SGs replied in the affirmative (Table 5-17).

Of those who don't receive it, most COs were not even aware of its existence. When those whose units receive this publication were asked if they see it personally, 83% of COs and 85% of 1SGs replied that they did.

TABLE 5-17

Question: Does your unit get DA Scene regularly?

Response	Position	
	COs	1SGs
Yes	76%	89%
No	22%	10%
Don't know/Not sure	2%	1%

Half of COs (51%) and more than three-fourths of 1SGs (79%) who see DA Scene replied that they read most of it. They found it "concise" and "easy to read". Others skim the publication to read items of interest, and pass it along to the members of the unit. Topics are selected for verbal presentation to troops, but most frequently the publication is placed on the bulletin board. (75% of the COs and 71% of the 1SGs replied that this is the case.)

Asked "Do you feel the information from DA Scene is helpful to you and to the men in your unit?", responses were as shown in Tables 5-18 and 5-19.

TABLE 5-18

Question: Is DA Scene helpful to you as CO/1SG?

Response	Position	
	COs	1SGs
Yes	80%	92%
No	20%	8%

TABLE 5-19

Question: Is DA Scene helpful to the men?

Response	Position	
	COs	1SGs
Yes	86%	85%
No	14%	15%

In the collective judgment of COs and 1SGs, about half of the troops in the Army read DA Scene. These percentages increase with rank, as indicated in Table 5-20. Career interest presumably plays an important role here, as with other publications. COs recognize more of a readership than do 1SGs.

TABLE 5-20

Question: What percentage read DA Scene?

Grade of Reader	Position	
	COs	1SGs
E1s-E4s	47%	47%
E5s-E6s	56%	51%
PSGs	62%	62%
Platoon Leaders	73%	65%

Most of those who receive DA Scene find it helpful to the men in their unit. One CO replied that he found it "least effective for COs, perhaps better for enlisted men." Other comments included:

"That's a good one. Good for basic soldier." (CO)

"Yes, this is my choice at our level. It fits the Special Forces pattern. Contains no opinions." (1SG)

Most individuals also found DA Scene helpful to them as COs or ISGs. However, feelings ranged from "Not sufficiently detailed" to "Redundant". In this regard, the following comments were made:

"Normally we already have info thru chain of command:"

"But I don't think it's as effective--most has already appeared elsewhere. Good bulletin board document."

"But it could just as well be in Soldiers."

When asked if they felt the information in DA Scene could be understood, 99% of COs and 91% of ISGs replied that they felt the publication was understood by everyone, basing their opinions on questions asked by their men, observations and their own assumptions. The remainder replied everyone but E1s-E4s could understand, stating that abbreviations and jargon get in the way of lower ranks' understanding, and that sometimes the information isn't correctly interpreted because of its brevity. Again, as with all the publications, there are some non-readers who can't read and/or who aren't oriented to read.

There was disagreement in both directions about the brevity of DA Scene. Some suggested it was just about right and therefore clearly understood, while others wanted more detail. Specific comments are quoted at the end of this section.

When asked: "Would DA Scene be missed if it were no longer available?" replies were as shown by Table 5-21.

TABLE 5-21
Question: Would DA Scene be missed?

Response	Position	
	COs	ISGs
Yes, by everybody	64%	53%
Everybody but E1s-E4s	9%	9%
Nobody	18%	24%

This indicates that some 1SGs, and fewer COs, feel that DA Scene is useful but not essential. It tends to confirm the estimate that DA Scene is actually read by only about half the troops, and probably reflects the fact that DA Scene is not yet established in its distribution.

Many comments concerned the brevity of DA Scene. Some are listed below:

"I'm pretty dumb and I can understand it--so everyone must be able to."

"It's simple and to the point."

"Direct and to the point--very helpful."

"Sometimes confusing because of oversimplification."

"DA Scene is best of all--get rid of Soldiers."

"Timely and topical--to the point."

"Not sufficiently detailed."

"We like it better than Commanders Call."

"Too black and white."

"This is the best think they (DA) put out."

"This is a waste--it duplicates others sources."

"This I would fight to keep."

5.6 Command Information Films

Several questions explored the use of command information films. When shown the CIF (Command Information Film Catalog) and asked if they had ever seen this publication, 45% of COs and 38% of 1SGs replied that they had not. Many said that their Post publishes its local catalog and that catalog is the one they use. Of those who had not seen CIF, 67% of the COs and 81% of the 1SGs were not even aware of its existence. Shown in Table 5-22 are the responses given when these individuals were asked concerning their interest in command information films.

TABLE 5-22

Question: Any interest in CI Films?

Response	Position	
	COs	1SGs
Yes	51%	35%
No	49%	65%

As the Table suggests, COs are more interested in CI films than are 1SGs, who were possibly more frank. Neither set of responses was very strong. Unit scheduling seems to be a problem that limits the use of films, and films are seen as ineffective or outdated.

Of those who were familiar with CIF, 52% of COs and 53% of 1SGs said that their unit had a copy of the publication. About half of units surveyed have at some time used films to support the CI program (Table 5-23).

TABLE 5-23

Question: Have you ever used any CI films?

Response	Position	
	COs	1SGs
Yes	45%	52%
No	55%	48%

Of those who had, more than half (51% of COs, 54% of 1SGs) used them less often than once a month (Table 5-24).

TABLE 5-24
Question: If yes, how often?

Response	Position	
	COs	1SGs
Once a month or more	49%	46%
Less frequently	39%	42%
Rarely	12%	12%

Comments by those interviewed suggests that most use of films was actually scheduled by higher commands, often at the Battalion level. Typically it was to meet a mandatory requirement for race relations or safety training. Our conclusion is that there is very little real use of CI films on company initiative. This is in spite of the following facts:

- (a) Equipment is readily available. (9% of COs and 12% of 1SGs were unsure about availability of equipment.)
- (b) Films are not difficult to obtain.
- (c) There are an average of 3 licensed projectionists in each unit.

In Table 5-25 are the reasons given by those who do not use CI films. Not enough time stands out as the prevailing reason why films are not shown. Over half of the respondents gave this answer. Included in the "Other" category are:

- o Films are outdated
- o Prefer other means
- o Films are "sleep machines"
- o Haven't yet, but will in the future (New CO)
- o Hadn't thought about it.

COs and ISGs have things they want to say to their troops, and the showing of films competes for the sometimes small time available. Furthermore the subject matter is not often relevant to their needs. The exception here is the "Green Scene". Those who knew this film series liked it; one individual commented that it made a good introduction for CI classes. In general, however, CI films do not appear to be an effective medium for conveying information to troops.

TABLE 5-25
Question: Why are films not used?

Response	Position	
	COs	ISGs
Not enough time	54%	53%
No value	6%	13%
Too inconvenient	2%	10%
Other	37%	28%

5.7 Influences on the Command Information Program

5.7.1 Pertinence. When asked what proportion of the information encountered in CI publications is useful, COs and ISGs reported that slightly more than one third of the CI they read is related, often only indirectly, to their unit, themselves, or the men in their unit. Most did not regard this as improper, recognizing that what is pertinent to one unit or individual will not necessarily be pertinent to others. A few respondents, especially in CS units, wished for publications more specifically related to their unit missions. This issue was explored at some length, and the interviewers did not find a consensus supporting more specialized publications beyond the existing specialized journals (Infantry, Armor).

5.7.2 Workload. Asked how much time was required to read, plan, prepare and act in support of CI objectives, ISGs responded that they spend an average of 4.6 hours per week. This compares to an average of 2.6 hours per week for COs, only half of the amount of time ISGs spend.

It was hypothesized that CI activities were in competition with primary mission activities for time and resources. This was found to be true for time on the troop schedule, although the current CI program is not seen as interfering with mission performance. When asked whether the Command Information Program interferes with their unit's basic or related mission(s), 61% of COs and 50% of ISGs replied that there is not time in their training schedule for dissemination of all the Command Information received. But 82% of all leaders felt that there is enough time available to disseminate all of the information they feel is necessary. It was believed that most of that information is "nive to have," and they use it whenever they can, sometimes providing "a relief from other activities". Many commanders recognized that keeping the men informed was in fact part of their mission, or supported the primary mission. It is interesting that a few interviewees would like mandatory CI classes, such as were once required; this will be discussed again in paragraph 5.9.

5.7.3 Command support. Senior commanders at Battalion and higher levels support the command information program very unevenly. Company commanders report their senior commanders as ranging from being vitally interested to passive toward the CI program. When asked how much command interest they observed, 60% of interviewees said their commanders supported the program. In some cases the respondents felt that their commanders were moderate, sometimes much less than expected, toward the program; but no one believed that their senior commanders felt it was a waste of time. Some felt that the main interest is often elsewhere.

"There is interest but it is issue-driven, as those issues are command goals--but it comes to an active concern, for which the CI publications are useful support."

We asked: Is your Command Information Program monitored by any higher command? Responses are as shown in Table 5-26.

TABLE 5-26
Question: Is your program monitored?

Response	Position	
	COs	1SGs
Yes	57%	57%
No	43%	43%

In more than half of the units interviewed the CI Program is monitored by senior leaders. There was some displeasure in this regard as is evidenced by the following comments:

"There is a 'gestapo' which checks all scheduled training and commanders call activities."

"CI should not be monitored by higher headquarters--it should be up to unit commanders what they do or don't do."

This monitoring is done by IGs, by others observing commanders call or unit formations, by review of unit training records, and by checking training schedules and CI classes.

Interviewees were asked: Does your CI program directly affect your OER or EER? Table 5-27 shows the largely negative response.

TABLE 5-27
Question: Does CI affect your ER?

Response	Position	
	COs	1SG
Yes	6%	6%
No	94%	94%

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Practically no one believed the CI program to affect their OER or EER. Of those 6% who said "yes", many referred only to the indirect effects of a weak CI program. Leaders take the rap for troops who are in "incidents" because they haven't gotten the word. Comments follow:

"I would imagine that 'Gestapo' reports do."

"But if someone reports he doesn't know about new Art 15 or MOS tests, I will be in trouble."

"Not because it's observed, but your company suffers in the way it operates, and your efficiency rating will suffer."

"If I don't inform the troops, their performance--'That 10% that doesn't get the word'--will affect my OER."

There was a significant difference in response by unit type. In school units, 19% answered "yes" to this question, in contrast to only 3% in Combat Arms and 2% in combat support units (see Appendix).

5.8 Command Information Feedback at the Unit Level

Commanders are not specifically aware whether their troops receive and understand the information conveyed to them. Although 68% of COs and 71% of 1SGs occasionally talk to troops about the content of the CI program, those contacts are unsystematic. Interviewees were asked whether they talked to individuals, or otherwise had a means of knowing whether CI messages were effective. Responses are shown in Table 5-28.

TABLE 5-28

Question: Do you talk to individuals?

Response	Position	
	COs	1SGs
Yes	10%	20%
No	2%	3%
Sometimes	88%	77%

Of those questioned, 10% of the COs and 20% of the ISGs replied that they talk to their troops individually. Only a very small percentage reported that they never talk to troops on an individual basis, the majority replying "Sometimes". Troops are most often addressed in company formations, although sometimes in groups of 5 or less in meetings.

When conversation with troops doesn't occur, or even when it does, leaders rely on questions from the troops and on their own assumptions to estimate whether information has reached the men. In some cases, however, they don't know or care:

"They don't need that info."

"Am not worried--what they need is coming thru command channels."

The following remark sums up many opinions of the information system:

"It is amazing how much the Army still operates on the rumor basis; e.g., promotion policies, in spite of many messages, actually are understood on basis of rumor, talk, etc."

One individual remarked:

"The Army and AF Times gives us constant trouble by publishing unofficial information that the Commander doesn't even know about, can't act on, can't answer questions about."

5.9 Opinions of Modifications to the Existing DA CI Program

During the Case Study and Field Test phases of this study, many COs and ISGs made suggestions as to how the DA CI program might be modified. Some of these suggestions were added to the final survey, so that others might comment.

One suggestion encountered several times was that CI classes be made mandatory Army-wide as they once were. Table 5-29 shows responses given to that suggestion.

TABLE 5-29

Question: Should CI Classes be mandatory?

Response	Position	
	COs	1SGs
Yes	16%	30%
No	74%	66%
Maybe	1%	0%
Already are	9%	4%

Commanders were not enthusiastic but a surprising third of 1SGs liked the idea. Those who felt that CI classes should be mandatory observed that the mandatory system is more effective, and would make it feasible to get the troops together in the face of competing requirements. Those who replied "no" were emphatic, stating that they already have enough required activities and that this would serve only to further restrict their freedom of command. Several persons (9% of COs) remarked that local policies made CI classes effectively mandatory now.

First sergeants apparently felt more of a need for mandatory CI than did COs. This is due perhaps to their being more aware of how much information the average soldier is receiving, and to their frustration in reaching troops as regularly as they would like.

Those who replied "yes" were asked how often they felt CI classes should be held, and how long they should be. Once a month for one hour was the response most frequently given.

As to selection of subject matter for those classes, the clear preference was that the CO or 1SG select these topics for himself, rather than DA direct their content.

We then asked:

"Would you prefer to receive information which has already been screened by someone else, to include only information which is directly related to you as a CO or 1SG, or to your type of unit, or the men in your unit?"

84% of COs and 74% of 1SGs replied "no" to this question. They expressed a preference to be given general information and to select for themselves what would be presented to the troops. Even those who answered "yes" to this question tended to qualify their answers--"yes, if the screening is not too restrictive."

Nearly three-fourths of those interviewed would like to receive a publication specifically related to their branch of service, or already do receive one and would like to continue.

The questionnaire concluded by asking:

"Do you think it would be a good idea to put together a packet of information, to be given to BCT and AIT trainees, which would contain information about overseas assignments, promotions, explain what will happen to them once they finish BCT or AIT, etc."

Only 18% of COs and 23% of 1SGs replied "yes" to this question. Interviewees felt that such a packet would not "interpret reality" and would be ignored and ineffective.

5.10 Appendix

Responses to the questionnaire are recorded in detail in the Appendix to this report. These data are displayed by question and percentage response.

Shown in the left column are the questions, followed by the categories of useful response which were identified in Q-sort analysis. The percentage of persons giving each response is shown at the right, broken down either by installation (Benning, Bragg, Hood, Polk) or by unit type and respondent position (Combat Arms, Combat Support, Schools; Commander, First Sergeant).

In many cases a respondent was permitted to offer more than one response; in those cases, total percentages are greater than 100.

Numbers shown in parentheses within column headings are the number of persons in that category responding.

6.0 RECOMMENDATIONS

This research was undertaken essentially to determine how the behavior of Company Commanders (and their staffs) affects the flow of information from OCPA to the troops. In studying that behavior, Kinton staff were able to perceive something about the general effectiveness of OCPA programs, and about the conditions of company command in the modern Army. On the basis of this understanding, and the findings of the survey, Kinton offers the general observations and specific recommendations which follow.

6.1 General

It is a general responsibility of OCPA to see that troops are informed. The methods which OCPA uses to perform this mission are essentially derived from journalism. The present study shows this approach to be working well for printed media, and our principle recommendations will be borrowed from the discipline of systems engineering, rather than journalism proper.

In several respects the command information program appears to be working well, and the positive effects of some recent changes in OCPA programs were observed. These should be recognized, so that any future program change will not interfere with their effects:

6.1.1 The addressing of printed media to specific audiences seems quite effective, except as we will note. It appears to provide effective coverage of several OCPA audiences at surprisingly modest cost. Soldiers magazine is particularly effective and well liked by its audience.

6.1.2 Reduced Pressure is felt by Company Commanders, and has the desirable effect of increasing their willing support of the command information program. The soft sell works. Researchers observed that mandatory CI classes are no longer the rule, and that commanders are otherwise under less external pressure to perform CI tasks than was once the case. The effect has been to

remove CI from the status of a pro-forma requirement, with the result that what is done at company level is done under local initiative, with greater willingness and enthusiasm. There is some neglect, of course, as we have reported, but the program as a whole has a more positive image.

6.1.3 The social dynamics of modern companies raise a new set of problems for the commander. This study did not seek to define them, but we know that command now depends more on individual morale than it has for many years. Company Commanders and their superiors at senior echelons of command are increasingly aware of a positive need for information--information which promotes a sense of mission, explains the rational basis of Army policy, and encourages a sense of worthiness within the enlisted military profession. This sense of need among commanders deserves to be encouraged.

6.2 Irrelevant Information Content

It is recognized that most publications contain much information which is irrelevant, not of interest or redundant to any specific reader. Findings in this regard included:

- o Based on a 40-hour week, COs spend 7% of their time (2.6 hours) and 1SGs 12% of their time (4.6 hours) reviewing information. Of all the information they review, COs felt that only 36% of it was relevant and 1SGs felt that only 38% of it was relevant. Interviewees frequently observed that publications contained useless information, although many recognized that fact to be unavoidable.

- o Most COs and 1SGs interviewed stated they like the "What's New" section of Soldiers more than any other part because it was relevant, brief and to the point. It was also observed that this section is consistently read more than any other part of the magazine.

- o DA Scene was praised by most of those interviewed for its brevity and relevancy.

o TIPS was consistently stated to be one of the best publications put out by the Army because it is brief and to the point.

We do not suggest that any radical weeding-out of content is in order, but only that the content of all publications deserves continued assessment.

6.3 Comprehension

Comprehension of the information is a problem with OCPA's publications. When asked if they felt Els-E4s could comprehend OCPA publications:

o 11% of COs and 20% of ISGs believed their men couldn't comprehend Soldiers (a belief supported by the fact that they felt less than 50% of Els-E4s read Soldiers).

o 1% of COs and 8% of ISGs felt that DA Scene could not be understood by Els-E4s (again they reported that less than 50% of Els-E4s read DA Scene).

o Comprehension difficulties can also be attributed to the fact that 33% of COs and 36% of ISGs stated that Els-E4s would not miss Soldiers if it were no longer published, and, 18% of the COs and 24% of the ISGs stated that nobody would miss DA Scene if it were no longer published.

There is a technology in use by the Army which addresses this problem, and which might be applied to OCPA publications. This is the use of readability standards. New technical manual (TM) specifications provide a list of approved verbs from which sentences must be constructed. This makes the TMs readable to personnel with only a grade school reading ability (and many high school graduates have only a grade school reading ability).

The comprehension problem has at least two facets: First, there is the simple matter of low reading ability. This is a serious problem, but levels of reading skill are now rising. Actually more important, in the opinion of those we interviewed, is the fact that a substantial body of background information and vocabulary is required to understand publications like Soldiers, which on examination is actually a professional magazine. We do not recommend that the content or professional vocabulary of Soldiers be simplified. More is to be lost (in reader interest and acceptance) than might be gained in readership.

Here again, a feedback device would solve the problem automatically. If a Battalion commander really knew in which companies the troops were (and were not) getting the word, he would learn a lot both about the CI program and effectiveness of command.

6.7 Mandatory CI?

Some company leaders would like to see the reinstatement of mandatory CI formations. Typically they suggest a one-hour class, once a month. They remember that this was once an Army-wide requirement and they feel that it would strengthen their resolve--or their negotiating position vice other activities--to have a formal, scheduled requirement once again.

Opinions of this recommendation were solicited from COs and ISGs during the final survey. Only 16% of COs and 30% of ISGs stated that they would like to see mandatory CI once again. The remainder of those interviewed (84% of the COs and 70% of the ISGs) replied emphatically "no"--that they were uniquely aware of their troops' information needs and the constraints affecting the dissemination of that information.

We recommend emphatically against any formal requirement for these reasons:

- o Much of the improvement which we observed in the CI program, and in attitudes toward CI among officers and men, seems to result from a free hand and a soft sell.

- o The company commander in most Army units is actually assessed more mandatory duty than he can perform. Furthermore, unit schedules are complex and crowded. Commanders need as much freedom and local authority as they can get. We observed several units with good programs in which CI formations were a seasonal activity; they did not occur at all during training season. These commanders made the rational decision not to try CI classes for 3-4 months at a time, but to have good ones when time permitted.

- o The CI message has the greatest punch when the commander delivers it - on his own initiative, because he finds the message important.

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Several questions in the survey asked whether COs and ISGs knew what information their troops received and understood. The worst of all possible conditions was found to occur: Company leaders thought they knew, but in fact did not know when their communications to troops were received and understood.

We therefore recommend that OCPA consider designing into its system a means by which specific key CI messages can be identified, followed through the information system, and their receipt verified by sampling comprehension at the troop level. Feedback studies can be used in normal information operations, or experimentally to determine what publications strategies are most effective.

6.6 Reinforcement

The hypothesis that COs and ISGs get little credit for a good CI program was confirmed. Senior commanders apparently know little about unit CI programs--and in some cases do not care. There is little monitoring of unit CI programs in most of the units studied. More significantly, interviewees did not believe that the quality of their CI program was likely to affect their ERs. We are apparently observing a condition in which unit CI programs are undertaken largely on unencouraged local initiative (there were outstanding exceptions, in which Battalion or more senior commanders vigorously encouraged good CI).

We do not recommend mandatory formal programs, new regulations or book-keeping to provide command cognizance. We do suggest that senior commanders need to recognize CI as part of their mission, and to inquire about the handling of CI in companies. Since most of the published information is distributed directly and does not flow thru the chain of command, there is no automatic means by which the attention of senior commanders is directed to the CI program. Nevertheless it is important that good company programs be recognized, and reflected in effectiveness reports.

QUESTIONS/RESPONSES	% RESPONSE			
	BNG (33)	BRAGG (48)	HOOD (37)	POLK (54)
How do you know they watch?				
Observation	39	64	28	42
They tell me	0	71	19	5
NCOs tell me	23	71	34	0
I ask them	0	0	3	0
Assumption	46	0	0	63
Mandatory	0	14	0	0
Don't know	0	7	0	0
Unuseable	23	0	16	0
If Nobody does - Why?				
Aired at bad time	0	100	60	0
Nobody interested in topics	17	0	40	100
TVs don't work	0	100	0	0
Unuseable	83	0	0	0

GATEKEEPER

QUESTION CATEGORY:

Identification of Unit Gatekeeper and
Dissemination Techniques

QUESTIONS/RESPONSES	% RESPONSE				
	CA (99)	CS (40)	SC (33)	CO (88)	1SG (84)
1. Who decides what is done with command information publications in your company?					
CO	35	30	33	31	37
XO	2	5	7	1	5
1SG	29	35	12	24	31
CO/1SG	30	23	48	36	26
Training NCO	1	0	0	0	0
CO/1SG/Tng. NCO	5	0	0	4	2
Battalion Commander	0	3	0	1	0
Publications NCO	0	3	0	1	0
Don't know	1	0	0	1	0
2. Do you find the opportunity to conduct a regularly scheduled. . .					
Commanders Call	59	48	52	51	58
CI Classes	30	58	15	34	33
None	7	15	12	11	8
NCO Meetings	1	0	3	2	0
Cadre/Staff Meetings	1	0	9	2	2
Daily Formations	4	8	9	5	6
Unuseable	0	0	6	2	0
IF YES - How Often?					
Once a week	15	15	28	14	19
Every two weeks	9	6	3	8	6
Every three weeks	0	0	0	0	0
Once a month	66	65	41	63	62
Daily Formations	7	26	10	13	10

QUESTIONS/RESPONSES	% RESPONSE				
	CA (99)	CS (40)	SC (33)	CO (88)	1SG (84)
2-3 times/year	1	6	13	1	4
Twice a month	2	0	3	4	0
Every two months	2	0	0	1	1
Unuseable	0	0	7	1	1
3. Do you do anything else to pass along CI?					
Unit Formations	81	63	45	69	70
Placing publications in dayroom	85	68	58	75	76
Placing publications on bulletin board	86	80	70	84	79
NCO Meetings	10	5	0	7	7
Cadre/Staff Meetings	14	0	6	10	8
Section Leader Meetings	0	0	6	2	0
Chain of Command	9	5	9	6	11
Unuseable	0	0	12	1	4

GATEKEEPER

QUESTION CATEGORY: DA CI Publications, specifically Soldiers Magazine

QUESTIONS/RESPONSES	% RESPONSE				
	CA (99)	CS (40)	SC (33)	CO (88)	1SG (84)
1. Does your (company) get this publication regularly?					
Yes	99	100	100	100	99
No	1	0	0	0	1
Do you see (this publication) regularly?					
Yes	99	90	97	94	99
No	1	10	3	6	1
2. What do you personally do with Soldiers Magazine?					
Read most of it	32	42	9	23	35
Don't read any of it	1	0	0	1	0
Skim it and selectively read articles	68	58	88	75	65
Throw it away	0	6	0	0	2
Give it to: CO	3	3	16	N/A	10
XO	0	3	0	0	1
1SG	52	20	50	46	N/A
Plt. Ldrs.	3	0	13	7	1
PSGs	27	8	38	16	34
Sqd. Ldrs.	0	0	0	0	0
EM	2	0	0	0	2
File it	1	3	28	4	10
3. Do you feel that the information in (Soldiers) is helpful to the men in your unit and to you as a (commander or 1SG)?					
Men in your unit					
Yes	92	86	97	92	92
No	8	13	3	7	8
N/A	0	1	0	1	0

QUESTIONS/RESPONSES	% RESPONSE				
	CA (99)	CS (40)	SC (33)	CO (88)	1SG (84)
To you as a 1SG or CO					
Yes	85	72	88	74	92
No	15	14	12	24	5
Unuseable	0	14	0	2	3
4. (A) Just as an estimate, what % of E1s-E4s read Soldiers?	51	49	36	48	47
(B) What % of E5s-E6s read Soldiers?	72	60	67	69	67
(C) What % of PSGs read Soldiers?	84	89	84	83	88
(D) What % of Plt. Ldrs. read Soldiers	82	84	90	83	85
5. Do you ever try to pass information from Soldiers along to the people in your company? How?					
No	0	0	9	2	1
Publication is just placed in dayroom/orderly rm	21	58	7	30	24
Info from publication is placed on bulletin board	1	8	21	3	10
Select topics from publication and verbally present it during:					
Unit Formations	60	50	62	61	56
Commanders Call	32	6	21	25	29
CI Classes	5	6	10	6	6
Meetings	5	6	17	4	11
Distribute to Platoons	21	6	0	15	13
6. Do you feel that the information in Soldiers can be understood by:					
Everybody	97	39	97	88	81
Everybody but E1s - E4s	2	60	3	11	20
7. How do you know they understand it?					
They ask questions	46	40	49	39	51
I ask them	7	5	9	6	8
Assumption	48	65	30	49	48
Observation	20	8	30	13	15
Contact	0	13	9	5	5

QUESTIONS/RESPONSES	% RESPONSE				
	CA (99)	CS (40)	SC (33)	CO (88)	1SG (84)
8. Do you feel Soldiers would be missed if it were no longer published? (by the majority of each group)					
Everybody	56	43	55	48	58
Everybody but E1s - E4s	32	47	27	33	36
Nobody	12	10	18	19	6

GATEKEEPER

QUESTION CATEGORY: DA CI Publications, specifically Commanders Call

QUESTIONS/RESPONSES	% RESPONSE				
	CA (99)	CS (40)	SC (33)	CO (88)	1SG (84)
1. Does your unit get (this publication) regularly?					
Yes	90	88	88	90	88
No	6	0	12	7	5
Don't know	4	13	0	3	7
Do you see this publication regularly?					
Yes	99	86	97	96	95
No	1	14	3	4	5
2. What do you personally do with Commanders Call?					
Read most of it	33	70	18	38	38
Don't read any of it	5	3	0	1	2
Skim it and select articles to read	61	27	75	61	61
Give it to:					
CO	19	20	32	N/A	46
XO	26	13	11	25	16
1SG	21	20	25	40	N/A
Plt. Ldrs.	15	13	21	18	13
PSGs	7	7	11	4	12
Sqd. Ldrs.	2	0	4	3	1
Others/File	2	0	14	1	7
3. Do you feel that the information in Commanders Call is helpful to you as a CO or 1SG?					
Yes	94	67	82	87	88
No	7	33	18	13	13

QUESTIONS/RESPONSES	% RESPONSE				
	CA (99)	CS (40)	SC (33)	CO (88)	1SG (84)
4. Is any information from Commanders Call passed along to the personnel in your unit? How?					
Publication is placed in dayroom	10	0	7	4	12
Publication is placed on bulletin board	6	0	4	3	6
Select topics from publication and verbally present it during:					
Unit Formations	78	97	57	75	81
Commanders Call	36	20	14	30	29
CI Class	1	0	0	1	0
Meetings/Letters	7	20	11	10	13
5. Do you feel it presents its information well?					
Yes	92	100	89	94	93
No	8	0	11	6	7
6. Who in your unit has a chance to see Commanders Call?					
CO	90	77	100	90	88
XO	83	60	50	68	77
1SG	76	63	57	68	67
Plt. Ldrs.	41	33	21	36	33
Everyone	14	20	4	14	12
7. Would you miss Commanders Call if it were no longer published?					
Yes	40	47	36	36	45
No	22	50	39	40	33
Don't know	8	0	4	4	7
Maybe	30	3	21	21	15

GATEKEEPER

QUESTION CATEGORY: DA CI Publications, specifically DA Scene

QUESTIONS/RESPONSES	% RESPONSE				
	CA (99)	CS (40)	SC (33)	CO (88)	1SG (84)
1. Does your unit get this publication regularly?					
Yes	85	90	67	76	89
No	12	9	33	22	10
Don't know/Not sure	3	2	0	2	1
Do you see DA Scene regularly?					
Yes	85	95	65	83	85
No	15	5	35	17	14
2. What do you personally do with DA Scene?					
Read most of it	63	66	77	51	79
Don't read any of it	1	0	0	0	1
Skim it and selectively read articles	27	24	21	34	16
Throw it away	0	5	0	3	0
Give it to:					
CO	2	0	13	N/A	5
XO	1	0	0	0	1
1SG	21	5	25	34	N/A
Plt. Ldrs.	2	0	4	1	1
PSGs	23	0	13	1	19
Sqd. Ldrs.	1	0	13	0	1
EM	1	0	0	0	1
File it	0	0	0	0	0
3. Do you feel the information in DA Scene is helpful to the men in your unit and to you as a CO or 1SG?					
Men in your unit					
Yes	91	69	91	86	85
..	9	31	9	14	15

QUESTIONS/RESPONSES	% RESPONSE				
	CA (99)	CS (40)	SC (33)	CO (88)	1SG (84)
You as a CO or 1SG					
Yes	89	75	91	80	92
No	11	25	9	20	8
4. (A) In your opinion, what % of E1s - E4s read DA Scene?	68	32	33	47	47
(B) What % of E5s - E6s read DA Scene?	79	36	81	56	51
(C) What % of PSGs read DA Scene?	86	51	84	62	62
(D) What % of Plt Ldrs read DA Scene?	87	68	84	73	65
5. Is any information from DA Scene passed along to the personnel in your unit?					
No	2	0	0	1	1
Publication is just placed in dayroom	6	8	5	6	7
(Articles from) publication is placed on bulletin board	70	79	73	75	71
Select topics from publication and verbally present it during:					
Unit Formations	43	14	50	31	37
Commanders Call	14	11	5	15	9
CI Classes	11	0	0	6	7
Meetings	1	0	9	3	1
Distribute to Platoons or Sections	4	17	9	4	11
6. Do you feel that the information presented in DA Scene can be understood by:					
Everybody	95	83	100	99	91
Everybody but E1s - E4s	4	17	0	1	8
7. How do you know they understand it?					
They ask questions	30	28	64	36	33
I ask them	6	0	23	7	7
Assumption	30	58	14	40	21
Observation/Other	48	22	18	36	37

QUESTIONS/RESPONSES	% RESPONSE				
	CA (99)	CS (40)	SC (33)	CO (88)	1SG (84)
8. Do you feel DA Scene would be missed if it were no longer available? (by majority of each group)					
Everybody	61	27	82	64	53
Everybody but E1 - E4	7	21	0	9	9
Nobody	17	19	14	18	24
Unuseable	15	33	4	9	14

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QUESTION CATEGORY: Army Command Information Program Films :

QUESTIONS/RESPONSES	% RESPONSE				
	CA (99)	CS (40)	SC (33)	CO (88)	1SG (84)
1. Do you ever see this publication?					
Yes	67	50	39	55	61
No	32	50	61	45	38
IF NO - Were you aware that it existed?					
Yes	33	43	0	33	19
No	68	57	100	67	81
Do you have any interest in CI Films?					
Yes	40	58	25	51	35
No	60	42	75	49	65
2. Does your unit have a copy of CIF?					
Yes	63	33	43	52	53
No/Don't know	37	68	56	48	47
Do you receive changes?					
Yes	46	8	58	35	44
No/Don't know	54	93	42	65	56
Do you have access to a copy?					
Yes	67	48	52	55	60
No/Don't know	33	53	47	45	40
3. Have you ever used any Command Information Films?					
Yes	55	48	33	45	52
No	45	52	67	55	48

QUESTIONS/RESPONSES	% RESPONSE				
	CA (99)	CS (40)	SC (33)	CO (88)	1SG (84)
IF YES - How Often?					
Once a: Month	42	10	9	32	30
Week	2	32	0	7	9
Year	11	11	0	7	12
Quarter	6	16	18	5	14
Twice a: Week	0	0	0	0	0
Month	6	11	18	10	7
Year	20	0	9	17	12
Quarter	4	16	9	10	5
Rarely	9	5	36	12	12
IF NO - Why Not?					
Not enough time to show films	63	82	27	54	53
They have no value	9	0	18	6	13
Too inconvenient	12	6	0	2	10
Films are outdated/Other ¹	12	35	41	29	15
Battalion does it	14	0	14	8	13
4. Is all the equipment you need to show films readily available?					
Yes	89	90	91	91	88
No/Don't know	11	10	9	9	12
5. Do you find it difficult to obtain the films you would like to use?					
Yes	11	13	12	10	13
No	72	60	88	70	74
Don't know	17	28	0	19	13
¹ Other: Prefer other means "Films are sleep machines" Not yet, but will in the future (New CO) "Hadn't thought about it"					

QUESTIONS/RESPONSES	% RESPONSE				
	CA (99)	CS (40)	SC (33)	CO (88)	1SG (84)
6. After you submit a request, how long before you receive the film? _____ Day(s)	1.3	1.3	1.5	1.2	1.3
7. Are there any licensed projectionists in your unit?					
Yes	98	93	82	95	91
No	2	8	18	5	9
IF YES - How many? # _____	3	3	3	3	3
IF NO - Why not?					
Don't need them	100	0	17	50	14
Waste of time	0	67	0	0	29
No response	0	33	83	50	57

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QUESTION CATEGORY: Influences on Command Information Program

QUESTIONS/RESPONSES	% RESPONSE				
	CA (99)	CS (40)	SC (33)	CO (88)	1SG (84)
1. How much time do you spend reading or scanning CI, preparing CI for presentation to troops, and presenting it to troops? _____ hours per week	2.9	4.0	4.8	2.6	4.6
2. Does the Command Information Program interfere with your unit's basic or related mission(s)?					
A. Is there any time left in your unit's training schedule for the dissemination of DA's Command information?					
Yes	39	60	41	39	50
No	61	40	59	61	50
B. Do you find that there is enough time available in your unit's training schedule to disseminate all of the DA command information you feel is necessary?					
Yes	84	73	88	82	82
No	16	27	12	18	18
3. What is your Bn or Post Commander's attitude toward the Command Information Program?					
Don't know--never asked--he has never told me.	20	23	31	23	23
He really supports it.	63	70	47	61	63
He doesn't care one way or another about it.	5	2	15	7	6
He feels it's a waste of time--gets upset.	0	0	0	0	0
Moderate	11	5	6	9	8

QUESTIONS/RESPONSES	% RESPONSE				
	CA (99)	CS (40)	SC (33)	CO (88)	1SG (84)
4. Is your Command Information Program monitored by any higher command?					
Yes	57	60	56	57	57
No	43	40	44	43	43
IF YES - How?					
IG's	55	0	78	48	44
Periodic check of your unit's training records	30	71	0	34	35
Review of your training schedule	18	67	0	26	27
Physically monitoring your Commanders Call or unit formations.	45	80	22	50	48
5. Does it directly affect your OER or EER, i.e. literally your personal attitude or involvement in OCINFO?					
Yes	3	2	19	6	6
No	97	98	81	94	94

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QUESTION CATEGORY: Command Information Feedback at the Unit Level

QUESTIONS/RESPONSES	% RESPONSE				
	CA (99)	CS (40)	SC (33)	CO (88)	1SG (84)
1. Do you talk to or interview your troops specifically to find out if they are aware of and understand the information you have conveyed to them?					
Yes	75	70	52	68	71
No	25	30	48	32	29
IF YES --					
(A) How often do you get a chance to talk to them?					
_____ times/week	3	7	4	4	5
Whenever possible	45	64	12	53	37
(B) Do you talk to them individually?					
Yes	13	21	12	10	20
No	0	11	0	2	3
Sometimes	87	68	88	88	77
IF NO OR SOMETIMES--What size group do you talk to?					
Company Formations	58	62	60	52	48
Platoons	6	0	0	2	5
Squads	7	10	0	4	7
Groups of 5 or less	49	33	47	39	38
Meetings of various configurations	3	0	7	4	2
IF NO --					
How do you find out if the information you have conveyed to the troops has reached them and that they understand it?					
They tell me/they ask questions	42	58	38	39	50
Assumption	38	0	19	18	29
Observation	38	42	6	21	38
Other/NCOs tell me	17	0	13	14	8

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QUESTION CATEGORY:

Opinions of modifications to existing DA CI program suggested by Company Commanders and ISGs

QUESTIONS/RESPONSES	% RESPONSE				
	CA (99)	CS (40)	SC (33)	CO (88)	1SG (84)
1. What percentage of the CI you read is related to your unit, to you as a 1SG or CO, or to the men in your unit? _____ %	37	28	37	36	38
2. Would you like to see CI Classes become mandatory Army-wide?					
Yes	12	33	42	16	30
No	81	57	55	74	66
Maybe	0	0	3	1	0
Already are	7	10	0	9	4
IF YES --					
How often should they be conducted?					
Once a week	8	0	7	6	4
Once every 2 weeks	16	7	7	6	13
Once a month	76	93	79	88	79
Once a quarter	0	0	7	0	4
How long should the CI classes be?					
One hour	76	84	79	66	88
1/2 hour	8	0	7	7	4
45 minutes	8	16	0	13	4
1 1/2 hours	0	0	7	0	4
2 hours	8	0	0	7	0
Full Day	0	0	7	7	0

QUESTIONS/RESPONSES	% RESPONSE				
	CA (99)	CS (40)	SC (33)	CO (88)	1SG (84)
Would you like to choose for yourself the subjects presented, or would you rather have DA provide the topics?					
DA select topics	25	37	0	20	18
CO or 1SG select topics	33	55	54	47	48
Both	42	8	33	33	26
No preference	0	0	13	0	8
3. Would you prefer to receive information which has already been screened by someone else, to include only information which is directly related to you as a CO or 1SG, or to your type of unit, or the men in your unit?					
Yes	20	28	15	16	26
No	80	72	85	84	74
4. Would you like to receive a publication which is specifically related to your branch of service?					
Yes/Already do	79	55	73	71	74
No	17	35	9	24	16
Don't care	4	10	18	5	10
5. Do you think it would be a good idea to put together a packet of information, to be given to BCT and AIT trainees, which would contain information about overseas assignments, promotions, explain what will happen to them once they finish BCT or AIT, etc.?					
Yes	23	23	9	18	23
No	45	20	73	43	45
Don't know	32	57	18	38	32