

Armed Services Technical Information Agen

AD

19544

NOTICE: WHEN GOVERNMENT OR OTHER DRAWINGS, SPECIFICATIONS OR OTHER DATA ARE USED FOR ANY PURPOSE OTHER THAN IN CONNECTION WITH A DEFINITELY RELATED GOVERNMENT PROCUREMENT OPERATION, THE U. S. GOVERNMENT THEREBY INCURS NO RESPONSIBILITY, NOR ANY OBLIGATION WHATSOEVER; AND THE FACT THAT THE GOVERNMENT MAY HAVE FORMULATED, FURNISHED, OR IN ANY WAY SUPPLIED THE SAID DRAWINGS, SPECIFICATIONS, OR OTHER DATA IS NOT TO BE REGARDED BY IMPLICATION OR OTHERWISE AS IN ANY MANNER LICENSING THE HOLDER OR ANY OTHER PERSON OR CORPORATION, OR CONVEYING ANY RIGHTS OR PERMISSION TO MANUFACTURE OR SELL ANY PATENTED INVENTION THAT MAY IN ANY WAY BE RELATED THEREIN.

Reproduced by
DOCUMENT SERVICE CENTER
KNOTT BUILDING, DAYTON, 2, OHIO

UNCLASSIFIED

AD No. 19544

ASTIA FILE COPY

HumRRO

Research Memorandum 2

Attitude and Information Patterns of OCS Eligibles

by

Milton G. Holmen and Robert V. Katter

October 1953

**The George Washington University
HUMAN RESOURCES RESEARCH OFFICE
operating under contract with
THE DEPARTMENT OF THE ARMY**

ATTITUDE AND INFORMATION PATTERNS
OF OCS ELIGIBLES

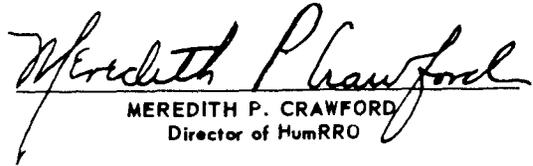
by

Milton G. Holmen and Robert V. Katter

Approved:



LAUNOR F. CARTER
Director of Research
AFF Human Research Unit No. 2
Fort Ord, California



MEREDITH P. CRAWFORD
Director of HumRRO

The George Washington University
HUMAN RESOURCES RESEARCH OFFICE
Operating Under Contract With
THE DEPARTMENT OF THE ARMY

The contents of HumRRO publications, including the conclusions and recommendations, should not be considered as having official Department of the Army approval, either expressed or implied.

Published
October 1955

by
The George Washington University
HUMAN RESOURCES RESEARCH OFFICE
Post Office Box 3596
Washington 7, D. C.

Distributed Under the Authority of
The Office of the Assistant Chief of Staff, G-1, D/A

ATTITUDE AND INFORMATION PATTERNS OF OCS ELIGIBLES

SUMMARY OF FINDINGS

Research in the Officer Candidate School project is directed at the study of two problems: (1) the low application rates among those men who are eligible for OCS, and (2) the relatively high attrition rates among those men who are accepted for OCS.

This Memorandum summarizes the findings from an exploratory investigation conducted in preparation for a more rigorous attack on the first of these two problems. The findings suggest certain implications for both problems, and these implications are being more thoroughly tested at present.

The findings reported here were gleaned from a study of the attitude and information patterns of a sample of men who were eligible for OCS, and from a small biographical study of OCS eligibles.

A 32-item attitude and information questionnaire was administered in the autumn of 1952 to 911 eligibles at four Army installations. For analysis of the replies, eligibles in the sample were divided into four groups on the basis of whether they had applied or intended to apply for OCS, were still undecided, or had decided not to apply. Findings based on the responses to the questionnaire include the following observations:

(1) OCS eligibles, as a rule, were not well informed about OCS. Eligibles tended to misjudge the kinds of requirements which will create hazards for candidates. They tended to underestimate the leadership requirements, and to overestimate the academic requirements. Results suggest that the longer active duty tour required of officers (as compared to enlisted men) and a belief in a greater likelihood of recall from reserve status are the most important deterrents to application for OCS.

(2) Men who said they had applied for OCS listed more advantages to OCS than did members of other groups and also were more likely to list disadvantages. They listed personal advancement and

the opportunity for self-improvement as advantages they perceived in OCS more often than did the other three groups of eligibles. They indicated a greater degree of certainty about their chances of graduation than did eligibles who had not applied.

(3) Men who indicated that they intended to apply for OCS but had not yet made application did not differ in any clearly discernible way from the applicant group.

(4) Men who indicated that they had not decided whether to apply for OCS mentioned material gains, such as pay and privileges, as advantages more often than did the applicant group. They did not mention personal advancement and opportunity for self-improvement as often as the applicants. Many indicated that they would accept a commission if they did not have to attend OCS.

(5) Men who had decided not to apply for OCS listed fewer advantages to commissioned service than did other eligibles. Of all groups, non-applicants were most likely to list the longer tour of duty for officers as an important disadvantage to commissioned life. More than half of this group would not accept a commission even if they could get it without going to OCS. Virtually all of them had already decided to return to civilian life at the end of their current tour of duty.

The Qualification Records (DA AGO Form 20) of 329 OCS eligibles were analyzed with respect to five variables. No significant differences were found between the applicant and non-applicant groups with respect to age, marital status, education, or Aptitude Area I scores. Caucasians appeared less likely to apply for OCS than did non-Caucasians.

**ATTITUDE AND INFORMATION PATTERNS
OF OCS ELIGIBLES**

CONTENTS

	Page
Summary of Findings	i
The Problem	1
The Research Plan	2
Methods Used in the Questionnaire Study	4
Administration of the Questionnaire	4
Description of the Sample	4
Procedures of Analysis	5
Findings from the Questionnaire Study	6
Introduction	6
Characteristics of All Groups	7
Characteristics of Decision Groups	8
Typical Applicant	8
Typical Delayed Applicant	9
Typical Uncertain Eligible	9
Typical Non-Applicant	10
The Biographical Study	10
Conclusions	11
 Appendices	
A Descriptive Appendix	13
B Tabular Appendix	20
 Table	
1 Number of OCS Eligibles in Each Sample Group	6

ATTITUDE AND INFORMATION PATTERNS OF OCS ELIGIBLES

THE PROBLEM

Research in the Officer Candidate School project is concerned with causes of the shortage of qualified applicants for Officer Candidate Schools and the high attrition rates in these schools. The need for such a study is evidenced by these facts: less than a third of the men who become eligible to apply for Officer Candidate School actually make application; and of the men who apply, are accepted, and actually begin OCS training, almost half fail to graduate. Currently the attrition rate is higher than during the second world war or early stages of the present remobilization. A large part of this increased attrition is due to voluntary resignation, a type of loss almost unknown during World War II.

At the time this project was initiated, Army quotas for newly commissioned officers were not being met. Officer Candidate Schools were unable to provide the needed officers, primarily because they lacked qualified applicants.¹ As a consequence, Officer Candidate Schools had 900 vacancies in June, 1952, when formulation of this research project was under way.

In a typical training battalion of 1,000 men, about 300 would be eligible to apply for OCS, and about 100 would usually apply. Of the 100 applicants, 65 would be accepted for officer training, and about 35 would finally receive commissions. Of the men who begin OCS training, approximately 55 per cent receive commissions, 25 per cent are failed by the schools, and 20 per cent resign. Lack of motivation and lack of leadership each account for a little more than one-third of all OCS attrition; the remaining losses are about equally divided among academic, physical, and other deficiencies.

¹Terms are used in accordance with Department of the Army SR-350-350-20, "Education and Training: Army Officer Candidate Course," 25 Sep 51, as follows: an "officer candidate applicant" is any qualified person who has submitted application for attendance at an Army Officer Candidate course; a "selected applicant" is one who has been selected to attend such a course under a quota issued by the Department of the Army; a "candidate" is a selected applicant who is actually attending a course.

Although the shortage of new officers is not crucial at present, difficulty in meeting officer quotas in any future mobilization will again be experienced by the Army unless a greater proportion of the eligible men apply for and graduate from OCS training.

The objectives of the OCS research are to study causes of attrition at OCSs and to assist OCSs in improving methods of evaluating candidates during training. The OCS research also anticipates providing information relevant to raising the motivation of enlisted men so that a higher proportion will apply for and complete OCS training; improving administrative techniques in procurement of officer candidates; and increasing the effectiveness of assessing officer potential of applicants.

THE RESEARCH PLAN

Six related studies are included in the research project. The purpose of these studies is to gather information needed by the Army in dealing with these problems. These studies cover the following areas:

- (1) Attitude and information patterns of OCS eligibles
- (2) Effectiveness of different methods of orienting eligibles about OCS and commissioned service
- (3) Attitudes toward branch to which assigned for officer training, and effects of these attitudes upon success in OCS
- (4) Effectiveness of military and vocational interest tests as predictors of motivation for OCS and commissioned service
- (5) Effectiveness of an OCS applicant assessment center in the training and evaluation of men as leaders
- (6) Effects of different evaluation methods used in OCS, both on attrition and on quality of officers graduated

The research on the specific phases of the OCS problem is being supplemented by a broad interviewing program. Interviews are being obtained with OCS eligibles, applicants, candidates, and graduates; recently relieved candidates; members of officer candidate review boards; personnel processing OCS applications; and OCS training and evaluation personnel.

A brief discussion of the studies incorporated in the research plan follows:

- (1) Attitude and Information Patterns of OCS Eligibles. To discover why so many eligible men fail to apply for officer candidate

training, a questionnaire was constructed to study the attitudes of the eligibles and to ascertain the amount of significant information they had about OCS training and commissioned service. The questionnaire was administered to OCS eligibles, both applicants and non-applicants, in several training divisions. Results from this questionnaire study and a small biographical study are reported in this Memorandum.

(2) Effectiveness of Different Methods of Orienting Eligibles About OCS and Commissioned Service. Variations in formal and informal methods of orienting eligibles about OCS and commissioned service are being studied. The effects of such variations, as reflected in the number of men volunteering for OCS, are being compared.

(3) Attitudes Toward Branch to Which Assigned for Officer Training, and Effects of These Attitudes Upon Success at OCS. While applicants are given an opportunity to express preference for particular branches of the service, such preference is only one of the factors considered by the Army in assigning candidates to schools. Branch preference questionnaires have been administered at all OCSs to study the candidate's attitudes toward the branch to which he was assigned, whether it was a listed preference or not. Follow-up information is being obtained to ascertain the effects on OCS success of a candidate's being assigned to a school other than that listed as a preference on his OCS application.

(4) Effectiveness of Military and Vocational Interest Tests as Predictors of Motivation for OCS and Commissioned Service. Since tests offer another approach to the study of motivation, a military interest blank and a vocational interest blank are currently being validated. The primary objectives are to determine which items or portions of the tests predict high levels of motivation, and to ascertain if the same motivational patterns are found in all OCSs.

(5) Effectiveness of an OCS Applicant Assessment Center in the Training and Evaluation of Men as Leaders. In cooperation with the Personnel Research Branch, Adjutant General's Office, two experimental assessment centers are being set up to investigate methods of evaluating OCS applicants. The centers have four purposes: (a) to develop situational tests for possible use as predictors of success at OCSs; (b) to test the effectiveness of a leadership assessment program as a leadership training device; (c) to develop and test methods involved in the training of personnel engaged in evaluation; and (d) to specify some leadership dimensions identified in the situational tests. Successive groups of OCS applicants are being brought to the assessment center for testing in connection with the research plan.

(6) Effects of Different Evaluation Methods Used in OCS, Both on Attrition and on Quality of Officers Graduated. Methods of measuring success and failure in OCS will be studied. These findings and the results of earlier phases of the research regarding assessment center

techniques and reasons why men do not complete OCS training will be coordinated and interpreted. This information may then be utilized by personnel engaged in evaluating officer candidates.

METHODS USED IN THE QUESTIONNAIRE STUDY

Administration of the Questionnaire

Preliminary planning for the OCS research project revealed a need for more definite knowledge about eligibles' attitudes and information concerning OCS. Inasmuch as such knowledge is required for later research, a study along these lines was conducted as the first phase of the project. Information obtained from this study is presented in this Memorandum, because it was thought that those Army officers dealing with Officer Candidate Schools and with men eligible for OCS attendance might find it of value.

To study the eligibles' attitudes and OCS information levels, a 32-item "Leadership Opportunity Questionnaire" was constructed. Questions to which the men could respond in their own words were used for the most part. This procedure was employed because the researchers wished to obtain every possible indication of the men's actual feelings and levels of information. The advantages of spontaneous expression, as compared with fixed-answer responses, seemed to outweigh the difficulties inherent in statistical treatment of "open-end" questions. Pre-trials of the instrument were accomplished by administering it to two platoon-size groups of eligibles and interviewing these men about their reactions to the various items of the questionnaire.

Description of the Sample

The questionnaire was administered in the autumn of 1952 to a sample of 911 OCS eligibles,² drawn from four camps. The sample did not include all eligibles at the camps, but it did include all eligible men in certain companies during given time intervals. The selection of the companies was based upon administrative and operational

²To be eligible for officer training, an enlisted man must: be 18 1/2 but not yet 28 years old; be a United States citizen; be a high school graduate, or the equivalent from the Armed Forces Institute; achieve an Aptitude Area I score of 110 or better; score at least 115 on the Officer Candidate Test (OCT 1 or 2); and pass a physical examination. (DA SR 350-350-20, 25 Sep 51)

convenience at the camps. It should be noted that the tested men remained anonymous.

Of these 911 men, 300 were from the 6th Infantry Division of Fort Ord, California, 213 from the 7th Armored Division at Camp Roberts, California, 200 from the 44th Infantry Division at Camp Cooke, California, and 198 from the 3d Armored Division at Fort Knox, Kentucky. At the time of testing, approximately 33 per cent of the men eligible for OCS at Fort Ord and Camp Roberts were submitting applications. This percentage is close to the over-all average for Army training divisions. At Fort Knox 54 per cent of the eligibles were submitting applications, whereas at Camp Cooke only 5 per cent were applying.³

The eligibles at Camp Cooke had finished basic training within the preceding month; at the other three posts the men were in basic training and had just been offered formal opportunity to apply for OCS.

Since very few men with permanent duty assignments make application for OCS, no such men were included in the sample. Questionnaires of a few men uncertain as to their eligibility for OCS were not included in the analysis.

Procedures of Analysis

The questionnaires from men at Camp Roberts and Fort Ord were combined for purposes of analysis, because the rates of application were similar both for the two sample groups and for the two posts as a whole. The questionnaires from Camp Cooke and Fort Knox were analyzed separately. The sharp inter-camp differences in application rates added to the difficulty of interpreting questionnaire responses. However, the fact that the obtained sample included both a camp with a high rate and a camp with a low rate does permit generalization about probable averages.

The questionnaires filled out by the 911 eligibles were classified into four "decision groups" (see Table 1) on the basis of the responses made to Items 5a and 5b. Item 5a read, "Have you submitted an application for OCS?" and 5b was, "If not, do you intend to submit one?"

The 148 men (16 per cent) who answered "Yes" to 5a and left 5b blank were called applicants. The 102 (11 per cent) who responded to 5a with "No" and to 5b with "Yes" were called delayed applicants. The 425 (47 per cent) who responded "No" to both questions were called non-applicants. The 236 (26 per cent) who answered "No" to 5a and

³In the sample itself, at the time the questionnaire was given the percentage of eligibles who had applied or intended to apply for OCS was as follows: Fort Ord-Camp Roberts, 24 per cent; Camp Cooke, 9.5 per cent; Fort Knox, 54 per cent.

"Don't know" to 5b were called uncertain eligibles. In the following discussion these designations will be used.

In the compilation of answers the wording actually used by the men in their responses to the "open-end" questionnaire was retained, in condensed form (see Appendices). This was done to preserve the shades of meaning used by the men. In addition, this procedure avoided the introduction of possible error due to combining divergent responses. Because no attempt has been made to group responses into single categories, the results obtained by this method appear less definite. Responses were not grouped because retention of the distinctions made by the eligibles was judged to be important at this preliminary stage of the research.

Table 1
NUMBER OF OCS ELIGIBLES IN EACH SAMPLE GROUP

Source	Decision Group				Total
	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants	
Camp Cooke	119	62	10	9	200
Fort Ord and Camp Roberts	273	117	36	87	513
Fort Knox	33	57	56	52	198
Total	425	236	102	148	911

FINDINGS FROM THE QUESTIONNAIRE STUDY

Introduction

Certain findings, which seem to apply to all decision groups, will be presented in brief in the following section, "Characteristics of All Groups." (A detailed discussion of these findings is contained in Appendix A.) Each group will then be described in terms of a "typical member." Probably no such "typical member" actually exists; however, these descriptions do provide a simple method of portraying the composite responses of a decision group and are useful as a guide to further research.

The form of some of the data precludes computations which specify how often the obtained differences between groups might be expected to occur by chance. Such statistical limitations in exploratory operations are not usually considered a serious disadvantage. Where differences were small enough to make it likely that they were due to "chance," they are not given weight in this discussion.

Preliminary analysis of the data indicated that, although there were large differences between the camps with respect to rates of application, the pattern of responses within each of the four decision groups (applicants, delayed applicants, uncertain eligibles, and non-applicants) was highly consistent from camp to camp. This consistency permitted combining the blanks from the four camps for each decision group before preparing descriptions of the responses to the items in the questionnaire.

The descriptive appendix, Appendix A, accompanying this report contains an item-by-item discussion of the questionnaire responses.* The distributions of responses, on which these discussions are based, are included in the tabular appendix, Appendix B. The reader may obtain more information about those questions in which he is particularly interested by referring to the sections in the descriptive or tabular appendix bearing the same item number.

(NOTE: The numbers placed in parentheses in the following sections refer to the questionnaire items from which the descriptions were developed.)

Characteristics of All Groups

Many eligibles were poorly informed about the officer candidate program. For example, the typical eligible was able to list, by branch and location, less than two of the eight OCSs(7). Few eligibles reported feeling that they had been given ample information about OCS (19,20). The eligibles consistently overestimated the percentage of applicants that would be assigned to one of the three combat arms (10).

A lack of knowledge about the nature of OCS was reflected by answers to a number of questions. A very high proportion of eligibles thought that they could complete OCS if they tried (13), but the high percentage of attrition does not support this view. Furthermore, few eligibles thought that they would be failed for a lack of leadership ability (14), yet one-third of all failures are for this reason.

*The appendices do not include the first five questions in the questionnaire which dealt with the units to which the men belonged, and their plans with regard to applying for OCS.

Eligibles tended to overestimate the number of failures due to educational shortcomings (27). This misconception was demonstrated by a disproportionate number of men who felt that, if they were to fail at OCS, it would be because of insufficient education (14). This belief is not well founded, as the prevailing OCS policy is to give primary emphasis to training leaders of men, and less emphasis to academic and technical training.

Many eligibles regarded "responsibilities" as the major disadvantage incurred by commissioned officers, with extended tour of duty and reserve status also frequently mentioned (16). The extension of the tour of duty was probably the major single deterrent to application (6b).⁵

Pay advantages were an important incentive to all groups (6a,15). Most of the eligibles thought some advantages in later civilian life would accrue from having been a commissioned officer. The advantages listed were the opportunity for getting a better job, and the development of leadership ability. On the negative side, about one-fourth of the eligibles said that having been an officer would make them more domineering, militaristic, or subject to feelings of animosity, or would result in greater difficulty in adjusting to civilian life (23b).

Characteristics of Decision Groups

On the basis of analysis of the responses of the decision groups, some characteristics of the "typical member" of each group can be described.

Typical Applicant

Determination of the attitudes of the typical applicant is of special interest to those working with OCS problems. First, the attitudes and behaviors the applicant displays are those the Army would like to stimulate in other eligibles to increase the rate of application. Second, as these same attitudes are likely to continue to motivate the applicant as an officer candidate, the findings concerning this group will be useful to OCS training and evaluation personnel.

⁵At the time this study was conducted, most eligibles entered the Army through selective service. Those who retained their enlisted status became eligible for discharge after 21 to 24 months of duty. Those eligibles who completed OCS spent a minimum of four months in basic training, one or more months awaiting OCS orders, five months in OCS, and 18 months as commissioned officers. The average time spent awaiting OCS orders was five months so that the expected service time was 32 months for men who completed OCS as compared with an expected time of 22 or 23 months for men who did not attend OCS.

The "typical applicant" seemed to be more concerned with his own advancement and self-improvement than did the non-applicant or uncertain eligible (6a,15,17). He listed more advantages and was more likely to list disadvantages of OCS than members of all other groups (17,18). He tended to be "Very certain" about his chance of completing OCS as compared with "Fairly certain" for non-applicant and uncertain groups (the scale runs from "Completely certain" to "Very uncertain") (13). The typical applicant saw commissioned life as desirable and would apply for a commission if he did not have to attend OCS (however, a substantial minority of these applicants considered OCS training essential and would not accept a commission without it) (24,25).

The typical applicant saw advanced training and education as "advantages" to be obtained from OCS attendance more frequently than did members of the other groups (17). He was better informed about the length of active duty required (22). He was less likely than the uncertain and non-applicants to have made a definite decision to return to civilian life at the end of his current tour of duty (23).

Typical Delayed Applicant

The "typical delayed applicant" showed substantially the same response pattern as the typical applicant.

Typical Uncertain Eligible

The group of uncertain eligibles has special importance, since this is the group from which most additional candidates might be obtained. Therefore, determination of the factors which might influence their decisions favorably has special significance.

The "typical uncertain eligible" tended to be less concerned about advancement and self-improvement than the applicant or delayed applicant (6a,15,17). He seemed to be more interested in the material advantages, such as pay and privileges, than members of the applicant group (6a). He was more concerned with the extended tour of duty than the applicant or delayed applicant (6b). He tended to be "Fairly certain" of his chances for completing OCS, as compared with "Very certain" for the applicant and delayed applicant (13). He would be more likely to apply for OCS if he felt sure he would be appointed to the branch of his choice (25). He viewed commissioned life as quite desirable, but apparently considered OCS an unpleasant hurdle (24). He had decided to return to civilian life at the end of his current tour of duty (23).

The uncertain eligibles differed from the non-applicants particularly with respect to two questions. Almost twice as many of the

uncertain eligibles as of the non-applicants would accept commissions if they could get them without going to OCS (24). More than three times as many said that they would apply for OCS if they could be certain of being assigned to the school of first choice (25). On these two questions, their response pattern was more similar to that of the applicants and delayed applicants than to that of the non-applicants.

Typical Non-Applicant

The decisions of a certain portion of the non-applicant group can be considered as realistic, since some of them would not succeed at OCS if they went. However, the non-applicant group undoubtedly includes many very capable men; all meet basic eligibility standards, and no particular differences between applicants and non-applicants in Aptitude Area I scores were shown in the biographical study (reported in the following section). Personal interviews with a considerable number of non-applicants substantiated this impression of their capabilities. Therefore, many men in this group can be considered as potential officer material if the Army can succeed in motivating them to apply for OCS.

Ninety-eight per cent of the non-applicants said that they planned to return to civilian life at the end of the current tour of duty. They may thus be viewed as men who reject not only commissioned service, but all military service, as a career.

While the "typical non-applicant" preferred to avoid both OCS and commissioning as an officer, a substantial group would accept a commission if they did not have to go to OCS (24) and a somewhat smaller group said they would apply for OCS if they could be sure of being assigned to the branch of their first choice (25).

The non-applicant seemed to be less concerned with self-improvement, advancement, and the opportunity for leadership than the applicant or delayed applicant (6a, 15, 17). He listed fewer of both desirable and undesirable aspects of OCS than did the applicant (17, 18). He was "Fairly certain" about his chances of success at OCS as compared with "Very certain" for the applicant and delayed applicant (13). He disliked the extended tour of duty more than members of the applicant and delayed applicant groups (6b).

THE BIOGRAPHICAL STUDY

The percentage of eligibles who apply for OCS at Fort Ord falls between the extremes recorded from other installations included in the questionnaire sample previously described. The Fort Ord percentage also is nearer the over-all training division average than the

more extreme values from the other camps sampled. For these reasons, and because of the accessibility of records at Fort Ord, the sample in the biographical study was confined to this installation.

Some of the biographical characteristics of applicant and non-applicant groups were studied by analyzing the Qualification Records (DA AGO Form 20) of the OCS eligibles in six companies at Fort Ord. These companies contained 329 eligibles, 99 of whom applied for OCS during basic training. The applicants were compared with non-applicants on five variables—age, race, marital status, years of education, and Aptitude Area I scores.

The applicant group contained a significantly larger proportion of non-Caucasians than did the non-applicant group. Thirty-three per cent of the applicant group was non-Caucasian while the corresponding figure for the non-applicant group was only eight per cent. Differences this large between two such groups would arise by chance less than five times in a hundred.

The differences found between the applicant and non-applicant groups on the other variables were so small that they could have been accounted for by chance alone.

CONCLUSIONS

The attitude and information study has provided useful background information for the OCS research project. It has suggested several promising areas for further study in the effort to increase the proportion of eligible men who become Army officers.

Expressed in broad terms, the main findings were:

(a) Certain differences in attitudes and in some aspects of information level about OCS were discernible among the four decision groups. These indications should be a useful guide in the effort to persuade more eligible men to apply for OCS, and to motivate more candidates to complete their training for commissions.

Of especial interest was the fact that practically none of the eligibles in the non-applicant and uncertain groups intended to stay in the Army upon completion of their tours of duty, whereas almost one-half of the eligibles in the applicant and delayed applicant group were as yet undecided.

(b) Two of the major reasons for the low percentage of applications proved to be the longer time in service and the longer reserve status for officers, as compared with the requirements for enlisted men. The study also revealed that many men prefer not to assume the "responsibilities" of the officer.

(c) A desire for self-improvement is evident among many OCS applicants, and these men commonly view OCS as an opportunity to accomplish this goal. Cultivation of this motive may prove useful to OCS personnel in maintaining and increasing the candidates' level of effort at the schools.

(d) Many eligibles apparently do not have enough information about OCS to make the most valid personal decision about applying. Development of more comprehensive orientation procedures would permit them to make their decision in the light of the actual nature and requirements of OCS training and commissioned life. This might serve particularly to decrease the percentage of those who now fail or resign during OCS training.

Appendix A

DESCRIPTIVE APPENDIX

The following descriptions were compiled by inspecting the tables of raw response percentages in the tabular appendix and abstracting those elements on which clearly discernible differences were found. This discussion is in terms of trends because the form of the data precludes calculation of levels of statistical significance.

6a. "List the two things which most make you want to apply for OCS." As might be expected, this item was answered more often by members of the applicant and delayed applicant groups than by members of the uncertain and non-applicant groups. Advancement (33%), bettering oneself (21%), and education (17%) were listed more often by applicants and delayed applicants than by others. Pay is an important incentive to all groups (31%) but was most frequently named by uncertain eligibles. They also listed privileges (16%) somewhat more often than did the men in the other groups. Thus it appears that uncertain eligibles are more concerned with material gain than are members of other groups. Leadership (i.e., the opportunity to exercise leadership) was mentioned by approximately 21 per cent of the applicants, 6 per cent of the non-applicants, and 13 per cent of the other groups. Prestige, future aid, and more service to country were mentioned more often by applicants than by members of other groups.

6b. "List the two things which most make you want to avoid OCS." This item was left unanswered most often by delayed applicants and applicants (18%). Extended tour of duty was frequently mentioned by members of all groups (66%), but the non-applicant and uncertain groups (74%) emphasized it more than applicant and delayed applicant groups (39%). The extraordinary emphasis on "extended tour of duty" makes it clear that this is an important consideration to most eligibles. Reserve status was mentioned by about 13 per cent.

7. "List the branches for which you think Officer Candidate Schools are open. Tell where these OCSs are located and how long the training period is for each of the schools." The number of correct listings, out of a possible eight, was tabulated. The non-applicants had an average

of only 0.8 correct listings, members of uncertain and delayed applicant groups averaged 1.2 correct listings, and the applicant group averaged only 2.0 correct listings. Even though eligibles may not consider such detailed knowledge as essential, such a low over-all average of correct responses suggests a general lack of information about OCS.

8. "About what per cent of men who apply for OCS are accepted for some Officer Candidate School?" No particular differences among groups were found. The estimates showed considerable variation, but they centered around the figure of 65 per cent. This value was correct at the time the questionnaire was administered.

9. "About what per cent of men who apply get accepted for the branch of their first or second choice?" No consistent differences were evident among the groups. The estimates varied a great deal, centering around 30 per cent. Research on another phase of the OCS problem has indicated that about 50 per cent of 2,000 officer candidates were assigned to the school of their first or second choice. Some men, of course, resign on being notified that they have been selected for a school not of their choice. Figures indicating what percentage of the selected applicants decline orders for this reason are not currently available.

10. "Of all men who apply for any OCS about what per cent get accepted for (a) Infantry, (b) Armored, (c) Artillery?" There were no noticeable differences in the responses to this question among decision groups. The groups estimated that 95 per cent of OCS applicants would be accepted for combat arms (Infantry 55%; Armored 20%; Artillery 20%). The correct figure for combat arms was about 72 per cent (Infantry 42%; Armored 15%; Artillery 15%). Of those eligibles answering this question, 72 per cent overestimated the actual percentage of candidates being assigned to Infantry OCS. If these responses accurately reflect the biases of the eligibles, this result suggests that some individuals may not apply for OCS because they do not want to be in a combat branch and see little chance of getting any other.

11. "About what per cent of the men who enter OCSs get commissions?" Again, there were no apparent differences among decision groups. The estimates, though varying a great deal, centered around 60 per cent. This is close to the correct average of approximately 55 per cent.

12a. "Of those entering OCS who do not get commissions, about what per cent voluntarily resign?" No particular differences between groups were found. Estimates centered around 20 per cent, the correct value, with a few estimates of over 40 per cent.

12b. "What per cent of those entering are failed by the schools?" No differences between groups were found. Estimates centered around 20 per cent, with a few estimates of over 40 per cent. This tends to be a close approximation of the true value, 25 to 30 per cent.

13. "If you were sent to the Infantry, Artillery, or Armor OCS and really tried to get a commission, how certain are you that you would complete the course?" Eligibles responded on a five-point scale including "Completely certain," "Very certain," "Fairly certain," "Rather uncertain," and "Very uncertain." Virtually all of the applicants and delayed applicants and 85 to 95 per cent of the uncertain eligibles and non-applicants were "Fairly certain" or "Completely certain" they could get a commission if they tried. Evidently it is not lack of assurance which deters the bulk of eligibles from applying for OCS.

14. "If you went to OCS but did not get commissioned, what would you expect to be the most likely reason for your not getting commissioned?" Lack of effort or interest was mentioned by about 26 per cent of all groups. Lack of education was mentioned by about 13 per cent of the men in each decision group, and mental strain by approximately 8 per cent.

The vague and varying pattern of responses to this question seems to indicate that eligibles know very little about OCS requirements. Furthermore, what ideas eligibles do have are partially wrong, since lack of leadership and lack of motivation each account for about one-third of all OCS failures. Also, men appear to be unduly concerned about lack of education since academic failures account for less than 10 per cent of all OCS attrition.

15. "What do you consider the principal benefits you would get from being a commissioned officer?" Advancement, the idea of getting ahead, as a benefit resulting from obtaining a commission, was mentioned considerably more often by the applicant and delayed applicant groups (23%) than by the non-applicant and uncertain groups (8%). Increased pay was very important for all groups, although it was stressed more by the uncertain group (63%) than by the other three (52%). Privileges were mentioned by 30 per cent of the uncertain and only 9 per cent of the applicants, with the other two groups centering around 18 per cent. The opportunity for assuming responsibility was mentioned by 12 per cent of the applicants, 3 per cent of the uncertain and delayed applicants, and by less than one per cent of the non-applicants. Living conditions were mentioned by about 22 per cent of all eligibles. Prestige and respect were listed by 36 per cent of the applicants and delayed applicants, 28 per cent of the uncertain, and only 16 per cent of the non-applicants.

16. "What do you consider the principal disadvantages of being a commissioned officer?" Responsibility, which 37 per cent of the eligibles considered an unpleasant obligation of being an officer, was mentioned more often by all groups than any other single disadvantage. It is especially interesting that the word "responsibility" seems to carry an unfavorable connotation; verbal equivalents of the word were seldom

used. This may be due to training within the Army, or it may be a cultural factor.

Extended tour of duty received frequent mention (21%), and reserve status was mentioned by about 18 per cent of the men. Animosity, or the felt aggression of subordinates, was mentioned by 21 per cent of the delayed applicants, 6 per cent of the non-applicants, and 13 per cent of the other two groups. This pattern suggests that a segment of OCS eligibles views noncommissioned service as much more comfortable than commissioned service on several counts. This view seems reasonable for those individuals who do not identify with the positive values of commissioned service. Such questions as "Can you be an officer without arousing undue antagonism in your subordinates?" and "How much additional time in service does taking a commission actually cause one to serve?" need to be asked and answered for such individuals.

17. "What do you feel would be the most desirable aspects of OCS?" Advanced training and education, as desirable aspects of OCS, received the largest proportion of mention, with 40 per cent of the applicants and delayed applicants mentioning one or the other as compared with only 21 per cent of the uncertain and non-applicants. Leadership was listed by 19 per cent of the delayed applicants, 6 per cent of the non-applicants, and about 13 per cent of the other two groups. Increased pay was mentioned by about 11 per cent of all groups. (This mention of increased pay is due either to misinformation, since men do not get higher pay at OCS, or to misinterpretation of the question, since it does not refer to commissioned service.)

18. "What do you feel would be the most undesirable aspects of OCS?" This question was not answered by a considerable number of eligibles. It was omitted most often by members of the non-applicant group (43%) and least often by applicants (12%), with the other two groups (23%) falling between these extremes. This interesting result may be an indication of a lack of knowledge about all aspects of OCS among men who had made a negative decision or no decision (both such groups are characterized by avoidance, part of which may be due to insecurity based on lack of knowledge).

Physical training was mentioned by 15 per cent of all eligibles, which is unrealistically high in terms of the points of stress actually mentioned by candidates at OCS. Discipline was mentioned by approximately 17 per cent of all eligibles, but it is interesting to note that it was mentioned most often by applicants (23%) and least often by non-applicants (14%). It would appear that the disciplinary standards at OCS do not deter men from applying, though the evidence cited can not be considered conclusive. Long hours of study were listed by about 12 per cent but, like discipline, were mentioned least often by the non-applicants (6%). The same finding holds for restrictions; this response

was given by 4 per cent of the non-applicants and by 9 per cent of the other three groups.

19. "How much time have officers and non-coms in your company spent explaining or discussing OCS with you?" About 85 per cent of the responses were divided between "None" and "Very little."

20. "What aspects of OCS and commissioned service did they discuss and what did they say about them?" This item was unanswered or answered "None" by 60 per cent of the non-applicants and uncertain, as compared to 43 per cent of the delayed applicants and 31 per cent of the applicants. It is also worth noting that 22 per cent of the applicants said that the training program had been discussed, compared with an average of only 9 per cent for the other groups. The general pattern of responses to this question appears to indicate that men are not being encouraged to apply for OCS by their training company personnel.

21. "What kinds of duty (and where) can second lieutenants expect during the first year after being commissioned?" Duty in a training unit was mentioned more often than any other category (64% of the applicants, 47% of the uncertain and delayed applicants, and 40% of the non-applicants listed this duty). Approximately half of all candidates mentioned either combat duty or overseas duty. It may be significant that combat duty was mentioned most often by non-applicants (40%) and overseas duty mentioned least often (12%). The responses to this question indicate that most eligibles have a realistic picture of this aspect of commissioned life.

22. "How long do lieutenants have to stay on active duty after being commissioned?" The correct answer at the time of questionnaire administration was 18 months. This answer was given by 90 per cent of the applicants and only 68 per cent of the non-applicants. The item was not answered or answered "Don't know" by 22 per cent of the non-applicants, 12 per cent of the uncertain, and less than 2 per cent of the other groups. Whether lack of knowledge on this important point was the cause or effect of the lack of application for OCS has not been determined. It is possible that many of the non-applicants who failed to answer this question were not interested in being officers for any period of time and hence had not taken the trouble to find out how long OCS graduates would have to serve in an active commissioned status. On the other hand, some of the non-applicants may have entered this category because of lack of this and other information necessary to make the decision to apply for OCS training.

22a. "What other obligations do they incur as a result of being commissioned?" Only 5 per cent of the applicant group left this question unanswered or responded "Don't know" whereas from 26 to 44 per cent of the other three groups did not list any obligations. Reserve status was the most frequently mentioned obligation. This response

was given by 38 per cent of non-applicants and uncertain, 50 per cent of the delayed applicants, and 69 per cent of the applicants. Responsibility was the only other category mentioned by members of all groups (11% of the non-applicants, 18% of the uncertain and delayed applicants, and 24% of the applicants listed responsibility as an incurred obligation). Combat duty (8%) and "expense of clothing" (6%) were both listed by the uncertain group; neither of these categories was mentioned by more than one per cent of any other group.

23. "Are you planning to return to civilian life when your tour of duty is completed?" About half of the applicants and delayed applicants had definitely decided to return to civilian life at the end of their present tours of duty, as compared with 98 per cent of the non-applicants and 83 per cent of the uncertain. Very few of the men in any category had decided not to return to civilian status at that time. Eleven per cent of the applicants and 6 per cent of the delayed applicants indicated that they planned to remain in the Army, whereas less than one per cent of the other groups had decided upon an Army career.

23a. "List some advantages for later civilian life which you believe becoming an officer would provide." Better jobs (39%) and leadership ability (24%) were the two categories which received more mention than any others. Leadership ability seemed to be slightly more important to the applicant and delayed applicant groups than to the non-applicant and uncertain groups. Education, prestige, and maturity were mentioned fairly often.

This item was not answered by 33 per cent of the non-applicants, 18 per cent of the uncertain, 12 per cent of the applicants, and 5 per cent of the delayed applicants. Probably some of the men not answering this item really thought no advantages would accrue in later civilian life from having been a commissioned officer.

23b. "List some disadvantages for later civilian life which you believe becoming an officer would produce." The high number not answering this item (30%) and the occurrence of a sizable "None" category (16%) seem to indicate that about half of the eligibles do not feel that there are any disadvantages worth mentioning. The possibility of recall was mentioned by about 15 per cent, and the idea that commissioned life might make one "domineering" in later civilian life was mentioned by about 13 per cent. Responses to item 16 also bear on this problem.

24. "Would you accept a commission if you could get one without going through OCS?" About one-third of the non-applicants and three-fourths of each of the other three groups indicated that they would apply for a commission under such circumstances. This may be taken to indicate that commissioned service is looked upon as desirable by at least half of these OCS eligibles; some of them, however, apparently

think of the necessary OCS training as either too unpleasant or too difficult to complete. Twenty-three per cent of the applicants and delayed applicants and 16 per cent of the uncertainly indicated that they would not want a commission without attending OCS.

25. "If you could be certain of being appointed to the OCS of your first choice, would you apply?" Of the uncertain group, 69 per cent said that they would apply if the above condition held, while 18 per cent of the non-applicant group would be induced to apply under this condition.

26. "Are the OC Schools required to fail a certain percentage of candidates?" There were no significant group differences; the bulk of the responses were divided evenly between "No" and "Don't know." The correct answer is no.

27, 28, and 29. "What per cent of the entering OCS students fail to meet the (a) scholastic, (b) physical, (c) discipline requirements?" There were no consistent group differences. The estimated percentages for each of the three categories centered around 15 per cent with a few estimates over 45 per cent. This estimate is high for all categories since less than 15 per cent fail for these three reasons combined.

30. "How 'tough' is the physical training at OCS?" There were no consistent group differences, the answers centering around "Very tough."

31. "How 'tough' is the discipline at OCS?" No noticeable group differences were found, the answers centering around "Very tough."

32. "Is there any information about OCS and commissioned service that you would like to have that you do not have?" "If so, what?" A large majority of the total sample either did not answer this question or answered "None" or "All aspects." This might indicate that the lack of information among eligibles is great enough that they have difficulty formulating questions. Such an interpretation seems reasonable, considering the low information level demonstrated.

Appendix B

TABULAR APPENDIX

Responses to Items 6 through 32 of the Leadership Opportunity Questionnaire are tabulated in this appendix. Response frequencies have been converted to percentages; for questions where multiple responses were requested or possible, the sum of the percentages is included in the tabulation.

Each response, or response category, is expressed as a percentage of the decision group making that response. These decision groups were defined as follows:

- (1) Applicants—men who indicated that they had applied for OCS or had taken out application papers and were preparing them for submission.
- (2) Delayed applicants—men who had not applied but said that they intended to apply for OCS.
- (3) Uncertain eligibles—men who had not yet decided whether to apply.
- (4) Non-applicants—men who had decided not to apply for OCS.

See Appendix A for discussion of the individual items and for the correct answers to information questions.

**TABLE OF PERCENTAGES
FOR LEADERSHIP OPPORTUNITY QUESTIONNAIRE**

Item 6a. List the two things which most make you want to apply for OCS.

Responses	Non- Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
Advanced training	1	3	11	1
Advancement	15	15	29	37
Better oneself	4	18	15	26
Better position	1	-	-	-
Career possibility	-	6	16	16
Education	3	6	20	15
Experience	1	-	-	-
Future aid	3	11	8	16
Leadership	6	13	11	21
Living conditions	3	6	3	2
Make most of Army life	1	1	9	3
More desirable associates	1	-	3	3
More service to country	1	1	4	12
Pay	24	44	33	27
Prestige	4	11	9	16
Privileges	6	16	5	6
Rather go overseas as an officer	-	-	-	-
Remain in the States longer	-	-	-	-
Respect	2	7	2	5
Responsibility	2	2	-	4
Retirement benefits	-	-	-	-
Self-confidence	1	-	-	-
Self-respect	1	-	-	-
Uniform	1	-	-	-
None	7	2	-	-
Item not answered	45	8	-	1
Sum of percentages (multiple responses)	133	170	178	211
Number of men	(425)	(236)	(102)	(148)

TABLE OF PERCENTAGES
FOR LEADERSHIP OPPORTUNITY QUESTIONNAIRE
(Continued)

Item 6b. List the two things which most make you want to avoid OCS.

Responses	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
Animosity	3	3	4	1
Branch non-choice	7	6	4	7
Combat duty	2	2	.	-
Difficulty of OCS course	1	2	7	12
Discipline	5	2	7	9
Discontinuance of Sgt's pay	.	-	.	3
Dislike for Army	4	.	-	-
Do not want Army career	1	2	.	-
Extended tour of duty	75	74	43	37
Fear of not passing	-	2	2	3
Further training	2	4	3	1
High mortality rate of 2nd Ltz.	1	1	6	3
Inadequate OCS course	.	1	-	-
Lack leadership qualities	1	1	-	-
Lack information about OCS	-	1	-	1
Leadership school prerequisite	1	2	-	-
Length of OCS	.	1	-	.
Long hours of study	1	1	2	3
Long wait for acceptance	-	2	2	3
No desire to be an officer	11	2	3	-
Rather have battlefield commission	.	1	-	-
Reserve status	14	13	12	15
Requirements	.	1	1	-
Responsibilities	9	10	2	5
Restrictions	-	2	2	2
Temporary rank	-	.	-	1
None	.	-	6	9
Item not answered	1	3	20	16
Sum of percentages (multiple responses)	139	139	126	131
Number of men	(425)	(236)	(102)	(148)

**TABLE OF PERCENTAGES
FOR LEADERSHIP OPPORTUNITY QUESTIONNAIRE
(Continued)**

Item 7. List the branches for which you think officer candidate schools are open. Tell where these OCSs are located and how long the training period is for each school.

No. of Correct Answers	Non- Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
BRANCH OF SCHOOL				
0	32	19	13	5
1	19	22	18	16
2	21	21	15	19
3	18	31	38	27
4	5	3	9	13
5	2	2	2	11
6	-	-	-	3
7	1	-	3	4
8	-	-	-	1
LOCATION OF SCHOOL				
0	36	24	17	11
1	27	37	39	27
2	22	23	20	27
3	10	11	17	14
4	1	1	5	5
5	1	-	1	8
6	-	-	1	3
7	1	-	-	3
8	-	-	-	1
LENGTH OF TRAINING				
0	58	61	48	33
1	15	12	19	12
2	12	9	6	11
3	11	12	15	17
4	2	2	7	9
5	1	2	1	9
6	-	-	1	3
7	1	-	1	4
8	-	-	-	1
<i>N</i>	(425)	(236)	(102)	(148)

N = Number of men.

TABLE OF PERCENTAGES
FOR LEADERSHIP OPPORTUNITY QUESTIONNAIRE
(Continued)

Item 8. About what per cent of men who apply for OCS are accepted for some officer candidate school?

Estimated Percentages	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
0	1	-	1	-
5	2	2	4	-
10	2	3	4	3
15	3	1	1	1
20	5	5	2	3
25	5	7	7	3
30	5	8	3	2
35	2	6	1	1
40	5	2	4	6
45	1	1	-	1
50	17	12	15	21
55	-	-	1	1
60	7	7	14	10
65	1	1	2	1
70	4	5	6	10
75	11	13	8	14
80	6	10	10	6
85	3	1	6	1
90	3	3	1	5
95	2	-	2	-
100	1	-	-	-
NA	18	10	6	7
<i>N</i>	(425)	(236)	(102)	(148)

NA = Item not answered; *N* = Number of men.

**TABLE OF PERCENTAGES
FOR LEADERSHIP OPPORTUNITY QUESTIONNAIRE
(Continued)**

Item 9. About what per cent of men who apply get accepted for the branch of their first or second choice?

Estimated Percentages	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
0	1	-	2	-
5	6	3	5	9
10	16	11	5	24
15	3	4	3	1
20	9	7	4	9
25	10	7	8	11
30	7	4	9	6
35	1	3	3	3
40	6	9	7	6
45	-	1	-	1
50	11	21	21	11
55	-	-	4	1
60	3	7	3	1
65	1	-	-	-
70	1	4	3	1
75	3	1	6	3
80	1	3	3	2
85	1	-	2	-
90	1	1	4	-
95	-	-	3	1
100	-	-	-	-
NA	18	10	6	7
<i>N</i>	(425)	(236)	(102)	(148)

NA = Item not answered; *N* = Number of men.

**TABLE OF PERCENTAGES
FOR LEADERSHIP OPPORTUNITY QUESTIONNAIRE
(Continued)**

Item 10a. Of all men who apply for any OCS about what per cent get accepted for:

INFANTRY

Estimated Percentages	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
0	-	-	-	-
5	1	-	-	-
10	3	-	2	1
15	1	-	-	1
20	1	2	2	3
25	1	3	2	3
30	1	1	10	7
35	6	1	2	2
40	3	13	10	12
45	-	3	2	1
50	16	26	34	25
55	2	1	3	3
60	16	24	10	11
65	1	2	1	2
70	8	5	4	6
75	5	1	3	5
80	6	2	1	6
85	1	-	-	1
90	5	1	-	1
95	1	-	1	-
100	1	-	-	1
NA	16	11	12	6
<i>N</i>	(425)	(236)	(102)	(148)

NA = Item not answered; *N* = Number of men.

**TABLE OF PERCENTAGES
FOR LEADERSHIP OPPORTUNITY QUESTIONNAIRE
(Continued)**

Item 10b. Of all men who apply for any OCS about what per cent get accepted for:

ARMORED

Estimated Percentages	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
0	1	-	-	
5	7	3	5	6
10	18	9	2	10
15	9	6	9	11
20	20	28	28	32
25	17	21	20	20
30	7	14	11	8
35	1	4	4	2
40	2	1	6	1
45	-	-	-	-
50	1	-	-	1
55	1	-	-	1
60	1	-	-	-
65	1	-	-	-
70	1	-	-	-
75	1	-	-	-
80	-	-	-	-
85	-	-	-	-
90	1	-	1	-
95	-	-	1	-
100	-	-	-	-
NA	16	10	12	6
<i>N</i>	(425)	(236)	(102)	(148)

NA = Item not answered; *N* = Number of men.

**TABLE OF PERCENTAGES
FOR LEADERSHIP OPPORTUNITY QUESTIONNAIRE
(Continued)**

Item 10c. Of all men who apply for any OCS about what per cent get accepted for:

ARTILLERY

Estimated Percentages	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
0	1	-	-	-
5	7	4	3	6
10	15	9	11	19
15	10	9	4	12
20	21	24	37	29
25	13	20	21	12
30	7	16	6	9
35	1	1	2	2
40	2	1	2	3
45	-	-	-	-
50	2	-	-	1
55	1	-	-	-
60	1	1	-	-
65	1	-	-	-
70	1	-	-	-
75	-	-	-	1
80	-	-	-	-
85	1	-	-	-
90	-	-	-	-
95	-	-	-	-
100	-	-	-	-
NA	17	11	12	6
<i>N</i>	(425)	(236)	(102)	(148)

NA = Item not answered; *N* = Number of men.

TABLE OF PERCENTAGES
FOR LEADERSHIP OPPORTUNITY QUESTIONNAIRE
(Continued)

Item 11. About what per cent of the men who enter OCSs get commissions?

Estimated Percentages	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
0	-	-	-	-
5	-	-	-	1
10	3	2	2	1
15	1	1	-	2
20	1	1	-	1
25	2	1	1	2
30	3	6	2	2
35	1	3	3	2
40	4	6	6	9
45	2	2	3	2
50	10	9	12	12
55	4	-	3	3
60	16	6	12	17
65	4	6	5	5
70	5	8	8	7
75	8	10	9	8
80	10	11	15	9
85	2	4	5	3
90	3	7	8	3
95	1	1	-	3
100	-	-	-	-
NA	16	12	3	5
<i>N</i>	(425)	(236)	(102)	(148)

NA = Item not answered; *N* = Number of men.

TABLE OF PERCENTAGES
FOR LEADERSHIP OPPORTUNITY QUESTIONNAIRE
(Continued)

Item 12a. Of those entering OCS who do not get commissions, about what per cent voluntarily resign?

Estimated Percentages	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
0	1	-	1	2
5	11	14	5	10
10	21	20	16	28
15	8	11	12	5
20	12	8	13	11
25	3	9	18	6
30	7	4	3	5
35	2	3	-	2
40	2	2	1	2
45	-	-	-	1
50	5	4	7	5
55	-	-	-	-
60	1	1	2	5
65	1	-	-	1
70	1	-	-	-
75	2	-	1	2
80	1	-	3	2
85	1	-	1	1
90	2	2	2	1
95	1	1	3	-
100	1	-	-	-
NA	21	16	12	8
<i>N</i>	(425)	(236)	(102)	(148)

NA = Item not answered; *N* = Number of men.

**TABLE OF PERCENTAGES
FOR LEADERSHIP OPPORTUNITY QUESTIONNAIRE
(Continued)**

Item 12b What per cent of those entering are failed by the schools?

Estimated Percentages	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
0	1	-	-	6
5	9	8	10	5
10	14	20	17	11
15	7	12	11	10
20	13	13	13	18
25	8	11	14	7
30	7	8	8	11
35	3	2	1	4
40	5	5	4	6
45	2	-	2	1
50	6	3	3	7
55	1	-	-	2
60	1	2	2	2
65	-	-	-	1
70	1	-	-	1
75	1	-	2	1
80	1	-	1	-
85	1	1	-	1
90	1	-	1	-
95	-	-	-	-
100	-	-	-	-
NA	18	11	12	8
<i>N</i>	(425)	(236)	(102)	(148)

NA = Item not answered; *N* = Number of men.

**TABLE OF PERCENTAGES
FOR LEADERSHIP OPPORTUNITY QUESTIONNAIRE
(Continued)**

Item 13. If you were sent to the infantry, artillery, or armor OCS and really tried to get a commission, how certain are you that you would complete the course?

Responses	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
Completely certain	22	20	20	33
Very certain	19	26	37	33
Fairly certain	41	54	42	29
Rather uncertain	9	4	1	1
Very uncertain	6	1	-	1
Number of men	(425)	(236)	(102)	(148)

Item 14. If you went to OCS but did not get commissioned, what would you expect to be the most likely reason for your not getting commissioned?

Responses	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
Disappointment in OCS	1	-	1	-
Discipline	10	4	11	21
Health factors	1	-	-	1
Lack of education	13	15	12	7
Lack of effort	10	19	20	15
Lack of interest	14	13	9	4
Lack of leadership ability	4	3	2	7
Mental strain	7	10	7	10
No need for officers	2	2	2	-
Physical training	5	9	16	9
Poor speaking ability	1	1	4	1
Tactical problems	-	-	1	-
Unable to meet requirements	2	3	4	10
Unforeseen reasons	3	3	2	3
Voluntary resigning	4	4	1	7
Don't know	3	5	3	5
Item not answered	19	7	4	2
Number of men	(425)	(236)	(102)	(148)

**TABLE OF PERCENTAGES
FOR LEADERSHIP OPPORTUNITY QUESTIONNAIRE
(Continued)**

Item 15. What do you consider the principal benefits you would get from being a commissioned officer?

Responses	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
Advanced training	2	5	8	7
Advancement	9	7	26	21
Education	7	6	18	14
Future aid	2	12	12	14
Leadership	11	19	25	17
Living conditions	18	29	17	25
More desirable companions	2	-	1	7
More service to country	-	-	1	4
Pay	54	63	53	50
Prestige	7	12	15	14
Privileges	16	30	20	9
Respect	9	16	20	23
Responsibility	-	3	3	12
Self-accomplishment	-	1	-	-
Self-confidence	1	-	-	-
None	6	-	-	-
Item not answered	14	1	1	1
Sum of percentages (multiple responses)	158	204	220	218
Number of men	(425)	(236)	(102)	(148)

TABLE OF PERCENTAGES
FOR LEADERSHIP OPPORTUNITY QUESTIONNAIRE
(Continued)

Item 16. What do you consider the principal disadvantages of being a commissioned officer?

Responses	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
Alert at all times	-	-	2	4
Animosity	6	13	21	12
Answer to senior officers	-	-	1	1
Combat duty	4	4	1	4
Discipline	1	-	-	1
Extended tour of duty	24	23	14	18
Expense of clothing	-	2	-	-
High mortality rate of 2nd Lts.	2	3	6	5
Leadership	-	-	-	-
Reserve status	17	16	16	24
Responsibility	34	47	38	33
Restrictions	1	4	1	5
Social obligations	-	-	-	-
Temporary rank	-	-	-	1
None	2	3	2	4
Don't know	-	2	-	-
Item not answered	27	12	11	12
Sum of percentages (multiple responses)	118	129	113	124
Number of men	(425)	(236)	(102)	(148)

TABLE OF PERCENTAGES
FOR LEADERSHIP OPPORTUNITY QUESTIONNAIRE
(Continued)

Item 17. What do you feel would be the most desirable aspects of OCS?

Responses	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
Advanced training	8	18	22	38
Advancement	10	11	18	20
Better job	-	2	-	-
Better oneself	-	-	-	1
Discipline	1	-	-	-
Education	13	22	31	20
Experience	1	-	-	-
Future aid	-	5	-	2
Improve character	-	-	-	-
Leadership	6	14	19	11
Living conditions	-	2	-	3
More desirable companions	1	3	5	12
More time in states	-	-	-	-
Pay	11	14	13	8
Prestige	-	5	2	3
Privileges	6	3	6	1
Respect	1	4	6	5
Responsibility	-	2	-	-
Self satisfaction	-	-	-	3
None	8	-	1	-
Item not answered	36	15	6	9
Sum of percentages (multiple responses)	102	120	129	136
Number of men	(425)	(236)	(102)	(148)

**TABLE OF PERCENTAGES
FOR LEADERSHIP OPPORTUNITY QUESTIONNAIRE
(Continued)**

Item 18. What do you feel would be the most undesirable aspects of OCS?

Responses	Non- Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
Animosity	1	2	11	2
Being an officer	1	1		
Branch non-choice	1	-	2	2
Combat duty	1	-		1
Discipline	14	17	18	23
Dislike for Army	1	-		
Extended tour of duty	4	9	1	2
Failure	1	1		1
Further training	-	1		1
Inspections	1	-	3	
Long hours of study	6	11	15	15
Physical training	9	14	18	18
Reserve status	1	2	-	-
Responsibilities	3	3	2	
Restrictions	4	9	7	12
Short training period	-	-		2
Waiting to enter	1	-		
None	1	-	4	6
Don't know	2	3	-	2
Item not answered	43	24	22	12
Sum of percentages (multiple responses)	95	97	103	99
Number of men	(425)	(236)	(102)	(148)

**TABLE OF PERCENTAGES
FOR LEADERSHIP OPPORTUNITY QUESTIONNAIRE
(Continued)**

Item 19. How much time have officers and non-coms in your company spent explaining or discussing OCS with you?

Responses	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
None	43	48	39	25
Very little	42	42	51	63
Ample amount	10	8	9	12
Item not answered	3	1	-	-
Number of men	(425)	(236)	(102)	(148)

Item 20. What aspects of OCS and commissioned service did they discuss and what did they say about them?

Responses	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
Advantages and disadvantages	11	11	15	10
Advised against it	-	-	-	1
All aspects	1	1	2	3
Branches open and where	1	1	3	6
Discipline	-	2	4	2
Duties of an officer	1	1	2	-
Educational	1	-	-	4
Encouraged to go	-	-	2	-
Extended tour of duty	4	-	2	1
General information	1	2	-	6
Good opportunity	1	3	4	6
How to apply	1	-	4	2
Inspections	1	3	3	2
Leadership prerequisite	1	1	-	2
Length of OCS training	2	2	4	1
Pay	1	2	5	4

(Continued)

**TABLE OF PERCENTAGES
FOR LEADERSHIP OPPORTUNITY QUESTIONNAIRE
(Continued)**

Item 20. (Continued)

Responses	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
Primary subjects	-	-	-	
Requirements	3	4	6	11
Reserve status	1	-		
Training program	7	11	8	22
None	31	43	32	22
Item not answered	30	16	11	9
Sum of percentages (multiple responses)	99	103	107	114
Number of men	(425)	(236)	(102)	(148)

Item 21 What kinds of duty (and where) can second lieutenants expect during the first year after being commissioned?

Responses	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
Any kind, anywhere	2	4	6	7
Combat duty	40	30	22	30
Executive positions	-	1	-	
Overseas	12	30	23	29
Training units	40	48	46	64
Don't know	5	7	3	2
Item not answered	17	6	8	5
Sum of percentages (multiple responses)	116	126	108	137
Number of men	(425)	(236)	(102)	(148)

**TABLE OF PERCENTAGES
FOR LEADERSHIP OPPORTUNITY QUESTIONNAIRE
(Continued)**

Item 22 How long do lieutenants have to stay on active duty after being commissioned?

Responses	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
11 months	-	-	1	-
1 year	1	-	1	1
17 months	1	-	-	-
18 months	68	79	83	90
2 years	4	4	6	6
3 years	4	2	1	1
4 years	1	-	-	-
5 years	1	-	2	1
6 years	2	-	-	-
20 years	-	-	-	1
Don't know	6	5	1	1
Item not answered	16	7	1	-
Number of men	(425)	(236)	(102)	(148)

Item 22a. What other obligations do they incur as a result of being commissioned?

Responses	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
Combat duty	1	8	1	-
Expense of clothing	-	6	-	-
Leadership	1	1	2	1
Reserve status	40	36	49	69
Responsibility	11	18	19	24
Set examples for EMs	1	-	2	1
Social obligations	-	-	-	1
Specialized work	-	-	1	-
Don't know	13	9	6	5
Item not answered	31	23	20	-
Sum of percentages (multiple responses)	98	101	100	101
Number of men	(425)	(236)	(102)	(148)

**TABLE OF PERCENTAGES
FOR LEADERSHIP OPPORTUNITY QUESTIONNAIRE
(Continued)**

Item 23. Are you planning to return to civilian life when your tour of duty is completed?

Responses	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
Yes	98	83	49	53
No	1	-	6	11
Don't know	1	16	45	36
Number of men	(425)	(236)	(102)	(148)

Item 23a. List some advantages for later civilian life which you believe becoming an officer would provide.

Responses	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
Accept responsibility	1	-	1	1
Alertness	-	-	2	
Better job	30	42	50	42
Education	3	7	-	4
Leadership	19	23	26	31
Maturity	2	3	5	4
Prestige	2	5	3	5
Respect	-	2	5	
Retirement	1	-	-	1
Self-confidence	1	-	-	
Valuable experience	-	2	5	8
None	11	3	-	1
Item not answered	33	18	5	12
Sum of percentages (multiple responses)	103	105	102	109
Number of men	(425)	(236)	(102)	(148)

**TABLE OF PERCENTAGES
FOR LEADERSHIP OPPORTUNITY QUESTIONNAIRE
(Continued)**

Item 23b List some disadvantages for later civilian life which you believe becoming an officer would produce.

Responses	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
Animosity	1	7	2	2
Domineering	12	10	24	15
Militaristic	5	5	4	11
Readjustment	2	-	4	8
Recall	17	7	15	15
Time lost in service	1	1	1	1
Don't know	4	-	-	
None	15	11	20	19
Item not answered	40	30	28	26
Sum of percentages (multiple responses)	97	71	98	97
Number of men	(425)	(236)	(102)	(148)

Item 24 Would you accept a commission if you could get one without going through OCS?

Responses	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
Yes	37	77	74	74
No	53	16	23	22
Don't know	3	1	2	
Item not answered	6	5		
Number of men	(425)	(236)	(102)	(148)

**TABLE OF PERCENTAGES
FOR LEADERSHIP OPPORTUNITY QUESTIONNAIRE
(Continued)**

Item 25. If you could be certain of being appointed to the OCS of your first choice, would you apply?

Responses	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
Yes	18	69	94	96
No	64	18	6	1
Don't know	10	7	-	2
Item not answered	4	6	-	-
Number of men	(425)	(236)	(102)	(148)

Item 26. Are the OC schools required to fail a certain per cent of candidates?

Responses	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
Yes	9	7	4	2
No	41	35	48	56
Don't know	45	53	48	41
Item not answered	4	5		
Number of men	(425)	(236)	(102)	(148)

TABLE OF PERCENTAGES
FOR LEADERSHIP OPPORTUNITY QUESTIONNAIRE
(Continued)

Item 27. What per cent of entering OCS students fail to meet the scholastic requirements?

Estimated Percentages	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
0	5	4	5	9
5	7	13	13	19
10	15	15	23	19
15	7	11	10	13
20	12	13	15	11
25	7	6	11	4
30	7	4	2	6
35	1	1	3	1
40	5	3	4	2
45	1	-	1	-
50	3	2	2	1
55	1	-	-	1
60	1	3	1	1
65	-	-	-	1
70	-	-	-	-
75	1	-	-	1
80	1	-	-	-
85	-	-	-	-
90	1	-	-	-
95	1	-	-	-
100	-	-	-	-
NA	27	21	15	9
<i>N</i>	(425)	(236)	(102)	(148)

NA = Item not answered; *N* = Number of men.

**TABLE OF PERCENTAGES
FOR LEADERSHIP OPPORTUNITY QUESTIONNAIRE
(Continued)**

Item 28. What per cent of entering OCS students fail to meet the physical training requirements?

Estimated Percentages	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
0	6	3	5	7
5	16	18	21	26
10	24	26	23	22
15	8	8	8	13
20	9	9	8	10
25	3	4	4	3
30	4	2	3	1
35	-	1	-	1
40	2	3	-	1
45	-	-	1	1
50	4	1	-	1
55	-	-	-	-
60	-	-	-	-
65	-	-	-	-
70	-	-	-	-
75	-	-	1	1
80	1	-	-	-
85	-	-	1	-
90	-	-	-	-
95	-	-	-	-
100	-	-	-	-
NA	26	22	17	12
<i>N</i>	(425)	(236)	(102)	(148)

NA = Item not answered; *N* = Number of men.

**TABLE OF PERCENTAGES
FOR LEADERSHIP OPPORTUNITY QUESTIONNAIRE
(Continued)**

Item 29. What per cent of entering OCS students fail to meet the discipline requirements?

Estimated Percentages	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
0	4	8	4	9
5	18	24	25	13
10	21	18	21	23
15	5	8	12	7
20	6	7	5	12
25	3	4	4	4
30	3	2	2	8
35	1		3	3
40	3	1	3	1
45	-	-	-	1
50	2	-	-	3
55	-	-	-	-
60	1	-	-	1
65	-	-	-	-
70	1	-	-	1
75	-	-	-	-
80	1	-	-	-
85	-	-	-	-
90	-	-	-	1
95	-	-	-	-
100	-	-	-	-
NA	28	23	19	12
<i>N</i>	(425)	(236)	(102)	(148)

NA = Item not answered; *N* = Number of men.

**TABLE OF PERCENTAGES
FOR LEADERSHIP OPPORTUNITY QUESTIONNAIRE
(Continued)**

Item 30. How "tough" is the physical training program at OCS?

Responses	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
Fairly tough	17	15	13	24
Very tough	39	46	65	59
Extremely tough	2	2	-	1
Too tough	1	-	-	
Not too tough	4	5	5	3
Don't know	20	18	7	8
Item not answered	16	13	9	5
Number of men	(425)	(236)	(102)	(148)

Item 31. How "tough" is the discipline at OCS?

Responses	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
Fairly tough	4	7	1	7
Very tough	57	59	74	75
Extremely tough	6	8	14	13
Too tough	2	1	-	-
Not too tough	2	1	2	1
Don't know	18	11	3	-
Item not answered	12	12	5	2
Number of men	(425)	(236)	(102)	(148)

**TABLE OF PERCENTAGES
FOR LEADERSHIP OPPORTUNITY QUESTIONNAIRE
(Continued)**

Item 32. Is there any information about OCS and commissioned service that you would like to have that you do not have? If so, what?

Responses	Non-Applicants	Uncertain Eligibles	Delayed Applicants	Applicants
All aspects	9	33	49	36
Branches open	3	6	6	13
Chances of getting through	-	-	-	2
Chances of recall	1	-	-	-
Duty after graduation	-	2	2	2
Duty while waiting to enter	-	-	1	-
Handbook on OCS	-	-	-	3
How tough is training program	1	2	-	-
Rank while in OCS	-	-	-	2
Requirements	1	1	9	5
Status after discharge	1	-	-	-
None	54	31	22	25
Item not answered	32	28	10	11
Sum of percentages (multiple responses)	102	103	99	99
Number of men	(425)	(236)	(102)	(148)