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**REASONS GIVEN BY SQUAD AND PLATOON LEADERS FOR JUDGING
SOLDIERS AS FAILURES IN COMBAT**

Interviews with squad and platoon leaders of combat units in Korea identified out of about 3,550 enlisted men the 305 who were nominated as "combat failures" by one or more of four leaders. Reasons for nominating a man as a failure were recorded on the backs of IBM cards containing military personnel information. On the basis of preliminary surveys, individuals were categorized according to personal traits which they were judged to possess. However, reasons for failure were not summarized as such; it is believed that it would be more fruitful to organize the data in terms of behaviors actually observed by the squad leader.

A plan for analysis of these data should include the following steps:

1. Sorting the cases into categories on the basis of frequency of nomination as failure. Ten possible nomination-frequency categories are as follows (depending on the number of leaders, out of those interviewed, who nominated a man as a combat failure):

	No. of nominations	No. of raters
a	1	4
b	1	3
c	1	2
d	1	1
e	2	4
f	2	3
g	2	2
h	3	3
i	3	4
j	4	4

2. A decision as to which categories would finally be accepted as failures for purposes of further analysis could be made following preparation of this tabulation. Provisionally, it is suggested that only the latter five categories be so considered, i.e., only those categories in which a majority of the group of leaders nominated a man as a combat failure.

3. Tabulation of reasons for failure given for men in each of the above categories could then be made. (It is reasonable to assume that different reasons for failure might be given in those cases where all four raters agree than in those in which there is some doubt as to whether the rated man is a failure.) In order to be maximally useful, however, a further breakdown by enlisted grade might be advisable. A full breakdown, followed by such broader grouping as seems advisable on the basis of cell frequencies, is suggested.

