

AD-A239 362



1

U.S. Army Research Institute  
for the Behavioral and Social Sciences

Research Report 1594

**INDIVIDUAL READY RESERVE (IRR) CALL-UP:  
ATTITUDES, MOTIVATION, AND CONCERNS**

Alma G. Steinberg  
U.S. Army Research Institute

June 1991

DTIC  
ELECTE  
AUG 8 1991  
S B D

Approved for public release, distribution is unlimited.

**U.S. ARMY RESEARCH INSTITUTE  
FOR THE BEHAVIORAL AND SOCIAL SCIENCES**

**A Field Operating Agency Under the Jurisdiction  
of the Deputy Chief of Staff for Personnel**

**EDGAR M JOHNSON**  
Technical Director

**JON W. BLADES**  
COL, IN  
Commanding

---

Technical review by

Cathie Alderks  
Larry Brooks

**NOTICES**

**DISTRIBUTION:** Primary distribution of this report has been made by ARI. Please address correspondence concerning distribution of reports to: U.S. Army Research Institute for the Behavioral and Social Sciences, ATTN: PER-POX, 5001 Eisenhower Ave., Alexandria, Virginia 22333-5600.

**FINAL DISPOSITION:** This report may be destroyed when it is no longer needed. Please do not return it to the U.S. Army Research Institute for the Behavioral and Social Sciences.

**NOTE:** The findings in this report are not to be construed as an official Department of the Army position, unless so designated by other authorized documents.

**91-06991**



01

## REPORT DOCUMENTATION PAGE

Form Approved  
OMB No. 0704-0188

1a. REPORT SECURITY CLASSIFICATION Unclassified		1b. RESTRICTIVE MARKINGS --	
2a. SECURITY CLASSIFICATION AUTHORITY --		3. DISTRIBUTION / AVAILABILITY OF REPORT Approved for public release; distribution is unlimited.	
2b. DECLASSIFICATION / DOWNGRADING SCHEDULE --		4. PERFORMING ORGANIZATION REPORT NUMBER(S)  ARI Research Report 1594	
5. MONITORING ORGANIZATION REPORT NUMBER(S) --		6a. NAME OF PERFORMING ORGANIZATION U.S. Army Research Institute	
6b. OFFICE SYMBOL (if applicable) PERI-IL		7a. NAME OF MONITORING ORGANIZATION --	
6c. ADDRESS (City, State, and ZIP Code) 5001 Eisenhower Avenue Alexandria, VA 22333-5600		7b. ADDRESS (City, State, and ZIP Code) --	
8a. NAME OF FUNDING / SPONSORING ORGANIZATION U.S. Army Research Institute for the Behavioral and Social Sciences		8b. OFFICE SYMBOL (if applicable) PERI-I	
8c. ADDRESS (City, State, and ZIP Code) 5001 Eisenhower Avenue Alexandria, VA 22333-5600		9. PROCUREMENT INSTRUMENT IDENTIFICATION NUMBER --	
10. SOURCE OF FUNDING NUMBERS		PROGRAM ELEMENT NO. 63007A	
		PROJECT NO. 794	
		TASK NO. 3406	
		WORK UNIT ACCESSION NO. H1	
11. TITLE (Include Security Classification) Individual Ready Reserve (IRR) Call-Up: Attitudes, Motivation, and Concerns			
12. PERSONAL AUTHOR(S) Steinberg, Alma G.			
13a. TYPE OF REPORT Final		13b. TIME COVERED FROM 91/02 TO 91/04	
		14. DATE OF REPORT (Year, Month, Day) 1991, June	
		15. PAGE COUNT 76	
16. SUPPLEMENTARY NOTATION			
17. COSATI CODES			18. SUBJECT TERMS (Continue on reverse if necessary and identify by block number) Individual Ready Reserves U.S. Army Reserves * Attitudes (Psychology) * Motivation * Mobilization IRR
FIELD	GROUP	SUB-GROUP	
19. ABSTRACT (Continue on reverse if necessary and identify by block number)  This paper presents the findings of the ARI Individual Ready Reserve (IRR) Training Task Force with respect to IRR attitudes, motivation, and concerns upon call-up for the Persian Gulf war. The responses to a questionnaire developed by the task force and data from three existing data bases were used to identify problems that occurred during the call-up process and assess the impact of the call-up on the IRR. The results indicated that many of the IRR soldiers were not happy about being called up, had serious concerns about their treatment at in-processing, and/or were seriously concerned about the call-up's disruption of their lives. The report summarizes their concerns and provides recommendations for improving the call-up process. (25) * Military reserves,			
20. DISTRIBUTION / AVAILABILITY OF ABSTRACT <input checked="" type="checkbox"/> UNCLASSIFIED/UNLIMITED <input type="checkbox"/> SAME AS RPT. <input type="checkbox"/> DTIC USERS		21. ABSTRACT SECURITY CLASSIFICATION Unclassified	
22a. NAME OF RESPONSIBLE INDIVIDUAL Alma Steinberg		22b. TELEPHONE (Include Area Code) (202) 274-8293	
		22c. OFFICE SYMBOL PERI-IL	

**Research Report 1594**

**Individual Ready Reserve (IRR) Call-Up:  
Attitudes, Motivation, and Concerns**

**Alma G. Steinberg**  
U.S. Army Research Institute

**Leadership and Motivation Technical Area**  
**Franklin L. Moses, Acting Chief**

**Training Research Laboratory**  
**Jack H. Hiller, Director**

U.S. Army Research Institute for the Behavioral and Social Sciences  
5001 Eisenhower Avenue, Alexandria, Virginia 22333-5600

Office, Deputy Chief of Staff for Personnel  
Department of the Army

**June 1991**

---

**Army Project Number**  
2Q263007A794

**Education and Training**

Approved for public release, distribution is unlimited.

ACKNOWLEDGMENTS

---

This report is the result of the dedication and team work of the entire IRR Training Task Force. Dr. Robert A. Wisher, the Task Force leader, and the other Task Force members, Dr. Richard P. Kern, Dr. Mark A. Sabol, and Mr. Hillel Sukenik, put in long hours to design an instrument, develop a data base, and collect and analyze the data -- all in less than 3 months. I am grateful for their quick turn-around and support.



<b>Accession For</b>	
NTIS GRA&I	<input checked="" type="checkbox"/>
DTIC TAB	<input type="checkbox"/>
Unannounced	<input type="checkbox"/>
Justification	
By	
Distribution/	
<b>Availability Codes</b>	
Dist	Avail and/or Special
A-1	

## FOREWORD

---

The Training Research Laboratory of the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) conducts research on skill acquisition and retention and also on motivation. The significance of these research topics to current Army issues was apparent when the Office of the Deputy Chief of Staff for Personnel (DA-DMPM) tasked ARI for a quick response to the issue of skill decay among soldiers from the Individual Ready Reserve called up for Operation Desert Storm. This report on the attitudes, motivation, and concerns of these reservists, and a companion report on skill decay, respond directly to the questions from the Director of Military Personnel Management. Results were briefed to the ODCSPER in April, 1991.



EDGAR M. JOHNSON  
Technical Director

INDIVIDUAL READY RESERVE (IRR) CALL-UP: ATTITUDES, MOTIVATION,  
AND CONCERNS

EXECUTIVE SUMMARY

---

Requirement:

The U.S. Army Research Institute was tasked by the Office of the Deputy Chief of Staff for Personnel (DA-DMPM) to assess skill decay of the IRR call-ups for the Persian Gulf war. Associated with this tasking was the requirement by the Director of Military Personnel Management (DMPM) to identify problems that occurred during the call-up process and assess the impact of the call-up on the IRR.

Procedure:

A 31-item, multiple-choice questionnaire was developed which contained items to determine attitudes toward the call-up and identify areas of concern relating to the call-up. In addition, three existing data bases were used to provide data on several background variables. Responses to the questionnaire were received from 3051 IRR soldiers at seven locations. Over half of these respondents provided one or more written comments expressing their attitudes and concerns.

Findings:

The majority of IRR call-ups had a negative attitude toward being called up. In addition, they were dissatisfied with the way in-processing was conducted. They complained about disorganization, long lines, lack of information, improper treatment, inappropriate training, incorrect or missing records and files, and finance problems. Other concerns were related to the disruption of their lives and its impact on their jobs, income, schooling, and families.

Utilization of Findings:

The findings and recommendations provided in this report will provide input for the development of manpower policies and plans for future mobilizations.

INDIVIDUAL READY RESERVE (IRR) CALL-UP: ATTITUDES, MOTIVATION,  
AND CONCERNS

CONTENTS

---

	Page
INTRODUCTION	
Purpose of report.....	1
Background.....	1
METHOD	
Procedure.....	1
Instrument.....	2
Analysis of write-in comments.....	2
Respondents.....	2
RESULTS	
Responses to questionnaire items on attitudes and motivation.....	3
Write-in comments about in-processing.....	13
Disorganization, long lines, lack of information.....	13
Improper treatment.....	13
Inappropriate training/lack of proficiency in MOS.....	15
Incorrect or missing records/files/orders.....	15
Finance.....	15
Medical treatment.....	16
Problems getting to in-processing location.....	16
Other problems relating to in-processing.....	16
Write-in comments not about in-processing.....	16
Attitude toward the Army/motivation.....	16
Family problems/need for more time.....	16
Negative attitude toward IRR call-up or being in IRR.....	18
Loss of income/job-related.....	18
Interference with school.....	18
Other comments.....	18
CONCLUSIONS AND RECOMMENDATIONS	
Conclusions.....	18
Recommendations.....	19
REFERENCES.....	20



	Page
APPENDIX A. IRR Questionnaire.....	A-1
B. Comments on disorganization, long lines, lack of information.....	B-1
C. Comments on improper treatment.....	C-1
D. Comments on inappropriate training/lack of proficiency in MOS.....	D-1
E. Comments on incorrect or missing records/ files/orders.....	E-1
F. Comments on finance.....	F-1
G. Comments on medical treatment.....	G-1
H. Comments on problems getting to in- processing location.....	H-1
I. Comments on other problems relating to in-processing.....	I-1
J. Comments on attitude toward the Army/ motivation.....	J-1
K. Comments on family problems/need for more time.....	K-1
L. Comments on negative attitude toward IRR call-up or being in the IRR.....	L-1
M. Comments on loss of income, or job-related.....	M-1
N. Comments on interference with school.....	N-1
O. Other comments.....	O-1

#### LIST OF TABLES

Table 1. Variables that did and did not differentiate those positive and negative about being called up.....	5
Table 2. Comments on in-processing problems, by location.....	14
Table 3. Comments on other problems, by location.....	17

## LIST OF FIGURES

	Page
Figure 1. How felt about being called up.....	4
2. How felt about being called up vs. How felt about active Army service when left it.....	7
3. How felt about being called up vs. How liked Army primary MOS job during last duty.....	8
4. How feel now about being called up vs. How technically ready.....	9
5. How feel now about being called up vs. How motivated for Army duties.....	10
6. How motivated to perform Army duties vs. Call-up or volunteer.....	11
7. How feel now about being called up vs. How confident will perform well in combat.....	12

INDIVIDUAL READY RESERVE (IRR) CALL-UP:  
ATTITUDES, MOTIVATION, AND CONCERNS

I. INTRODUCTION

Purpose of report. This special report is the second of two reports that provides the findings of the ARI (U.S. Army Research Institute for the Behavioral and Social Sciences) IRR Training Task Force. The first report (Wisher, Sabol, Sukenik, & Kern, 1991) focuses on skill decay issues, whereas this report focuses on IRR attitudes, motivation, and concerns.

Background. The ARI IRR Training Task Force was formed in response to a 5 February 1991 tasking by the Director of Military Personnel Management, BG Stroup, to assess skill decay for the IRR Desert Storm call-ups. Also associated with this tasking was the identification of problems that occurred during the call-up process and the assessment of the impact of the call-up on the IRR. Since the study was designed to provide input for the development of manpower policy, it was important to examine motivational and attitudinal issues arising from the call-up, as well.

II. METHOD

Procedure. Three sources of data were used to address the above IRR issues: questionnaire responses, performance data, and data from existing data bases. To address problems that occurred during the call-up process and motivational/attitudinal issues related to the call-up of the IRR, this report uses responses to relevant items on a questionnaire developed for the IRR, the free-form comments that respondents wrote on the questionnaire, and several background variables (e.g., rank, volunteer status) from the existing data bases which relate to the questionnaire respondents. Complete, item by item responses to the questionnaire and the results of individual performance tests are presented in the skill decay report (Wisher et al., 1991).

The questionnaire, described below, was developed by the ARI IRR Training Task Force and distributed by TRADOC mobilization stations responsible for processing and testing the IRR. In order to encourage maximum participation, a TRADOC message was sent by the TRADOC Deputy Chief of Staff for Training, MG Hagan, to the mobilization stations requesting that the IRR soldiers complete the questionnaire as part of their out-processing, just prior to deployment.

Selected background variables from three existing data bases were integrated into a new data base. The three other data bases were: the ATRRS data base (Army Training Requirements and

Resources System), the EMF (Enlisted Master File), and a Cohort data base originally created for ARI's Project A (Improving the Selection, Classification, and Utilization of Army Enlisted Personnel).

Instrument. A 31-item questionnaire was developed to address Army background (e.g., length of time in IRR, level of training), MOS tasks (e.g., satisfaction with MOS, overlap with civilian tasks), and the call-up process and impact (e.g., feedback on call-up process, motivation, impact on finances, education, job and family). Blank space was also provided for comments (see Appendix A for the complete questionnaire). The questionnaire was sent by overnight express mail to the mobilization stations on 13 February. Two practical constraints on the questionnaire were that it be developed in less than a week and take up no more than one double-sided page. Since the questionnaire was administered just prior to deployment, those who departed for medical, hardship, or other reasons were not included in the sample.

Analysis of write-in comments. A little over half of the respondents provided one or more written comments on the questionnaire. Since there were so many comments, it was decided to perform an analysis of the comments in order to determine and summarize the areas of concern. For this purpose, a modified content analysis approach was used. Response categories were established for broad topic areas and comments were categorized within these areas by theme. Categorization by thematic units meant that whether it was only a single word, a sentence, or a paragraph on a given theme, each thematic unit was to be counted and categorized as one comment by a person. The categories were designed to be mutually exclusive, such that a theme would fall in only one code category. Response categories were first developed based on one location, then refined on a second location, and finally applied to all the locations. Some features of a content analysis were not included due to the lack of time and people resources (e.g., multiple coders were not used, responses were not computer coded).

Respondents. Completed questionnaires were received from 3051 IRR soldiers at the following locations: Ft. Benning (n=806), Ft. Sill (n=60), Ft. Leonard Wood (n=944), Ft. Knox (n=381), Ft. Lee (n=294), Ft. Bliss (n=218), and Ft. Jackson (n=348). The following describe the background of the respondents:

- 78% were in the IRR for 3 to 12 months (8% were in the IRR less than 3 months and 14% were in the IRR for more than a year).
- 5 career management fields (CMF) accounted for 82% of the respondents: 27% Infantry, 20% Supply and Service, 18%

Combat Engineering, 11% Mechanical Maintenance, and 6% Armor.

- 26% (702) were pay grades E1 to E3, 60% (1626) were E4s, and 14% (381) were E5s to E9s (i.e., NCOs). Less than 1% were officers. Pay grade data was not available for 322 soldiers.
- 5% were volunteers.
- 3% were female.
- 54% were single, 39% were married, and 7% were divorced, widowed, or separated.
- 68% had no children living with them at the time of call-up.
- 58% reported that they provided some financial support for two or more people (including themselves).
- 46% indicated that they were attending school when they received their call-up notice (33% in college, 7% in trade or vocational school, and 6% in other school or training).
- 89% had a civilian job at the time they were called up.
- 24% indicated that their personal monthly income would increase as a result of their call-up, 16% said that it would stay the same, and 60% said that it would decrease.

### III. RESULTS

#### Responses to questionnaire items on attitudes and motivation

Many of the IRR soldiers were not happy about being called up. In response to the question "How did you feel about being called up when you first received your notice?" 61% said they felt negative (see Figure 1). They also indicated that their feelings about being called up did not change after they were processed at the mobilization station, approximately 7 to 30 days after receiving their call-up notice.

A number of variables were examined to see what might differentiate those who felt positive about the call-up from those who felt negative.<sup>1</sup> Table 1 summarizes the findings. How they felt was related to:

---

<sup>1</sup>The total number of responses in the analyses varies slightly due to missing responses to some questions or missing data in the databases.

Figure 1

How Did You Feel About Being Called Up  
When You First Received Your Notice?

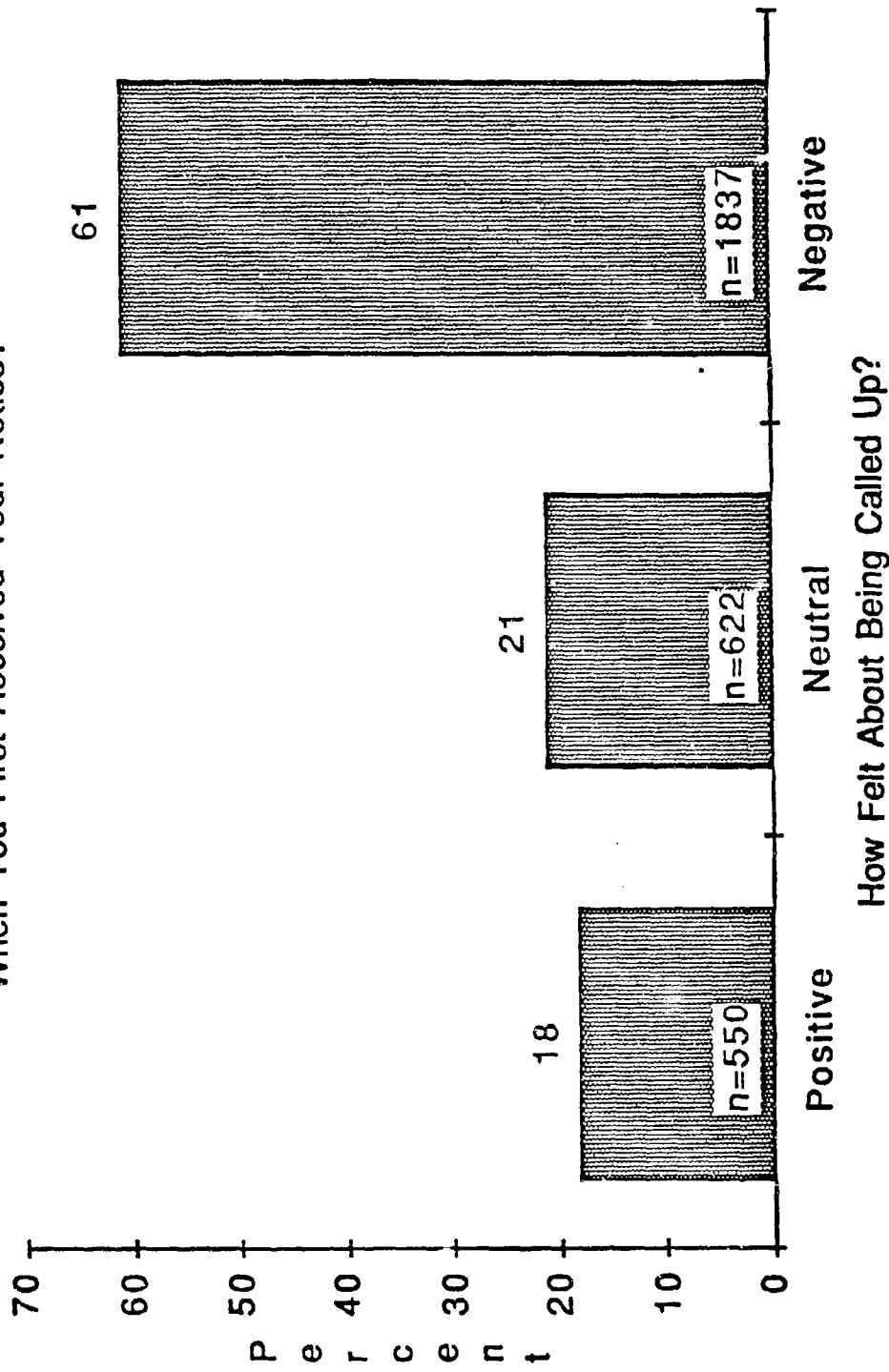


Table 1. Variables that did and did not differentiate those who had a positive or negative attitude toward the call-up.

VARIABLES THAT DIFFERENTIATED THOSE POSITIVE AND NEGATIVE

How felt about Active Army service when you left it? (Q9)<sup>1</sup>  
How liked Army primary MOS job during last duty? (Q11)  
How technically prepared (after retraining) to do Army job? (Q18)  
How motivated to perform Army duties? (Q19)  
How confident will perform well as soldier in combat situation?  
(Q20)

VARIABLES THAT DID NOT DIFFERENTIATE THOSE POSITIVE AND NEGATIVE

Marital status (Q21)  
Children (Q22)  
Dependents supported (Q23)  
Job (Q27)  
Personal income change (Q29)  
School (Q24)  
Time in IRR (Q5)  
Age  
Rank  
Did you experience any problems with in-processing? (Q17)

---

<sup>1</sup>This variable corresponds to the indicated item on the questionnaire (see Appendix A). Note that variables without an indicated item number come from pre-existing databases.

- Their feelings about their active Army service. Those who were more positive about their active Army service tended to be more positive about being called up (see Figure 2).
- How much they liked their Army primary MOS job during their last duty. If they liked their primary MOS job, they were more likely to feel positive about being called up (see Figure 3).
- Self assessments of technical readiness. Those who felt positive about being called up tended to be more likely to indicate that they were technically ready to do their Army job than those who felt negative about the call-up (see Figure 4).
- Motivation. Those who felt positive about being called up tended to indicate that they were more motivated to perform their Army duties (see Figure 5). Note that volunteers also indicated more motivation than non-volunteers (see Figure 6)
- Self confidence. Those who felt positive about being called up tended to indicate that they were more confident that they would perform well as a soldier in a combat situation (see Figure 7).

Many background variables that one might have supposed would be related to a difference in attitude toward being called up were not. There was no difference in attitude toward being called up between soldiers:

- who were married and those who were single
- who had children living with them at the time of call-up and those who did not
- who supported only themselves and those who helped to support others as well
- who had a civilian job and those who did not
- who had their income decreased and those who had their income increased
- who were in school and those who were not
- who were in the IRR for different amounts of time
- of different ranks
- of different ages



Figure 2

# How Did You Feel About Being Called Up When You First Received Your Notice? vs.

## How Did You Feel About Your Active Army Service When You Left It?

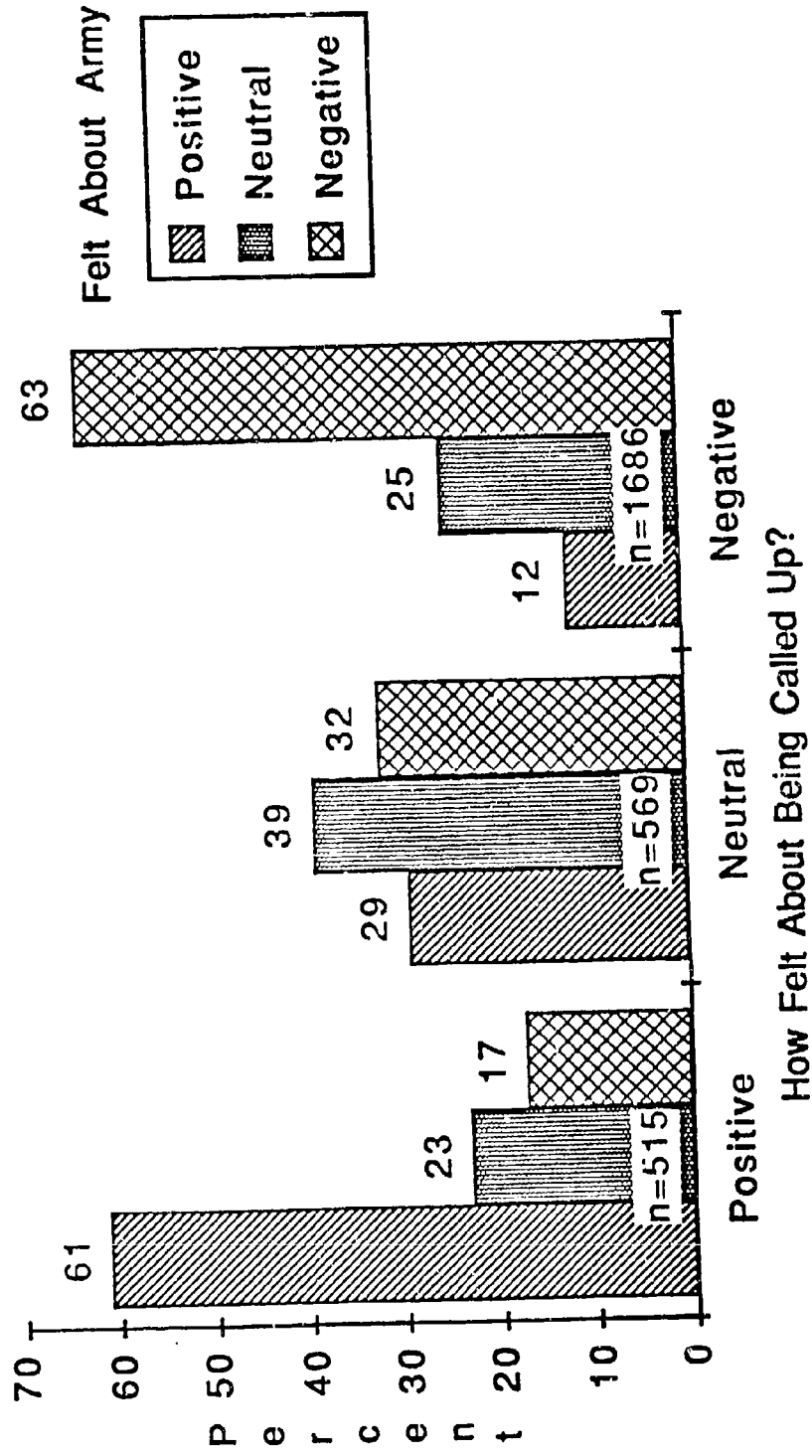


Figure 3

How Did You Feel About Being Called Up When You First Received Your Notice?  
vs.  
In General, How Much Did You Like Your Army Primary MOS Job  
During Your Last Duty?

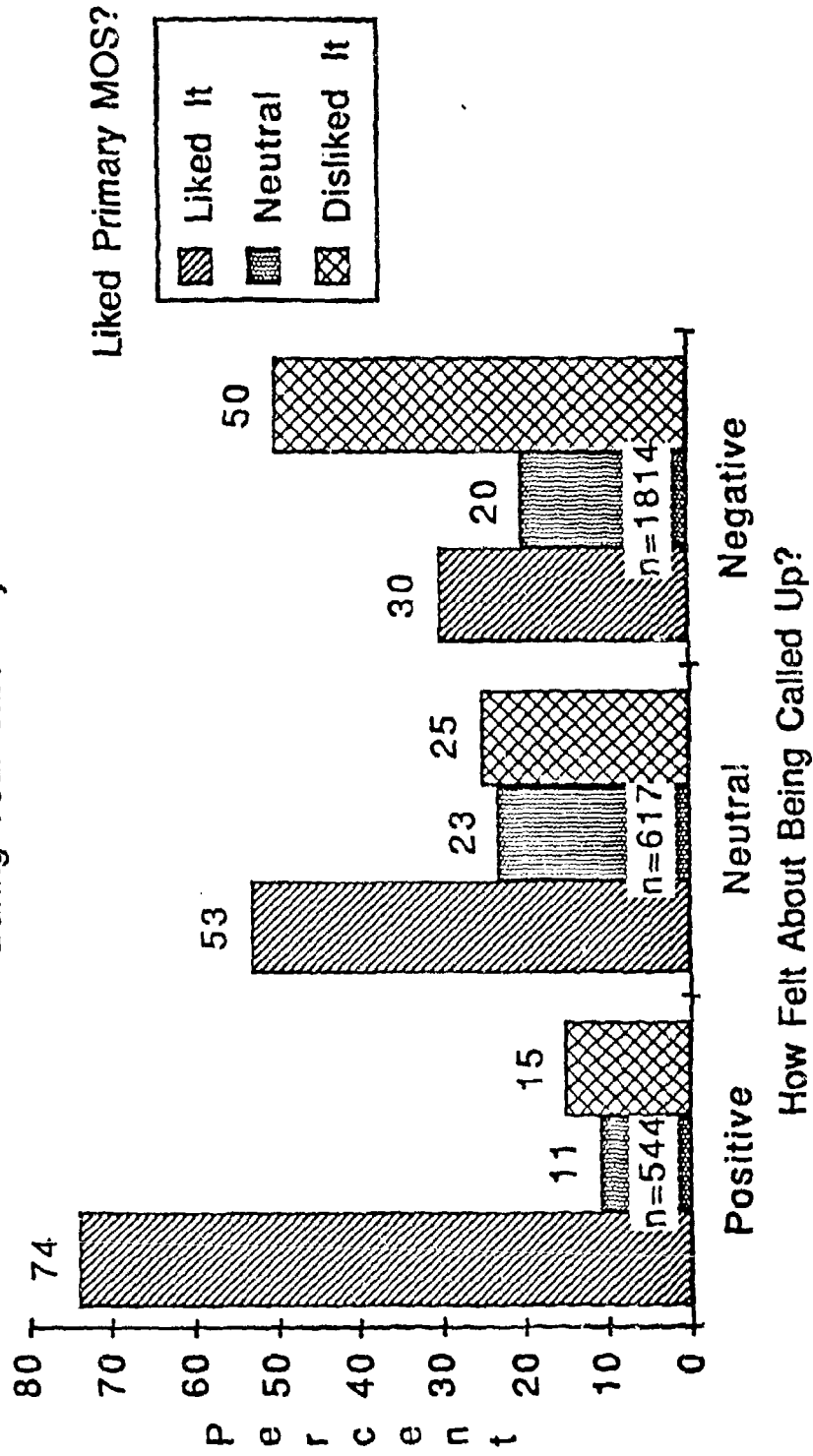


Figure 4.

How Do You Feel Now About Being Called Up?

vs.

Now That You Have Completed Retraining, How Technically Prepared Do You Feel to Do Your Army Job?

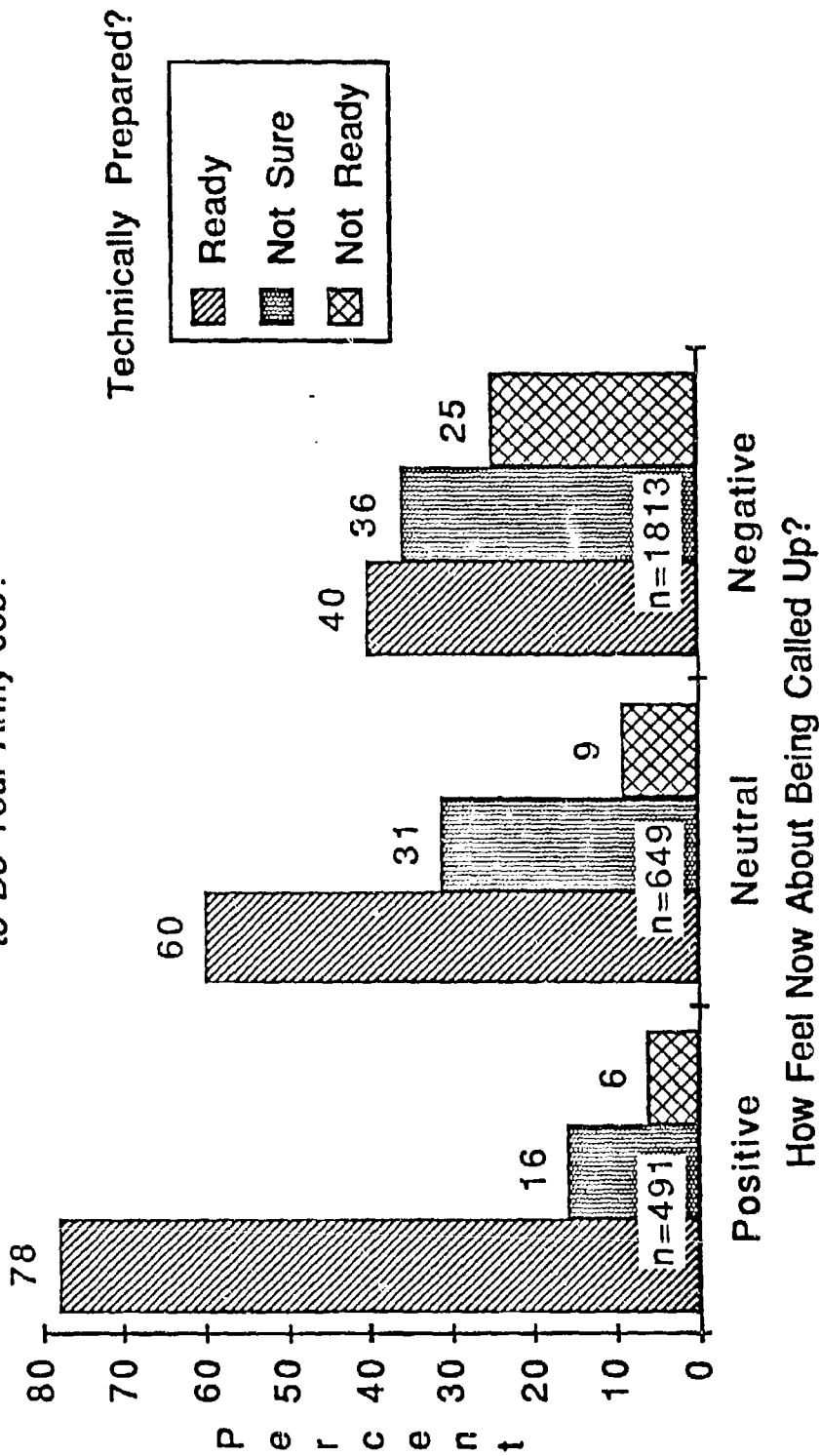


Figure 5

How Do You Feel Now About Being Called Up?  
vs.  
How Motivated Are You to Perform Your Army Duties?

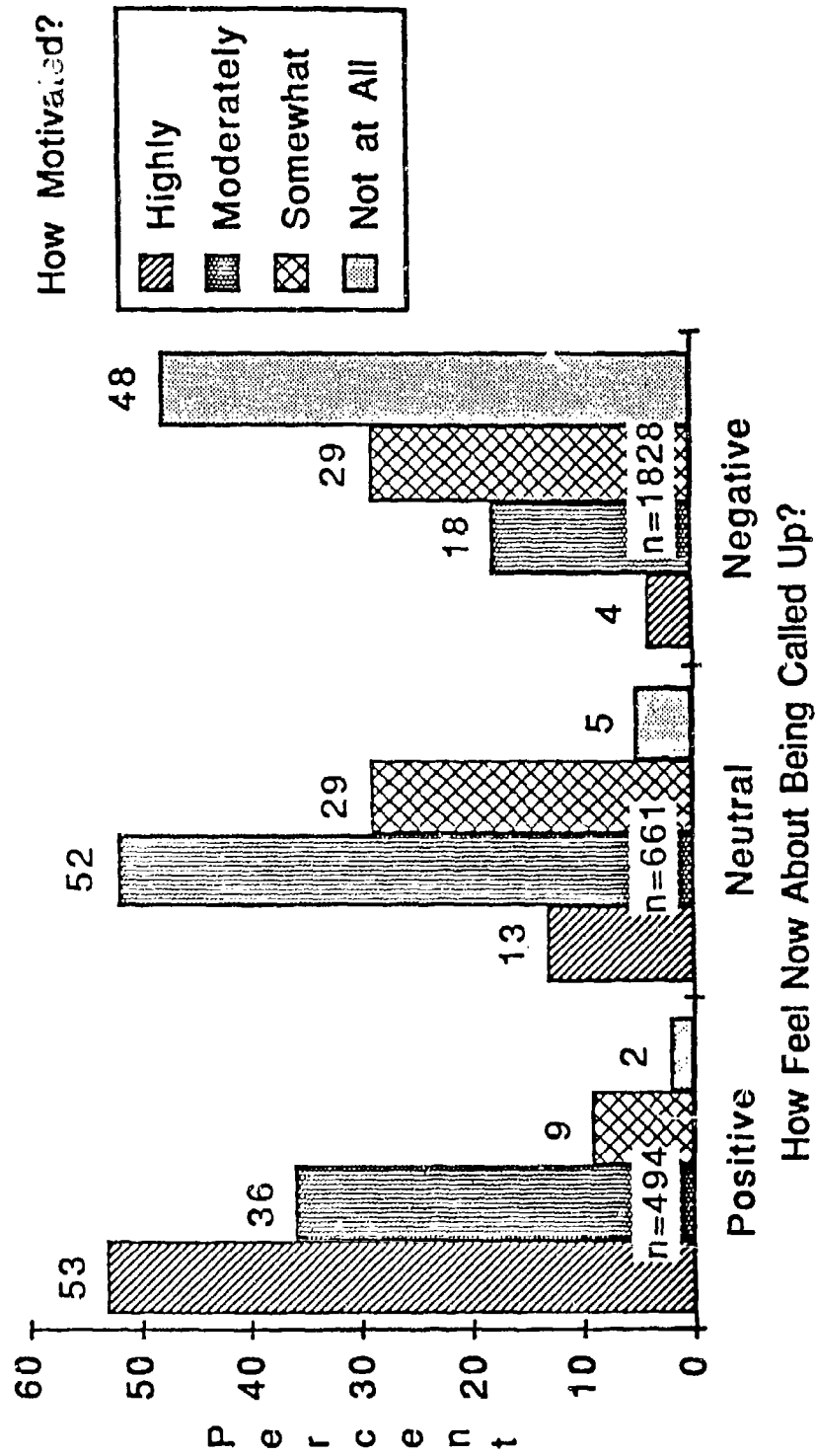


Figure 6

How Motivated Are You to Perform Your Army Duties  
vs.  
Call-up or Volunteer

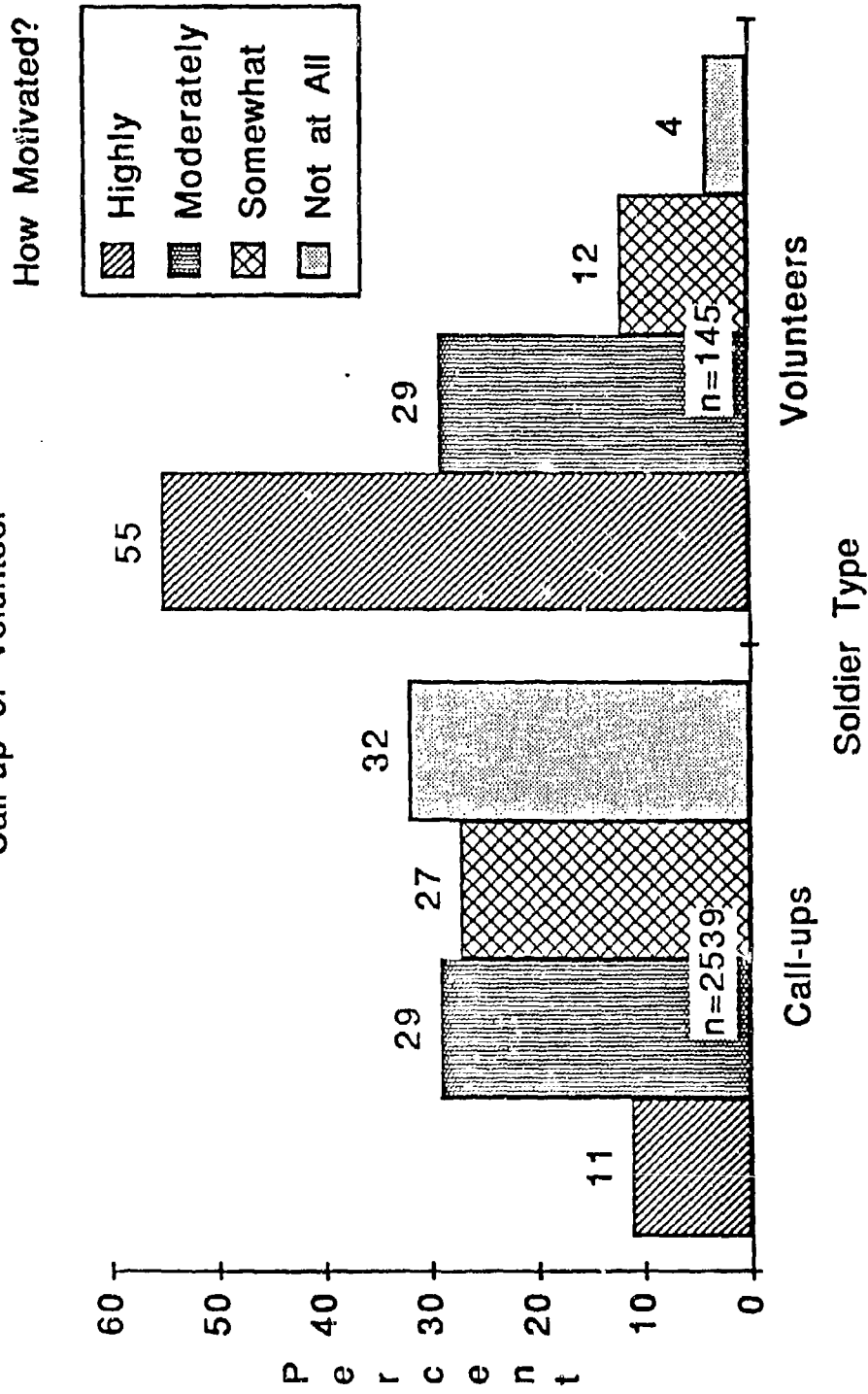
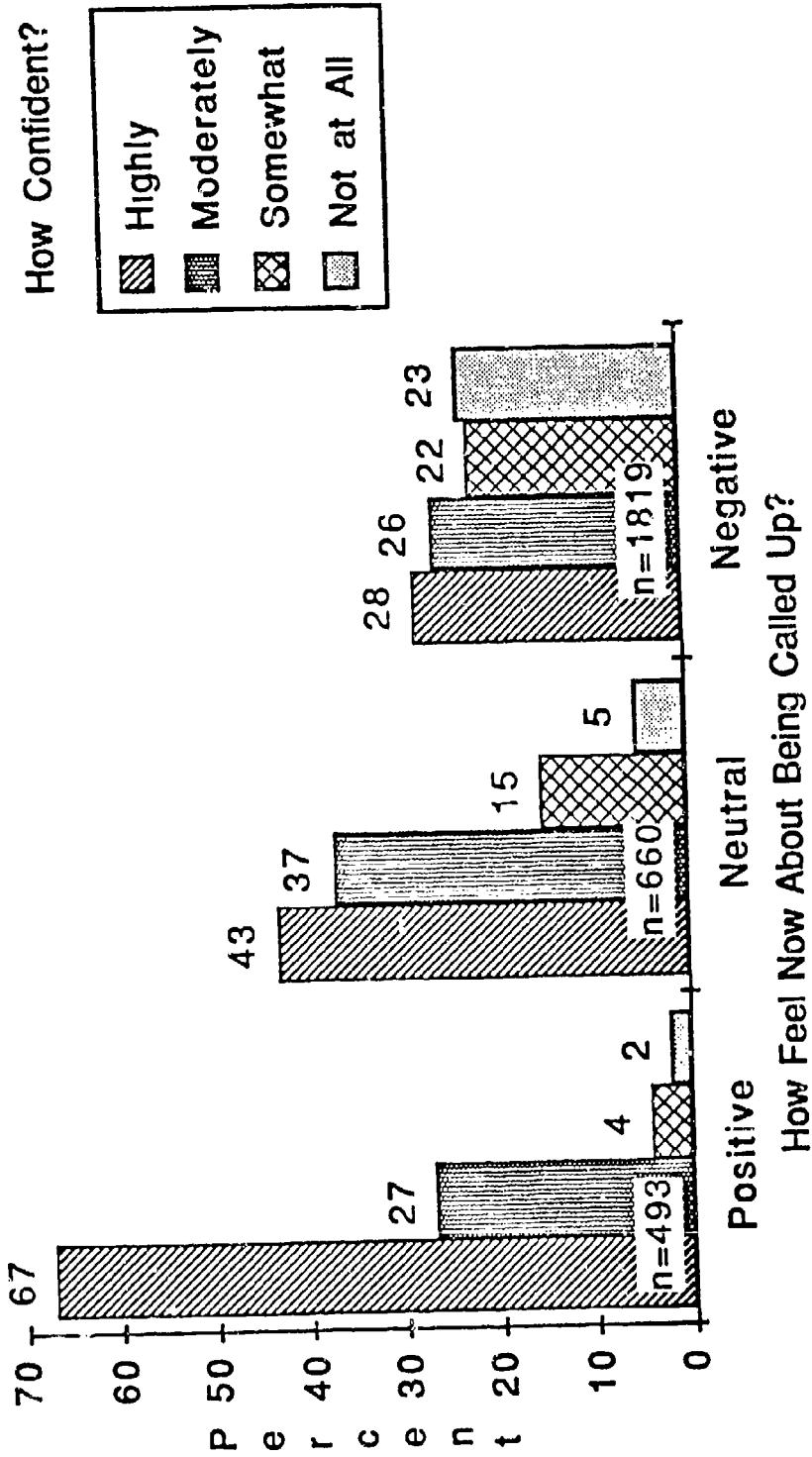


Figure 7

How Do You Feel Now About Being Called Up?  
 vs.  
 Overall, How Confident Are You That You Would Perform Well  
 as a Soldier in a Combat Situation?



### Write-in comments about in-processing

Over half of the 3,051 respondents to the questionnaire provided one or more written comments. This section describes and illustrates comments with respect to in-processing, and the next section describes and illustrates concerns in other areas.

The comments about in-processing were further divided into a number of thematic areas as shown in Table 2. (The reader is cautioned that although the number of comments in each area is provided in the Table, there is no way of systematically determining from the responses how each of the respondents felt about each topic because each respondent only addressed selected topics.) Below is a short summary of each thematic area and a reference to the corresponding appendix which provides some of the comments in that thematic area. (Note: Although each and every comment is not provided, enough examples of comments are given so that the reader may get a clear indication of the nature of the comments in each area.)

Disorganization, long lines, lack of information (see Appendix B). This is the area that respondents complained about most. They said the in-processing was very unorganized and much too slow. They indicated that the in-processing center was not organized to handle so many people at once and, given the large number of people, did not adapt their procedures to handle them efficiently. They reported spending hours and hours in long lines on the one hand, and not being given enough time to get food or sleep, on the other hand. One respondent summed up the process as "Everyone -- 2,500 -- went thru stations in single file at [the] same time." Respondents also complained that the personnel doing the in-processing did not know what they were doing and either could not or did not answer the questions of the IRR soldiers and provide information about in-processing procedures, about what would happen next, and about issues that would help the IRR organize their affairs (e.g., finance, resources for their families).

Improper treatment (see Appendix C). Respondents complained that they were treated as if they were basic trainees ("garbage", "children", "cattle", "robots", "dirt", and "animals" were some of the additional terms they used) instead of experienced soldiers and Army veterans. NCOs complained that they were treated without any recognition of their NCO status. Instead of treating the IRR soldiers with the respect they expected, the people in charge were rude and exhibited a bad attitude toward IRR soldiers. Respondents indicated that they felt intimidated and were herded like cattle, made to stand in formations for long periods of time, treated as if they didn't know anything, given curfews, not permitted any time off, lied to, and locked in.

Table 2

## COMMENTS ON INPROCESSING PROBLEMS BY LOCATION\*

INPROCESSING PROBLEMS NUMBER OF IRR	BEN		SILL		WOOD		KNOX		LEE		BLISS		JACKS		TOTAL	
	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%
DISORGANIZATION, LONG LINES, LACK OF INFO	242	30	9	15	174	18	46	12	101	34	67	31	81	23	720	24
IMPROPER TREATMENT BY OTHERS	56	7	4	7	44	5	32	8	9	3	39	18	20	6	204	7
INAPPROPRIATE TRAINING, LACK OF MOS PROFICIENCY	47	6	7	12	60	6	43	11	6	2	9	4	10	3	182	6
INCORRECT OR MISSING RECORDS/FILES/ORDERS	36	4	1	2	36	4	18	5	10	3	5	2	5	1	111	4
FINANCE	4	-	0	-	66	7	1	-	4	1	7	3	11	3	93	3
IMPROPER MEDICAL TREATMENT	6	-	1	2	41	4	11	3	3	1	0	-	6	2	68	2
GETTING TO MOB CENTER	3	-	2	3	45	5	18	5	1	-	0	-	0	-	67	2
OTHER IN-PROCESSING	12	1	1	2	16	2	14	4	4	1	2	1	0	-	49	2

\*NOTE: REPORTS OF PROBLEMS AT A LOCATION DO NOT NECESSARILY REFLECT THAT THE PROBLEMS OCCURRED AT THAT LOCATION BECAUSE SOME SOLDIERS FIRST REPORTED TO A DIFFERENT LOCATION.



Inappropriate training/lack of proficiency in MOS (see Appendix D). Of those that made comments about training, the consensus was that the training was unsatisfactory for one or more reasons. Reasons indicated included:

- Common task training was not necessary for experienced soldiers.
- Lack of emphasis on MOS training.
- Too much or too little time set aside for training.
- Much wasted time during the training days.
- Training not tailored to current situation (e.g., desert warfare, recognition of Iraqi vehicles and uniforms)
- Training was not tailored to background or need. For example, the training provided to those who never previously worked or trained in their MOS was the same as that provided to experienced NCOs.
- Training not strict enough (i.e., too easy to pass).

One group particularly concerned about the training consisted of those who lacked experience in their MOS, either because their experience was in an area other than their primary MOS or because they were being assigned to a new MOS at the in-processing center.

Finally, there were comments relating to resentment of the trainers. The drill sergeants were described as conducting training for experienced soldiers in the same way they conducted training for basic trainees. Guard and Reserve trainers were seen as needing more training themselves. Also, NCOs complained that no advantage of their skills was taken during the in-processing or training.

Incorrect or missing records/files/orders (see Appendix E). There were complaints of incorrect or missing records, files, and orders. The "201" files (i.e., the Military Personnel Records Jacket) and medical and dental records were often mentioned, but it would be difficult to specify the number of complaints by type of file or record because many did not specify the type of records which were missing or incorrect. Particularly upset were those whose files or records were lost more than once and those who had to retake shots due to lost medical records.

Finance (see Appendix F). Comments in this area dealt with pay that they did not get or did not get on time, lack of information and misinformation about pay issues, problems with

respect to direct deposit, and having to pay for meals out of their own pockets.

Medical treatment (see Appendix G). Most complaints about treatment from medical personnel were in the following four areas:

- perceived lack of concern (caring) on the part of medical personnel with individuals' medical problems.
- inadequate screening, screening not thorough enough, rushed through screening, screening just a formality, medical problems not checked out.
- refusal to acknowledge medical problem existed, medical information overlooked, lack of credence given to information from civilian doctors about the existence of specific medical problems.
- refusal to consider an acknowledged medical problem as sufficient reason for being excused from active Army.

Problems getting to in-processing location (see Appendix H). The primary issue here was that people were sent to more than one location to complete their in-processing. This was seen as a waste of time and money and frustrating because it meant going through the very unorganized in-processing procedures more than once.

Other problems relating to in-processing (see Appendix I). Comments in this area either were too vague or cryptic for the topic area to be clearly determined or did not clearly fall into one of the other in-processing areas.

Write-in comments about topics other than in-processing

Other comments which did not relate to in-processing are introduced here. Table 3 summarizes the main thematic areas and the number of comments with respect to each.

Attitude toward the Army/motivation (see Appendix J). Expressions of attitude toward the Army and motivation ranged from the very positive to the very negative. Often there were qualifiers attached to their sentiments with respect to what their roles would be and where they would be sent.

Family problems/need for more time (see Appendix K). The comments in this topic area were primarily about concerns relating to family members and significant others (e.g., fiancées, girlfriends). Some comments also dealt with the need for more time to settle affairs at home.

Table 3

COMMENTS ON OTHER PROBLEM AREAS BY LOCATION

OTHER PROBLEM AREAS NUMBER OF IRR	BEN 806	SILL 60	WOOD 944	KNOX 381	LEE 294	BLISS 218	JACKS 348	TOTAL 3051
ATTITUDE TOWARD THE ARMY, MOTIVATION	n 61	n 5	n 78	n 22	n 15	n 20	n 20	n 221
	% 8	% 8	% 8	% 6	% 5	% 9	% 6	% 7
FAMILY PROBLEMS, NEED OR MORE TIME	n 34	n 1	n 37	n 26	n 10	n 3	n 7	n 118
	% 4	% 2	% 4	% 7	% 3	% 2	% 2	% 4
NEGATIVE ATTITUDE TOWARD IRR CALL-UP OR BEING IN IRR	n 37	n 1	n 21	n 12	n 6	n 5	n 7	n 89
	% 5	% 2	% 2	% 3	% 2	% 2	% 2	% 3
LOSS OF INCOME, JOB RELATED	n 10	n 1	n 30	n 16	n 13	n 2	n 8	n 80
	% 1	% 2	% 3	% 4	% 4	% 2	% 2	% 3
INTERFERENCE WITH SCHOOL	n 10	n 3	n 25	n 11	n 10	n 3	n 4	n 66
	% 1	% 5	% 3	% 3	% 3	% 2	% 1	% 2
OTHER COMMENTS	n 12	n 0	n 18	n 7	n 0	n 0	n 0	n 37
	% 1	% -	% 2	% 2	% -	% -	% -	% 1

Negative attitude toward IRR call-up or being in IRR (see Appendix L). This section includes comments about the IRR call-up specifically as well as comments about being in the IRR in general. One theme expressed here is that the IRR should be called at a later point, after Active Reserves and National Guard who chose to remain with the military and get paid for it and/or after a draft of those who have not served.

Loss of income/job-related (see Appendix M). Concerns expressed in this area were primarily about loss of income and the resulting inability to pay bills.

Interference with school (see Appendix N). Respondents expressed their unhappiness with the interruption to their education and the consequential delay in finishing school. Some wanted to be allowed to finish the semester and/or to get tuition reimbursement.

Other comments (see Appendix O). The comments categorized here are those that do not clearly fit in the above areas and expressions of disbelief that this survey would make a difference.

#### IV. CONCLUSIONS AND RECOMMENDATIONS

##### Conclusions

The majority of IRR call-ups had a negative attitude toward being called up. Their attitude toward being called up appeared to be related to how they felt about their active Army service. Further dissatisfaction was related to the perception that the Army really did not care about them, as illustrated by the way they were treated at the in-processing stations.

Regardless of their attitudes towards the Army, there is a sense that the IRR wanted to be utilized well. They did not want to waste time and they wanted meaningful assignments that were commensurate with the skills in which they were trained. The requirements to spend time inefficiently, do tasks which are not perceived as meaningful, and/or do jobs for which they have not been trained are strong demotivators in and of themselves. They were, perhaps, even stronger demotivators for IRR whose lives were disrupted and who were pulled away from other activities that they chose in preference to remaining in the Army.

The IRR tended to view themselves as experienced soldiers who had, for the most part, completed successful tours in the Army and then chose to build lives for themselves outside the Army rather than remain in the Active Army or join Guard or Reserve units. Some consequences of this view of themselves were their feelings that: (1) they should not be looked down upon, (2) they should not be treated like trainees, (3) they should not

be called up unless the Army really needs them and intends to use them appropriately, and (4) since those in the Guard and Reserve units have chosen to remain in the military, they should be called before the IRR.

Many IRR expressed concern about a lack of information and answers to their questions. In fact, in the absence of information about Army goals and intentions, the IRR appeared to judge the events happening in the light of their own assumptions. Thus, there was the potential for recertification to be assessed as if it were intended to be training, training to be assessed as if it was the only training that they would receive, medical exams to be judged under the assumption that they were intended to have been very thorough, the holding off of sending some IRR on to the next location to be viewed as Army incompetence or lack of caring as opposed to judicious use of resources for a very rapidly changing combat situation, the call-up of the IRR to be viewed as potentially interchangeable or serving the same purpose with the call-up of Guard and Reserve units, etc.

### Recommendations

For future mobilizations, there is a need to recognize that many IRR call-ups may not be happy about being called up and that there are likely to be attitudinal and motivational problems which could potentially spread to other call-ups. The demonstration that the Army really cares about the IRR could do much to improve IRR attitudes. How they are treated, utilized, and helped to deal with the disruption to their lives are all ways in which the Army can indicate that it cares.

The current experience suggests the need for a more efficient and organized system for in-processing large groups of call-ups. Improvements include: (a) preparation of plans and procedures to be used to handle the number of people who are expected to report in; (b) organizing work stations and number of personnel assigned to work at each to maximize the number of people that can be in-processed per day; (c) better planning for use of the call-up's time (for example, instead of having everyone wait on line for hours on end, put people into groups and then call groups one at a time, while the other groups eat, sleep, take care of personal affairs, do PT, train, etc.); (d) ensuring that the personnel who handle the in-processing are well-trained and caring; and (e) completing the in-processing for individuals at the location they report to first, in order to eliminate the need to in-process at more than one location.

Since large mobilizations of the IRR require a significant number of experienced leaders to help make things run smoothly, provide information, answer questions, and help solve problems that arise, and since NCO IRR call-ups resent lack of recognition of their status, NCO call-ups could be tasked to assist with the

in-processing and training. For example, one scenario might be to have the NCO call-ups report several days before the other call-ups, go through in-processing themselves, and then be given an orientation on their assigned roles in helping with the in-processing and training.

There is a need to establish clear guidelines for the purpose or goal of recertification or training at in-processing locations and then to communicate this clearly to the IRR call-ups. This would go a long way toward relieving the IRR who are concerned about the training and the Army's lack of perception about their training needs. For example, if the goal is recertification and not in-depth training at the in-processing center and the IRR understand this, they will be less critical and more reassured. Similarly, they will be less likely to judge the training as inadequate if they understand that the training they receive at the in-processing center is just a first step and that there will be more in-depth MOS training or situation-relevant training (e.g., desert warfare) as necessary at a later point.

Also with respect to training, there is a need to take into account whether the individual has experience in the assigned MOS. If a new MOS is assigned at call-up or the previously assigned MOS is one in which the individual has no experience, then the training should be adjusted accordingly.

IRR soldiers can be expected to be deeply concerned about the unexpected disruption caused by a call-up and to need time and information to help settle their affairs at home. For example, they will need information about services and support groups that are available to help their spouses cope with the increased burdens they will have. They also will need information that will help them cope with their financial concerns as a result of the call-up (e.g., combat zone tax deferrals to postpone filing of federal tax returns; pay exemptions from federal taxes; family separation allowances for service members separated from their dependent families; eviction protection for families of active duty service members; legislation which puts a ceiling interest rate on consumer debts such as home mortgages, car loans, and credit cards; legislation relating to other benefits for reserves with respect to health insurance, medical malpractice insurance, Individual Retirement Account withdrawals, repayment of student loans).

#### V. REFERENCES

Wisher, R. A., Sabol, M. A., Sukenik, H., and Kern, R. P. (1991). Individual Ready Reserve (IRR) call-up: Skill decay, (ARI Research Report #1595). Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.

# APPENDICES

## INDIVIDUAL READY RESERVE SURVEY

PRINT the letter of your answer in the space at left.

### ARMY BACKGROUND

- \_\_\_ 1. Have you ever been in a reserve component other than IRR? A. Yes. B. No.
- \_\_\_ 2. Have you ever trained at the National Training Center (NTC)? A. Yes. B. No.
- \_\_\_ 3. Have you ever trained at the Joint Readiness Training Center (JRTC)? A. Yes. B. No.
- \_\_\_ 4. What is the highest level of military schooling you have completed?  
A. Basic Training B. AIT/OSUT C. PLDC D. BNCOC E. ANCOG
- \_\_\_ 5. How long have you been in the IRR?  
A. less than 3 months C. 7 to 9 months E. 13 to 24 months  
B. 3 to 6 months D. 10 to 12 months F. more than 2 years
- \_\_\_ 6. Were you in the IRR to complete your \_\_\_\_\_?  
A. Active Army obligation B. Reserve obligation C. National Guard obligation D. other
- \_\_\_ 7. While you were in IRR, how many days of Active Duty Training (ADT) in your primary MOS did you have in the 12 months prior to the recall?  
A. none B. 1-7 days C. 8-14 days D. 15-30 days E. 31-60 days F. over 60 days
- \_\_\_ 8. Before this call-up, when was the last time you received ADT in your primary MOS?  
A. less than 3 months ago C. 7 to 9 months E. 13 to 24 months  
B. 3 to 6 months D. 10 to 12 months F. more than 2 years ago
- \_\_\_ 9. How did you feel about your Active Army service when you left it?  
A. very positive B. positive C. neutral D. negative E. very negative F. does not apply
- \_\_\_ 10. How did you feel about your Guard/Reserve service?  
A. very positive B. positive C. neutral D. negative E. very negative F. does not apply

### MOS TASKS

- \_\_\_ 11. In general, how much did you like your Army primary MOS job during your last duty?  
A. I liked it a lot. C. I neither liked it nor disliked it. E. I disliked it a lot.  
B. I liked it somewhat. D. I disliked it somewhat.
- \_\_\_ 12. How much overlap is there between the tasks required by your primary MOS and those you performed recently as a civilian (job, hobbies, school, volunteer work)?  
A. None, the set of tasks are totally different.  
B. I did a few of my MOS tasks as a civilian.  
C. I did about half of my MOS tasks as a civilian.  
D. I did most of my MOS tasks as a civilian.  
E. The tasks I did as a civilian included nearly all of those in my MOS.
- \_\_\_ 13. How often did you perform tasks in your recent civilian life (job, hobbies, school, volunteer work) that were similar to tasks in your primary MOS?  
A. never B. monthly C. weekly D. daily
- \_\_\_ 14. At the time you were called-up, how many of your primary MOS skills did you remember?  
A. almost all, I felt that I was ready for active duty without any additional training.  
B. most, I felt that I needed only a few days of refresher training.  
C. some, I felt that I needed a couple of weeks of refresher training.  
D. only a few, I felt that I needed nearly complete retraining.

(over)



### CALL-UP PROCESS AND IMPACT

- \_\_\_ 15. How did you feel about being called-up when you first received your notice?  
A. very positive      B. positive      C. neutral      D. negative      E. very negative
- \_\_\_ 16. How do you feel now about being called-up?  
A. very positive      B. positive      C. neutral      D. negative      E. very negative
- \_\_\_ 17. Did you experience any problems with in-processing?      A. Yes      B. No  
(If "Yes," describe these problems briefly in the comment space below.)
- \_\_\_ 18. Now that you have completed retraining, how technically prepared do you feel to do your Army job?  
A. I am not ready.      B. I am not sure.      C. I am ready.
- \_\_\_ 19. How motivated are you to perform your Army duties?  
A. not at all      B. somewhat      C. moderately      D. I am highly motivated.
- \_\_\_ 20. Overall, how confident are you that you would perform well as a soldier in a combat situation?  
A. not at all      B. somewhat      C. moderately      D. I am highly confident.
- \_\_\_ 21. Marital status:      A. married      B. single      C. divorced      D. widowed      E. separated
- \_\_\_ 22. How many children were living with you at the time of call-up?  
A. none      B. one      C. two      D. three      E. more than three
- \_\_\_ 23. How many people (including yourself) depend upon you for some financial support?  
A. one (myself)      B. two      C. three or more      D. no one, I receive support.
- \_\_\_ 24. When you received your call-up notice were you attending:  
A. college      B. trade or vocational school      C. other school/training      D. I was not in school.
- \_\_\_ 25. How important to you was the civilian schooling that you had to leave?  
A. I was not in school      B. very important      C. somewhat important      D. not important at all
- \_\_\_ 26. How easy will it be to continue your schooling after you are released from active duty?  
A. does not apply      B. easy      C. somewhat difficult      D. very difficult
- \_\_\_ 27. How important to you was the civilian job that you had to leave?  
A. I was not working      B. very important      C. somewhat important      D. not important at all
- \_\_\_ 28. How easy will it be to regain your job after you are released from active duty?  
A. does not apply      B. easy      C. somewhat difficult      D. very difficult
- \_\_\_ 29. How will your personal monthly income be changed as a result of your call-up? It will be  
A. a lot more      B. a little more      C. the same      D. a little less      E. a lot less
- \_\_\_ 30. How will your family monthly income be changed as a result of your call-up? It will be  
A. a lot more      B. a little more      C. the same      D. a little less      E. a lot less
- \_\_\_ 31. How will it be for your spouse and/or others at home to manage in your absence?  
A. does not apply      B. easy      C. somewhat difficult      D. very difficult

COMMENTS (Before each comment, indicate the question number to which it refers.)

APPENDIX B

IRR QUESTIONNAIRE WRITE-IN COMMENTS:

DISORGANIZATION, LONG LINES, LACK OF INFORMATION

Long lines. Lots of waiting. Typical Army B.S.

Wasn't organized or run properly.

It just took entirely too long.

I have never seen such a blatant example of confusion and cluster in the entire time I have been in the military.

Completely disorganized, lack of communication, not knowing what was going on.

Everything was [expletive].

Inprocessing was very unorganized.

Long waits.

Inprocessing was slow.

Too slow, need bigger building.

Not organized.

Too many questions were left unanswered. Individuals with wives and/or families should be offered more information to give to them.

Things were very unorganized.

Long waits. Mass confusion.

Very unorganized.

Was not organized!!

The process of in-processing was very disorganized. There is much room for improvement.

Extremely late hours with roughly 2 to 3 hours of sleep per night. The whole ordeal was very chaotic.

Mass confusion.

The waiting, lack of organization, and lack of communication about what was to happen.

Inprocessing was chaos.

It took too much time.

It took way too long. It needs to be organized better.

It took too [expletive] long.

No one knew what was going on. Then when they thought they did it was all [expletive].

Nobody knew what was going on. Very poorly planned.

It took way too long. The people processing us had [expletive].

Nobody knows what's going on one big cluster [expletive]. 16 hr. days with no time off (just like basic) very stressful!!!

It took too long. I had to wait in long lines or just sit around for 4 to 6 hrs. The inprocessing station was extremely unorganized.

Too slow and non-productive.

It is a huge cluster [expletive].

The in-processing process was not coordinated right. Poor guidance.

I personally think that if everything was more organized things would have been a lot better! Then again who really gives a [expletive]!!

Too much waiting.

The personnel doing in-processing were not prepared for the number of people called up. No one, including the higher chain of command had any answers or seemed to know what was going on. The entire process was a cluster and was very poorly handled.

The inprocessing stations were inadequate and didn't seem to have a clue about the operation that they were undertaking.

Total unorganization.

Long delays in processing.

Very [expletive] slow.

Waiting in long lines.

Long delays.

No one knew what was going to happen to us. People didn't know what was going on.

I felt like it was very chaotic and frustrating. Nobody was able to tell us anything. With such a massive call up, shouldn't somebody have known what was going on (and told us)?

They didn't have it together.

Long lines, waste of time, and no one knew what was going on.

Too [expletive] slow and confusion.

We were scheduled for extensive hours of training, from 8 a.m. to 8 p.m. We used 2 hours of that time. This happened nearly every day I trained. We were told "Transportation couldn't be coordinated." Meanwhile we sit @ a range, having completed all tasks, wasting the few days left in the states sitting in BDU's and staring @ each other. Is this right?

The amount of waiting and wasted time.

Took too long.

Extremely disorganized and too slow.

The most disorganized and preposterous system. I was ashamed.

Inprocessing - In my opinion there is a severe lack of organization and wasted time to inprocess the IRR soldier. In my personal experience 90% of my time and the unit as a whole was waiting with only 10% of the time taken for the actual processing task.

Too much waiting for inprocessing stations, no time for religious services. Lack of information of my mission.

It was too confused and messed up and no one knew what was going on.

We were rushed through the inprocessing and therefore a lot of things that we needed to get done weren't (i.e., mid-month pay, proper wills).

Everything was unorganized.

It was a cluster \_ \_ \_ \_.

We went 2 1/2 days without sleep to in-process.

It was a [expletive]. Extremely long hours.

I reported to Ft. Polk, LA and stayed there for 3 days doing nothing. Spent 5 days at 30th replacement at Ft. Benning - had 2 days of down time. No one knew what to do with my group - we were cast aside many times because we had no one leading us in inprocessing.

Not enough sleep, time off. Could inprocess much easier. No leave before shipping overseas.

Too [expletive] slow and unorganized.

Long line waits. Cluster formations. Very unorganized.

Very unorganized. Chain of command didn't inform the soldiers of anything. It was a complete cluster [expletive].

Too much in-processing; 3 stations.

Not very well organized as far as informing people about where they were going or what they would be doing. Also little to no help was provided for married personnel and hardship cases unless they made a big stink about it.

No one (including myself) knew what was going on.

The inprocessing personnel did not know what to do with us because they had not handled anything like this before.

Inprocess was extremely slow. What should have taken 2 8-hour days took two 23-hour days and a 10-hour day.

Very disordered and long lines.

Slow and unorganized.

Every in-processing soldier had to wait entirely too long. This was evident through every in-processing station.

Inprocessing took way too long.

The process was confusing and arduous.

Long, unnecessary waits.

Lack of information and higher level organization.

No one knew what was going on. No answers.

Lack of information.

Long hours of waiting or disorganized people.

Long lines, unorganized, missing information.

Long lines and confusion.

No one knew what was going on from hour to hour.

Disorganization.

Very slow.

Long lines, not being told anything.

The Army has to tell their soldiers that's going on and quit jerking them around, telling them one thing one day and another the next.

Nothing was planned more than superficially and on the spot. The processors weren't ready to deal with us.

Long lines, lack of information on future arrangements.

Long waits, lack of information, lack of organization

No one knew exactly what was happening.

Lack of information.

Sitting [expletive] for 4 hours doin nothin. Typical hurry up and wait Army [expletive].

Too slow.

Long, long lines.

Long lines and waiting times. Higher ranks not knowing what's going on.

Long waits.

The in-processing was a confused mess at all times.

Long waits and lines, lots of confusion.

The training and the in- and out-processing were a joke. It was the most unorganized cluster [expletive] I've ever been associated with. This was a total waste of tax payers money.

My inprocessing was very wasteful as far as time and training.

The letter I received had little to no information on it concerning what to bring, where I'm going for how long etc. Every place I was at I was lied to about where I was going, how

training and in-processing was going to be done. I had to work on my weekends and past 2000 on most nights just so we could get done in a shorter amount of time when there were allotted day for all of the in-processing. All of the appointments were always changed and it appeared that whoever was in charge of this was just playing this by ear and making it up as he went.

Entirely disorganized. (Too many people).

Spent too much time and waited while other units passed.

Very unorganized.

Extreme waiting times.

No one knows what's going on.

Nobody knew anything, waiting was way too long for in-processing.

It was an indescribable cluster [expletive].

Very disorganized, was told too many things about some problem things never were taken care of very unprofessional and wasteful to tax payers.

Too much back log, no command and control, not knowing what is happening.

Disorganized Reserved units. People not sure what to do to in-process us.

Disorganized. Lack of knowledge and information.

The whole process was totally unprofessional.

8 hrs. waiting to in-process and another several hours to actually process. General Army ineptitude.

No organization.

Like usual in the Army, no one knew what was going on. Too many people reported in the same day, and the inprocessing people were too busy to handle the situation.

Nobody could tell us anything.

Was not organized in the way we were inprocessed. Some days we did no inprocessing, others we were up till 3:00 am.

If this ever happens again. I suggest you do something to straighten this gaggle [expletive] out. I was here for 17 days.

And completed about 5 days of training. Because of Inprocessing. It took so long to get all the paperwork filled out.

Too much wasted time.

The processing took entirely too long. It didn't take forever when we did it in Basic Training. It was a lot of mismanagement.

A lot of waiting to do nothing.

Wasted a lot of time.

Took too long. Waited in 6 hr. lines.

Nobody knew what was going on, so over 250 civilians/soldiers were standing around for hours at a time trying to get some type of answer on what was going on. But nobody knew anything. I think if the IRR had enough guts to call back that many people at a time they should of least been able to [expletive] and being able to get control of the situation a whole lot better than they did.

There was too much waiting around. They didn't tell us anything. They kept us in the dark about everything.

Inprocessing was not organized.

A lot of unnecessary waiting (standing, cold, etc.). Three or four hours of sleep doesn't cut it.

Sitting and standing for a long period of time (2 to 4 hours). Took too long. Inprocessing was too stressful. We stand and sat for 2 hours or more. We got little sleep. (3 hrs.) They can get it a little bit more convenient.

Disorganization and delays.

It was an unorganized mess. Too many people trying to process at once. Too much waiting. A full day's processing resulted in about 30 minutes worth of actually doing anything productive.

Inprocessing was long and tiresome. Most people weren't informed properly, to include the cadre in charge.

The inprocessing process was too long while part of the blame could be attributed to the number of people involved, the majority of it has to be attributed to very poor organization.

Inefficiency.

Inprocessing three days with six hours sleep is moronic to say the least. Give yourself the time you need.



We waited around for hours to inprocess.

Need to devise a new system of inprocessing for IRR soldiers.

Everything we did took forever. We seemed to wait more than we processed.

The Army had us going in all directions at the same time during inprocessing.

It's [in-processing] pretty messed up. No one told us anything.

Took too much time. Did not sleep.

Too long there was no sense in it being that long.

Totally the same run around in circles.

The same old Army thing hurry up and wait!

Everything about inprocessing took entirely too long.

Too many inprocessing stations.

The usual Army problem of lack of coordination, hurry-up-and-wait, etc., etc.

Too long - too many lengthy delays for stupid reasons.

Too much [expletive] formations and waiting around.

In-processing was incredibly disorganized and frustrating. Long work hrs and little sleep created high-stress situations. Dissemination of information needs to be greatly improved.

I was motivated to serve up until the point I got to Ft. Benning. Its hard to believe the people running things could be so [expletive] ignorant.

Very unorganized chain of command, It seemed that they deliberately withheld information from us.

No orgenization in the inprocessing stage. Too much time wasted.

Long lines and late nites.

Waste of time.

I felt that this whole experience was a joke. We sat around of 34 days doing nothing. It's a crying shame that the gov't. had to waste all this tax-payer's money over nothing.

Nobody knew anything. It was big cluster [expletive].

Yes, there was absolutely no organization whatsoever. As a result I missed a station which caught up to me at a poor time. I realize a lot was new to the Drill Sergeants in charge but as always in the Army, lack of communication is the biggest problem and [expletive] so much up.

Very slow and unorganized. Sat and waited 6 long hours to get teeth check.

In-processing was very unorganized, very long wait to see dentist. Also made us sit for long periods at a time because nobody was ready to inprocess us.

Too much time (15-20 hours) sitting around waiting.

Everything was [expletive]. Not enough sleep.

Total [expletive] - No one knew what they were doing. I hate this B.S. - I hate the Army - that's why I got out.

This has been so disorganized, so questionable from the beginning. I've been here for 2 weeks and I still do not know my fate.

They need to keep us more informed of our plans (orders).

Processing was the most unorganized waste of time I've ever experience.

Extremely long work days 16-18 hours in length.

Totally [expletive] - too big of recall groups causing total chaos and disorganization during every phase of inprocessing and out processing.

Mixed up mess.

Took too long to inprocess. Waited for 4 hours between each 20 minute station.

Through the entire process the most common response was "I don't know." It seemed to be the blanket answer. If anyone did know what was going on it never made it to the battery. That only served to instill a greater negative feeling.

Very inefficiently executed. Took entirely too long. Someone in the military should know how to execute such easy tasks as inprocessing with a bit of speed. Unfortunately it seems that no one does.

During inprocessing the people in charge were very confused. We did a lot of standing around for nothing.

Too much wasted time. Too many people at one time. Inprocessing was not well planned.

Inprocessing wasn't very well organized. As usual a lot of hurry up and wait. The days were long and not much sleep. The Army should have spaced out the inprocessing. Too many people there at the same time.

Inprocessing was extremely frustrating. We were often uselessly uncomfortable. Example: sitting elbow to elbow in bleachers for 5 hours doing absolutely nothing. Lack of organization. Very poorly organized. A lot of senseless waiting for nothing.

The amount of time I had to sit around and wait.

It was nothing but hurry up and wait. Wasted 3 days on very few tasks. Averaged 3 hrs. of sleep a night for practically no reason.

Took longer than initial enlistment.

Completely unorganized for the first day we're here to now, every aspect.

Never got my P.E. They said I would get it at my next duty station.

The whole process was completely unorganized and the morale of the soldiers is gone!

I was one of the first people here. Nothing was set to a schedule. It was a cluster.

Nobody knew what the [expletive] was going on.

Unorganized.

Totally unorganized.

In-processing took too long and morale among people administering the in-processing was low.

The active Reserve was ill trained in order to process in!!!

Everyone (2,500) went thru stations in single file at same time.

I think that if the Army saw the need for us to show up on the 31st of Jan, it should have been prepared for us. This last 2 weeks were a total mess.

Inprocessing was round robin style and took 20 hours straight to complete, 2 1/2 hours in I.D. card line alone.

First 36 hours nobody slept or ate.

Long nights.

There were too many people to inprocess and too little time to do it in.

The entire experience of inprocessing was a nightmare. I had the distinct feeling the entire reception staff had no more idea what to do with us than we did.

Spent 12+ hours straight at inprocessing. Spent 48 hours without sleep, 18 hours without food.

I have been here 3 weeks and still don't have an ID card.

The ID cards could have been dropped off at the company instead of waiting 5 hours.

Everything here has been unorganized and overly time consuming.

Please try to give people more information. Do not leave the other IRR call backs hanging without giving them some type of reassurance of what my happen to them. It's hard to keep a good outlook on your life being in limbo!

No one was interested in explaining in full benefits, insurance coverage, or legal issues. We were pushed from station to station and told our questions would be answered later. Often the answers were not explained.

In-processing for me took 36 hours non-stop. I think the people should be allowed to sleep (in beds) and get a balanced meal.

APPENDIX C

IRR QUESTIONNAIRE WRITE-IN COMMENTS:

IMPROPER TREATMENT

Treated like prisoners by personnel.

Cadre at Lee Field were rude and unprofessional.

D.I. were treating us like trash. Especially 4th platoon.

Bad attitudes from DI's.

Bad attitudes from the civilians and chain of command.

They treated us like Joe's and we deserved more than that.

Many times we were treated like basic trainees.

People were unskilled and basically clueless. Need refresher training and people management seminar.

D.I.s had a negative attitude toward IRR troops.

Being treated like children. I believe the drills should lose the hat and go to soft cap. They don't intimidate these soldiers, we all know the deal.

Treated badly. We're not garbage.

Drill sgts. and other NCO's were overbearing.

We were treated as less than human. Soldiers should be treated with a little more respect.

We were herded like cattle for no apparent reason!

The lack of concern for those or all of us who were taken out of family situation.

The drill sergeants in charge were completely incompetent for handling us. We were treated like basic trainees, made to stand in formations for long periods of time for no reason, could not organize anything at all, and had no regard for us as soldiers.

We weren't treated like soldiers, it was like basic.

People just wouldn't listen to your problem.

They treat us like we don't know anything.

Drill sergeants were very rude to us. Treated us like trainees. Very little sleep.

Treated with little or no respect.

We were treated like trainees.

Drill sgts need to change their ways of treating us. We are not OSET soldiers we are all veterans.

We were treated like privates, not seasoned soldiers.

There wasn't any questions on here about religion. We have a lot of religious people here that the people in charge think are joking.

Not treated like veterans - lack of insight.

We need to know what's going on in more detail. We are not basic trainees and should not be treated like them.

Everything was so micromanaged, no one told us anything until the last possible minute..we were lied to, and we did not have sufficient time with our families.

What little motivation that these guys had was killed by lack of organization and no time off. You cannot go from civilian life to Army mindset in one day. You need some time off at night and weekends, at least one day per week.

Treated like Basic.

The Drill Sergeants didn't always treat us like "seasoned soldiers." I know we're going to Saudi, we're not here to party. But the Drill Sergeants were unreasonable. I didn't have a curfew when I was a "seasoned soldier" at Ft. Riley. If I had want to leave, I wouldn't be here.

Civilians had a bad attitude problem at reissue point.

The people that processed us had [expletive]. The people that ran the ranges didn't know [expletive]. We were treated like [expletive]. We didn't have any time off to say good-bye to our families.

Disrupting a persons life to train them for war is one thing, as long as you remember it is people you are dealing with not numbers or cattle. Many of our problems were neglected. My life is important. Drills can all [expletive] for the way they treated me while I was at Ft. Benning.

We were treated poorly at our training units.

We were treated like Basic Trainees.

Being treated like cattle.

We were treated like Basic Trainees!

Treated us bad.

We were treated like robots, and cattle being led to the slaughter.

I was sometimes treated like a cherry.

I feel that the transition would have been a lot easier to adapt to if the drill sergeants placed in charge of us were more sympathetic to the situations of individual soldiers. And not treat the masses as if they were trainees just into Basic. Because that only provokes rebelliousness.

I have remained neutral to the situation but have noted that we were not treated with the respect we deserved. The cadre treated us with no respect or with little military bearing and as a consequence the majority of the RT12's acted like we were being treated without any respect for the cadre. Concerned: A co. 2/54th.

Was not treated as a NCO (more like a private!)

Personal problems were completely over looked no matter how serious.

They didn't treat us like soldiers.

Drill sergeants were unnecessary. Too much restrictions.

I hate people in charge.

Should have been handled by civilians.

I was told I would process in and stay state side. That wasn't my first time I was lied to from the Army.

Running in combat boots on concrete because "we" were late. Caused stress fractures on my heels! Thanks!

I was called up and I am here. It doesn't help morale for drill sgts and 1st sgts to be bitching about coming off leave when we (recalls) had to drop everything and come back in. They could at least not be [expletive]. We are soldiers. Not basic trainees.

Drill Sgts treated us as trainees (Basic type)

Not all but a few drill sgts were stuck in basic training mode and it made matters worse.

Inprocessors were not sensitive to the feelings of the IRR's.

We were treated as privates - new recruits a good amount of time. All that did was give negative attitudes.

When we were continually treated like basic trainees with no respect - our morale decreased immensely. Also many of us could not understand being locked in.

People treating us like trainees.

I am back here as another number being treated like dirt.

After serving 3 years and getting an honorable discharge, I did not feel we were treated well by the cadre who were put in charge. We were treated like basic trainees by reservists who had no idea of what the regular Army was about.

They have incompetent Reservists working. They were also very rude and obnoxious.

I'm 39 years old. I don't like being treated like a "snot nose kid." Army people look at IRR like they're dirt.

NCO's not acting in accordance with rank, sloppy control, no morale boosters for IRR troops, very negative attitude towards "recall" soldiers. Most problems with permanent part NCO's, reserve NCO's quite understanding.

The people didn't know what the [expletive] was going on and they didn't [expletive].

At inprocessing they didn't know what was going on or what to do with us and could not answer most questions asked of them. Then they treat us like we never done any of this stuff before.

I felt as though I were being treated as an IET soldier while in reception and my first week at trainup. I am an E-5 that was not trusted with my own person. We were locked in and not allowed to drink. We were trainees allowed to smoke!

We were treated like animals, not the seasoned soldiers that we are. The Reservists put in charge of us failed to realize that our recalled NCO's can make things happen. We were treated with no respect, which resulted in less motivation and poorer attitudes.

The Army has obvious problems relating to the call up of IRRs. No thought seems to have been made in respect to our years of



service..did not consider that many were NCOs and should be treated as such.

We were just #s pushed through processing and wasn't informed to as what was happening. I felt like a mushroom!

They just rushed you through and did not give a [expletive] about anything.

I was not advised properly on reviewing a hardship discharge. My chain of command failed me, and my case wasn't given the proper consideration.

I was treated badly.

For the first week I didn't have time to sleep.

Being lied to was totally uncalled for. We're here for our country not for some individuals' entertainment.

People were acting like we were basic trainees.

The living accommodations suck out loud. The food was extremely nasty.

No respect.

Personnel.

No time to sleep, no time to eat, didn't like how they treated us.

I would just to say that when we first came to our unit we got treated like [expletive], just like we were in basic and there was no need for it.

With all due respect, the training co. I was assigned to had no military bearing or respect to the UCMJ. This co. is ate-up.

Intimidation by drill sgts, health hazard, barracks not even fitted for trainees.

I do not like being treated as a basic trainee.

Stayed up for two nights.

Tact sergeants were unprofessional.

Should not be treated like an I.E.T. soldier. Deserve more respect.

When I first arrived at Ft. Lee Va inprocessing kept me awake for 3 days straight with no sleep.

We were treated poorly like trainees.

I inprocessed at Ft. Lee. I arrived at approx 1300 hours. Didn't complete until 0100. Didn't get in bed until 0350. Didn't eat!

I was mistreated, like a trainee, kept hungry without sleep for 36 hours. I will notify my congressman of my ordeal.

Personnel didn't bother to screen records, a lot of chapters and over 40 soldiers.

I was not allowed to sleep at Ft. Lee when inprocessed for about 48 hrs.

Prior service personnel not respected as veterans.

We were restricted to our site with no shoppette, no TV.

We were restricted to post. They call us up and they can't even pay for our meals.

During processing I gave the incorrect address for one of my children. After recognizing the situation, I was told "Too bad, How sad for dad." I feel this was a very [expletive] poor attitude for the persons at in-processing.

I missed several meals due to cadre foul ups. We are treated like subhumans. The cadre have no sympathy for our personal hardship due to this call up. Nor do they attempt to help. The cadre know less about the active Army than we do. The disrespect us terribly. They are unprofessional. The full list of unnecessary indignities is much too long to list in this small a space, but this whole situation is ludicrous.

APPENDIX D

IRR QUESTIONNAIRE WRITE-IN COMMENTS:

INAPPROPRIATE TRAINING /LACK OF PROFICIENCY IN MOS

Lack of MOS experience

Was changed to another MOS 3 days before I left and I'm very confused.

I feel that since they did in fact call me back they could have at least let me do what I was trained for, and not train me (or try to retrain me) in events that I am already proficient.

While I'm ready to perform as an 11B1p, I've been slotted to a mechanized unit; I'm not as proficient in this as I would like to be in case of combat. Why didn't the Army try to mate people with jobs/positions they were most comfortable with?

Changing my classification to 11M and expecting me to conform in 2 days training is absurd. You need to keep IRR soldiers doing the same job they did when they got out or you will have a cluster to deal with, besides not making any sense.

11B were trained to be 11M over a period of two morning training sessions.

I am not ready to be an 11M, but I am ready to be an 11B, my old MOS. I spent 4 years training as an 11B. Parachutist, infantryman, scout. Now I'm being asked to do something in which I have no training. Even if the Army "trains" me for a couple of weeks, I will still be pissed off: I joined the military to fight in combat without having to rely on a "tank" or put my life in the hands of someone else who is operating it. You people are going to bury us this way. We don't stand a chance. We are all inexperienced as an 11M. We don't like it. We don't, however, have a problem with doing what we were trained for. What we volunteered for and what we are good at: 11B.

Tasks are going to take a while to learn. I was on a HUMV.

Have not utilized primary MOS since AIT, duty position was secondary MOS.

Only a few weeks were spent as 11M. My duty MOS was 11C. I would have been able to do a better job as an 11C.

I've been changed from 11B to 11M; I don't know much nor do I wish to about 11M.

I am not a 12B I have never received any training in this field. I was the NBC NCO and the N.G. gave me the MOS to promote me. I never worked it.

I worked in the operations office of my company. Therefore, I did not work in my MOS the last 8 or 9 months of my enlistment (active service).

When I arrived at Ft. Jackson I tried to explain that for eleven years that I was in the active Army I was a 43E Parachute Rigger and never trained in my secondary MOS of 63B. The training that I received at Ft. Leonard Wood was so insufficient that I would be more of a hindrance than a help to the soldiers under me.

During my active duty commitment I never worked in my MOS. I was a heavy equipment operator (combat ready). I believe I would be more of an asset on a Dozer than pounding pickets. Please get me out of this MOS.

Never worked my MOS.

Out of the three years I was in the military I never worked in my MOS. I am a 12B. My first two years I was in Panama in a construction company. I drove heavy equipment for two years. My last 7 months I was at Ft. Campbell. They stuck me in battalion maintenance as a driver for a capt.

My primary MOS was 12B10 after getting to my first duty station 'assignment' I started working outside my MOS as a 12B10. I work as a 63B10 mechanic for the duration of my active duty obligation. I work 30 months outside my primary MOS as a 12B10 and received a secondary MOS as a 63B. The only training I had as a 12B was in basic. Counting the time as IRR and time working in my secondary MOS its been over "41" months since I had any training as a 12B10.

When I arrived at my duty station after AIT I was placed in a different MOS (76C) and completed my next 3 1/2 years in that MOS. I never had experience in the MOS (63B) that I was called back for.

#### Other training/MOS related

The training we received was totally messed up. We received classes that a basic training soldier receives, which were common tasks that everyone already knew such as high crawl, low crawl, M16, etc. If we're going to war in Bradleys train us in them and don't waste time with other [expletive].

I feel less confident with the Army as a whole after my training. My two weeks here in training was a waste of my time - and the

Army's, all the training I received was on tasks that I knew already.

I did not need to be retrained! If you can read you can pass your MOS test.

[re: # 18, answer C...I am ready] without the training. Training served no purpose. As a NCO I feel that the training given to us as RT-12 was a waste of valuable time. I believe that tasks such as: call for fire, M-8 alarm, map reading in desert environment, and recognition of Iraqi vehicles and uniforms would have served a much higher purpose.

Training not helpful.

An SQT test should have been given upon arrival. Those who passed should not have been subjected to this basic training environment.

Training process was a worthless joke!!

The training was ridiculously unneeded - we are not trainees.

I feel the cadre treated us like recruits instead of soldiers. The training we received was [expletive]. I don't believe any 11B who just ETS'ed needed to learn how to low crawl again.

Poor retraining.

Retraining wasn't necessary.

Training was not oriented toward desert.

Under these circumstances Infantry soldiers should not be trained on all these basic tasks. Everyone remembers them. They should orient training solely on desert warfare. Not woodline training!!!!!!

Remembered basic skills, didn't need the classes geared for OSUT.

You call that training. The training we did was just to fill paperwork, where was the combat information. Example: I can take a 25mm gun apart in my sleep, but when was the last time I called for fire or performed mounted land navigation.

If presented with a combat situation the individual skills might be present but the unit cohesiveness and team training could not be achieved until 3 to 5 solid months of training.

The training was [expletive].

I think the refresher training is a waste of time. One day in a regular unit and I could have learned what I forgot.

The training we received seem to be done to pass the time of day, because no one had any clue as to what we were supposed to be doing.

The training was a joke and waste of time. We haven't been out that long to forget the simple tasks that they taught us.

[re: #14] I didn't remember anything, and I didn't plan on remembering any of it.

Repeat of training

In general, the training was scheduled too long and was drawn out.

Nothing was planned more than superficially and on the spot. The processors weren't ready to deal with us. The training also suffered in the same ways for the same reasons. (R)

The training and the in and out-processing were a joke. It was the most unorganized cluster [expletive] I've ever been associated with. This was a total waste of tax payers money. (R)

Individual IRR soldiers should have some input on the skills selected for training. Each soldier knows what he needs to re-learn. Often the tasks were never even approached.

A lot of the training was simple and taught on a basic trainee level. I don't think the training benefitted me at all. It was all simple and a lot of the things I would never attempted in combat.

Not enough training.

[re: training] Hated being lumped with N.G., trained by N.G. No consideration of 'Ranger tab' 'Mech Ranger.' No consideration of who I would be with in Sqd. Would like opportunities of adv./schools.

Did not need the retraining. The train was very basic.

There should be a lot less redundant training! Another thing if you're going to use Reserve Drill Sgts, at least use 11B's.

With only two months out of the Army, I don't think I need any retraining, this is insulting.

No one who was in charge knew what they were doing. I knew more than the instructors knew. I don't like changing my MOS, because

I am good at what I do. To put me in something I don't know will [expletive].

Selection of crews was [expletive]. Personnel selected for key positions are totally unqualified for them. Due to the nature of unqualified crew selection, the amount of training given us was totally inadequate, due in part to the timetable given us. Limited training of unqualified crews, to be deployed in a combat situation, is considered by me to be suicide. In no way could personnel of this nature be beneficial to the Army and its combat mission.

They say we are in a hurry yet they waste 2 weeks to train what takes 3 days in the 82nd ABN Div. A total leg speed operation. Incompetent and ate up.

The training was not geared toward our MOS.

I am ready to do my job but I have received no training here that was of any value at all.

I feel I was ready without MOS retraining and the training I received in the call up was about 90% of the time on drinking or drugs and driving.

Yes I have been out to NTC but it was as an OPFOR unit and not for desert training.

Went to NTC as OPFOR.

Most of us could have received the small amount of training we needed at a duty station that needed us. As it is we are in limo.

I am an E-5 w/o PLDC or any line time as a squad leader or assistant squad leader.

[re: #17, answer A] training. I am ready but I have not learned anything new in this training.

I can not give the retraining credit for my combat readiness.

[re: #18] I've been ready.

I did not have any real significant problems with in processing except I do want to mention that at times some of the training lacked because of "slack" disciplinary means.

Need a great deal more time in which to prepare to re-enter Army on Active Duty, a minimum of 3 weeks.

The whole time I trained I received only 2 days of actual worthwhile training.

The reserve drill sergeants we had were pretty cool (but could work on cadence calling) and were being pushed and pulled between dumb-[expletive]-E-4's with more than an attitude and the ineptness of your operations and training people for the really bad training schedules we had. I should know since I worked in operations/training for 1 1/2 years.

[re: #18] Haven't done any.

Do not think we did any type of important MOS training. I don't think we have been retrained here at FLW. Just put back in the Army, and I hope the govt will have its act together the next time, for the next group.

I feel the NCOs need to be refreshed at a different level of training.

Drills didn't know what to do since they weren't dealing with trainees.

We trained for about 9 days from 4 or 5 in the morning till 9 or 10 at night. Now we finished. Since we have a freeze on orders, we have to do things of hardly no purpose till they find out what to do with us.

I feel that the training was too lengthy, boring and mostly remedial to many of us. I feel that if a recall is needed, the recalled soldiers should be able to perform a job and not be in a training status longer than necessary. The program should have had training but not remedial training.

Training was redundant and simple.

The training at Ft. Lee, VA was a total waste.

I feel I remembered all of my MOS training and that the retraining was a waste of the taxpayers' money.

There is a serious lack of quality MOS training for the IRR career soldier which I am. I am prepared for tasks, but not for squad and unit missions or higher levels of technical tasks. Again more quality training for longer periods will be necessary.

Guard and Reserves in charge need more training to train IRR's.

Our training didn't apply to our MOS. Very discouraging.

The retraining did not consider that many were NCOs and should be treated as such and given more advanced training, not with IET's.



The training was insufficient, didn't relate to war. Instructors were not prepared, and didn't [expletive]!!!

We were promised an interview at the SRP where our records would be screened and a determination would be made on what training, if any, we needed. This did not happen. I just got off active duty (Sep '90) and did not need any of this training. Likewise, I have not learned anything in this so-called "refresher" training that I didn't already have a thorough understanding of. I was technically and tactically prepared the minute I got here!

I hardly received my primary MOS training. In my MOS they crosstrain you and expect you to be good in both!

The training was a complete joke and if we perform the same way on the battlefield then we may lose!

The cadre were extremely inadequate and inept in their training. Incompetent sums up their skill level and level of professionalism towards us. We taught them how to do most of the things they were supposed to be teaching us.

APPENDIX E

IRR QUESTIONNAIRE WRITE-IN COMMENTS:

INCORRECT OR MISSING RECORDS/FILES/ORDERS

Records misplaced.

Files lost.

They didn't have my original 201 file.

No original records.

My 201 file was lost.

They lost all my past military records (dental, medical).

Loss of important records i.e., medical and dental.

Original 201 not present. MOS listed not actual MOS.

Lost 201 file.

Some [expletive] lost my 201 file and orders.

Loss of original 201.

The orders I received were wrong, they had the wrong rank on them.

Many records lost including my rank.

Wrong MOS on orders.

Wrong MOS on my call-up orders.

My MOS was wrong on my orders.

Orders - incorrect MOS.

I have not received orders, nor do I know the whereabouts of my records.

Problems with lost records.

I had to report to Ft. Drum with only a seven day notice. I did some in-processing there for 5 days and then sent here to Ft. Benning. When I arrived here, they didn't have a lot of the information from Ft. Drum so a lot of people with me, including myself, had to reprocess items we did just a few days before.

Lost records.

Lost files and documents.

My original 201 file is not here!

They lost my 201 file. Also I am not 11B I am a 11H.

They lost my records numerous times.

Lost dental/medical records.

Medical records misplaced.

My medical and dental record did not arrive at Ft. Ord causing me to get several shots I did not need.

They lost all my records twice at A 2/54 to include my 201 file and medical records. I received 18 shots in 1 week.

They lost my shot record and I had to get those shots over!

Lost my 201/dental records.

201 has been lost and I still do not have it back.

No 201 file.

For a time personnel who were inprocessing us lost my original 201 file. I had enough paper work to make another but that was lost also.

My transition training was never recorded.

They didn't have my records.

They kept losing stuff.

They lost my medical, dental, and 201 files and I was required to make temporaries. Then they lost all my temporary records.

A number of my records were lost.

I brought my 201 file and med records from my reserve unit with me and they were lost at the 43rd A.G.

Missing dental and medical records.

Missing records, lost paperwork, improperly filled out paperwork, typing errors.

F. Lee lost my finance record. Was not on the J-tel system one month after call-up.

Too many mistakes with records having to redo things.

Lost records.

Lost records, misplaced paperwork at Fort Lee.

Records were lost.

Lost records.

Lost my 201 file, dental and medical records.

Paperwork was lost at legal.

My medical records were lost twice.

I feel that records (i.e., medical, dental, and 201) could have been better organized and kept track of instead of being misplaced and not being recorded properly.

Not having records that they should have.

I was recalled under the wrong MOS and the wrong rank and I still have not got my rank right. The last guard unit I was in really messed my paper work. In all my last guard unit sucked.

They lost all my records (201 file, medical records, dental records, and my 'personal readiness folder' which was put together during inprocessing.

Lost all records, had to get them all redone.

I.D. card misprinted

Lost records.

Lost records.

Medical records, dental records.

201 and some medical files of mine were not even here.

Some records were lost.

My 201 file was lost at Ft. Lee and my medical records were never sent from the V.A. hospital in Shreveport, LA.

I was called up as a 12B - but I am not 12B - I am 75B! I've told everyone- to no avail.

APPENDIX F

IRR QUESTIONNAIRE WRITE-IN COMMENTS:

FINANCE PROBLEMS

Finance.

Didn't receive all of my travel pay.

I refused SGLI coverage and was still charged for it.

Finance - Didn't receive right information on direct deposit.

No help from chain-of-command during processing here. As a result I am looking at little or no pay, due to military [expletive] at finance. I have been forced to put in for a congressional inquiry for help. This should have been avoided, if the military cares for family members of the 'recalled' service men and women.

Inadequate finance briefing.

Pay problems.

Was not informed about the need for money to eat. (Finance)

Being paid per diem was ineffective.

My pay is messed up.

This is [expletive]. I still haven't gotten paid. [expletive]!!

I turned in my direct-deposit form in and still have not got paid.

No money and allotments.

Pay is very important to many soldiers and every IRR soldiers pay was messed up.

Financial problems.

Pay was/is a shambles.

Finance.

Finance didn't ask for checking account routing number.

They won't let you send money to anyone unless you are related to them.

Did not ask for bank account routing #.

I did not like having to pay for meals out of my pocket while waiting to get per diem.

No paycheck.

Have not received paycheck.

Pay problem.

Pay got [expletive].

Pay was disorganized.

Finance from different post didn't have any idea what to pay us or what we had been paid.

Difficulty with finance.

Pay voucher was all [expletive].

Still have not received pay.

Money.

Pay problems [expletive].

Not being paid.

Pay problems.

Finance.

Was paid casual pay and told it was per diem.

Finance, naturally [expletive] the pay.

The only problem was with finance.

Per diem, waited over a week for it.

Misinformed about pay options.

Finance - the information given was never correct, for even a short period of time.

No money.

Pay.

Pay problems, classification problems.

During inprocessing I was told I could have my check sent home to my family and haven't received anything (Not even an LES.) I have 2 kids at home and are dependent on me.

I been on active duty now for 1 month 8 days and I still haven't received a pay check.

I am not being paid correctly. I am receiving less than I should.

I feel that pay was the biggest problem.

Finance [expletive]. I haven't received any pay from the Army yet.

Finance problems - I felt like a guinea pig.

Finance problems - I felt like a ping-pong ball, back and forth. Then cops no pay.

Have had a lot of trouble receiving my per diem each time I was 3 - 7 days late. Pay not correct either.

Pay was twisted in all the wrong directions. Pay has been coming in not as normal and not as much.

Did not get on the system for finance.

Money

[re: #30, answer C] If pay is ever corrected.

They were slow giving up money.

They didn't pay attention to anybody's problems such as pay.

Never paying us on time.

No organization in finance.

It's been a month and a half and I still haven't been paid and that's [expletive]!

Major pay problems. At this point in time my pay is a total mess. LES. has me owing \$250. I received no base pay at all. This does not impact my financial situation. However, it does create many problems for lower grade individuals.

The pay system was and is a total joke! If the Army wants me to work for them, then the least they could do is pay me so that I can feed my family!

Finance is totally [expletive].

We had to pay for our own food for 7 days before we got per diem.

Sure-pay information inconsistent and I still don't have direct deposit. Not informed of separate rations status and did not initially take enough pay to cover meals for month.



APPENDIX G

IRR QUESTIONNAIRE WRITE-IN COMMENTS:

MEDICAL TREATMENT

Medical personnel were not concerned with the individuals medical problems.

Very poor medical screening. Contacted Congressmen and IG.

Medical screening inadequate.

Dental refused to acknowledge a problem I have.

I feel the Army doesn't care about anybody's physical condition they just want a head count.

Didn't check my medical problems thoroughly enough.

My left shoulder was dislocated 2 weeks before returning to active duty. C W officer just plain said tough you're staying. If that is the professional advice from a medical officer in the military, I hate to see what they say when the wounded start flowing in from the war. "very unprofessional" My congressman will hear of this unprofessional advice.

Through in-processing I never received my glasses. Difficult to cope without them.

IRR should not have urinal test until after 45 days!!!

I was never screened by a doctor prior to starting training.

I tried to explain my physical condition due to an accident but was rushed through physical.

They didn't check out your medical problems.

Was not given a full screening.

The medical screening was a [expletive].

Medical processing unorganized. My test results from hospital were lost along with six other med holdover. I found my own on the doctors desk where they sat for two weeks!

Didn't receive dental work needed cause I was told that I'm IRR and probably wouldn't be on active duty long enough.

Important medical information was overlooked.

[re: #17, answer A] physical.

Could not get proper med exam.

Military doctors refuse to recognize injury diagnosed by civilian M.D.

I feel that the (non-physical) I received informed the Army in no way my condition for active duty.

Poor physical.

I was never given a physical when I was called back. I have medical problems that were not taken serious.

Medical screening was not conducted properly and the medical screeners were inconsiderate and treated injuries as "fake" and "just a ploy to get out". They were totally unprofessional.

The medical examiners must have been coached to accept everyone despite medical problems and background. The examiner didn't even look at my records until I requested him to. Then he said if I have any problems to go on sick call. Pass the buck!

The medical section screener was very rude and basically did not care about your health.

Medical didn't give us a physical.

APPENDIX H

IRR QUESTIONNAIRE WRITE-IN COMMENTS:

PROBLEMS WITH GETTING TO THE IN-PROCESSING LOCATION

I received no travel warrant with my orders so I had to go through the hassle of getting my own transportation to Ft. Benning.

The main problem was that the inprocessing was not up to speed. The way we went to 2 other Forts just to finally come to a CRC unit to me not to make any kind of sense. Why would the Army waste so much time and money sending us from one post to another?

Went to 3 bases in less than a month.

I was sent to the wrong post.

Being shipped from post to post.

Was first sent to Fort Jackson to inprocess. We stayed there for about 4 days (we didn't do [expletive] and then they decided that they couldn't inprocess us so they bussed us to Fort Leonard Wood to inprocess.

No soldier should be shipped from post to post without finishing processing at one post.

I was at 3 different Army posts and nothing was uniform as far as inprocessing was concerned.

We got sent to the wrong post.

The inprocessing personnel really did not know how to handle the IRR soldier. Most IRR soldiers were inprocessed 2-3 times for the same things at different posts.

First we only received 5 or 6 days notice. Then when I got to Fort Jackson we didn't do anything for 4 days. Then we had to get on a bus to come down here to Missouri.

Duplicated the inprocessing process at every military post.

I had to do the same inprocessing 3 or 4 times.

Improper inprocessing causing repeated inprocessing all through call up.

The same inprocessing procedures were repeated at least 3 times over.

Filled out the same paperwork more than once.

Many personnel shipped two or three times before proper destination achieved.

APPENDIX I

IRR QUESTIONNAIRE WRITE-IN COMMENTS:

OTHER PROBLEMS RELATING TO IN-PROCESSING

Well I had a hardship and I didn't get a chance to bring it up to date.

[Expletive] all the way.

Just a bunch of [expletive] all over again.

New improved fresh garbage from our mindless politicians.

The ones who came to Ft. Benning that had good attitude were brought down to a negative attitude because of the majority of people who had the bad attitude.

[In-processing] stinks.

Wrong clothes sizes.

You should have processed us through the local MEPPS station. It would have saved the Army a lot of money and saved people who were recalled headaches.

I was very disappointed about the Army changing my MOS from light Inf. to Mech. Inf. I volunteered to go back my old unit the 82nd ABN Div., but I was ignored. All I have to say is that I used to be able to say I was proud of my MOS and the unit I was with but I am not now. I do not think it is very smart to take someone from an MOS they like and force them into one they do not.

I enjoyed my MOS but was somewhat reclassified from light to mech. INF, that I am very disappointed in but I realize my opinion despite this survey means nothing. This is merely a hoax - but I will drive on. But you can't expect to take a light INF soldier, show him a Bradley and boom! you're mechanized! In short, I used to be proud of my job or MOS.

Too much B.S. I didn't need to spend two weeks with D.I.s.

Too much [expletive]. Not enough free time. The fact that we were called up and upset was not taken into consideration.

Bunch of [expletive].

[re: #17] Too much [expletive].

[re: #17] Working with Reserve drill sergeants.

[re: #17] Trying to take care of personal problems in the short time allowed.

From Fort to Fort, things were done by their own way and not by Army standards.

Lack of cooperation from soldiers called back.

Personal hardship.

Overall, the call back went very smoothly and I greatly appreciated the soldiers who assisted in the process.

I understand that IRR's haven't been called up since 1951 but I think it could have been handled quite a bit better than it was.

APPENDIX J

IRR QUESTIONNAIRE WRITE-IN COMMENTS:

M. ATTITUDE TOWARD THE ARMY / MOTIVATION

Please use me if you really need me because I hated being a soldier before but will work in important and vital need for me. Please don't put me thru the B.S. like before or I will spend my days trying to escape from reality and no use to anyone.

Send me to Saudi.

I hope that I get the opportunity to actually accomplish something and use my MOS skills in a real combat environment. I would not be pleased if I was called back out of college to shine boots, mop floors, clean latrines, etc. I love home and school and want to go back as soon as possible. But until that time, I welcome the opportunity to serve my country to the best of my ability and hope my efforts are appreciated.

Send me to Saudi now. I will not baby sit a post while I was pulled back in because of war. I joined up so if any this happened I would go fight!

Hatred of archaic, feudalistic, Army rank system. I hate the Army.

I want out for good!!!

I was very proud to be call back, until I had to do CTT training for the whole time I was in. I wanted to go to Saudi. I would have been proud. But now I'm not proud at all and have lost a lot of money just to do CTT training.

I came back only because I was a medic and could do a lot for the soldiers in the field. But all I did was sit around and sleep. Now one month later they're sending me home. Thanks for wasting everyone's time! and tax money.

I had a nice job at home that I got pulled away from. I hope this crap never happens again. This is totally a rear-end job.

I got out of the Army after 4 years because I hated it. Now I'm back against my will. I was just starting to get my life back together. Then it was thrown into turmoil and disarray.

My E-4 was taken 8 days before I ETS'ed on a false charge of assault. My motivation sucks.

[re: #16, answer A] Only because of the war.

I had been scheduled to re-up on Jan 29, 91.

They run this recall like a big joke. I'll go fight if I have to, but I wish like [expletive] you'd find a peaceful solution.

I'm not jumping for joy being here, but someone has to do it. And the RT 12's didn't forget much about their MOS.

I didn't want to be here - It caused mental stress and hardship.

At this very moment I do not know where I will be a week from now nor what I will be doing. I did my time and got out I'm not getting any younger and if you insist on blatantly wasting my life at least try to tell me where I'll be wasting it and for how long.

Let's get it on Daddy.

I got out of the Army on a hardship discharge 3 months ago, and now I'm snatched away.

[Expletive].

So far I have supported every action Bush has taken. I still rather have stayed in school.

The team work does not exist. We aren't ready for a combat zone.

The only way that motivation is going to happen is if we do what we were called for, to go to Saudi and get our chance. Not to pull [expletive] guard duty.

11M are fags. Whoever made me one is also gay.

I hate the Army!

This whole call up was a joke. I'm a dedicated soldier but I'm not a replacement one. You can call me up but you better send me where the action is. Otherwise I will be doing more harm than good to the Army. I could continue writing for hours but not enough paper.

The Army fails to handle personnel to prevent problems and make the best. The Army puts off problems until they come to point of no return.

[Re: # 1-31] Here's to the Army - [expletive]!

I guess it is my obligation to serve my country and I will do it to the best of my ability. However, I hope as soon as this conflict is over, I would like to continue my life as I was.



[re # 16] Due to persecution if I didn't answer my call up letter, I showed up. I am not real happy about leaving my life, wife, and daughter behind again.

I left the Army because I couldn't related to military manners. My wife and children are more important to me than Kuwait and the rich people of the world.

Most of us got out because of poor treatment like deciding when, where, and why. This may have ruined the rest of my life provided I live to see it.

[re: # 20] Anybody would do well, since their life may depend on it.

You people are a joke - a bunch of pompous [expletive]! 1991 - What a way to start the year off!

No blood for oil. Fight aids not Arabs.

I don't want to be here.

The Army sucks!

I look forward to ETSing again!

Lets [expletive] and go home.

I hated the Army when I got out, and even more now.

The only motivating factor in this whole ordeal is getting back home alive.

I have no respect for anyone in the military and if I just want to do anything I want, what are they gonna do, kick me out?

I did not enjoy my term of enlistment the large majority of Army policies are stupid and unfair. However, under current wartime conditions I realize the necessity of the call up, and support the U.N. position on the Middle East situation.

If I liked I wouldn't have gotten out in the first place.

[re: #17] I didn't want to do it. [re:#18] Because I don't want to be here. [re#19] Motivation is not in my vocabulary. (re: #20] Because I shouldn't be here, that's why I got out in the first place. [re: comments] I hate this [expletive]. Send me the [expletive] home.

I did not want to come here and after having a drill sergeant with a 4th grade mentality babble for a few days, I wish I hadn't shown up at all. Also, I now consider myself a conscientious

objector. I will be more of a burden than a benefit. I will not perform in combat because I feel war is morally wrong.

I am (was) only a National Guard soldier, not ready for all of this. Inactive period made things worse.

I realize that we are at war but I would like to continue my life without the Army interfering.

[Re: #18, answer C] but not willing. [re: #20] We are not going to combat so I don't care about this.

[re #15] How would you think most people would feel. Probably like [expletive].

There will be blood spilled for this on American soil. The government made a grave mistake in recalling me. I will wait for the day.

[Expletive] and die George Bush. The U.S. Army is out for rent. I've lost faith in the leaders of our country. I got out because I didn't like it. This is not national emergency. [Expletive]. Your active reserve [expletive].

[Expletive] the Army.

I, as well as just about everyone else here, believe that this whole situation is very [expletive] and that there is no real need for us here. This whole deal has really messed up everyone's lives and this situation should be rectified.

We were never informed of anything. My family thought I was going straight to Saudi. You lied about our pay and what would happen to us. [re: #16] How come nothing is being done to people who didn't show up? [re: #17] Benning is a prison. [re: #9] The Army is for losers! [re: #18] The Army doesn't care about us anyway. We're just numbers. Now we're dead. [expletive].

[re: #15 & #16] F. Hate it. I hate coming back to this [expletive] Army.

The regular Army is the most disorientated and unprepared, confused etc. The National Guard was always on top of things. I hope the next guys coming through won't be as disappointed as I am.

Most of us when we got here had pretty positive attitudes. However when we were continually treated like basic trainees with no respect - our morale decreased immensely. (R)

The fact that I did not reenlist should show how I feel about the Army and its politics.

I was put out of the Army and got nothing as far as military aid and I don't feel that it was right for the Army to call me for help when they would not give me any. But I have to do what I have to do. I plan on staying in the Army now and think I should be accepted.

Due to my injury to my left ankle I feel physically impaired to perform military duty and feel it will prohibit my civilian life afterwards. How motivated would you feel?

I've had 3 suicide attempts and am trying to get help. Doctors at inprocessing laughed. I am trying to not do it again. Discharged for overweight and PT test failure. I feel I am not fit or knowledgeable for service.

Although I have negative feelings about being activated, this shouldn't be misinterpreted as having a bad attitude. I was a full time college student and didn't expect this to happen. Now that I'm here - I'll do the job!!!

I am in a highly motivated state because I am leading troops again, but only in the MOS that I was trained to do. I am not a 63B but I am a 43E Parachute Rigger. I know this MOS I can help troops be productive and lead something.

[re: #21] Was working on a decent life and marriage until this.

I want to do my job and then go home, never to be called up again.

[re: #18, answer C] But never fully ready.

I enlisted into the Army and did my 3 years of enlistment and left because I disliked it.

[re: #19, answer A] In the future if you call people up I suggest you either use them or don't call them up at all.

I feel that being called up and sent to war is my obligation, but being called up and having to put up with the Army [expletive] is an invasion on my real life. Motivation is out of the question. What [expletive] is there to be motivated about. You take me out of the real world and away from my family for what? To play stupid [expletive], [expletive] military games. Why [expletive] do you think people got out the first time. [re: #11] This is the most stupid [expletive] question on your survey. If I liked my [expletive] job in the Army I would have stayed, but as you can see I didn't.

Long lines and incompetent personnel resulted in lost records, financial problems and severe morale problems. (R)

IRR system was not very effective in in/out processing both Ft. Lee and Ft. Leonard Wood. The hurry up and wait in long long lines and the not knowing tended to cause bad attitudes. I'm proud to serve my country but the IRR system was an unhappy event.

I feel that a lot of the IRR soldiers are not serious and I would be very scared to have to depend on them. I feel I am ready, but I would feel a lot better with more serious and motivated soldiers.

I enlisted to go to special forces and because of this activation I lost my slot. I do not want to be a "leg" 12B. I want to stay in and be an 18D "airborne."

I had a bar on my reenlistment when I got out. I had wanted to change MOS's to EOD and stay in. I feel if I wasn't good enough then, then why now.

I think me being recalled is [expletive]! Because I was chaptered over my weight and I weighed 203 lbs then and weight 230 now but I'm good enough to stay in now!

If I wanted to be a soldier, I would have stayed a soldier.

I did not like the Army while I was in. Now I like it even less. [Expletive].

I was discharged from active duty because I could not run or pass a APFT run for 1 1/2. I could not do it. Then all of a sudden I was discharged because of it. I don't think it's right. I wasn't good enough for peace time but perfect for war.

I could not reenlist cause I have asthma and can't pass pt test or perform strenuous task. P3 profile. Couldn't go to PLDC or Board.

[re: #17] I'm not going directly to Saudi which is where I thought I should go.

I don't want to be here and am not going to be motivated either.

I really want to stay in this time!

Send me home.

Send my [expletive] home if you please.

Do not want to be here t all.

Motivation with myself and fellow soldiers is very low due to the treatment we have been receiving by the cadre in charge of us

after serving 3-4 years and being treated like BCT and AIT soldiers and being told we would be treated like regular soldiers. (R)

I do not appreciate you people snatching me up from my warm bed and home for some [expletive]!

{Expletive}. Send me home.

I felt negative toward the Army because they put me out for being 2 lbs overweight and I had the best P.T. score in the company. I didn't feel it was right.

I want to go home now where I can go to work. Please. Thank you.

I was called up to go to the desert and do a job. I was stuck stateside with 3 rotations of the NTC under my belt and got no chance to use it. I was cheated out of my chance to serve my country in what I was trained for, combat.

[Expletive]. Send me home.

This was pretty stupid to call us up for a month or two and take us away from home for nothing.

I enjoy service as a whole.

Don't ever call me again!

All this call up did was [expletive] my life up for nothing. You got me once but you're not getting me again. {Expletive}. [Expletive]!!

[re: #15, answer D] I had already served 10 years and was called up under wrong MOS.

Lack of motivation due to lack of promotions and recognition of education level and alternative MOS interest.

Alls I know is that I'm tired of being here, and tired of being away from my family.

I felt nervous when I first received my notice for active duty. I put myself in the right frame of mind, and I was fully prepared to serve my country any way possible. My problem is that I was taken away from college and in return I learned nothing new and was not put to productive use once while on active duty. I'm glad to be going home and resume my life. Thank God for the wonderful results pertaining to the war.

I feel that people that own and manage farms - such as cattle, hog, cash crop or ranches - buffalo, cattle, sheep, etc. should be deferred from any call up.

Everything I participated in the civilian life was important and needed. With the recall being just as important, I presume, we should not be sitting around wondering what we are going to do, and once training is over we should be sent where needed, not going from training Bn. to training Bn.

[Expletive]!!! I don't believe in what I'm doing, and for who or what!!! We the people have been lied to again by our government.

I just had a son 2 months ago and this don't motivate me at all. I've been out for 13 months. I just really got my life started again with my family. Now I feel like I go to start all over again and it's hard to do.

APPENDIX K

IRR QUESTIONNAIRE WRITE-IN COMMENTS:

FAMILY PROBLEMS/NEED FOR MORE TIME

On future call ups at least give more time to straighten out the things at home, job, etc. My mortgage company folded a day before reporting and car loans, insurance taxes all thrown on my German wife that has not even been here a year.

Allow soldier to see their families before departure. We had three days with no training that could have been utilized.

Paying bills, etc. will be no problem. The emotional factor of just being married and having to be split is what makes it difficult for both of us.

A 4 year old can't take care of himself but Army don't care.

No answers about family! (re: inprocessing)

Didn't understand some of the things they said about soldiers with families. (re: inprocessing)

Because I have a brother already on the front line in Saudi which isn't doing my parents good since I have been called up now and I was the last one at home to carry on family line they are a little concerned and worried.

The forced separation from my family with so little notice.

I have two children one 8 and the other 10. They are old enough to understand, but the loss to each is great. When I was in the service they knew why I was gone and knew that after I got out I could spend quality and quantity time with them. Now I am at a loss to explain how all this can happen to them after I was out of the Army.

I just got married two and a half weeks before I got the letter. I and my wife are very depressed. And I feel because of this my job performance will be hard to uphold. I would like to help my buddies in combat, but I feel because of my mental state I would do more harm than good.

Trying to get a Dummy lease to send to my mortgage loan officer, because I was in the middle of buying a house when I got called up. It took me almost 2 weeks to get one. While my bank officer waited plus my wife and 2 kids.

Very upset concerned about family members whereas the Army said it was too but never served our situations to decide for duty or not.

Consider family support for the soldier as well as his/her family members. Inform them (and I feel as a soldier) we could concentrate more at the task at hand!

I was going to get married in June.

My wife is pregnant and does not want to be alone when she has the baby. I have two other children and someone will have to help out with them.

Very little time was allowed to handle problems at home. My wife still hasn't received DEERS paperwork.

I believe that if the Army is going to do this in the near future that they plan ahead by giving the soldiers more time with their families. It sucked!

Did not give us time to prepare to come back (bills, loans, and family).

We have a toddler and my wife thinks she's pregnant again.

3 days notice is not enough time to attend to matters before leaving.

Not enough notice. What about storage of household goods, rent.

This recall has really messed my life up. Financially, emotionally and it has caused problems for my family and loved ones. All I can say is this will be my last war.

I have a fiancée in Germany who I was living with. We were buying an apartment. My absence and cut in income will make it very hard on her. I've had trouble getting reimbursed for the flight from Germany also. The trouble and run around reinforces my negative feelings toward the Army.

Just got married this past November. Have lots of bills. Wife works most of the day. I took care of bills and any other family matters. Wife does not like to deal with other people.

My family depends on me a lot before and after I went to work I help out the farm to keep things going.

My wife is two mos. pregnant.

When questioning marital status, I never see questions pertaining to girlfriends and their financial dependence.



I left the Army because institutions don't appeal to me, but I'm back. A problem I'm having is that while you make provisions for wives, you make none for fiancées and girlfriends. You disrupted my life! What if I can't get it back?

My wife and kids depend on me a lot and they are going to have a hard time without me.

Myself and my family were not prepared for such a drastic change.

I felt that the time given for self and family preparation was inadequate.

I have three children. One 4 year old, one one year old and a 3 week old. My wife is alone and will have to take care of two babies and a four year old. It will be hard because she does not live near a post. I wish I could have gotten stateside assignment.

My mother depends on me for her only source of emotional security. My family includes a history of alcoholism and beatings. A joint venture of support enabled my mother and myself to pull each other through the emotional dysfunctions associated with the disease of alcoholism. 'Twice the citizen' could destroy the fragile foundation it took my mother and myself years to build.

I am married and have a little girl 3 1/2 years old and my wife is 3 months pregnant. My wife depends on me a lot because all of our relatives work.

My wife is a German national. She can not get an ID card until she has SSN. 5 - 6 weeks remaining.

We were lied to and our families were lied to. This is a very poor example of the family support by those who called us.

Family is falling apart.

I was not married when I was called up but I had single custody and it's very difficult on a five year old when he gets thrown from house to house.

Was not told anything which caused stress on me and my family. Not enough time to prepare personal affairs before I left.

I was planning on getting married before I was called up. Some family members had a very difficult time with the call-up.

I have a son in Saudi. My wife and my children at home have cried and worried themselves sick over all of this.

My wife is due in July.

My family is having a very hard time with my absence. My future wife may be pregnant, and does not have the means to support herself without my income from my civilian job. My mother is having trouble since I am her only child.

Difficulty will increase with pressure from ex-husband on children and their step-father if I remain on active-duty for a much longer period.

I just had the baby (4 weeks ago) and brought him home. Now my father had to quit his business in order to take care of my son while I am gone. This puts a huge financial strain on both my parents.

No time to take leave.

2 day notice was not enough time to get ready and leave.

APPENDIX L

IRR QUESTIONNAIRE WRITE-IN COMMENTS:

NEGATIVE ATTITUDE TOWARD THE CALL-UP OF IRR AND/OR

BEING PART OF THE IRR

I truly believe that the IRR soldiers have already served their time honorably and should not be or have been called up except as a last case situation. There were many more active duty units as well as Active Reserve and National Guard units that are doing nothing to help this effort.

I believe IRR members with families should be stationed CONUS - close to home!!!

Calling the IRR [expletive] people lives up. Don't do it again.

The IRR in general sucks.

I don't think this call-up was necessary at all.

The Army has failed to perform to the standards that it has set for itself. Did anyone ever think to consider some (most) people had things to get taken care of and that 5 days is [expletive] for time? Wake up and smell the coffee Uncle Sam you did a [expletive] job of calling people back and really shafted (again, as usual) the troops who once played a significant role. I strongly feel you need to re-think this IRR stuff and re-mold your plans. Many people are taking big losses to be here and you greedy [expletive] won't reimburse any of us. [Expletive].

I will do my duty as a soldier because I have to, but this goes for all us IRR soldiers - Don't extend our 12 month commitment or you will have serious problems on your hands.

Most "recalls" have terrible attitudes and I'd rather be going to war with people I know aren't strung out on all kinds of drugs. I want to come back alive!

It is completely wrong to activate soldiers who have served their country and moved on to something else, especially into a combat environment, while there are large numbers of active reservists who have been continually paid to train and serve this function. This is especially true now, because the present conflict in no way threatens American national security. Were this country actually threatened or attacked most of the IRR would probably volunteer again, however, now this is wrong.

I'm very angry about this call up. I have done my time and if they need bodies to fill beds they should draft them.

Once I E.T.S., the second time, I'll be [expletive] if I will answer another call up.

The recall is stupid. Activate the Guard and Reserve (Active). That's what they're for.

Draft civilians and see how much support you have!

My recruiter distinctly told me there would be no obligation after active duty.!

Having had to put my entire life on hold after giving four years of active duty, I feel that policy should be changed so that an individual is only committed to his active duty time. There are thousands of people who will never give service in this conflict, yet thousands of us are being "asked" to give more.

I felt that the Draft should have happened first. I served my time in the Army. Let some sucker serve his upon receiving Notice of Duty. Recall of myself and fellow soldiers it has caused mental stress, physical stress, and financial burdens to my self and my family. I feel the U.S. Government overreacted in recalling the IRR to defend the U.S. when its not under attack. Now I will be older before I can use my college 3.6 average to work for me.

I think this whole thing is a big mistake. No one knows what's going on half of the time and motivation is very low. Let the new soldiers who volunteered at the time of war do their time defending the country. I have already done mine. Leave us alone to get on with our lives. [circular peace symbol drawn here]

I did my time, I fought my war! I should have been left to live my life.

No one wants to be here, half will not be ready for combat, due to motivation or just don't know anything about their MOS. The rest of us will probably die due to this. This IRR program needs some serious help!!!

In my contract I signed that in case of a national emergency I would come back to active duty. I do not feel that at this time the nation was in such a situation to recall me from inactive duty, especially since there are still National Guard and Active Reserve units that should be better prepared for recall to active duty. But I don't want a dishonorable discharge, or spend time in jail, so in essence I feel that I was forced back and involuntarily volunteered to the [expletive].

Call up the pukes that haven't served!

IRR should be relieved of further commitment when this is over so as to allow us to get on with our lives.

There are still Active Reserves to be called and National Guard. I did my time. Call them first.

The Army is [expletive]. If I wanted to be here I would have stayed. Why don't they let us go home. I have a life. Let the people who have nothing better to do stay in. I did my time. The government just [expletive] on us.

How will you feel if you did your active time and you're not in the reserves to get call up to go to war to leave your family and not know where you're going. I think your emotion would be stirred up.

I got out of the service because I didn't like the control the military had on me, and I received a letter telling me, I had to come back to a system that is totally lacking in human compassion.

I feel we were called up entirely too fast. Active reserve units should have been exhausted before calling us back in. It's not right!

I feel raped I feel disillusioned. I hate the way the Army operates. I was finally happy living my life when I received the dreaded letter. I was barred from reenlisting so I could not have volunteered I have been drafted. Please don't lie to me or yourself and call it anything else. Die Bush die.

The negative feelings stem from the realization that we have been called back before much of the Active Reserve component. What is their purpose?

I don't like getting called up before Active Reservists.

I feel that it's wrong to call up IRR's in school, since they worked hard during their active duty time to get their college money, Now, they don't have a chance to use it!!! The IRR should only be used in Defense of the country, not for a war that doesn't effect the continental U.S.

I will do my time, but this war was not big enough to call up the massive amounts of troops that have been recalled. I just want to get [expletive] back out as soon as this war is over.

I feel that there is enough personnel to complete the mission without calling up the IRR.

I don't think we should have been called until the draft was started. We were civilians, and we should have been treated like any other civilian.

I don't feel we should have had our school and lives interrupted unless we're going straight to the Gulf.

This is nothin but lies, nobody never knows what's going on. I really feel there was no need to call back a bunch of guys that wanted out of the Army in the first place. Then to destroy their lives by calling them back, I believe none of these guys want to be here. There are a lot of bad attitudes here.

President Bush is too quick to use his resources, National Guard and Army Reserve (Active) units should have been called up first. He had definitely lost my vote.

I think the Army sucks big time. Being recalled was stupid because we were only needed to clean Logan Heights.

This call up is an absolutely disgusting waste of time, money and effort on my part.

This call up was a waste of time, money, and other resources.

I feel the need for the call up was not necessary! You (the government) have [expletive] a lot of people and their families up.

I feel the IRR people should of never been called up. The Army [expletive] our lives. Now we have to go back and start all over.

This was pretty stupid to call us up for a month or two and take us away from home for nothing.

I feel that this program has been a total waste of taxpayers' money.

I think you should have waited for a while longer before calling up IRR and putting a strain on our lives.

The call up of IRR was not necessary and a waste of tax payers money. For example, they don't even know if they'll need us.

[re: #16] I would understand it if we had thousands of troops dying daily but this isn't the case.

[re: #6, no answer] I was out of Reserve for good (means no unit).

I received only 1 week notice before I had to report for duty. Before that I had no reason to believe I'd be activated. This was an unreasonable disruption under the circumstances of my life.

Felt the call up was too hasty of a decision. Should have been planned out better.

I believe that this was a waste of my time and taxpayers money. We were not kept in our original MOS and were used as fill ins because they didn't know what to do.

I think this callup is a bunch of [expletive]. I think that you should have called up all the Guard and Reserve units before you called up the people that just got out and didn't go in the Guard or Reserve. In conclusion, I think this [expletive] a whole [expletive] bunch.

I don't think this "callup" should have been mandatory because it [expletive] quite a few people's lives.

APPENDIX M

IRR QUESTIONNAIRE WRITE-IN COMMENTS:

LOSS OF INCOME

My monthly income is now less than 1/2 of my civilian income.

Before this I was making enough to support my family. Now I'm not.

I was making \$15.00 an hour. I haven't been able to make my house payment fully even after the 6% drop.

Me and wife were working two jobs and she moved to OKLA and there's no work.

[re: #29, monthly income] I will lose about \$4000 cleared thanks to the Army.

[re: #27, answer B] because I was making more [expletive] money.

Monthly income for E-1 is almost \$600 less than I was making in civilian job.

[re: #29] It is going to hurt me more than help me. [re: #30] Well all of my bills aren't going to get paid on time.

Income will be about the same but I won't be able to give it all to my family cause I will need some to live on.

It will be difficult because it's like I'll be spending money in two places instead of just at home.

I will be lucky if I'm not in debt after all this.

I'm making a lot less than I thought I would be making.

As far as income I'm losing \$3,000 a month.

Income will be very difficult to get back on top of with the bills that have accumulated of the past months!

Being called up hurt a lot of the soldiers income. Most of us that have a wife and kids are hurting because of this. I think the Army should pay for our losses.

I am loosing more than \$1,000 a month due to this [expletive] recall and I feel the gov't should compensate the difference.

Taxes, bills, problems with my rental property that I always took care of are costing me more.



I was earning between \$900 - \$1000 a week as a nuclear mechanic. Now as a E-4 I make about 1/3 of that. The hardship on my family has been extreme.

In my civilian job I make \$14.71 an hour and can work all the overtime I want. Me, my family, and my bill collectors have become accustomed to my rate of income. It will take me at least 6 months to recover from my loss of pay.

APPENDIX N

IRR QUESTIONNAIRE WRITE-IN COMMENTS:

INTERFERENCE WITH SCHOOL

Tuition cost alone will rise \$2000.00 in next twelve months. As of recall date there were no provisions for compensation of any type. To pick up at the point of recall will make education extremely difficult.

Many college classes build on the class before. Since being called up we'll have to start the year over again. The Army should seriously look into special extended funds to take classes over. Please, do something for us - we feel like we're getting [expletive] so bad!!

The only month I can continue my civilian schooling will be Jan. My job directly related to my schooling.

I received my orders 5 weeks into the winter quarter, with only 4 weeks left to complete it. This resulted in the loss of a whole quarter credits. Thus causing myself a mass quantity of inconvenience. Also a lot of hard work down the tubes. Thank you!

I have a G.P.A of 3.6 and I'm on the math team. This entire episode has been a [expletive] joke!

Will cause a 4 year delay [college] if I stay in a full year.

Things would've been more positive if I could've finished my school semester out.

[re: #17] Getting out of a good school.

I think it's terrible to pull someone out of school who's trying to be something in life and then call them back to something like this!

I feel calling a student out of med school should be a crime. The amount of good that was lost by this call up can not be replaced.

I was a biology major in my school and pre-med.

I was playing football in college and it is a state requirement to have 24 units to play 2nd year football (fall). Since I was called back I can't reach that requirement. Need a (Pardon).

Can't express how important it was to me to be in school.

Hadn't gone to school yet, but would have been there right now!

[re: #24] I was just about to start.

The V.A. felt my excuse of being called up to active duty was not a good enough reason to drop out of school. So now I have weeks or months of unnecessary headaches to deal with to get my file fixed. - Thank you very much.

Because of my "call up" it's going to set my training for Police Academy back about 18 months.

2 days from starting college.

Was enrolling in UMR.

APPENDIX Q

IRR QUESTIONNAIRE WRITE-IN COMMENTS:

N. OTHER COMMENTS

Question this Survey

This is a stupid survey "no joke"

Please do not ask the IRR soldiers to complete an "attitude" survey. It is demeaning and trite. If you have to have answers to justify your salaries, just imagine yourself in our situation.

What will all these answers to your questions accomplish?

It don't matter. Ain't nobody going to read this, or I wouldn't have done 2 already.

What is this survey for and does it really matter?

I would personally like to know what this survey here will accomplish. It has been obvious since I have arrived here that nobody here really [expletive] what is happening here. If you want honest opinions, be honest with us. We are not pawns in your personal game of chess. I'm having extreme difficulty justifying all this and I don't really believe in much anymore.

Other

[re: # 26-28, continuing school/job] If I'm alive.

We shouldn't have been placed with OSIT soldiers.

Hooooooooo - Ahhhh!

The American gov't should not depend on the American people for support of their country. Most are ignorant of the situation and only care for themselves. With this attitude America will fall as the once mighty Roman Empire.

[re: #21, answer C] The bitch I hate her.

[re: #18 how technically prepared] I don't have the slightest idea what we're going to do.

Since I left active duty only a short time ago I didn't think the "entire" inprocessing should have taken place.

I have no GI Bill, they messed up my teeth, and won't see my wife at dental.

[re: #19] If I go to Saudi, I'm not a garrison soldier.

[re: #17] I was the problem.

[re: #5] I was not in the IRR, I was in a reserve unit and was attending drills.

[re: #17] Weight requirement changed drastically (i.e., 40 pounds within 6 months time.

[Expletive]

It sucks.

Not finished.

I feel the process after being called is very messed up, there was no compassion for disabled soldiers or family members, we were not very up to date with activities.

Being called up (drafted) puts a serious damper on my life and the decisions that follow when I'm finally free!

National Guard should report soldier to IRR under real MOS not paperwork slot MOS.