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CHARACTERISTICS OF MILITARY OFFENDERS RETURNED TO DUTY: 1/1
AN ON-SITE FOLLOW-UP STUDY OF USARB GRADUATES(U) ARMY
RETRAINING BRIGADE FORT RILEY KS J M GEORGOULAKIS 1982

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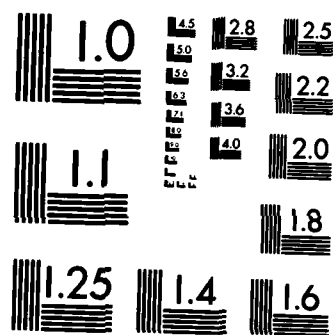
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CHARACTERISTICS OF MILITARY
OFFENDERS RETURNED TO DUTY:

An On-Site Follow-Up Study of USARB Graduates

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U.S. Army Retraining Brigade
Fort Riley, Kansas 66442

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Colonel, MPC
Commander

1982

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TECHNICAL REPORT

U.S. Army Retraining Brigade
Fort Riley, Kansas

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EXECUTIVE SUMMARY

- Purpose:** The purpose of the on-site visit was to collect data designed to provide a critical evaluation of USARB graduate performance, with a focus on identifying problem of poorly functioning retrained soldiers.
- Methodology:** A research team consisting of members of the United States Army Retraining Brigade conducted interviews with 90 USARB graduates at four CONUS Army installations: Fort Knox, Fort Campbell, Fort Stewart, and Fort Benning. Additionally, 261 first-line supervisors completed a written questionnaire evaluating attitude, conduct, duty performance, and promotion potential. The data gathered were keypunched for computer analysis of frequencies, measures of central tendency, and significant differences between successful and unsuccessful groups of USARB graduates.
- Findings:** Two-thirds of the supervisors reported that their graduates were performing exceptionally well, while the other one-third said their graduates were not meeting Army standards. A comparison of these two groups revealed that poorly functioning soldiers 1) did not hold their pre-service jobs as long; 2) had been fired from pre-service jobs at a higher rate; 3) demonstrated low motivation and leadership potential; 4) were not able to learn from their past mistakes; 5) exhibited a higher incidence of drinking problems; and 6) had poor problem-solving skills. Both groups responded that when they do have problems, most of them occur in their off-duty time.
- Ninety-four percent of the interviewed graduates said they were treated fairly at the USARB, and 85% thought the USARB provided them with a good opportunity to rectify their past mistakes.
- Recommendations:** Based on the findings of the on-site visit, six recommendations were made:
1. The drug and alcohol education program be expanded.
 2. A research study be conducted to assess problem solving abilities of the trainees. Based on the results of this study, recommendations for changes to the POI should be made.
 3. Classes/activities be developed to instruct trainees in constructive use of their leisure time.
 4. More instruction and emphasis on "new unit adjustment" for those trainees returning to duty.
 5. The Research and Evaluation Division review the current information letter being sent to gaining commanders.
 6. On-site visits be made a permanent part of the USARB evaluation process.

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INTRODUCTION

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The U.S. Army Retraining Brigade (USARB) at Fort Riley, Kansas, is a unique, 7-week training program designed to prepare former enlisted military prisoners for return to duty with improved military performance and personal conduct at their next duty station. The training is designed to place a soldier under sustained physical and mental stress within a stringent military environment. The various elements of training include evaluation, counseling, basic educational skills, problem identification, motivational training, and adventure training.

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The accomplishment of the USARB's mission is primarily evaluated in terms of the subsequent performance of those soldiers who are returned to duty. The present study presents complete results of an on-site visit in which 90 USARB graduates were personally interviewed and 261 supervisors of USARB graduates were surveyed at four CONUS installations during the Summer of 1982.

RESEARCH METHOD AND DESIGN

In August 1982, a research team consisting of three members of the U.S. Army Retraining Brigade (USARB) made on-site visits to each of four major Army installations in order to collect data designed to provide a critical evaluation of graduates' performance and to make an initial determination as to why certain graduates failed to perform adequately upon return to duty. The itinerary included Fort Knox, Kentucky; Fort Campbell, Kentucky; Fort Stewart, Georgia; and Fort Benning, Georgia. During these visits the research team interviewed 90 graduates of the USARB program who had been reassigned within CONUS. In addition, 261 first-line supervisors completed a written questionnaire evaluating attitude, conduct, duty performance, and potential of the former USARB trainee.

A roster of USARB graduates assigned to the four installations from January 1981 through May 1982 was generated by computer. There were 891 USARB graduates on the initial roster. During this time frame, 487 personnel had been discharged or reassigned to another installation. Additionally, 69 graduates were discharged or reassigned between June 1982 and August 1982 leaving a sample of 335 graduates.

A 32-item questionnaire (see Appendices F and G) was mailed to the commanders of these graduates, requesting that the first-line supervisors rate their graduates in terms of attitude, conduct, duty performance, and promotion potential. The graduates were scheduled for interviews with a concerted effort towards obtaining information from those graduates who were rated poorly by their supervisors. The graduates filled out a 94-item questionnaire (See Appendices H and I) designed to gather demographic data, failure trends, and problem areas. These personnel were then interviewed following a standardized 5-item format (See Appendix J).

The data from these questionnaires were key punched for computer analysis of frequencies, measures of central tendency, and significant differences between successful and nonsuccessful groups.

FINDINGS

Supervisors' Evaluations (N=261)

1. Approximately 69% of the supervisors wanted to keep the graduates in their respective units. The supervisors indicated that 55% of the graduates had a positive effect on the unit, 23% had no effect, and 22% had a negative effect.
2. Forty-three percent described graduate performance as consistently good and 26% said it had changed for the better. Eighty-four percent predicted their graduates would eventually obtain Honorable Discharges and 66% said they would support reenlistment actions.
3. Thirty-five percent received one or more letters of appreciation and 10% received one or more letters of reprimand, and 29% received at least one Article 15.
4. In problem areas, 23% reported their graduates having problems with motivation, 20% indicated problems with supervisors, 18% lacked job skills, and 18% displayed problems with appearance.
5. In order to determine the extent to which advancement potential was associated with problem areas, those graduates with good advancement potential ("Promote Immediately," "Promote Ahead of Peers," or "Promote with Peers") were compared with graduates whose supervisors indicated they had poor advancement potential ("Do Not Promote" or "Deny Continued Active Duty"). Results appear below:

<u>Problem Areas</u>	<u>Good Potential (N=177)</u>	<u>Poor Potential (N=84)</u>	<u>χ^2</u>	<u>p</u>
Relationships with supervisors	6.8%	48.8%	61.90	<.001
Finances	11.3%	28.6%	12.01	<.001
Drinking	5.6%	27.4%	29.58	<.001
Marijuana/Other Drugs	2.3%	22.6%	29.40	<.001
Performance/Job Skills	3.4%	47.6%	76.79	<.001
Marital/Family Situation	7.3%	10.7%	0.82	NS
Relationships with Peers	2.8%	22.6%	26.88	<.001
Motivation	4.0%	63.1%	112.63	<.001
Appearance	6.2%	44.0%	54.13	<.001

Although personnel with high potential displayed problems in each of the listed areas to a small degree, those personnel with low potential displayed these problems at a significantly higher rate, with the exception of marital and/or family problems. The greatest discrepancies between the two groups occurred in the areas of motivation, performance/job skills, and relationships with supervisors. Additional comparisons between these two groups on the supervisors' evaluation form will be found at Appendix A.

Supervisors' Review Scale (N=261)

On a 6-point scale, the supervisors were asked to rate their graduates over 17 items designed to measure performance, motivation, and attitude. When the sample is split into two groups, based on promotion potential, significant differences are found on 15 of the 17 items. The greatest differences between the two groups appear in the table below:

	\bar{X} Good Potential (N=177)	\bar{X} Poor Potential (N=84)	t-Value	p
Will continue to do a good job.	5.60	2.09	26.26	< .05
A good soldier; has leadership potential	5.02	1.63	24.59	< .05
Deserved to graduate from USARB.	5.50	2.06	25.51	< .05
Able to learn from his mistakes.	5.26	2.10	23.73	< .05
Serious about being a good soldier.	5.29	2.01	23.47	< .05
Not careless or sloppy.	5.17	2.09	23.51	< .05

Demographic Data (N=90)

1. The average age of the trainees interviewed was 22.6. Their average GT Score was 103, and they had 11.7 years of education. There were no significant differences between groups in these areas. There was a slight difference in the number of Articles 15 received before coming to the USARB: those rated with high promotion potential by their supervisors had, on the average, 1.3 Articles 15 prior to USARB, while those with low potential had 1.8.

2. Twenty-three percent of those interviewed said they earned their GED certificates while at the Retraining Brigade. Seventy-five percent reported that they are in their first enlistment, 74% said they have a combat MOS, and 73% said they are working in their MOS. A significant difference exists between the groups in this last category: 79% of those rated high by their supervisors were working in their MOS versus 64% for those who were rated low. Additional comparisons will be found in Appendix C.

On-Site Questionnaire (N=90)

1. The average number of jobs held by those interviewed, prior to entry into the Army was 2.9. There was a significant difference between the groups in the length of time on the job (21.9 months versus 14.1). Additionally, a significant difference existed in the number of times fired from a job: 6% in the group rated high had been fired at least once, while 30% in the low group had been fired at least once from a job.
2. On the average, the total sample interviewed attended 3.1 schools, and 27% failed a grade (no significant differences between groups). However, 30% of the high group had been expelled from school, while 42% of the low group were expelled.
3. Twenty-three percent of the total reported that they had been arrested at least once prior to entering the Army, and 13% said they had been convicted. Six percent indicated they had been sent to a juvenile detention home, and 5% reported they had been told to join the Army by civilian authorities. There were no differences between groups in these categories.
4. Ninety-three percent of the graduates rated high reported being accepted in their new units by their First Sergeants while 67% of those rated low reported acceptance. Ninety-one percent in the high group said they were accepted by the NCO's whereas 63% in the low group reported being accepted. This represents a significant difference between the groups in both areas.
5. The low rated group felt things were the hardest for them after leaving the USARB and also said there were more opportunities for them to get into trouble in their new units. Both of these findings are significantly higher than for the high rated group.
6. A significantly higher percentage of the low rated group reported having problems getting along with the NCO's and officers in their units and a significantly higher percentage of the low rated group said they had drinking problems. Forty percent of the low group said their problems will effect their chances of making it to ETS with an Honorable Discharge. The high rated group indicated a much greater willingness to seek outside help when problems arose than the low group. Additional comparisons will be found in Appendix D.

On-Site Interviews (N=90)

Forty-one percent of those interviewed said they would have liked to have had more individual counseling from their primary counselors, and 30% said they wanted more small group counseling while in training at the USARB. This information is similar to the feedback obtained from the End-of-Cycle Review,

a procedure in which the trainees are asked to provide a subjective appraisal of the training program, prior to graduation. Both types of counseling, individual and group, are perceived as beneficial by the graduating trainees and the graduates returned to duty as evidenced by the large percentages recommending that more time be spent in these activities.

While 83% of the graduates said they were accepted by their commanders upon arrival in their new units, over three-fourths said the commanders need more information regarding the USARB program and what to expect from the graduates. Eight percent of the graduates said they were offered a discharge (Ch 5 or Ch 13) when they arrived in their new units. The graduates said they wanted to be treated fairly and given the opportunity to regain their lost rank. Eighteen percent said their biggest problem in their new units was their immediate supervisors: noncommissioned officers. Poor NCO supervision and a lack of communication were the biggest complaints. While 94% of those interviewed said they had been treated fairly at the Retraining Brigade, only 52% felt they had been treated fairly in their new units.

Discussion of Findings

Since the intent of this study was to address those USARB graduates who are not performing well in their new units, this discussion will focus on the differences between those graduates who were rated as having high promotion potential by their supervisors and those who had low promotion potential.

In attempting to analyze failure trends in the graduates in the areas of occupation, education, and the civil authorities prior to entry in the Army, two significant differences between the two groups appear: the number of times fired from a job and the length of time on the job. The low group was

fired at a higher rate than the high group, and they didn't hold their jobs as long. Once in the Army, there was a trend by the low group to get into trouble more often, as evidenced by the number of Articles 15 received.

The high group felt things were hardest for them in the Army in their units prior to being sent to USARB and also felt there were more opportunities for them to get into trouble in their old units. The low group, on the other hand, felt things were hardest for them in their new units and that there was more opportunity for them to get into trouble now than before. The high group said they felt more readily accepted in their new units by their First Sergeant and NCO's than the low group. There were no significant differences between the groups where the commander and enlisted personnel were concerned.

While both groups admitted to having some problems in getting along with the NCO's and officers in their chain of command, the low group indicated that the problems were severe enough to effect their chances of making it to ETS honorably. The soldiers in the low group also admitted to having a drinking problem to a much greater degree than the high group indicated. This difference was also substantiated by their supervisors. Eighty-six percent of the total (87% in the high group and 84% in the low group) reported that they had been taught how to handle these problems while they were at the Retraining Brigade. However, the low group differed significantly from the high group in that they preferred to try to work out their problems with no help or advice from anyone else. There was also a greater tendency on the part of the low group to ignore the problem. The high group sought help or advice to a significantly greater degree from their family and/or the NCO's in their

units. Both groups indicated, however, that when they did have problems, they occurred mostly off-duty rather than on-duty. Only 52% of those interviewed felt they were being treated fairly in their new units. Difficulties in regaining lost rank and problems with reenlistment were the major complaints.

Probably one of the most important criticisms the supervisors had of the soldiers that they rated as having low promotion potential was that they seemed to be unable to learn from their past mistakes. They also reported that they had severe problems with motivation and displayed no leadership potential. Sixty percent of these soldiers had received at least one Article 15 since reassignment from USARB, and 38% had been arrested at least once.

SUMMARY AND CONCLUSIONS

Data gathered during this on-site survey provide (1) an evaluation of 261 USARB graduates by their immediate supervisors and (2) information from 90 graduates concerning their personal history, a review of the USARB program, and difficulties encountered in their new units.

Two-thirds of the supervisors reported that their graduates were performing exceptionally well, while the other one-third said their graduates were not meeting Army standards. These two groups were compared with each other to determine specific differences between them. The group that was rated as having low promotion potential by their supervisors differed significantly from the high group in the following areas:

1. Did not hold their pre-service jobs as long;
2. Fired from their jobs at a higher rate;
3. Demonstrated low motivation and leadership potential;
4. Inability to learn from mistakes;
5. Exhibited higher incidence of drinking problems;
6. Poor problem-solving abilities.

Both groups responded that when they do have problems most of them occur in their off-duty time.

The graduates' reviews of the USARB program were positive. Even the graduates who were having difficulties in their new units, as well as two graduates who were interviewed in the stockade, spoke highly of the program. Thirty-seven percent of these said the program was beneficial. Approximately 60% were critical from a constructive viewpoint: 41% said their experiences with their primary counselors were positive and there should be more individual counseling, 30% said small group counseling was of such value that more time should be given to it.

RECOMMENDATIONS

1. Drug and alcohol abuse continues to be an important factor with many of the USARB graduates who fail to earn Honorable Discharges. In this study, there was a significant difference between successful and unsuccessful soldiers where alcohol was concerned. Additionally, a significant number of low rated personnel said these problems would interfere with their chances of completing their military obligations honorably. Since it is impossible to eliminate the "recreational use" of alcohol and drugs, an expanded educational program seems necessary.
2. A large number of USARB graduates continue to experience problems after reassignment. However, one of the characteristics of those soldiers who were rated low by their supervisors was an inability to learn from past mistakes. This low group also demonstrated poor problem solving skills. It is recommended that a research study be conducted to assess current problem-solving abilities of our trainees upon completion of the training cycle. Results of this study will provide recommendations for potential changes/expansion in the current block of instruction in problem solving skills.
3. Sixty-one percent of the interviewed graduates said most of their problems occur off-duty, and supervisors of the low group said their graduates did not know how to handle their free time. It is recommended that classes/activities be developed to instruct trainees in constructive use of their leisure time. As a corollary, it is also recommended that the trainees be given increasingly more responsibility as the training cycle progresses.
4. A small percentage of the graduates indicated there should be more emphasis on "new unit adjustment." One of the significant findings of the low group was that they felt they were not accepted in their new unit by their First Sergeant and NCO's to the same degree that the high group was. Additionally, only 52% of those interviewed said they felt they had been treated fairly by the Army since reassignment from the USARB. It is, therefore, recommended that more time be spent in "New Unit Adjustment" instruction. This instruction should compliment recommendations 1-3, above.
5. Recommend that the Research and Evaluation Division review the information letter that is being forwarded to gaining commanders concerning the USARB program and the newly assigned graduate. Recommendations for potential changes/additions will be made to the Commander, USARB.
6. Since the data collected during this on-site visit provided a wealth of diagnostic information concerning the USARB graduates with potential impact on the Program of Instruction, it is recommended that on-site visits, in one form or another, be conducted on a routine basis. This will also provide the opportunity for high visibility, adding substantial credibility to the USARB's concern for mission accomplishment.

APPENDIX A

SUMMARY OF SUPERVISOR'S EVALUATIONS

N = 261

		TOTAL (N=261)	RATED HIGH* (N=177)	RATED LOW** (N=84)
1. LENGTH OF RATING PERIOD:		24	24	24 Weeks (Median)
2. TYPE OF UNIT:	TOE:	81%	84%	74%
3. CURRENT STATUS:	DUTY:	19%	16%	26%
	DUTY, PENDING DISCIPLINARY ACTION:	7%	2%	19%
	AWOL/DFR:	4%	0	12%
	MILITARY/CIVILIAN CONFINEMENT:	4%	0	11%
	HONORABLE DISCHARGE (ETS):	3%	3%	2%
	GENERAL DISCHARGE:	2%	1%	4%
	LESS THAN HONORABLE DISCHARGE (UD, BCD, DD):	2%	0	6%
4. CURRENTLY WORKING IN MOS:	YES:	82%	89%	66%
	NO:	18%	11%	34%
5. CURRENT PAY GRADE:	E-1:	20%	13%	38%
	E-2:	24%	25%	23%
	E-3:	34%	36%	29%
	E-4:	20%	24%	11%
	E-5:	2%	3%	0

* Rated by supervisor: "Promote Immediately," "Promote Ahead of Peers," or "Promote with Peers."

** Rated by supervisor: "Do not Promote," or "Deny Continued Active Service."

SUMMARY OF SUPERVISOR'S EVALUATIONS (CONTINUED)

		TOTAL (N=261)	RATED HIGH* (N=177)	RATED LOW** (N=84)
6. "IF THIS SOLDIER WANTED TO REENLIST, WOULD YOU SUPPORT THIS ACTION?"	YES: NO:	66% 34%	94% 6%	5% 95%
7. TIME REMAINING TO ETS:		10	11	6 Months (Median)
8. ADMINISTRATIVE ACTIONS:				
LETTERS OF APPRECIATION:	NONE: ONE: TWO OR MORE:	66% 15% 20%	54% 19% 27%	89% 6% 5%
LETTERS OF REPRIMAND:	NONE: ONE: TWO OR MORE:	90% 5% 5%	96% 3% 1%	76% 11% 13%
ARTICLES 15:	NONE: ONE: TWO OR MORE:	71% 16% 12%	86% 12% 2%	39% 27% 33%
ARRESTS (MILITARY/CIVILIAN)	NONE: ONE: TWO OR MORE:	85% 11% 6%	94% 6% 1%	62% 21% 17%
9. "BASED ON HIS/HER PERFORMANCE AND BEHAVIOR, DO YOU WANT THIS INDIVIDUAL IN YOUR UNIT?"	YES: NO:	69% 31%	96% 4%	13% 87%

SUMMARY OF SUPERVISOR'S EVALUATIONS (CONTINUED)

	TOTAL (N=261)	RATED HIGH* (N=177)	RATED LOW** (N=84)
10. "IN GENERAL, HOW WOULD YOU DESCRIBE THE EFFECT OF THIS INDIVIDUAL ON YOUR UNIT?"			
POSITIVE EFFECT:	55%	77%	8%
NO EFFECT:	23%	22%	25%
NEGATIVE EFFECT:	22%	1%	67%
11. "WHAT PERCENT OF THE TASKS ASSIGNED TO THIS INDIVIDUAL ARE COMPLETED WITHIN A REASONABLE PERIOD OF TIME TO YOUR SATISFACTION?"			
TASKS			
100%:	33%	48%	1%
75%:	38%	46%	21%
50%:	12%	7%	23%
25%:	13%	0	42%
0 :	4%	0	13%
12. CURRENT PROBLEM AREAS:			
RELATIONSHIPS WITH SUPERVISORS:	20%	7%	49%
FINANCES:	17%	11%	29%
DRINKING:	13%	6%	27%
MARIJUANA/OTHER DRUGS:	9%	2%	23%
PERFORMANCE/JOB SKILLS:	18%	3%	48%
MARITAL/FAMILY SITUATION:	8%	7%	11%
RELATIONSHIPS WITH PEERS:	9%	3%	23%
MOTIVATION:	23%	4%	63%
APPEARANCE:	18%	6%	44%

SUMMARY OF SUPERVISOR'S EVALUATIONS (CONTINUED)

13. "BASED ON THIS INDIVIDUAL'S PERFORMANCE IN YOUR UNIT,
WHAT TYPE OF DISCHARGE WILL HE/SHE PROBABLY RECEIVE?"

HONORABLE DISCHARGE AT ETS:
HONORABLE DISCHARGE PRIOR TO ETS DATE:
HONORABLE DISCHARGE, BUT SUBSTANDARD PERFORMANCE:
OTHER THAN HONORABLE DISCHARGE PRIOR TO ETS:

TOTAL (N=261)	RATED HIGH* (N=177)	RATED LOW** (N=84)
71%	98%	9%
4%	2%	7%
10%	0	32%
16%	0	52%

14. "WHICH BEST DESCRIBES THE PERFORMANCE OF THIS
INDIVIDUAL IN YOUR UNIT?"

CONSISTENTLY GOOD:
CHANGED FOR BETTER:
CHANGED FOR WORSE:
CONSISTENTLY POOR:
ERRATIC:

43%	63%	1%
26%	35%	10%
5%	0	17%
12%	0	37%
13%	2%	36%

15. ADVANCEMENT POTENTIAL:

PROMOTE IMMEDIATELY:
PROMOTE AHEAD OF PEERS:
PROMOTE WITH PEERS:
DO NOT PROMOTE:
DENY CONTINUED ACTIVE DUTY:

30%	44%	0
13%	20%	0
24%	36%	0
11%	0	34%
21%	0	66%

APPENDIX B
SUMMARY OF SUPERVISORS' REVIEW SCALE

RESPONSE:

1 = Completely False 3 = Slightly False 5 = Mostly True
2 = Mostly False 4 = Slightly True 6 = Completely True

	Grand Mean (N=261)	Rated High* (N=177) Mean	Rated Low** (N=84) Mean	t-Value	Level of Significance
1. Tries to do a good job day after day.	4.46	5.32	2.54	20.618	<.05
2. Will not push or try to test the system.	4.16	4.82	2.69	10.861	NS
3. Thinks before he acts. Never loses his head.	4.11	4.86	2.45	16.678	<.05
4. Will not get into trouble because of drugs/alcohol.	4.36	5.09	2.74	12.959	<.05
5. Able to learn from his mistakes.	4.28	5.26	2.10	23.730	<.05
6. Is serious about being a good soldier.	4.27	5.29	2.01	23.468	<.05
7. Not careless or sloppy.	4.22	5.17	2.09	23.514	<.05
8. Knows how to handle free time.	4.30	5.16	2.30	18.752	<.05
9. Will stick with something until he succeeds.	4.25	5.13	2.27	19.728	<.05
10. Is able to think for himself.	4.48	5.15	3.00	13.939	<.05
11. Is open to most suggestions and ideas.	4.31	5.17	2.38	17.828	<.05
12. Cooperates for the good of team.	4.44	5.37	2.35	21.520	<.05
13. Will not try to "con" people.	4.26	5.13	2.35	16.895	<.05
14. A good soldier; has leadership potential.	3.97	5.02	1.63	24.585	<.05
15. Will not try to "boss" others around.	4.62	5.21	3.31	11.272	NS
16. Deserved to graduate from USARB.	4.43	5.50	2.06	25.513	<.05
17. Will continue to do a good job.	4.24	5.60	2.09	26.263	<.05
TOTAL SCALE SCORE	73.16	88.25	43.43	25.981	<.05

* Rated by supervisor: "Promote Immediately," "Promote Ahead of Peers," or "Promote with Peers."
** Rated by supervisor: "Do not Promote," or "Deny Continued Active Service."

APPENDIX C

SUMMARY OF DEMOGRAPHIC DATA

N = 90

	Total (N=90)	Rated High* (N=52)	Rated Low** (N=38)	<u>χ^2</u>	<u>p</u>
AGE	22.6	22.5	22.7		
GT SCORE	102.9	100.7	106.4		
HIGHEST GRADE COMPLETED	11.7	11.5	11.9		
EARNED GED AT USARB	23%	24%	21%		
HIGHEST PAY GRADE HELD:					
E-2	9%	8%	10%		
E-3	34%	28%	43%		
E-4	44%	47%	40%		
E-5	12%	15%	7%		
E-6	1%	2%	0		
IN FIRST ENLISTMENT	75%	72%	80%		
COMBAT MOS	74%	77%	69%		
WORKING IN MOS	73%	79%	64%	1.819	<.05
NUMBER ARTICLES 15 PRIOR TO USARB	1.5	1.3	1.8		
COURT-MARTIALED FOR AWOL	18%	19%	17%		
SINGLE	60%	56%	67%		
MARRIED	38%	40%	33%		
DIVORCED	2%	4%	0		
GRADUATED FROM 1ST TRAINING UNIT	28%	24%	33%		
GRADUATED FROM 2D TRAINING UNIT	34%	38%	30%		
GRADUATED FROM 3D TRAINING UNIT	13%	18%	4%		
GRADUATED FROM 4TH TRAINING UNIT	25%	20%	33%		

* Rated by supervisor: "Promote Immediately," "Promote Ahead of Peers," or "Promote with Peers."

** Rated by supervisor: "Do not Promote," or Deny Continued Active Service."

APPENDIX D

SUMMARY OF ON-SITE QUESTIONNAIRE

	Total (N=90)	Rated High* (N=52)	Rated Low** (N=38)	Test of Significance	P
Number of jobs before entering the Army:	2.9	3.0	2.8		
Longest time on a job: (Months)	18.8	21.9	14.1	t = 2.230	< .01
Number of times fired from a job:	84%	94%	71%	$\chi^2 = 8.278$	< .041
Never:	12%	4%	23%		
Once:	4%	2%	6%		
More than once:					
Number of schools attended:	3.1	3.2	3.0		
Failed a grade:	27%	28%	26%		
Expelled from school:	35%	30%	42%		
Before entering the Army, number of times arrested:					
Never:	77%	79%	74%		
Once:	14%	9%	23%		
More than once:	9%	13%	3%		
Number of times convicted:	87%	85%	90%		
Never:	12%	13%	10%		
Once:	1%	2%	0		
More than once:					
Sent to a juvenile detention home:	6%	4%	10%		

* Rated by supervisor: "Promote Immediately," "Promote Ahead of Peers," or "Promote with Peers."

** Rated by supervisor: "Do not Promote," or "Deny Continued Active Service."

SUMMARY OF ON-SITE QUESTIONNAIRE (CONTINUED)

	Total (N=90)	Rated High* (N=52)	Rated Low** (N=38)	χ^2	p
Woud to join Army by civilian authorities:	5%	6%	3%		
Felt Army Treated fairly prior to USARB:	67%	70%	63%		
Who was at fault for your Court-Martial?					
It was all my fault:	45%	47%	43%		
It was nearly all my fault:	5%	6%	3%		
It was mostly my fault:	12%	9%	17%		
I was at fault, but so were others:	24%	26%	23%		
It was mostly the fault of others:	3%	2%	3%		
It was nearly all the fault of others:	0	0	0		
It was all the fault of others:	10%	11%	10%		
Felt treated fairly at USARB:	94%	94%	93%		
While at USARB, what did you try to do?					
Complete training and return to duty:	91%	94%	87%		
Get out with a good discharge:	3%	2%	3%		
Get out any way possible:	1%	0	3%		
Wait and see what would happen:	5%	4%	7%		
While at USARB, what did you think of the program?					
Punishment only:	9%	6%	13%		
More punishment than opportunity:	6%	4%	10%		
Both punishment and opportunity:	45%	47%	42%		
More opportunity than punishment:	19%	19%	19%		
Opportunity only:	21%	23%	16%		

SUMMARY OF ON-SITE QUESTIONNAIRE (CONTINUED)

	Total (N=90)	Rated High* (N=52)	Rated Low** (N=38)	χ^2	P
While at USARB, what did you want?					
Solve some problems and make to ETS:	70%	78%	58%		
Make it to ETS, but USARB was a waste of time:	9%	4%	16%		
Get a good discharge from USARB:	7%	7%	7%		
Get out of the Army any way possible:	0	0	0		
I didn't really know what I wanted:	14%	11%	19%		
Felt Army treated fairly after USARB:	52%	59%	42%		
Accepted in new unit by:					
Commander:	83%	87%	76%	6.947	< .008
First Sergeant:	83%	93%	67%	7.226	< .007
NCO's:	80%	91%	63%		
Other EM:	91%	93%	89%		
In-processed within 24 hours after arrival:	47%	47%	48%		
Best job of soldiering:					
Before USARB:	47%	41%	58%		
At USARB:	32%	36%	26%		
After USARB:	21%	23%	16%		
Where were the most opportunities to get in trouble?					
Before USARB:	61%	74%	40%	9.111	< .010
At USARB:	12%	11%	13%		
After USARB:	27%	15%	47%		
Where do most problems occur:					
On duty:	23%	19%	29%	28.569	< .001
Off duty:	61%	65%	55%		
Both:	16%	16%	16%		

SUMMARY OF ON-SITE QUESTIONNAIRE (CONTINUED)

Problem Areas: ¹	I had this problem before USARB:			I have this problem now, in this unit:			This problem is effecting my duty performance:		
	TOTAL	RATED HIGH*	RATED LOW**	TOTAL	RATED HIGH*	RATED LOW**	TOTAL	RATED HIGH*	RATED LOW**
Getting along with officers/NCO's:	32%	36%	26%	22%	17%	29%	13%	6% ²	23% ²
Getting along with other EM:	23%	28%	16%	5%	4%	7%	4%	4%	3%
Getting paid:	17%	21%	9%	15%	17%	13%	3%	4%	0
Not enough money to pay bills:	18%	23%	10%	26%	30%	19%	13%	17%	7%
Drinking:	26%	30%	19%	8%	2% ³	16% ³	1%	0	3%
Marijuana/other drugs:	19%	23%	13%	0	0	0	0	0	0
Boredom/lack of job satisfaction:	24%	32%	13%	37%	30%	48%	10%	13%	7%
Family/Marital problems:	18%	30% ⁴	0 ⁴	8%	9%	7%	5%	4%	7%
Other:	3%	4%	0	8%	9%	7%	5%	4%	7%

¹Percentages are not additive as some soldiers had more than one problem.

²Significant at <.077

³Significant at <.093

⁴Significant at <.005

SUMMARY OF ON-SITE QUESTIONNAIRE (CONTINUED)

	Total (N=90)	Rated High* (N=52)	Rated Low** (N=38)	χ^2	p
"Will these problems effect your chances of making it to ETS?"					
YES:	20%	6%	40%	11.842	< .0006
NO:	80%	94%	60%		
"Did USARB help or teach you how to deal with any of these problems?"					
YES:	86%	87%	84%		
NO:	14%	13%	16%		
"What are your future plans?"					
I plan to continue in the Army:	40%	47%	29%		
I will ETS and go to school:	31%	30%	32%		
I will ETS and look for a job:	29%	23%	39%		
"When you have a problem or get into trouble, how do you usually try to handle it? (Check any that apply.)"					
Take care of the problem on my own, with no help or advice.	37%	30%	52%	4.09	< .05
Seek advice/help from family.	35%	38%	32%	2.81	< .10
Find reasons why I'm not responsible.	6%	6%	7%		
Ignore the problem and hope it goes away.	5%	2%	10%	2.15	< .10
Seek advice/help from another EM in my unit.	27%	30%	26%		
Seek advice/help from an NCO in my unit.	46%	64%	23%	12.73	< .001
Seek advice/help from an officer in my unit.	27%	32%	23%		
Seek advice/help from Army professional services.	28%	32%	26%		
Seek advice/help from civilian professional services.	12%	15%	10%		

APPENDIX E
SUMMARY OF ON-SITE INTERVIEWS

N = 90

1. "How can we improve the USARB program?"

- 41% More Individual Counseling
- 30% More Small Group Counseling
- 19% More Physical Training
- 18% Improve Classroom Instruction
- 16% Increase Trainee Responsibility
- 7% Increase Length of the Program
- 2% Improve Scheduling
- 31% Other

Under "Other," 4 personnel specified more 7th Step counseling, and 4 soldiers suggested more "Positive Mental Attitude" classes given by Mr. Dancy, SFC (Ret). Additional comments included more intramural sports, more legal counseling, more leadership classes, and more trips away from the USARB, such as the Abilene Tour. It was also commented that the GED classes need NCO supervision and there should be more information and instruction concerning adjusting to the new unit.

2. "Were you offered a discharge (Ch 5, 13, etc.) by your new commander when you arrived in this unit?"

- 92% NO
- 8% YES

3. "What can we tell gaining commanders in the field that might help future USARB graduates entering their units?"

Analysis of the responses to this question revealed a single, composite picture: provide gaining commanders with an information letter. The letter should include the following information:

a. USARB is a rigorous training program conducted under Spartan conditions.

b. A trainee must show he can withstand stress and pressure and demonstrate that he knows how to soldier before he can graduate and return to duty.

c. The gaining commander should give the USARB graduate a new start in the unit and not hold his past mistakes against him. He should be treated like any other soldier.

d. The commander should provide a sponsor to the incoming graduate to ease the transition into the new unit.

4. "Do you still have any unresolved problems that you had while at USARB?"

More than one-third (38%) indicated they had problems when they left the USARB:

18% Hold Baggage

15% Finance

12% Personnel Records

11% Medical Records

(The above percentages are not additive as some trainees had more than one problem.)

5. "Do you have any comments regarding your answers on the questionnaire?
Do you have any other comments about USARB?"

Twenty-three percent of the interviewees had no comments to make. However, 37% of the graduates said the program was worthwhile and that they benefited from it. Five percent said that the program gave them a second chance. Eighteen percent took the opportunity to make comments concerning their new units, poor NCO supervision and communication. Twelve percent said they were having difficulty regaining their former rank or having problems trying to reenlist.

Supervisor's Evaluation Of:

STAMPED
LABEL

Rate this individual for the *total time* you have supervised him or her. Do not include any information prior to assignment to your unit. Please complete both sides.

1. LENGTH OF RATING PERIOD: _____ weeks
2. CHECK TYPE OF UNIT: ☐ 1. TOE unit ☐ 2. TDA unit
3. CURRENT STATUS: (Check one)
 - ☐ 1. Duty
 - ☐ 2. Duty, pending disciplinary action/administrative action
 - ☐ 3. AWOL/OFR
 - ☐ 4. Military confinement/Civilian confinement
 - Separated: (Check one)
 - ☐ 5. ETS Honorable
 - ☐ 6. Honorable (non-ETS)
 - ☐ 7. General
 - ☐ 8. Less Than Honorable (UD, SCD, DD)
4. IS THIS INDIVIDUAL CURRENTLY WORKING IN HIS/HER PRIMARY MOS? (Check one) ☐ 1. yes ☐ 2. no
5. CURRENT PAY GRADE: (Circle one) E-1 E-2 E-3 E-4 E-5 E-6 E-7
6. IF THIS SOLDIER WANTED TO REENLIST, WOULD YOU SUPPORT THIS ACTION (remove a bar to reenlistment)? (Check one) ☐ 1. yes ☐ 2. no
7. TIME REMAINING UNTIL ETS: _____ months
8. FOR EACH OF THE FOLLOWING TYPES OF ADMINISTRATIVE/LEGAL ACTIONS, CIRCLE ONE RESPONSE TO INDICATE HOW OFTEN THIS ACTION OCCURRED, WITH ADDITIONAL DETAIL AS REQUESTED.

1. Letters of Appreciation	0	1	2 or more
2. Letters of Reprimand	0	1	2 or more
3. Articles 15 (list specifications)	0	1	2 or more
4. Arrests (military or civilian)	0	1	2 or more
5. Convictions (military or civilian)	0	1	2 or more
9. BASED ON HIS/HER PERFORMANCE AND BEHAVIOR, DO YOU WANT THIS INDIVIDUAL IN YOUR UNIT? (Check one) ☐ 1. yes ☐ 2. no
10. IN GENERAL HOW WOULD YOU DESCRIBE THE EFFECT OF THIS INDIVIDUAL ON YOUR UNIT? (Check one) ☐ 1. Positive effect ☐ 2. No effect ☐ 3. Negative effect
11. WHAT PERCENT OF THE TASKS ASSIGNED TO THIS INDIVIDUAL ARE COMPLETED WITHIN A REASONABLE TIME TO YOUR SATISFACTION? (Circle one number — whichever is closest) 0% 25% 50% 75% 100%

CONTINUE ON OTHER SIDE

(continued)

12. FOR EACH OF THE FOLLOWING PROBLEM AREAS, PLACE A CHECK IN THE BOX IF THIS INDIVIDUAL CURRENTLY HAS SUCH A PROBLEM. PROVIDE SOME EXPLANATION IF A PROBLEM IS INDICATED.

- ☐ 1. Relationships with supervisors: _____
- ☐ 2. Finances: _____
- ☐ 3. Drinking: _____
- ☐ 4. Marijuana/Other drugs: _____
- ☐ 5. Performance/Job skills: _____
- ☐ 6. Mental/Family situation: _____
- ☐ 7. Relationships with peers: _____
- ☐ 8. Motivation: _____
- ☐ 9. Appearance: _____

13. BASED ON THIS INDIVIDUAL'S PERFORMANCE IN YOUR UNIT, SELECT ONE OF THE FOLLOWING STATEMENTS:

- ☐ 1. SM will probably earn an Honorable Discharge at ETS.
- ☐ 2. SM will probably receive an Honorable Discharge prior to ETS date.
- ☐ 3. SM will probably receive an Honorable Discharge at ETS, but performance was well below standards.
- ☐ 4. SM will probably be discharged prior to ETS, but not with an Honorable Discharge.

14. CHECK ONE OF THE FOLLOWING WHICH BEST DESCRIBES THE PERFORMANCE OF THIS INDIVIDUAL IN YOUR UNIT.

- ☐ 1. Consistently good
- ☐ 2. Changed for better
- ☐ 3. Changed for worse
- ☐ 4. Consistently poor
- ☐ 5. Erratic

15. ADVANCEMENT POTENTIAL: (Check one) "If I had the authority and responsibility to do so, I would..."
(Disregard time in grade requirements.)

- ☐ 1. Promote Immediately
- ☐ 2. Promote Ahead of Peers
- ☐ 3. Promote With Peers
- ☐ 4. Not Promote
- ☐ 5. Deny Continued Active Duty

COMMENTS: _____

(Signed) _____ (Date) _____

(Position) _____ (Unit) _____

APPENDIX G

SUPERVISOR'S REVIEW SCALE For USARB Graduate

INSTRUCTIONS: Circle one number for each item. Try to be as objective as possible without letting your personal likes or dislikes influence your decisions. Please answer each item.

	Completely FALSE	Mostly FALSE	Slightly FALSE	Slightly TRUE	Mostly TRUE	Completely TRUE
1. Tries hard to do a good job, day after day.	1	2	3	4	5	6
2. Will NOT push or try to "test the system" to see how much he can get by with.	1	2	3	4	5	6
3. Thinks before he acts. Never loses his head.	1	2	3	4	5	6
4. Will NOT get into trouble because of either drugs or alcohol.	1	2	3	4	5	6
5. Able to learn from his mistakes. Will NOT repeat the same mistake.	1	2	3	4	5	6
6. Has a good attitude. Is serious about being a good soldier.	1	2	3	4	5	6
7. Will follow through and make sure the job gets done right, the first time. This person is NOT careless or sloppy.	1	2	3	4	5	6
8. Knows how to handle free time. Will NOT get into trouble on pass or leave, or during off-duty hours.	1	2	3	4	5	6
9. Will stick with it until he succeeds. Will NOT get discouraged easily. Keeps trying even when things get tough.	1	2	3	4	5	6
10. Able to think for himself. Will NOT let others make most of his choices for him.	1	2	3	4	5	6
11. Open to most suggestions and ideas. Does NOT create problems for himself by being stubborn, resisting, arguing or fighting.	1	2	3	4	5	6
12. A good team player. This person will cooperate for the good of the team. NOT selfish.	1	2	3	4	5	6
13. Will NOT try to "con" people or "get over" on the chain of command or other enlisted members.	1	2	3	4	5	6
14. A good soldier. This person would make some outfit a good squad leader if he had the chance.	1	2	3	4	5	6
15. Will NOT try to "boss" others around. Will NOT use threats or force to make others do what he wants them to do.	1	2	3	4	5	6
16. This person deserved to graduate from USARB. He's done a good job in this unit.	1	2	3	4	5	6
17. He will continue to do a good job. He will probably reach his ETS with an Honorable Discharge.	1	2	3	4	5	6

APPENDIX F

USARB ON-SITE SURVEY

DEMOGRAPHIC DATA

1. WHAT IS YOUR AGE? _____	2. WHAT IS YOUR GT SCORE? _____
3. CIRCLE THE HIGHEST GRADE THAT YOU COMPLETED: 7 8 9 10 11 12 13 14 14+	4. WHAT WAS THE HIGHEST PAY GRADE YOU HAVE HELD? ____E-1 ____E-3 ____E-5 ____E-2 ____E-4 ____E-6
5. IS YOUR MOS: ____(1) COMBAT ____(2) NON-COMBAT	6. WHEN DID YOU GRADUATE FROM USARB? ____ MONTH ____ YEAR
7. WHEN DO YOU ETS? ____ MONTH ____ YEAR	8. HOW MANY ARTICLE 15's DID YOU GET BEFORE COMING TO USARB? _____
9. WERE YOU COURT-MARTIALED FOR AWOL OR DESERTION? ____(1) YES ____(2) NO	10. WHAT IS YOUR MARITAL STATUS? ____(1) SINGLE ____ (3) DIVORCED ____(2) MARRIED
11. ARE YOU WORKING IN YOUR MOS? ____(1) YES ____(2) NO	12. WHICH TRAINING UNIT DID YOU GRADUATE FROM? ____1st UNIT ____2nd UNIT ____3rd UNIT ____4th UNIT
13. IS THIS YOUR FIRST ENLISTMENT? ____(1) YES ____(2) NO	14. DID YOU RECEIVE YOUR GED WHILE YOU WERE AT USARB? ____(1) YES ____(2) NO

APPENDIX I

USARB

ON-SITE QUESTIONNAIRE

1. How many jobs did you have before you came into the Army? _____
2. What was the longest time that you worked on a job? _____ (Months)
3. Were you ever fired?
_____ (1) YES
_____ (2) NO
4. If so, how many times? _____
5. How many schools did you attend? _____
6. If you failed any grades in school, circle the grade(s) that you failed:
0 1 2 3 4 5 6 7 8 9 10 11 12
7. Were you ever expelled from school?
_____ (1) YES
_____ (2) NO
8. When did you last attend high school?
_____ (Month)
_____ (Year)
9. Before you joined the Army, how many times were you arrested?
_____ (1) Never
_____ (2) Once
_____ (3) More than once
10. How many times were you convicted?
_____ (1) Never
_____ (2) Once
_____ (3) More than once
11. Were you ever sent to a juvenile detention home?
_____ (1) YES
_____ (2) NO

12. Were you told to join the Army by civilian authorities?

____ (1) YES

____ (2) NO

13. When did you join the Army?

____ (Month)

____ (Year)

14. Were you treated fairly by the Army before you came to USARB?

____ (1) YES

____ (2) NO

15. Think about why you got into trouble (why you were sent to USARB). Who was at fault?

____ (1) It was my fault, and mine alone.

____ (2) It was nearly all my fault.

____ (3) It was mostly my fault.

____ (4) I was at fault, but so were others.

____ (5) It was mostly the fault of others.

____ (6) It was nearly all the fault of others.

____ (7) It was entirely the fault of others, I didn't do it.

16. Were you treated fairly at USARB?

____ (1) YES

____ (2) NO

17. While you were in the training program at USARB, what did you try to do?

____ (1) Complete training and return to duty.

____ (2) Get out of the Army with a good discharge.

____ (3) Get out of the Army any way possible.

____ (4) Wait and see what would happen.

18. While you were in the program, what did you think of USARB?

- ☐ (1) Punishment only.
- ☐ (2) More punishment than opportunity.
- ☐ (3) Both punishment and opportunity.
- ☐ (4) More opportunity than punishment.
- ☐ (5) Opportunity only.

19. Which of the following best describes how you felt when you were at the USARB?

- ☐ (1) I wanted to learn a few things or solve some problems so that I could at least make it until ETS.
- ☐ (2) I wanted to stay in the Army at least until my ETS, but I felt that USARB was mostly a waste of time.
- ☐ (3) I wanted to get out of the Army at USARB, with a good discharge.
- ☐ (4) I just wanted to get out of the Army any way I could, ASAP.
- ☐ (5) I wasn't sure how I felt about being there. I didn't really know what I wanted from the USARB program.

20. Have you been treated fairly by the Army since leaving USARB?

- ☐ (1) YES
- ☐ (2) NO

21. Were you accepted by your new unit when you first arrived here?

- ☐ (1) YES ☐ (2) NO Commander?
- ☐ (3) YES ☐ (4) NO First Sergeant?
- ☐ (5) YES ☐ (6) NO NCO's?
- ☐ (7) YES ☐ (8) NO Other EM

22. Were you in-processed within 24 after you arrived in this unit?

- ☐ (1) YES
- ☐ (2) NO

23. What is the hardest thing for you to deal with in this unit?

24. Where did you do your best job of soldiering?

- ☐ (1) Before I came to USARB
- ☐ (2) At USARB
- ☐ (3) In this unit

25. Where were things hardest for you?

- ☐ (1) Before I came to USARB
- ☐ (2) At USARB
- ☐ (3) In this unit

26. Where did you have the most opportunities to get into trouble?

- ☐ (1) Before I came to USARB
- ☐ (2) At USARB
- ☐ (3) In this unit

27. If/when I get into trouble or have problems, it is:

- ☐ (1) On Duty
- ☐ (2) Off Duty
- ☐ (3) Both

PROBLEM AREAS: Check the appropriate blocks.

	I had this problem before USARB	I have this problem now in this unit	This problem is effecting my duty performance
28. Getting along with my NCO's/officers:			
29. Getting along with other EM:			
30. Getting paid:			
31. Not enough money to pay bills:			
32. Drinking:			
33. Marijuana, or other drugs			
34. Boredom, or lack of job satisfaction:			
35. Family, or marital problems:			
36. Other (specify):			

37. Will these problems effect your chances of making it to ETS?

_____ (1) YES

_____ (2) NO

38. Did USARB help or teach you how to deal with any of these problems?

_____ (1) YES

_____ (2) NO

39. What are your future plans?

_____ (1) I plan to continue in the Army.

_____ (2) I will probably ETS and go to school.

_____ (3) I will probably ETS and look for a job.

Continued on next page.

40. When you have a problem, or get into trouble, how do you usually try to handle it? (Check any that apply.)

- ☐ (1) Take care of the problem on my own, with no help or advice.
- ☐ (2) Seek advice/help from family (parents, wife, brothers, sisters, etc).
- ☐ (3) Find reasons why I'm not responsible.
- ☐ (4) Ignore the problem, and hope it goes away.
- ☐ (5) Seek advice/help from another EM in my unit.
- ☐ (6) Seek advice/help from an NCO in my unit.
- ☐ (7) Seek advice/help from an officer in my unit.
- ☐ (8) Seek advice/help from Army professional services (JAG, Chaplain, Medical, Mental Health, ACS, etc.)
- ☐ (9) Seek advice/help from civilian professional services (Lawyer, Minister, Priest, Doctor, Counselor, etc.)
- ☐ (10) Other

APPENDIX J

ON-SITE 82 INTERVIEW

1. How can we improve the USARB program?

HOW/WHY?

- ☐ More PT
- ☐ Improve classroom instruction
- ☐ Improve scheduling
- ☐ More individual counseling
- ☐ More Small Groups
- ☐ Increase length of program
- ☐ Increase trainee responsibility
- ☐ Other (specify)

2. Were you offered a discharge (CH 5, 13, etc) by your commander when you arrived in this unit?

3. What can we tell gaining commanders in the field that might help future USARB graduates entering their units?

4. Do you still have any unresolved problems that you had while at USARB?
(i.e.: Hold Baggage, Finance, Personnel Records, Medical Records, etc)

5. Any comments regarding the your answers on the questionnaire? Any other comments about USARB?

END

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