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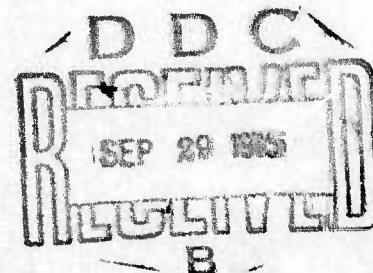
A Study of Recognition of the Lesser Achievements of Low Ranking Enlisted Men

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Final report 6 June 1975

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Some noteworthy achievements of lower ranking enlisted men in peacetime often go unrecognized in spite of the commander's desire to do so because there is no existing procedure that will tangibly and appropriately recognize the exact degree of achievement.

Company, Detachment, and Battery level commanders were selected since that is the lowest level where the needs of a large number of employees must be matched against the coverage or shortcomings of the existing awards, management, and promotion systems.

By this method the following two hypotheses were tested:

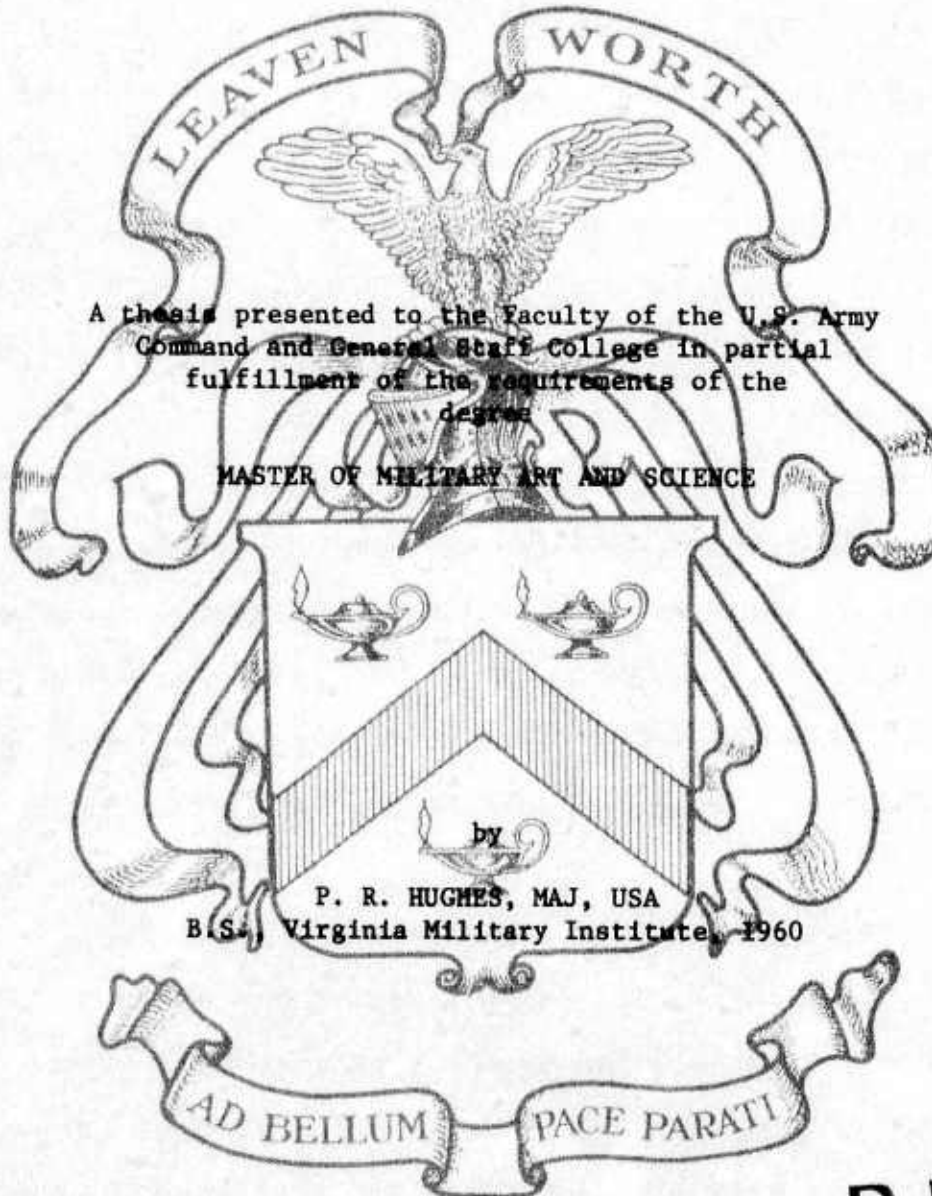
1. Lesser achievements should be tangibly and appropriately recognized.
2. A method of providing appropriate and tangible recognition can be identified.

As a result of the survey and the study, both hypotheses were accepted. The primary findings of the study were considered significant.

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A STUDY OF RECOGNITION OF THE LESSER
ACHIEVEMENTS OF LOW RANKING
ENLISTED MEN



Fort Leavenworth, Kansas
1975



51.5-3150

ABSTRACT

Some noteworthy achievements of lower ranking enlisted men in peacetime often go unrecognized in spite of the commander's desire to do so because there is no existing procedure that will tangibly and appropriately recognize the exact degree of achievement. For this study these noteworthy achievements are designated as lesser achievements. All officer-supervisors are familiar with them. They exist in degree and are generally identified as achievements that are exceptional and significant and should be recognized. The problem arises in that the existing recognition devices that provide tangible recognition such as a decoration do not come down to the level where these achievements occur. This leaves the officer-supervisor in a situation of neglecting the employee or using some substitute measure to recognize the employee's efforts.

Research in the Behavioral Science field revealed that providing praise and recognition of an individual's achievements creates a more stable and productive person. Failure of the person to obtain needed recognition can result in frustration, grievances, and non-productive behavior. This presents a fairly strong case against neglecting the employee.

Since the problem definitely exists the solution may not exist in the current awards system. If it does, other exigencies must obscure or prevent its comfortable implementation. One logical approach is to determine the minimum change to the existing system that would solve the problem.

Using this approach, an exploratory study was conducted with a survey questionnaire that asked if lesser achievements should be recognized at all. If an affirmative answer was received, the subject was asked to rank order the following five options as possible solutions to the problem.

1. Providing an appendage to the Good Conduct Medal and allowing its issue for achievement as well as service plus a numerical device to show the number of awards received.
2. "Forcing" the lesser achievement into an existing reward of some kind.
3. Developing some new awards for low ranking EM that are obtainable easier and faster for achievements that rank below an Army Commendation Medal and deserve a decoration while retaining the present system for all other enlisted and officer ranks.
4. If the individual is qualified in all other aspects, defer recognition and consider the lesser achievements toward promotion considerations.
5. Use the Certificate of Achievement if there was an appropriate decoration to be worn to show its receipt and the number of awards received.

These specific options were developed from experience, pilot surveys and interviews.

The questionnaire also requested spontaneous open-ended commentary and experience data from the respondent. The respondents were students at the Command and General Staff College who had had command within two years prior to this study. Their selection for attendance at the College attested to their expertise. Their experience insured their familiarity with the problem, the systems, and possible solutions.

Company, Detachment, and Battery level commanders were selected since that is the lowest level where the needs of a large number of employees must be matched against the coverage or shortcomings of the existing awards, management, and promotion systems.

By this method the following two hypotheses were tested:

1. Lesser achievements should be tangibly and appropriately recognized.
2. A method of providing appropriate and tangible recognition can be identified.

As a result of the survey and the study, both hypotheses were accepted. The primary findings of the study were considered significant.

- A. Recognition of lesser achievements was favored by a ratio of 6.69 to 1 by the subjects sampled.
- B. From the alternatives offered, the first choice for recognition of lesser achievements was to devise a suitable decoration to accompany the existing Certificate of Achievement. The other options, abbreviated and listed in

order of preference were: promotion, new awards, Good Conduct medal, and "forcing" the description.

The secondary findings of the survey were:

1. A strong anti-decoration attitude is present among some elements of the sample.
2. Pro-decoration subjects want lower level approval, prevention of malpractice, and the use of existing and new decorations.
3. Awarding promotion points for lesser achievements was considered by some subjects as providing adequate recognition.
4. Assorted administrative actions are felt to provide adequate recognition by some examinees.
5. Some additional ideas such as small cash awards and an Army Achievement Medal may have merit and could be studied further.

Implementation of the most popular option, the Certificate of Achievement with an appropriate decoration is an attractive bonus of the study. Relatively few significant changes to the criteria contained in the awards regulation are required other than to design and authorize a decoration to be issued with the Certificate of Achievement. A specific decoration and suggested test procedures prior to its implementation are presented within the study.

The details of controversial issues, difficulties experienced, future study, and implementation of the primary findings are covered throughout the study as they arise.

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Chapter I

THE PROBLEM, DEFINITIONS, AND ASSUMPTIONS

INTRODUCTION

An employee or soldier who is average in performance will occasionally perform some act, service, or demonstrate a personal talent that is a genuinely commendable accomplishment. They are identified for purposes of this study as lesser achievements. If a means exists to tangibly and appropriately recognize the accomplishment, the supervisor's correct action is obvious. However, an adequate managerial technique to "fit" all levels of accomplishment does not appear to exist. When, how, and to what degree the supervisor recognizes the accomplishment may have critical and long term effects on the morale, motivation, and general satisfaction of the individual that cannot be immediately foreseen. Exploration of the problem has been confined to ascertaining if these selected lesser accomplishments should be recognized and if so, how best to do so.

The list of examples shown below is not meant to be all inclusive. It illustrates the level of achievement under discussion and has been developed from the experiences

that officer-supervisors have had with the difficulties of providing recognition that fits the particular achievement of lower ranking enlisted men:

1. Significant contribution to unit readiness.
 2. Unusual participation in community relations.
 3. Exceptional and protracted appearance or performance.
 4. Exceptional performance on physical training tests.
 5. Significant contribution to welfare or morale of unit, office, ship, gun, tank, etc.; such as, entertaining, extra help, ideas, etc.
 6. Exceptional conservation of supplies and/or equipment.
 7. Significant increase in education while on active duty.
 8. Continual ideas and/or suggestions resulting in significant improvements.
 9. Continual and exceptional performance in sports competition.
 10. Exceptional effort in support of Armed Forces Day, civilian displays, parades, etc.
- The difficulty of affixing a specific definition to lesser achievements probably contributes, in part, to their not being recognized appropriately. They exist but only in degree. This necessitates the use of terms such as

"significant contribution", "exceptional", and "unusual participation". In the final analysis it is the officer-supervisor or commander who must decide what is "significant, exceptional, and unusual."

THE PROBLEM

Statement of the Problem.

The twofold problem consists of a yes-no decision and its subsequent elaboration as follows:

1. Should lesser achievements be recognized.
2. Can a method of providing adequate tangible recognition for lesser achievements be identified and if so what is it.

Background of the Problem.

The army has constantly sought means of retaining good, experienced, and trained soldiers in order to reduce draft quotas, recruiting structure, training requirements, and so forth. One frustrating aspect of retaining the soldier is his dissatisfaction with the service. Some of these dissatisfactions have been identified as, "Unattractive living conditions, inadequate and impersonal post services, and an atmosphere which seems to dilute the dignity of the individual. . . ." ¹ The dissatisfaction with the army is psychologically related to whether his basic needs are met,

¹Department of the Army, Modern Volunteer Army, undated, p. 30.

now or in the past. These needs as defined by Abraham Maslow are physiological, safety, belongingness and love, self-esteem and self-actualization.² Considering them in order, the first two, physiological and safety, should be adequately provided for by the very organization and strength of the army. Belongingness and love, the third need, has always been well provided for by the army. In a discussion of how people seek this togetherness against some common threat, Maslow says,

The same kind of thing was observed in groups of soldiers who were pushed into an unwanted brotherliness and intimacy by their common external danger, and who may stick together throughout a lifetime as a consequence.³

This same togetherness is apparent to a lesser degree in peacetime army units with the establishment, boredom, or working conditions being forced into the position of the common threat. The married soldier has his wife and family and may not depend upon the army for satisfaction of this need as greatly as does the unmarried soldier.

The next higher need with which to be concerned is self-esteem. Satisfying this need which requires "...the deserved respect of others. . ."⁴ is a more difficult problem. The soldiers must do something truly notable of which their peers are aware. Due to the relatively large number of low-ranking enlisted men in the average military

²Abraham H. Maslow, Motivation and Personality, (2d ed., New York: Harper and Row, 1954), pp. 35-47.

³Ibid., p. 44.

⁴Ibid., p. 46.

unit and facility of the jobs held by them, accomplishments which are significant for their level can easily be overlooked and not fully appreciated by their peers unless attention is deliberately directed to them.

Failure to obtain self-esteem can result in either increased motivation or frustration and destructive behavior.⁵ For the individual who does become frustrated and blames the army for what are actually his own flaws or failures, the opportunity to leave the army at the expiration of his term of service may be a welcome relief. This can be advantageous to the army if the individual is a marginal performer; however, all too often he is an effective soldier who has become disappointed, frustrated, or alienated because of not obtaining some basic need such as self-esteem.

If the concept related above is indeed the case, the opportunity to deliberately identify and recognize an individual's talents and accomplishments, and thereby make a significant contribution towards providing the needed self-esteem, should be taken advantage of. If, on the other hand, it is the opinion of military supervisors that lesser achievements should not be recognized, then that in itself would be of some significance.

Importance of the Problem.

If it can be determined that lesser achievements should and can be appropriately recognized in the army, a

⁵Herbert J. Chruden and Arthur W. Sherman, Jr., Personnel Management (3d ed., Cincinnati: South-Western Publishing Company, 1968), pp. 416-417.

valuable tool for increasing satisfaction and reducing retention problems may have been identified. Another result might be that of having more self-confident and productive soldiers in the army.

DEFINITION OF TERMS USED

Except as noted by appropriate reference the following terms used in this study are defined as shown.

Management.

A process of establishing and attaining objectives to carry out responsibilities. Management consists of those continuing actions of planning, organizing, directing, coordinating, controlling, and evaluating the use of men, money, materials, and facilities to accomplish missions and tasks. Management is inherent in command, but it does not include as extensive authority and responsibilities as command.⁶

Decoration.

Distinctively designed mark or honor denoting heroism or meritorious or outstanding service or achievement.⁷

Bureaucracy.

A body of nonelective government officials; an administrative policy making group; government characterized by specialization of functions, adherence to fixed rules, and a hierarchy of authority; proliferation.⁸

⁶Department of the Army Regulation 310-25, Dictionary of United States Army Terms (Washington: Government Printing Office, June 1, 1972), p. 312.

⁷Ibid., p. 168.

⁸G. C. Merriam, Websters Seventh New Collegiate Dictionary (Chicago, Illinois: Rand McNally and Company, 1965), p. 112.

Reward.

Something that is offered or given for some service or attainment.⁹

Tangible.

Capable of being perceived especially by the sense of touch.¹⁰

Hierarchical.

Of or relating to a hierarchy. (Hierarchy 3. A body of persons in authority.¹¹

Population.

A body of persons having a quality or characteristic in common. [All successful company level commanders of the two years preceeding this study.]¹²

Award.

Recognition given to individuals or units for certain acts or services.¹³

ASSUMPTIONS

The following assumptions have been made in the course of this thesis:

1. That the body of knowledge known as behavioral science is as applicable to peacetime military organizations as civilian industrial organizations.

2. That the managerial and group relationships within military peacetime organizations are similar to those within civilian organizations with a possible exception being

⁹Ibid., p. 737. ¹⁰Ibid., p. 901. ¹¹Ibid., p. 392.

¹²Ibid., p. 661.

¹³Department of the Army Regulation 310-25, p. 72.

that the objective of most civilian organizations is the profitable production of a product whereas the army objective, although difficult to specify, is oriented toward more effective performance of the individual and subsequently the organization.

HYPOTHESES TO BE TESTED

As identified for this thesis, the hypotheses are as follows:

1. Lesser achievements should be tangibly and appropriately recognized.
2. A method of providing appropriate and tangible recognition can be identified.

LIMITATIONS OF THE STUDY

As the study began to develop, it became necessary to impose restrictions on its scope in order to prevent its being invaded by a multitude of irrelevant and unnecessary complications. Accordingly, the study is concerned solely with the peacetime achievements of low ranking (E1-E4) enlisted men. Due to limitations in time, distance, and other policies, the questionnaire was administered to military supervisors who had had recent company level experience with the achievements of soldiers and current managerial techniques of the army.

OUTLINE OF THE THESIS

Chapter II is a review of literature that has a bearing on the problem. It encompasses the behavioral

science considerations, low ranking enlisted promotion policy, and army awards system.

Chapter III contains the methodology to include the research design, subject selection, and a discussion of the questionnaire.

Chapter IV contains the findings.

Chapter V interpretes the findings, draws conclusions, and makes final recommendation(s).

Chapter II

REVIEW OF RELATED LITERATURE

BEHAVIORAL CONSIDERATIONS

Self-Esteem.

Abraham Maslow lists man's basic needs as being: physiological, safety, belongingness and love, esteem, and self-actualization.¹ Although each is important, the need for self-esteem is the most significant insofar as this study is concerned.

Esteem needs are felt to be of central importance by psychoanalysts and clinical psychologists. In the words of Maslow, "...satisfaction of the self-esteem need leads to feelings of self-confidence, worth, strength, capability, and adequacy, of being useful and necessary in the world."² In a separate discussion of how blocking the path to goals causes destructive behavior, Maslow cites several examples. One of the most appropriate is as follows:

Destructiveness may occur as one of the concomitant reactions to basic threat. Thus any threat of thwarting the basic needs, any threat to the defensive or coping

¹Abraham H. Maslow, Motivation and Personality, (2d ed., New York: Harper and Row, 1954), pp. 35-47.

²Ibid., p. 45.

system, any threat to the general way of life is likely to be reacted to by anxiety-hostility, which means that hostile, aggressive, or destructive behavior may very frequently be expected in such reactions. This is ultimately defensive behavior, counterattack rather than attack for its sake.³

Stated another way, the tension created by finding the path to a goal such as self-esteem blocked usually manifests itself as frustration.⁴ Frustration can, of itself, generate aggression, regression, fixation, and resignation.⁵ If, however, the need is gratified, the next higher need becomes predominate.⁶ Maslow agrees that self-actualization, the next higher need, will then become the prime motivator.⁷ Since self-actualization must consider the idiosyncracies of each individual's desires and capabilities, it is beyond the scope of this study.

It appears that the individual's drive to be recognized and "be somebody" exceeds his fear of the fact that the destructive behavior mentioned previously will probably be punished by supervisors.⁸ Since this attention-getting behavior is an uncomfortable solution at best, it is used only until the opportunity exists to change the

³Ibid., p. 126.

⁴Herbert J. Chruden and Arthur W. Sherman, Jr., Personnel Management (3d ed., Cincinnati: South-Western Publishing Company, 1968), p. 417.

⁵Norman R. F. Maier, Psychology in Industrial Organizations (4th ed., Atlanta: Houghton Mifflin Corp., 1973), p. 73.

⁶Chruden, p. 303.

⁷Maslow, p. 46.

⁸J. Munro Fraser, Industrial Psychology (Oxford: Pergamon Press Ltd., 1965), pp. 73-74.

situation. Usually the solution is to leave the organization in the hope that one can be found that does provide the requisite recognition.⁹ This drive for attention is probably best stated by Alice and Lester Crow:

To receive social disapproval, however, is more satisfying than it is to be ignored. If a person's adjustment is adequate, he earns desired attention. It is only when ordinary behavior fails to attract comments from others that he may feel the need of bringing attention to himself by means of spectacular or unconventional [Maslow used "destructive"¹⁰] behavior. This urge is common among children but is characteristic also of adolescents and adults.¹¹

Douglas McGregor's theory of X and Y further exposes the need for internal motivation. Theory X assumes the average man to be basically immature and requiring a high degree of external control. Theory Y assumes the average man is potentially mature and requires a lessening degree of external control as his self-control increases due to individual growth.¹² William Haney's interpretation of McGregor's theory is that management should consider the person's current degree of maturity and seek to develop the individual's self-control since this approach provides

⁹Philip B. Applewhite, Organizational Behavior (Englewood Cliffs, New Jersey: Prentice Hall, Inc., 1965), p. 26.

¹⁰Maslow, p. 126.

¹¹Alice Crow and Lester D. Crow, Understanding Our Behavior (New York, New York: Alfred A. Knopf, 1956), p. 157.

¹²Douglas McGregor, The Human Side of Enterprise (New York, McGraw-Hill Book Co., 1960), pp. 33-59.

satisfaction of the self-esteem and self-fulfillment needs and these are the areas where he is most motivatable.¹³

Praise and Punishment.

In line with the consideration of the close ties between recognition, self-esteem, and praise, Herbert Chruden and Arthur Sherman point out the truism that employees should be recognized and praised for a commendable accomplishment. They further state that praise must be used with discretion and given with sincerity. If used too often it will have to be given in increasing amounts to be effective. This is a realistic drawback. One writer they cite questions using praise at all and feels it has little motivational effect and can be used adversely to establish the superiority of the giver.¹⁴ Peter Drucker feels that it is equally important to avoid providing total satisfaction of the desire for recognition to the point that the employee comes to regard it as a right to which he is entitled.¹⁵ This is a significant point and represents one of the counterweights to praise and recognition. Norman Maier discusses the variable effects of praise to include its functions and objectives.

¹³William V. Haney, Communication and Organizational Behavior (Rev. ed., Homewood, Illinois: Richard D. Irwin, Inc., 1967), p. 20.

¹⁴Chruden and Sherman, p. 307 citing Richard E. Farson, "Praise Reappraised," Harvard Business Review, 44:5, (September/October, 1963), pp. 61-66.

¹⁵Peter F. Drucker, Management: Tasks, Responsibilities, Practices (New York: Harper and Row, 1973), p. 246.

Summarized due to the lengthy discussion, they are as follows:

. . .praise indicates acceptance of and liking for the person. . . .If the praise is perceived as recognition of work and effort, it satisfies, and . . .recognition is high on the list of job satisfiers. . . .Praise seems to have its greatest value when given and received as recognition and is not perceived by either party as an attempt to control the behavior of the recipient.¹⁶

Incentives.

An analysis of ways to recognize achievements should include both financial and non-financial incentives.

Most of the literature existing on industrial psychology and behavioral science clearly recognizes the motivational value of both financial and non-financial incentives for outstanding production or service.

Robert B. Wolfe, a pioneer in non-financial incentives, found that when men were made aware of their performance levels, they were able to take the initiative and improve their performance progressively.¹⁷ The following case is good example of the pride, morale, and performance generated by a non-financial incentive:

Wolfe was employed as the general manager of a paper mill. He worked out a bonus system, but his board did not like such new-fangled ideas. Wolfe then decided to post daily production turned out on

¹⁶Maier, p. 370.

¹⁷Henry E. Niles, Mary Cushing Niles, and James C. Stephens, The Office Supervisor (3d ed., New York: John Wiley and Sons, 1959), p. 243.

each of the eight large paper-making machines. Production doubled in a few weeks. The men took such a pride in rivalry that Wolfe actually was afraid they would harm each other.¹⁸

While this illustrates the power of incentives which do generate morale and pride, this has been said about the absence of morale:

. . .it [morale] will quickly wither and die if soldiers come to believe themselves the victims of indifference or injustice on the part of their government or of ignorance, personal ambitions, or ineptitude on the part of their military leaders.¹⁹

Another term for non-financial incentives is status symbols. They too have been closely examined and a typical comment is this one by a British author, E. W. Hughes.

Status Symbols. Again there are facilities like access to staff status and dining room facilities, payment by cheque, special uniform and markings on the uniform, admission to the membership of professional bodies, apprenticeship schemes, and the like. I remember a lad working very hard indeed, not for money but for a brass star in his cub's hat, because that is what he valued at the time.²⁰

Financial incentives are a proven and accepted concept; however, they may not be the absolute solution to recognition and motivation. In a discussion of the value of money, Robert Sutermeister quotes and expands a thought by James Lincoln of Lincoln Electric:

" . . .money is of relatively small importance. Beyond enough for our real needs, money itself is valued less for what it will buy than as an evidence of successful skill in achievement." Money thus earned as a direct reward for outstanding individual

¹⁸Ibid., pp. 243-244. ¹⁹Ibid., p. 113.

²⁰E. W. Hughes, Human Relations in Management (Oxford: Pergamon Press Ltd., 1965), p. 43.

performance is a reinforcement of the motivators of recognition and achievement [italics in the original] .²¹

It may well be that the value of the financial reward given by itself or accompanying a promotion is that it can be turned into a new car, clothes or house through which the admiring world will then provide the needed recognition.

William Haney feels that:

Many managers still insist on attempting to motivate in the ways which were quite effective when people were preoccupied with their physiological and safety-security needs.²²

The following diagram also by Haney illustrates how this ability of money to satisfy diminishes as one ascends the hierarchy of needs.

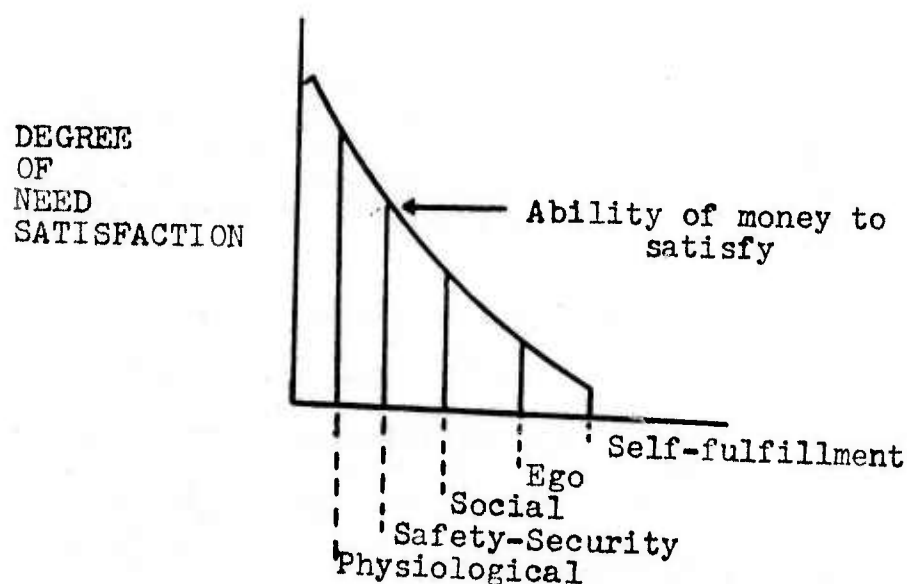


Figure 1.--Utility of Money for Need Satisfaction²³

²¹Robert A. Sutermeister, People and Productivity (New York: McGraw Hill, 1969), p. 107.

²²Haney, p. 17.

²³Ibid.

Grievances.

It is not unreasonable to assume that an overworked supervisor could deliberately fail to provide recognition of an employee's achievement in the belief that no great harm would be done. This is possibly true; however, Chruden and Sherman have provided an appropriate warning: "Management should also recognize that what may appear to it to be trivial and inconsequential may be important to employees."²⁴ In another discussion they add that:

If the dissatisfactions of an employee go unheeded or if the conditions causing them are not corrected, the irritation is likely to grow and lead to unsatisfactory attitudes and reduced efficiency on the part of employees other than the individual concerned.²⁵

Herzberg, Mausner, and Snyderman feel that man's needs can be classified as either growth needs or avoidance needs. They recognize that certain aspects of a job can serve as motivators and these satisfy growth needs. Recognition in itself is mentioned as one of the motivators. Some other job factors stimulated avoidance needs. In discussing the content of a job as opposed to the environment of the job, they found that elimination of poor working conditions reduced avoidance needs but did not motivate employees to greater production. In other words, better job conditions do not motivate.²⁶

²⁴Chruden, p. 456.

²⁵Ibid., p. 454.

²⁶Haney, p. 129 citing F. Herzberg, B. Mausner, and B. Snyderman, The Motivation to Work (2d ed., New York: John Wiley and Sons, Inc., 1962), pp. 113-115.

ENLISTED PERSONNEL MANAGEMENT

Promotions.

The enlisted personnel promotion system provides for the promotion of an E-1 to the rank of E-2 upon the completion of four months' service. Promotion to E-3 requires four months' time in grade as an E-2, and two of the four months may be waived if the promotion authority desires.²⁷ Promotion to E-4 may occur within one year of service and six months time in grade as an E-3. This may be waived to seven months service and three months in grade as an E-3.²⁸ The commander's ability to waive the time requirements is a valid motivational technique, but its effect vanishes quickly and new soldiers are often unaware that it exists. These are relatively rapid promotions and may provide massive doses of self-esteem. However, a valid counterpoint which could seriously weaken the effect of the promotion is when the promotee realizes that his promotion may be because of the absence of unacceptable behavior rather than for his being an exceptional person. One individual may ignore that knowledge and enjoy the belief that he is exceptional whereas another more proud individual may take no personal satisfaction whatsoever from it. The increased pay aspect has been discussed earlier.

²⁷Department of the Army Regulation 600-200, Enlisted Personnel Management System (Washington: Government Printing Office, 1965), pp. 7-13 and 7-14.

²⁸Ibid., pp. 7-2 and 7-9.

The guidance provided for promotion is very specific. It states: "Isolated examples of excellence or mediocrity will not be used as a determinant for selection or non-selection."²⁹ Since isolated examples of excellence should not be the basis for promotion, one solution is to mentally or physically note all lesser achievements of the soldier until a pattern is established. If mental, it exposes the supervisor to the errors of memory, and if physical, it is an additional note-keeping requirement. These are both individual rather than system procedures and invite errors which could result in promotion of persons unqualified in some aspects or overlooking some better qualified person. Either of these abuses can then generate frustration and resentment among peers as discussed in the previous sections on incentives and grievances. How much better it would be if some simple, fast, formal recognition device existed within existing management systems which could be referred to at any desired time. Deferring recognition of lesser achievements under the cure-all of promotion may be practical but may result in deserving individuals not getting promoted. The February 1975 edition of the Army Personnel Newsletter suggests that the existing promotion capability of commanders is not being used since there were over 29,000 E-3's and 77,000 E-4's eligible for promotional

²⁹Ibid., p. A5-1.

consideration at that time.³⁰ These large quantities can be partially explained by the fact that many are in transit, undeserving, or in the various administrative processes. Another problem associated with deferring recognition is that the soldier may be transferred before promotion and have to prove himself again at a new command.³¹ This, however, is a common problem and not unique to this study.

AWARDS

History.

It seems only appropriate to open a review of the history of awards with this statement by one of the greatest users of awards and decorations, Napoleon Bonaparte:

I challenge anyone to show me a republic, ancient or modern, in which there have not been decorations. Some people call them baubles. Well it is by means of baubles that one leads men.³²

An examination of history indicates that awards and decorations have probably always existed exactly as Napoleon indicated:

Records dating back to the Egyptian Pharoahs about 1500 BC mention Golden Flies that were awarded as decorations of honor. Persons living in the days of Imperial China wore hat badges, peacock feathers, and

³⁰"Consideration for Promotion to Grades E4 and E5," Army Personnel Letter, February, 1975, p. 2.

³¹Ibid., p. 2.

³²Herbert Brook, The Blue Book of Awards (Chicago, Illinois: Marquis-Who's Who, 1956), p. VII.

special robes as decoration. Early European kings awarded medals as signs of royal favor. Formal military decorations and service medals generally appeared during the Napoleonic wars between 1796 and 1815. Later in the 1800's many decorations were created for merit in civilian fields. . . .³³

The book, Ribbons and Medals, is a classic in its field and contains many excellent discussions of modern medals and ribbons to include their origins and changes. Of particular interest is the fact that the first United States medal was established by President George Washington on August 7, 1782.³⁴ From this first U. S. medal, the army award system grew, developed, and was used throughout World War I, World War II, and the Korean War.

Present Army Awards System.

The stated objective of the army military awards system is ". . .to provide tangible recognition for acts of valor, exceptional service or achievement, and special skills or qualifications."³⁵

The awards of interest to this study are the Army Commendation Medal (ARCOM), Certificate of Achievement, Letter of Commendation or Appreciation, and Good Conduct Medal.

³³James W. Peterson, "Decorations and Medals," World Book Encyclopedia (1967), V, p. 72b.

³⁴Taprell H. Dorling, Ribbons and Medals (Ipswich, Suffolk: Doubleday and Co. Inc., 1974), pp. 211-212.

³⁵Department of the Army Regulation 672-5-1, Military Awards (Washington, D.C., 1974), p. 1-1.

There is nothing in the Army Commendation Medal criteria, as written, that would prevent its possible use for recognizing lesser achievements. It is to be awarded for meritorious achievement, meritorious service, or heroism. As stated below:

To qualify, the achievement of the individual should have been of such magnitude that it clearly places him above his peers. For example, clearly outstanding accomplishment of one or more special or difficult tasks would justify award of this decoration. . . .³⁶

One specification that could possibly limit its utility as an award for lesser achievements is the requirement that it ". . . normally will not be made for a period of service of less than 6 months duration."³⁷

A Certificate of Achievement is authorized for issue to recognize ". . . periods of faithful service, acts, or achievements which do not meet the standards required for decorations. . . ."³⁸ There is no decoration authorized to indicate its receipt.

Letters of Commendation and Appreciation can also be used to recognize "Acts or services which do not meet the criteria for decorations. . . or certificates. . . ."³⁹ No decoration is authorized.

The Good Conduct Medal seems to have capabilities that have not been thoroughly used. As stated:

It is awarded on a selective basis to each soldier who distinguishes himself from among his fellow soldiers

³⁶Ibid., pp. 2-8, 2-8.1. ³⁷Ibid., p. 2-8.1.

³⁸Ibid., p. 8-2. ³⁹Ibid., p. 8-3.

by his exemplary conduct, efficiency, and fidelity throughout a specified period of continuous enlisted active Federal military service. . . .⁴⁰

It does have an authorized decoration which has the provision for up to 14 subsequent awards which are indicated by clasps of various designs.⁴¹ Although this medal is intended to recognize exceptional periods of service, there is no readily apparent reason that would prevent its being modified to reflect the number of times an individual has been cited for a lesser achievement. This may present some minor design problems, but that could not be considered a significant limitation.

Other decorations provided for by the current award system are either of higher level intent, highly specialized, or limited in their scope and not applicable to the course of this study.

SUMMARY

Scope.

The total literature reviewed is far too extensive to be listed here in its entirety. In general it was as follows:

The findings of management, behavioral science, and industrial psychology were examined to bring into focus the use of non-financial techniques to provide motivation, recognition, and satisfaction of the basic needs.

⁴⁰Ibid., p. 3-1.

⁴¹Ibid., pp. 6-1, 6-2.

The purpose and mechanics of the Enlisted Personnel Promotion System were reviewed to explore its impact on recognizing lesser achievements.

Awards, both old and current, were studied to identify their intent and shortcomings if any.

Observations.

From this review it can be seen that:

Self-esteem is important, and failure to obtain it can create performance and attitudes detrimental to an organization.

Praise is an effective recognition technique.

Non-financial incentives can be effectively used to motivate and recognize.

Promotion may or may not provide self-esteem and the contribution which money makes toward achieving self-esteem may be minimal.

Large numbers of eligible personnel are not being promoted for some reason.

Awards and decorations recognize and motivate when used correctly.

No existing decoration or award provides the precise degree and type of recognition suitable for lesser achievements except for the Certificate of Achievement which is not felt to be as effective as it could be due to its lack of a visible decoration.

Chapter III

RESEARCH DESIGN AND METHODOLOGY

RESEARCH DESIGN

This exploratory study used a survey to gather and synthesize the knowledge of experienced supervisory personnel. A selected sample of respondents who had recently worked in the area was chosen in the likelihood that they could make the most valid contribution.¹

The research was designed to purify the survey instrument, gather data, and analyze and interpret the results. The approach used is shown in Figure 2. Phase II was designed to check the opinions of active commanders against the opinions of students at the college who had recently been commanders. By inspection, no detectable difference was noted between their opinions on pilot questionnaires. This was not a point critical to the success of the study, but since the question was raised during the pilot phase, it was considered worthy of resolution early in the procedure.

¹Claire Selltiz, Research Methods in Social Relations (New York: Holt, Rinehart and Wilson, 1969), pp. 55-59.

PHASE I: PILOT PROJECT

1. Administer the test instrument to a small sample of the population to be examined.
 2. Refine and reconstruct the instrument as required.
-

PHASE II: PAST-PRESENT VALIDATION

1. Administer the instrument to a small sample of active supervisors.
 2. Analyze instrument for disparities between opinions of active and past supervisors.
 3. Refine and reconstruct the instrument as required.
-

PHASE III: ADMINISTRATION

1. Administer the instrument to the sample population.
 2. Tabulate responses.
-

PHASE IV: ANALYSIS AND CONCLUSIONS

1. Identify findings, significant patterns, limitations, similarities, variations, and associations.
 2. Conclusions.
 3. Recommendations.
 4. Additional research.
-

Figure 2.--Research Design

SAMPLING PROCEDURES

Relevant Population.

The 1974-1975 class at the Command and General Staff College was found to provide a condensed cross-section of recent command experience and typical viewpoints across the army. This, then, became the sample population of all active company level commanders in the army. The sample size was therefore dictated by the establishment of the qualifications discussed later.

Sampling of this type is a form of purposive sample. It was strengthened by comparing active commanders with recent commanders to verify that what was typical is still typical. Additional strength was provided by the approach of eliminating inappropriate elements rather than hand-picking those desired as is normal for a purposive sample.²

Subject Selection and Qualifications.

Significant qualifications of individuals selected for this study were felt to be:

1. Command experience at the level of direct troop contact: i.e. battery/company/detachment.
2. Command experience within two years prior to this study.

The population of approximately 1100 student-officers provided a number of subjects who had commanded or

²Ibid., p. 510.

supervised varying quantities of personnel immediately prior to their arrival at the College. The subjects used were selected from the Faculty-Student Data Book, (ST 600-1), which provides condensed biographical data on each student. All students who met the parameters listed above were selected without regard to any other factor. It was originally intended to select the subjects from the College's computer data bank; however, the command data needed had not been included in the program.

No effort was made to include, exclude, or load any particular branch of the army.

Sample Size.

The qualifications stated earlier eliminated the major portion of the total population due to either the level or age of supervisory experiences of the subjects. This did not weaken the study since it was not intended to get an average opinion that would generalize to the average opinion of the entire population being sampled but to obtain ideas, insights, and "...experienced critical appraisals."³ through a purposive sample. Accordingly, sixty-two subjects were selected because of their "...special experience and competence."⁴ This contributed to the basic intent which was to examine specific phenomena rather than to test causal hypotheses.

³Ibid., p. 538.

⁴Ibid., p. 539.

A non-parametric statistical test was used to examine concordance.⁵

METHODOLOGY

The Research Instrument.

The instrument (Appendix A) used for the survey was a questionnaire designed to obtain and measure variables which would provide ideas, insights, and appraisals from qualified personnel.

The first part was designed to determine the experience and qualifications of the subject. This was to be used to determine if experience had any bearing on the individual's decision to recognize or not recognize lesser achievements.

Part two required the respondent to declare his position for or against the first hypothesis. If against, the positive act of checking the appropriate block indicated his rejection. If for, the positive requirement to complete question three confirmed this intent. The design of the questionnaire was such that it was easier, in terms of effort and thought, to declare against recognition of lesser achievements than for them.

Part three was an ordinal scale of other alternatives to managerial systems now in existence to be completed if

⁵Sidney Siegel, Nonparametric Statistics for the Behavioral Sciences (New York: McGraw Hill Book Company, 1956), p. VII.

the respondent felt lesser achievements should be recognized. The choices offered were the evolutionary products of Phases I and II of the research approach discussed previously. These fixed alternative questions were followed by one open ended question to obtain free input from the experience of the sample group. This compensated for any possible **unintended** restrictions inherent in this ordinal scale and expanded the realm of objective evaluation allowed by the respondent.

An ordinal scale form was chosen for Part 3 above other common types in the belief that an attempt to determine the exact degree of superiority or favorableness of a specific response would generate distractions and was not really required.⁶ The Likert scale was also rejected in that it was more significant to determine which solution was favored over another even if they both were low in acceptance.⁷ The functionality of the ordinal scale was most applicable in the event the respondent either liked or disliked all of the solutions offered.

The first alternative offered, the Good Conduct Medal, had the attraction of being an existing decoration whose scope could be expanded to provide coverage for lesser achievements. Two factors which were against it are its name and the fact that it now has a long standing traditional use.

⁶Selltiz, p. 191.

⁷Ibid., p. 366.

Forcing the lesser achievement into some existing reward was a suggestion that surfaced during the pilot survey. The **wording** of this response generated some confusion, and its nature, inflating. The description of the accomplishment was obviously not clear.

The third alternative, new awards, had the advantage of no prior history and of being something that would belong solely to the lower enlisted ranks. It would not detract from the use of the existing awards system. Opposed to this is the fact that it could be an additional administrative burden involving many difficult questions.

Deferring recognition toward promotion was covered in Chapter II.

The final alternative, providing a decoration for the Certificate of Achievement, is feasible since the criteria for its award is a fairly close description of lesser achievements. It is a widely used general purpose device at a level just below the ARCOM. The addition of a decoration would make it tangible and appropriate. The gap created in the current awards system by eliminating the present Certificate of Achievement without decoration can easily be filled by using Letters of Commendation and Appreciation.

Values of one through five were demanded for the fixed responses to indicate the degree of preference for each response. A value of one indicated first choice.

Responses to the open ended question were grouped and evaluated separately and then compared to the scaled findings. These data are not scientifically admissable but may contribute to future research.

The reliability of the instrument was computed using the Spearman rank correlation coefficient.⁸ The stability coefficient was computed to be $r_s=0.75$ and indicates, on a scale of 0 to +1, the correlation between a subject's answers to his first test and a subsequent retest. As a result, the instrument was considered reliable. A contributing factor to this level of reliability is that during the first two phases of the research, the number of measurement operations were consistently reduced. While simplifying and improving the instrument, this in itself reduces reliability scores.⁹ Rather than expand the number of questions to achieve greater reliability, and possibly create confusion, it was decided to use the valid and appropriate questions from the pilot regardless of the mathematical outcome.

A list of respondents was compiled and the survey was administered in such a way that when returned to the examiner, no names could be associated with the replies. This insured anonymity of the subject and, hopefully, objective responses.

⁸Siegel, pp. 202-206. ⁹Selltiz, p. 183.

Analytical Model.

The variables of the analytical design were: Background data (Part 1); yes-no decision (Part 2), and the ordinal scale (Part 3).

The various steps in the design were:

1. Evaluate yes-no decisions on a percentage basis.
2. Analyze the ordinal scaled responses for patterns, preferences, rejections, and concordance.
3. Perform grouping analysis on the open ended responses and compare with fixed responses.
4. Compute rank correlation coefficients of selected items of background data and yes-no decision.

Statistical Methods.

Although the instrument used in this study is felt to be the most appropriate, the statistical applications are somewhat limited. Accordingly, only percentages, median, mode, mean, Spearman rank correlation coefficient, and Kendall's coefficient of concordance were used.

LIMITATIONS OF THE STUDY

Considerations of time, finance, and distance prohibited administration of the instrument to officer-supervisors currently in command positions. This is not felt to be a significant detriment to the study in that the respondents used had, in most cases, immediately

terminated a command position and no significant difference could be noted during Phase II of the research.

This study has an absence of quantities of detailed and precise measurement. Detailed measurements were not felt to be necessary to this type study and if used would have required complex and confusing questions which would detract from the main purposes.

In that this study derives its usefulness from ". . .the presentation of insights and effective practices rather than from the presentation of the 'typical',"¹⁰. its application to practice or the feelings of the total population may be suspect. Since the subjects examined are in the upper half of their rank and individually chosen for attendance at the College, it would seem that their insights and practices would be satisfactory. This study should therefore expose findings concerning an existing phenomena. It is left to future practice or research to confirm or deny them.

¹⁰Ibid., p. 59.

Chapter IV

FINDINGS

OBTAINING THE DATA

Sixty-two questionnaires were distributed to the students. Forty-five replies were received, tabulated, and analyzed.

RESPONDENT CHARACTERISTICS OF SURVEY--PART 1.

This information provided general data concerning the experience and qualifications of the individual queried and is as shown in Table 1 below.

VARIABLE	MINIMUM	MODE	MEDIAN	MEAN	MAX.
Months in Cmd. of Last Unit	6	12	13	15.17	40
Career Cmd. Time (Months)	12	24	25	29.43	72
Total Mil. Service (Years)	8	12	13	13.10	20.83

Table 1.--Individual Background Data

Inspection of the mode, median, and mean show a fairly stable central **tendency**. The mean is skewed upward in all cases due to a few exceptionally high extremes. Low extremes are also present but represent only a few cases.

The following table displays the distribution of the officers queried. The sample was dominated by Infantry and Field Artillery branches; however, all branches are

represented with the exceptions of Adjutant General, Staff Judge Advocate, and Finance.

UNIT	QUANTITY QUESTIONED	PERCENTAGE OF SAMPLE
Infantry	14	.311
Field Artillery	7	.155
Air Defense	5	.111
Ordnance	4	.088
Military Intelligence	3	.066
Transportation	3	.066
Engineer	2	.044
Military Police	2	.044
Signal	2	.044
Armor	1	.022
Medical Service	1	.022
Quartermaster	1	.022

Table 2.--Branch Representation

FIRST HYPOTHESIS OF SURVEY--PART 2.

Hypothesis 1.

Lesser achievements should be tangibly and appropriately recognized.

Of the forty-five individuals sampled, thirty-nine felt that lesser achievements should be recognized. Six did not. In percentages, this was 87% for and 13% against recognition of lesser achievements. This data may be statistically projected to a total population of successful company commanders within the last two years, with 99% confidence that the results would fall between 68.7904 and

96.4449 in favor of recognition. The 99% confidence limits would be 73.2075 and 94.9458.

SECOND HYPOTHESIS OF SURVEY--PART 3.

Hypothesis 2.

A method of providing appropriate and tangible recognition can be identified.

Before analyzing the significance of the rank-ordering requirement, some measure of the degree of concordance between the thirty-nine respondents had to be determined. Accordingly, the Kendall coefficient of concordance was chosen since it ". . . may be particularly useful in studies of interjudge [subjects] or intertest reliability," ¹. The computations in condensed form are as shown below. For the tabulated data leading to the Column Totals, see Appendix B.

Column Totals	R _j	112	139	132	83	119
$R_j - \frac{R_j}{N}$		-5	+22	+15	-34	+2
$\left R_j - \frac{R_j}{N} \right ^2$		25	484	225	1156	4
S=1894	(Sum of Squares of Observed Deviations)					
K=39	(Number of Judges)					
N=5	(Number of Objects Ranked)					

$$W = \frac{S}{1/12 K^2 (N^3 - N)} = \frac{1894}{1/12 (1521) (125 - 5)} = 0.12$$

Table 3.--Kendall's Coefficient of Concordance

¹Sidney Siegel, Nonparametric Statistics for the Behavioral Sciences (New York: McGraw-Hill Book Company, 1956), p. 229.

Although no table of significance (s) was available that covered thirty-nine samples, the value for twenty samples at the .05 level of significance in Table (R) of Siegel was 468.5.² Doubling this to forty samples gives 937. The value of (s) obtained was 1894 which, even if the expanded significance table is non-linear, provides a margin of 957 which should easily exceed the value of (s) required for rejection at the .05 level. Therefore, the Null hypothesis, which assumes no concordance at all, was rejected.³ Since a significant value of (W) was found, this means that there is some degree of agreement among the subjects. This does not necessarily mean that they are correct.⁴ Since it is established that they are qualified subjects, it is reasonable to assume that their opinion is correct until better qualified subjects are found or it can be proven otherwise.

The values of R_j , shown in the previous table as Column Totals, can be considered to represent the summated rank-order of the total sample. In ascending numerical order, the order of preference of the sample for the solutions offered is as shown below:

²Ibid., p. 286.

³Ibid., p. 8.

⁴Ibid., p. 238.

NUMBER OF FIRST CHOICES	GP. AND INDIVIDUAL SCORE AVERAGES		RANKING PREFERENCE	IMPROVEMENT
	GP.	INDIV.		
15	83	2.12	1	Cert. of Achievement w/ Decoration
12	112	2.8	2	L/A Contribute toward Promotion
8	119	3.05	3	New Awards for E1-E4
3	132	3.38	4	Good Conduct Medal also for Service
1	139	3.56	5	Force Achievement into Existing Award

Table 4.--Order of Preference of Offered Improvements

Table 4, thus, identifies the means of recognition and their preferred order of implementation. The first choice was the Certificate of Achievement with a decoration. The rest, in order, were: Defer lesser achievements toward promotion; new awards system for E1-E4; Good Conduct Medal also for service; and lastly, force the achievement description to fit some existing award.

COMMENTS AND OTHER SOLUTIONS IN SURVEY--PART 3.

The free response portion of Part 3 provided comments that fell into six general categories: pro-decoration comments, anti-decoration comments, promotion comments, administrative comments, anti-recognition comments, and miscellaneous comments. Interpreted and abbreviated, the comments of the subjects who felt lesser achievements should be recognized are as follows:

Pro-Decoration Comments.

1. Recognize lesser achievements with badges, not ribbons.
2. Use an "Army Achievement Medal" for lower ranks as the Navy does.
3. Use Letters of Commendation and Certificates of Achievement until an accumulation of them merits an award.
4. Encourage the issue of more of existing awards to the low-ranking EM level.
5. Use small badges to recognize lesser achievements and have low-level approval authority.
6. Stop the practice of awards boards approving awards on the basis of a certain type for a certain rank.
7. Some device to be issued under control of a smaller command.

Anti-Decoration Comments.

1. Give time off for lesser achievements, not a medal.
2. A medal is unacceptable. Give a Certificate or Letter and consider toward promotion.
3. Give time off or use some existing technique but not something to pin on chest.
4. Vocal praise, Certificate, or Letter. No medals.
5. Use all other techniques but no new awards.

Promotion Comments.

1. Give points toward promotion for lesser achievements.
2. Award promotion points for lesser achievements.
3. Convert lesser achievements into points toward promotion.

Administrative Comments.

1. Recognize lesser achievements with a school quota to NCO Academy, Ranger School, etc.
2. Apply lesser achievements to MOS test evaluation.
3. Let lesser achievements cancel out Article 15's.
4. Put lesser achievements notation on personnel records.
5. Put a "commendation" section on EER's.

Anti-Recognition Comments.

1. Adequate incentives already exist. Promotion is the ultimate award.
2. Certificates and Letters are adequate. Don't see need for a decoration.

Miscellaneous Comments.

1. \$5-\$10 cash awards for lesser achievements.
2. Physical condition and athletics should not be lesser achievements.

SUMMARY OF FINDINGS

Primary Findings.

The two primary findings of the survey are as follows:

1. The sample favored recognition of lesser achievements by 87% thereby providing a 99% assurance that the total population would favor recognition by some percentage between 67% and 96%.

2. There was an acceptable pattern of agreement among the subjects to identify the following order of preference.

- A. Certificate of Achievement with decoration.
- B. Defer recognition to promotion.
- C. New awards for E1-E4 be developed.
- D. Good Conduct Medal be awarded for achievement also.
- E. Force description of achievement to fit existing awards.

Secondary Findings.

The secondary findings of the survey were:

- 1. A strong anti-decoration attitude is present among some elements of the sample.
- 2. Pro-decoration subjects want lower level approval, prevention of malpractices, and the use of existing and new decorations.

3. Awarding promotion points for lesser achievements was considered by some subjects as providing adequate recognition.

4. Assorted administrative actions are felt to provide adequate recognition by some examinees.

5. Some additional ideas such as small cash awards and an Army Achievement Medal may have merit and could be studied further.

Chapter V

CONCLUSIONS AND SUMMARY

CONCLUSIONS

Inferences Drawn from the Survey Findings.

The meaning of and conclusions drawn from the previous chapter on findings are as presented below:

Part 1.--respondents' characteristics. The subjects surveyed are considered to be knowledgeable, experienced, and qualified individuals. The average total command time of 29.43 months shown in Table 1 does not identify the years of supervision of enlisted personnel when not actually in command. Those years are probably the major portion of the mean of thirteen years of military experience shown. The mean command time of their last unit of 15.17 months appears to be a reasonable period in which to become thoroughly versed in the problems of the low ranking enlisted man and the workings of the award system. These quantities of time in themselves are not conclusive unless quality of performance during these periods is considered. The presence of these individuals at the Command and General Staff College is an indication that they were reasonably successful and proficient in their performance.

Part 2.--first hypothesis. The high ratio of almost seven to one in favor of recognition is considered to be a conclusive response. The possibility that a subject could have avoided the issue and work by checking the "against" block was a point of concern that apparently did not materialize. The high favorable response plus the effort of providing comments to the free response question indicates that few subjects even considered it. This lends additional strength to the "for" responses in that the questionnaire design made it easier to respond against recognition than for recognition. The first hypothesis, that lesser achievements be tangibly and appropriately recognized, is considered to be proven.

Part 3.--second hypothesis. The findings of this part are that the preferred solution to the problem of how best to recognize lesser achievements is to use the Certificate of Achievement with a suitable decoration.

Since use of the ordinal scale demands that the examinee rank all choices, there is a possibility that he may dislike many of the choices offered. To gain an insight into this possibility, one can give attention to the respondents' first choice and temporarily disregard the other choices. In this case, the number of first choices as shown in order in Table 4 was: 15, 12, 8, 3, 1. The highest was fifteen which agrees with the cumulative total ranking order. Using the opposite

approach, the number of last choices in the same order were: 3, 10, 9, 10, 7. This still shows a preference for the Certificate of Achievement with decoration. The fairly uniform distribution of last choices for the other four improvements appears to be insignificant.

Evaluation of the comments previously presented in detail in the chapter on findings, Chapter IV, yields three general conclusions about the comments as follows:

1. The majority of the comments are variations of the five choices offered.
2. Officers have used a wide variety of techniques to provide lesser achievements recognition.
3. Some officers feel the existing incentives and systems are adequate to recognize lesser achievements.

The first conclusion shown above, that the majority of the comments are variations of the five choices offered, has a bearing on the rank-ordering requirement. Restricting the rank-ordering requirement to a fixed number of choices was necessary for statistical comparison and identification of the best way to recognize the lesser achievement. However, this made it mandatory to provide an open ended question to determine if the fixed responses were all inclusive. Since most of the comments were primarily variations of the fixed responses offered, it does not appear that restricting the respondent to the five choices had any undesirable or biasing effect on the results of the ranking of the choices.

A lesser objective of the study was to search for any correlation, pro or con, between a high amount of total command time and the first choice of an improvement. No pattern could be determined.

One objection to the study that has been raised is that the respondent was not offered the option of choosing to use the existing system. Since the identification of the problem required the acceptance of some degree of shortcoming in the existing system or in its implementation, the addition of such an option in part 3 would have totally changed the nature of the study. If the respondent felt strongly in favor of the existing system, he could have so indicated in the open ended response. Of the twenty-eight written comments, twelve could be interpreted as endorsing the existing system. This is less than half. Compared to the thirty-five positive responses, this is a percentage of 30.7 in favor of using the existing system. Of the twelve respondents endorsing the existing system, six ranked promotion first, four ranked the Certificate of Achievement first, one chose "forcing", and one chose developing new awards. Whether a greater number would have chosen to use the existing system if it were a proffered option must be determined in future studies.

Since valid, tangible, existing recognition was identified and offered and a clear first choice was indicated, the second hypothesis, that a method of providing appropriate and tangible recognition can be identified, is considered proven.

Limitations of the Findings.

As discussed previously in the study, the findings regarding the second hypothesis may or may not be projectable to the total population. Since these findings are valid for this sample group, it appears that they would be valid when applied to the population. An additional consideration is whether a survey of the low ranking enlisted men would agree with the opinions of the commanders. If time permitted, that would have become a second phase of this study.

Application.

The question of whether or not the Certificate of Achievement with decoration would provide adequate recognition of lesser achievements without undesirable effects can be answered to some degree by further study. The best test of the Certificate of Achievement decoration would be a trial period of several years with close observation of its effect to determine if it has value. This has a counterpoint in that the test status could distort its value and favorable peer recognition requires knowledge by all peers of the significance of the decoration, a difficult point for any new decoration. An additional factor that must be considered is the officer-supervisor's responsibility to insure that any reward given is clearly and obviously earned. Peer group approval or disapproval can create tremendous pressures upon both

management and the recipient of a reward if the reward is received but not earned or earned and not received. The reason is presented clearly by James Cribbin:

. . . The rewards and punishments doled out by the peer group are not only more immediate than those management has in its control but are often far more compelling. . . .¹

An objective and unbiased test confined to a large unit such as a division for at least one year should be adequate to observe, measure, or evaluate its effect on self-esteem, morale, and motivation. The test should include screening commanders to identify their attitudes toward the device in light of the anti-decoration attitude identified in the findings.

Another alternative would be to use a large concentration of new soldiers, possibly in Advanced Individual Training, so as to avoid possibly undesirable comments and harassment from older enlisted personnel expressing biased but influential views.

Changes to the current regulation on awards would be minimal. The procedures and criteria used would be those of the existing Certificate of Achievement except that a decoration would also be presented. The approving officer would be the lowest field grade officer in the chain of command. The decoration would rank immediately below the Army Commendation Medal and Purple Heart. A possible

¹James J. Cribbin, Effective Managerial Leadership (Location Unknown, American Management Association, Inc., 1972), p. 244.

design would be identical to the Army Commendation Medal except the five vertical white lines would be covered with a removeable silver disk which would bear the words: ACHIEVEMENT-1st AWARD, ACHIEVEMENT-2d AWARD, and so forth. A suggested name for the award is the Soldiers' Achievement Medal/Badge.

SUMMARY

This study has attempted to explore a phenomena identified as lesser achievements. Selected and credible personnel were used to evaluate two hypotheses:

1. Lesser achievements should be tangibly and appropriately recognized.
2. A method of providing appropriate and tangible recognition can be identified.

The findings of the study showed that:

1. Selected and qualified personnel favored tangible and appropriate recognition of lesser achievements by a ratio of 6.69 to 1.
 2. A means of providing tangible and appropriate recognition of lesser achievements within existing managerial systems could be and was identified as the Certificate of Achievement with a suitable decoration.
- As a result of the findings of the study, the hypotheses were considered to be accepted.

RECOMMENDATION

It is recommended that the Certificate of Achievement have a suitable medal or badge included for award to low ranking enlisted men. The concept should be trial tested toward future army wide adoption for the purpose of eliminating the numerous problems caused or contributed to by the need for such a device.

FUTURE RESEARCH

It may be advantageous in future research to give greater, possibly extensive attention to the wording and selection of options used in part 3 of the questionnaire. Those used in this questionnaire were exposed to two pilot groups with no noticeable problems. After tabulation of the entire survey the first choice of the respondents stood out clearly and definitely. The second choice was a close second choice when measured by "number of first choices" (Table 4). When measured by the "group average" it is closer to the third, fourth, and fifth choices than the first choice. This appears to indicate that the second choice actually ranked very low by a portion of the group that was averaged although the larger portion of the group chose it first. There is then the logical question of how the results would appear if obtained on an internal scale. Possibly this could be done in the future.

The exact intent, nature, and meaning of each option could have been elaborated on in greater depth. This must, however, be done with extreme care to avoid confusion and misunderstanding brought on by points of the elaboration itself.

The possibility of biased inferences in two options appears to be largely a question of semantics. It is doubtful if any wording would be completely free of semantics problems; however, future research procedures should include a phase dedicated solely to the resolution of semantic interpretations.

APPENDIXES

APPENDIX A: THE QUESTIONNAIRE

INSTRUCTION SHEET

This survey is designed to gather data from company, battery, and detachment commanders regarding their experience with awards to enlisted men (E1-E4) for a "lesser achievement." (For examples of "lesser achievements" see Annex A.) (The survey does not concern awards to officers or warrant officers. It does not concern awards for performance in combat, heroic acts, or Vietnam abuses. It is not concerned with awards higher than the Army Commendation Medal--ARCOM.)

The survey is a portion of my research in connection with the thesis requirement for the degree of Master of Military Art and Science, U.S. Army Command and General Staff College.

The survey will require from 10 to 20 minutes to complete.

Please give your answers careful consideration. The name of the officer completing the questionnaire is not required; however, I have used a name slip for distribution purposes. I have selected you for this survey because of your command experience. When completed, please remove your name slip and return to me in Section 8.

Thank you for your help.

Patrick R. Hughes
Major FA
Phone: 684-3174

ANNEX A

LESSER ACHIEVEMENTS--EXAMPLES

1. Significant contribution to unit readiness.
2. Unusual participation in community relations.
3. Exceptional and protracted appearance or performance.
4. Exceptional physical condition or talent.
5. Significant contribution to welfare or morale of unit, office, ship, gun, tank, etc.; such as, entertaining, extra help, ideas, etc.
6. Exceptional conservation of supplies and/or equipment.
7. Significant increase in education while on active duty.
8. Continual ideas and/or suggestions resulting in faster, better, more, fewer, etc.
9. Continual and exceptional competition in sports.
10. Exceptional effort in support of Armed Forces Day, civilian displays, parades, or recruiting assistance.

SURVEY QUESTIONS FOR
COMPANY/BATTERY/DETACHMENT COMMANDERS

PLEASE READ ENTIRE SURVEY CAREFULLY BEFORE ANSWERING
ANY QUESTIONS.

1. Please fill in:

Type unit last commanded _____
Time in command of that unit _____ (months)
Total career command time _____
Total military service _____
Basic branch _____

2. Introduction:

A low ranking (E-1 to E-4) enlisted man of average ability will occasionally perform some act or service which is exceptional and/or commendable. A typical listing is enclosed as "lesser achievements." These achievements, by their nature and degree, may deserve recognition by some tangible means such as a decoration or promotion but may not qualify for the Army Commendation Medal. The Certificate of Achievement and Letter of Commendation do not have a decoration. The Good Conduct Medal is mainly used for periods of good conduct. Therefore, these lesser achievements do not conveniently "fit" anywhere.

With this in mind, please decide whether you feel lesser achievements should or should not be recognized. If you feel

they should be recognized, please complete question 3.

If you feel they should not be recognized, please check the block below and return the survey.

☐ I do not feel that lesser achievements should be recognized.

3. The best way to recognize lesser achievements would be: (Please rank order the following statements from one through five beginning with #1 as your first choice. All five must be ranked for statistical analysis.)

- _____ Providing an appendage to the Good Conduct Medal and allowing its issue for achievement as well as service plus a numerical device to show the number of awards received.
- _____ "Forcing" the lesser achievement into an existing reward of some kind.
- _____ Developing some new awards for low ranking EM that are obtainable easier and faster for achievements that rank below an Army Commendation Medal and deserve a decoration while retaining the present system for all other enlisted and officer ranks.
- _____ If the individual is qualified in all other aspects, defer recognition and consider the lesser achievement toward promotion considerations.
- _____ Using the Certificate of Achievement if there was an appropriate decoration to be worn to show its receipt and the number of awards received.

Now that you have ranked the preceeding 5 statements, please use the space below for any other solution that you might like to offer. Please give the general idea or comment even if you have not thought out the details.

APPENDIX B: TABULATED DATA

PROMOTE	FORCE	GCM	CERT.	NEW	LAST	*TIME	CMD.*CAREER	**TOTAL BASIC
				AWD.	UNIT	LAST COM.	UNIT TIME	SERV. BR.
1	2	3	4	5	Helo. Co.	14	21	12y Inf
5	4	2	1	3	Hq. Co.	11	24	10y Inf
3	5	4	1	2	Inf. Co.	18	36	9y/9 Inf
4	3	5	1	2	Avn. Co.	12	30	12y/6 MSC
1	2	3	4	5	Tk. Co.	9	24	9y/6 Ar
4	5	2	1	3	Avn. Det.	24	48	11y Inf
2	1	4	3	5	Helo. Co.	10	16	16y ADA
1	5	2	3	4	Stu. Co.	12	16	13y FA
1	3	2	5	4	PCF. (AWOL)	11	42	17y/6 Inf
5	4	2	3	1	Maint. Co.	12	31	14y TC
5	4	2	1	3	Inf. Co.	17	36	9y/6 Inf
5	4	3	1	2	Sig. Co.	12	12	16y SC
1	4	3	2	5	Hq. Co. S & F	19	19	16y AD
5	4	3	2	1	Mt. Co.	18	24	13y TC
1	3	2	4	5	Mt. Co.	12	39	8y/6 TC
3	5	1	2	4	PSYOP. Co.	17	29	18y/1 Inf
1	5	2	3	4	Eng. Co.	18	20	17y Eng
2	1	4	3	5	Avn. Co.	18	29	16y Inf
5	4	3	1	2	Avn. Det.	40	72	14y Inf
5	3	2	1	4	AD. Btry.	12	19	9y/6 ADA
1	4	5	2	3	Stu. Co.	13	20	14y Ord
2	4	5	1	3	FA Btry.	13	13	11y FA
5	3	4	1	2	Helo. Co.	13	25	13y FA
2	3	4	1	5	Sep. Det.	18	39	11y MI
4	3	5	2	1	FA Btry.	7	12	20y/10FA
1	3	5	2	4	Helo. Co.	6	36	12y/6 Inf
4	3	5	2	1	FA Btry.	17	22	12y/10FA
2	4	5	1	3	Avn. Det.	11	19	13y Inf
2	4	3	1	5	Stu. Btry.	14	32	13y ADA
3	4	5	2	1	Bg. Co.	12	29	8y Eng
1	4	5	2	3	FA Btry.	9	21	14y FA
2	1	3	5	4	Hq. Co.	12	33	12y Ord
4	5	3	2	1	FA Btry.	8	36	12y/6 FA
4	5	3	1	2	Ord. Co.	36	44	18y/7 Ord
3	4	5	2	1	Ord. Co.	30	38	15y/6 Ord
5	4	3	1	2	Sig. Co.	15	65	20y SC
5	3	4	2	1	Cl. Fld. Off.	7	13	8y/6 MP
1	4	2	5	3	MI. Det.	24	30	12y MI
1	3	4	2	5	S & S Co.	12	18	12y QM

R_j 112 139 132 83 119

*Time Cmd. Last Unit and Career Com. Time are both listed in units of months.

**Total Service is listed In years/months

PERSONAL DATA ON THE SUBJECT'S RESPONDING AGAINST RECOGNITION				
Avn. Co.	24	24	14y	Inf
Cl. Fld. Off.	5	24	15y/3	MP
Inf. Co.	15	26	8y/6	Inf
C. S. Co.	13	30	10y/10	Inf
AD. Btry.	8	22	11y	AD
MI. Det.	24	66	13y/6	MI

APPENDIX C: VERBATIM COMMENTS

The following verbatim comments from the questionnaire, (Appendix A), are reproduced here for reference:

A decoration such as an Army Achievement Medal, I feel, would be favorably accepted by the lower enlisted ranks. The Air Force and Navy have decorations of this type. The trooper who keeps his vehicles running month in and month out is contributing just as much toward combat readiness as the general who coins new phrases for fire and maneuver.

I believe that the development of any type medal for lesser achievements is unacceptable. As I understand the present system, Certificates of Achievement (from DA down through division) Letters of Commendation (from Div. down through Co.) and Letters of Appreciation (from Div. down through Co.) respectively are _____ [unreadable] to recognize "lesser achievement." These Certificates and Letters should be considered when an individual is considered for promotion.

Provide a means of Awarding promotion points in a manner similar to education or other Awards and decorations.

Example #11 11. Superior results in MOS test evaluations.

The best reward for any EM is a lay off. Suggest a letter of commendation for his files and a three day pass over three week days or two weekdays and a Sat. I don't think we need a new medal but we do need to recognize the lesser achievements.

Recognition is the important thing--as an interim measure a letter of App./Recog/Congrat. etc would be appropriate then let this serve as input to a later and more significant award prior to the mans rotation; or promotion.

Small, well designed badges similar to weapons qualifications badges would be a similar alternative. The approval authority is a key issue. I would recommend no more than two levels above the unit, i.e. GP/BDE etc.

I believe that commanders should be encouraged to force more awards down toward EM. In other words they should consider subjectively that it probably takes a lesser contribution by an NCO to equal a contribution which would say, qualify a Major for an ARCOM.

Choice #1 with an appropriate letter in 201 file that counts points for promotion.

Directing reviewing boards not to limit consideration of awards by rank, but by the contribution an individual has made compared to the responsibilities assigned. Why should ARCOMS only go to Company Grades and MSM's to O4 & O5's and DSM to O5 & O6? That type system has built in problems.

I question the proliferation of additional ribbon/medal "awards." The current system augmented by INDIVIDUAL RECOGNITION (appropriate ceremony in front of peers at platoon or company level presented by NCO, Co Cdr, Bn Cdr, or higher dependent upon the achievement) is adequate. Specific examples include presentations of expert driver and mechanic badges, letters of appreciation or commendation, verbal pats on the back at Cdr's Call, unit formations, etc. All are considered for promotions, certificates and awards at end-of-tour. Very rarely are "awards" given for specific peacetime achievements.

[Comment added to final choice on questionnaire:]

Am not convinced that we need such a declaration. The C. of A. itself, if publicly presented, should suffice.

Same subject but taken now from the space provided for comments. 1. Include a "commendation" section on EERs to provide additional promotion points.

I would prefer a device responsive to the smaller command. Under approval and recommendation of a board of officers & NCO's within that command for quality control.

I still like the idea of cash awards--and so do the troops. Even if it's only \$5 or \$10 it oftentimes means more to the troop and is more of an incentive to do things well! Reinstitute the cash awards!

E-3 & E-4 in my unit have received a number of ARCOMS, Cert. of Achievements, and other letters. Too often they receive none. Your idea of an actual decoration in place of the Cert. of Achievement may be the best by far of the above ideas. If question, feel free to call me:
_____ [Signed with Section number and initialed.]

Whatever "award" system is used it must be timely, worth having (NOT AN ABUSED AWARD), achieve peer recognition, possibly count as promotion points, and at least temporarily become a part of the individuals records for consideration by boards.

Use school quota (NCO Acad'y ETC E.g. Ranger) to recognize merit--

In most instances "lesser achievements" are usually part of a pattern specifically with suggested system improvements. This indicates to me that the individual is sufficiently knowledgeable and deserves to be promoted ahead of his contemporaries..

I believe badges rather than ribbons would be more useful with appropriate distinction bars for different categories if some _____ [unreadable] is decided upon. However, too many badges and ribbons tend to be glossed over (Eg The Air Medal for anybody who rode in the back of a UH-1)

Promotion seems to be a driving force for the lower ranking individual. I feel that if there were [intent assumed to be--I feel there should be. . .] some way to promote an E-3 or E-4 after he had accumulated a specific number of lesser achievements [period assumed intended here] have been acquired. Example for rapid promotion from E-3 to E-4 4 lesser achievement points and for E-4 to E-5 maybe 6 lesser achievement awards.

No solution, just a statement--Whatever recognition is given should be given in full ceremonial fashion, i.e., presented or awarded in a full unit formation rather than an office presentation. The event must have significance, not only to the person receiving the award, but to the entire unit or organization.

I have found the Letter of Commendation quite appropriate & well received if issued with discretion & meaningfully phrased

Anyone "lesser Achievement" could not be considered outside overall service. Vocal praise should always be considered and is more effective than most may think. "Lesser achievements" in large number should be considered for single award such as ARCOM, but a single "L.A." does not warrant more than vocal recognition, Ltr of apprec./acc., or Cert. of Ach. Please, no new medals!!

Recognition should be given to those who deserve it--Additional time off, savings bond, LTRS of APP. & COM, Higher Promotion consideration, etc. rather than something to pin on the chest. However, the recognition should take place as soon after the deed as is possible.

Exceptional physical condition or athletic ability should not be classified as "lesser achievements". They do not necessarily assist the unit. _____ Signed and section number added.

Allow a "Lesser Achievement" to cancel out an "Article 15" (officially removed from his record)

Include a notation on personnel records of Certificates of Achievement, letters of commendation, etc

I feel adequate incentives and means for recognizing good performance of duty exist today.

Although there is no "Lesser achievement" ribbon, there are numerous local training patches, devices & caps, tabs, etc to fill this requirement. To my experience, promotion is the ultimate reward for E1-E4's who excel. Waivers of time in grade allows a commander to recognize this.

Letters to parents, letters to files, certificates, PIO coverage, etc also allows a command to reward lesser achievements without a badge or device.

As a captain I might ask why only Generals get DSM's Col's LM's & Maj-LTC's MSM's?--How about a "junior officer lesser achievement award"?

I simply feel there are better ways to inflate a man's ego & prestige than a new ribbon, but I am pleased you are looking out for the EM. [initialed]

1. I must presume that by "recognized" you mean recognition by award of a decoration visable to others.

2. Having served eight years in the EM and NCO ranks I considered the award of a Certificate of Achievement or Letter of Commendation as personal recognition.

3. I quite honestly cannot see the need for recognition for Lesser Achievements in the form of a decoration. A lesser achievements decoration would only serve as a vehicle available to use in lieu of the ARCOM when the "writer" was less than proficient in justifying the ARCOM recommendation.

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