

UNCLASSIFIED

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER CAA-SR-85-9	2. GOVT ACCESSION NO. ADF860040	3. RECIPIENT'S CATALOG NUMBER
4. TITLE (and Subtitle) ARMY AWARDS ANALYSIS (A3) STUDY VOLUME II - Reserve Components		5. TYPE OF REPORT & PERIOD COVERED Final Study Report
		6. PERFORMING ORG. REPORT NUMBER CAA-SR-85-9
7. AUTHOR(s) LTC Raymond K. Elder Dr. Gerald Chasin		8. CONTRACT OR GRANT NUMBER(s)
9. PERFORMING ORGANIZATION NAME AND ADDRESS US Army Concepts Analysis Agency 8120 Woodmont Avenue Bethesda, Maryland 20814-2797		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS
11. CONTROLLING OFFICE NAME AND ADDRESS Military Personnel Center Department of the Army ATTN: DAPC-ALA		12. REPORT DATE June 1985
		13. NUMBER OF PAGES 212
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office) Deputy Chief of Staff for Personnel Department of the Army ATTN: DAPE-MP		15. SECURITY CLASS. (of this report) UNCLASSIFIED
		15a. DECLASSIFICATION/DOWNGRADING SCHEDULE
16. DISTRIBUTION STATEMENT (of this Report) Approved for public release; distribution unlimited		
17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)		
18. SUPPLEMENTARY NOTES VOLUME I - Active Army (published September 1984, CAA-SR-84-25, ADF860023)		
19. KEY WORDS (Continue on reverse side if necessary and identify by block number) Military awards; Army Awards Program; Army awards authority; survey of Army awards; Reserve Components		
20. ABSTRACT (Continue on reverse side if necessary and identify by block number) This study focused on determining the Army's perception of the current military awards program. The current Army Awards Program was analyzed to determine if a difference between philosophy and practice existed. The study found the program to be sound, both in time of peace or war. Implementation of the program is plagued by inconsistency between commands in applying standards which weakens the entire program. Report was published in two volumes (Volume I - Active Army; Volume II - Reserve Components).		

UNCLASSIFIED

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

ARMY AWARDS ANALYSIS STUDY

(A³)

VOLUME II - RESERVE COMPONENTS

JUNE 1985



PREPARED BY
FORCE SYSTEMS DIRECTORATE
US ARMY CONCEPTS ANALYSIS AGENCY
8120 WOODMONT AVENUE
BETHESDA, MARYLAND 20814-2797

DISCLAIMER

The findings of this report are not to be construed as an official Department of the Army position, policy, or decision unless so designated by other official documentation. Comments or suggestions should be addressed to:

Director
US Army Concepts Analysis Agency
ATTN: CSCA-FS
8120 Woodmont Avenue
Bethesda, MD 20814-2797

ARMY AWARDS ANALYSIS STUDY
(A³)
VOLUME II - RESERVE COMPONENTS

JUNE 1985

PREPARED BY
FORCE SYSTEMS DIRECTORATE
US ARMY CONCEPTS ANALYSIS AGENCY
8120 WOODMONT AVENUE
BETHESDA, MARYLAND 20814-2797



REPLY TO
ATTENTION OF:

DEPARTMENT OF THE ARMY
US ARMY CONCEPTS ANALYSIS AGENCY
8120 WOODMONT AVENUE
BETHESDA, MARYLAND 20814-2797

20 SEP 1985

CSCA-FSP

SUBJECT: Army Awards Analysis Study (A3)

Deputy Chief of Staff for Personnel
Department of the Army
ATTN: DAPE-HRM
Washington, D.C. 20310-0300

1. Reference:

- a. Letter, HQDA, DAPC-ALA, 4 June 1984, SAB.
- b. Letter, USACAA, CSCA-FSP, 26 March 1985, SAB.

2. The Deputy Chief of Staff for Personnel, through the Commander, Military Personnel Center, requested that the U.S. Army Concepts Analysis Agency conduct a study of the Army Awards Program. The study was to examine Army perceptions toward and leadership philosophy of the purpose and operation of the Army Awards Program.

3. The study was conducted in two phases and results have been published in two volumes. Volume I addressed the Active Army portion and was completed in September 1984. This volume examines the Awards Program from the perspective of the U.S. Army National Guard and U.S. Army Reserve.

4. This Agency expresses appreciation to all commands and agencies who have contributed to this product. Questions and/or inquiries should be directed to the Chief, Personnel Systems Analysis Division (ATTN: CSCA-FSP), Force Systems Directorate, U.S. Army Concepts Analysis Agency, 8120 Woodmont Avenue, Bethesda, MD 20814-2797, AUTOVON 295-5289.

E. B. VANDIVER III
Director

CF:
Commander, U.S. Army
Military Personnel Center

	<p align="center">ARMY AWARDS ANALYSIS (A3) STUDY</p> <p align="center">VOLUME II - RESERVE COMPONENTS</p>	<p align="center">STUDY</p> <p align="center">SUMMARY</p> <p align="center">CAA-SR-85-9</p>
---	--	--

THE REASON FOR PERFORMING THE STUDY was to examine differing philosophies of the Army Awards Program and to determine the effect of changes in the program made as a result of a 1977 task force study.

THE PRINCIPAL FINDINGS of this study are:

- (1) The primary purpose of the Army Awards Program, as perceived by the total Army, is consistent with the purpose outlined in the Military Awards Regulation, AR 672-5-1.
- (2) Standards are perceived to be high, but they are stated in general terms which lead to different interpretations by different commanders; a strong consensus of the Army leadership indicated standards should be applied consistently.
- (3) Overall the Awards Program is believed to be credible even though some inequities in its administration are perceived to exist. These inequities are believed to arise from differences in rank, unit of assignment, personal relationships and contacts, as well as a supervisor's knowledge of regulations and skill in writing awards.
- (4) Present award approval authority levels should be retained and remain the prerogative of commanders only.
- (5) The Army Awards Program needs no additional awards added to the program.

THE MAIN ASSUMPTIONS upon which this study is based are:

- (1) There is a need for an awards program in the total Army.
- (2) The Army Awards Program will operate in both peace and war.
- (3) For purposes of the A³ Study, the total Army is comprised only of members of the Active Army, Army Reserve, and Army National Guard.

BACKGROUND. Administrative delays were encountered in distributing the survey questionnaires simultaneously to all personnel sampled in the Active and Reserve Components. Consequently, it was decided to study the Active Component separately and publish the results in Volume I. However, it should be noted some data on USAR general officers was included in both volumes because the Reserve general officers were canvassed during the Active Component phase, and they were not surveyed again during the Reserve Component phase of the study.

THE SCOPE OF THE STUDY focused on determining the Army's perception of the purpose and operation of the current military awards program and the leadership philosophy toward its purpose and operation.

THE STUDY OBJECTIVES were to:

- (1) Determine the purpose of the Army Awards Program.
- (2) Determine the Army's perception of the purpose of the Army Awards Program.
- (3) Determine the Army's perception of operation of the Army Awards Program.
- (4) Determine the current philosophy of Army leadership (grades 05-10, E-9) toward the Army Awards Program.
- (5) Evaluate the current philosophy of Army leadership to determine consistency with the Army Awards Program.

THE BASIC APPROACH followed in doing this study can be described as the application of simple comparative tabular analysis to frequency of response to questions on the purpose, standards, equitability, and credibility of the current Army Awards Program, thereby determining the Army's perception of the purpose and operation of the program.

THE STUDY SPONSOR was the Deputy Chief of Staff for Personnel, who, through the Commander, Military Personnel Center, established the objectives and monitored study activities.

THE STUDY EFFORT was directed by LTC Raymond K. Elderd, Force Systems Directorate.

COMMENTS AND QUESTIONS may be sent to the Director, US Army Concepts Analysis Agency, ATTN: CSCA-FS, 8120 Woodmont Avenue, Bethesda, MD 20814-2797.

Tear-out copies of this synopsis are at back cover.

CONTENTS

VOLUME I - ACTIVE ARMY.....(published separately)

VOLUME II - RESERVE COMPONENTS:

CHAPTER		Page
1	INTRODUCTION	1-1
	Problem	1-1
	Background	1-2
	Purpose	1-2
	Scope	1-2
	Objectives	1-2
	Assumptions	1-2
	Essential Elements of Analysis (EEA)	1-3
	Rationale for Methodology Selection	1-3
	Methodology	1-3
2	STUDY METHODOLOGY	2-1
	Introduction	2-1
	Method of Analysis	2-1
	Study Design to Answer the EEA	2-1
	Additional Topics Evaluated	2-3
	Sampling Methodology	2-3
	Sampling Procedure	2-4
	Sample Representation of Population	2-4
	Survey Response Rate	2-5
3	ANALYSIS OF RESULTS	3-1
	Introduction	3-1
	Description of Results	3-1
	Discussion of EEA #2 - Perception of Purpose	3-2
	Discussion of EEA #3 - Perception of Operation	3-6
	Discussion of EEA #4 - Leadership Philosophy	3-30
	Discussion of EEA #5 - Consensus of Philosophy	3-41
	Discussion of EEA #6 - Consistency of Consensus	3-42
	Ancillary Findings	3-43

CHAPTER		Page
4	GENERAL OFFICER SUPPLEMENTARY QUESTIONNAIRE	4-1
	Supplementary Questionnaire	4-1
	Topics Covered	4-1
5	FINDINGS AND OBSERVATIONS	5-1
	Purposes	5-1
	Summary of Study Results	5-1
	Essential Elements of Analysis	5-1
	Ancillary Findings	5-3
	Comparison of Present and 1977 Studies	5-3
APPENDIX		
A	Study Contributors	A-1
B	Study Directive	B-1
C	Bibliography	C-1
D	Army Awards Survey	D-1
E	Cover Letters	E-1
	Soldiers of the Reserve	E-1
	National Guardsmembers	E-3
	ARNG General Officers w/Supplementary Questionnaire	E-5
F	Comparison of Active and Reserve Component Results	F-1
G	USAR Raw Data	G-1
H	ARNG Raw Data	H-1
I	Contingency Table Analysis of Perception Effect of Sex and Race on Awards	I-1
J	Sample and Population Raw Data	J-1
K	Sponsor's Comments	K-1
L	Distribution	L-1
GLOSSARY		Glossary-1

STUDY SUMMARY (tear-out copies)

FIGURES

FIGURES		Page
1-1	A ³ Study Methodology	1-4
2-1	Survey Responses	2-6
3-1	What is the Single Primary Purpose of the Awards Program in the RC?	3-5
3-2	Individuals Who Received Awards Deserved Them	3-28
3-3	Usually, the Officers/Enlisted Personnel Who Receive Awards Have Demonstrated Outstanding or Above Average Performance	3-30
F-1	Active and Reserve Component Comparison - Question 44	F-1
F-2	Active and Reserve Component Comparison - Questions 11 and 13	F-2
F-3	Active and Reserve Component Comparison - Question 38	F-3
F-4	Active and Reserve Component Comparison - Question 32	F-4
F-5	Active and Reserve Component Comparison - Questions 16 and 17	F-5
F-6	Active and Reserve Component Comparison - Question 27	F-6
F-7	Active and Reserve Component Comparison - Question 59	F-7
F-8	Active and Reserve Component Comparison - Question 48	F-8
F-9	Active and Reserve Component Comparison - Question 39	F-9
F-10	Active and Reserve Component Comparison - Question 26	F-10
F-11	Active and Reserve Component Comparison - Questions 18 and 19	F-11
F-12	Active and Reserve Component Comparison - Question 33	F-12
F-13	Active and Reserve Component Comparison - Question 35	F-13
F-14	Active and Reserve Component Comparison - Question 43	F-14
F-15	Active and Reserve Component Comparison - Question 37	F-15
F-16	Active and Reserve Component Comparison - Question 40	F-16
F-17	Active and Reserve Component Comparison - Question 41	F-17
F-18	Relationship of RC Questions to EEA	F-18

TABLES

TABLE		Page
2-1	Responses by Group	2-3
3-1	Responses to Question 36 by Rank	3-2
3-2	Responses to Question 53 by Rank	3-3
3-3	Responses to Question 54 by Rank	3-3
3-4	Responses to Question 35 by Rank	3-4
3-5	Responses to Question 20 by Rank	3-4
3-6	Responses to Question 25 by Rank	3-5
3-7	Responses to Question 50 by Rank	3-7
3-8	Responses to Question 47 by Rank	3-7
3-9	Responses to Question 43 by Rank	3-8
3-10	Responses to Question 26 by Rank	3-9
3-11	Responses to Question 29 by Rank	3-9
3-12	Responses to Question 30 by Rank	3-10
3-13	Approved USAR Awards	3-11
3-14	Responses to Question 44 by Rank	3-11
3-15	Responses to Question 51 by Rank	3-12
3-16	Responses to Question 58 by Rank	3-13
3-17	Responses to Question 59 by Rank	3-14
3-18	Responses to Question 60 by Rank	3-14
3-19	Responses to Question 11 by Rank	3-16
3-20	Responses to Question 13 by Rank	3-16
3-21	Responses to Question 14 by Rank	3-17
3-22	Responses to Question 12 by Rank	3-17
3-23	Responses to Question 15 by Rank	3-18
3-24	Responses to Question 32 by Rank	3-19
3-25	Responses to Question 38 by Rank	3-19
3-26	Responses to Question 24 by Rank	3-20
3-27	Responses to Question 42 by Rank	3-20
3-28	Responses to Question 33 by Rank	3-21
3-29	Responses to Question 33 by Rank and Sex	3-21
3-30	Responses to Question 34 by Rank	3-22
3-31	Response to Question 34 by Rank and Race (percent strongly agree and agree)	3-22
3-32	Responses to Question 41 by Rank	3-23
3-33	Responses to Question 46 by Rank	3-23
3-34	Responses to Question 27 by Rank	3-25
3-35	Responses to Question 37 by Rank	3-25
3-36	Responses to Question 40 by Rank	3-26
3-37	Responses to Question 45 by Rank	3-26
3-38	Responses to Question 16 by Rank	3-27
3-39	Responses to Question 17 by Rank	3-27
3-40	Responses to Question 18 by Rank	3-29
3-41	Responses to Question 19 by Rank	3-29
3-42	Leadership Responses to Question 20	3-31
3-43	Leadership Responses to Question 25	3-31
3-44	Leadership Responses to Question 36	3-32
3-45	Leadership Responses to Question 26	3-33

TABLE

Page

3-46	Leadership Responses to Question 49	3-33
3-47	Leadership Responses to Question 44	3-34
3-48	Leadership Responses to Question 52	3-34
3-49	Leadership Responses to Question 50	3-35
3-50	Leadership Responses to Question 56	3-35
3-51	Leadership Responses to Question 59	3-36
3-52	Leadership Responses to Question 60	3-36
3-53	Leadership Responses to Question 18	3-37
3-54	Leadership Responses to Question 19	3-37
3-55	Leadership Responses to Question 41	3-37
3-56	Leadership Responses to Question 46	3-38
3-57	Leadership Responses to Question 27	3-39
3-58	Leadership Responses to Question 37	3-39
3-59	Leadership Responses to Question 16	3-40
3-60	Leadership Responses to Question 17	3-40
3-61	Leadership Responses to Question 18	3-41
3-62	Leadership Responses to Question 19	3-41
3-63	Leadership Responses to Question 53	3-42
3-64	Leadership Responses to Question 54	3-42
3-65	Responses to Question 48 by Rank	3-43
3-66	Responses to Question 39 by Rank	3-44
3-67	Responses to Question 21 by Rank	3-44
3-68	Responses to Question 22 by Rank	3-45
3-69	Responses to Question 23 by Rank	3-45
3-70	Responses to Question 28 by Rank	3-46
3-71	ARNG Responses to Question 94 by Rank	3-46
3-72	ARNG Leadership Responses to Question 94	3-47
3-73	ARNG Responses to Question 95 by Rank	3-47
3-74	ARNG Responses to Question 96 by Rank	3-48
4-1	ARNG General Officers Favoring Boilerplate Certificates	4-2
I-1	Question 33 by Rank and Sex	I-2
I-2	Question 34 by Rank and Race	I-3
J-1	Returned Questionnaire Sample	J-1
J-2	Population	J-2

ARMY AWARDS ANALYSIS (A³) STUDY**VOLUME II - RESERVE COMPONENTS****CHAPTER 1****INTRODUCTION**

"To those young men who, either in war or other circumstances, have deserved commendation, prizes should be given."

Plato, 428-347 B.C.*

1-1. PROBLEM. Philosophies differ on what an awards program should provide and on how stringent or lenient the program should be. There has not been a recent overview of what constitutes the current Army Awards Program and policies to enable policymakers to be assured standards are consistently applied. The last study of the Army Awards Program was accomplished by a task force in June 1977. That study, Proposed Revision of Army Awards Policies,** attempted to determine if the Army Awards Program met the needs of the Army and provided equitable distribution of awards to service members of both the Active Component (AC) and the Reserve Component (RC). As a result of the study, numerous changes were implemented. Since that time, no organized effort has been undertaken to verify or determine whether the approved recommendations did support the needs of the Army. In recent years, additional changes have been made and numerous other proposals have surfaced and resurfaced. One award is approved for adoption based upon a certain rationale, whereas others with similar or identical rationale are not adopted. These conflicting signals tend to indicate there is no longer a central focus or theme to the Army Awards Program or what the program is intended to accomplish. One of the basic precepts of the Army Awards Program is to provide timely recognition for the deeds of soldiers. Yet with one exception, most decorations are awarded for service rather than for some specific achievement. The US Army Concepts Analysis Agency (CAA) was tasked to study the current Army Awards Program.

*Heinl, Robert Debs, Dictionary of Military and Naval Quotations, United States Naval Institute, Annapolis, MD, 1966.

**Thornton, Olen D., LTC, Terry L. McKee, MAJ, and Glenda M. Kaufman, CW3, Proposed Revision of Army Awards Policies Final Report, US Army Military Personnel Center, Alexandria, VA, June 1977.

1-2. BACKGROUND. Administrative delays were encountered in distributing the survey questionnaires simultaneously to all personnel sampled in the Active and Reserve Components. Consequently, it was decided to study the Active Component separately and publish the results in Volume I.* However, it should be noted some data on USAR general officers was included in both volumes because the Army Reserve general officers were canvassed during the Active Component phase, and they were not surveyed again during the Reserve Component phase of the study.

1-3. PURPOSE. The Army Awards Analysis (A³) Study was to determine the purpose of the Army Awards Program, the Army's perception of its purpose and operation, and the Army leadership philosophy toward its purpose and operation.

1-4. SCOPE

a. The study focused on determining the Army's perceptions of the current Army Awards Program. The current program was analyzed to determine if there was a difference between philosophy and practice. Data for analysis came from reports on awards issued by major Army commands (MACOMs) and Department of Army (DA) staff agencies, surveys of individuals in the Active Army (AA) and Reserve Components (US Army Reserve and Army National Guard) and regulations and supplements to regulations pertaining to the Army Awards Program.

b. The Civilian Awards Program was excluded from this study but could be a basis for another study.

1-5. OBJECTIVES. The specific objectives of the A³ Study were to: (a) determine the purpose of the Army Awards Program, (b) determine the Army's perception of the purpose of the Army Awards Program, (c) determine the Army's perception of the operation of the Army Awards Program, (d) determine the current philosophy of Army leadership (O-5 to O-10; E-9) toward the Army Awards Program, and (e) evaluate current philosophy of Army leadership to determine if it is consistent with the current Army Awards Program.

1-6. ASSUMPTIONS. There were three basic assumptions for the A³ Study:

a. There is a need for an awards program in the total Army.

b. The Army Awards Program will operate in both peace and war.

c. For the purpose of this study, the total Army is composed of members of the Active Army, Army Reserve, and Army National Guard.

*Army Awards Analysis Study (A³), Volume I - Active Army, CAA-SR-84-25, September 1984.

1-7. ESSENTIAL ELEMENTS OF ANALYSIS (EEA). Specific questions to be answered by analysis were:

- a. What is the purpose of the Army Awards Program?
- b. What is the Army's perception of the purpose of the current awards program?
- c. What is the Army's perception of the operation of the current Army Awards Program?
- d. What different leadership philosophies exist regarding purpose and operation of the current Army Awards Program?
- e. Is there a consensus of leadership philosophy toward the purpose and operation of the current Army Awards Program?
- f. Is the consensus of leadership philosophy consistent with the current Army Awards Program?

1-8. RATIONALE FOR METHODOLOGY SELECTION

- a. A random survey of officers and enlisted personnel was chosen for the method to obtain the Army's perception of the Army Awards Program. Data from randomly selected personnel in the grades E-9, O-5, and O-6 and from canvassing all general officers were used to assess the Army leadership philosophy toward the purpose and operation of the program.
- b. Further, it was determined the random survey should include the total Army and be large enough to avoid any inherent bias or behavior tendencies. In this current study, the three components of the total Army were sampled as follows: Active Army - 4,703; US Army Reserve (USAR) - 7,805; and Army National Guard (ARNG) - 7,966. The "sample" is the total number of survey questionnaires mailed to valid addresses and, as was the case for the Active Component phase, used in individual interviews.

1-9. METHODOLOGY. The A³ Study methodology is depicted in Figure 1-1. The following paragraphs briefly describe each stage of the methodology. A more detailed discussion follows in Chapters 2 and 3 of this report.

- a. **Phases.** Essentially, the A³ Study was completed in two phases. The first phase (Volume I) included all Active Army officers and enlisted personnel and general officers of the USAR. The second phase, which is covered in this study report (Volume II), includes all USAR and ARNG officers and enlisted personnel.

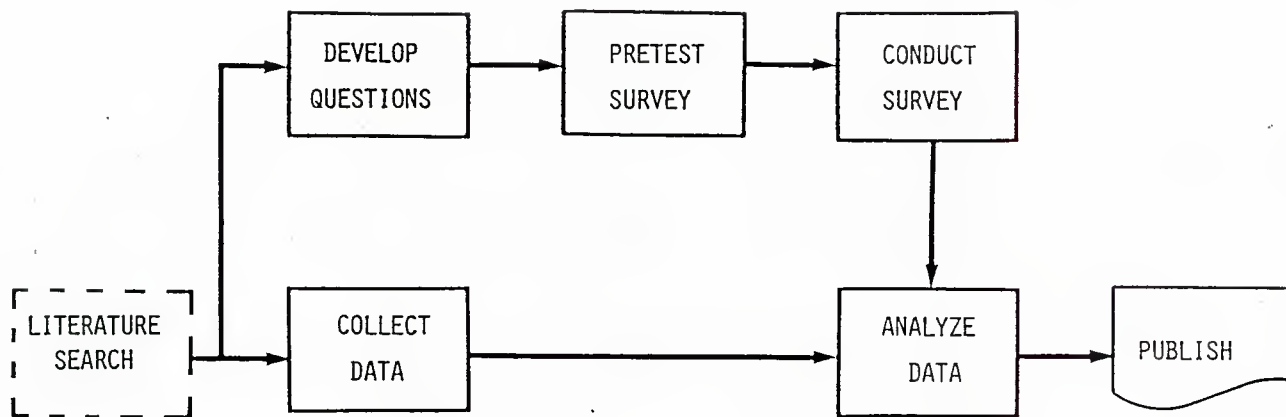


Figure 1-1. A³ Study Methodology

b. Literature Search

(1) Information from the literature search conducted at the outset of the Active Army phase of the study provided the basis for development of the questions for the survey.

(2) Figure 1-1 depicts the literature search by dotted lines to note that most of the literature search was accomplished during Phase I, the Active Army portion.

c. Collect Data. AR 672-5-1, Military Awards, requires all major Army field commanders, heads of Headquarters, Department of the Army (HQDA) staff agencies, Army element commanders exercising award approval authority in joint, unified, and combined commands, and other award approval authorities to reflect the total numbers of each award approved within the command or agency on a report (RCS-MILPC-45(R3)) not later than 31 January each year. This data is then assembled by the Military Awards Branch of the US Army Military Personnel Center (MILPERCEN) for the Deputy Chief of Staff for Personnel (DCSPER). Some USAR and ARNG historical reports were collected for analysis of trends and comparison.

d. Develop Questionnaire. The booklet designed to survey the RC consisted of a set of instructions, a questionnaire, and a return envelope (see Appendix D). A cover letter to the Reservists from the DCSPER and one to the Guardsmembers from the ARNG Deputy Director encouraged personnel to participate (see Appendix E). And for those questionnaires mailed to general officers, they were separately asked their opinions on topics such

as using "boilerplate" certificates for awards and their satisfaction with the approval levels of awards. The term "boilerplate" refers to standardized citations where only the name, rank, social security number, and period of service need to be added. For analysis of responses to these supplementary questions refer to Chapter 4, this volume, for the ARNG general officers and to Volume I for the AC and USAR general officers. The instructions included in the questionnaire were designed to accommodate individual administration. It was designed to gather demographic information and perceptions of the purpose and operation of the current Army Awards Program. Two types of questions were used: choice of degree of feeling to statements and open-ended.

e. Selection of the Population Sample

(1) The sample size was determined in coordination with the Soldier Support Center - National Capital Region (SSC-NCR). Army Reserve officers and enlisted personnel were randomly selected from the USAR file maintained at the Reserve Component Personnel Administration Center (RCPAC), St. Louis, Missouri. RCPAC also provided home address mailing labels for USAR officers and enlisted personnel. Only members of troop program units (TPU) and Individual Ready Reservists (IRR) were surveyed; members of the USAR designated as Individual Mobilization Augmentee (IMA) were not canvassed.

(2) Using the same sampling criteria, home address mailing labels for ARNG officers and enlisted personnel were provided by the SIDPERS-ARNG Project Management Office, Falls Church, Virginia.

(3) The General Officer Branch of the Office of the Chief of Army Reserve provided mailing labels for 138 Reserve general officers in June 1984. Because it was originally planned to survey both the AC and RC simultaneously and because the 138 USAR general officer mailing labels were received concurrent with the AC general officer mailing labels, the USAR general officer questionnaires were mailed at the same time questionnaires were mailed to all members of the AC.

(4) The National Guard Bureau's General Officer Management Office assisted by mailing survey booklets to 209 ARNG general officers.

(5) A complete, by-grade summary of the quantity of booklets mailed out and the responses is included in Chapter 2.

f. Conduct Pretest. Based on comments obtained during the survey of the AC, some questions were added to the original survey instrument and some questions were modified. The RC questionnaire was then pretested at three units: the 2290th USA Hospital (USAR), Rockville, MD; 1/115 Infantry, Maryland ARNG, Colesville, MD; and the Headquarters Detachment, Maryland ARNG, 5th Regimental Armory, Baltimore, MD. Minor adjustments were subsequently made to the RC questionnaire and a copy was provided to SSC-NCR.

g. Administer Survey. The survey was administered on a mail-out basis with no restrictions regarding geographical location of addressees.

h. Analyze Data. Data from the completed questionnaires were analyzed using the CAA computer; statistical analyses and testing was accomplished by applying the Statistical Package for Social Sciences (SPSS)* software.

i. Study Format

(1) Volume I, published in September 1984, reports the observations of the Army Awards Analysis (A³) Study for the Active Army; it includes data obtained from a sample of AC officers and enlisted personnel and general officers of the USAR. Also, Volume I includes a chapter describing the historical background of awards and evaluations of the current Army Awards Program (Chapter 2, Evaluation of Current Army Awards Program, CAA-SR-84-25).

(2) Volume II, this volume, reports the findings and observations of the A³ Study for the Reserve Components. Findings and observations are reported based on a sample of officers and enlisted personnel from the USAR and ARNG. In order to report complete results obtained from the analysis of the RC, some data provided by USAR general officers have been included in Volume II.

(3) Appendix F in this volume includes a comparison of some AC and RC results. A complete comparison of every topic is not possible because the AC questionnaire and the RC questionnaire, although similar, were not identical. Therefore, comparisons are included only for those topics for which corresponding data are available.

*Nie, Norman H., C. Hadlai Hull, Jean G. Jenkins, Karin Steinbrenner, and Dale H. Bent, Statistical Package for the Social Sciences, Second Edition, McGraw-Hill, New York, NY, 1975.

CHAPTER 2

METHODOLOGY

"To brave men, the prizes that war offers are
liberty and fame."

Lycurgus of Sparta, 396-323 B.C.*

2-1. INTRODUCTION. Since the Reserve Components (RC) portion of the A³ Study is a replication of the A³ (Active Army) volume, the design of A³(RC) Study has been constrained, to a large degree, by the design of A³(AA). A³(RC) has been significantly modified by the addition and substitution of a number of questions. The additional questions permit a fuller exploration of the essential elements of analysis (EEA) as well as some of the major ancillary areas of the study.

2-2. METHOD OF ANALYSIS. The A³(RC) portion presents results of an opinion poll which gathered information on what Reserve Component personnel think about the operation of the current awards program. Also, the leadership was canvassed for opinions about the awards program (leadership being defined as ranks O5 and above and E9). The most basic task in the analysis was to examine the frequency distribution on all questions to see how Army personnel feel about the awards program. The next step in the analysis was to break down responses into categories which might explain the reasons for certain responses. The responses of the entire population were broken down by variables which could have had some explanatory effect on results. For example, the opinions and perceptions of the sample of the Reserve Components were divided into the following variables, one and several at a time: rank, sex, race, civilian and military education, component (i.e., Army Reserve or National Guard), years of military service, knowledge of program, and amount of active duty time. The objective in performing this procedure was to see if attitudes and perceptions change or vary according to the additional variables or factors introduced. For example, do attitudes and perceptions vary according to rank or sex? The major part of this report consists of analyzing the data to determine whether attitudes and perceptions in the areas of standards, equitability, and credibility vary according to variables such as rank, sex, race, and component.

2-3. STUDY DESIGN TO ANSWER THE EEA. The study addresses six EEA. The method of answering the EEA is a tabulation of responses to questions which reflect judgments and opinions on what the Army Awards Program should and should not do. For example, EEA 4: "What different leadership philosophies exist regarding the purpose and operation of the current Army Awards Program?"; this question would be answered by looking at Reserve

*Heinl, Robert Debs, Dictionary of Military and Naval Quotations, United States Naval Institute, Annapolis, MD, 1966.

Component leadership responses to questions which inquire into the operation of the Army Awards Program. Question 44, "The standards for receiving awards should be tougher than they are now," would be relevant. Another relevant question is question 49, "Standards for awards should be implemented consistently among all units even if it reduces the authority of commanders."

a. Fifty-three questions were used to respond to the EEA. The EEA focus on the perception of the purpose of the Army Awards Program, the operation of the Army Awards Program, and the leadership consensus on the purpose and operation of the Army Awards Program. To address the EEA, the questions cited were cross-tabulated by rank; e.g., where the question of leadership consensus was explored, the responses of the RC leadership (E9 and O5 and above) were examined. Appendix F presents a comparison of results from the analysis of data collected in A³(RC) and those obtained in A³(AA).

b. In addition to being geared toward answering the EEA, A³(RC) was designed to generate information on three major areas of concern to the sponsor and the MILPERCEN Military Awards Branch, which served as the point of contact (POC) for A³(AA). These three areas emerged from discussions with the Awards Branch Chief and his staff.

(1) The first area of concern mentioned in discussions with MILPERCEN personnel was the perceived lowering of award standards, sometimes to the point where they were felt to be meaningless as a means of recognizing superior service and/or achievement. Concern was voiced that Army personnel felt standards were too low. Consequently, questions were designed and built into A³(RC) to investigate this possibility.

(2) The second area of concern was the degree of equitability in the Army Awards Program. The sponsor's POC expressed concern that there is widespread feeling in the Army that higher ranking officers get more and higher awards, that personal relationships have a direct effect on who receives awards, that there existed a wide disparity between units in how many awards soldiers received, and that enlisted men were not being adequately recognized by the Army Awards Program.

(3) The third area included in the study focused on the sponsor's concern that soldiers believed awards standards were low and might believe the program lacked credibility. Moreover, perceived glaring inequities in the Army Awards Program could add to the lack of credibility in the program, according to MILPERCEN and DCSPER staff personnel. Credibility is here defined as a feeling the Army Awards Program lacks legitimacy and is not generally deemed by soldiers to be an adequate way of recognizing and rewarding superior service and/or achievement.

c. To explore the standards, equitability, and credibility of the Army Awards Program, questions were developed in each of the three areas of concern. Attitude and opinion study experts from the Soldier Support Center - National Capital Region (SSC-NCR) assisted in this process which involved an extensive local pretest at CAA; for the A³(AA) Study, a formal pretest

at FT Monroe was arranged by personnel from SSC-NCR. Similarly, as described in Chapter 1, pretests for A³(RC) were conducted at ARNG and USAR units.

2-4. **ADDITIONAL TOPICS EVALUATED.** In addition to the topics specifically identified in the tasking directive at Appendix B, several ancillary findings emerged. The study sponsor also included supplementary questions directed only to the general officers.

2-5. **SAMPLING METHODOLOGY**

a. In the present study, random samples were taken from the Reserve Components' Personnel Administration Center (DARC-AM) personnel files in St. Louis, Missouri, and from the National Guard Bureau's recently automated SIDPERS files in Falls Church, Virginia. A total of 7,467 usable questionnaires were received from both National Guardsmembers and Army Reservists. Table 2-1 shows the breakout of responses of both National Guardsmembers and Army Reservists by grade and rank. Overall, 42 percent of the Army Reserve respondents returned their questionnaires, while 50 percent of the Army National Guard respondents who received questionnaires returned them. In the A³(AA) portion, the response rate was 52 percent. The responses of Army National Guardsmembers and Army Reservists were therefore comparable to those received from the Active Component soldiers and officers.

Table 2-1. Percent of Responses by Group

Grades	AA	USAR	ARNG
E1-E4	30%	20%	30%
E5-E9	47%	41%	51%
W1-03	49%	43%	43%
04-06	61%	61%	77%
07-010	73%	57%	63%
Overall	52%	42%	50%

b. As Table 2-1 shows for both the USAR and the ARNG, responses varied by rank; the junior enlisted of the Army Reserve responded at a 20 percent rate while 61 percent of 04s through 06s returned their questionnaires. Similarly, for the ARNG, 30 percent of the soldiers in grades E1 through E4 returned their questionnaires, whereas over 77 percent of officers in ranks 04 through 06 returned their questionnaires. This phenomena is consistent with the finding of commercial organizations that personnel of higher status and higher educational levels demonstrate greater response rates to questionnaires distributed by mail survey. The number of questionnaires mailed to Army Reservists was 7,805, while 7,966 questionnaires were mailed to National Guardsmembers. A larger number of questionnaires was mailed

out in the RC portion of the study compared to the Active Component portion. This was possible because the mail-out operations for the this volume were accomplished with the assistance of the Pentagon Mail Operations Division, Office of The Adjutant General (OTAG). The mailing capabilities of this OTAG unit facilitated a larger sampling of the Reserve Components than would otherwise have been possible.

2-6. SAMPLING PROCEDURE. SSC-NCR recommended using an accepted method of statistical sampling based on selected digits of the social security number. Therefore, social security number digits were specified to RCPAC and the ARNG-SIDPERS units, who applied these criteria to their files to draw the sample. E1s through E4s did, and were expected to, respond at a lesser percentage rate; therefore, these ranks were oversampled in order to have large enough samples to analyze, thereby providing a random sample stratified by grade. Thirty percent of soldiers in ranks E1 through E4 were sampled out of the 8,000 initially decided upon; i.e., from a sample of 8,000, 30 percent were to be E1s through E4s. In addition, 25 percent of the E5s through E9s, 25 percent of warrant and company grade officers (W1 through CW4 and O1 through O3), and 20 percent of O4s through O6s were sampled. Since the higher ranks were expected to respond with greater frequency, they were sampled at lesser rates. All ARNG general officers were sampled, and 67 percent returned their questionnaires. Due to bad mailing addresses for a small percentage of all soldiers sampled, the actual sample was different from the goal of 16,000 by approximately 5 percent.

2-7. SAMPLE REPRESENTATION OF POPULATION. Statistical tests were performed to indicate whether the returned questionnaire samples adequately represented the population with respect to sex and race. Typically, these tests take the form of a statistical test of difference between the sample proportion and population proportion. For this study, the proportions were derived from the data contained in the tables at Appendix J.

a. Sample Representation of Population (sex and race). The samples were stratified random samples stratified by rank. Within each rank grouping (i.e., strata), a statistical test was performed to determine if the sample proportion for sex or race was different from the population proportion for sex or race. The test for difference is described by the following test of hypothesis: to test the hypothesis that the proportion of males in the sample is equal to the proportion of males in the population, proceed as follows:

$$(1) \quad \begin{array}{l} H_0: p = P \\ H_a: p \neq P \end{array}$$

where p = sample proportion of males
 P = population proportion of males
 N = sample size

(2) Choose α , where α represents the probability of rejecting H_0 when, in fact, H_0 is true.

(3) Calculate the Z_c statistic

$$Z_c = \frac{p - P}{\sqrt{p(1 - p)/N}}$$

(4) Assume $Z \sim N(0,1)$, i.e., Z is normally distributed, mean = 0, variance = 1.

(5) If $Z_c \geq |Z_{\frac{1}{2}(1-\alpha)}|$ reject H_0 , else if $Z_c \leq -|Z_{\frac{1}{2}(1-\alpha)}|$, there is insufficient information to reject H_0 . Since males and females form a dichotomous population (i.e., two characteristics: male or female), it is sufficient to analyze either males or females. The same conclusion would follow in either case. Stated in words, H_0 : $p = P$, the sample proportion of males equals the population proportion; H_a : $p \neq P$, the sample proportion of males does not equal the population proportion. A similar test can be performed for each race.

b. Sexual Representation. Females tended to be oversampled in the Army Reserve Component enlisted groups and undersampled in the Reserve Component 04-06 group.

c. Racial Representation. Minorities tended to be oversampled in nearly all RC rank groups and Caucasians undersampled in all groups. The only exception to this response was that RC Hispanics in the 04-06 group were slightly undersampled.

2-8. SURVEY RESPONSE RATE. Once the completed questionnaires were returned, they were processed automatically using an optical scanner. With the assistance of the Personnel Information Systems Directorate, MILPERCEN, the mark-sense answer sheets were optically scanned; the raw data was processed by programs resident at MILPERCEN designed to transform the scanned images into numeric data. Another program was used by the US Army Soldier Support Center, Soldiers Survey Branch, to format the data so it could be analyzed by means of the SPSS statistical software package. The statistical analyses produced by SPSS included contingency table and Chisquare analysis, as well as preliminary analyses involving Pearsonian correlation coefficients, rank order correlation coefficients, regression analysis, and multiple discriminant analysis. All the statistical analysis was done at CAA on the UNIVAC 1100/84 computer system. Figure 2-1 shows the number of responses received from both the US Army Reservists and Army National Guardsmembers, by weeks from the initial mailings by OTAG. An examination of the figure indicates a peak response was received within the first 2 to 3 weeks and then tapered off slightly at 3 1/2 to 4 weeks. Responses were still being received several weeks later. The cutoff point for all responses was 30 April 1985; whereas questionnaires were initially sent out to the USAR by 1 February, surveys to the ARNG were mailed by 1 March. Figure 2-1 clearly shows ARNG responses were returned more quickly and in

greater quantity. Rationale for this was the shorter response period specified in the ARNG questionnaire; i.e., 3 days versus 10 days for the USAR. Reminder postcards were mailed out as shown. It can be concluded there seemed to be a high level of interest in the survey; people seemed to be involved in the subject and were readily willing to answer the questions. The completed questionnaires contained little bad or erroneous data, and there was a profusion of additional narrative comments from all grades. Those commenting seemed to be strongly involved in the subject, and their comments provided additional insights into and perspectives of the Army Awards Program.

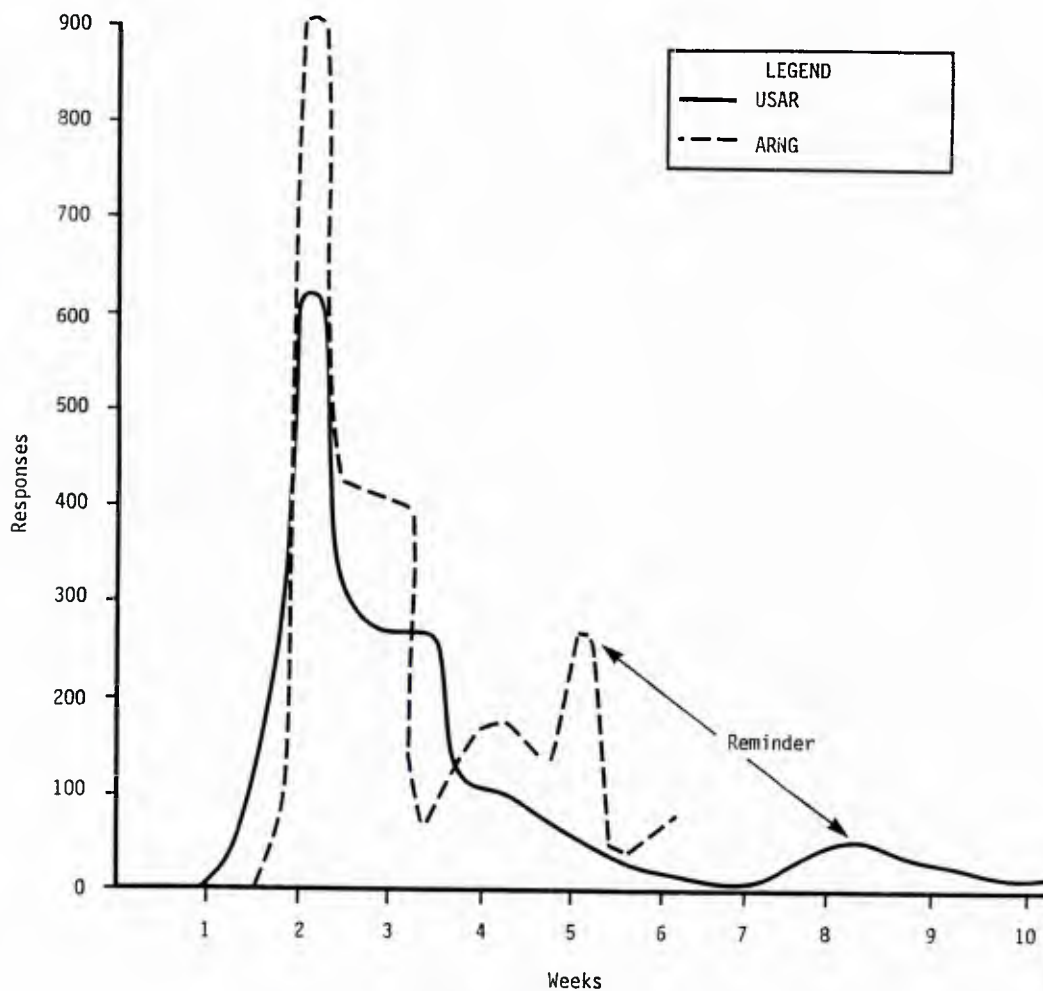


Figure 2-1. Elapsed Response Time

CHAPTER 3

SURVEY RESULTS

"It is not titles that honor men, but men
that honor titles."

Niccolo Machiavelli: Discorsi
xxxviii, Bk 3, 1531*

3-1. INTRODUCTION. This chapter presents the results of the analysis of the questionnaire data. The analysis is organized around the six essential elements of analysis (EEA). EEA 3, however, is broken out further into three areas of concern--equitability, credibility, and award standards. The A3(RC) Study is essentially a poll of the Army's feelings toward the award system. The data are presented in contingency tables which show the relationships between opinions and attitudes measured. Tests of significance were performed on differences between ARNG and USAR data, and the data from these two groups were pooled because they were so similar. Examining the cases in which ARNG and USAR data differences were statistically significant, it was felt the differences were not "practically" significant. Further, the tests did not play a role in the analysis.

3-2. DESCRIPTION OF RESULTS. The purpose of the study is to describe the attitude of the Army towards the Army Awards Program. Focus is on the six EEA with three major areas of concern demarcated--the perception of the Army Awards Program standards, the equitability of awards program, and the credibility of the awards program. The data from a survey of over 7,000 Army National Guardsmembers and Army Reservists indicate the program is basically sound but may require some adjustments. Indications are the program should be geared toward increasing morale, recognizing performance, and advancement of the careers of both officers and enlisted. While the program is generally considered sound, inequities are perceived. These inequities result from differences in rank, the unit to which one is assigned, the personal relationships in the work situation, as well as a supervisor's knowledge of regulations and skill in writing awards. These perceived inequities in the Army Awards Program may be related to whatever diminished credibility the data shows the program to have.

*Heinl, Robert Debs, Dictionary of Military and Naval Quotations, United States Naval Institute, Annapolis, MD, 1966.

3-3. DISCUSSION OF EEA 2. "What is the Army's perception of the purpose of the current Army Awards Program?" The survey data indicate the primary purpose of the Army Awards Program is perceived to be the recognition of superior performance, to enhance the morale of both officers and enlisted soldiers, and also to serve as factors in the advancement of the careers of both officers and enlisted soldiers. As Table 3-1 shows, the primary purpose of the Army Awards Program is perceived to be the recognition of superior performance. In this table, as in other tables and graphs in this report, not all possible responses listed in the survey questionnaire have been presented. For example, the "Undecided" responses were omitted from Table 3-1 and several other tables; only those respondents who made a choice of responses other than undecided were included. An arbitrary threshold of 25 percent was chosen so that whenever more than one-fourth of the total number of responses fell in the undecided category, they would also be presented.

Table 3-1. Responses to Question 36 by Rank

You believe the single, primary purpose of the current Army Awards Program is to:

Ranks	Raise morale	Recognize superior performance	Neither
E1-E4	29%	63%	8%
E5-E9	26%	66%	8%
W1-03	23%	70%	7%
O4-06	22%	73%	5%
O7-010	16%	84%	0%

Tables 3-2 and 3-3 show another perceived purpose of the Army Awards Program is to enhance the morale of both officers and enlisted soldiers. To enhance the morale of the enlisted ranks is perceived to a greater extent than the encouragement of officers to be a purpose of the Army Awards Program. This is borne out by the data shown in Tables 3-2 and 3-3. Table 3-4 indicates an overwhelming majority of all ranks perceive promotion points should continue to be awarded to enlisted soldiers. At the same time, the Army Awards Program is believed to serve as a vehicle for the career advancement of both officers and enlisted soldiers; the data supporting this point are shown in Tables 3-5 and 3-6. Contributing toward the career advancement of enlisted soldiers is shown to be a somewhat more important purpose of the Army Awards Program than to contribute to the career advancement of officers. Figure 3-1 exemplifies the point discussed earlier that although ARNG and

USAR results may be statistically different, the differences are negligible for the purpose of practical discussion. As stated before, ARNG and USAR results have been combined and presented in this chapter as Reserve Component results. Readers are referred to Appendices G and H, where full data tables present the ARNG and USAR results separately. Finally, regarding the figures in this report, line graphs instead of bar charts or some other method were used primarily for ease of reading.

Table 3-2. Responses to Question 53 by Rank

The purpose of the current Army Awards Program should be to increase the morale of enlisted personnel.

Rank	Strongly agree and agree	Strongly disagree and disagree
E1-E4	77%	11%
E5-E9	74%	20%
W1-03	63%	29%
04-06	55%	39%
07-010	55%	42%

Table 3-3. Responses to Question 54 by Rank

The purpose of the current Army Awards Program should be to increase officer morale.

Rank	Strongly agree and agree	Strongly disagree and disagree
E1-E4	62%	19%
E5-E9	61%	29%
W1-03	56%	35%
04-06	49%	43%
07-010	54%	44%

Table 3-4. Responses to Question 35 by Rank

Promotion points should continue to be given to enlisted soldiers for awards and decorations.

Rank	Strongly agree and agree	Strongly disagree and disagree
E1-E4	85%	5%
E5-E9	87%	7%
W1-03	78%	11%
04-06	78%	14%
07-010	78%	13%

Table 3-5. Responses to Question 20 by Rank

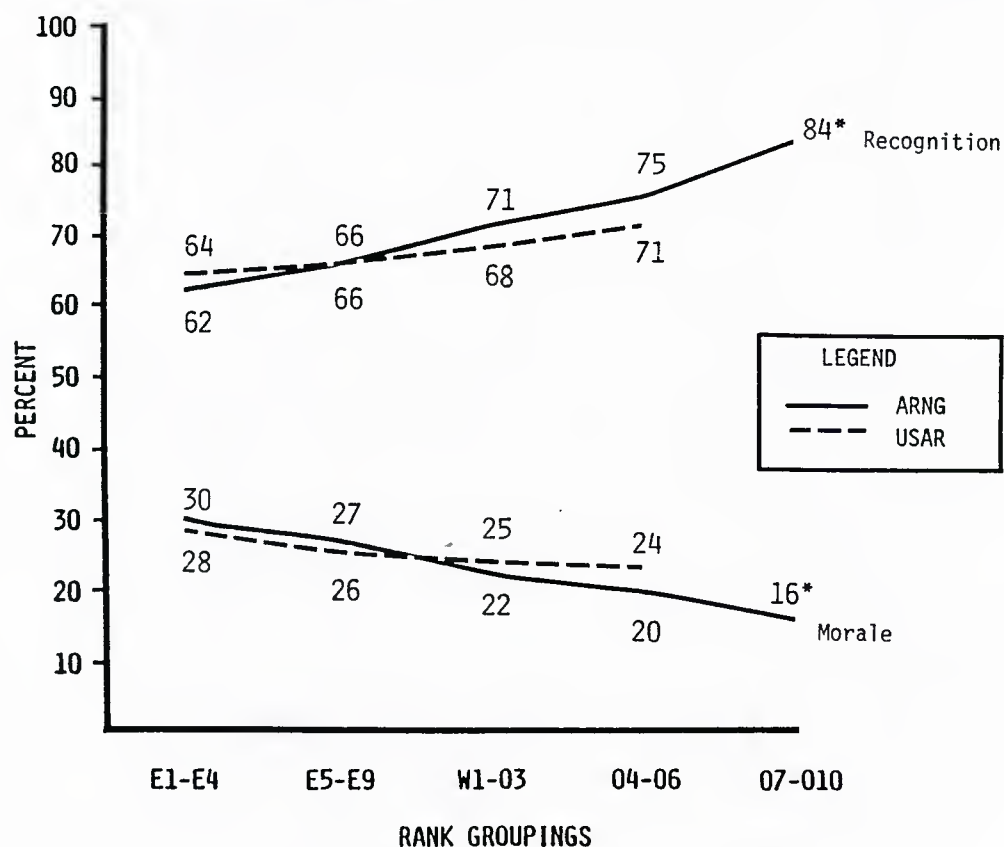
The current Army Awards Program should contribute to an officer's career advancement.

Rank	Strongly agree and agree	Strongly disagree and disagree
E1-E4	57%	14%
E5-E9	62%	19%
W1-03	56%	28%
04-06	55%	32%
07-010	68%	20%

Table 3-6. Responses to Question 25 by Rank

The current Army Awards Program should contribute to an enlisted soldier's career advancement.

Rank	Strongly agree and agree	Strongly disagree and disagree
E1-E4	84%	6%
E5-E9	79%	13%
W1-03	67%	20%
04-06	66%	24%
07-010	75%	18%



* Data points were not plotted for USAR general officers because this question was not included in the questionnaire mailed to the Reserve general officers during the A3(AA) Study.

Figure 3-1. What is the Single Primary Purpose of the Awards Program in the RC?

3-4. DISCUSSION OF EEA 3. "What is the Army's perception of the operation of the current Army Awards Program?" Three general observations can be made about the operation of the current Army Awards Program; it is perceived that: (1) commanders often interpret award standards in a manner which differs from Department of the Army policy and regulations; (2) no specific finding can be developed from the responses to the issue whether officers usually get higher awards than enlisted soldiers; and (3) officers in the ranks of O3 and above are expected to receive awards. As Table 3-7 indicates, a majority of all ranks except junior enlisted soldiers perceive that commanders interpret awards in a manner which differs from Department of the Army regulations. The following comment is an example of this point of view:

"The program is fine, as published. Problem is to get commanders to operate within intent. Some commanders use awards to reward only adequate performance of duty. This dilutes the pride of accomplishment of those whose performance is truly above and beyond that expected."

O-6 Technician, over 25 years ARNG

Also Table 3-7 indicates the percentage of undecided responses decreases with the higher ranking respondents probably because higher ranking personnel have more experience, and therefore, have more definite opinions. Table 3-8 indicates one-third or more respondents believe officers in ranks O3 and above are expected to receive awards; although the percentage of respondents dissenting is larger, there is no dominant majority and the results are considered mixed. From Table 3-9, it can be seen a majority of the ranks agree that they have observed officers usually get higher awards than enlisted soldiers; note that 85 percent of all general officers agree with this perception. From these observations there appears to be a differential interpretation of the awards regulations by commanders; i.e., officers should receive awards simply for adequate performance rather than exemplary or superior performance or achievement. The perception that officers usually get higher awards than enlisted soldiers also seems incongruous with the intent of the Army Awards Program.

Table 3-7. Responses to Question 50 by Rank

Commanders often interpret awards standards in a manner that differs from Department of the Army policy and regulations.

Rank	Strongly agree and agree	Undecided	Strongly disagree and disagree
E1-E4	37%	48%	15%
E5-E9	51%	33%	16%
W1-03	53%	32%	14%
04-06	59%	26%	16%
07-010	68%	19%	19%

Table 3-8. Responses to Question 47 by Rank

Officers in ranks 03 and above are expected to receive awards.

Rank	Strongly agree and agree	Strongly disagree and disagree
E1-E4	36%	31%
E5-E9	36%	40%
W1-03	33%	43%
04-06	34%	49%
07-010	43%	46%

Table 3-9. Responses to Question 43 by Rank

I have observed that officers usually get higher awards than enlisted soldiers.

Rank	Strongly agree and agree	Strongly disagree and disagree
E1-E4	48%	16%
E5-E9	53%	23%
W1-03	40%	38%
O4-06	57%	30%
O7-010	85%	12%

a. Perception of Standards. The examination of data does not indicate any great dissatisfaction among the soldiers and officers of the Reserve Components with the standards of the current Army Awards Program. As the data in Table 3-10 shows, award standards are perceived to be moderately high; i.e., moderately high was the response chosen more often than any other. It was not surprising to find only the E1s through E4s felt standards were more than moderately high. Thirty-nine percent of enlisted in ranks E1 through E4 felt standards were high or very high, and 37 percent of this same group thought they were moderately high. In every other rank group, both officer and enlisted, a greater percentage of respondents felt standards were moderately high rather than high and very high. Furthermore, from the total percentage it can be stated conversely that standards are not considered to be low. In addition, standards were not perceived to have become tougher during the past 5 years. Looking at the data in Table 3-11 for those who responded in one of the three categories shown, every rank group except E1 through E4 felt standards had remained the same during the past 5 years. The largest rank group indicating standards had become tougher during this period was the junior enlisted soldiers. This further underscores the perception that junior enlisted soldiers seem to get the least share of awards, and it seems more difficult for them to receive awards. When they do receive awards, they are perceived by all groups to be more deserving; i.e., a higher level of performance is required of them in order to receive an award. Finally it should be pointed out that approximately 35% of the E1-E4 respondents were undecided, did not know, or were not in the service long enough to know.

Table 3-10. Responses to Question 26 by Rank

How high do you feel current standards for receiving awards are?

Rank	Very high	High	Moderately high	Total high
E1-E4	14%	25%	37%	77%
E5-E9	8%	26%	41%	75%
W1-03	5%	26%	47%	78%
O4-06	5%	27%	49%	81%
O7-010	6%	37%	48%	91%

Table 3-11. Responses to Question 29 by Rank

During the past 5 years, standards in the ARNG/USAR for awards have:

Rank	Become tougher	Remained the same	Become easier
E1-E4	48%	42%	11%
E5-E9	26%	54%	20%
W1-03	13%	59%	28%
O4-06	11%	52%	37%
O7-010	12%	56%	32%

(1) Although award standards are perceived to be moderate, and not to have become tougher for the past 5 years, a majority of all officer ranks believe the number of awards given by the ARNG and the USAR during the past 5 years has either increased or increased greatly. As Table 3-12 shows, the percentage holding this belief ranges from 55 percent for the junior officer group, W1 through O3, up through 77 percent for the general officers; noncommissioned officers in the ranks E5 through E9 do not feel this is the case. Table 3-12 indicates the junior enlisted group is less likely than any other group to believe the number of awards have increased or increased greatly. This is consistent with the previous comment that the junior enlisteds are perceived to receive the least share of awards. Although not shown in Table 3-12, it was observed that 31 percent of the respondents indicated they did not know if the number of awards had increased in the past 5 years. Table 3-13 confirms the perception that the number of awards approved during the past 3 years (the only recent period for which data were available) have, in fact, increased. It does not seem desirable, however, that award standards should be tougher. Looking at the data in Table 3-14, we see neither enlisteds nor officers feel award standards should be more strict. Of the general officers, only 22 percent agree award standards should be tougher while 73% disagree; and only 21 percent of the E1s through E4s, feel award standards should be administered more conservatively.

Table 3-12. Responses to Question 30 by Rank

During the past 5 years, the number of awards given by the ARNG/USAR has:

Rank	Increased greatly and increased	Remained the same	Decreased greatly and decreased
E1-E4	31%	38%	31%
E5-E9	45%	37%	18%
W1-O3	55%	33%	11%
O4-O6	68%	27%	6%
O7-O10	77%	11%	3%

Table 3-13. Approved USAR Awards

Grades	Retirement			Service			Achievement		
	1982	1983	1984	1982	1983	1984	1982	1983	1984
04-06	152	150	268	1,194	869	1,322	654	715	965
W1-03	35	39	44	842	689	1,206	587	721	1,235
E5-E9	150	245	306	1,706	1,369	2,852	1,421	2,069	3,698
E1-E4	0	0	5	133	136	473	159	370	852
Total	337	434	623	3,875	3,113	5,853	2,821	3,875	6,750

Source: AFAG-PDA, HQ FORSCOM, DA Form 4612-R

Table 3-14. Responses to Question 44 by Rank

The standards for receiving awards should be tougher than they are now.

Rank	Strongly agree and agree	Undecided	Strongly disagree and disagree
E1-E4	21%	30%	49%
E5-E9	27%	26%	47%
W1-03	27%	30%	42%
04-06	29%	21%	50%
07-010	22%	12%	66%

(2) The data in Table 3-15 do not support a definite choice on whether or not award standards are perceived to be clear and concrete; the results are mixed. Although 46 percent of general officers agree and 43 percent disagree, a lesser percentage of other officer and enlisted groups agree with this statement. Related to this data is Table 3-16 which shows all ranks, from E1 through general officer, strongly believe examples should accompany award regulations. This seems to indicate a desire on the part of all ranks, both officer and enlisted, for an increase in the clarity and concreteness of award standards and regulations. The following comment supports this point:

"The standards seem to be fine, the way these standards are applied needs to be consistent to weed out the undeserved awards."

Drill status LTC, under 3 years AD, 15-19 years ARNG

Table 3-15. Responses to Question 51 by Rank

Standards for awards are clear and concrete.

Rank	Strongly agree and agree	Undecided	Strongly disagree and disagree
E1-E4	36%	31%	33%
E5-E9	34%	28%	38%
W1-03	27%	29%	45%
04-06	30%	23%	47%
07-010	46%	11%	43%

Table 3-16. Responses to Question 58 by Rank

Current award regulations provide general guidance but no examples. Should award regulations include examples for award recommendations that could be used as a guide?

Rank	Strongly agree and agree	Strongly disagree and disagree
E1-E4	70%	6%
E5-E9	78%	7%
W1-03	77%	11%
O4-06	78%	13%
O7-010	79%	17%

(3) Related to the perception of standards is whether end-of-tour awards should be routinely granted. Many awards are given at the end of an individual's tour of duty; this has caused some discussion and controversy. One view of end-of-tour awards is they tend to become perfunctory and are not given for any specific achievement or for superior performance. Consequently, there seems to be more justification for impact awards which are now rarely given; it seems reasonable impact awards would be more valued and would generate more pride than end-of-tour awards. In Table 3-17, a majority of the enlisted ranks, including 75 percent of the junior enlisted, believe end-of-tour awards should be given when soldiers leave their unit or leave the National Guard/Army Reserve. Also 39 percent of the general officers believe end-of-tour awards should be given. While the company grade and warrant officers are about evenly split, the field grades is the only group dissenting. The data brings out an interesting point: the junior enlisted group, which has the most difficulty in getting awards, feels the most strongly that end-of-tour awards should be given. It is also interesting to juxtapose these data with data on whether end-of-tour awards tend to devalue awards given for outstanding job performance. Less than a majority of enlisted personnel, both junior and senior enlisted believe, end-of-tour awards devalue awards given for outstanding job performance. On the other hand, the officer ranks indicate a slight majority agree with the perception that end-of-tour awards devalue those given for outstanding performance. Table 3-18 contains these data. Officers in grades O4 through O6 tend to be the most likely to feel end-of-tour awards devalue awards given for outstanding job performance. Enlisted groups and the junior officer group, W1 through O3, do not feel this is the case as strongly. In summary, Table 3-18 indicates there is no overwhelming feeling on the part of officers and enlisted personnel that end-of-tour awards tend to devalue awards given for outstanding performance.

Table 3-17. Responses to Question 59 by Rank

When a soldier leaves his/her unit or leaves the National Guard/Army Reserve, and "end-of-tour" award should be received.

Rank	Strongly agree and agree	Strongly disagree and disagree
E1-E4	75%	13%
E5-E9	57%	32%
W1-03	42%	44%
04-06	36%	51%
07-010	39%	44%

Table 3-18. Responses to Question 60 by Rank

Awards granted for completion of a tour tend to devalue awards given for outstanding job performance.

Rank	Strongly agree and agree	Strongly disagree and disagree
E1-E4	39%	43%
E5-E9	43%	46%
W1-03	52%	36%
04-06	60%	32%
07-010	51%	43%

b. Equitability. The perceived equitability of the current Army Awards Program is one of the major areas of concern investigated in this study. Tables 3-19 through 3-23 indicate the perception of various ranks receiving proper recognition for service/achievement through the Army Awards Program; in particular, Tables 3-19 through 3-23 show the percentage of respondents considering various ranks as having received too few awards. These points emerge from the data: (1) all ranks consider that officers in ranks 04 through 06 have received at least their share of awards; (2) the junior enlisted ranks, E1 through E4, are believed by a large majority of all ranks to have received too few awards; (3) all ranks are closely divided between believing NCOs, E5 through E9, receive too few or receive the right number of awards; (4) the data in Table 3-22 indicates a sharp break in opinion between enlisted and officer ranks regarding the recognition of junior officers (01 through 03); while approximately one third of the enlisted soldiers believe junior officers receive too few awards, over 60 percent of the officers perceive 01 through 03 are inadequately recognized; and (5) although all ranks perceive warrant officers are properly recognized, a noteworthy minority believe they receive too few awards. One source of lack of equitability in the Army Awards Program resides in the perception that relatively senior officers in ranks 04 through 06 are receiving their share of awards while enlisted soldiers, particularly junior enlisted, are not receiving their share of awards. Also it was observed, typically, a large percentage of each rank group considers their own group to receive too few awards. The following comments illustrate some of the points regarding inequity:

"Enlisted soldiers are too seldom recognized. Most officers are deserving due to above average or outstanding job performance, but some are not. Hence, a double standard exists; enlisted people must be outstanding while officers, as a general rule, need only be above average to be recognized with an award."

Drill status LTC, under 3 years AD, 15-19 years ARNG

"The concern that I have is not so much with the program but that the officers tend to decorate other officers instead of considering the accomplishments of enlisted personnel."

Drill status COL, over 25 years AD, over 25 years ARNG

Finally it should be noted the following five questions (11 through 15) also appeared in the 1977 Army Awards Study.

Table 3-19. Responses to Question 11 by Rank

Senior officers (04-06) are getting proper recognition for service/achievement through the Army Awards Program?

Rank	Too few awards	About right	Too many awards
E1-E4	19%	64%	17%
E5-E9	14%	54%	33%
W1-03	16%	53%	31%
04-06	37%	49%	15%
07-010	30%	60%	10%

Table 3-20. Responses to Question 13 by Rank

Enlisted personnel in grades E1-E4 are getting proper recognition for service/achievement through the Army Awards Program?

Rank	Too few awards	About right	Too many awards
E1-E4	70%	28%	2%
E5-E9	66%	31%	3%
W1-03	57%	38%	4%
04-06	66%	31%	3%
07-010	77%	21%	1%

Table 3-21. Responses to Question 14 by Rank

Noncommissioned officers in grades E5-E9 are getting proper recognition through the Army Awards Program?

Rank	Too few awards	About right	Too many awards
E1-E4	42%	50%	8%
E5-E9	60%	35%	4%
W1-03	43%	49%	8%
04-06	46%	46%	8%
07-010	50%	44%	6%

Table 3-22. Responses to Question 12 by Rank

Junior officers (01-03) are getting proper recognition for service/achievement through the Army Awards Program?

Rank	Too few awards	About right	Too many awards
E1-E4	34%	56%	10%
E5-E9	38%	53%	10%
W1-03	62%	34%	4%
04-06	61%	35%	4%
07-010	65%	32%	3%

Table 3-23. Responses to Question 15 by Rank

Warrant officers (W1-W4) are getting proper recognition for service/achievement through the Army Awards Program?

Rank	Too few awards	About right	Too many awards
E1-E4	31%	59%	10%
E5-E9	38%	54%	8%
W1-03	48%	47%	5%
04-06	45%	49%	5%
07-010	38%	54%	4%

(1) Significant sources of the perceived lack of equitability in the Army Awards Program system result from what is felt to be a perceived disparity of opportunity to receive awards and decorations depending upon the unit to which one is assigned, personal relationships, and the supervisors' impact; i.e., the supervisors' knowledge of the regulations concerning awards and decorations and the supervisors' skill in writing award recommendations. Table 3-24 shows there is an overwhelming consensus among all ranks that it is easier to get awards in some units than in others; this is an important source of the perceived lack of equitability in the Army Awards Program. This is illustrated by the following comment:

"There are some units that would not give an award to a Patton or a Bradley because 'they were just doing their jobs.' In other units, members seem to get awards for having their shoes tied, their neckties on straight, and for reporting for daily duty on time."

Drill status LTC, under 3 years AD, 15-19 years ARNG

Table 3-25 shows personal relationships and contacts are perceived to play a significant part in whether a soldier receives an award. Only a small percentage of the respondents agreed personal relationships and contacts play no part in receiving awards. Table 3-26 shows the data on opinions as to whether a supervisors' knowledge of regulations concerning awards affects whether one receives an award; Table 3-27 indicates whether supervisors' skills in writing awards are believed to have an effect upon whether one receives an award. It is apparent there is a strong belief among all ranks

that both factors play a part in whether one receives an award. Only among the junior enlisted ranks is there not a majority holding the view that a supervisor's skill in writing awards often determines whether a service member receives an award. A likely explanation for this divergence arises from the junior enlisteds' brief service tenure and consequent lack of experience with the Army Awards Program. These three factors--variation of awards granted between units, personal relationships and contacts, and a supervisor's knowledge of rules and regulations concerning awards as well as writing skill present a degree of inconsistency in the Army awards system.

Table 3-24. Responses to Question 32 by Rank

It is easier to get awards in some units than in others.

Rank	Strongly agree and agree	Strongly disagree and disagree
E1-E4	67%	6%
E5-E9	83%	4%
W1-03	88%	2%
04-06	94%	1%
07-010	96%	2%

Table 3-25. Responses to Question 38 by Rank

Personal relationships and contacts play no part in whether a soldier receives an award.

Rank	Strongly agree and agree	Strongly disagree and disagree
E1-E4	34%	45%
E5-E9	24%	62%
W1-03	16%	71%
04-06	13%	77%
07-010	17%	73%

Table 3-26. Responses to Question 24 by Rank

A supervisor's knowledge of regulations governing the Army Awards Program often determines whether a service member receives an award.

Rank	Strongly agree and agree	Strongly disagree and disagree
E1-E4	63%	12%
E5-E9	77%	14%
W1-03	83%	10%
04-06	84%	11%
07-010	88%	6%

Table 3-27. Responses to Question 42 by Rank

A supervisor's writing skill often determines whether a service member receives an award.

Rank	Strongly agree and agree	Strongly disagree and disagree
E1-E4	42%	27%
E5-E9	64%	21%
W1-03	76%	11%
04-06	81%	11%
07-010	86%	7%

(2) Another factor evaluated in the study of the Army Awards Program was the perceived effect of an individual's sex. Table 3-28 shows only a small percentage of the soldiers and officers of the Reserve Components felt an individual's sex played a significant role in determining whether they received an award. Table 3-29 indicates, however, there is a difference between male and female perceptions as to whether sex played a significant role in determining receipt of awards. For example, while 18 percent of males in ranks E1 through E4 in the Reserve Components felt sex played a role in determining receipt of awards, 40 percent of Reserve Component females in the ranks E1 through E4 believe this is the case. In another example, while only 13 percent of the males in the Reserve

Components in ranks 04 through 06 felt their sex played a significant role in determining whether they received an award; 32 percent of the females in ranks 04 through 06 felt this was true. These differences between males and females hold for all ranks, as shown in Table 3-29. Since there were no female general officers in the Reserve Components, the general officer data were not compared. In Chapter 2, paragraph 2-7 discusses the adequacy of sample sizes by rank and sex; Appendix I presents a statistical test depicting the perception effect of sex on Question 33.

Table 3-28. Responses to Question 33 by Rank

Do you believe your sex plays a significant role in determining whether you receive an award?

Rank	Strongly agree and agree	Strongly disagree and disagree
E1-E4	21%	58%
E5-E9	21%	60%
W1-03	18%	63%
04-06	14%	71%
07-010	9%	77%

Table 3-29. Responses to Question 33 by Rank and Sex

Do you believe your sex plays a significant role in determining whether you receive an award?

Rank	Male		Female	
	Strongly agree and agree	Strongly disagree and disagree	Strongly agree and agree	Strongly disagree and disagree
E1-E4	18%	62%	40%	38%
E5-E9	19%	61%	37%	44%
W1-03	16%	66%	33%	42%
04-06	13%	72%	32%	50%
07-010	9%	77%	0%	0%

(3) When the attitudes of the Reserve Component officers and soldiers were examined as a whole, only a small percentage believed race played a significant role in determining whether they received an award according to Table 3-30. As can be seen in Table 3-31 where the sample is subdivided by race, there are differences in perceptions as to whether race played a significant role; this percentage varies among Caucasians, Asian Americans, Hispanics and Blacks. Again, Appendix I presents the statistical data regarding the perception by race and paragraph 2-8 discusses the adequacy of sample sizes by rank and race.

Table 3-30. Responses to Question 34 by Rank

Do you believe your race plays a significant role in determining whether you receive an award?

Rank	Strongly agree and agree	Strongly disagree and disagree
E1-E4	24%	56%
E5-E9	21%	64%
W1-03	15%	68%
04-06	11%	76%
07-010	4%	86%

Table 3-31. Response to Question 34 by Rank and Race
(percent strongly agree and agree)

Rank	Caucasian	Asian American	Hispanic	Black
E1-E4	15%	12%	34%	46%
E5-E9	14%	24%	27%	56%
W1-03	12%	27%	29%	51%
04-06	9%	22%	29%	55%
07-010	3%	0%	0%	0%

(4) Further analysis of the data indicates there is a perception strongly held among both officers and enlisted personnel in the Reserve Components that there should be equality between officers and enlisted personnel in receipt of awards and decorations. As Table 3-32 indicates, all ranks disagree that officers should get higher awards than enlisted soldiers. Also, as Table 3-33 shows, there is disagreement with the statement that higher ranking officers should receive higher awards than lower ranking officers. Therefore, this data suggests that all ranks believe equality among the ranks in the receipt of awards and decorations is desirable.

Table 3-32. Responses to Question 41 by Rank

Officers should get higher awards than enlisted personnel.

Rank	Strongly agree and agree	Strongly disagree and disagree
E1-E4	15%	69%
E5-E9	7%	87%
W1-03	7%	85%
04-06	8%	86%
07-010	14%	80%

Table 3-33. Responses to Question 46 by Rank

Higher ranking officers should receive higher awards than lower ranking officers.

Rank	Strongly agree and agree	Strongly disagree and disagree
E1-E4	15%	64%
E5-E9	7%	83%
W1-03	9%	78%
04-06	13%	78%
07-010	27%	67%

c. **The Credibility of the Current Army Awards Program.** While the current Army Awards Program enjoys overall credibility among officers and enlisted personnel, there are some factors which detract from the credibility of the current program. As Table 3-34 shows, one-half or less of all ranks from E1 through O3 feel the system is either fair or very fair, and 55 percent of O4s through O6s feel the system is fair or very fair; however, this leaves a sizeable percentage who are undecided or do not agree. Only the general officer group, of whom 84 percent feel the current Army Awards Program is fair or very fair, have a strong belief in the legitimacy of the Army Awards Program. One-half or less of the enlisted feel the system is fair or very fair. Also affecting the program's credibility among the officers and enlisted personnel of the Reserve Components is the fact a sizeable percentage of both groups do not believe the current Army Awards Program currently rewards only outstanding achievement or service. As Table 3-35 indicates, less than 50 percent of all ranks, except those in the ranks E1 through E4, agree the current Army Awards Program rewards only those individuals whose achievement or service has been outstanding; instead a sizeable percentage disagree. Looking at another factor which affects credibility, Table 3-36, indicates a majority of all ranks either agree or strongly agree they have often felt their job performance deserved an award but they did not receive one. Further support for this point comes from Table 3-37: these data show a majority of officers in all ranks, warrant officer through general officer, observed higher ranking officers receive higher awards than lower ranking officers. In addition, 49 percent of the E5s through E9s observed this. Because this question is concerned with higher ranking versus lower ranking officers, the enlisted may be presumed to have less interest and/or knowledge regarding it. Hence, we see the E1s through E4s do not hold this view in the same extreme as the officers do. Since the perception is strong that higher ranking officers receive higher awards than lower ranking officers, a conflict exists with this opinion and the view discussed earlier that the Army Awards Program rewards only individuals of merit whose achievement and performance are above average or outstanding.

Table 3-34. Responses to Question 27 by Rank

Overall, in your opinion, how fair is the Army Awards Program?

Rank	Very fair and fair	Undecided	Very unfair and unfair
E1-E4	48%	32%	19%
E5-E9	50%	26%	25%
W1-03	49%	30%	22%
04-06	55%	23%	22%
07-010	84%	10%	6%

Table 3-35. Responses to Question 37 by Rank

The current Army Awards Program rewards only those individuals whose achievements or service has been outstanding.

Rank	Strongly agree and agree	Strongly disagree and disagree
E1-E4	57%	23%
E5-E9	46%	39%
W1-03	34%	50%
04-06	34%	54%
07-010	47%	46%

Table 3-36. Responses to Question 40 by Rank

I have often believed that my job performance deserved an award, but I did not receive one.

Rank	Strongly agree and agree	Strongly disagree and disagree
E1-E4	54%	17%
E5-E9	59%	25%
W1-03	52%	29%
04-06	55%	31%
07-010	61%	34%

Table 3-37. Responses to Question 45 by Rank

I have observed that higher ranking officers receive higher awards than lower ranking officers.

Rank	Strongly agree and agree	Strongly disagree and disagree
E1-E4	36%	18%
E5-E9	49%	20%
W1-03	62%	18%
04-06	73%	18%
07-010	81%	14%

(1) Tables 3-38 and 3-39 display the data on opinions of officers and enlisted receiving awards and deserving them. As Tables 3-38 and 3-39 show, a large percentage of respondents agree both the officers and the enlisted soldiers they knew who have received rewards deserved them. In each case, officers in ranks of warrant officer through general officer strongly believe both officers and enlisted men they knew who had received awards deserved them. These data tend to support credibility in the Army Awards Program. It was, however, indicated by all rank groupings in Tables 3-38 and 3-39 that the enlisted soldiers who received awards were perceived

to deserve them by a greater percentage of respondents than the officers who received awards. This corroborates the point made earlier in this chapter that enlisted, especially the junior grades, are viewed as not receiving their share of awards. Further it may be stated the data indicate an enlisted man who receives an award is perceived to be more deserving than an officer who receives an award. This may be interpreted as affecting the credibility of the Army Awards Program; it is clearly presented in the graph at Figure 3-2 wherein all values plotted for deserving enlisted are higher than for deserving officers.

Table 3-38. Responses to Question 16 by Rank

In your opinion, how many of the officers you know who have received awards deserved them?

Rank	All of them and most of them	Some of them	None of them and few of them
E1-E4	50%	27%	22%
E5-E9	47%	33%	20%
W1-03	61%	28%	11%
04-06	70%	24%	7%
07-010	89%	11%	0%

Table 3-39. Responses to Question 17 by Rank

In your opinion, how many of the enlisted soldiers you know who have received awards deserved them?

Rank	All of them and most of them	Some of them	None of them and few of them
E1-E4	57%	24%	19%
E5-E9	63%	23%	13%
W1-03	76%	17%	7%
04-06	81%	14%	5%
07-010	93%	4%	3%

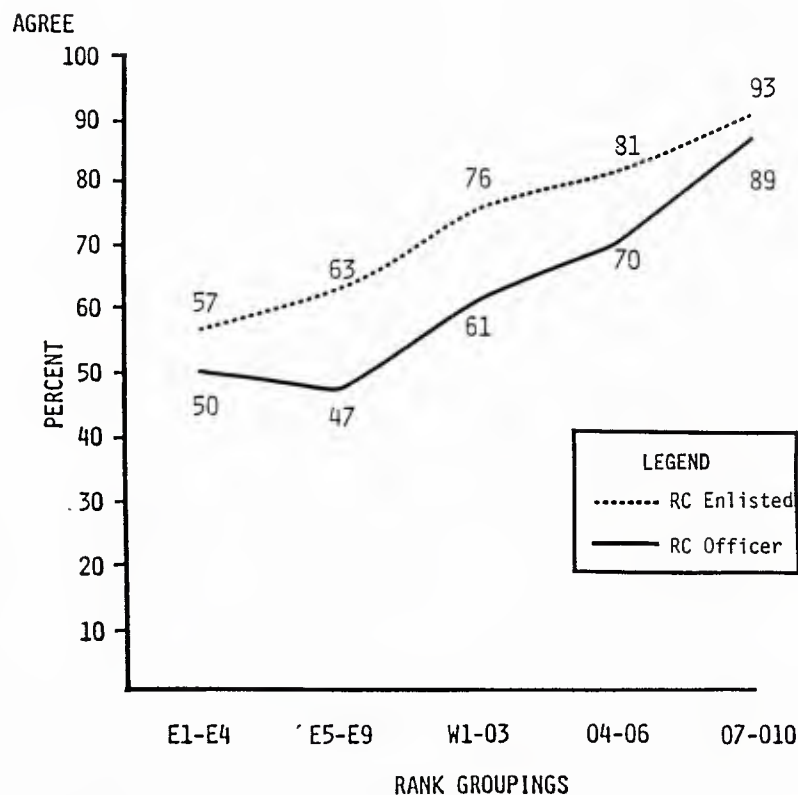


Figure 3-2. Individuals Who Received Awards Deserved Them

(2) As the data in Table 3-40 and 3-41 indicate, there is a strong perception that both enlisted personnel who receive awards and the officers who receive awards have demonstrated outstanding or above average job performance. This shows the Army Awards Program is generally credible because an overwhelming majority of all ranks that believe both officers and enlisted who receive awards have demonstrated a high degree of merit. But the program's credibility is affected by a perceived imbalance between the level of officer performance and the level of enlisted performance. At every rank level enlisted personnel who receive awards are perceived by a greater percentage of respondents to have demonstrated outstanding or above average job performance than officers who have received awards; refer to Figure 3-3. Although this difference is simply a matter of degree, it clearly exists. For example, while 70 percent of officers in the ranks of W1 through 03 believe officers who have received awards have demonstrated outstanding or above average job performance, 86 percent of officers in the ranks W1 through 03 believe enlisted personnel who have received awards have demonstrated this degree of merit. While the officers who receive awards are perceived by a large percentage of respondents to perform well, a greater percentage of respondents feel enlisted personnel who receive awards perform well.

Table 3-40. Responses to Question 18 by Rank

Usually, the enlisted personnel who receive awards have demonstrated:

Rank	Outstanding and above average performance	Average performance	Awards are not affected by job performance
E1-E4	77%	15%	8%
E5-E9	76%	13%	10%
W1-03	86%	10%	4%
04-06	90%	7%	3%
07-010	97%	3%	0%

Table 3-41. Responses to Question 19 by Rank

Usually, the officers who receive awards have demonstrated:

Rank	Outstanding and above average performance	Average performance	Awards are not affected by job performance
E1-E4	68%	24%	9%
E5-E9	56%	30%	15%
W1-03	70%	20%	10%
04-06	76%	16%	8%
07-010	92%	7%	0%

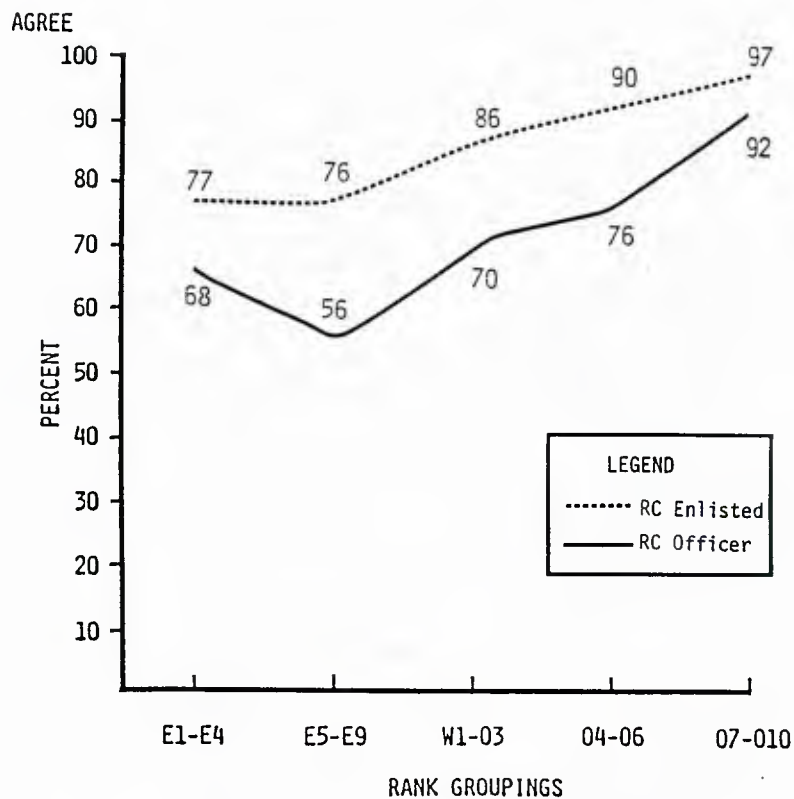


Figure 3-3. Usually, the Officers/Enlisted Personnel Who Receive Awards Have Demonstrated Outstanding or Above Average Performance

(3) While the current Army Awards Program is generally perceived to be credible, there are some factors which detract somewhat from the overall level of credibility. This appears to stem from administration of program which favors officers over enlisted and favors higher ranking officers over lower ranking officers.

3-5. DISCUSSION OF EEA 4. "What different leadership philosophies exist regarding purpose and operation of the current Army Awards Program?" This section highlights or underscores the attitudes and opinions toward the Army Awards Program which is held by the leadership in the Reserve Components. The leadership is here defined as enlisted in the rank of E-9, and officers in the ranks of 05, 06, and general officers. These were selected to define the leadership ranks because personnel serving in positions requiring these ranks generally have the greatest impact upon awards policies in larger units, such as battalion or larger. While many of the issues discussed in this section have been previously cited, discussion here will be restricted to opinions of the RC leadership. They will be listed in a summary manner and the relevant data upon which they are based follow accordingly. The data will be contained in contingency tables just as they have been previously.

a. **Purpose of Army Awards Program.** The leadership in the Reserve Components feels a function of the current Army Awards Program should be to advance the careers of both officers and enlisted soldiers. The data in Tables 3-42 and 3-43 show a majority of the leadership believes the Army Awards Program should contribute to career advancement. A higher percentage of the leadership feels that contributing to an enlisted soldier's career advancement, vis-a-vis an officer's, should be a function of the Army Awards Program. As Table 3-44 shows some of the leadership believes a function of the current Army Awards Program should be to raise the morale of officers and enlisted men; however, the single primary purpose of the program is to recognize superior performance.

Table 3-42. Leadership Responses to Question 20

The current Army Awards Program should contribute to an officer's career advancement.

Rank	Strongly agree and agree	Strongly disagree and disagree
E9	63%	26%
O5	58%	29%
O6	64%	25%
O7-010	68%	20%

Table 3-43. Leadership Responses to Question 25

The current Army Awards Program should contribute to an enlisted soldier's career advancement.

Rank	Strongly agree and agree	Strongly disagree and disagree
E9	72%	23%
O5	67%	21%
O6	73%	21%
O7-010	75%	18%

Table 3-44. Leadership Responses to Question 36

You believe the single, primary purpose of the current Army Awards Program is to:

Rank	Raise morale	Recognize superior performance	Neither
E9	35%	66%	0%
O5	20%	76%	4%
O6	20%	78%	2%
O7-O10	16%	84%	0%

b. Standards. Data analysis indicates the RC leadership believes standards are currently adequate and no great changes need be made. The leadership believes, as indicated in Tables 3-45 through 3-52, that:

(1) The standards of the current Army Awards Program are moderately high to high. (See Table 3-45.)

(2) Standards should be implemented consistently among all units even if this means reducing the authority of commanders. (See Table 3-46.)

(3) Award standards should not be tougher than they are right now. (See Table 3-47.)

(4) High standards should be maintained for the Army Awards Program. (See Table 3-48.)

(5) Commanders often interpret awards standards in a manner which differs from Department of Army policies and regulations. (See Table 3-49.)

(6) Commanders (or State adjutants general) should not be given the authority to supplement award standards published in Army regulations. (See Table 3-50.)

(7) End-of-tour awards should not necessarily be given although it should be noted general officers slightly favor these awards. (See Table 3-51.)

(8) Routinely granting end-of-tour awards tends to devalue awards given for outstanding job performance. (See Table 3-52.)

Table 3-45. Leadership Responses to Question 26

How high do you feel current standards for receiving awards are?

Rank	Very high	High	Moderately high	Total high
E9	12%	30%	44%	86%
O5	3%	30%	50%	83%
O6	6%	31%	49%	86%
O7-010	6%	37%	48%	93%

Table 3-46. Leadership Responses to Question 49

Standards for awards should be implemented consistently among all units even if it reduces the authority of commanders.

Rank	Strongly agree and agree	Strongly disagree and disagree
E9	72%	21%
O5	70%	22%
O6	71%	24%
O7-010	65%	23%

Table 3-47. Leadership Responses to Question 44

The standards for receiving awards should be tougher than they are now.

Rank	Strongly agree and agree	Strongly disagree and disagree
E9	28%	56%
05	26%	55%
06	28%	58%
07-010	22%	66%

Table 3-48. Leadership Responses to Question 52

High standards for granting awards should be maintained.

Rank	Strongly agree and agree	Strongly disagree and disagree
E9	98%	2%
05	98%	1%
06	98%	1%
07-010	97%	2%

Table 3-49. Leadership Responses to Question 50

Commanders often interpret awards standards in a manner that differs from Department of the Army policy and regulations.

Rank	Strongly agree and agree	Strongly disagree and disagree
E9	56%	23%
O5	56%	19%
O6	65%	19%
O7-010	62%	19%

Table 3-50. Leadership Responses to Question 56

Commanders (or State adjutants general) should be given the authority to supplement awards standards published in Army regulations.

Rank	Strongly agree and agree	Strongly disagree and disagree
E9	26%	60%
O5	34%	55%
O6	34%	57%
O7-010	42%	50%

Table 3-51. Leadership Responses to Question 59

When a soldier leaves his/her unit or leaves the National Guard/Army Reserve, an "end-of-tour" award should be received.

Rank	Strongly agree and agree	Strongly disagree and disagree
E9	38%	55%
O5	37%	51%
O6	37%	49%
O7-010	39%	44%

Table 3-52. Leadership Responses to Question 60

Awards granted for completion of a tour tend to devalue awards given for outstanding job performance.

Rank	Strongly agree and agree	Strongly disagree and disagree
E9	64%	36%
O5	56%	35%
O6	64%	32%
O7-010	51%	43%

c. Equitability. The Reserve Component leadership data indicates awards should be based upon performance and merit. As Tables 3-53 and 3-54 show the leadership feels both enlisted and officer personnel who receive awards have demonstrated outstanding or above average job performance. Enlisted personnel are perceived as slightly more likely to have demonstrated outstanding or above average job performance while officers more so than enlisted are perceived to have demonstrated average job performance. As indicated in two subsequent tables the leadership strongly feels:

(1) Officers should not receive higher awards than enlisted personnel. (See Table 3-55.)

(2) Higher ranking officers should not receive higher awards than lower ranking officers. (See Table 3-56.)

Table 3-53. Leadership Responses to Question 18

Usually, the enlisted personnel who receive awards have demonstrated:

Rank	Outstanding and above average performance	Average performance	Awards are not affected by job performance
E9	88%	9%	2%
05	92%	6%	2%
06	92%	5%	3%
07-010	97%	3%	0%

Table 3-54. Leadership Responses to Question 19

Usually, the officers who receive awards have demonstrated:

Rank	Outstanding and above average performance	Average performance	Awards are not affected by job performance
E9	61%	29%	10%
05	79%	14%	7%
06	84%	13%	4%
07-010	92%	7%	0%

Table 3-55. Leadership Responses to Question 41

Officers should get higher awards than enlisted personnel.

Rank	Strongly agree and agree	Strongly disagree and disagree
E9	2%	95%
05	10%	84%
06	8%	84%
07-010	14%	80%

Table 3-56. Leadership Responses to Question 46

Higher ranking officers should receive higher awards than lower ranking officers.

Rank	Strongly agree and agree	Strongly disagree and disagree
E9	7%	91%
O5	16%	76%
O6	18%	74%
O7-010	27%	67%

d. Credibility. Through the responses to several questions, the RC leadership indicates confidence in the Army Awards Program. This is demonstrated in the following tables, and factors affecting the overall credibility are highlighted in some of the following subparagraphs:

(1) The leadership believes the Army Awards Program is fair. (See Table 3-57.)

(2) Although the RC leadership is essentially divided on whether only outstanding individuals are rewarded, a greater percentage of the leadership disagrees than agrees. (See Table 3-58.)

(3) The leadership indicated both officers and enlisted personnel deserved their awards, but the enlisted are perceived to be deserving more so than officers. Moreover, the higher the rank the more likely respondents were to hold this opinion. (See Tables 3-59 and 3-60.)

(4) A majority of the RC leadership responses indicated both enlisted personnel and officers who receive awards have demonstrated above average to outstanding performance. In addition, the leadership was more prone to feel this way about the enlisted personnel. (See Tables 3-61 and 3-62.)

Table 3-57. Leadership Responses to Question 27

Overall, in your opinion, how fair is the Army Awards Program?

Rank	Very fair and fair	Very unfair and unfair
E9	74%	12%
O5	61%	18%
O6	68%	16%
O7-010	84%	6%

Table 3-58. Leadership Responses to Question 37

The current Army Awards Program rewards only those individuals whose achievements or service has been outstanding.

Rank	Strongly agree and agree	Strongly disagree and disagree
E9	49%	40%
O5	36%	51%
O6	39%	52%
O7-010	47%	46%

Table 3-59. Leadership Responses to Question 16

In your opinion, how many of the officers you know who have received awards deserved them?

Rank	All of them and most of them	Some of them	None of them and few of them
E9	51%	35%	14%
O5	73%	21%	6%
O6	77%	19%	4%
O7-010	89%	11%	0%

Table 3-60. Leadership Responses to Question 17

In your opinion, how many of the enlisted soldiers you know who have received awards deserved them?

Rank	All of them and most of them	Some of them	None of them and few of them
E9	68%	19%	14%
O5	84%	12%	4%
O6	87%	11%	2%
O7-010	93%	4%	3%

Table 3-61. Leadership Responses to Question 18

Usually, the enlisted personnel who receive awards have demonstrated:

Rank	Outstanding and above average performance	Average performance	Awards are not affected by job performance
E9	88%	9%	2%
05	92%	6%	2%
06	92%	5%	3%
07-010	97%	3%	0%

Table 3-62. Leadership Responses to Question 19

Usually, the officers who receive awards have demonstrated:

Rank	Outstanding and above average performance	Average performance	Awards are not affected by job performance
E9	61%	29%	10%
05	79%	14%	7%
06	84%	13%	4%
07-010	92%	7%	0%

3-6. DISCUSSION OF EEA 5. "Is there a consensus of leadership philosophy toward the purpose and operation of the current Army Awards Program?" As Table 3-41 indicated previously, the Reserve Component leadership strongly agrees the single primary purpose of the current Army Awards Program is to recognize superior performance. Further, as indicated by the data in Tables 3-63 and 3-64, the leadership demonstrates a consensus that the purpose of the current Army Awards Program should be to increase the morale of both enlisted personnel and officers. The narrative comments accompanying the survey responses strongly support the premise that morale can be increased through appropriate recognition of officers and enlisted personnel; nevertheless, recognition of superior performance, special skills, and valorous acts remains the primary purpose of the Army Awards Program.

Table 3-63. Leadership Responses to Question 53

The purpose of the current Army Awards Program should be to increase the morale of enlisted personnel.

Rank	Strongly agree and agree	Strongly disagree and disagree
E9	71%	29%
O5	53%	41%
O6	55%	40%
O7-010	55%	42%

Table 3-64. Leadership Responses to Question 54

The purpose of the current Army Awards Program should be to increase officer morale.

Rank	Strongly agree and agree	Strongly disagree and disagree
E9	64%	31%
O5	48%	44%
O6	50%	44%
O7-010	54%	44%

3-6. DISCUSSION OF EEA 6. "Is consensus of philosophy consistent with the current Army program?" The view of the Reserve Component leadership is consistent with the purpose of the Army Awards Program. The leadership's philosophy of the Army Awards Program is that it should be used to recognize and reward superior performance primarily; also it should raise the morale of enlisted personnel and officers, and it should be fair and equitable. The leadership believes the Army Awards Program is fair, and they desire to have it remain equitable with officers not receiving advantages over enlisted, nor higher ranking officers given priority over lower ranking officers, in the distribution of awards. The leadership philosophy appears to be fully consistent with the intent of the Army Awards Program as the latter is guided by Department of the Army Regulations.

3-7. ANCILLARY FINDINGS. The data analysis revealed ancillary findings worth noting. These findings refer to opinions expressed by members of the Reserve Components as to whether there is a need for a PT badge, whether the number of tabs available are sufficient, the choice of uniforms on which awards should be worn, whether the number of awards need to be increased, and the attitudes of National Guard personnel toward Federal and State awards.

a. Physical Fitness. As Table 3-65 shows RC officers do not agree there should be an award for proficiency in physical fitness, a PT badge. Junior enlisted ranks, however, do feel there should be such a proficiency badge. Obtaining a PT badge for enlisted soldiers who are more likely to be out in the field and who are younger, presents a goal which may be perceived as more attainable than other awards. Interestingly the percentage of undecided responses directly increases with rank.

Table 3-65. Responses to Question 48 by Rank

There should be a proficiency badge for physical fitness.

Rank	Strongly agree and agree	Undecided	Strongly disagree and disagree
E1-E4	79%	10%	11%
E5-E9	62%	29%	9%
W1-03	52%	40%	8%
04-06	44%	47%	9%
07-010	38%	58%	5%

b. Tabs and Special Qualifications. As Table 3-66 indicates, the percentage of those agreeing increases with rank concerning the issue whether the Army has enough tabs for special qualifications such as Special Forces, Rangers, and the President's Hundred. Only 41 percent of RC junior enlisted (E-1 through E-4) feel there are enough tabs at present, and the percentage of undecided responses decreases conversely with higher ranks.

Table 3-66. Responses to Question 39 by Rank

The Army has enough tabs for special qualifications such as Special Forces, Ranger, and Presidents Hundred.

Rank	Strongly agree and agree	Undecided	Strongly disagree and disagree
E1-E4	41%	43%	16%
E5-E9	52%	31%	17%
W1-03	60%	25%	15%
04-06	70%	17%	13%
07-010	81%	10%	10%

c. **Wearing Awards.** Tables 3-67 through 3-69 show most RC respondents felt awards should be authorized to be worn only with the Army green uniform (with blouse) rather than with other uniforms such as (1) BDUs/fatigues; and (2) the open-collar Army green uniform shirt (without the green blouse). Several respondents indicated in their narrative comments that dress uniforms should have been listed with the Army green uniform (with blouse) in Question 23.

Table 3-67. Responses to Question 21 by Rank

Awards should be authorized to be worn with the BDU/fatigue uniform.

Rank	Strongly agree and agree	Strongly disagree and disagree
E1-E4	33%	56%
E5-E9	18%	75%
W1-03	10%	84%
04-06	6%	90%
07-010	3%	95%

Table 3-68. Responses to Question 22 by Rank

Awards should be authorized to be worn on the open-collar Army green uniform shirt (without the green blouse).

Rank	Strongly agree and agree	Strongly disagree and disagree
E1-E4	42%	35%
E5-E9	44%	44%
W1-03	40%	50%
04-06	40%	54%
07-010	34%	64%

Table 3-69. Responses to Question 23 by Rank

Awards should be authorized to be worn only with the Army green uniform (with blouse).

Rank	Strongly agree and agree	Strongly disagree and disagree
E1-E4	52%	31%
E5-E9	55%	36%
W1-03	55%	37%
04-06	58%	37%
07-010	63%	36%

d. Additional Awards. As the data in Table 3-70 shows, RC enlisted soldiers feel the Army should increase the number of different awards for service/achievement. This opinion is strongly felt, especially by the junior enlisted personnel. Officers do not feel this way, however, seventy percent of the general officers felt the number of awards should remain the same.

Table 3-70. Responses to Question 28 by Rank

Should the Army increase or decrease the number of different awards for service/achievement?

Rank	Increase	Remain the same	Decrease
E1-E4	63%	32%	5%
E5-E9	51%	43%	7%
W1-03	39%	51%	10%
04-06	35%	54%	11%
07-010	26%	70%	4%

e. **Three National Guard Issues.** As the data in Tables 3-71 and 3-72 show, (1) only the ARNG leadership believes Federal and State regulations on Federal awards are not necessarily considered contradictory; (2) National Guard personnel feel Federal awards are more highly regarded than State awards; and (3) they believe National Guard service members should be authorized to wear State awards while serving on Active Guard/Reserve (AG/R) status. In discussions with National Guardsmembers during the survey pretest and during other discussions with officers knowledgeable of the National Guard, the sensitivity of National Guard personnel regarding the lesser status of State awards was apparent (Table 3-73). National Guardsmembers also expressed concern that National Guard State awards were not permitted to be worn when the service member serves on a Federal installation on AG/R status (Table 3-74).

Table 3-71. ARNG Responses to Question 94 by Rank

Federal and State regulations on Federal awards are contradictory.

Rank	Strongly agree and agree	Undecided	Strongly disagree and disagree
E1-E4	30%	62%	8%
E5-E9	30%	56%	14%
W1-03	18%	60%	23%
04-06	16%	46%	38%
07-010	11%	20%	69%

Table 3-72. ARNG Leadership Responses to Question 94

Federal and State regulations on Federal awards are contradictory.

Rank	Strongly agree and agree	Undecided	Strongly disagree and disagree
E9	16%	21%	63%
O5	16%	39%	45%
O6	17%	35%	49%
O7-010	11%	20%	69%

Table 3-73. ARNG Responses to Question 95 by Rank

Federal awards are more highly regarded than State awards.

Rank	Strongly agree and agree	Strongly disagree and disagree
E1-E4	64%	10%
E5-E9	76%	10%
W1-03	80%	9%
O4-06	86%	9%
O7-010	88%	7%

Table 3-74. ARNG Responses to Question 96 by Rank

Service members should be authorized to wear their State awards while serving in Active Guard/Reserve status.

Rank	Strongly agree and agree	Strongly disagree and disagree
E1-E4	80%	5%
E5-E9	88%	4%
W1-03	86%	6%
04-06	90%	5%
07-010	98%	0%

CHAPTER 4

ARNG GENERAL OFFICER SUPPLEMENTARY QUESTIONS

"Glory is the true and honorable recompense
of gallant actions."

Alain Rene Le Sage: Gil Blas, 1735*

4-1. SUPPLEMENTARY QUESTIONNAIRE. In addition to the survey booklet, five additional questions prepared by the study sponsor were mailed to the Army National Guard general officers. These five questions addressed specific issues requesting responses from the Army's leadership. The supplementary questionnaire mailed to ARNG general officers is reproduced at Appendix E; the same questions were provided the USAR and AC general officers in an earlier mailing.

4-2. TOPICS COVERED. Following are the topics included in the supplementary questionnaire:

a. Boilerplate. The workload associated with the Army's processing awards has been increasing annually. Processing requirements as well as preparing and typing the DA Forms 638 and associated certificates, all create an additional workload which burdens personnel administering the Army Awards Program. Compound this workload by the ever-increasing number of awards being granted each year suggests alternative methods need to be considered. One such suggestion was a "boilerplate" certificate requiring only entry of a soldier's name, rank, social security number, and the period of service.

(1) Tabulation of the responses to the multipart question on the desirability of "boilerplate" certificates is shown at Table 4-1. A significant percentage of ARNG general officers indicated they favor "boilerplate" certificates for service awards, a lesser number favor them for achievement awards and fewer yet favor boilerplating all except valor awards. Only two of 151 ARNG general officers indicated "boilerplate" certificates were appropriate for all awards.

*Heinl, Robert Debs, Dictionary of Military and Naval Quotations, United States Naval Institute, Annapolis, MD, 1966.

Table 4-1. ARNG General Officers Favoring Boilerplate Certificates

	Service	Achievement	All except valor	All
Percentage favoring	76	45	45	1

(2) **Comments.** Some relevant comments provided by general officers regarding "boilerplate" certificates follow:

(a) "Depends upon the level of achievement."

(b) "Absolutely no!"

(c) "In regard to valor awards, I believe they should give a specific accomplishment. I am, however, willing to go to some sort of a short listing of this information."

b. Approval Authority

(1) Questions two and four solicited opinions on approval authority, and in each case there was a convincing majority opinion. In question number two, 89 percent of the general officers believe the approval of awards should continue to be limited to commanders. Responses to the third question indicated 74 percent of those general officers responding currently have approval authority. Minority responses to question two were proportionately distributed between the two categories of general officers--those having and those not having approval authority; i.e., responses were not based by their currently having or not having approval authority. Respondents to the 1977 Awards Study survey indicated approval authority should be granted to all general officers (i.e., O7 and above). Some selected narrative comments from this current survey are:

(a) "No Commander should be too busy not to be personally involved and interested in the Awards Program of the Army and his/her command."

(b) "The immediate supervisor should have the authority to approve lower level awards."

(c) "In special cases for those senior officers who have observed sustained performance of a superior nature or outstanding individual achievements."

(d) "Commanders need to take the time to see that their subordinates receive the recognition due them."

(2) Responses to question number four indicated the present level of approval authority for peacetime awards is believed to be satisfactory by 90 percent of the ARNG general officers. Regarding the ARNG general officers who agreed the present level of approval authority for peacetime awards was satisfactory, those who disagreed were proportionately distributed between two categories--those currently having and those not having approval authority. In other words, it was not just those general officers without approval authority who believed the level should be changed it was both categories. Some pertinent comments follow:

(a) "The level of approval authority is too high--should be reduced at least one level of command."

(b) "TAGs should be able to approve Legions of Merit for deserving retirees."

(c) "General officers should be allowed to give any award from US Meritorious Service Medal down. I know this adds the Meritorious Service Medal to present policy."

(d) "Lower level of approval authority: For the Army--yes. For the Air National Guard--no; problem is with the Meritorious Service Medal."

c. Signing Awards. Responses to final question indicated all ARNG general officers who have the authority to sign awards currently sign them except two. These two exceptions cited the same reason for not signing them; i.e., they stated their AG signs all awards. One general officer stated:

"It is worthless if the commander does not sign it. I sign all, including letters of commendation."

CHAPTER 5

FINDINGS AND OBSERVATIONS

"A soldier will fight long and hard for a
bit of colored ribbon."

Napoleon I: To the Captain,
HMS Bellerophon, 15 July 1815*

5-1. PURPOSE. This chapter will summarize study results, address the essential elements of analysis, and present key observations.

5-2. SUMMARY OF THE STUDY RESULTS. The data from a survey of over 7,000 Army National Guardsmembers and Army Reservists as well as over 200 ARNG and USAR general officers indicate the current Army Awards Program is basically sound but may require some adjustments. Indications are the program should be geared toward increasing morale, recognizing performance, and advancement of the careers of both officers and enlisted personnel. While the program is generally considered sound, inherent inequities are perceived from differences in rank, the unit of assignment, personal relationships in the work situation as well as a supervisor's knowledge of regulations and skill in writing awards. The Army leadership feels award standards are adequate and high standards should be maintained. Also, standards should be applied consistently across units, and end-of-tour awards tend to devalue awards given for outstanding service or achievements.

5-3. ESSENTIAL ELEMENTS OF ANALYSIS (EEA). Listed below are the EEA from the A³ study directive and pertinent study observations.

a. **EEA 1: "What is the purpose of the Army Awards Program?"** The purpose of the Army Awards Program, as stated in AR 672-5-1, is to provide tangible recognition for acts of valor, exceptional service or achievement, special skills or qualifications, and acts of heroism not involving actual combat.

b. **EEA 2: "What is the Army's perception of the purpose of the current Army Awards Program?"** Data from the study indicate the primary purpose of the Army Awards Program is perceived to be recognition of superior performance. A secondary purpose is perceived to be the enhancement of morale for both officers and enlisted personnel. A third purpose is perceived to be the advancement of the careers of officers and enlisted personnel.

*Heinl, Robert Debs, Dictionary of Military and Navy Quotations, United States Naval Institute, Annapolis, MD, 1966.

c. EEA 3: **"What is the Army's perception of the operation of the current Army Awards Program?"** General perceptions of the operation of the current Army Awards Program were: (1) commanders often interpret awards standards in a manner which differs from Department of the Army policy and regulations, thereby creating an indefiniteness of award standards; and (2) officers in ranks 03 and above are expected to receive awards.

(1) **Perception of Standards.** There was no dissatisfaction with the standards for awards among the soldiers and officers of the Reserve Components. The great majority felt award standards were very high, high, or moderately high. There was no desire to raise standards.

(2) **Equitability of Awards Program.** Officers in ranks 04 to 06 were perceived to receive their share of awards while junior enlisted personnel were perceived as not receiving their proper share of awards. Another source of perceived inequity was the importance of the supervisor's knowledge of regulations and skill in writing award recommendations. Moreover, personal contacts and relationships and the liberal or strict views of unit commanders in recommending awards were seen as further sources of inequity in the Army Awards Program.

(3) **Credibility of Awards Program.** The credibility of the Army Awards Program was affected by the feeling the program did not reward only outstanding achievement or service. Moreover, many service members in the sample responding felt they often merited an award but did not receive one. The Army Awards Program was felt to favor officers: it was perceived enlisted personnel are more deserving of awards they receive, and the higher ranking officers receive higher awards.

d. EEA 4: **"What different leadership philosophies exist regarding the purpose and operation of the current Army Awards Program?"**

(1) **Purpose.** The Reserve Component leadership feels the function of the awards program should be to advance the careers of both enlisted and officers as well as recognize superior performance and enhance the soldier's morale.

(2) **Operation.** The RC leadership did not feel officers should receive higher awards than enlisted personnel or that higher ranking officers should receive higher awards than lower ranking officers. Further, the leadership indicated award standards are adequate, standards should be applied consistently across units, high standards should be maintained, and end-of-tour awards tend to devalue awards given for outstanding service or achievement and should not be granted routinely. ARNG and USAR general officers strongly favored having boilerplate certificates for service awards, and they believed authority for awards should be limited to commanders.

e. EEA 5: "Is there a consensus of leadership philosophy toward the purpose and operation of the current Army Awards Program?" The Reserve Component leadership agrees the single primary purpose of the current Army Awards Program is to recognize superior performance. Another purpose was believed to be the enhancement of the morale of officers and enlisted personnel.

f. EEA 6: "Is consensus of philosophy consistent with the current Army program?" Yes, this consensus of philosophy is consistent with the program's purpose outlined in AR 672-5-1 and described above in paragraph 5-3a.

5-4. ANCILLARY FINDINGS

a. Officers saw no need for a PT Badge, but junior enlisted soldiers felt there should be one.

b. It was felt there were enough tabs to recognize special qualifications such as Airborne, Ranger, and the President's Hundred.

c. It was felt awards should be authorized to be worn only with the Army green uniform (with blouse) and dress uniforms.

d. Enlisted personnel felt the number of different awards for service/achievement should be increased. Officers did not share this view.

e. Army National Guard personnel felt Federal awards are more highly regarded than State awards.

f. National Guard personnel felt they should be authorized to wear State awards while serving in an active guard/reserve status.

5-5. COMPARISON OF PRESENT AND 1977 STUDIES. In 1977, a task force studied the Army Awards Program. This study limited itself to lesser detail than the present study of Reserve Components and the previous CAA survey of the Active Component. The 1977 study was based on a worldwide survey from which 13,567 usable returns were received. It was based on a random sampling of active duty officers and enlisted personnel at 69 CONUS and 7 overseas areas. The results, summarized below, were similar to those obtained in CAA's analysis of the operation of the Army Awards Program in the Active and Reserve Components.

a. In all the studies, both officers and enlisted personnel believed enlisted in ranks E1-E4 were getting too few awards.

b. In all the surveys, officers in ranks O4 through O6 were generally perceived to receive about the right number of awards.

c. In all the studies, a majority agreed end-of-tour awards should be given, although data from the A³(RC) Study indicates that a majority of the Reserve Component leadership does not agree.

d. In the 1977 study, all ranks felt approval authority for awards should be at the brigadier general level or higher. ARNG general officers essentially felt the approval level for awards should remain unchanged and continue to rest with the unit commander.

APPENDIX A
STUDY CONTRIBUTORS

1. STUDY TEAM

a. Study Director

LTC Raymond K. Elder, Jr., Force Systems Directorate

b. Team Member

Dr. Gerald Chasin

c. Other Contributors

Mr. Carl B. Bates

Mr. Franklin E. Womack

2. PRODUCT REVIEW BOARD

LTC Robert E. Duffy, Chairman

Mr. Andrew N. Carras

Mr. James B. Wantland

3. EXTERNAL CONTRIBUTORS

LTC Ronald R. Courtney, Mail Operations Division, HASD, OTAG

LTC William J. Peterson, Mail Operations Division, HASD, OTAG

LTC Eugene L. Kennedy, Distribution Readiness Branch, DMPM, DCSPER

MAJ Cheryl A. Brown, General Officer Management Office, NGB

MAJ Harrison Lobdell III, Military Awards Branch, MILPERCEN

SFC Deloris K. Lewis, General Officer Management Office, NGB

SP5 Charles R. Fennema, Soldier Support Center-National Capital
Region

APPENDIX B

STUDY DIRECTIVE

REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
U.S. ARMY MILITARY PERSONNEL CENTER
200 STOVALL STREET
ALEXANDRIA, VIRGINIA 22332

4 JUN 1984

DAPC-ALA

SUBJECT: Army Awards Analysis Study (A3)

Director
US Army Concepts Analysis Agency
8120 Woodmont Avenue
Bethesda, MD 20814

1. PURPOSE OF DIRECTIVE. This directive provides for the establishment of a study group to conduct subject study.

2. BACKGROUND.

a. The Military Personnel Management Directorate (DAPE-MP) of the Office of the Deputy Chief of Staff for Personnel (ODCSPER) has charged MILPERCEN with determining the Army's perception concerning operating the Army awards program during peace and war.

b. There are differing philosophies on what an awards program should provide and on how stringent or lenient it should be. There has not been a serious overview of what constitutes the current awards program and policies to enable policymakers to be assured standards are consistently applied.

c. The last study of the Army awards program was accomplished by a Task Force in June 1977. That study attempted to determine if the military awards program met the needs of the Army and provided equitable awards distribution to the service members of both active and reserve components. As a result of the study, numerous changes were implemented. Since that time no organized effort has been taken to verify or determine if the approved recommendations, did in fact, support the needs of the Army.

d. In recent years, additional changes have been made and numerous other proposals have surfaced and resurfaced.

DAPC-ALA

SUBJECT: Army Awards Analysis Study (A3)

One award is approved for adoption based upon a certain rationale; whereas others with similar or identical rationale are not adopted. These conflicting signals tend to indicate that there is no longer a central focus or theme to the military awards program; or for what the program is intended to accomplish.

e. One of the basic precepts of the military awards program is to provide timely recognition for the deeds of soldiers. Yet with one exception, most decorations are awarded for service rather than for some specific achievement.

3. STUDY SPONSOR AND STUDY SPONSOR'S DIRECTOR. Office of the Deputy Chief of Staff for Personnel, LTC James L. Hickman.

4. STUDY AGENCY. US Army Concepts Analysis Agency (CAA).

5. TERMS OF REFERENCE.

a. Scope. The study will focus on determining the Army's perceptions of the current military awards program. The current Army awards program and philosophies will be analyzed to determine if there is a difference between philosophy and practice. Data for analysis will come from reports on awards issued by MACOMs and DA Staff Agencies, survey of individuals in the Active Army, the Army Reserve and Army National Guard, and regulations and supplements to regulations pertaining to the Army military awards program. The civilian awards program will be excluded from this study.

b. Objectives.

(1) Determine purpose of Army awards program.

(2) Determine Army's perception of the purpose of the Army awards program.

(3) Determine Army's perception of the operation of the Army awards program.

(4) Determine the current philosophy of Army leadership (05-010; E9) towards the Army awards program.

DAPC-ALA

SUBJECT: Army Awards Analysis Study (A3)

(5) Evaluate current philosophy of Army leadership to determine if it is consistent with the current Army awards program.

c. Time Frame. FY 84.

d. Assumptions.

(1) There is a need for an awards program in the total Army.

(2) Army awards program will operate in both peace and war.

(3) For purpose of study, the total Army is composed only of members of the Active Army, Army Reserve and Army National Guard.

e. Essential Elements of Analysis (EEA).

(1) What is the purpose of the Army awards program?

(2) What is the Army's perception of the purpose of the current awards program?

(3) What is the Army's perception of the operation of the current Army awards program?

(4) What different leadership philosophies exist regarding purpose and operation of the current Army awards program?

(5) Is there a consensus of leadership philosophy towards the purpose and operation of the current Army awards program?

(6) Is consensus of philosophy consistent with the current Army awards program?

f. Environmental and Threat Guidance. No environmental consequences are envisioned; however, the study agency is required to surface and address any environmental considerations that develop in the course of the study effort.

DAPC-ALA

SUBJECT: Army Awards Analysis Study (A3)

g. Estimated cost savings or other benefits. No cost savings are projected. The Army will be able to use the results to change policy, if needed, to improve morale and ensure the Army awards program is focused towards consistent operation of the program throughout the total Army.

6. RESPONSIBILITIES.

a. ODCSPER.

(1) Will prepare an evaluation of study results in accordance with AR 5-5, and will provide a critique of the draft study report for inclusion in the final report.

(2) Provide a list of Points of Contact (POC) at Department of Defense (DOD); Headquarters Department of Army (HQDA); Major Army Commands (MACOMs); and other agencies as appropriate.

b. CAA.

(1) Will designate a study director and a study team.

(2) Will coordinate/communicate with appropriate commands/agencies for data necessary to accomplish the study.

(3) Provide periodic In-Process Reviews (IPR) as requested by ODCSPER.

(4) Will provide final study results to the study sponsor.

c. MACOMs.

(1) Will designate a POC as required.

(2) Will participate in SAG meetings as required.

(3) Will provide input concerning Army awards program, policies, procedures, and capabilities as requested by CAA or ODCSPER.

DAPC-ALA

SUBJECT: Army Awards Analysis Study (A3)

d. MILPERCEN.

- (1) Provide the sponsor's study director.
- (2) Provide data and documentation required for analysis.
- (3) Will participate in SAG meetings as required.
- (4) Will provide ADPE support for reduction of interview responses and addressograph assistance.

7. LITERATURE SEARCH. The following literature is related to the subject of this study.

a. "Proposed Revision of Army Awards Policies Final Report," by LTC Olen D. Thornton, MAJ Terry L. McKee, and CW3 Glenda M. Kaufman, Military Personnel Center, Alexandria, Virginia, June 1977.

b. "Comparison of Published Measures of Job Satisfaction on a Taxonomy of Job Rewards", Robert Pritchard and James B. Shaw, Occupation and Manpower Research Division, Brooks AFB, Texas 78235, July 1978.

c. "A Study of Recognition of the Lesser Achievements of Low Ranking Enlisted Men", MAJ Patrick J. Hughes, Command and General Staff College, Ft Leavenworth, Kansas, June 1975.

d. "The Medal of Honor", Public Information Division, DA, Washington, DC, July 1948.

e. Evans E. Kerrigan, American War Medals and Decorations, Viking Press, Inc., New York, N.Y., 1964.

f. MAJ L. L. Gordon, British Battles and Medals, Wellington Press, Aldershot, Great Britain, 1962.

g. Valerie A. Maxfield, The Military Decorations of the Roman Army, University of California Press, Berkeley, CA, 1981.

h. "Preliminary Assessment of the Army's Incentive Program for Recruits", John W. O'Hare, Paul A. Gade, Timothy W. Elig, Newell K. Eaton, Allyn Hertzbach, ARI, Alexandria, VA, March 1982.

DAPC-ALA

SUBJECT: Army Awards Analysis Study (A3)

i. Robert R. Blake, Jane S. Mouton, Productivity, the Human Side, American Management Association, New York, N.Y., 1981.

j. "Manager's Handbook", United States Office of Personnel Management, Washington, DC, November 1979.

8. REFERENCES.

a. AR 5-5, Army Studies and Analysis, 15 Oct 81.

b. AR 672-5-1, Decorations, Awards, and Honors, Military Awards, April 1984.

c. AR 672-5-2, Decorations and Awards Illustrations of Awards, July 1967.

d. DA PAM 5-5, Guidance for Army Study Sponsors, Sponsor's Study Directors, Study Advisory Groups and Contracting Officer Representatives.

9. ADMINISTRATION.

a. Support.

(1) Funds for CONUS travel/per diem will be provided by the parent organization of each study participant.

(2) Funds for OCONUS travel/per diem will be provided by the study sponsor.

(3) Clerical support will be provided by CAA.

(4) ADPE support for statistical analysis will be provided by CAA.

b. Milestone Schedule.

(1) Brief Study Plan to SAG	15 May 84
(2) In process review	31 Jul 84
(3) Final results briefing	28 Sep 84

DAPC-ALA

SUBJECT: Army Awards Analysis Study (A3)

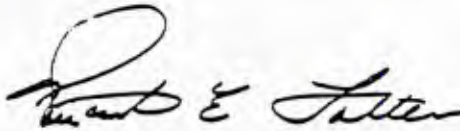
c. Control Procedures.

(1) MILPERCEN will provide a Sponsor's Study Directive to provide guidance for the study.

(2) ODCSPER will constitute and chair a SAG to monitor study process.

(3) ODCSPER will prepare and submit DD Form 1498 (Research and Technology Work Unit Summary) and final study documents to the Defense Technical Information Center (DTIC).

d. Coordination. This directive has been coordinated with CAA IAW AR 10-38.



VINCENT E. FALTER
Major General, USA
Commanding

APPENDIX C
BIBLIOGRAPHY

DEPARTMENT OF THE ARMY

Department of the Army (DA) Publications

AR 340-2, Maintenance and Disposition of Records in TOE Units of the Active Army, the Army Reserve, and the National Guard, March 1981 (UNCLASSIFIED)

AR 340-17, Release of Information and Records from Army Files, October 1982 (UNCLASSIFIED)

AR 340-21, The Army Privacy Program, August 1975 (UNCLASSIFIED)

AR 340-21-6, The Army Privacy Program: System Notices and Exemption Rules for General Personnel Management and Safety Function, May 1982 (UNCLASSIFIED)

AR 340-21-7, The Army Privacy Program: System Notices and Exemption Rules for Military Personnel Functions, December 1982 (UNCLASSIFIED)

AR 340-21-10, The Army Privacy Program: System Notices and Exemption Rules for Training and Education Functions, October 1981 (UNCLASSIFIED)

AR 350-1, Army Training, August 1981 (UNCLASSIFIED)

AR 350-4, Qualification and Familiarization with Weapons and Weapon Systems, September 1973 (UNCLASSIFIED)

AR 351-1, Individual Military Education and Training, March 1981 (UNCLASSIFIED)

AR 380-5, Department of the Army Information Security Program, August 1979 (UNCLASSIFIED)

AR 600-31, Suspension of Favorable Personnel Actions for Military Personnel in National Security Cases and Other Investigations or Proceedings, November 1982 (UNCLASSIFIED)

AR 600-37, Unfavorable Information, November 1980 (UNCLASSIFIED)

AR 600-200, Enlisted Personnel Management System, January 1981 (UNCLASSIFIED)

AR 601-280, Army Reenlistment Program, June 1983 (UNCLASSIFIED)

AR 604-10, Military Personnel Security Program, April 1975 (UNCLASSIFIED)

AR 611-75, Selection, Qualification, Rating, and Disrating of Marine Divers, February 1982 (UNCLASSIFIED)

AR 611-201, Enlisted Career Management Fields and Military Occupational Specialities, October 1973 (UNCLASSIFIED)

AR 614-30, Overseas Service, June 1978 (UNCLASSIFIED)

AR 622-10, Competition in Small Arms, June 1962 (UNCLASSIFIED)

AR 635-200, Personnel Separation: Enlisted Personnel, October 1982 (UNCLASSIFIED)

AR 640-2-1, Personnel Records and Identification of Individuals - Personnel Qualification Record, April 1983 (UNCLASSIFIED)

AR 640-3, Identification Cards, Tags, and Badges, May 1980 (UNCLASSIFIED)

AR 640-10, Individual Military Personnel Records, February 1981 (UNCLASSIFIED)

AR 670-1, Wear and Appearance of Army Uniform and Insignia, November 1981 (UNCLASSIFIED)

AR 672-5-1, Decorations, Awards and Honors, Military Awards, April 1984 (UNCLASSIFIED)

AR 672-5-2, Illustration of Awards, July 1967 (UNCLASSIFIED)

AR 672-10, Expert Field Medical Badge Test, December 1972 (UNCLASSIFIED)

AR 672-12, Expert Infantryman Badge, April 1983 (UNCLASSIFIED)

AR 840-10, Flags, Guidons, Streamers, Tabards, and Automobile and Aircraft Plates, October 1979 (UNCLASSIFIED)

DA Pam 672-1, Unit Citation and Campaign Participation Credit Register (World War II and the Korean War), July 1961 (UNCLASSIFIED)

DA Pam 672-3, Unit Citation and Campaign Participation Credit Register (1960-1978), February 1983 (UNCLASSIFIED)

Thornton, Olen D., LTC, Terry L. McKee, MAJ, and Glenda M. Kaufman, CW3, Proposed Revision of Army Awards Policies Final Report, US Army Military Personnel Center, Alexandria, VA, June 1977

Hughes, Patrick J., MAJ, A Study of Recognition of the Lesser Achievements of Low Ranking Enlisted Men, Command and General Staff College, Fort Leavenworth, KS, June 1975

The Medal of Honor, Public Information Division, Department of the Army, Washington, DC, July 1948 (UNCLASSIFIED)

US Army Concepts Analysis Agency (CAA)

First-Term Reenlistment Quality Study (FITREQUEST), CAA-SR-83-13, November 1983 (UNCLASSIFIED)

DEPARTMENT OF THE NAVY

Secretary of Navy Instructions 1650.1E, Navy and Marine Corps Awards Manual, November 1976 (UNCLASSIFIED)

UNITED STATES COAST GUARD

Commandant Instructions M1650.25, Medals and Awards Manual, April 1982 (UNCLASSIFIED)

DEPARTMENT OF THE AIR FORCE

AFR 900-48, Awards, Ceremonies, and Honors, March 1982 (UNCLASSIFIED)

Pritchard, Robert and James B. Shaw, Comparison of Published Measure of Job Satisfaction on a Taxonomy of Job Rewards, Occupation and Manpower Research Division, Brooks AFB, TX 78235, July 1978 (UNCLASSIFIED)

Reaves, Glenn B. and Radford L. Reavis, Awards and Decorations, Motivation or Just So Much Fruit Salad, Air Command and Staff College, Air University, Maxwell AFB, AL, April 1976 (UNCLASSIFIED)

MISCELLANEOUS PUBLICATIONS

Dyer, Robert, Report-77-1, Questionnaire Construction Manual, Operations Research Association, Palo Alto, CA, July 1976

Dyer, Robert, et al., Report P-77-2, Questionnaire Construction Manual Annex, Literature Survey and Bibliography, Operations Research Association, Palo Alto, CA, July 1976

Box, G. E. P., W. G. Hunter, and J. S. Hunter, Statistics for Experimenters, John Wiley & Sons, New York, NY, 1978

Dixon, W. J. and F. J. Massey, Introduction to Statistical Analysis, Third Edition, McGraw Hill Book Company, Inc., New York, NY, 1969

Heinl, Robert Debs, Dictionary of Military and Naval Quotations, United States Naval Institute, Annapolis, MD, 1966

Ostle, B., Statistics in Research, Second Edition, The Iowa State University Press, Ames, IA, 1963

Kerrigan, Evan E., American War Medals and Decorations, Viking Press, Inc., New York, NY, 1964

Gordon, L. L., MAJ, British Battles and Medals, Wellington Press, Alderskit, Great Britain, 1962

Maxfield, Valerie A., The Military Decorations of the Roman Army, University of California Press, Berkeley, CA, 1981

O'Hare, John W., Paul A. Gode, Timothy W. Elig, Newell K. Eaton, and Allyn Huntzback, Preliminary Assessment of the Army: Incentive Program for Recruits, ARI, Alexandria, VA, March 1982

Blake, Robert R. and Jane S. Mauton, Productivity: The Human Side, American Management Association, New York, NY, 1981

Manager's Handbook, United States Office of Personnel Management, Washington, DC, November 1979

Nie, Norman H., C. Hadlai Hull, Jean G. Jenkins, Karin Steinbrenner, and Dale H. Beut, Statistical Package for the Social Sciences, Second Edition, McGraw-Hill, New York, NY, 1975

Ryan, Thomas A., Jr., Brian L. Joiner, and Barbara F. Ryan, Minitab Reference Manual, Duxbury Press, Boston, MA, 1982

Cohen, Jacob, Patricia Cohen, and Laurence Erlbanur, Applied Multiple Regression/Correlation Analysis for the Behavioral Sciences, Hillsdale, NJ, 1975

Blalock, Hubert M., Jr., Social Statistics, Second Edition, McGraw-Hill, New York, NY, 1972

Rosenberg, Morris, The Logic of Survey Analysis, Basic Books, New York, NY, 1968

Costner, Herbert, Criteria for Measures of Association, American Sociological Review, 30, p 341-351, 1965

Chair, Robert F., Paul Sheatsley, Anthony Turner, and Joseph Waksberg, Subcommittee on the Section on Survey Research Methods, "What Is A Survey?" American Statistical Association, Washington, DC, 1980

APPENDIX D

SURVEY CONCERNING ARMY AWARDS PROGRAM

ATZI-NCS-S-84-19

US ARMY CONCEPTS ANALYSIS AGENCY

SURVEY CONCERNING ARMY AWARDS PROGRAM

This survey was developed by the US Army Concepts Analysis Agency, a field operating agency under the jurisdiction of the Director of the Army Staff. It is sponsored by the Deputy Chief of Staff for Personnel, Headquarters, Department of the Army. You are one of over 20,000 individuals who have been randomly selected to participate in the survey.

The survey was designed to obtain your views about the current Army Awards Program, its purpose, and operation. We need your views on the purpose and operation of the Army Awards Program to determine if changes should be made to keep the program in line with the Total Army concept of the 1980s.

The information gathered here will not be used for purposes other than this study. Your responses will be completely anonymous.

Please read all of the questions carefully and answer them to the best of your ability and professional judgment. For your response to be included in the results of this survey, it is important that you complete and return it within 10 days.

When you have completed the questionnaire, please place the answer sheet inside the questionnaire and mail both the questionnaire and answer sheet in the postage-paid, preaddressed return envelope.

PRIVACY ACT STATEMENT

Public Law 93-573, called the Privacy Act of 1974, requires that you be informed of the purpose and uses to be made of the information collected.

The information collected will be used to determine the Army's perception of the purpose and operation of the Army Awards Program. Providing information on this form is voluntary. Failure to respond to any question or group of questions will not result in any adverse action against the respondent. The Department of the Army is collecting this information under the authority of Title 5, United States Code, Section 301.

INSTRUCTIONS FOR COMPLETING THE QUESTIONNAIRE

1. Carefully record your answers in the correct position on the answer sheet.
2. Use only a No. 2 pencil to mark the answer sheet.
3. Make only one response for each question.
4. If you make a mistake, erase the mark completely before you enter a new response.
5. Answer each question by blackening completely the circle on the answer sheet that has the same letter as the response which you have selected in the booklet. Do not make any other marks or write on the answer sheet.
6. Below are correct and incorrect ways of marking the answer sheet.

Correct way to mark answer sheet

- | | | | | | | | | | | |
|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| 1 | (A) | ● | (C) | (D) | (E) | (F) | (G) | (H) | (I) | (J) |
| 2 | (A) | (B) | (C) | (D) | ● | (F) | (G) | (H) | (I) | (J) |
| 3 | (A) | (B) | ● | (D) | (E) | (F) | (G) | (H) | (I) | (J) |
| 4 | (A) | (B) | (C) | (D) | (E) | (F) | (G) | (H) | ● | (J) |
| 5 | (A) | (B) | (C) | (D) | (E) | (F) | (G) | (H) | (I) | ● |

Incorrect way to mark answer sheet

- | | | | | | | | | | | |
|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| 1 | ◆ | (B) | (C) | (D) | (E) | (F) | (G) | (H) | (I) | (J) |
| 2 | (A) | ⊗ | (C) | (D) | (E) | (F) | (G) | (H) | (I) | (J) |
| 3 | (A) | (B) | ⊗ | (D) | (E) | (F) | (G) | (H) | (I) | (J) |
| 4 | (A) | (B) | (C) | ● | (E) | (F) | (G) | (H) | (I) | (J) |
| 5 | (A) | (B) | (C) | (D) | (E) | ⊗ | (G) | (H) | (I) | (J) |

7. Record your answers on the **numbered side** of the answer sheet (**the side without the Department of the Army seal**). On the numbered side of the answer sheet you will find space to record the answers to all of the questions in the questionnaire.
8. When you have completed the questionnaire, place the answer sheet inside the questionnaire and return **both the questionnaire and answer sheet** in the preaddressed return envelope. Drop the return envelope in any mail box (postage has already been paid).

QUESTIONNAIRE

Background Information

(Answer the following questions by completely blackening the appropriate letter on your answer sheet. Make certain that the number on the answer sheet is the same as the number on the questionnaire.)

1. How many years of military service in an Active Component do you have?

- A Zero
- B Under 3
- C 3 - 4
- D 5 - 9
- E 10 - 14
- F 15 - 19
- G 20 - 25
- H 26 or more

2. How many years of military service in a Reserve Component do you have?

- A Under 3
- B 3 - 4
- C 5 - 9
- D 10 - 14
- E 15 - 19
- F 20 - 25
- G 26 or more

3. What is your age?

- A 17-20
- B 21-23
- C 24-26
- D 27-30
- E 31-35
- F 36-40
- G 41-45
- H 46-50
- I 51-55
- J 56-60
- K Over 60

4. What is your component?

- A Army Reserve
- B National Guard

5. What is your status?

- A Active Guard/Reserve
- B Technician
- C Drill Status
- D Air National Guard

6. What is your sex?

- A Male
- B Female

7. What is your race?

- A Asian American
- B Black
- C Caucasian
- D Hispanic
- E Other

8. Please indicate the highest level of civilian education you have completed.

- A Some high school
- B High school graduate
- C Associate degree (2 years)
- D Some college but no degree
- E College graduate
- F Masters degree
- G Ph.D. or professional degree (LL.D, M.D., etc.)

9. Are you:

- A Married
- B Single
- C Divorced
- D Separated

10. What is your grade?

- | | | | | | |
|---|-------|---|-------|---|-------|
| A | E1-E2 | F | W1-W2 | K | 05 |
| B | E3-E4 | G | W3-W4 | L | 06 |
| C | E5-E6 | H | 01-02 | M | 07-08 |
| D | E7-E8 | I | 03 | | |
| E | E9 | J | 04 | | |

Questions 11-93 pertain only to Federal awards; National Guard State awards are not addressed.

11. Senior officers (04-06) are getting proper recognition for service/achievement through the Army Awards Program?

- A About right
- B Too many awards given
- C Too few awards given
- D No opinion

12. Junior officers (01-03) are getting proper recognition for service/achievement through the Army Awards Program?

- A About right
- B Too many awards given
- C Too few awards given
- D No opinion

13. Enlisted personnel in grades E1-E4 are getting proper recognition for service/achievement through the Army Awards Program?

- A About right
- B Too many awards given
- C Too few awards given
- D No opinion

14. Noncommissioned officers in grades E5-E9 are getting proper recognition through the Army Awards Program?

- A About right
- B Too many awards given
- C Too few awards given
- D No opinion

15. Warrant officers (W1-W4) are getting proper recognition for service/achievement through the Army Awards Program?

- A About right
- B Too many awards given
- C Too few awards given
- D No opinion

16. In your opinion, how many of the officers you know who have received awards deserved them?

- A All of them
- B Most of them
- C Some of them
- D Few of them
- E None of them

17. In your opinion, how many of the enlisted soldiers you know who have received awards deserved them?

- A All of them
- B Most of them
- C Some of them
- D Few of them
- E None of them

18. Usually, the enlisted personnel who receive awards have demonstrated:

- A Outstanding job performance
- B Above average job performance
- C Average job performance
- D Awards are not affected by job performance
- E Undecided

19. Usually, the officers who receive awards have demonstrated:

- A Outstanding job performance
- B Above average job performance
- C Average job performance
- D Awards are not affected by job performance
- E Undecided

20. The current Army Awards Program should contribute to an officer's career advancement.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

21. Awards should be authorized to be worn with the BDU/fatigue uniform.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

22. Awards should be authorized to be worn on the open-collared Army green uniform shirt (without the green blouse).

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

23. Awards should be authorized to be worn only with the Army green uniform (with blouse).

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

24. A supervisor's knowledge of regulations governing the Army Awards Program often determines whether a service member receives an award.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

25. The current Army Awards Program should contribute to an enlisted soldier's career advancement.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

26. How high do you feel current standards for receiving awards are?

- A Very high
- B High
- C Moderately high
- D Moderately low
- E Low
- F Very low

27. Overall, in your opinion, how fair is the Army Awards Program?

- A Very fair
- B Fair
- C Undecided
- D Unfair
- E Very unfair

28. Should the Army increase or decrease the number of different awards for service/achievement?

- A Increase
- B Remain the same
- C Decrease
- D Undecided
- E Have not been in Service long enough to know
- F Do not know

29. During the past 5 years, standards in the ARNG/USAR for awards have:

- A Become tougher
- B Remained the same
- C Become easier
- D Undecided
- E Do not know
- F Not in Service long enough to know

30. During the past 5 years, the number of awards given by the ARNG/USAR has:

- A Increased greatly
- B Increased
- C Remained the same
- D Decreased
- E Decreased greatly
- F Do not know
- G Not in service long enough to know

31. Which of the following best describes your knowledge of the Army Awards Program?

- A I have heard of it and know a lot about it
- B I have heard of it and know little about it
- C I have heard of it, but know nothing about it
- D I have never heard of it

32. It is easier to get awards in some units than in others.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

33. Do you believe your sex plays a significant role in determining whether you receive an award?

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

34. Do you believe your race plays a significant role in determining whether you receive an award?

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

35. Promotion points should continue to be given to enlisted soldiers for awards and decorations.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

36. You believe the single, primary purpose of the current Army Awards Program is to:

- A Raise morale
- B Recognize superior performance
- C Neither of the above
- D Undecided

37. The current Army Awards Program rewards only those individuals whose achievements or service has been outstanding.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

38. Personal relationships and contacts play no part in whether a soldier receives an award.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

39. The Army has enough tabs for special qualifications such as Special Forces, Ranger, and President's Hundred.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

40. I have often believed that my job performance deserved an award, but I did not receive one.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

41. Officers should get higher awards than enlisted personnel.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

42. A supervisor's writing skill often determines whether a service member receives an award.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

43. I have observed that officers usually get higher awards than enlisted soldiers.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

44. The standards for receiving awards should be tougher than they are now.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

45. I have observed that higher ranking officers receive higher awards than lower ranking officers.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

46. Higher ranking officers should receive higher awards than lower ranking officers.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

47. Officers in ranks 03 and above are expected to receive awards.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

48. There should be a proficiency badge for physical fitness.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

49. Standards for awards should be implemented consistently among all units even if it reduces the authority of commanders.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

50. Commanders often interpret awards standards in a manner that differs from Department of the Army policy and regulations.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

51. Standards for awards are clear and concrete.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

52. High standards for granting awards should be maintained.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

53. The purpose of the current Army Awards Program should be to increase the morale of enlisted personnel.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

54. The purpose of the current Army Awards Program should be to increase officer morale.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

55. The current Army Awards Program requires no changes.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

56. Commanders (or State adjutants general) should be given the authority to supplement awards standards published in Army regulations.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

57. Standards for awards should be applied consistently among units.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

58. Current award regulations provide general guidance but no examples. Should award regulations include examples for award recommendations that could be used as a guide?

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

59. When a soldier leaves his/her unit or leaves the National Guard/Army Reserve, an "end-of-tour" award should be received.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

60. Awards granted for completion of a tour tend to devalue awards given for outstanding job performance.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

Army Awards Program Survey

Below is a list of awards that members of Total Army may be eligible to receive. For each award YOU HAVE RECEIVED while serving in a component of the Army, please indicate your feeling concerning that award using the following scale:

- A Very proud to have received the award.
- B Somewhat proud to have received the award.
- C Have no particular feeling toward having received the award.
- D Am not proud to have received this award.

Blacken the correct circle on your answer sheet to indicate your pride in your awards.

If you have not received any of the following awards, proceed to the next page.

LIST OF ARMY AWARDS

- 61. Medal of Honor
- 62. Distinguished Service Cross
- 63. Defense Distinguished Service Medal
- 64. Distinguished Service Medal
- 65. Silver Star
- 66. Defense Superior Service Medal
- 67. Legion of Merit
- 68. Distinguished Flying Cross
- 69. Soldier's Medal
- 70. Bronze Star Medal
- 71. Bronze Star Medal - Valor
- 72. Defense Meritorious Service Medal
- 73. Meritorious Service Medal
- 74. Air Medal
- 75. Joint Service Commendation Medal
- 76. Army Commendation Medal
- 77. Army Commendation Medal - Valor
- 78. Joint Service Achievement Medal
- 79. Army Achievement Medal
- 80. Purple Heart
- 81. Good Conduct Medal
- 82. National Defense Service Medal
- 83. NCO Professional Development Ribbon
- 84. Berlin Occupation Ribbon
- 85. Korean Service Medal
- 86. Humanitarian Service Medal
- 87. Armed Forces Reserve Medal
- 88. Army Reserve Components Achievement Medal
- 89. Armed Forces Expeditionary Medal
- 90. Reserve Component's Overseas Medal
- 91. Vietnam Service Medal
- 92. Army Service Ribbon
- 93. Overseas Service Ribbon

If you are a member of the US Army Reserve, please skip to question 98.

National Guard Personnel Only

94. Federal and State regulations on Federal awards are contradictory.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

95. Federal awards are more highly regarded than State awards.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

96. Service members should be authorized to wear their State awards while serving in Active Guard/Reserve status.

- A Strongly agree
- B Agree
- C Undecided
- D Disagree
- E Strongly disagree

97. Please list your rank, your State, and the State awards which you have received.

Rank: _____

State awards: _____

State: _____

Please proceed to question 98.

98. Please provide additional comments you may have on the Army Awards Program:

Please do not fold or bend the answer sheet. Place it inside the questionnaire and put both in the postage-paid, preaddressed return envelope. Drop the return envelope in any mail box.

THANK YOU VERY MUCH FOR YOUR COOPERATION

APPENDIX E
COVER LETTERS



REPLY TO
ATTENTION OF

DAPE-ZA

18 JAN 1985

SUBJECT: Army Awards Analysis Study

Soldiers of the Reserve Components

1. The last study of the Army awards program was conducted in June 1977. That study attempted to determine if the military awards program met the needs of the Army and provided equitable awards distribution to the soldiers of both the active and reserve components. As a result of that study numerous changes were implemented. Further, other significant changes in the military awards program have occurred since 1981 ranging from authorization of new decorations, badges, tabs, and service ribbons to the delegation of awards approval authority to lieutenant colonel commanders.

2. Since there has not been an organized effort to evaluate the impact of the changes in the program for over seven years, the Concepts Analysis Agency was asked to survey a representative sample of active and reserve component soldiers to determine where we are and where we may need to go in this regard. The views of each of you are extremely important to the project and I urge you to respond frankly. Your prompt response will be appreciated.

A handwritten signature in dark ink, appearing to read "Robert M. Elton".

ROBERT M. ELTON
Lieutenant General, GS
Deputy Chief of Staff
for Personnel



DEPARTMENTS OF THE ARMY AND THE AIR FORCE

NATIONAL GUARD BUREAU

WASHINGTON, D.C. 20310-2500

REPLY TO
ATTENTION OF

NGB-ARP

30 JAN 1985

SUBJECT: Army Awards Program Survey

Selected Army National Guardsmembers

1. You have been selected to participate in a survey regarding the Army Awards Program. Administered by the US Army Concepts Analysis Agency, the survey is designed to measure Active and Reserve Component soldiers' perceptions of the credibility and fairness of the program.
2. Accordingly, request that you complete the enclosed questionnaire and return it as soon as possible in the envelope provided for your use.
3. Because your views are important to the outcome of this project, I urge you to respond frankly and candidly.

FOR THE CHIEF, NATIONAL GUARD BUREAU:

2 Encl
as

A handwritten signature in dark ink, appearing to read "Richard D. Dean", is positioned above the typed name.

RICHARD D. DEAN

Brigadier General, GS

Deputy Director, Army National Guard

(NOT USED)



DEPARTMENTS OF THE ARMY AND THE AIR FORCE
NATIONAL GUARD BUREAU
WASHINGTON, D.C. 20310

6 March 1985

NGB-ARP

SUBJECT: Army Awards Program Survey

Brigadier General Kenneth R. Newbold
3421 Deep Green Dr.
Greensboro, NC 27410

1. The US Army Concepts Analysis Agency is administering a survey to measure Active and Reserve Component soldiers' perceptions of the credibility and fairness of the Army Awards Program.
2. I want to ensure that the senior leadership of the National Guard has input to this survey. Accordingly, I would appreciate your completing the enclosed questionnaire and returning it at your earliest convenience.
3. I urge you to respond frankly and candidly, because your views are important to the outcome of this project.

Encl

A handwritten signature in dark ink, reading "Emmett H. Walker, Jr." in a cursive style.

EMMETT H. WALKER, Jr.
Lieutenant General, USA
Chief, National Guard Bureau

SUPPLEMENT FOR OFFICERS ASSIGNED TO ARNG GENERAL OFFICER POSITIONS

1. The Army is processing more and more awards while at the same time reducing the manpower available to process them. One way to reduce the workload substantially is to use "boiler plate" certificates so that only the soldier's name, rank, social security number, and period of service would be entered. Do you favor using such certificates for:

- | | | |
|----------------------------------|-----------|----------|
| (a) Service awards? | _____ YES | _____ NO |
| (b) Achievement awards? | _____ YES | _____ NO |
| (c) Valor awards? | _____ YES | _____ NO |
| (d) All awards except for valor? | _____ YES | _____ NO |
| (e) All awards? | _____ YES | _____ NO |
| (f) Other (specify) _____ | | |

2. Throughout the Army's history, authority to approve awards has been limited to commanders. Should the Army allow approval of awards by other than commanders?
 _____ YES _____ NO If so, who else should have the authority?

3. Is the present level of approval authority for peace time awards satisfactory? _____ YES _____ NO If not, explain. _____

4. Do you have authority to approve awards? _____ YES _____ NO

5. Do you sign each award certificate for decorations which are within your authority to approve? _____ YES _____ NO _____ NOT APPLICABLE

If answer is NO, explain. _____

APPENDIX F

COMPARISON OF ACTIVE AND RESERVE COMPONENT RESULTS

F-1. INTRODUCTION. A comparison of Active and Reserve Component results is presented in this appendix. The comparative data are shown in graphical form. Basically, the results for both components are similar, but there are some notable differences. These differences are discussed, but it should be pointed out that the results essentially come from two separate study efforts; background and other data necessary to provide detailed discussions can be found in pertinent chapters of Volume I (CAA-SR-84-25) and Volume II (this publication) (CAA-SR-85-9).

a. Figure F-1 shows that there is a similar trend in the opinions of the Active and Reserve Component personnel on whether award standards should be tougher. The Active Component is more likely to prefer that standards be tougher.

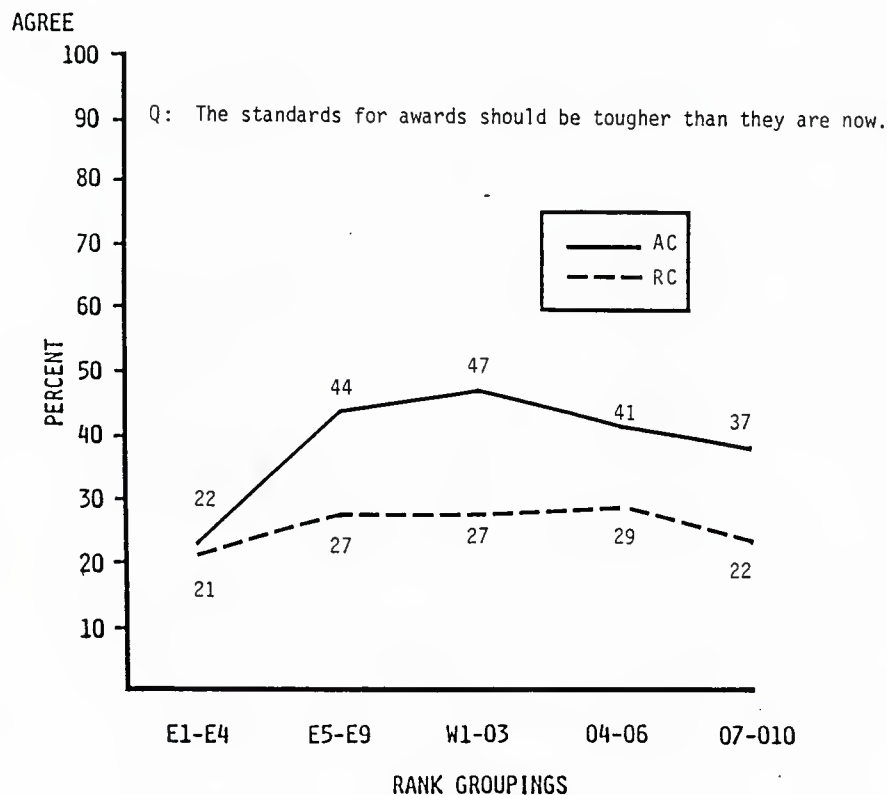


Figure F-1. Active and Reserve Component Comparison - Question 44

b. Figure F-2 shows both Active and Reserve Component officers and soldiers agree as to whether soldiers in ranks E1-E4 and officers in ranks 04-06 have received too few awards. Comparison of enlisted results and officer results indicates a strong consensus that junior enlisted have received too few awards and that field grade officers have not received too few.

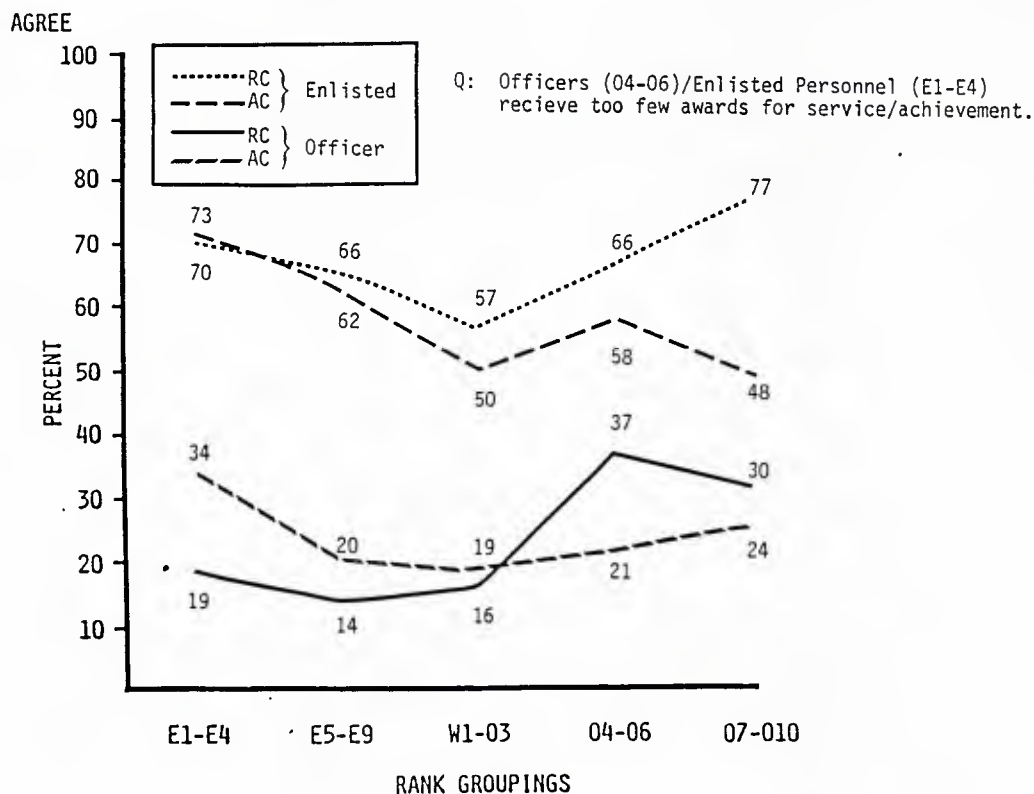


Figure F-2. Active and Reserve Component Comparison - Questions 11 and 13

c. Figure F-3 indicates there is basic agreement among the Active and Reserve Components that personal relationships affect chances of getting awards.

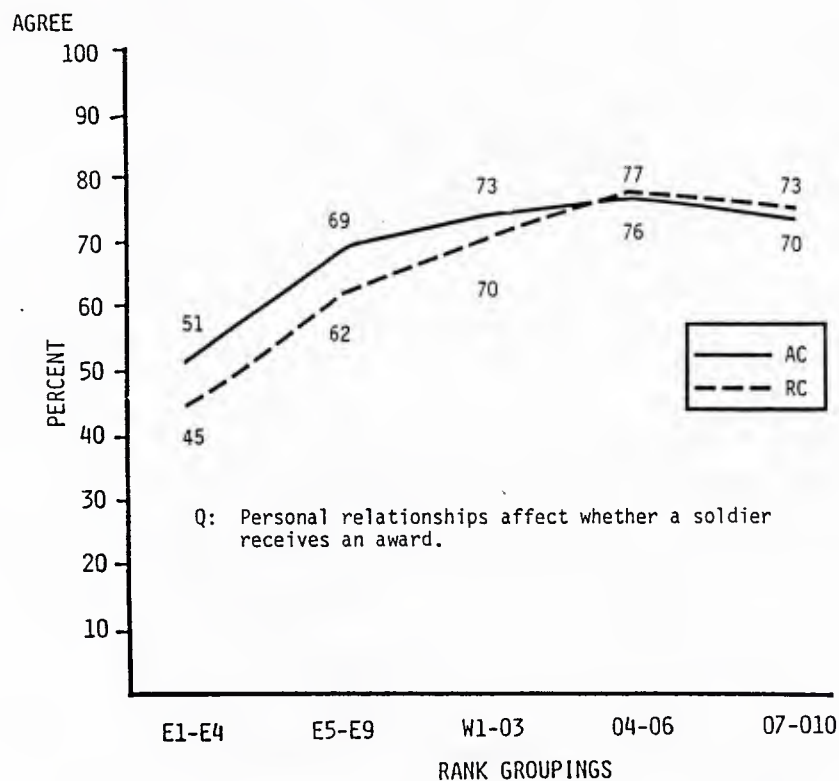


Figure F-3. Active and Reserve Component Comparison - Question 38

d. Figure F-4 indicates there is an agreement between the Active and Reserve Components that it is easier to get awards in some units than it is in others. Soldiers in ranks E1 to E4 show more disagreement. This is possibly the result of Reserve Component soldiers having less experience serving with different units.

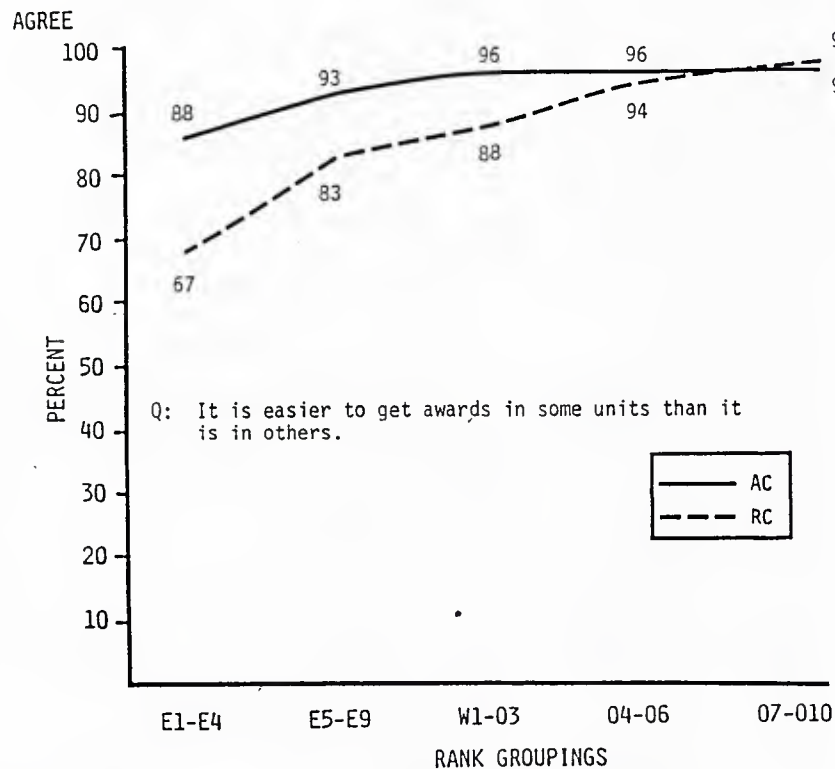


Figure F-4. Active and Reserve Component Comparison - Question 32

e. Figure F-5 indicates there is an agreement between the Active and Reserve Components as to whether officers and enlisted who have received awards deserved them. Also, the data suggest enlisted ranks (indicated on the graph by the top two lines) are generally perceived to be more deserving of awards granted them.

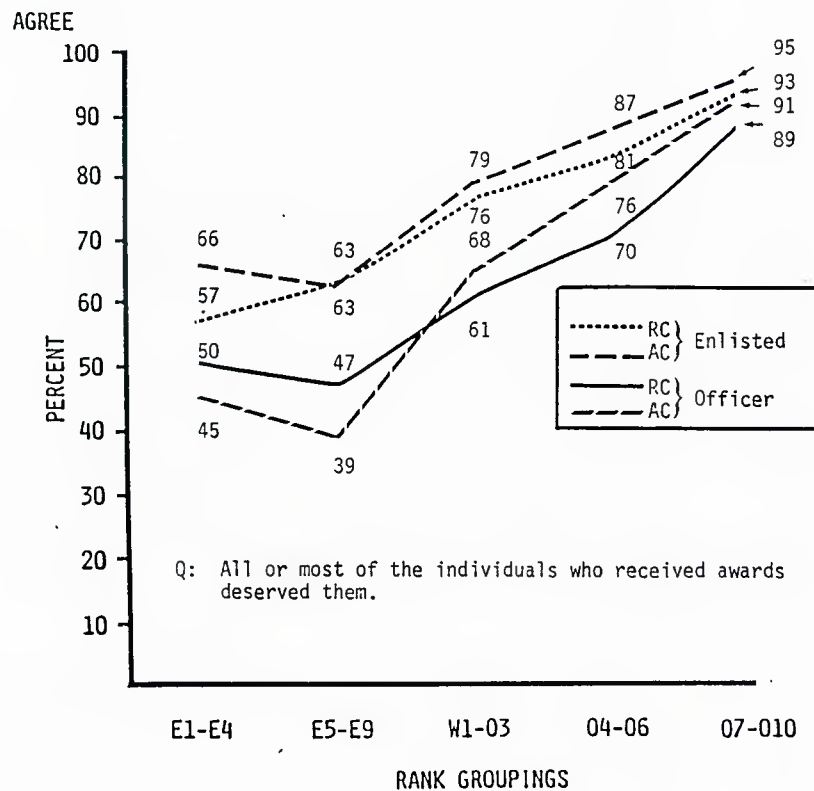


Figure F-5. Active and Reserve Component Comparison - Questions 16 and 17

f. Figure F-6 shows there is a strong consensus between the Active and Reserve Components that the current Army Awards Program is fair.

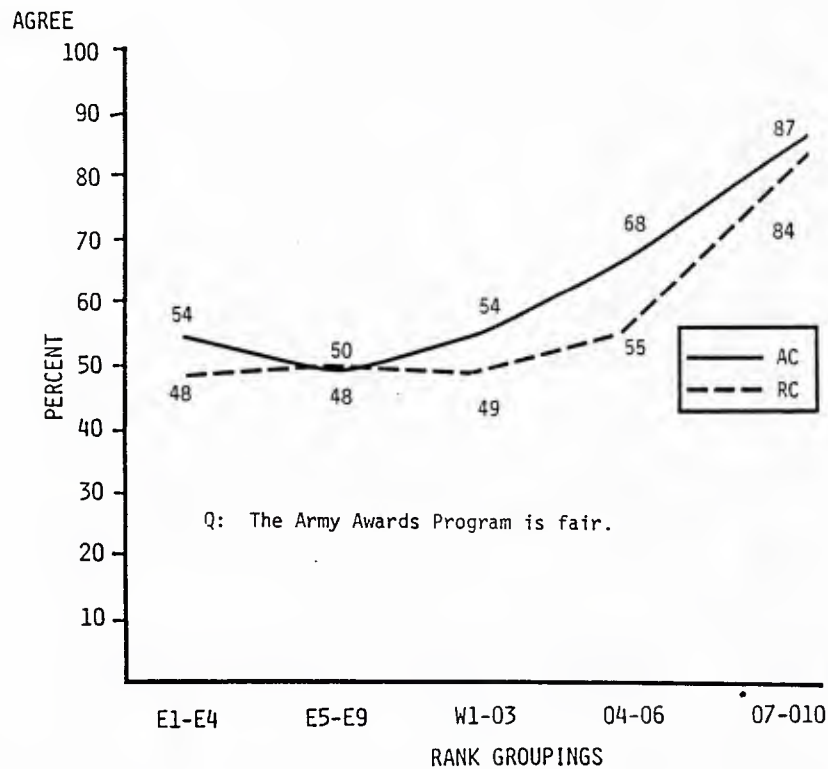


Figure F-6. Active and Reserve Component Comparison - Question 27

g. As Figure F-7 shows, there is a strong consensus between the Active and Reserve Component leadership ranks, except general officers, on granting end-of-tour awards.

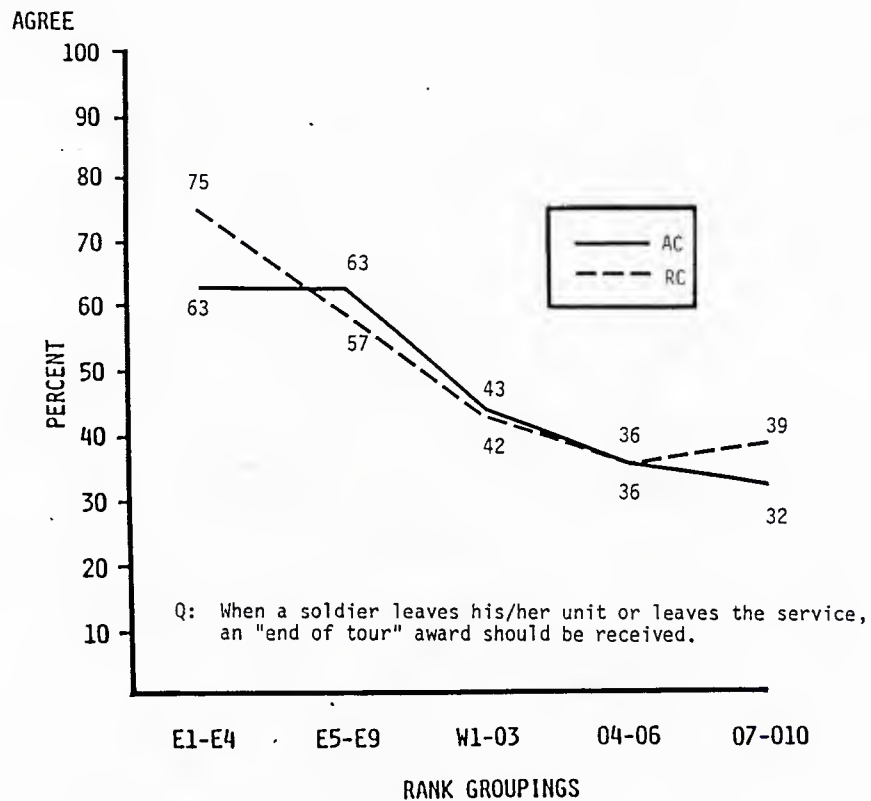


Figure F-7. Active and Reserve Component Comparison - Question 59

h. Figure F-8 indicates there is a similar declining percentage of personnel in each rank grouping of both the Reserve and Active Components that favors having a PT badge.

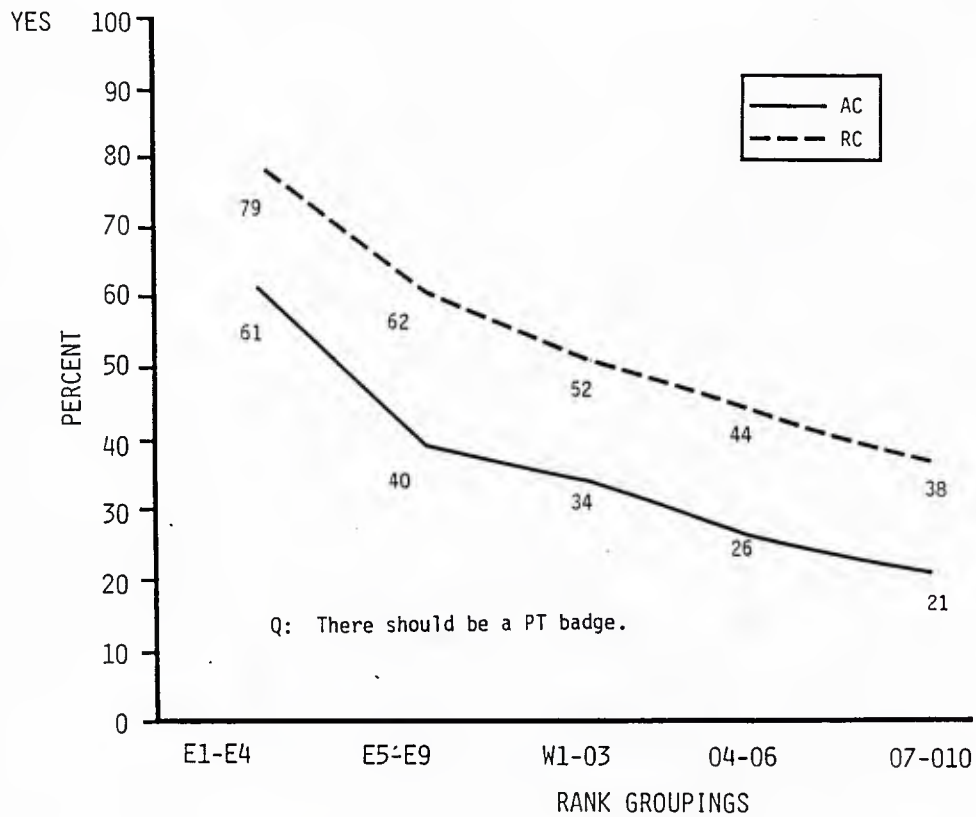


Figure F-8. Active and Reserve Component Comparison - Question 48

i. Figure F-9 shows a similar increasing percentage of personnel in all ranks of both the Active and Reserve Components who agree there are enough tabs and badges at present to recognize special qualifications.

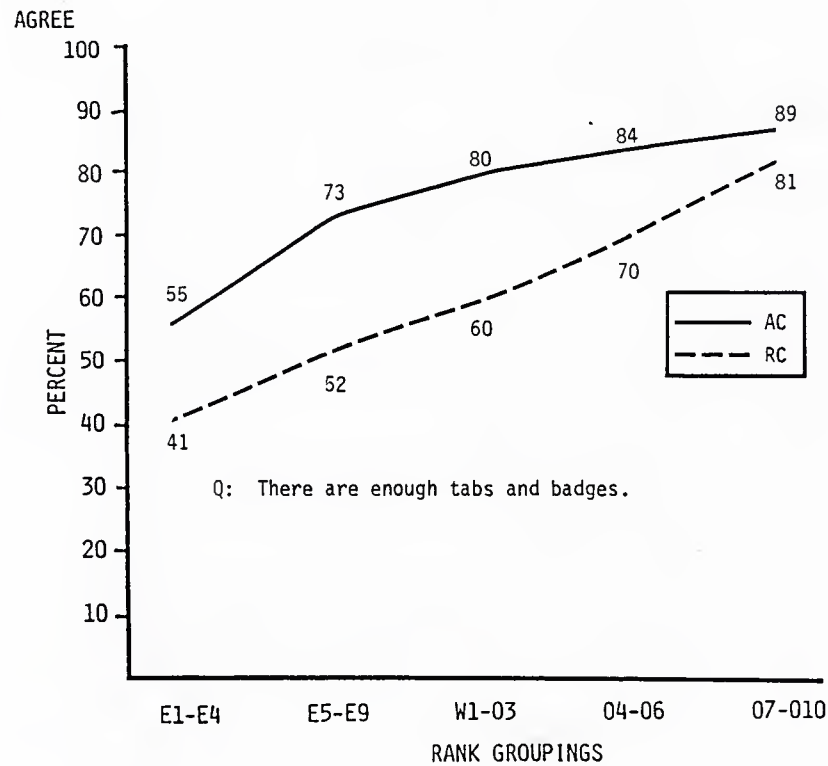


Figure F-9. Active and Reserve Component Comparison - Question 39

j. Figure F-10 indicates there is almost perfect agreement between members of the Active and Reserve Components on award standards. The results plotted below include all three "high" responses--moderately high, high, and very high.

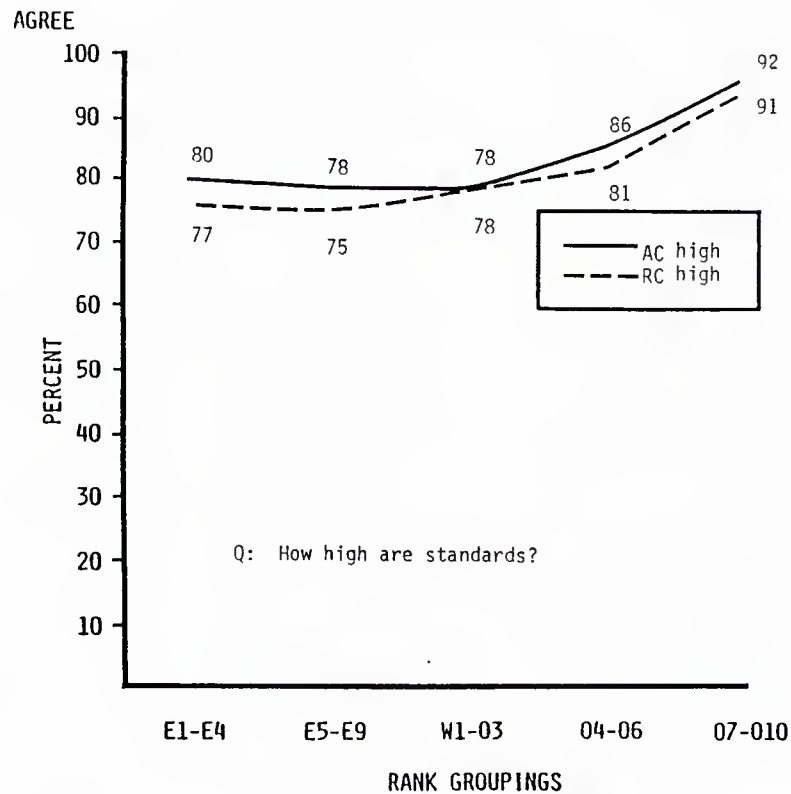


Figure F-10. Active and Reserve Component Comparison - Question 26

k. Figure F-11 shows there is strong agreement between data from the Active and Reserve Components on whether both officers and enlisted who receive awards have demonstrated outstanding or above average performance. Both Components agree that a perception exists that enlisted recipients of awards, more so than officers, have demonstrated outstanding or above-average performance.

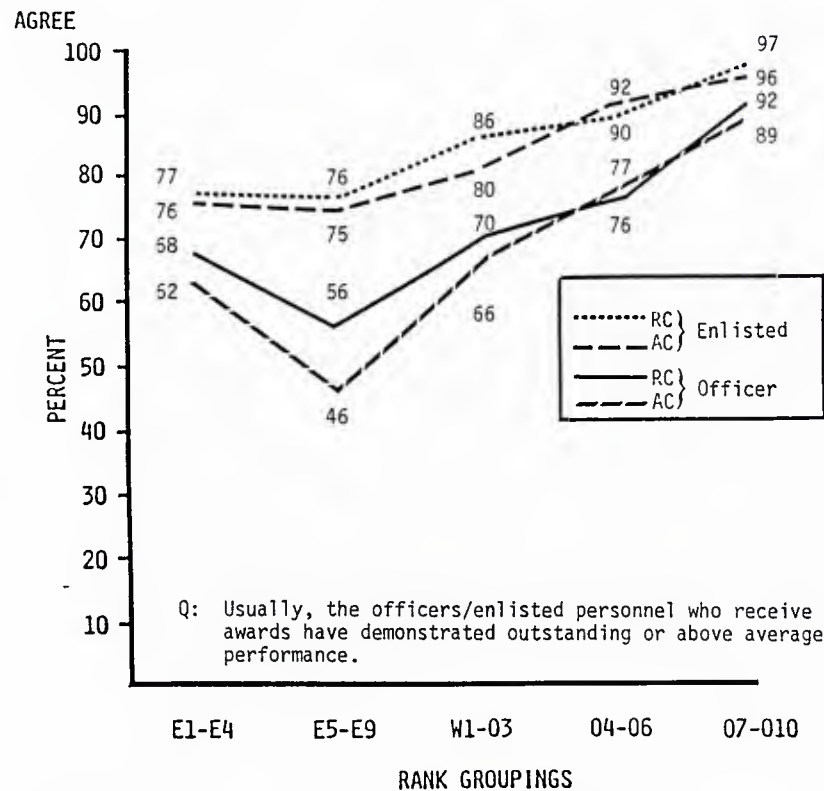


Figure F-11. Active and Reserve Component Comparison - Questions 18 and 19

1. Figure F-12 indicates male and female responses to the question whether an individual's sex plays a significant role in determining receipt of an award. While members of both the AC and RC do not perceive sex to be a determining factor, there is general consistency in the level of agreement; and there is some degree of consistency between males and females of both Components.

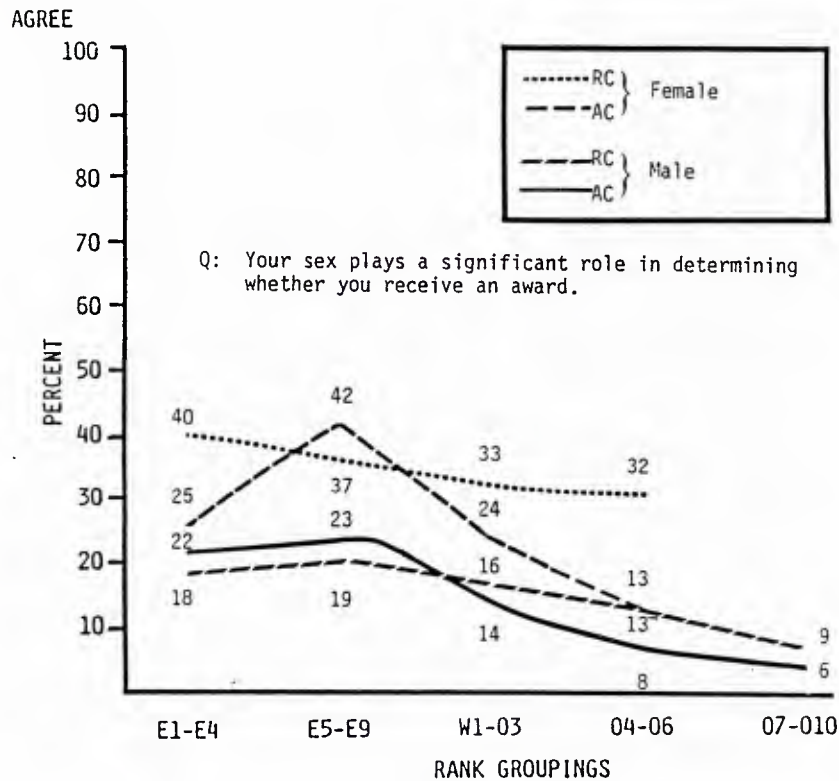


Figure F-12. Active and Reserve Component Comparison - Question 33

m. Figure F-13 shows there is a strong consensus in both Components that promotion points should continue to be given to enlisted personnel for awards and decorations.

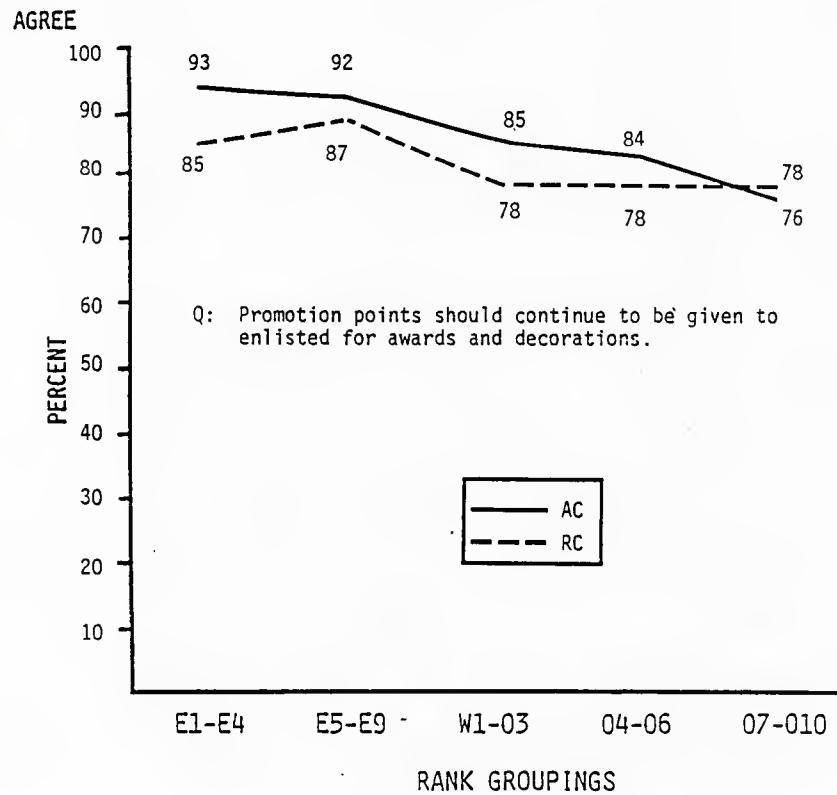


Figure F-13. Active and Reserve Component Comparison - Question 35

n. Figure F-14 shows there is a similar response pattern, by rank, on the question whether officers get higher awards than enlisted personnel. Members of the Active Component are more likely, however, to feel officers usually do get higher awards than enlisted personnel.

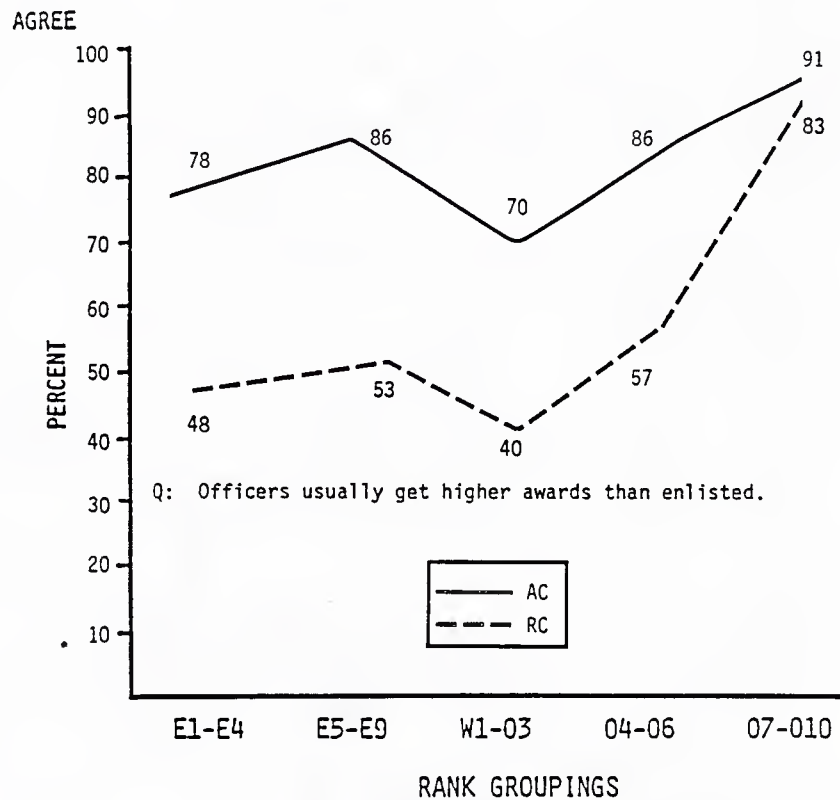


Figure F-14. Active and Reserve Component Comparison - Question 43

o. Figure F-15 illustrates there is a similar response pattern in both the Active and Reserve Components on the issue of whether the Army Awards Program rewards only outstanding achievement or service.

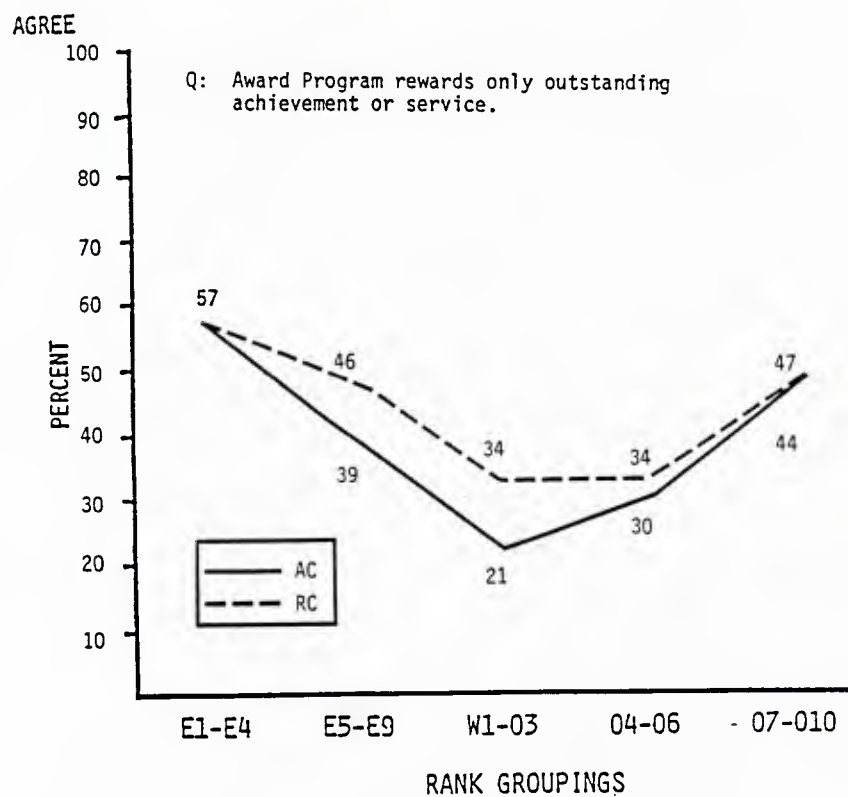


Figure F-15. Active and Reserve Component Comparison - Question 37

p. Figure F-16 indicates members of the Reserve Component are more prone to believe their performance deserved an award, but they did not receive one.

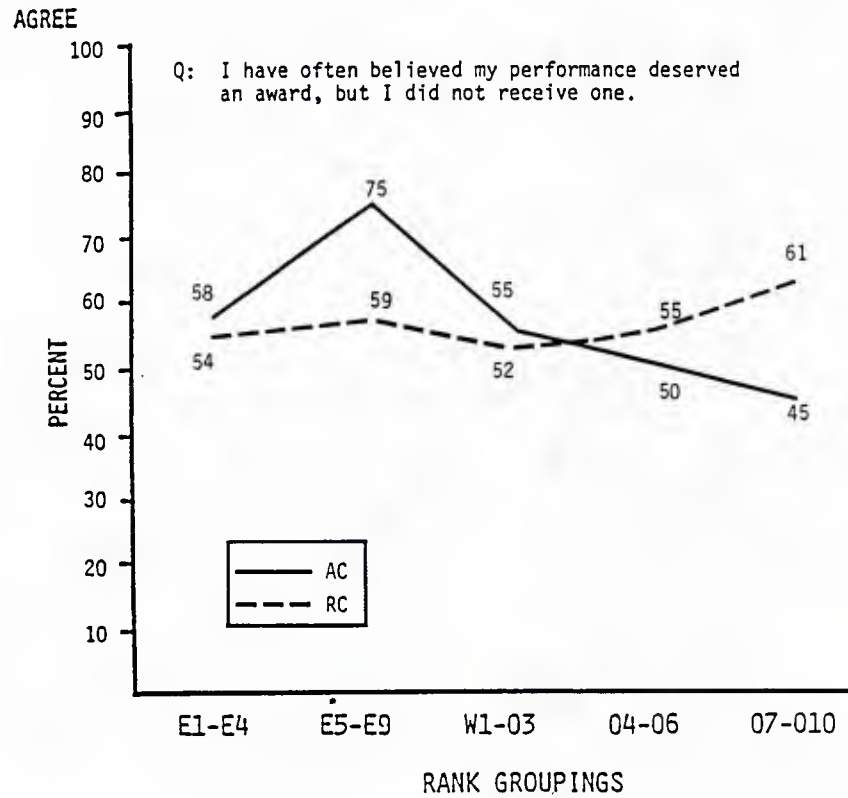


Figure F-16. Active and Reserve Component Comparison - Question 40

q. Figure F-17 indicates the responses of the Active and Reserve Components are somewhat similar on the question of whether officers should get higher awards than enlisted personnel. At the general officer level is there the largest difference in responses.

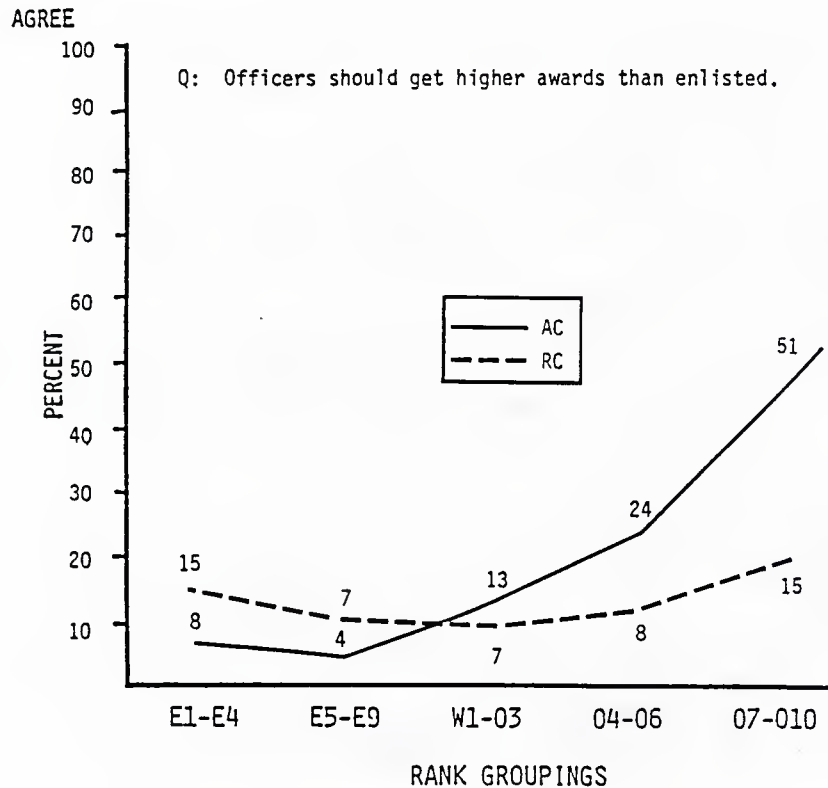


Figure F-17. Active and Reserve Component Comparison - Question 41

F-2. CORRELATION OF SURVEY QUESTIONS AND EEA. At Figure F-18 is a matrix chart which depicts each Reserve Component question, the EEA each pertains to, and which RC questions also appeared in the Active Army questionnaire.

	Purpose EEA #2	Operation			Leadership philosophy			Ancillary
		EEA #3			EEA #4	EEA #5	EEA #6	
		STDS	EQU	CRED				
11-15								
16-17								
18-19								
20								
21-23								
24								
25								
26								
27								
29								
30								
32-33								
34								
35								
36								
37								
38								
39								
40								
41								
42								
43								
44								
45								
46								
47								
48								
49								
50								
51								
52								
53-54								
56								
58								
59								
60								
94-96								

Legend: Question appeared in:

AC and RC Survey

RC Survey only

Figure F-18. Relationship of RC Questions to EEA

APPENDIX G

US ARMY RESERVE RAW DATA

This appendix presents results from questionnaires returned for the US Army Reserve Component. Questions are listed and the responses, in tabular form, are given following the questions.

1. How many years of military service in an Active Component do you have?

Rank	Zero	Under 3	3-4	5-9	10-14	15-19	20-25	26 or more
E1-E4	252	134	97	19	2	2	0	0
E5-E9	153	249	269	94	56	21	9	2
W1-03	289	232	190	120	41	17	4	5
04-06	137	385	182	164	91	47	15	13
07-010	68	0	0	0	0	0	0	0
Total - 3,359								

2. How many years of military service in a Reserve Component do you have?

Rank	Under 3	3-4	5-9	10-14	15-19	20-25	26 or more
E1-E4	309	113	73	13	0	0	0
E5-E9	68	101	241	254	127	41	23
W1-03	154	130	267	210	82	20	37
04-06	41	30	165	341	226	138	92
07-010	0	0	0	0	0	7	61
Total - 3,364							

3. What is your age?

Rank	17-20	21-23	24-26	27-30	31-35	36-40	41-45	46-50	51-55	56-60
E1-E4	145	134	96	63	38	24	4	4	1	0
E5-E9	8	29	41	111	183	230	112	83	49	6
W1-03	5	40	46	125	286	266	64	27	31	11
04-06	0	1	0	0	53	364	313	191	78	27
07-010	0	0	0	0	0	0	0	18	43	6
Total - 3,359										

5. What is your status?

Rank	Active Guard/ Reserve	Technician	Drill status	Air National Guard
E1-E4	322	13	159	0
E5-E9	499	27	322	1
W1-03	526	33	331	0
04-06	664	17	348	3
07-010	0	0	0	0
Total - 3,265				

6. What is your sex?

Rank	Male	Female
E1-E4	382	125
E5-E9	756	99
W1-03	740	164
04-06	918	117
07-010	66	1
Total - 3,368		

7. What is your race?

Rank	Asian American	Black	Caucasian	Hispanic	Other
E1-E4	14	127	311	39	15
E5-E9	12	167	615	48	13
W1-03	16	74	770	25	18
04-06	21	41	935	18	19
07-010	2	2	62	0	1
Total - 3,365					

8. Please indicate the highest level of civilian education you have completed.

Rank	Some high school	High school graduate	Associate degree (2 yrs)	Some college but no degree	College graduate	Masters degree	Ph.D. or professional degree
E1-E4	55	245	24	151	30	3	0
E5-E9	21	247	128	296	116	45	1
W1-03	0	32	80	113	398	195	85
04-06	0	8	18	36	325	351	297
07-010	0	2	0	4	21	24	17
Total - 3,368							

9. Are you:

Rank	Married	Single	Divorced	Separated
E1-E4	149	317	26	16
E5-E9	618	139	86	13
W1-03	651	181	63	8
04-06	876	84	58	17
07-010	49	1	1	0
Total - 3,353				

10. What is your grade?

Rank	Frequency	Percent
E1-E4	475	15%
E5-E9	746	23%
W1-03	794	25%
04-06	1,167	37%
07-010	68	2%
Total - 3,250		

11. Senior officers (04-06) are getting proper recognition for service/achievement through the Army Awards Program?

Rank	About right	Too many awards given	Too few awards given
E1-E4	45	180	49
E5-E9	73	279	186
W1-03	110	342	177
04-06	347	467	131
07-010	18	38	10
Total - 2,452			

12. Junior officers (01-03) are getting proper recognition for service/achievement through the Army Awards Program?

Rank	About right	Too many awards given	Too few awards given
E1-E4	87	166	36
E5-E9	232	302	63
W1-03	502	261	36
04-06	536	371	44
07-010	45	18	3
Total - 2,702			

13. Enlisted personnel in grades E1-E4 are getting proper recognition for service/achievement through the Army Awards Program?

Rank	About right	Too many awards given	Too few awards given
E1-E4	323	137	11
E5-E9	535	251	20
W1-03	432	329	44
04-06	542	373	34
07-010	47	16	3
Total - 3,097			

14. Noncommissioned officers in grades E5-E9 are getting proper recognition through the Army Awards Program?

Rank	About right	Too many awards given	Too few awards given
E1-E4	174	209	35
E5-E9	501	269	37
W1-03	339	404	64
04-06	400	474	79
07-010	34	29	3
Total - 3,051			

15. Warrant officers (W1-W4) are getting proper recognition for service/achievement through the Army Awards Program?

Rank	About right	Too many awards given	Too few awards given
E1-E4	86	137	23
E5-E9	189	258	38
W1-03	276	279	32
04-06	307	399	38
07-010	21	37	0
Total - 2,120			

16. In your opinion, how many of the officers you know who have received awards deserved them?

Rank	All of them	Most of them	Some of them	Few of them	None of them
E1-E4	84	170	143	79	28
E4-E9	103	287	288	135	29
W1-03	134	425	238	86	16
04-06	138	589	223	78	5
07-010	4	57	5	0	0
Total - 3,344					

17. In your opinion, how many of the enlisted soldiers you know who have received awards deserved them?

Rank	All of them	Most of them	Some of them	Few of them	None of them
E1-E4	105	182	125	74	19
E4-E9	130	397	199	105	15
W1-03	162	500	170	54	9
04-06	220	600	158	52	1
07-010	16	49	1	0	0
Total - 3,343					

18. Usually, the enlisted personnel who receive awards have demonstrated:

Rank	Outstanding job performance	Above average job performance	Average job performance	Awards are not affected by job performance	Undecided
E1-E4	188	156	69	45	50
E5-E9	309	318	116	80	24
W1-03	286	453	100	36	25
04-06	372	534	78	29	24
07-010	37	28	1	0	0
Total - 3,358					

19. Usually, the officers who receive awards have demonstrated:

Rank	Outstanding job performance	Above average job performance	Average job performance	Awards are not affected by job performance	Undecided
E1-E4	129	127	108	39	101
E5-E9	157	238	233	113	104
W1-03	193	409	169	84	41
04-06	228	547	150	84	25
07-010	28	33	3	2	0
Total - 3,345					

20. The current Army Awards Program should contribute to an officer's career advancement.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	77	203	158	54	15
E5-E9	137	378	181	117	35
W1-03	177	344	145	172	62
04-06	146	446	140	226	79
07-010	0	0	0	0	0
Total - 3,292					

21. Awards should be authorized to be worn with the BDU/fatigue uniform.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	76	76	59	199	98
E5-E9	69	79	59	348	295
W1-03	39	56	67	363	373
04-06	22	41	47	432	490
07-010	0	0	0	0	0
Total - 3,288					

22. Awards should be authorized to be worn on the open-collar Army green uniform shirt (without the green blouse).

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	72	133	130	134	38
E5-E9	139	213	108	260	129
W1-03	146	210	93	268	183
04-06	156	238	64	336	242
07-010	0	0	0	0	0
Total - 3,292					

23. Awards should be authorized to be worn only with the Army green uniform (with blouse).

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	109	156	83	126	32
E5-E9	217	252	82	242	53
W1-03	237	256	79	235	88
04-06	324	296	55	274	85
07-010	0	0	0	0	0
Total - 3,281					

24. A supervisor's knowledge of regulations governing the Army Awards Program often determines whether a service member receives an award.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	117	200	113	60	16
E5-E9	308	334	73	109	19
W1-03	374	362	56	92	15
04-06	357	509	36	113	20
07-010	0	0	0	0	0
Total - 3,283					

25. The current Army Awards Program should contribute to an enlisted soldier's career advancement.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	210	219	43	30	2
E5-E9	276	411	56	68	29
W1-03	204	421	118	118	37
04-06	198	515	118	150	53
07-010	0	0	0	0	0
Total - 3,276					

26. How high do you feel current standards for receiving awards are?

Rank	Very high	High	Moderately high	Moderately low	Low	Very low
E1-E4	66	129	192	79	23	18
E5-E9	67	205	342	159	46	23
W1-03	56	231	404	154	30	16
04-06	56	249	516	147	43	14
07-010	0	0	0	0	0	0

Total - 3,265

27. Overall, in your opinion, how fair is the Army Awards Program?

Rank	Very fair	Fair	Undecided	Unfair	Very unfair
E1-E4	32	185	177	86	26
E5-E9	37	376	214	184	35
W1-03	22	392	257	200	29
04-06	36	534	239	196	28
07-010	7	49	7	3	0

Total - 3,351

28. Should the Army increase or decrease the number of different awards for service/achievement?

Rank	Increase	Remain the same	Decrease	Undecided	Have not been in service long enough to know	Do not know
E1-E4	233	108	23	38	85	21
E5-E9	385	321	53	55	10	27
W1-03	322	374	73	67	43	23
04-06	316	502	113	70	10	24
07-010	0	0	0	0	0	0

Total - 3,296

29. During the past 5 years, standards in the ARNG/USAR for awards have:

Rank	Become tougher	Remained the same	Become easier	Undecided	Do not know	Not in Service long enough to know
E1-E4	78	79	15	50	108	175
E5-E9	147	307	148	73	148	27
W1-03	66	284	176	83	210	79
04-06	81	358	344	70	164	18
07-010	0	0	0	0	0	0
Total - 3,288						

30. During the past 5 years, the number of awards given by the ARNG/USAR has:

Rank	Increased greatly	Increased	Remained the same	Decreased	Decreased greatly	Do not know	Not in Service long enough to know
E1-E4	9	40	73	49	23	150	162
E5-E9	48	271	225	88	20	172	24
W1-03	45	289	167	50	23	257	71
04-06	83	478	197	33	15	218	13
07-010	0	0	0	0	0	0	0
Total - 3,293							

31. Which of the following best describes your knowledge of the Army Awards Program?

Rank	I have heard of it and know a lot about it	I have heard of it and know little about it	I have heard of it, but know nothing about it	I have never heard of it
E1-E4	30	289	119	69
E5-E9	177	523	110	37
W1-03	241	539	81	38
04-06	415	550	51	18
07-010	0	0	0	0
Total - 3,287				

32. It is easier to get awards in some units than in others.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	181	181	125	17	4
E5-E9	359	352	102	33	2
W1-03	429	351	107	12	3
04-06	553	406	66	10	1
07-010	32	32	2	0	0
Total - 3,360					

33. Do you believe your sex plays a significant role in determining whether you receive an award?

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	54	72	107	209	65
E5-E9	72	116	152	392	114
W1-03	45	140	179	387	150
04-06	39	111	168	520	198
07-010	7	12	37	10	0
Total - 3,356					

34. Do you believe your race plays a significant role in determining whether you receive an award?

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	51	71	108	210	68
E5-E9	78	129	130	386	127
W1-03	50	109	154	414	173
04-06	34	96	143	533	229
07-010	0	0	0	0	0
Total - 3,293					

35. Promotion points should continue to be given to enlisted soldiers for awards and decorations.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	232	217	39	13	6
E5-E9	404	357	39	38	12
W1-03	262	454	89	77	17
04-06	252	555	104	94	31
07-010	12	39	6	7	2
Total - 3,358					

36. You believe the single, primary purpose of the current Army Awards Program is to:

Rank	Raise morale	Recognize superior performance	Neither of the above	Undecided
E1-E4	125	291	39	51
E5-E9	209	531	62	47
W1-03	210	584	63	42
04-06	234	695	53	50
07-010	0	0	0	0
Total - 3,286				

37. The current Army Awards Program rewards only those individuals whose achievements or service has been outstanding.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	71	195	122	96	23
E5-E9	72	312	115	308	42
W1-03	36	256	139	403	66
04-06	37	302	137	485	73
07-010	0	0	0	0	0
Total - 3,290					

38. Personal relationships and contacts play no part in whether a soldier receives an award.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	47	121	101	160	79
E5-E9	42	158	103	375	170
W1-03	35	101	114	480	169
04-06	18	108	93	603	211
07-010	0	0	0	0	0
Total - 3,290					

39. The Army has enough tabs for special qualifications such as Special Forces, Ranger, and President's Hundred.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	53	160	224	59	11
E5-E9	104	354	249	112	26
W1-03	166	366	233	106	25
04-06	246	473	197	100	19
07-010	0	0	0	0	0
Total - 3,281					

40. I have often believed that my job performance deserved an award, but I did not receive one.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	120	152	145	85	6
E5-E9	197	323	118	184	27
W1-03	188	313	168	205	26
04-06	185	377	146	308	21
07-010	18	31	1	12	2
Total - 3,358					

41. Officers should get higher awards than enlisted personnel.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	20	40	83	237	127
E5-E9	20	33	62	426	305
W1-03	26	53	66	529	225
04-06	13	72	82	597	269
07-010	0	0	0	0	0
Total - 3,285					

42. A supervisor's writing skill often determines whether a service member receives an award.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	70	156	157	112	13
E5-E9	170	391	118	147	21
W1-03	230	451	117	91	13
04-06	318	523	89	100	7
07-010	0	0	0	0	0
Total - 3,294					

43. I have observed that officers usually get higher awards than enlisted soldiers.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	89	145	194	72	7
E5-E9	143	301	187	197	15
W1-03	91	246	191	314	49
04-06	129	435	149	292	26
07-010	3	6	5	40	12
Total - 3,337					

44. The standards for receiving awards should be tougher than they are now.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	33	73	166	201	34
E5-E9	65	165	218	362	40
W1-03	69	193	275	334	28
04-06	70	242	220	468	33
07-010	2	33	3	27	1
Total - 3,355					

45. I have observed that higher ranking officers receive higher awards than lower ranking officers.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	41	116	255	87	7
E5-E9	100	294	253	177	15
W1-03	198	346	194	142	18
04-06	254	483	120	161	16
07-010	0	0	0	0	0
Total - 3,277					

46. Higher ranking officers should receive higher awards than lower ranking officers.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	9	48	111	244	92
E5-E9	11	37	91	505	200
W1-03	16	76	114	477	216
04-06	19	118	104	601	191
07-010	3	16	2	32	13
Total - 3,346					

47. Officers in ranks 03 and above are expected to receive awards.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	35	128	164	154	24
E5-E9	40	249	207	279	62
W1-03	56	252	203	308	63
04-06	45	300	187	440	61
07-010	0	0	0	0	0
Total - 3,257					

48. There should be a proficiency badge for physical fitness.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	188	218	51	33	14
E5-E9	201	323	73	173	77
W1-03	193	286	68	224	127
04-06	169	287	88	332	159
07-010	0	0	0	0	0
Total - 3,284					

49. Standards for awards should be implemented consistently among all units even if it reduces the authority of commanders.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	99	185	137	73	13
E5-E9	226	362	122	121	15
W1-03	229	379	125	133	30
04-06	275	475	99	142	40
07-010	0	0	0	0	0
Total - 3,279					

50. Commanders often interpret awards standards in a manner that differs from Department of the Army policy and regulations.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	50	140	251	58	8
E5-E9	108	330	272	122	14
W1-03	122	349	290	124	13
04-06	127	449	302	147	8
07-010	0	0	0	0	0
Total - 3,284					

51. Standards for awards are clear and concrete.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	23	127	174	148	34
E5-E9	32	256	231	281	46
W1-03	27	201	238	358	74
04-06	23	273	241	430	65
07-010	0	0	0	0	0
Total - 3,282					

52. High standards for granting awards should be maintained.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	114	275	89	28	1
E5-E9	282	491	49	27	2
W1-03	338	511	34	16	3
04-06	441	572	19	3	2
07-010	0	0	0	0	0
Total - 3,296					

53. The purpose of the current Army Awards Program should be to increase the morale of enlisted personnel.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	139	255	49	59	4
E5-E9	224	383	61	157	22
W1-03	163	407	75	221	30
04-06	145	430	75	331	51
07-010	0	0	0	0	0
Total - 3,281					

54. The purpose of the current Army Awards Program should be to increase officer morale.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	77	240	86	90	11
E5-E9	142	363	93	201	47
W1-03	119	400	75	254	47
04-06	113	401	87	355	77
07-010	0	0	0	0	0
Total - 3,278					

55. The current Army Awards Program requires no changes.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	14	62	246	137	44
E5-E9	22	114	301	345	64
W1-03	14	93	333	369	86
04-06	14	159	331	460	70
07-010	0	0	0	0	0
Total - 3,276					

56. Commanders (or State adjutants general) should be given the authority to supplement awards standards published in Army regulations.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	56	189	169	66	26
E5-E9	60	232	201	239	114
W1-03	45	213	202	296	139
04-06	25	228	153	426	203
07-010	0	0	0	0	0
Total - 3,282					

57. Standards for awards should be applied consistently among units.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	148	272	52	26	6
E5-E9	353	409	49	30	5
W1-03	410	427	36	21	1
04-06	495	489	29	16	3
07-010	0	0	0	0	0
Total - 3,277					

58. Current award regulations provide general guidance but no examples. Should award regulations include examples for award recommendations that could be used as a guide?

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	126	235	115	24	6
E5-E9	197	463	122	62	3
W1-03	209	500	101	77	7
04-06	214	587	97	111	23
07-010	0	0	0	0	0
Total - 3,279					

59. When a soldier leaves his/her unit or leaves the National Guard/Army Reserve, an "end-of-tour" award should be received.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	201	173	69	54	9
E5-E9	194	262	100	227	66
W1-03	133	247	111	304	103
04-06	120	248	144	406	115
07-010	0	0	0	0	0
Total - 3,286					

60. Awards granted for completion of a tour tend to devalue awards given for outstanding job performance.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	65	106	100	175	56
E5-E9	125	251	93	297	78
W1-03	177	291	95	265	64
04-06	235	375	88	281	53
07-010	0	0	0	0	0
Total - 3,270					

APPENDIX H

US ARMY NATIONAL GUARD RAW DATA

This appendix presents results from questionnaires returned for the US Army National Guard. Questions are listed and the responses, in tabular form, are given following the questions.

1. How many years of military service in an Active Component do you have?

Rank	Zero	Under 3	3-4	5-9	10-14	15-19	20-25	26 or more
E1-E4	409	160	95	45	4	0	1	1
E5-E9	301	276	236	147	45	25	13	6
W1-03	305	221	183	111	27	13	3	12
04-06	337	396	195	182	59	39	21	28
07-010	20	38	28	18	3	0	2	20

Total - 4,025

2. How many years of military service in a Reserve Component do you have?

Rank	Under 3	3-4	5-9	10-14	15-19	20-25	26 or more
E1-E4	328	201	160	24	5	2	3
E5-E9	69	103	317	283	155	54	68
W1-03	55	112	213	230	128	51	90
04-06	7	24	124	281	266	252	296
07-010	0	2	3	3	2	5	113

Total - 4,028

3. What is your age?

Rank	17-20	21-23	24-26	27-30	31-35	36-40	41-45	46-50	51-55	56-60
E1-E4	173	227	125	80	61	36	11	9	3	0
E5-E9	4	30	62	113	225	258	158	113	69	24
W1-03	5	68	52	67	221	266	75	57	34	28
04-06	0	0	0	0	46	401	382	262	136	27
07-010	0	0	0	0	0	0	3	12	73	30

Total - 4,026

5. What is your status?

Rank	Active Guard/ Reserve	Technician	Drill status	Air National Guard
E1-E4	357	10	334	12
E5-E9	459	119	465	5
W1-03	279	154	446	1
04-06	528	229	507	1
07-010	31	9	77	7
Total - 4,030				

6. What is your sex?

Rank	Male	Female
E1-E4	656	71
E5-E9	1,014	47
W1-03	841	41
04-06	1,235	31
07-010	129	0
Total - 4,065		

7. What is your race?

Rank	Asian American	Black	Caucasian	Hispanic	Other
E1-E4	19	178	430	69	24
E5-E9	25	114	832	56	26
W1-03	7	39	795	27	14
04-06	26	14	1,179	34	15
07-010	2	1	122	1	3
Total - 4,052					

8. Please indicate the highest level of civilian education you have completed.

Rank	Some high school	High school graduate	Associate degree (2 yrs)	Some college but no degree	College graduate	Masters degree	Ph.D. or professional degree
E1-E4	182	342	38	146	17	4	2
E5-E9	81	420	109	312	102	24	5
W1-03	0	117	106	235	288	93	43
04-06	0	68	71	258	398	239	237
07-010	0	8	4	22	44	28	23
Total - 4,066							

9. Are you:

Rank	Married	Single	Divorced	Separated
E1-E4	263	422	31	14
E5-E9	841	102	91	23
W1-03	670	135	61	17
04-06	1,141	47	67	11
07-010	123	3	3	0
Total - 4,065				

10. What is your grade?

Rank	Frequency	Percent
E1-E4	691	18%
E5-E9	1,007	26%
W1-03	891	23%
04-06	1,225	31%
07-010	132	33%
Total - 3,946		

11. Senior officers (04-06) are getting proper recognition for service/achievement through the Army Awards Program?

Rank	About right	Too many awards given	Too few awards given
E1-E4	84	242	65
E5-E9	87	355	198
W1-03	87	306	193
04-06	417	556	173
07-010	40	77	9
Total - 2,889			

12. Junior officers (01-03) are getting proper recognition for service/achievement through the Army Awards Program?

Rank	About right	Too many awards given	Too few awards given
E1-E4	157	238	34
E5-E9	261	384	61
W1-03	455	258	31
04-06	747	379	40
07-010	79	44	3
Total - 3,171			

13. Enlisted personnel in grades E1-E4 are getting proper recognition for service/achievement through the Army Awards Program?

Rank	About right	Too many awards given	Too few awards given
E1-E4	424	166	9
E5-E9	637	297	32
W1-03	476	279	22
04-06	862	286	22
07-010	97	24	2
Total - 3,635			

14. Noncommissioned officers in grades E5-E9 are getting proper recognition through the Army Awards Program?

Rank	About right	Too many awards given	Too few awards given
E1-E4	229	269	43
E5-E9	566	354	39
W1-03	344	370	55
04-06	564	511	93
07-010	61	57	8
Total - 3,653			

15. Warrant officers (W1-W4) are getting proper recognition for service/achievement through the Army Awards Program?

Rank	About right	Too many awards given	Too few awards given
E1-E4	96	209	38
E5-E9	235	344	54
W1-03	319	302	30
04-06	505	485	73
07-010	51	63	6
Total - 2,810			

16. In your opinion, how many of the officers you know who have received awards deserved them?

Rank	All of them	Most of them	Some of them	Few of them	None of them
E1-E4	152	195	180	112	48
E4-E9	140	352	332	173	29
W1-03	111	408	248	88	11
04-06	133	735	317	73	2
07-010	24	86	17	0	0
Total - 3,966					

17. In your opinion, how many of the enlisted soldiers you know who have received awards deserved them?

Rank	All of them	Most of them	Some of them	Few of them	None of them
E1-E4	169	227	157	108	26
E4-E9	197	460	238	109	20
W1-03	153	512	132	55	10
04-06	279	760	162	54	2
07-010	34	81	8	4	0
Total - 3,957					

18. Usually, the enlisted personnel who receive awards have demonstrated:

Rank	Outstanding job performance	Above average job performance	Average job performance	Awards are not affected by job performance	Undecided
E1-E4	285	202	88	45	74
E5-E9	360	396	125	108	39
W1-03	317	410	68	40	27
04-06	494	627	72	36	30
07-010	59	63	5	0	0
Total - 3,970					

19. Usually, the officers who receive awards have demonstrated:

Rank	Outstanding job performance	Above average job performance	Average job performance	Awards are not affected by job performance	Undecided
E1-E4	222	176	123	45	127
E5-E9	200	320	251	127	130
W1-03	195	378	171	84	37
04-06	295	632	211	88	29
07-010	47	69	10	0	0
Total - 3,967					

20. The current Army Awards Program should contribute to an officer's career advancement.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	137	273	182	81	22
E5-E9	153	486	179	166	44
W1-03	115	355	134	183	76
04-06	150	515	169	321	1-7
07-010	20	66	15	22	4
Total - 3,975					

21. Awards should be authorized to be worn with the BDU/fatigue uniform.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	126	121	65	243	135
E5-E9	107	91	67	398	366
W1-03	36	51	40	324	414
04-06	25	49	46	465	675
07-010	2	2	2	61	61
Total - 3,972					

22. Awards should be authorized to be worn on the open-collar Army green uniform shirt (without the green blouse).

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	100	200	151	180	64
E5-E9	181	284	118	300	143
W1-03	141	209	82	257	178
04-06	222	300	78	366	295
07-010	23	22	1	57	26
Total - 3,978					

23. Awards should be authorized to be worn only with the Army green uniform (with blouse).

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	145	219	117	170	43
E5-E9	255	310	80	295	84
W1-03	210	258	64	252	81
04-06	362	357	58	359	122
07-010	43	38	1	34	13
Total - 3,970					

24. A supervisor's knowledge of regulations governing the Army Awards Program often determines whether a service member receives an award.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	157	274	193	52	15
E5-E9	323	469	108	97	28
W1-03	350	384	57	64	12
04-06	463	604	63	121	8
07-010	29	85	8	7	0
Total - 3,971					

25. The current Army Awards Program should contribute to an enlisted soldier's career advancement.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	279	284	75	32	8
E5-E9	327	450	92	127	23
W1-03	147	404	103	156	47
04-06	189	591	128	247	87
07-010	23	72	9	21	2
Total - 3,923					

26. How high do you feel current standards for receiving awards are?

Rank	Very high	High	Moderately high	Moderately low	Low	Very low
E1-E4	103	173	251	98	34	22
E5-E9	89	273	411	166	54	23
W1-03	34	220	421	137	34	9
04-06	55	357	593	184	36	15
07-010	8	48	60	10	2	0

Total - 3,920

27. Overall, in your opinion, how fair is the Army Awards Program?

Rank	Very fair	Fair	Undecided	Unfair	Very unfair
E1-E4	60	299	208	99	19
E5-E9	42	475	264	199	38
W1-03	20	419	261	134	24
04-06	38	653	284	255	21
07-010	5	103	11	8	1

Total - 3,940

28. Should the Army increase or decrease the number of different awards for service/achievement?

Rank	Increase	Remain the same	Decrease	Undecided	Not been in Service long enough to know	Do not know
E1-E4	328	175	18	57	84	28
E5-E9	461	392	62	75	14	25
W1-03	274	404	72	65	25	25
04-06	414	622	115	74	5	29
07-010	31	87	5	3	0	3

Total - 3,972

29. During the past 5 years, standards in the ARNG/USAR for awards have:

Rank	Become tougher	Remained the same	Become easier	Undecided	Do not know	Not in Service long enough to know
E1-E4	145	114	34	71	143	171
E5-E9	193	404	122	93	185	28
W1-03	82	367	136	73	156	52
04-06	122	601	323	67	134	9
07-010	15	69	40	1	4	0

Total - 3,954

30. During the past 5 years, the number of awards given by the ARNG/USAR has:

Rank	Increased greatly	Increased	Remained the same	Decreased	Decreased greatly	Do not know	Not in Service long enough to know
E1-E4	21	96	129	61	34	186	160
E5-E9	47	282	310	114	34	215	27
W1-03	30	291	230	54	9	204	46
04-06	97	581	291	48	11	227	5
07-010	11	91	19	1	0	7	0

Total - 3,969

31. Which of the following best describes your knowledge of the Army Awards Program?

Rank	I have heard of it and know a lot about it	I have heard of it and know little about it	I have heard of it, but know nothing about it	I have never heard of it
E1-E4	31	390	162	99
E5-E9	145	689	149	44
W1-03	200	573	66	24
04-06	561	642	44	12
07-010	98	31	0	0

Total - 3,960

32. It is easier to get awards in some units than in others.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	197	244	197	46	5
E5-E9	400	447	133	44	4
W1-03	375	404	73	12	0
04-06	646	548	48	19	0
07-010	50	74	2	3	0
Total - 3,971					

33. Do you believe your sex plays a significant role in determining whether you receive an award?

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	53	75	144	300	116
E5-E9	58	141	210	475	140
W1-03	33	94	167	422	147
04-06	36	134	180	671	237
07-010	1	8	15	77	27
Total - 3,961					

34. Do you believe your race plays a significant role in determining whether you receive an award?

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	77	91	131	271	120
E5-E9	74	111	164	521	157
W1-03	32	77	145	443	168
04-06	29	94	161	693	281
07-010	1	4	11	83	30
Total - 3,969					

35. Promotion points should continue to be given to enlisted soldiers for awards and decorations.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	298	275	83	25	10
E5-E9	442	431	69	65	23
W1-03	217	445	96	91	16
04-06	298	675	100	147	41
07-010	23	79	10	15	2
Total - 3,976					

36. You believe the single, primary purpose of the current Army Awards Program is to:

Rank	Raise morale	Recognize superior performance	Neither of the above	Undecided
E1-E4	172	359	48	108
E5-E9	257	634	76	60
W1-03	178	576	58	53
04-06	240	900	58	56
07-010	20	104	0	4
Total - 3,961				

37. The current Army Awards Program rewards only those individuals whose achievements or service has been outstanding.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	101	313	127	128	23
E5-E9	99	383	163	322	62
W1-03	26	273	152	371	44
04-06	41	399	142	609	69
07-010	6	51	10	60	1
Total - 3,975					

38. Personal relationships and contacts play no part in whether a soldier receives an award.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	86	148	157	202	96
E5-E9	77	180	151	440	181
W1-03	25	117	124	452	146
04-06	22	149	145	724	219
07-010	3	18	14	88	6
Total - 3,970					

39. The Army has enough tabs for special qualifications such as Special Forces, Ranger, and President's Hundred.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	85	197	292	94	23
E5-E9	143	375	320	145	40
W1-03	150	376	199	107	31
04-06	292	605	194	147	21
07-010	29	74	11	12	2
Total - 3,286					

40. I have often believed that my job performance deserved an award, but I did not receive one.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	151	220	204	106	9
E5-E9	238	340	185	242	23
W1-03	112	300	178	256	16
04-06	196	506	179	335	44
07-010	19	50	9	46	5
Total - 3,969					

41. Officers should get higher awards than enlisted personnel.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	28	91	106	289	177
E5-E9	17	57	63	527	366
W1-03	13	34	70	500	248
04-06	19	68	68	742	361
07-010	2	17	6	76	27
Total - 3,972					

42. A supervisor's writing skill often determines whether a service member receives an award.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	64	211	213	167	35
E5-E9	235	410	160	189	35
W1-03	233	433	108	87	6
04-06	408	623	89	135	7
07-010	35	77	8	7	1
Total - 3,976					

43. I have observed that officers usually get higher awards than enlisted soldiers.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	99	244	236	97	9
E5-E9	200	349	252	211	12
W1-03	89	284	194	276	23
04-06	189	552	146	349	24
07-010	18	88	3	19	0
Total - 3,963					

44. The standards for receiving awards should be tougher than they are now.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	35	104	196	300	54
E5-E9	61	206	276	448	37
W1-03	47	173	262	360	23
04-06	89	266	267	603	37
07-010	5	17	14	90	3
Total - 3,973					

45. I have observed that higher ranking officers receive higher awards than lower ranking officers.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	69	197	301	102	18
E5-E9	151	362	331	165	12
W1-03	149	395	166	147	7
04-06	305	635	95	208	18
07-010	13	94	4	17	1
Total - 3,962					

46. Higher ranking officers should receive higher awards than lower ranking officers.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	20	100	141	316	111
E5-E9	18	58	106	606	240
W1-03	8	62	107	501	187
04-06	27	139	88	764	244
07-010	5	28	9	71	15
Total - 3,971					

47. Officers in ranks 03 and above are expected to receive awards.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	41	222	236	156	33
E5-E9	62	317	241	333	68
W1-03	33	230	217	341	41
04-06	34	401	196	559	68
07-010	1	52	12	59	5
Total - 3,958					

48. There should be a proficiency badge for physical fitness.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	257	281	77	61	14
E5-E9	264	376	94	208	84
W1-03	163	274	78	262	89
04-06	192	367	116	402	185
07-010	11	37	7	59	15
Total - 3,973					

49. Standards for awards should be implemented consistently among all units even if it reduces the authority of commanders.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	126	229	194	112	12
E5-E9	280	390	153	168	26
W1-03	178	390	115	140	34
04-06	275	577	122	220	48
07-010	22	61	14	23	7
Total - 3,916					

50. Commanders often interpret awards standards in a manner that differs from Department of the Army policy and regulations.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	60	189	321	98	9
E5-E9	140	379	341	160	6
W1-03	99	369	277	110	4
04-06	158	602	283	195	12
07-010	9	71	23	24	0
Total - 3,929					

51. Standards for awards are clear and concrete.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	48	225	197	167	38
E5-E9	45	305	282	326	59
W1-03	15	222	266	319	35
04-06	23	374	277	521	59
07-010	2	56	14	51	4
Total - 3,930					

52. High standards for granting awards should be maintained.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	146	376	109	51	5
E5-E9	325	602	64	37	1
W1-03	308	513	31	9	4
04-06	503	725	21	11	1
07-010	54	71	0	3	0
Total - 3,970					

53. The purpose of the current Army Awards Program should be to increase the morale of enlisted personnel.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	212	306	96	54	12
E5-E9	296	475	66	166	19
W1-03	145	387	79	225	25
04-06	166	499	84	438	57
07-010	21	50	3	48	5
Total - 3,934					

54. The purpose of the current Army Awards Program should be to increase officer morale.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	130	290	139	100	26
E5-E9	167	461	109	245	42
W1-03	103	355	93	267	44
04-06	122	484	93	476	79
07-010	17	53	3	49	7
Total - 3,954					

55. The current Army Awards Program requires no changes.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	31	116	320	170	45
E5-E9	29	141	400	382	69
W1-03	6	135	325	340	52
04-06	18	197	413	549	72
07-010	1	41	36	49	2
Total - 3,939					

56. Commanders (or State adjutants general) should be given the authority to supplement awards standards published in Army regulations.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	104	273	205	72	29
E5-E9	134	371	202	234	83
W1-03	63	279	164	267	91
04-06	106	365	147	456	180
07-010	15	40	10	54	10
Total - 3,954					

57. Standards for awards should be applied consistently among units.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	189	377	83	33	0
E5-E9	418	528	39	35	4
W1-03	362	448	33	19	0
04-06	578	623	26	14	10
07-010	49	75	2	3	0
Total - 3,948					

58. Current award regulations provide general guidance but no examples. Should award regulations include examples for award recommendations that could be used as a guide?

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	143	319	171	36	7
E5-E9	241	561	150	58	14
W1-03	179	467	107	94	10
04-06	254	719	114	140	23
07-010	24	78	5	21	0
Total - 3,935					

59. When a soldier leaves his/her unit or leaves the National Guard/Army Reserve, an "end-of-tour" award should be received.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	262	255	80	73	18
E5-E9	297	310	118	242	59
W1-03	113	248	132	293	78
04-06	141	322	155	514	121
07-010	24	45	12	42	6
Total - 3,960					

60. Awards granted for completion of a tour tend to devalue awards given for outstanding job performance.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	111	185	104	216	68
E5-E9	140	282	120	360	122
W1-03	137	304	110	263	46
04-06	269	486	89	339	67
07-010	15	50	8	47	9
Total - 3,947					

94. Federal and State regulations on Federal awards are contradictory.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	57	151	424	51	9
E5-E9	85	212	561	134	12
W1-03	35	110	495	187	12
04-06	42	149	557	433	45
07-010	3	11	24	74	11
Total - 3,884					

95. Federal awards are more highly regarded than State awards.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	150	290	182	62	6
E5-E9	289	480	136	85	17
W1-03	282	399	84	74	2
04-06	466	587	61	100	10
07-010	41	70	6	6	3
Total - 3,888					

96. Service members should be authorized to wear their State awards while serving in Active Guard/Reserve status.

Rank	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
E1-E4	240	311	102	25	9
E5-E9	439	446	74	30	9
W1-03	353	376	65	29	10
04-06	586	618	50	41	21
07-010	77	44	2	0	0
Total - 3,857					

APPENDIX I

CONTINGENCY TABLE ANALYSIS OF PERCEPTION EFFECT OF
SEX AND RACE ON AWARDS

I-1. INTRODUCTION. Often it is of interest to test whether two characteristics are statistically independent. The method usually employed is contingency table analysis. Below, two different questions are analyzed using this technique. In the first case, the two characteristics are rank group and sex (response to question 33), and in the second case, rank group and race (response to question 34). It is hypothesized that rank group is independent of sex in the first and rank group is independent of race in the second. This is referred to as the null hypothesis. For example, if rank group and sex are independent among those respondents agreeing or strongly agreeing with the premise of question 33, the proportion of female E1-E4s agreeing and strongly agreeing should be the same as the proportion of female 04-06s agreeing and strongly agreeing. Similarly, proportions should correspond for other sex and rank group combinations. Each cell of the table represents the count for a particular rank group and sex who agree and strongly agree to question 33. This is referred to as the observed frequency. Under the null hypothesis, an expected frequency can be determined from the row and column marginal totals. To compute the expected frequency for a particular rank group and sex, the product of the row total and the column total corresponding to the cell is divided by the grand total. If the null hypothesis is true, then the difference between each cell observed frequency and cell expected frequency should be small. It can be shown that a certain function of these differences usually approximates a Chi-square distribution. The function is as follows:

$$\chi^2 = \sum_{i=1}^n \frac{(O_i - E_i)^2}{E_i}$$

where:

O_i = ith cell observed frequency
 E_i = ith cell expected frequency
 n = Number of cells

One usually decides upon a level of significance (i.e., the probability of rejecting the null hypothesis when, in fact, it is true) or risk he is willing to accept. Once this has been determined, a corresponding value of the Chi-square distribution can be used to compare with the calculated value of the above function. On this basis one may either (1) reject the null hypothesis, meaning that rank group and sex are not independent with respect to agreeing and strongly agreeing responses to question 33, or (2) not reject the null hypothesis because there is no information in the data which would indicate independence of rank group and sex in the responses to question 34.

I-2. PERCEIVED EFFECT OF SEX ON AWARDS. Table I-1 shows the strongly agree and agree responses to question 33* categorized by rank and sex. It provides a comparison of those who strongly agree or agree with the premise of the question by rank and sex. A Chi-square test of significance on the table indicates that, of those who strongly agree or agree with the premise of the question, there is a difference in the perceptions of the sexes for different ranks.

Table I-1. Question 33* by Rank and Sex
(responding strongly agree and agree)

Rank	Male	Female	Total
E1-E4	174	78	252
E5-E9	332	53	385
W1-03	243	68	311
04-06	269	48	317
Total	1,018	247	1,265

Note: $\hat{\chi}^2 = 34.06$

$$\chi^2(\text{d.f.} = 3, \alpha = .01) = 11.3$$

*Do you believe your sex plays a significant role in determining whether you receive an award?

I-3. PERCEIVED EFFECT OF RACE ON AWARDS. Table I-2 shows the agreeing and strongly agreeing responses to question 34* categorized by rank and race. It provides a comparison of those who strongly agree and agree with the premise of the question by rank or race. A Chi-square test of significance on the table indicates that, of those who strongly agree and agree with the premise of the question, there is a difference in the perceptions for different ranks.

**Table I-2. Question 34* by Rank and Race
(responding strongly agree and agree)**

Rank	Asian American	Black	Caucasian	Hispanic	Total
E1-E4	4	134	109	35	282
E5-E9	5	153	191	28	377
W1-03	6	57	181	14	258
04-06	10	30	189	15	244
Total	25	374	670	92	1,161

Note: $\hat{\chi}^2 = 110.7$

$$\chi^2(\text{d.f.} = 9, \alpha = .01) = 21.7$$

*Do you believe your race plays a significant role in determining whether you receive an award?

APPENDIX J

SAMPLE AND POPULATION RAW DATA

J-1. This appendix contains two tables referred to in Chapter 2, paragraph 2-7. Table J-1 depicts sample data by rank and component while Table J-2 provides population data similarly subdivided.

Table J-1. Returned Questionnaire Sample

Component	Rank groupings					
	E1-E4	E5-E9	W1-03	04-06	07-010	Total
Active						
Male	198	524	433	699	365	2,199
Female	23	29	50	33	4	139
Reserve						
Male	1,043	1,772	1,581	2,161	132	6,689
Female	200	148	206	149	0	703
ARNG						
Male	377	753	735	912	3	2,780
Female	127	101	164	116	0	508
USAR						
Male	666	1,019	846	1,249	129	3,909
Female	73	47	42	33	0	195
Reserve						
Black	305	281	113	55	1	755
Hispanic	108	104	52	52	1	317
Asian American	50	49	25	55	2	181
Caucasian	741	1,447	1,565	2,114	125	5,992
Other	39	39	32	34	3	147
ARNG						
Black	125	167	74	41	0	407
Hispanic	39	47	25	17	0	128
Asian American	17	14	17	23	0	71
Caucasian	308	613	765	930	3	2,619
Other	15	13	18	17	0	63
USAR						
Black	180	114	39	14	1	348
Hispanic	69	57	27	35	1	189
Asian American	33	35	8	32	2	110
Caucasian	433	834	800	1,184	122	3,373
Other	24	26	14	17	3	84

Table J-2. Population

Component	Rank groupings					
	E1-E4	E5-E9	W1-03	04-06	07-010	Total
Active						
Male	349,331	254,586	65,506	31,190	409	701,022
Female	46,818	20,553	8,538	1,705	3	77,617
Reserve						
Male	310,741	238,487	50,999	23,145	266	623,638
Female	39,733	16,894	6,503	1,884	0	65,127
ARNG						
Male	207,211	163,190	30,087	9,311	181	409,980
Female	14,043	6,291	1,793	276	0	22,403
USAR						
Male	103,530	75,297	20,912	13,834	85	213,658
Female	25,690	10,603	4,823	1,608	0	42,724
Reserve						
Black	76,328	41,601	4,124	836	5	122,894
Hispanic	23,394	13,926	1,521	422	3	39,266
Asian American	3,081	2,063	642	451	1	6,238
Caucasian	191,544	187,169	47,967	22,852	254	449,786
Other	56,127	10,602	3,361	468	3	70,561
ARNG						
Black	50,610	21,993	1,670	205	3	74,481
Hispanic	16,902	10,629	1,136	256	3	28,926
Asian American	1,531	1,072	260	88	0	2,951
Caucasian	146,975	133,207	28,547	8,983	173	317,885
Other	5,236	2,560	267	55	2	8,120
USAR						
Black	25,718	19,608	2,454	631	2	48,413
Hispanic	6,492	3,297	385	166	0	10,340
Asian American	1,550	991	382	363	1	3,287
Caucasian	44,569	53,962	19,420	13,869	81	131,901
Other	50,891	8,094	3,094	413	1	62,441

Sources: RCS DCSPER 587, 31 Mar 85 (USAR TPU).
 ARNG Report No. OM07, 31 Dec 84 (officers).
 ARNG Report No. 1603 (enlisted).

APPENDIX K
SPONSOR'S COMMENTS

STUDY CRITIQUE

(This document may be modified to add more space for responses to questions.)

1. Were there any editorial comments? No If so, please list on a separate page and attach to the critique sheet.

2. Was the work accomplished in a timely manner? Yes If not, please comment. _____

3. Does the work report address adequately the issues planned for the analysis? Yes If not, please comment. _____

4. Were appropriate analysis techniques used? Yes If not, please comment. _____

5. Are the findings fully supported by good analysis based on sound assumptions? Yes If not, please explain. _____

6. Does the report contain the preferred level of detail of the analysis? Yes If not, please comment. _____

STUDY CRITIQUE (continued)

7. Is the written material fully satisfactory in terms of clarity of presentation, completeness, and style? Yes If not, please comment. _____

8. Are all figures and tables clear and helpful to the reader? Yes If not, please comment. _____

9. Does the report satisfy fully the expectations that were present when the work was directed? Yes If not, please explain how not. _____

10. Will the findings in this report be helpful to the organization which directed that the work be done? Yes If so, please indicate how, and if not, please explain why not. It shows the overall problem with military awards system.

11. Judged overall, how do you rate the study? (circle one)

Poor

Fair

Average

Good

Excellent

APPENDIX L
DISTRIBUTION

Addressee	No of copies
Deputy Chief of Staff for Operations and Plans Headquarters, Department of the Army ATTN: DAMO-ZA Washington, DC 20310	1
Deputy Chief of Staff for Operations and Plans Headquarters, Department of the Army ATTN: DAMO-ZD Washington, DC 20310	1
Deputy Chief of Staff for Operations and Plans Headquarters, Department of the Army ATTN: DAMO-ZDF Washington, DC 20310	1
Deputy Chief of Staff for Personnel Headquarters, Department of the Army ATTN: DAPE-ZA Washington, DC 20310	1
Deputy Chief of Staff for Personnel Headquarters, Department of the Army ATTN: DAPE-HR Washington, DC 20310	10
Deputy Chief of Staff for Logistics Headquarters, Department of the Army ATTN: DALO-ZA Washington, DC 20310	1
Deputy Chief of Staff for Logistics Headquarters, Department of the Army ATTN: DALO-PLF Washington, DC 20310	1

Addressee	No of copies
Commander US Army Logistics Center Fort Lee, VA 23801	1
Deputy Chief of Staff for Research, Development, and Acquisition Headquarters, Department of the Army ATTN: DAMA-ZA Washington, DC 20310	1
Deputy Under Secretary of the Army (Operations Research) Washington, DC 20310	1
Director of the Army Staff Headquarters, Department of the Army ATTN: DACS-ZD Washington, DC 20310	1
Chief of Staff, Army ATTN: DACS-DMO Washington, DC 20310	1
Chief of Staff, Army ATTN: DACS-DMZ-A Washington, DC 20310	1
Chief of Staff, Army ATTN: DACS-DPZ-A Washington, DC 20310	1
Assistant Secretary of the Army (Manpower & Reserve Affairs) Washington, DC 20310	1

Addressee	No of copies
Assistant Secretary of the Army (Research, Development, and Acquisition) Washington, DC 20310	1
Comptroller of the Army Headquarters, Department of the Army Washington, DC 20310	1
The Surgeon General US Army Room 3E468 The Pentagon Washington, DC 20310	1
Commander National Guard Bureau Room 2E394 The Pentagon Washington, DC 20310	4
Chief United States Army Reserve ATTN: DAAR-ZA Room 3E390, The Pentagon Washington, DC 20310	4
Commander Combined Arms Combat Development Activity Fort Leavenworth, KS 66027	1
Commander US Army Operational Test and Evaluation Agency 5600 Columbia Pike ATTN: TRADOC LNO Falls Church, VA 22041	1

Addressee	No of copies
Commander Foreign Science and Technology Center 227th Street NE Charlottesville, VA 22901	1
Director Defense Nuclear Agency ATTN: LASS 6801 Telegraph Road Alexandria, VA 20305	1
Commander Army Research Institute 5001 Eisenhower Avenue Alexandria, VA 22333	2
Commander US Army Military Personnel Center 200 Stovall Street Alexandria, VA 22332	10
Commander US Army Troop Support Agency Fort Lee, VA 23801	1
Commander US Army Logistics Evaluation Agency New Cumberland Army Depot New Cumberland, PA 17070	1
Director Defense Logistics Studies Information Exchange US Army Logistics Management Center Fort Lee, VA 23801	1
Defense Technical Information Center ATTN: DTIC-DDA Cameron Station Alexandria, VA 22314	2

Addressee	No of copies
Commander US Army Management Systems Support Agency Headquarters, Department of the Army Washington, DC 20310	1
Commander US Army Research, Development, and Acquisition Information Systems Agency Radford, VA 24141	1
The Pentagon Library (Army Studies Section) ATTN: ANRAL-RS The Pentagon Washington, DC 20310	2
Commander US Army Forces Command Fort McPherson, GA 30330	3
Office of the Assistant Secretary of Defense (PA&E) Room 2E330 The Pentagon Washington, DC 20301	1
Organization of the Joint Chiefs of Staff ATTN: Dr. William G. Lese, Jr. Room 1D940 The Pentagon Washington, DC 20310	1
Commandant US Army War College Carlisle Barracks, PA 17013	1

Addressee	No of copies
Commandant US Army War College ATTN: Director, Strategic Studies Institute Carlisle Barracks, PA 17013	1
Commandant US Army War College ATTN: Library Carlisle Barracks, PA 17013	2
Commandant US Army War College ATTN: Department of Wargaming Carlisle Barracks, PA 17013	2
Air War College ATTN: EDW Maxwell Air Force Base, AL 36112	1
Air University ATTN: ACDY Maxwell Air Force Base, AL 36112	1
Commandant US Air War College Maxwell Air Force Base, AL 36112	1
Commandant US Navy War College Newport, RI 02840	1

Addressee	No of copies
President National Defense University ATTN: NDU-LD-CDC Washington, DC 20319-6000	1
Commandant Armed Forces Staff College Norfolk, VA 23511	1
Commandant US Army Command and General Staff Collège Fort Leavenworth, KS 66027	1
Commandant US Army Command and General Staff College ATTN: Department of Combat Development, Force Development Fort Leavenworth, KS 66027	1
Commandant United States Military Academy ATTN: Mathematics Department West Point, NY 10996	1
Superintendent Naval Postgraduate School Monterey, CA 93940	1
Commandant US Army Infantry School ATTN: ATSH-IVT Fort Benning, GA 31905	1

Addressee	No of copies
Commandant US Army Armor School Fort Knox, KY 40101	1
Commandant US Army Field Artillery School Fort Sill, OK 73503	1
Commandant US Army Air Defense School Fort Bliss, TX 79916	1
Commandant US Army Aviation School Fort Rucker, AL 36360	1
Commandant US Army Engineer School Fort Belvoir, VA 22060	1
Commandant US Army Transportation School Fort Eustis, VA 23604	1
Commandant Defense Systems Management School Concepts, Studies, and Simulations Building 202 Fort Belvoir, VA 22060	1
Commandant US Army Intelligence Center and School ATTN: ATSI-TD Fort Huachuca, AZ 85613	1
Commander in Chief United States Readiness Command ATTN: RCDA MacDill Air Force Base, FL 33608	2

Addressee	No of copies
Commander US Army Armament, Munition, and Chemical Command ATTN: DRSAR-CPB-O Rock Island, IL 61201	1
Commander US Army Combat Developments Experimentation Command Fort Ord, CA 93941	1
Commander US Military Traffic Management Command Washington, DC 20315	1
Commander US Army Western Command ATTN: APAC Fort Shafter, HI 96858	1
Commander US Army Computer Systems Command Fort Belvoir, VA 22060	1
Commander US Army Health Services Command Fort Sam Houston, TX 78234	1
Commander Eighth US Army APO San Francisco 96301	1
Commander US Army, Japan ATTN: AJCS APO San Francisco 96343	1

Addressee	No of copies
Assistant Chief of Staff for Intelligence Headquarters, Department of the Army Washington, DC 20310	1
Commander US Army Intelligence and Security Command ATTN: IACS Arlington Hall Station, VA 22212	1
Commander/Director US Army Engineer Studies Center Casey Building, No. 2594 Fort Belvoir, VA 22060	1
Commander US Army Corps of Engineers 20 Massachusetts Ave, NW Washington, DC 20314-1000	1
Commander US Army Missile Command Redstone Arsenal, AL 35898-5090	1
Commander US Army Ballistic Missile Defense Systems Command Huntsville, AL 35807	1
Commander in Chief US Army, Europe & Seventh Army ATTN: AEAGF APO New York 09403	2
Commander in Chief US Army, Europe & Seventh Army ATTN: AEAGX-OR (Mr. Dwarkin) APO New York 09403	1

Addressee	No of copies
COL Robert D. Howe Rand Corporation, PO Box 2138 1700 Main Street Santa Monica, CA 90406-2138	1
Commander US Army Training and Doctrine Command ATTN: ATCD-AU Fort Monroe, VA 23651	2
Commander US Army Training and Doctrine Command Fort Monroe, VA 23651	1
Commander US Army Materiel Command 5001 Eisenhower Avenue Alexandria, VA 22333	2
Commander US Army Tank-Automotive Command Warren, MI 48090	1
Commander US Army Information Systems Command Fort Huachuca, AZ 85613	1
US Army CE Command Program Analysis and Evaluation Systems Analysis Division Fort Monmouth, NJ 07703	1
Commandant Air Force Institute of Technology ATTN: AFIT-CC Wright-Patterson Air Force Base, OH 45433	1
Internal Distribution: CAA Technical Library	2

GLOSSARY

1. ABBREVIATIONS, ACRONYMS, AND SHORT TERMS

A ³	Army Awards Analysis (study)
A ³ (AA)	A ³ (Active Army) (study)
A ³ (RC)	A ³ (Reserve Components) (study)
AA	Active Army
AAM	Army Achievement Medal
AC	Active Component
AD	active duty
AFAG-PDA	Office of FORSCOM Adjutant General - Personnel Division Awards
AG/R	Active Guard/Reserve
ARNG	US Army National Guard
ARSTAF	Department of the Army Staff
boilerplate	certificates which are standardized and reproduced in quantity. To be used, only the name of the awardee, social security number, unit, and period of service need be added.
BDU	Battle Dress Uniform
CAA	US Army Concepts Analysis Agency; an operating agency of the Department of the Army Staff under control of the Director of the Army Staff where short-range studies are conducted for the Army Staff
DA	Department of the Army
DARC-AM	RCPAC Information Systems Plans and Requirements Office
DCSPER	Deputy Chief of Staff for Personnel
DMPM	Director of Military Personnel Management, DCSPER
DOD	Department of Defense

EEA	essential element(s) of analysis
HASD	Headquarters Administrative Systems Directorate
HQDA	Headquarters, Department of the Army
IMA	Individual Mobilization Augmentee (formerly called MOBDES)
IRR	Individual Ready Reserve
LM/LOM	Legion of Merit Medal
MACOM	major Army command
MILPERCEN	US Army Military Personnel Center
MOS	military occupational speciality
MSM	Meritorious Service Medal
MILPC-45	Military Personnel Center 45 Report
NCO(s)	noncommissioned officer(s)
NGB	National Guard Bureau
NGR	National Guard Regulation
OCAR	Office of the Chief, Army Reserve
ODCSPER	Office of the Deputy Chief of Staff for Personnel
OTAG	Office of the Adjutant General
POC	point of contact
PT	physical training
RC	Reserve Component(s)
RCS	reports control symbol
RCPAC	Reserve Components Personnel Administration Center
SIDPERS-ARNG	Standard Installation/Division Personnel System of the Army National Guard
SSC-NCR	US Army Soldier Support Center - National Capital Region

SPSS	Statistical Package for the Social Sciences (computer software)
TAG	The Adjutant General
TPU	Troop Program Unit (USAR)
UNIVAC 1100/84	UNIVAC computer system, Model 1100/84
USAR	US Army Reserve

2. DEFINITIONS

above and beyond the call of duty	Exercise of a voluntary course of action, the omission of which would not justly subject the individual to censure for failure in the performance of duty. In its highest degree, it involves the voluntary acceptance of additional danger and risk of life.
award	Recognition given to individuals or units for certain acts or services, or badges, accolades, emblems, citations, commendations, streamers, and silver bands. Also an adjectival term used to identify administrative functions relating to recognition (e.g., awards boards, awards recommendations, etc.)
decoration	Distinctively designed mark of honor denoting heroism or meritorious/outstanding service or achievement. Specifically, US Army personnel decorations are Medal of Honor, Distinguished Service Cross Medal, Distinguished Service Medal, Silver Star, Legion of Merit, Distinguished Flying Cross, Soldier's Medal, Bronze Star Medal, Meritorious Service Medal, Air Medal, Army Commendation Medal, Army Achievement Medal, and Purple Heart.
duty of great responsibility	Duty which, by virtue of the position held, carries the ultimate responsibility for the successful operation of a major command, activity, agency, installation, or project. The discharge of such duty must involve the acceptance and fulfillment of the obligation so as to greatly benefit the interests of the United States.
duty of responsibility	Duty which, by virtue of the position held, carries a high degree of the responsibility for successful operation of a major command, activity, agency, installation, or project, or which requires the exercise of judgment and decisions affecting plans, policies, operations, or the lives and well being of others.

field grade	Officers in grades 04 through 06.
heroism	Specific acts of bravery or outstanding courage, or a closely related series of heroic acts performed within a short period of time.
junior enlisted	Service members in grades E1 through E4.
key individual	A person who is occupying a position that is indispensable to an organization, activity, or project.
leadership	For the purpose of this study, service members in grades E9, 05, 06, and 07 through 010.
medal	A term used in either of two ways: (1) to include the three categories of awards; namely, Decorations, Good Conduct Medal, and Service Medals; or (2) to refer to the distinctive physical device of metal medal and ribbon which constitutes the tangible evidence of an award.
meritorious achievement	An act which is well above the expected performance of duty. The act should be an exceptional accomplishment with a definite beginning and ending date. The length of time is not a primary consideration; however, speed of accomplishment of an important task can be a factor in determining the value of an act.
meritorious service	Service which is distinguished by a succession of outstanding acts of achievement over a sustained period of time.
officer	Except where expressly indicated otherwise, the word "officer" means "commissioned or warrant officer."
peacetime criteria	Those criteria applied: (1) during a period when the United States is not engaged in the prosecution of a formally declared war; or (2) outside of a combat zone when the United States is engaged in military operations against an armed enemy, but is not prosecuting a formally declared war, except that in the communications zone those individuals whose duties are in connection with military operations against an armed enemy may be considered under wartime criteria; or (3) during a period, and in specified areas, where US troops are engaged in military operations involving conflict with an opposing foreign force or while serving with friendly foreign forces engaged in an armed conflict against an opposing armed force in which the United States is not a belligerent party.

random sample	A sample taken in a manner such that each individual in the population has an equal probability of being chosen for inclusion in the sample.
wartime criteria	Those criteria applied: (1) during a period of formally declared war and for 1 year after the cessation of hostilities; or (2) during a period of military operation against an armed enemy and for 1 year after cessation of hostilities (only those individuals actually in the combat zone or those in the communications zone whose duties involve direct control or support of combat operations are to be considered under wartime criteria); or (3) during a period of national emergency declared by the President or by the Congress.
valor	Heroism performed under combat conditions.

U219854