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An opinion survey of the program of a national guard unit

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Master's Paper

AN OPINION SURVEY OF THE PROGRAM OF A NATIONAL
GUARD UNIT

Submitted by

Andrew Spencer

In partial fulfillment of requirements for
the degree of Master of Education

1950

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CHAPTER I

THE NEED FOR A STUDY AND THE PLAN OF APPROACH

Problems posed by voluntary membership.--- In conducting programs of training for citizen soldiers, National Guard units are confronted with problems that very closely parallel problems of educators. The success or failure of the training program depends largely upon the degree to which certain problems are identified and overcome. The purposes of this study are to: (1) determine existing weaknesses the men of a National Guard unit recognize, (2) solicit their constructive criticisms, and (3) arrive at positive recommendations for remedial action insofar as doctrines currently in effect will permit.

The need for such a study was recognized by the Commander of the 114th Medical Battalion of the Massachusetts National Guard, who was concerned that there should be a drop-out rate of 46 per cent in his organization in the year 1 July 1948 to 30 June 1949. A similar rate existed throughout the Commonwealth of Massachusetts. (Table 1)

Although membership in the National Guard is voluntary, on enlisting, personnel agree to serve for a period of three years. At the time the above data were compiled the 114th Medical Battalion was less than three years old so that none of the drop outs had completed his full three-year contract. Extenuating circumstances beyond the control of the enlistee are considered valid causes for early release from the three-year commitment. Even so, the Battalion Commander believed that if the training

Table 1. National Guard Drop Outs in the Commonwealth of Massachusetts and in the 114th Medical Battalion ^{1/}

GROUP	Number of Drop Outs in Year 1 July 48 - 30 June 49	Per Cent of Total Membership of Groups
All National Guard Units in Commonwealth.....	5170	46
114th Medical Battalion.....	39	46

program and activities were sufficiently attractive and met felt needs of the volunteers, men would make more concerted efforts to fulfill their three-year contracts. Moreover, certain incentives for continued membership in the National Guard, such as a generous financial stipend, draft exemption, and opportunity for advancement seemed attractive enough in their own right to warrant a smaller drop-out rate than is indicated. For these reasons it was decided that an opinion survey should be administered for the purpose of determining the men's reactions to the program and to afford them an opportunity to suggest improvements which they felt should be made.

This is not a study of reasons why former members have dropped out; but rather it is an inquiry to discover wherein present members feel the offerings can be improved. Thus remedial steps may be taken to prevent the continuance of situations which foster discontent in the organization in an effort to reduce the drop-out rate in the future. As a corollary to this, it can be expected that more effective recruiting may

^{1/} Drop outs in Commonwealth compiled from data contained in Adjutant General's Office Massachusetts "Annual Report of Enlisted Personnel Discharges."

Drop outs for 114th Medical Battalion compiled from Battalion records on file at South Armory, Boston, Massachusetts.

also result if the present members feel that their experiences in the Guard are satisfying.

Instructional methods and personal relationships are treated in Army manuals which the National Guard uses. The same principles of instruction outlined therein are applicable to use in Guard units, but the voluntary nature of Guard participation suggests that personal relationships may play a more important role in the success of the program. Through this study it is hoped that the influence of personal relationships as well as instructional effectiveness may be adjudged.

Inquiry form devised.— To initiate such a survey, the Battalion Instructor considered the areas of possible resentment and inconvenience to men. For each of these areas a list of searching questions was prepared. These questions were then discussed at a meeting of officers of the battalion. Based on the recommendations of this jury of officers, modifications were effected. The revised question list was then presented to a seminar group where additional suggestions regarding form, phraseology, and grouping were offered. With the aid of these suggestions the instrument (Appendix A) was prepared.

At the time the survey was effected the total membership of the three companies of the battalion was 108 men. Of this number 82 were present and filled out the forms; thus an 88 per cent return was realized.

To elicit uninhibited responses anonymity was suggested, but in order that specific recommendations to individual companies might be made, the forms were coded. The identity of individual respondents is known only to the Battalion Instructor who conducted the study and is not a member of the unit.

The inquiry form was divided into eight sections:

I. Preliminary Items; to determine certain background data of respondents; to discover why they enlisted and whether or not they plan to reenlist.

II. Travel; to determine the distance men travel to drill, what modes of transportation they use and whether or not they encounter serious inconvenience in traveling.

III. Accommodations and Special Activities; to determine whether the Armory facilities are deemed adequate and to discover attitudes toward the recreation (off-duty) program.

IV. Areas of Training; to discover what subjects were considered most interesting and useful, and which ones were felt to be least valuable.

V. Effectiveness of Training; to determine skills the personnel feel they have already learned and skills they feel they need yet to learn.

VI. Instructors; to discover what instructors are deemed most effective and why, and what traits render other instructors least effective.

VII. Command; to determine whether the men feel that their commanders have an interest in their welfare.

VIII. Additional Comments; to provide an opportunity for the addition of any statements which the respondents care to offer and for elaboration on any answers previously given.

Through the responses to questions included under these headings it was intended that positive improvements might be suggested by the men. Implementation of workable suggestions then, would tend to improve the spirit and attitudes that cooperating personnel felt toward their program of training. Purposely omitted was the supply of military clothing and

equipment as it is generally adequate and is handled in a manner that would not lend itself to change by a single unit. Only facilities, training, and relationships are treated herein.

CHAPTER II

MISSION AND ORGANIZATION OF A MEDICAL BATTALION

Planned Utilization of National Guard Units

Objectives of the National Guard.--- The National Guard constitutes a reserve component of the Army of the United States. In accordance with policies specified by the Army, Guard units are trained and equipped with a view toward their ready and rapid conversion to war time units fit for service anywhere in the world. The goal of the National Guard is to train its personnel to mobilization-day efficiency. Under ideal conditions this objective is envisioned as possible in a period of three years. This assumes that training facilities, supply, and training have all been operating perfectly and that attendance at drills has been 100 percent. As none of the afore mentioned requirements can possibly be met in any Guard organization it is realistic to assume that National Guard units will approach but not attain the mobilization-day goal in the suggested three year period.

The primary missions are threefold:

- (1) To defend critical areas of the United States against land, seaborne, or airborne invasion.
- (2) To assist in covering the mobilization and concentration of the remainder of the reserve forces.
- (3) To participate by units in all types of operations, including the offensive, either in the United States

or overseas. 1/

A secondary mission of the Guard is to provide sufficient organizations in each state, so trained and equipped as to enable them to function efficiently at existing strength in the protection of life and property and the preservation of peace, order, and public safety under competent orders of state authorities.

To implement these missions units train weekly for 48 two-hour armory drills during the year and attend a camp during the summer for a continuous period of two weeks.

Basic and specialist training consisting of some 39 subjects is generally conducted during armory drills, while section and unit training coordinated by higher echelons of command highlights summer field training. During armory drills units are limited largely to theoretical aspects of training with practical applications restricted by the nature of indoor environment. The program of the summer field training accentuates the actual performance by individuals and units of the skills for which they have been oriented during the armory drills. The lack of opportunity for practical application during the weekly meetings gives rise to problems of retention of interest and enthusiasm of individuals. Little difficulty of this nature is encountered during the two weeks at camp, but a real challenge to their resourcefulness faces instructors and commanders in the conduct of the weekly classes of instruction.

Contributions of a medical battalion.--- A medical battalion is a highly specialized unit of the Guard. To better understand how such a

1/ Annex No. 22 Training Memorandum No. 1, Headquarters Army Ground Forces, Fort Monroe, Virginia, 1 July 1946

unit contributes to the National Guard missions the general organization of a medical battalion will be treated.

Organization and Responsibilities of a Medical Battalion

Personnel and functions of a medical battalion.-- A divisional medical battalion, such as the 114th, provides second echelon medical service for an infantry division including emergency treatment, evacuation, sorting, and care of patients while still the division responsibility or in the division area. At other times the battalion will furnish dispensary service and ambulance service to all the units of the division requiring such service and dental service for an infantry or airborne division.

The medical battalion consists of a battalion headquarters, and headquarters company, an ambulance company and a clearing company. Its strength is 46 officers, two warrant officers and 293 enlisted men.

Personnel and functions of headquarters and headquarters company.--

The battalion headquarters contains all the command, dental and staff sections of the battalion. The headquarters company at full strength consists of two officers, two warrant officers, and 72 enlisted men. The company is divided into six sections as follows:

(1) the company headquarters section containing the company commander, a captain, and 12 enlisted men who carry out the normal company functions.

(2) the battalion administrative section containing nine enlisted men who are trained in administrative work and prepare reports required by higher echelons.

(3) the dental section of the battalion headquarters containing 17 dental officers who carry out all the dental functions in the division area.

The division dental section of headquarters company contains one dental sergeant and 13 dental technicians to be allocated to the dental officers at the discretion of the division dental surgeon. This section is equipped with six $\frac{1}{2}$ -ton trucks and six $\frac{1}{2}$ -ton trailers for the transportation of the dental teams to any portion of the division area.

(4) the battalion personnel section consisting of one warrant officer and seven enlisted men all trained for personnel work. This section works under the supervision of the battalion adjutant and prepares personnel reports required by higher headquarters.

(5) the division medical supply and battalion supply section containing one warrant officer and nine enlisted men all working under the supervision of the battalion supply officer. The warrant officer has been especially trained in medical supply and will establish the division medical supply point. The nine men are clerks, drivers and supply non-commissioned officers.

(6) the battalion motor maintenance section consisting of one officer and five enlisted men. The officer, a lieutenant, is the battalion motor maintenance officer charged with second echelon maintenance of all vehicles of the battalion. The five enlisted men are skilled mechanics. The functions of this section are to provide secondary repairs for all vehicles of the medical battalion, to conduct periodic inspections of vehicles, and to keep appropriate records of these inspections. Personnel of this section act as technical advisers to drivers and mechanics of the individual companies of the battalion in their performance of motor maintenance.

A separate mess is operated for the personnel of this company.

Personnel and functions of ambulance company.--- This company contains four officers and 66 enlisted men. The unit consists of a company headquarters and three identical ambulance platoons. The company headquarters contains the company commander, a captain, and 13 enlisted men. The commander is directly responsible to the medical battalion commander for all actions of his company. The 20 enlisted men who comprise the company headquarters are the first sergeant, the motor sergeant and their enlisted assistants. Each ambulance platoon consists of a lieutenant, and 22 enlisted men. In each platoon there are two non-commissioned officers, one the platoon sergeant and one a section leader, 10 ambulance drivers and 10 ambulance orderlies. The company is equipped with thirty cross country ambulances, 10 in each platoon.

The ambulance company is charged with the evacuation of all casualties from the collecting stations of the infantry regiments to the division clearing stations. For this purpose the company commander will establish his headquarters, called an ambulance station at some point on the converging routes of evacuation. Here he will operate a mess for his personnel, a message center, and a motor park for his reserve vehicles. This may be in the vicinity of the clearing station or at some more forward point. The normal way to employ this company is to use one platoon in support of each regimental collecting station, but this unit like all medical units must be flexible enough to meet any situation and still carry out its assigned mission. This company should be highly trained in driver technique, motor maintenance and types of evacuation methods. Also important are map reading, blackout driving, field expedients, and thorough training in emergency medical treatment.

There are many ways to employ a platoon of ambulances in support of a clearing station, but an ambulance shuttle is used most frequently. The ambulance shuttle is a method of operating ambulance service in combat. It consists of one or more ambulance loading posts, one or more ambulance relay posts, and such ambulance control points as may be required. Its purposes are (1) to keep an empty ambulance at each loading post at all times (2) to prevent congestion of ambulances at any one place, and (3) to facilitate the control of ambulance traffic. The dispersion of ambulances in a shuttle reduces losses from any single missile, and prevents traffic tie-ups in places where maneuvering room is restricted. In action an ambulance is loaded at a forward loading post and starts to the rear. As it passes the first relay post, the forward ambulance in that post moves at once to the forward loading post. The second ambulance in the first relay post moves to replace the first ambulance which has gone forward. This shift continues until all ambulances in the post have moved forward one position. As the loaded ambulance on its way to the rear passes the various relay posts, the forward ambulance at each post moves forward and occupies the rear position in the next relay post. This same operation is repeated each time a loaded ambulance passes a relay post. When the loaded ambulance has discharged its patients, usually at the clearing station, it returns to the basic (last) relay post and takes station.

Personnel and functions of clearing company.— The clearing company is organized into a company headquarters and three identical clearing platoons. The strength of 16 officers and 136 enlisted men are distributed as follows: company headquarters, three officers and 30 enlisted men, and each platoon, four officers and 36 enlisted men. In the company

headquarters three officers and 25 enlisted men perform the normal company functions. Each clearing platoon has three medical corp officers, one medical service corp officer and 36 enlisted men. The 36 enlisted men are all technicians, either surgical, medical, sanitary, or neuropsychiatric.

The clearing company is equipped to operate one or more clearing stations. Normally the unit can be employed in any of three ways: (1) they may establish one clearing station utilizing the equipment and personnel of all three platoons, (2) they may establish one station with the equipment and personnel of one or two platoons, and hold one platoon in reserve to move forward with the tactical advance, (3) they may support each of the three regimental combat teams with a clearing station using one clearing platoon behind each regimental combat team. This company furnishes second echelon medical treatment to an entire infantry division. Second echelon medical service is the assembling of casualties from dispensaries and collecting stations of the first echelon and concentrating them in a clearing station. This clearing unit not only will treat all casualties but also will offer shelter to all patients until evacuated from the division area. Its primary functions are:

- a. The reception of casualties brought to the clearing station by ambulances of the regimental collecting stations,
- b. The sorting of these casualties according to the nature and severity of their injuries,
- c. The administration of appropriate treatment to save lives, reduce suffering, and prevent permanent disability,
- d. The temporary care and shelter of casualties until such

- time as their physical condition permits further evacuation.
- e. The return of slightly injured to duty with their units.
- f. The operation of a dispensary for treatment of personnel of the medical battalion when the division is not engaged in combat.

This brief description of the organization and mission of a National Guard medical battalion is presented for the lay reader. With this background the problems which confront this Guard unit may be more easily envisioned as they appear in the survey.

CHAPTER III

AN ANALYSIS OF FINDINGS

Respondents and Their Present Units

Data relative to personnel surveyed.— Some background data concerning the men surveyed will be of value in understanding certain problems which face the organization. The guardsmen in this unit vary in age from 17 to 36 years, with a median age of 21 years. They vary in educational background from sixth grade achievement to college graduation, with the median educational accomplishment of high school graduation. (Table 2)

Table 2. Data concerning personnel surveyed

Background Information (1)	Frequency		
	Headquarters Company (2)	Ambulance Company (3)	Clearing Company (4)
Years of age			
Range.....	16 - 33	17 - 29	17 - 36
Median.....	22	21	20
Years of schooling			
Range.....	6 - 16	6 - 16	7 - 16
Median.....	12	12	12
Years of service in Guard			
Range.....	$\frac{1}{6} - 2 \frac{1}{2}$	$1 \frac{1}{2} - 2 \frac{1}{4}$	$\frac{1}{12} - 2 \frac{1}{4}$
Median.....	$1 \frac{1}{3}$	$1 \frac{1}{12}$	$1 \frac{1}{12}$

One guardsman lives as far away from the Armory as 20 miles while

while another lives as close as one-quarter mile. The median distance traveled to drill by all men is five miles. However, the distance traveled does not seem to be the determining factor in the difficulty the men feel they encounter in traveling. In Headquarters Company 18 per cent reported difficulty in traveling to drills; in Clearing Company the corresponding figure was 17 per cent. However, in the Ambulance Company where the median distance traveled was the same and the modes of transportation comparable, 42 per cent felt they had difficulty in traveling to drill. The relative difficulty in travel is manifested in the absentee rate of the three companies on the evening of the survey, Headquarters Company had 4 per cent absent, Clearing Company 12 per cent, and Ambulance Company 18 per cent. (Table 3)

Table 3. Company strengths

Personnel (1)	Headquarters (2)	Ambulance (3)	Clearing (4)
Authorized by reduction table.....	50	67	103
Currently enlisted.....	28	34	43
Per cent for survey.....	27	28	38

These evidences suggest the need to examine carefully other responses of this survey to determine whether or not other factors may be influencing the drill attendance and the way men feel about going to drill.

Data pertaining to status of company constituents.-- Each of the three companies of the battalion stands now at about 50 per cent of its authorized strength. (Table 3) Vacancies in the higher three grades still exist in all companies. This may be due to a feeling on the part of the

commanders either that capable and qualified men are not yet available, or that their potential leaders have had insufficient training to properly discharge the responsibilities required of a man promoted to one of the first three grades. The latter premise appears to be borne out by the preponderance of veteran personnel who hold first three grade ratings.

(Table 4)

Table 4. Extent to which first three grade vacancies are filled by veterans and non-veterans

Distribution (1)	Incidence		
	Headquarters (2)	Ambulance (3)	Clearing (4)
First three grade ratings			
Authorized.....	17	12	32
Filled.....	13	8	9
Veterans			
In first three grades.....	10	3	7
Below first three grades.....	2	2	3
Non-Veterans			
In first three grades.....	3	5	2
Below first three grades.....	13	24	31

The relatively large number of first three grade authorizations allotted to Headquarters and Clearing Companies is explained by their being the parent units for most of the specialists and technicians of the Battalion. The fact that vacancies in the upper three grades exist may encourage personnel to exert efforts beyond normal requirements to attain these grades. When this occurs the whole company is benefited by their enthusiasm. For this reason holding vacancies open seems to be a desirable technique up to the point where personnel feel they are retarded

needlessly. Yet if a policy of hasty promotion exists in some units and promotions come more slowly in sister units serious morale problems are unwittingly imposed on the more cautious commanders by the commanders who have promoted more rapidly.

Attitudes Toward Membership and Accommodations

Values associated with membership.-- The values men feel they realize from their experiences in the Guard are important because the degree to which they feel these values are being met may be an important clue to the reasons behind the drop-out rate and or plans not to reenlist. In an attempt to gain insight into some of these values, men were asked their reasons for joining the guard. (Item 4, Appendix A) An important reason acknowledged for joining was financial gain, including pay, advancement, and retirement benefits. However most often mentioned was the acquisition of skills useful to the National Military Establishment in the event of a national emergency. These included a liking for things military and an opportunity to become oriented to new Army equipment and techniques. Other reasons mentioned included opportunities for social contact and activities, avoidance of the draft, patriotism, and learning of skills useful in civilian employment. The numerical incidence of reasons for joining is shown in Table 6. Although being "talked into it" seems to be a perfectly honest and valid reason for joining, it is rather difficult to classify and consequently this response was entered as a miscellaneous reason. The other miscellaneous response was an interesting commentary by a veteran who stated, "So that in case of another war I will already be in an established outfit. Being a vet I had quite a bit of changing around before being assigned to a permanent outfit."

Thus guard membership to this man is important because it offers him some insurance against another experience in the Army pipelines and replacement depots which were quite unpopular with him in the last war.

Table 5. Reasons why personnel joined Guard initially

Reasons given (1)	Incidence		
	Headquarters Company (2)	Ambulance Company (3)	Clearing Company (4)
Learning of a skill useful to the National Military Establishment in the event of a national emergency.....	16	9	21
Financial returns....	15	9	20
Social activities....	6	2	10
Avoidance of draft....	7	3	3
Patriotism.....	4	2	3
Learning of a skill useful in civilian life.....	0	3	5
Miscellaneous.....	1	1	0

The distribution of predominant reasons why members of the three companies initially joined the organization should be significant to commanders and to instructors who meet the various groups. Motivation for learning may then be based on reasons the men themselves feel important. As the largest response was from men who joined to learn useful Army skills, it is apparent that an instructor for any of the companies can establish a more receptive attitude for learning if he provides time in his introductory remarks to explain wherein the material he is to cover is related or vital to requirements which a national emergency may impose. On the other hand if the Commander of Clearing Company, where only three out of 36 men joined to avoid the draft, has a problem of poor attendance

at drills, he can gain very little by suggesting that the offenders will be subject to draft unless they improve their drill attendance.

As many as 18 respondents mentioned social reasons for joining the Guard. This may stem partly from the reputations for social events some pre-war units established. However, some men specifically mentioned their reason as the desire to belong to a group and to be afforded an opportunity to associate with their peers.

Closely related to reasons for enlisting are the reasons men gave for believing they will reenlist. (Item 6, Appendix A) These responses indicate an approximate measure of how effective the unit has been in providing its personnel with values they had hoped to gain through membership. Reasons for reenlistment should point up the strong areas of the program, whereas reasons for not reenlisting (Item 6, Appendix A) may indicate the areas in which the men are so dissatisfied that they now believe they will terminate their membership in the organization.

The numerical picture of reenlistment and non-reenlistment intents together with reasons given are shown. (Tables 6 and 7)

The reason mentioned most often for originally joining the unit was to learn a skill useful in the event of a national emergency, but financial benefits were mentioned most frequently as reasons for reenlisting. This may indicate a failing on the part of the unit to provide a program of training that is as challenging to men as they had hoped it might be. On the other hand, men may feel that they have already fulfilled their patriotic duties by originally joining the Guard, and this association has served to extend the values they recognize in Guard membership. Social contacts have shown an increase in reasons for reenlisting over reasons for joining initially. Thus, this concomitant benefit of membership,

Table 6. Response given by persons planning to reenlist

Factors associated with reenlistment (1)	Frequency		
	Headquarters Company (2)	Ambulance Company (3)	Clearing Company (4)
Number of men surveyed.....	27	28	38
Number planning to reenlist.....	20	8	28
Reasons mentioned			
Financial returns.....	10	1	16
A liking for things military.....	5	4	12
Social reasons.....	9	0	11
Learning of skills useful to war effort.....	10	4	6
Training helpful in civilian employment.....	2	1	5
Patriotism.....	4	0	1

Table 7. Responses given by persons not intending to reenlist

Factors associated with non-reenlistment (1)	Frequency		
	Headquarters Company (2)	Ambulance Company (3)	Clearing Company (4)
Number of men surveyed.....	27	28	38
Number planning to not reenlist.....	5	18	7
Reasons mentioned			
Dissatisfaction with the program and the way it is run.....	4	3	3
Interference with other activities.....	1	4	2
Lack of advancement.....	0	5	0
Unfavorable relation- ship with officers.....	1	4	0
Improbability of draft.....	1	0	0

although not a Guard objective, seems to be fostered by the unit and its value recognized by the men.

Of the 28 men surveyed in Ambulance Company only eight indicated that they planned to reenlist, whereas 18 stated that they did not intend to reenlist. This points up a rather serious problem, an answer to which seems to be indicated in the reasons given for not reenlisting. In Ambulance Company 12 men gave as their reasons for not reenlisting such factors as lack of advancement, unfavorable relations with officers, and dissatisfaction with the program and the way it is run.

Attitudes toward summer camp.-- By the very nature of the emphasis on practical work which highlights the summer camp program, this phase of training is very popular with the men. Not a single comment expressed discontent with the two week encampment whereas several men made unsolicited responses in support of the camp experience, i.e. "I like the food, the camp, and the care we receive. It's the best part of the Guard. I enjoyed the training and bivouac immensely last year." Employers are most cooperative and often supplement the man's camp pay to the extent that he loses nothing by going to camp. Only in rare cases have men's jobs been jeopardized or have they suffered vacation or other than minor financial losses as a result of camp attendance. Some 22 members of the battalion indicated that attending the two week summer encampment resulted in a certain amount of inconvenience to them. These responses, however, indicated that no serious inconvenience resulted. Rather, only minor personal whims were mentioned in this connection, i.e. preferring to have the time for leisure, and curtailing of social activities. Of the 22 cases where inconvenience was mentioned, 11 were in Ambulance Company. The apparent general discontent in Ambulance Company may have been reflected in these and other responses of the men. Now they felt

about their experiences in general may leave its mark on how they feel about specific phases of the guard program.

Responses pertaining to Army accommodations.— During summer field encampments the training, living and recreational facilities more than met the needs of the unit. No man took occasion to recommend any improvement in camp accommodations, but many leveled criticisms against the Army facilities. This did not show up in the tabular results (Table 8) of the query pertaining to adequacy of quarters (Item 11, Appendix A) but many men who indicated that they believed the quarters and locker facilities were adequate gave suggestions for improvements under comments. (VIII Appendix A) Among these comments were: "Should have a recreation room", "Should have a snack bar", "Quarters too crowded", and "Lack proper facilities for training".

Table 8. Responses concerning adequacy of quarters

Content of response (1)	Frequency		
	Headquarters Company (2)	Ambulance Company (3)	Clearing Company (4)
Men thought quarters were adequate.....	22	19	22
Men thought quarters were inadequate.....	8	9	16

At the time of the survey some men were "doubling up" in use of lockers, and rooms intended as squad rooms or day rooms were used as locker rooms. This prevented the establishment of the day rooms or recreation rooms for which some men indicated a desire. Apropos of this problem, funds do exist to provide an attractive recreational and social program when and if adequate Army facilities become available to the unit.

Actually the dearth of classrooms presents a more serious problem than is indicated in the responses. For the numerous classes that meet concurrently there is but one classroom. As a result, many classes line the walls of the large drill floor each drill night. Smaller classes often meet in supply rooms or in locker rooms where frequent distractions ordinarily interfere with instruction.

Adequacy of special activities program.-- In an effort to cater to the interests of personnel of their units and to supplement the regular program of training, certain off-duty activities are sponsored by some guard units. The 114th Medical Battalion currently provides its members with opportunities to participate in seasonal athletics, a rifle club, ping pong to a limited extent, and occasional company parties. These activities are conducted on off-duty time and members of the unit are under no obligation to participate in the program. The activities exist for the convenience of the members of the unit and change from time to time as do the men's interests. The degree of popularity which this "extra curricular" program currently enjoys is reflected below. (Table 9)

Table 9. Responses concerning off duty activities

Query (1)	Frequency		
	Headquarters Company (2)	Ambulance Company (3)	Clearing Company (4)
Do you feel that the special activities program is adequate?			
Yes.....	16	10	27
No.....	9	10	10
Do you participate in any of the special (off-duty activities)?			
Yes.....	8	4	9
No.....	17	23	28

Although more than two thirds of the respondents seem to think the program is adequate, a little less than one fourth of the men participate. The chief reason mentioned for non-participation (Item 16, Appendix A) was a lack of time. The chief reasons for participation were fellowship, a liking for group sports and a liking for teamplay.

To sound out other suggestions for off-duty activities the men were asked what other activities they would like to have included in the program. (Item 13, Appendix A) They recommended 38 different activities. Most of these were listed not more than twice although dances and social affairs were recommended 10 and eight times respectively. Other suggestions mentioned two or more times generally recommended activities which a recreation room would facilitate i.e. a club room, stunt nights, ping pong, pool table, television, hobby and special interest groups, and more company get togethers. These comments further point up the significant social importance which enlistees associate with membership.

Reactions Concerning the Training Program

Subjects found most interesting.-- The program of training refers to the various classes which the men attend. An index to the effectiveness of this instruction may be implied in the answers given to the question asking which subjects men found most interesting. (Item 16, Appendix A) Medical subjects, including study of the human body and treatment of wounded, were mentioned most often. Next in popularity were combat related subjects which the men frequently dubbed, "practical". These included camouflage, water purification, field fortifications and communications. Others mentioned were individual tactics, automotive work including driving, and supply and administrative subjects. (Table 10) As should

be expected the largest single response for any subject was in the largest company (Clearing Company), and the subject this group found most interesting was in the area of that company's specialty, medical subjects.

Table 10. Subjects men found most interesting

Subject (1)	Frequency		
	Headquarters Company (2)	Ambulance Company (3)	Clearing Company (4)
Medical subjects in general.....	13	12	22
Practical and combat related subjects.....	11	10	12
Individual tactics.....	8	3	4
Auto mechanics and driving.....	5	5	6
Supply and administration.....	3	1	4

Out of the 39 various subjects offered it seems significant that the subjects found most interesting should be limited to such a small group from all companies. However, similarly limited was the number of reasons given for interest in a subject. The two main reasons for interest in subjects were the relation they had to civilian interests of the men and the close relation they had to combat needs. It seems probable that persons who found the guard instruction related to civilian interests were principally pre-medical students and persons employed as surgical and dental technicians. The group who find subjects interesting because of their applicability in the event of a national emergency are probably persons who recognize the fulfillment of the most popular reason for enlisting, namely, the learning of a skill useful in time of war. The educational nature of subjects was probably cited as a reason for interest by persons who felt they enjoyed orientation to subjects in which

they had little previous contact. The numerous comments that subjects are most interesting when the instructor is well prepared seems to be a rather dubious compliment for the training program as a whole. (Table 11)

Table 11. Reasons why certain subjects are interesting

Reason given (1)	Frequency		
	Headquarters Company (2)	Amulance Company (3)	Clearing Company (4)
Related to civilian interests.....	7	4	20
Combat related.....	7	5	11
Educational.....	7	9	5
Instructor well prepared.....	7	5	6

Subjects found least interesting.-- A wider range was found for subjects considered least interesting. (Item 18, Appendix A) In this longer list some of the subjects from the preceding (most interesting) table appeared but with much less frequency. A summary of responses giving the least interesting subjects appears in table 12.

In both lists Guard members were generally in agreement that practical application of materials covered in almost any subject was an important factor in promoting interest. The practical application to which references are made is the third of the five steps in Army instruction. The five steps are preparation, presentation, application, examination, and discussion or critique. In this survey the step which seemed to promote interest when present and contribute to disinterest when absent is the application phase, the one in which the men learn by doing.

The respondents have further elaborated on instructional faults in answering the question, why certain subjects were uninteresting. (Item

19. Appendix A) These reasons are listed below. (Table 12)

Table 12. Reasons why certain subjects are least interesting

Reasons given (1)	Frequency		
	Headquarters Company (2)	Ambulance Company (3)	Clearing Company (4)
Poor presentation, including poor delivery, no imagination, dry, monotonous, boring, too deep, tedious, fatiguing, and instructor talks down to men.....	14	8	12
Subject repeated too often..	3	4	8
No opportunity for practice.	2	4	5
Not tied in with unit or individual mission.....	3	3	4
Instructor ill prepared (in all phases).....	3	6	0
No training aids used.....	5	2	1
Demonstrations lacking.....	2	3	0

The particular techniques used by instructors in Clearing Company resulted in a proportion of favorable comments per man about equal to those of other companies. However, the unfavorable comment ratio for Clearing Company was far less than the ratios for other companies. This would indicate that the quality of instruction given Clearing Company may be superior to that given Headquarters and Ambulance Companies. At least it is better received by the men.

Recommended additions to the training program.-- In response to the inquiry as to what subjects should be added to the program (Item 20, Appendix A) a vast assortment of suggestions was made, only two of which were constructive. Most of the subjects which were recommended are already included in the program and certain others such as sports and games could not be justified in view of the missions of the units. However, 10 persons

did mention a suggestion which would be worthy of implementation. This was the conduct of reduced-distance battalion problems in the Armory. This very practical suggestion would also implement the other constructive suggestion wherein 18 men indicated they would like to have more opportunity to practice their assigned jobs. Reasons why subjects should be added (Item 23, Appendix A) contained two significant responses. That certain additional subjects and activities were important toward helping fulfill the unit and individual missions was mentioned by 21 men. The suggestion was made by 19 persons that certain subjects and activities should be added because currently they felt inadequate to perform the duties which would be required of them in the event of an emergency. In these expressed needs lies real motivation for learning which should be capitalized upon by instructors and officers responsible for training.

Recommended deletions from the training program.-- In reply to questions regarding what subjects should be deleted from the program and why (Items 22 and 23, Appendix A) few responses were made. However two suggestions carried three votes apiece: (1) delete lectures about subjects which could be better handled by practical application, and (2) don't delete any subjects, but improve on the quality of the ones now given. The main reasons why subjects should be deleted were "they are unimportant to the mission of the medics" and "they are too dry and boring". Each of these reasons was mentioned four times.

Subjects assigned too much time.--Responses pertaining to subjects on which too much time is spent (Item 24, Appendix A) again bear out the dislike men have for instruction in which they are not afforded an opportunity to learn by doing, and for subjects which they feel are given too much emphasis and repeated too often. Of the former, lectures

in general, and subjects commonly treated by the lecture method were mentioned most often. Of the latter, military courtesy, dismounted drill, school of the soldier and administrative details such as roll call were mentioned most frequently.

Subjects assigned too little time.---Suggestions offered on subjects allotted too little time (Item 24, Appendix A) were closely associated with individual and unit missions. Medical subjects were mentioned 29 times with 17 of these responses coming from Clearing Company where these subjects are important in contributing to the company mission. Emphasis on individual mission was reflected by 18 persons who thought more practical training on assigned jobs should be included in the program. In keeping with the point of view that men should first become soldiers and then specialists, nine persons mentioned school of the soldier including military courtesy and discipline as an area in which more time could be spent profitably.

Skills acquired through training.---Skills the enlistees felt they had learned and skills which they feel they need yet to learn should be important in evaluating the various areas of the instructional program. Unfortunately, however, there was so much duplication of mention of the same titles under both headings that this simple criterion for evaluation seems invalidated. For example, 17 men feel they have learned techniques of supply and administration, whereas 13 men who have been exposed to comparable, and in some cases identical, instruction feel they need yet to learn skills in the same areas. Similarly 16 men feel they have learned driving and motor maintenance, while 18 of their classmates still feel inadequate in this area. Still a further inconsistency shows up in

responses of 18 men who claim they have learned first aid, a subject not offered. Instruction somewhat similar to first aid is covered under care and treatment of wounded and materia medica, but first aid, as such, is not a part of the training program of a medical battalion. Thus responses to these items have served to point by the need for achievement tests in all areas of instruction. It is unlikely that officers responsible for the training of men can evaluate the competency of men when different enlistees under the same instructors feel so differently about their own proficiency.

Methods and Personal Characteristics of Instructors

Instructors considered most effective.-- Although classes are conducted by both officer and enlisted instructors, a large majority of the instructors are commissioned officers. While some consolidation of classes covers certain specialized subjects, in general the training any given company receives is conducted by its own commissioned and non-commissioned officers. To the question of what instructors the men felt were most effective (Item 28, Appendix A) non-commissioned officers were mentioned seven times and officers were mentioned 117 times. Further information concerning these responses is shown in Table 13.

Satisfaction with their own officers seems to be indicated by the responses from Headquarters and Clearing Companies. However, Ambulance Company personnel selected as their most effective instructors officers from companies other than their own despite their limited exposure to those instructors.

In giving reasons why instructors were effective (Item 28, Appendix A) the men responded with a varied assortment of attributes, most of which endorsed a good instructor as one who knows his subject and knows how to

Table 15. Responses concerning most effective instructors

Category and relationship of instructor to company (1)	Frequency of mention		
	Headquarters Company (2)	Ambulance Company (3)	Clearing Company (4)
Officers within the company.....	28	8	37
Non-commissioned Officers within the company.....	6	1	1
Officers from other companies.....	3	22	3
Other (guest instructors).....	6	4	4

teach it. Listed below are the responses given together with the total frequencies with which they were mentioned.

Knows subject	32
Has good presentation	23
Uses lay terms	14
Makes subject interesting	12
Is well educated	12
Is well prepared	11
Puts subject over	1
Explains why subject is vital	6
Doesn't talk down to men	4
Allows for discussion	3
Has had experience	3
Is concise	3
Is informative	2
Is clear	2
Is enthusiastic	1
Allows for practical work	1
Has interest in men	1
Is respected	1
Uses good English	1
Has good speaking voice	1
Tries hard	1

Personal traits associated with effective instructors.-- In an effort to delve further into the reasons why certain instructors were more effective than others, the question of what personal traits

characterized the most effective instructors (Item 29, Appendix A) was posed. Here too, a varied assortment of responses was offered. Some of these dealt with mannerisms of instructors while others dealt with overt evidences of skills and favorable personal relationships. In diminishing order of frequency of mention the traits of effective instructors are listed below.

Likable	Talks to men as men
Sincere	Works with men
Understands men	Humane
Well groomed	Understanding
Friendly	Do not talk down to men
Likes men	Does not command promiscuously
Conscientious	Interest in men
Interest in subject	A good soldier
Well poised	Specific
Makes men feel at ease	Constructive
Sense of humor	Painstaking
Good personality	Dependable
Informal	Diligent
Pleasant	Honest
A gentleman	Frank
Understands enlisted men's point of view	Calm
Natural	Precise
A "good Joe"	Practical
A leader	Efficient
Self assurance	Judge of situations
Dynamic	Judge of character
Doesn't use authority	Intelligent
Good sport	Means well
Encourages pride in self and outfit	Good character
Knows people	Has integrity
Amiable	Speaks loudly

This list of personal qualities which the men have recognized in effective instructors seems consistent with generally accepted desirable teacher traits. That the respondents have taken the time and thought necessary to compile such an all inclusive list is gratifying. This seems to evidence that the survey was not taken lightly by the participants.

Methods associated with effective instructors.---Methods employed by the most effective instructors were requested (Item 30, Appendix A) in

an effort to determine what approaches were most popular with the enlistees. Some of these answers might better have been listed under personal traits, but the men have chosen to list them here. The list of attributes bears out the importance of appealing to more than one sense in the art of instruction. Methods of the most effective instructors in decreasing order of frequency of mention appear below.

Employs demonstrations	Has good delivery
Provides for application	Varies methods
Relates personal experiences	Stresses military values
Has taken time to prepare	Stresses human application
Allows for discussion	Makes subject simple
Gives good explanations	Has sense of humor
Gives examinations	Has good discipline
Uses training aids	Stresses important points
Uses illustrations	Goes into detail

Personal traits associated with ineffective instructors.-- Enlistees

were asked also to name the personal traits they felt characterized the most ineffective instructors. By contrast this list verifies the previous list of personal traits possessed by effective instructors. The adverse traits are listed below in decreasing order of frequency.

Poor education	Poor diction
Too lazy to prepare	Circumlocution
Don't know subject	Vague
Poor presentation	Talk too slowly
Unsure of themselves	Make you feel ill at ease
Lack interest in subject	Unfriendly attitude
Make subject dull	Lazy
Allow no opportunity for practice	No drive
Allow no opportunity for discussion	Incapable
Talk down to men	Do not try
Dentists in general	Insincere
Unapproachable	Lack confidence
Favoritism	Egotistical
Lack confidence	Digresses
Don't know men	Talks over heads of men

Trainees who are subjected to classes having inferior quality instruction are justifiably critical. The instructors to whom these criticisms apply would do well to review the Army instructional techniques. Any

officer -- commissioned or non-commissioned -- worthy of the rank he holds carries also a responsibility to critically evaluate his contributions to trainees for every man-hour during which he is in charge.

Relationships with and Attitudes toward Command

Opinions relative to command.-- Not only are such intangible attitudes as morale, pride in organization, comradeship, and rapport difficult to establish in the short period of two hours per week, but also they are difficult to measure. In military doctrine, however, it is generally acknowledged that the attitudes of the men toward their commander fairly well reflect their attitudes toward the organization to which they belong. Therefore, using the commander as a figurehead upon which the men could focus their responses, several questions were asked regarding the men's "feeling of belonging". These questions centered around the importance they felt was accorded them as individuals together with the extent to which they would look to the organization for needed help. A summary of the results of these questions (Items 32, 33, and 34, Appendix A) appears in table 14.

If these responses can be interpreted as valid measures of men's feeling of security in his group then men in Headquarters and Clearing Companies have a much stronger group feeling than do men in Ambulance Company. If the officers of Ambulance Company note a spirit of apathy and low morale among men, a contributing factor may be the men's feeling that little value is attached to them as individuals.

Factors influencing attitudes toward command.-- On what evidences does the enlisted man base his opinion of interest in him as an individual? Some replies to this query appear in the list drawn from the

Table 14. Command relationship responses

Questions (1)	Frequency		
	Headquarters Company (2)	Ambulance Company (3)	Clearing Company (4)
Do you feel that your company commander has a real interest in your learning accomplishments?			
Yes.....	22	16	36
No.....	3	12	2
Do you feel that your company commander has an interest in your advancement from grade to grade?			
Yes.....	19	16	28
No.....	5	11	3
Do you feel that you might go to your company commander for help on personal problems?			
Yes.....	16	10	17
No.....	10	14	19

responses as to why men believe their commander is interested in their learning accomplishments.

This inquiry form is evidence of interest
 In so doing he helps himself
 Has held interviews in this regard
 His own classes are well prepared
 Makes himself available for interviews
 Has a general interest in the company
 Gives helpful criticism
 Has encouraged men to enroll in extension courses
 Is solicitous
 Likes men who want to get ahead
 Serious -- tolerates no fooling
 Goes out of his way to help men learn
 Has an interest in men

The reasons why men felt their commanders had no interest in their learning accomplishments follow.

Never gets on the floor to supervise training
 Never talks to men
 Does not see men enough
 Never gives men any encouragement
 It is reasonable that he should,
 but he doesn't show evidence of it

These genuinely sincere opinions could constitute simple and valuable checklists of "do's" and "don'ts" for commanders who are interested in exerting additional effort toward establishing a valuable asset.

Reasons given in evidence of the commander's interest in men's advancement tend to have tangible foundations. For example, most men believed the commander had an interest in their advancement because at some time they had been advanced. Similarly the main reason why men believed the commander had no interest in their advancement was the fact that they had not been promoted. Other than for these two responses, reasons regarding advancements closely paralleled the reasons given for evidence of interest in men's learning.

That a proportion of men as high as is indicated in table 14 would go to their commanders on personal matters is interesting. In view of the fact that men are present for drill but two hours weekly, and during these two hours their time is devoted principally to classes of instruction which are seldom conducted by the commander, such a response is even more meaningful. Some commanders seem to have established a feeling of rapport with a large portion of their men. Listed below are reactions given by men who felt they would go to their commander for help.

He is approachable
 He is understanding
 Would be apprehensive but would try
 Only if guard attendance is involved
 I have confidence in him
 He is fair
 He has been helpful
 He is considerate

If problem bad enough I would go to anyone
 He is sincere
 He has an interest in the problems of men
 He is friendly
 He is available

The foregoing opinions in favor of seeking counsel on personal matters from the company commander are countered by an equal number of reasons why other personnel would not seek him out for such counsel. Here are the reasons given for not going to the commander on personal matters.

Have tried but to no avail
 It is not his duty or obligation
 Do not know him well enough
 Feel I can handle own personal affairs
 He is sarcastic
 He is a stranger
 Felt uneasy in his presence
 He does not instill confidence
 He is always too busy
 He barks at men
 He is too strict
 He is not the right type of man for a commander
 I am inhibited when I am in his proximity

Certainly when guard attendance is involved, commanders should encourage men to feel free to discuss their problems. Further than that the extent to which commanders feel they want to be available to discuss other problems with members of their unit is a matter to be decided by the individual commanders.

General Comments

Certain of the comments offered seem particularly significant in that they reiterate some of the major criticisms borne out in the survey and in some instances contain constructive suggestions. Some of the comments which were mentioned most often serve briefly to summarize the findings.

We need more quarters

Serious lack of training facilities
Should have recreation room
Should have more social functions
Need more practical work at assigned jobs
Should concentrate on assigned mission
Need better instructors
Lectures ill prepared
Education should advance progressively
More demonstrations needed
Officers should set better example
Better officer - men relationships should be promoted
Have commanders with men oftener
Outfits need more spirit
Feel I am poorly placed
Pay delayed too long
Should send more men to service schools
Glad this survey has been instigated

CHAPTER IV

A REVIEW OF FINDINGS: RECOMMENDATIONS

Potential values of the survey.--- A survey such as this one, initiated by the Battalion Commander, should result in a clearer recognition by the officers of the problems and dissatisfactions felt by the enlisted men. It should be the basis for a thoroughgoing evaluation of the personal relationships and techniques of instruction of every commander and instructor of the battalion. Its findings should focus toward a more effective use of facilities, a more worthwhile and challenging training program, and more satisfying officer - enlisted man relationships. With these purposes in mind the findings of the survey will be reviewed briefly and their implications developed for an improved program within this unit.

Nature of instructional problems.--- One of the first major considerations is that National Guardsmen are primarily civilians and are exposed to things military only two hours weekly. Since they are part-time military men, and have only brief exposures to things military, it is essential that the experiences to which they are exposed represent exemplary instructional practice. This is necessary in order that men will retain from week to week an interest in and a knowledge of the materials presented. The survey revealed that instructor characteristics are closely scrutinized by the men they instruct.

The success or failure of instructors in meeting the characteristics which men feel important has a definite relationship to the attitudes toward learning which men feel. Respondents have indicated that they

have more receptive attitudes for learning if the instructors possess and show evidence of some of the following attributes. (1) Primarily he must be a good soldier and set a good example. (2) He must be a good leader with interests in both civilian and military affairs. (3) He must be mentally alert, responsible, and aggressive. (4) He has an advantage if he is a specialist in his field, having a mastery of the subject matter and showing evidence of interest and enthusiasm for the subject taught. (5) He must be an effective teacher, having an interest in teaching, an interest in men, and ability as an instructor and speaker. If these criteria are to be met, most instructors must devote more time to preparation for their classes. Numerous adverse responses throughout the survey have further pointed up this need.

A major part of the instructor's task is the developing of the men's will to learn. In striving toward more effective instruction some fundamentals which may be of benefit to instructors are worthy of review. First of all, men are more quickly and permanently impressed if practical values are apparent. For this reason instructors of subjects rated least interesting must explain why the subjects are vital and put forth additional effort to insure that they are interestingly presented.

Instructor keenness and enthusiasm is reflected in members of the group. This is clearly borne out by the men in their lists of instructor traits. The individual man's enthusiasm for learning is stimulated if he can evidence some degree of satisfactory progress. Most men can learn almost any military skill if the subject is well taught. A good demonstration or opportunity for trainee performance is more effective than any amount of discussion. These fundamentals have been recognized by respondents and are clearly reflected in the answers they have volunteered.

Summer camp is popular because its program provides many opportunities for practical application by men. Imagination and additional efforts on the part of instructors could do much to make the Army program of training more fruitful in the opportunities it provides men to "learn by doing". This, of course, entails more preparation time on the part of the instructors, but in them is vested a position of trust by the society they have taken an oath to serve. To a large measure the security of the nation depends on the efficiency of the National Guard and in the instructors of its personnel is entrusted the responsibility for the accomplishment of this efficiency. A waste of three minutes training time, for example, when multiplied by the number of men in the class, quickly amounts to a serious loss in man hours of training. This negligence constitutes cheating the government which pays these instructors well. Similarly this waste is unfair to the men whose lives may depend upon the manner in which they can perform their duties. The instructor who is responsible for this loss has committed a major violation of the moral obligation he has vowed to uphold. In brief instructor should teach as though his life depended upon it -- it does.

Nature of supervisory problems.-- Similarly, supervision of training by company commanders and staff members must be equally diligent and unrelenting. Thus instructors can be benefited by constructive suggestions of officers who have observed their work and identify weaknesses therein. Divergent points of view may serve to challenge both the instructor and the supervisor and motivate the development of improved instructional techniques.

Nature of evaluation problems.-- Glaring inconsistencies are evident in the men's evaluation of their own abilities and achievements. This

points up the inadequacy of the testing or examination phase of instruction. Since many subjects are common to all companies, achievement tests might well be constructed on the battalion level for each subject. Both instructors and men then may be assured that mastery of basic and prerequisite work is attained before advancing to materials which give rise to comments such as "too deep".

Problems of space limitation.-- So far there have been suggestions for improvement of positive factors over which personnel concerned have control. Certain other recommendations, which the men made, necessitate the employment of ingenuity on the part of commanders because of the quantitative limitations imposed. The solution to the problem of inadequate classroom facilities is not readily apparent. Yet this inadequacy results in a serious handicap to the efficiency of the units and impairs the speed with which they can be trained to mobilization efficiency. Neither will it be a simple matter to improve upon the overcrowded day rooms, despite the fact that funds are available for equipment. Still the men feel these inadequacies are deterrents to the program of the unit. Responsible persons will need to give further consideration to these problems with a view toward improving the manner in which the meager and inconvenient facilities are utilized.

Value of special activities.-- The off-duty program of special activities seems to be valued highly enough by the men to warrant its continuance. These activities tend to foster a high degree of morale and serve to provide experiences wherein men can be observed in an informal atmosphere. Potential leaders who otherwise may be overlooked because of their inhibitions under the ceremonial and disciplined influence of the classroom may assume an entirely different role when engaged in competitive

athletics and group sports.

Problems of command policies.-- The fact that numerous vacancies still exist in the higher grades seems to present a situation wherein a certain element of incentive for advancement may be felt by the men. This seems desirable up to the point where low ranking personnel feel they are being held back needlessly. The vacancies then become a cause for complaint. A set of detailed criteria might well be developed on the battalion level to insure that uniform, recognized standards are met and maintained by non-commissioned officer personnel. Such a set of standards might well include mandatory attendance at the non-commissioned officer school for all non-commissioned officer personnel and candidates for those grades. It may behoove commanders to review their promotion policies to determine wherein they foster incentive, ingenuity and enthusiasm, and wherein they give cause for grievances and discord.

The interest men felt was accorded them as individuals seems most worthy of note. To foster this feeling instructors should strive to attain a minimum goal of at least knowing each man's name. Pride in self and in unit follows logically the realization on the part of the man that he "belongs" and that his contributions to the success of the organization are necessary and appreciated. Vast dividends will return from investments responsible officers make toward developing in men the feeling that a personal interest in them as individuals is felt.

APPENDIX A

RECOMMENDED IMPROVEMENTS AND CRITICISM OF THE PROGRAM
OF THE 114TH MEDICAL BATTALION, MSG

In the interest of making the program of the 114th Medical Battalion more worthwhile and meaningful to you, you are asked to offer criticisms of the program as it now is, and to suggest specific improvements. Be frank in your answers. All suggestions will be given serious consideration. Do not sign your name. Please answer the following questions.

I. PRELIMINARY ITEMS

1. Your age? _____ years.

2. Are you a veteran? Encircle: Yes No

3. How long have you been a member of the National Guard?

_____ years _____ months.

4. For what reason(s) did you join the National Guard? _____

5. Do you think you will recallist when your three year period of duty is over? Encircle: Yes No

6. Give the reason(s) for your answer to question 5. _____

7. Do you feel that going to Summer Field Training is an extreme inconvenience for you? Encircle: Yes No If yes, explain briefly _____

II. TRAVEL

8. What distance do you travel to attend drills? _____ miles.

9. What type of transportation do you use? Please check?

Walk Subway

Automobile Train

Bus Other (Please name) _____

10. Do you have any difficulties in traveling to drills? Encircle: Yes No If yes, explain _____

III. ACCOMMODATIONS AND SPECIAL ACTIVITIES

11. Do you think the quarters and locker facilities of the 114th Medical Battalion in the South Armory are adequate? Encircle: Yes No

12. Do you feel that the athletic program and other special activities of the 114th Medical Battalion are adequate? Encircle: Yes No

13. What, if any, activities do you recommend adding to the special activities (off duty) program? _____

14. Do you participate in any of the special activities (off duty) of the 114th Medical Battalion? Encircle: Yes No

15. What is the reason(s) for your answer to 14 above? _____

IV. AREAS OF TRAINING

16. What training subject(s) have you found most interesting? _____

17. Why? _____

18. What subject(s) have you found least interesting? _____

19. Why? _____

20. What, if any, subjects not now offered should be added to the program? _____

21. Why? _____

22. What, if any, subjects now offered should be left out of the program? _____

23. Why? _____

24. On what subjects is too much time spent? _____

25. On what subjects is too little time spent? _____

V. EFFECTIVENESS OF TRAINING

26. Name the skills you have learned in the Guard that help to make you better qualified for the job you are assigned in the 114th Medical Battalion? Be specific. _____

27. Name the skills you feel you need to learn in order that you can better perform the job you are assigned in the 114th Medical Battalion? Be specific. _____

VI. INSTRUCTORS

28. What two instructors do you consider most effective?

Name? _____ Why? _____

Name? _____ Why? _____

29. What are the outstanding personal traits of the instructors named in 28 above? _____

30. What are the outstanding methods used by the instructors named in 28 above? _____

31. Consider the instructors you feel are least effective. What are the outstanding personal traits of these instructors? Name one or two of these traits. _____

VII. COMMAND

32. Do you feel that your Company Commander has a real interest in your learning accomplishments? Encircle: Yes No Comment. _____

33. Do you feel that your Company Commander has an interest in your advancement from grade to grade? Encircle: Yes No Mention any specific incident or evidence for your answer. _____

34. Do you feel that you might go to your Company Commander for help on personal problems which you might have? Encircle: Yes No

Comment. _____

VIII. ADDITIONAL COMMENTS

Here make any comments you care to add. _____

