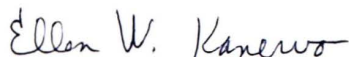# AN EXAMINATION OF THE "DON'T ASK, DON'T TELL" POLICY: ASSESSING HOW DADT IMPACTS THE ORGANIZATIONAL CULTURE OF THE U.S. MILITARY
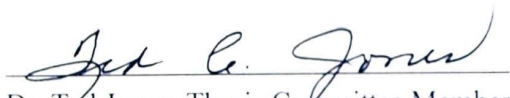
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JOSIE L. CURTIS

To the Graduate Council:

I am submitting herewith a thesis written by Josie L. Curtis entitled *An Examination of the "Don't Ask, Don't Tell" Policy: Assessing How DADT Impacts the Organizational Culture of the U.S. Military*. I have examined the final paper copy of this thesis for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Master of Arts, with a major in General Communication.

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Dr. Ellen Kanervo, Thesis Committee Chair

We have read this thesis and
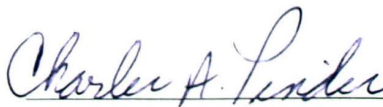recommend its acceptance:

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Date

AN EXAMINATION OF THE "DON'T ASK, DON'T TELL" POLICY:

ASSESSING HOW DADT IMPACTS THE ORGANIZATIONAL CULTURE
OF THE U.S. MILITARY

A Thesis
Presented for the
Master of Arts
Degree
Austin Peay State University

Josie L. Curtis
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DEDICATION

This thesis is dedicated to my mother, Margaret Crofutt, who pushed me to achieve and excel through academics to the full extent of my abilities; to my aunt, Peggy Tosh, who enabled me to pursue my education and my faith; to my thesis committee chair, Dr. Ellen Kanervo, who has supported me throughout my academic pursuits over the past six years; and to my editor and committee member, Dr. Robert Sirk, who encouraged me to achieve perfection in the details.

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Abstract

Core values are the building blocks of an organization's culture. Like any organization, the U.S. military possesses an intrinsic culture founded on a standard set of core values. If the core values conflict, inconsistent implementation of and incoherent communication about them result, weakening an organization's culture and negatively impacting its performance. Unlike previous bans excluding gays and lesbians from military service, the "Don't Ask, Don't Tell" (DADT) policy could bring the military's core value opposing homosexuality in the ranks into conflict with its core values of honesty and respect. This research asked military personnel whether they perceive DADT, which was derived from the value deeming homosexuality incompatible with military service, as consistent or conflicting with these latter values. If DADT causes core values to conflict, it could weaken the culture of the U.S. military and cause the military to lose its ability to defend civil liberties adequately. This study used in-depth interviews and a survey to investigate how military personnel perceive DADT and its impact on the organizational culture of the U.S. military. Military personnel surveyed generally perceived DADT causing conflict among the military's core values and military authorities not applying the policy consistently according to those values. Sample data support the conclusion that DADT causes military core values to conflict, which causes fractures in the foundation of the military's organizational culture. Subsequent inconsistencies in rituals and information exchange compound the fractured foundation, which may further weaken the military's culture.

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Chapter 1:
Scope & Purpose

The epitaph on the grave of Vietnam veteran Leonard Matlovich reads: "When I was in the military, they gave me a medal for killing two men and a discharge for loving one" (Virgile, 2005, ¶1; Associated Press, 2007, ¶1). The irony of this statement foreshadows the paradox that has been created by the "Don't Ask, Don't Tell" (DADT) policy, a congressional law currently prohibiting gays and lesbians from serving openly in U.S. armed forces. Military authorities began enforcing the exclusion of identified gays and lesbians from military service during the Revolutionary War and continue to endorse it today (Katz, 1976; Shilts, 1993). The question remains: How does DADT, which is used to enforce this exclusion, impact the performance of the U.S. military? As an initial investigation of this question, this study explored – through in-depth interviews and a survey – how military personnel perceive DADT and its impact on the organizational culture of the U.S. military.

Strength is to culture as communication is to strength. The strength of an organization's culture, which can be defined as the system regulating activity within a corporation, determines its effectiveness (Peters, & Waterman, 1982). Communication within an organization determines the strength of its culture. Members of an organization create culture by establishing core values; they maintain culture by properly instituting and precisely communicating core values through management to employees.

Core values are directives for social and operational conduct. The communication of these values manifests in ritual and information exchange between management and employees and from employee to employee. Rituals are practices of these values, and

information exchange is the transmission of either support of or opposition to these values through formal and informal channels. Employees often derive rituals from management's implementation of core values, which includes policies and procedures, and communicate their understanding of and satisfaction with these values to one another through words and actions. If these exchanges communicate messages correctly, reflecting core values, they strengthen the culture. If these exchanges communicate messages contradictory or inconsistent with core values, they weaken the culture. This cyclic process of communication revolving around an organization's core values impacts the corporation's culture.

Core values are the cornerstones of organizational culture (Deal, & Kennedy, 1982, 2000). Core values dictate subsequent ritual and information exchange within organizations. Conflict among these values would leave management with no shared guidelines to direct their policy and procedural decision-making. In the absence of uniform directives, management in different sectors throughout the organization could institute and implement various policies and procedures that subjectively reflect core values. If core values conflict, inconsistent implementation and subsequent communication of these values result. Inconsistent implementation and incoherent communication of core values weakens organizational culture (Deal & Kennedy, 1982, 2000).

The U.S. military is an organizational entity under the U.S. Department of Defense (DoD). It houses five branches of service: the U.S. Air Force, the U.S. Army, the U.S. Coast Guard, the U.S. Marines, and the U.S. Navy. Like any organization, the U.S. military possesses an intrinsic culture founded on a standard set of core values – although each of its components may state those values differently. Unlike most

organizations, the U.S. military does not merely expect its employees to comply with its core values; it orders them to obey. The military expects its personnel to adhere to its values 24-hours-a-day from the moment they take their oaths, whether on-or-off duty or on-or-off post (Section 571 of the National Defense Authorization Act for Fiscal Year, 1994). DADT stems from the military's unwritten value deeming homosexuality incompatible with military service. Consequently, military authorities expect personnel to abide by this policy.

Under DADT regulations, any soldier who participates in, attempts to participate in, or propositions others to participate in homosexual acts will be discharged from service (Section 571, 1994). This policy became law in 1993 with the signature of President Bill Clinton. Policy drafters emphasized that no constitutional right exists for any person to serve in the U.S. military and suggested that the presence of openly gay and lesbian soldiers would undercut unit morale and cohesion (Section 571, 1994). DADT is a formal affirmation of a longstanding military tradition.

DADT evolved from the military's 1942 proclamation declaring homosexuality incompatible with military service (Shilts, 1993). However, unlike previous bans on gays and lesbians in the ranks, DADT may bring this value into conflict with two other military values – honesty and respect. This conflict in the military's core values could rob military authorities of shared guidelines on which to base decisions for policy and procedure. Accordingly, implementation of DADT may be inconsistent, causing subsequent ritual and information exchange to become ambiguous and possibly unfruitful in meeting the goals of this organization.

The effect DADT exerts on the organizational culture of the U.S. military remains a pertinent issue. Scholars believe the strength of an organization's culture affects its

performance and its future (Selznick, 1957; Deal, & Kennedy, 1982, 2000; Peters, & Waterman, 1982). As the defender of civil liberties, the U.S. military must function at the peak of its ability. Conflict in core values weakens an organization's culture (Deal, & Kennedy, 1982, 2000). If the culture is weak, the effectiveness of the organization may diminish. Therefore, if DADT weakens the culture of the U.S. military, this organization may lose its power to defend civil liberties adequately. Inasmuch, DADT's impact on the culture of the U.S. military affects civilians and military personnel alike.

Chapter 2:
Literature Review

Origination of Organizational Culture

The study of organizational culture dates back to 1971 (Smircich, 1983). Numerous publications have addressed this topic. Two of the most prestigious publications are *Corporate Culture* by Deal and Kennedy (1982, 2000) and *In Search of Excellence* by Peters and Waterman (1982). Most publications attribute organizational cultures with the following characteristics: "holistic," "historically determined," "related to anthropological concepts," "socially constructed," and "difficult to change" (Hofstede, Neuijen, Ohayv, & Sanders, 1990, p. 286).

Definitions of organizational culture also list "shared" and "unique" as common characteristics (Martin, 2002, pp. 61-62). Although not all researchers agree, numerous definitions imply culture is shared and unique. *Shared* implies the organization, in part or whole, embraces the given culture, while *unique* suggests the culture of each company is distinct (Martin, 2002).

Definitions of corporate culture tend to favor either the ideational or materialistic approach. Definitions favoring the ideational approach depict culture as shared and subjective. These definitions emphasize the intangible aspects of culture, such as values (Martin, 2002). Definitions favoring the materialistic approach paint culture as an objective entity that includes physical settings and "indicators of … material well-being" (Martin, 2002, p. 56). Materialistic definitions emphasize the tangible aspects of culture, such as formal policy and procedure (Martin, 2002).

In addition to multiple definitions of organizational culture, researchers also employ numerous methods to analyze this phenomenon. Three ways exist to interpret literature on organizational culture. Researchers can study organizational culture from a thematic, paradigmatic, or knowledge perspective. If interpreting literature using the thematic perspective, study would focus on organizational culture as a variable or root metaphor. Culture would be viewed as either an internal or external variable. Studying management styles would be studying culture as an external variable, while studying the values, rituals, and communication systems of a culture would be studying culture as an internal variable. Culture as a root metaphor contends organizations are shared systems of knowledge, rules, meanings, and symbolic rituals (Jablin, Porter, Putnam, & Roberts, 1987).

A second way to analyze publications on organizational culture is to study culture from a paradigmatic perspective. The two aspects of the paradigmatic perspective are functional and interpretive. From a functional aspect, culture is a management tool through which managers can control performance and productivity. From an interpretive aspect, culture is constructed primarily through personal interactions and communications (Jablin et al., 1987).

The final way researchers analyze literature on culture is through the knowledge perspective. The three components of this perspective are technical interest, practical interest, and emancipatory interest. Through technical interest, researchers take a scientific approach to culture and investigate how to influence cultural environments and how to predict the effects of this influence. Through a practical interest, researchers take a decision-making approach to culture and attempt to assess what aspects of culture are necessary to make a specific decision. From an emancipatory interest, researchers take a

power approach to culture and study the aspects of autonomy and responsibility. These studies question how culture can provoke personnel to perform more independent, responsible actions (Jablin et al., 1987).

In conjunction with methods researchers use to interpret literature addressing organizational culture, there also exists three theoretical views researchers can utilize to examine this topic. The integration perspective concentrates on the continuous whole of culture and excludes any inconsistencies. Research grounded in this perspective studies culture via "consensus" interpretation (Martin, 2002, p. 94). The differentiation perspective focuses on the inconsistencies of a culture and asserts subcultures are the only aspects of an organization that are free of ambiguity (Martin, 2002). The final perspective – the fragmentation perspective – declares organizational culture is neither consistent nor inconsistent. Research grounded in this perspective studies culture in terms of "ambiguously-related" relationships (Martin, 2002, p. 94).

Studying Organizational Culture

Like the U.S. military, each organization produces its own culture. Culture is important because it engenders personnel with a sense of organizational membership and enhances social stability within an organization (Smircich, 1983). The stronger the culture is the more successful the company (Deal, & Kennedy, 1982, 2000; Smircich, 1983). Culture is a manager's key to guiding the direction of an organization (Smircich, 1983). Shared values, rituals, and information exchange are the primary components of organizational culture.

Core Values

Deal and Kennedy (1982, 2000) wrote that core values are the cornerstones of an organization. Gallagher (2003) declared core values are the "soul" of a corporation (p. 4). Selznick (1957) noted core values are essential to organizational endurance. He said, "Institutional survival, properly understood, is a matter of maintaining values and distinctive identity" (Selznick, 1957, p.63). Peters and Waterman (1982) reinforced this assertion when they insisted all "excellent companies" ensure future success by clearly defining their core values (p. 279). They conducted two studies and concluded all top-performing companies had well-defined values. Companies who did not perform as well had either no clear set of values or clearly defined only "quantifiable" values (Peters, & Waterman, 1982, p. 280). Furthermore, Peters and Waterman (1982) determined excellent companies possess similarities in their values systems, although their values may differ. In these values systems, values were: (1) stated qualitatively; (2) written to inspire employees at all levels of the corporation; and (3) "narrow in scope" (Peters, & Waterman, 1982, p. 285).

In a study of 20 organizations in the Netherlands and Denmark, Hofstede et al. (1990) concluded core values not only act as the foundation of corporate culture but also shape its subsequent components, specifically rituals and information exchange. In *Essays in Sociology* (1948), Max Weber asserted that key leaders model values through their daily rituals (as cited in Hofstede et al., 1990). Many scholars believe leaders act as value originators and transmitters. Gallagher (2003) described this role of leadership as "… defining these core values and beliefs and then providing the vision for where these values will lead …" (p. 167). Peters and Waterman (1982) noted, "In this role, the leader is a bug for detail and directly instills values through deeds rather than words" (p. 287).

Selznick (1957) said the fundamental task of leadership lies in its promotion of values through ritual.

Rituals and Information Exchange

Watson (1963) proclaimed successful, enduring companies base policy and procedure on values. These everyday policies and procedures establish and influence rituals within organizations. Deal and Kennedy (1982, 2000) define rituals as the day-to-day routines personnel perform in the company. These routines are social interactions that provide the primary source of reinforcement for the organization's culture (Hofstede et al., 1990; Littlejohn, 1999). Such interactions make what personnel think, feel, and do legitimate (Littlejohn, 1999). Hofstede et al. (1990) concluded personnel follow ritual out of tradition, and tradition derives from the values of organizations' foundational leaders. Gallagher (2003) said, "Values are passed along with unmistakable certainty from coworker to coworker, and manager to employee, in the form of each of the many daily work-life decisions that form our jobs" (p. 6-7).

According to Deal and Kennedy (1982, 2000), the imitation of ritual between coworkers and from managers to employees influences the exchange of information within a company. Information exchange includes everything from instructions from manager to employee to stories coworkers exchange at the company picnic (Deal, & Kennedy, 1982, 2000). If rituals are consistent with core values, information exchange will reinforce these values and strengthen the organizational culture. If rituals are in conflict with core values, information exchange can become skewed and weaken the organizational culture (Deal, & Kennedy, 1982, 2000). Thus, solidarity among core values remains significant because these values influence the entire culture.

When Core Values Conflict

If internal entities, such as policies or procedures, or external entities bring core values into conflict, personnel can choose to interpret values subjectively, which often will reflect their personal interests. Subjective interpretation allows personnel to make decisions on a personal level because there exists no shared value to act as a guideline. These decisions may lead to inconsistency in ritual if *all* personnel fail to interpret values similarly and choose the same course of action subsequently. In the absence of a shared value, people lack a directive for choosing their courses of action (Deal, & Kennedy, 1982, 2000). Consequently, they may choose to act either on the premise of personal satisfaction or mutual benefit.

Rational Choice or Social Exchange

According to George Homans' Rational Choice Theory (1961), people make decisions based on the best available option aligning with their preferences and beliefs. People keep their personal goals in mind when given the opportunity to make a decision based on personal gratification (Satz, & Ferejohn, 1994). However, it is possible what the individual desires is also what is in the best interest of the organization (Satz, & Ferejohn, 1994). Choices of personal gratification are not based solely on individual preference. They also are rooted in the social structure in which the individual resides (Hechter, & Kanazawa, 1997). If the organization fulfills a need for or provides incentive to the individual, he or she may choose to act in the best interest of the organization. Under these circumstances, the organization influences the individual's personal preferences (Hechter, & Kanazawa, 1997). Conversely, individual preference may be submissive to the mutual benefit of the organization.

The Social Exchange Theory (1972) says people make decisions based on the mutual exchange of benefits, instead of personal preference (Molm, 1994). People consider how their actions will affect others and their organization before they perform them. People behave in ways that increase desirable outcomes and decrease undesirable outcomes. Sometimes people think before they act, and other times they follow actions proven beneficial from previous experience. They choose actions based on the benefits and costs controlled by the other parties involved in decision-making, and are dependent on those parties (Molm, 1994). According to this theory, organizations can control what decisions their personnel make because they possess what personnel need or want. Additionally, organizational rules may be utilized to dictate behavior and action.

One way for organizations to control decision-making is to enact rules and procedures for such practice. According to Sutcliffe and McNamara (2001), personnel not only make decisions based on individual choice but also decision-making rules and procedures the organization institutes. Personnel are more likely to make choices using decision-making rules and procedures when the choice is important, substantial, and for short-term stability. However, Sutcliffe and McNamara (2001) warn people tend to revert to old methods of decision-making even when top management stresses compliance and uniformity with new rules and procedures. Therefore, the organization must establish the proper foundation for decision-making early. Because shared values act as the basis of decision-making within a culture, organizations must do whatever necessary to ensure solidarity among those values.

In the military, individuals of high rank interpret core values and then generate policy. Personnel's oaths of enlistment bind them in obedience to policy (Section 571, 1994). Because DADT may bring core values into conflict, policy interpretation and

implementation (i.e. ritual) may be left to commanders' discretion. In the absence of

shared values, military personnel – especially leaders – can interpret values and create

policy to reflect their interests. Some commanders may follow the policy strictly and

initiate discharge proceedings immediately after gays and lesbians are identified, while

others may use current events to determine the speed of investigations. Research

suggests commanders expedite proceedings during peace but delay them during war

(Letellier, 2005). These findings imply that, in the absence of shared values, military

authorities may make decisions for reasons outlined by Rational Choice Theory. Because

junior personnel observe authorities making decisions based on what is best for them,

they may believe it acceptable to make choices for reasons of personal gratification,

instead of strict adherence to core values (i.e. mutual benefit). Such actions could

communicate that it is acceptable for *all* personnel to make decisions based on personal

interest rather than core values.

Imitational Behavior

In addition to personal gratification, people also may choose courses of action

based on what actions they observe others perform. The Social Learning Theory says

people learn by observing others, particularly when the behavior they observe is

rewarded or not punished (Severin, & Tankard, 2001). Bandura's version of this theory

(1965) suggests observational learning occurs in four sequential phases. First,

individuals must pay attention to the behavior (Grusec, 1992). Reinforcement of said

behavior attracts people's attention (Wodtke, & Brown, 1967). After focusing their

attention, individuals must retain the information (Grusec, 1992). They must process

cognitively the presented behavior so it travels from the sensory register through the

short-term memory into long-term storage (Perse, 1994). After storing the behavior, individuals must imitate the actions they observed (Grusec, 1992). Reinforcement may play a part in this phase because reward or lack of punishment determines whether the behavior is perceived as acceptable (Wodtke, & Brown, 1967). Finally, individuals must be motivated to replicate the given behavior (Grusec, 1992). If people view others making decisions and receiving some reward or no punishment for those decisions, they are more likely to mimic those behaviors (Severin, & Tankard, 2001). Consequently, organizations must ensure its proclaimed role models – which often hold authoritative positions – are making decisions that align with its core values.

Imitation, as defined by the Social Learning Theory, is a principle reason behind decision-making in the U.S. military. Junior personnel may see their superiors performing a behavior, for which they are rewarded or not punished, and may mimic the action accordingly. For example, an officer tells a gay joke in conversation with enlisted personnel. The officer is not reprimanded by his superior; the enlisted personnel note this action and its consequence, or lack thereof, and may assume demeaning gays and lesbians is acceptable – despite it violating the core value of respect. Subsequently, they may mimic this action because they fear no repercussions.

Fear Appeal

However, some personnel may make decisions because they fear purported consequences. Organizations can use this fear to manipulate personnel's behavior. To arouse fear, organizations first must present a significant, tangible threat related to the decision being made (Ruiter, Abraham, & Kok, 2001). People must find this threat personally relevant, which means individuals believe the threat will affect their lives

(Severin, & Tankard, 2001; Das, de Wit, & Stroebe, 2003). When they believe they are or will be affected, individuals will become vulnerable to the threat. Being vulnerable means individuals perceive the threat as dangerous to them. Vulnerability is necessary for fear appeals to succeed (Das et al., 2003).

The strength of the threat determines the level of vulnerability. Researchers disagree as to what threat strength is most effective in producing acceptance of the recommended action. Some research indicates the threat must be severe to produce action-accepting vulnerability and subsequent deep cognitive elaboration (Das et al., 2003; Hoog, Stroebe, & de Wit, 2005). Other research suggests moderate levels of fear produce significantly more action than do high or low levels (Skilbeck, Tulips, & Ley, 1977). These researchers posit severe threats may produce feelings of helplessness in individuals. Thus, high levels of fear may not result in the desired action (Ruiter et al., 2001). Nonetheless, all researchers agree the threat level must exceed trivial for vulnerability to result (Ruiter et al., 2001; Das et al., 2003).

After presenting the threat, organizations must provide individuals with practical, attainable solutions for avoidance. Individuals must believe the recommended action will be effective in reducing or eliminating the given threat (Ruiter et al., 2001; Severin, & Tankard, 2001; Hoog et al., 2005). Some research suggests threat strength influences the acceptance of recommended action. This research indicates people will ponder deeply non-trivial threats. Scholars posit deep cognitive elaboration of a threat will lead individuals to view recommended action more favorably. Thus, these intellectuals believe individuals faced with serious threats will seriously contemplate the danger and consequently, perceive the recommended action favorably. Favorable perception of the action will initiate acceptance of this recommendation (Hoog et al., 2005). Nevertheless,

only when people perceive the solution realistic and the threat avoidable will fear appeals succeed (Ruiter et al., 2001).

The U.S. military may use fear appeals to influence the rituals and information exchange of its personnel. Military authorities may use fear appeals to ensure personnel's compliance with DADT regulations. Authorities first would present personnel with a realistic threat: The open inclusion of gays and lesbians would compromise mission effectiveness, which could result in injury or death. Personnel may fear these consequences and lack knowledge of and experience with this issue; therefore, they may look to authorities for solutions. Authorities could recommend action to avoid the threat: Prohibit gays and lesbian from serving openly in the U.S. military. If personnel believe this recommendation effective in avoiding the threat, they may accept it and adopt it as their personal judgment.

Cognitive Dissonance

Personal judgment also may influence personnel's decision-making. If their public actions contradict their private beliefs, they may experience some mental anxiety. According to Leon Festinger's 1957 Theory of Cognitive Dissonance, if individuals act outwardly in ways conflicting with their inward beliefs, they will experience cognitive dissonance – a mental discomfort produced from this discrepancy (Festinger, 1962). Research also indicates other circumstances may generate dissonance:

1) Individuals may experience dissonance when confronted with past actions contradictory to their present beliefs (Aronson & Fried, 1995);

2) Dissonance may result when individuals perceive social inequality within a group (Jost, Pelham, Sheldon, & Sullivan, 2003); and

3) Individuals' failure to act in the short-term may produce dissonance in the long-term (Gilovich, Medvec, & Chen, 1995).

Individuals experiencing cognitive dissonance seek to reduce or eliminate it because it: (1) threatens their self-esteem; (2) jeopardizes their social acceptance; (3) makes them appear unintelligent; or (4) results in guilt (Aronson, 1992; Matz, & Wood, 2005). Aronson (1992) suggests dissonance has the greatest effect when an individual's beliefs and actions conflict. Greater amounts of dissonance result when individuals feel they can choose what beliefs to adopt (Matz, & Wood, 2005). The greater the amount of dissonance a person experiences, the greater the need for resolution (Festinger, 1962).

To resolve cognitive dissonance, individuals may realign their private beliefs with their public actions. This conformity may result from threat of punishment, promise of reward, or group pressure (Severin, & Tankard, 2001). Research indicates people are most likely to conform when the pressure is least because they cannot rationalize why they act contrary to their beliefs (Severin, & Tankard, 2001). Other methods of dissonance resolution individuals may employ include: (1) convincing others to adopt their beliefs, (2) associating only with people who share their beliefs, or (3) degrading others holding dissimilar beliefs, in attempts to differentiate themselves from those people (Matz, & Wood, 2005). Scholars also suggest that if individuals can attribute their cognitive discomfort to some outside factor, such as lighting or room temperature, they can reduce their dissonance (Aronson & Fried, 1995).

Organizations can use cognitive dissonance to ensure compliance by promoting conformity as its personnel's only means of dissonance resolution. First, companies create dissonance in personnel by compelling them to behave in a manner conflicting with their private beliefs. Then, companies encourage or force individuals to change

their divergent beliefs for the betterment of the mass. Personnel are likely to comply because realigning their inward beliefs with their outward actions will reduce or eliminate their dissonance. Matz and Wood (2005) found that people encouraged to yield to the group reported they compromised more to reach consensus and were "more effectively persuaded to change" their beliefs (p. 32). Once people change their beliefs, they also are likely to engender support for their new perspectives. Cioffi and Garner (1996) discovered that individuals who make public stands are likely to find or create reasons to support these stands. Thus, if organizations can generate dissonance and convince personnel their only means of resolution is to change their beliefs, they can secure compliancy in decision-making.

Military authorities may manipulate their personnel's private cognitions to ensure compliance with DADT. In public action, personnel must obey policy derived from military values (Section 571, 1994). Thus, the military possesses power to arouse cognitive dissonance in its personnel. The military could use DADT to arouse dissonance in personnel's belief system, personal lives, and professional careers.

Matz and Wood (2005) suggest that people are most willing to realign their private cognitions with their public actions when they are encouraged or forced to reach a group consensus. Personnel who believe homosexuality is compatible with military service may amend this belief because military authorities, in agreement with the value opposing homosexuality in the ranks and via enforcement of DADT, order them to act as if the contrary were true. These personnel may realign their cognitions to match their actions to resolve dissonance and then may find or create reasons to support their new belief (Matz, & Wood, 2005). The U.S. military may use this process to ensure personnel's compliance with DADT.

Furthermore, the military could use DADT to generate dissonance specifically in the personal and professional lives of its invisible gay and lesbian personnel. The military requires gays and lesbians to deny publicly their sexual orientation. Because they may feel they are born gay or lesbian, the aforementioned action could generate great dissonance in their personal lives (Matz, & Wood, 2005). Authorities suggest belief realignment or discharge as the only resolutions for their dissonance. However, gays and lesbians may reduce dissonance in their personal lives by separating their professional and personal existences, reasoning denial of their sexual orientation is part of their job. Gay and lesbian personnel could use this reasoning to reduce dissonance in their personal lives but lack a means to address the dissonance DADT may create in them as professionals.

The military requires its gay and lesbian personnel to deny their sexual orientations in public. Some gays and lesbians may view such denial as lying. Lying violates the military's core value of honesty. The military offers no resolution for dissonance such denial or lying could produce. Gay and lesbian personnel know any admission of homosexuality – whether through physical action or verbal statement – would cost them their jobs; therefore, they submit to DADT's behavioral mandates. Their only means of dissonance resolution as professionals is compliance and belief realignment.

Regardless of whether personnel make decisions to resolve dissonance, out of fear, after observation, or for personal gratification, the aforementioned theoretical application of DADT implies this policy may weaken the culture of the U.S. military. Fragmentation – a precursor and consequence of weak culture – originates in the conflict among the military's core values and continues to spread through the subsequently

inconsistent rituals and information exchange. Thus, solidarity among core values is essential because values control how other components of the culture function. Conflict among these values allows personnel leeway in implementation of the values, resulting in inconsistency in ritual. Personnel, especially those in leadership positions, may use such inconsistency as reason to act and distribute information based on their personal interpretations of organizational values. Such information exchange and inconsistent execution of values allows other personnel to choose courses of action best reflecting their personal interests, rather than the organization's values. As a result, division may plague the organization and weaken its culture.

Chapter 3:
The "Don't Ask, Don't Tell" Policy

The military's culture is a consensually shared network rooted in, and developing from, its core values. This thesis examined the relationships between the core values of honesty and respect as being in conflict with the value opposing homosexuality in military service in attempts to assess how this conflict may affect ritual and information exchange within this organization.

The relationships between the aforementioned values became critical to the culture of the U.S. military when President Clinton signed DADT into law in 1993. DADT and its policy predecessors stem from the military's value deeming homosexuality incompatible with military service, which evolved from a 1942 proclamation denouncing homosexuality in the ranks (Shilts, 1993). However, unlike its predecessors, DADT brings the military's core value opposing homosexuality in military service into conflict with its core values of honesty and respect.

Prior to DADT, policy required individuals to disclose their sexual orientation before enlisting in the U.S. military. If persons admitted homosexual tendencies, they were denied enlistment – an action consistent with the military's values of honesty and opposition to homosexuality is in military service. However, DADT not only encourages military personnel to lie about their sexual orientation to gain enlistment and to avoid discharge – a violation of the value of honesty, but also allows personnel to demean invisible gays and lesbians currently in the ranks – a violation of the value of respect. Through the aforementioned actions, DADT brings three of the military's core values

into conflict. This thesis intended to examine how this controversial policy impacts the organizational culture of the U.S. military.

Historical Perspective on DADT

DADT regulations have cost the military not only area experts, such as linguists and chemical warfare specialists, but also almost $200 million to replace those personnel discharged under this policy (Numbers, 2005). However, the DoD continues to contend the inclusion of open gays and lesbians would impair the military's mission. Federal courts repeatedly defer judgment of DADT to military authorities, and when Congress reviewed the policy in 1998, it concluded it worked well (Review of the effectiveness of the application and enforcement of the department's policy on homosexual conduct in the military: Report to the Secretary of Defense/Office of the Under Secretary of Defense (personnel and readiness), 1998; Romesburg, 2005). Despite these stances, gay rights advocates and military personnel continue to voice their opposition to DADT. Since its inception, DADT has incited controversy; however, this policy merely employs new words to justify an old standard.

Gays and Lesbians in the Ranks

The Revolutionary War marks the first known confrontation on American soil between military authorities and gay soldiers. On March 11, 1778, Lieutenant Gotthold Frederick Enslin became the first soldier to be discharged from service for homosexuality (Katz, 1976). Charged with attempted sodomy and perjury, Enslin was "dismissed with infamy" by order of General George Washington (Shilts, 1993, p.12).

In addition to the Revolutionary War, gays and lesbian also served in the War Between the States. American history documents the presence of lesbians in this conflict

in the memoirs of General Philip H. Sheridan. According to Sheridan, Union forces discovered two women masquerading as male soldiers when the pair got drunk and nearly drowned. Fellow soldiers rescued the two from the Stone River (Katz, 1976). The memoirs say after this incident, the two became "intimate" (Shilts, 1993, p. 14). Furthermore, accounts of gay officers were reported in the American Civil War. Biographer John Francis Maguire wrote that General Patrick Cleburne was known to have a strong connection with Captain Irving Buck (as cited in Katz, 1976). Buck wrote, "I habitually messed with him and shared his tent and often his blankets" (Shilts, 1993, p. 14).

The presence of gay and lesbian soldiers was not confined to the conflict between the North and South. American history notes the presence of gay military in the West. One incident details the story of a Mrs. Nash. According to writer Don Rickey, Jr., Mrs. Nash was known to have had several husbands between 1868 and 1878. She lived close to Fort Meade, North Dakota, and was married repeatedly to resident soldiers. However, when the soldier relocated, Mrs. Nash remained and remarried. One day, Mrs. Nash died while her current husband was away on mission. Women of the community gathered to prepare her body for burial. They discovered Mrs. Nash was a man. Shortly thereafter, Mrs. Nash's husband committed suicide (Katz, 1976; Shilts, 1993). Although American historians recorded the aforementioned case studies involving gays and lesbians in what would be the U.S. military, official documentation of the relationship between these two entities did not appear until 1916.

Formal Prohibition of Homosexuality in the U.S. Military

The Articles of War of 1916 represent the first documents in which the U.S. military decreed soldiers would be punished for homosexuality. These documents classified sodomy as a felony (Shilts, 1993). After San Francisco police raided a suspected gay bar in September 1918 and found soldiers among the crowd, psychiatrist Albert Abrams urged military authorities to identify gays and lesbians in the ranks because they were "ineffective fighters" who could damage the public image of the U.S. armed forces (Shilts, 1993, p. 15). Consequently, the 1919 revision of the Articles of War labeled sodomy, assault or consensual, as a felony. In 1919, the Navy became the first branch to purge gays and lesbians from the ranks. Offenders were identified and imprisoned for five to six years. In 1920, a U.S. Senate subcommittee called for better treatment of gay and lesbian soldiers, which included freeing those imprisoned. For unknown reasons, the subcommittee concluded homosexuality was not a crime but a mental illness (Shilts, 1993). However, in the 1930s, soldiers discovered to be gay or lesbian were, again, incarcerated.

During World War II came the first ban against soldiers with "homosexual tendencies." The military released a statement saying anyone who regularly or intermittently engaged in homosexual conduct was "unsuitable" for military service (Shilts, 1993, p. 16). However, regulations were revised to allow the military to retain "reclaimable" gay and lesbian personnel (Shilts, 1993, p. 17). During this time period, some researchers believed homosexuality to be a pathological disease resulting from either prolonged time periods with no means of heterosexual release or an unhappy relationship between parent and child (Moore, 1945). These researchers believed individuals could renounce homosexuality through the rekindling of "normal"

heterosexual desires – such as marriage and family – as well as ceasing all contact with other gays and lesbians (Moore, 1945, p. 71). Thus, the military said gay and lesbian soldiers who underwent a period of treatment could be readmitted to the ranks (Shilts, 1993). However, the idea that gays and lesbians posed danger to the "welfare of the state" emerged during this time (Moore, 1945, p. 57).

McCarthy and Presidential Decrees against Homosexuality

During the McCarthy Era (1950-1956), gay and lesbian soldiers were labeled as national security threats that undermined morale and discipline (Shilts, 1993). These individuals were considered dangerous because they could be blackmailed for security information in exchange for concealing their deviant sexual preferences (Lewis, 1997).

Military programs specifically highlighted lesbianism during the McCarthy years. Each military service offered special education about lesbians to its female personnel, specifically officers. Female Army officers were told to address lesbianism through counseling, supervision, and reassignment before junior personnel could be discharged (Berube, & D'Emilio, 1984). Moreover, these officers were only to discharge "addicts" – the habitual offenders (Berube, & D'Emilio, 1984, p. 761). The Navy program taught that women engaging in lesbian acts for the first time were as guilty as habitual offenders. The Navy also taught lesbianism was "an offense to all decent and law-abiding people" (Berube, & D'Emilio, 1984, p.761). Although attitudes toward lesbianism may have changed, current numbers say the military may target more female soldiers than male soldiers when investigating homosexuality. According to the DoD in 1997, women composed nearly 14% of the U.S. armed forces. However, women composed 22% of military personnel discharged for homosexuality (Review of the Effectiveness, 1998).

The military was not the only government entity refusing to employ gay and lesbian personnel in the 1950s. President Harry S. Truman appointed a committee to uncover reasons why employing gays and lesbians was problematic. The committee concluded:

1) Homosexual conduct was "criminal and immoral";

2) Gays and lesbians were morally and emotionally weak;

3) The primary goal of gays and lesbians was seduction; and

4) Gays and lesbians tended to attract other sexual "perverts" (Lewis, 1997, p. 388).

President Dwight D. Eisenhower included homosexuality in a list of risks to national security in 1953 and prohibited offenders from holding federal jobs, including military service, in 1954. Officials feared gays and lesbians might exchange national secrets for silence in reference to their sexual orientations. Lewis (1997) equated the underlying cause for this listing as a fear of gays and lesbians akin to the fear of communists during the Red Scare. Lewis (1997) concluded people feared gays and lesbians because they could conceal their true identity. However, the courts eventually would rule the government could not withhold employment from gays and lesbians based on this speculation.

What the Courts Said

In Norton v. Macy (1969), the U.S. Circuit Court for the Washington D.C. District established the rational basis test. This test said the government must provide a logical explanation for job dismissal, such as hindrance to job performance (Lewis, 1997). Nevertheless, federal courts upheld the constitutionality of excluding gays and

lesbians from federal service because holding a federal job was a privilege, not a right (Lewis, 1997). In Society for Individuals' Rights, Inc. v. Hampton (1973), when a company fired a supply clerk after uncovering military discharge papers citing homosexuality as the grounds for dismissal, the court ruled the government cannot fire gay or lesbian personnel in fear of public rejection (Lewis, 1997). However, in Bowers v. Hardwick (1986), the Supreme Court ruled restrictions on homosexual activity were permissible constitutionally (D.C. Circuit upholds military discharge based on a statement of homosexual orientation, 1995).

Despite the Bowers decision, the Ninth Circuit Court of Appeals ruled in Watkins v. U.S. Army (1989) that the Army could not discharge personnel for homosexuality after allowing them to re-enlist despite admitting being gay. In Dahl v. Secretary of the U.S. Navy (1993), the Circuit Court for the Eastern California District ordered one serviceman reinstated because his discharge violated his equal protection rights. The court also ruled the Navy possessed insufficient evidence proving the serviceman engaged in homosexual conduct even though he had admitted to being gay during an official interview (Scotti, 2004). Because these court rulings substantiated only the ambiguity of this issue, congressional legislation was needed for its resolution.

The Congressional Resolution

President Clinton signed DADT into law in 1993. DADT says any soldier who participates in, attempts to participate in, or propositions others to participate in homosexual acts will be discharged from military service (Section 571, 1994). Courts have upheld this policy repeatedly over the years, primarily on the precedent of Bowers v. Hardwick (Scotti, 2004). In Philips v. Perry (1994), the court upheld DADT saying it

does not discriminate against the person but the acts of homosexuality (Scotti, 2004). In a 1998 review of the policy, the DoD released a statement saying "sexual orientation is a personal and private matter" which does not prevent people from joining the military "unless manifested by homosexual conduct" (Review of the Effectiveness, 1998, p. 1).

In Steffan v. Perry (1994), the U.S. Circuit Court of Appeals for Washington D.C. ruled the military could use an admission of homosexuality as evidence of homosexual conduct. The court said soldiers who admitted being gay could be discharged because the military could assume logically their statement was a confession of homosexual conduct or evidence of intentions to engage in such conduct (D.C. Circuit upholds military discharge, 1995). The 1998 DoD review of DADT noted that the increase of discharges since 1994 was correlated positively with the number of individuals offering statements of homosexuality, especially among junior personnel (Review of the Effectiveness, 1998).

In Selland v. Perry (1995) and Thomasson v. Perry (1996), the courts refused to overturn DADT because the legislative and judicial branches of the government had heard extensive testimony from military and non-military groups, including gay rights advocates, before instating DADT (Scotti, 2004; Ratliff, 1996). In Holmes v. California Army National Guard (1997), the court upheld DADT on the premises established in Thomasson v. Perry and Richenberg v. Perry (1996). Those premises included: (1) Gays and lesbians are not a protected class; (2) The government possesses substantial interest in excluding gays and lesbians from military service in efforts to maintain unit cohesion; (3) The government possesses substantial interest in excluding gays and lesbians from military service in efforts to maintain order and morale; and (4) Discharging soldiers on

the basis of an admission of homosexuality does not penalize the speech but the conduct in which the speech implies (Goitein, 1997).

The Survival of DADT

In Romer v. Evans (1998), the court struck down a Colorado law attempting to protect gays and lesbians from discrimination (Scotti, 2004). However, in Lawrence v. Texas (2003), the Supreme Court ruled gays and lesbians possess a constitutionally protected right to engage in consensual sexual acts. The Court said states could not regulate private, consensual acts between adults. This case effectively struck down the precedence set in Bowers v. Hardwick. The future of DADT remains uncertain because most precedence upholding the policy originates in Bowers v. Hardwick (Scotti, 2004).

Will DADT survive its next court battle since it stands on the prohibition of the conduct deemed constitutionally protected in Lawrence v. Texas? Some people believe DADT will survive because courts have deferred repeatedly to the military's judgment of the policy because they believe the military a special entity of which they have little understanding (Scotti, 2004). Also, the Supreme Court has refused to rule on DADT to this date.

However, some studies conclude DADT has no rational basis. Studies of foreign militaries have concluded:

1) The inclusion of openly gay and lesbian soldiers does not undermine unit morale or cohesion;

2) Gays and lesbians did not reveal themselves immediately because it was legal; and

3) Gay and lesbian personnel received no special treatment (Belkin, 2003; Scotti, 2004).

"No study has found that any one of the 24 nations that now allow homosexuals to serve has suffered a decline in military performance as a result," said Aaron Belkin, director of the Servicemembers Legal Defense Network (Belkin, 2003, ¶6). The U.S. military responds that regulations instituted in foreign militaries are not applicable to the U.S. armed forces (Scotti, 2004).

Researchers also have conducted studies on the inclusion of openly gay and lesbian personnel in the United States. These studies have focused on police and fire units, comparative to military units, which have succeeded in integrating openly gay and lesbian personnel into the organization (Scotti, 2004). These studies concluded:

1) Gay and lesbian personnel desired to conform to the social norms of the unit and to prove their worth in their position, not as a gay or lesbian;

2) Most gays and lesbians were slow to reveal their sexual orientation because they sensed the tension such an admission would create and did not want to undermine mission effectiveness; and

3) No unit in the study said the inclusion of openly gay and lesbian personnel compromised mission effectiveness (Scotti, 2004).

Opponents of DADT also employ other arguments to criticize the policy. Opponents often compare DADT to the racial segregation of military units. Then, the military argued that white personnel would refuse to live and work beside their black counterparts. Now, the military argues that heterosexual personnel will refuse to live and work beside their homosexual counterparts (Kier, 1998). Additionally, opponents argue the policy is rooted in a time when people feared gays and lesbians. Presently, the public

generally accepts people with alternative lifestyles. Consequently, public support for the abolishment of DADT is rising. Finally, opponents argue the policy costs the military billions of dollars and specialized manpower. The military first discharges gay and lesbian personnel holding crucial military occupations. Then, the military must pay to recruit and replace those experts it discharges (Scotti, 2004).

In light of Lawrence v. Texas, courts will be forced to interpret DADT more strictly. The government may be forced to tailor the policy more narrowly to support its interests, and even if the government does revise DADT, empirical evidence suggests the inclusion of openly gay and lesbian personnel does not negatively affect military forces (Scotti, 2004).

Chapter 4:
Hypotheses & Rationale

DADT has incited controversy since President Clinton signed it into law.

Controversy centers on its purported violation of gay rights and the assertion that the

inclusion of openly gay and lesbian personnel would negatively affect military discipline,

effectiveness, and morale. Although research has cast doubt on this assertion and thus

the logic behind DADT, studies have failed to consider this policy's effect on the military

as an organization. How does DADT impact the organizational culture of the U.S.

military? This thesis attempted to investigate this question by measuring, via survey,

military personnel's perceptions of the relationship between DADT and the military's

organizational culture.

H1: **More military personnel surveyed will perceive a conflict between the regulations of DADT and the military's core values of honesty, respect and opposition to homosexuality than will not.**

Honesty is a key core value of all branches of the U.S military. The Army calls it

integrity, while the Marines and Navy term it *honor* (Living the Army values, n.d.;

Marine Corps core values, n.d.; The United States Navy, 2004). The Coast Guard

swears, "Integrity is our standard" (U.S. Coast Guard core values, 1995, ¶1), and the Air

Force asserts, "The bottom line is we don't lie, and we can't justify any deviation"

(United States Air Force core values, 1997, p. 5). However, DADT forces gay and

lesbian personnel to lie about their personal lives – specifically their sexual preferences –

if they wish to serve in the U.S. military.

In addition to honesty, the military also expects its personnel to be respectful.

The Air Force defines the military's core value of respect using the following assertion:

"We must always act in the certain knowledge that all persons possess fundamental worth as human beings" (United States Air Force core values, 1997, p. 6). DADT implies gay and lesbian soldiers do not exist; therefore, it is permissible to denigrate them.

Finally, the military boasts an unstated value opposing homosexuality in military service. Therefore, the logical assumption is that gay and lesbian personnel do not exist in the U.S. armed forces. However, DADT considers their presence acceptable as long as authorities remain ignorant to it. Authorities may be able to ignore the presence of gays and lesbians, but they could not refuse to see the integration of black soldiers into military units.

H2: **More non-white military personnel surveyed will perceive a conflict between the regulations of DADT and the military's core values of honesty, respect, and opposition to homosexuality than will white military personnel.**

DADT opponents often compare this policy to the racial segregation of military units. This investigation presumed non-white military personnel would recognize these similarities and would acknowledge the conflict between DADT and the military's core values. This conflict results in a lack of shared values to act as directives for action. In the absence of shared values, how do authorities make decisions?

H3: **Military personnel surveyed will say authorities make decisions based on what's best for them at the time rather than strictly adhering to core values.**

Because DADT introduces conflict into the military's core values, personnel possess no shared guidelines to direct their decision-making; consequently, personnel can make decisions either based on personal gratification or mutual benefit. In the military, authorities make and model the decision-making process. Therefore, how individuals in authority make decisions – whether based on personal gratification or mutual benefit – influences the decision-making of their subordinates. Therefore, individuals in authority

possess considerable influence over decision-making. Officers realize high-ranking military authorities oppose homosexuality in military service; therefore, they do what is necessary to preserve this value – even if it means only the appearance of compliance, which inevitably results in inconsistency. Inconsistency in aligning decision-making with core values weakens organizational culture.

DADT promotes such inconsistency because the policy leaves interpretation and implementation of its regulations to commanders' discretion. Some commanders follow the policy strictly and begin discharge proceedings immediately after gays and lesbians are identified, while others use current events to determine at what speed to conduct proceedings. In every major conflict since World War II, the discharge of gay and lesbian personnel has declined during wartime but increased during peacetime (Letellier, 2005). In 2001, President George W. Bush issued a "stop loss" prohibiting most individuals from leaving or being discharged from service. However, his order specifically said discharges based on homosexuality were to continue (Uncle Sam wants gay – for now, 2001). In contrast, a recently uncovered commanders' handbook said "… openly gay soldiers requesting to be discharged for 'homosexual conduct' cannot be let go if their unit is already preparing for active duty" (Letellier, 2005, ¶4). To discharge or not to discharge seems to be a question military authorities cannot answer consistently.

H4:   More gay and lesbian personnel will say military authorities make decisions based on what's best for them at the time than will heterosexual personnel.

Because gay and lesbian personnel are often the objects of inconsistent decision-making, this study presupposed that they would recognize discrepancies between strict implementation of DADT regulations and choices based on units' operational status. If

authorities allow circumstances to dictate decision-making involving gays and lesbians, how do they make decisions involving women?

H5: **Military personnel are more likely to believe that authorities use DADT more frequently to discharge women from the military than to discharge men.**

Military authorities also seem to use DADT to rid the service of women. Women are discharged for homosexuality at a rate of 1.6% greater than their representation in all five branches (Review of the Effectiveness, 1998). Military authorities wield considerable influence not only in determining who is discharged but also in persuading personnel to believe gays, lesbians and heterosexuals cannot relate to with one another.

H6: **A majority of military personnel surveyed will believe the inclusion of openly gay and lesbian personnel would negatively affect unit cohesion more through bonding problems than through task completion problems.**

Due to conflicting values and rituals, military authorities possess leeway in interpretation and implementation of said values and rituals. Thus, the communication networks within the U.S. military transmit inconsistent information, which perpetuate and reinforce inconsistency in rituals. For example, one military core value demands soldiers respect all personnel. Conversely, one soldier said, "Because gays and lesbians are not a protected class from discriminatory remarks, it is allowed" (see Appendix D). Furthermore, authorities' insistence that gays and lesbians do not exist in the military allows personnel to believe negative stereotypes rationalizing the exclusion of gays and lesbians from military service. "The superficial judgments about gays that justify policy – that they destroy unit cohesion, that they trench on the privacy of heterosexual service members, and that they create debilitating sexual tension – survive precisely because the coerced invisibility of gays prevents them from being challenged" (Yoshino, 1998, ¶146).

The most destructive interpretation of DADT suggests the integration of gays and lesbians would inhibit unit cohesion. "It is true that individual homosexual soldiers can be excellent soldiers, but if they reveal their sexual orientation, they run the risk of alienating other soldiers and undermining unit cohesion," one retired officer said (see Appendix C). Although Congress claims it excludes gays and lesbians from the military because their presence would hinder unit cohesion and military effectiveness, research suggests their integration would prove more beneficial than their discharge.

Research says bonds based on task accomplishment benefit the military more than those based on friendship (Kier, 1998). Research notes social bonding diverts energy away from task completion – the primary goal of military units – and into maintaining relationships and morale (Kier, 1998). Research also implies soldiers regard task skill and completion as more important than friendship. "I don't like Smedley, and Smedley doesn't like me," one private said. "But we know what each other can do, and we'd rather go to war together than with some hotshot we don't know" (Kier, 1998, ¶13). In essence, "dissimilar values and attitudes do not hinder the formation of the type of cohesion that may contribute to performance, and cohesion develops easily regardless of characteristics of individual members" (Kier, 1998, ¶22).

H7: **More heterosexual personnel will believe the inclusion of openly gay and lesbian personnel would negatively affect bonding between personnel than will gays and lesbians.**

DADT seems grounded in homophobia. Heterosexual personnel, not gays or lesbians, seem to suffer from this fear. Gays and lesbians seem to demonstrate little awkwardness in forming relationships with heterosexual personnel. Thus, this study presumed more heterosexual personnel would report believing bonding within integrated units difficult than would gays and lesbians.

Chapter 5:
Methodology

Snowball Sampling

The snowball sampling method was introduced by Leo Goodman in an article published in 1961. In this article, Goodman (1961) outlined the methodology to proceed as follows:

1) Researchers randomly select a set number of initial contacts from a target population.

2) Researchers ask these individuals to refer them to other individuals within the population.

3) Researchers ask these referrals to link them with more individuals within the population.

4) Researchers continue this process until they contact the desired number of respondents (Atkinson & Flint, 2001).

This methodology was founded on the premise that many social networks compose a single population and members of this population possess either membership in – or access to – these social networks (Eland-Goossensen, M., Van de Goor, A., Vollemans, E., Hendriks, V., & Garretsen, H., 1997; Faugier & Sargeant, 1997). Researchers have used this sampling method to study populations otherwise inaccessible through traditional methodology (Atkinson, & Flint, 2001). Often, these populations are either involved in nonstandard activity or are stereotyped negatively by the public (Atkinson, & Flint, 2001). Researchers also utilize snowball sampling when members of their target populations are: (1) difficult to identify; (2) difficult to recruit or (3)

dispersed, especially thinly, over a highly-populated or large locale (Eland-Goossensen et al., 1997; Warner, J., Wright, L., Blanchard, M., & King, M., 2003). Using snowball sampling allows researchers to contact more easily numerous members of these hard-to-reach populations in a relatively short time (Eland-Goossensen et al., 1997; Warner et al., 2003).

The nature of the topic or activity researchers investigate also may compel them to collect data using snowball sampling (Eland-Goossensen et al., 1997; Browne, 2005). "The more sensitive or threatening the phenomenon under study, the greater potential for respondents to hide their involvement and the more difficult the sampling is likely to be" (Faugier, & Sargeant, 1997, p. 791). If researchers cannot identify participants, they must use individuals with established connections in the target populations to access potential pools of research respondents. Members of the populations under investigation must trust these initial contacts for this methodology to be successful.

How do researchers identify these trusted individuals? Some researchers place newspaper advertisements requesting volunteers who exemplify certain demographic characteristics and participate in specific activities (Warner et al., 2003; Browne, 2005). Researchers also recruit these individuals through social or activity-based associations (Browne, 2005). Some researchers even use personal friends as initial contacts for the referral process (Browne, 2005). These researchers argue their friendships with initial contacts create a favorable ambiance that facilitates research (Browne, 2005). However, these researchers recognize using personal friends in studies may affect the representative nature of the sample as well as the quality of participants' responses (Browne, 2005).

Once researchers have identified which trusted individuals they will use as their initial contacts, they ask these individuals to refer them to others within their social

networks who are likely to participate in the research. The relationship between initial contacts and referrals is crucial. Referrals are more likely to participate in research if they trust initial contacts (Eland-Goossensen et al., 1997). Initial contacts cannot guarantee their referrals will consent to participate. However, studies show the more initial contacts are used in communication with referrals, the higher the probability referrals will participate in the research (Eland-Goossensen et al., 1997). If initial contacts tell referrals they enjoyed their research experience, the likelihood referrals will participate in the research increases (Browne, 2005). If researchers do not wish for initial contacts to be involved in communication with referrals, they can either attempt to persuade referrals to participate through the use of incentives, such as money, or find commonalities through which they can relate to referrals (Eland-Goossensen et al., 1997). Referrals' perceptions of researchers are important as they may be more willing to participate in studies if they perceive researchers as trustworthy and credible (Browne, 2005).

Limitations & Biases

Referrals' participation in snowball sampling not only includes personal involvement in the research but also linkage to additional individuals who also may contribute to the research. Initial contacts refer researchers to individuals who exhibit similar demographic characteristics (Warner et al., 2003). Consequently, snowball sampling is likely to produce a homogenous sample (Browne, 2005). Using this methodology limits the probability of gleaning a representative sample and introduces selection bias into the research.

Snowball sampling can encounter two types of bias. Both researchers and participants can interject selection bias into the process. The researcher may interject bias into the sample with the selection of initial contacts because these choices are subjective. Those contacts may interject bias in their suggestions of whom or what the researcher can utilize for additional participation. These suggestions also are subjective. To address this selection bias, researchers should plan to run their investigations for longer time periods in order to collect larger samples. Researchers also should attempt to replicate their results (Atkinson, & Flint, 2001).

In addition to selection bias, participants also can interject "gatekeeper" bias into studies using snowball sampling (Atkinson, & Flint, 2001, ¶12). This type of bias involves participants inhibiting researchers' access to certain people (Atkinson, & Flint, 2001). Often, people not in the social networks of initial contacts have little chance of being selected for involvement because initial contacts only refer researchers to individuals with whom they have personal relationships (Atkinson, & Flint, 2001). To address this issue, researchers can use multiple individuals within single networks as well as contacts with links to other social networks. Using multiple people with varied access to single and multiple social networks diversifies the sample and gives the study higher levels of external validity (Atkinson, & Flint, 2001).

In addition to the biases researchers and initial contacts interject into the selection and referral processes, snowball sampling may exclude individuals not connected to social networks and may over sample well-connected individuals (Welch, 1975). Because well-connected individuals likely possess more income and education than less-connected individuals and their referrals likely exemplify similar characteristics, this

methodology also may exclude people of low socioeconomic status and education level (Welch, 1975).

Selection bias may be the most prevalent problem in snowball sampling. Consequently, if researchers employ snowball sampling as their sole technique for data collection, they will be unable to validate their results (Welch, 1975). Researchers can attempt to offset their inability to validate results by deriving a method to check their sampling procedure. Welch (1975) suggests comparing the sample collected through snowball methodology with a sample obtained randomly or with available census data on the same target population. Eland-Goossensen et al. (1997) suggest performing a pilot study using snowball sampling on a population with a known sample frame and then comparing that sample frame with a sample of the same population drawn using traditional methodology. Several scholars believe larger sample sizes minimize the introduction of biases into the research (Welch, 1975). Other scholars emphasize the need for as much randomization in the referral process as possible (Eland-Goossensen et al., 1997).

Relevant Studies

At least four studies attest to the drawbacks and utilities of snowball sampling. The first three studies discussed used snowball sampling to research populations inaccessible through traditional sampling methodology. In the first study, the researchers (Warner et al., 2003) attempted to investigate the prevalence of mental disorders among older lesbians and gays. They found the snowball sampling method helpful in identifying members of their target population, especially individuals who did not participate in social activities.

In the second study, the researchers (Eland-Goossensen et al., 1997) endeavored to identify the similarities and differences of drug-use and drug-related problems among individuals treated in- and outside of one Dutch city's rehabilitation system. They used random snowball sampling to identify and interview target population members outside the system. Eland-Goossensen et al. (1997) initially found snowball sampling of this population difficult because locating referrals proved problematic. However, after researchers paid initial contacts to escort them to referrals, their success with this sampling method increased. Eland-Goossensen et al. (1997) found randomization of the snowball sampling method helpful in reaching a wider segment of their target populace.

In the third study, the researcher (Browne, 2005) used snowball sampling to identify and interview 28 non-heterosexual women. Browne (2005) endeavored to examine these women's feelings of inferiority in association with gender norms. She found the snowball sampling method more successful when she used personal friends as initial contacts. However, Browne (2005) acknowledges that using personal friends as initial contacts may negatively impact the quality of participants' responses to research questions.

Unlike the aforementioned studies, the fourth researcher employed snowball sampling to study a known, but geographically hidden population. In the fourth study, the researcher (Welch, 1975) examined the utility of snowball sampling in identifying the thinly dispersed population of Mexican-Americans in Omaha, Nebraska. To test this method's utility, Welch used two methods to identify members of her target population. She used randomized screening in conjunction with snowball sampling. She believed using dual methodology for her research would reduce the bias produced by using snowball sampling alone. In the same work, Welch concluded snowball sampling was

effective in locating members of dispersed populations; however, the sample produced by this methodology did not resemble the sample collected through traditional randomization (Welch, 1975).

Research Sample

This investigation utilized snowball sampling because of the sensitivity of the research topic and the difficulty in identifying and recruiting members of the study's target population. The target population for this investigation is current, former, or retired military personnel of varying gender, age, ethnicity, sexual orientation, and education level.

Although the opinions of the military community may be diverse, members of this community could be hesitant to share their views on DADT. Active duty military personnel might feel pressured to express views consistent with military policy, even if they disagree. Retired or former military personnel may feel they would be perceived as disloyal if they express views contrary to military policy. Other personnel could fear repercussions for discussing the research topic.

Members of this target population, specifically gays and lesbians currently enlisted, may face discrimination, harassment, or violence if they express their opinions (Browne, 2005). Active duty gays and lesbians could lose their jobs if their opinions alert peers or officers to their sexual preferences. Peers or officers could initiate investigations leading to the immediate discharge of discovered gays and lesbians. Consequently, this study surveyed prospective participants via an e-mail referral process designed using snowball sampling techniques.

The U.S. military prohibits its personnel from assisting researchers in contacting members in its ranks. According to Kelly Ann Tyler, command information chief for Fort Campbell, Kentucky, researchers can contact military personnel by any means but not with help from official military sources (see Appendix E). Tyler said no military installation is allowed to help researchers contact personnel. Therefore, this analysis utilized e-mail to garner participation from potential respondents.

The survey was e-mailed to nine initial contacts – among them two females and one male link to the homosexual community – to provide access to multiple and various social networks within the military community. Later, the survey also was distributed to an additional seven contacts because of their known connections to other significant social networks within the target population.

Of the 16 contacts made, seven were heterosexual links to the U.S. Army, one was a heterosexual connection to the U.S. Air Force, two were heterosexual ties to the U.S. Navy, and one was a heterosexual link to the U.S. Marine Corp. The study also used one heterosexual contact with a known connection to a sexually neutral organization for military personnel and one gay contact with an established connection to a homosexual organization for military personnel. Finally, this analysis utilized three contacts with known associations with homosexual communities. Although the study anticipated drawing the largest sample available through this referral process, the desired sample was a maximum of 400 and a minimum of 100 participants.

Pilot Study

Prior to the survey design and distribution, a pilot study involving nine intensive personal interviews was conducted via e-mail. Two male, gay military personnel; two

male, heterosexual military personnel; two female, lesbian military personnel; and one female, heterosexual military personnel were interviewed. One male, gay non-military personnel and one female, lesbian non-military personnel also participated in this pilot study. Although these two participants were not military personnel, they could have been classified as military dependents.

Each interviewee received the same set of 10 open-ended questions. The completion time for the interview was approximately 30 minutes. Interviewees were given one week to complete and return the questionnaire. If interviewees could not complete and return the survey within one week, they were asked to contact the researcher. All interviewees completed and returned the survey within the prescribed timeframe. Appendix A provides a list of questions from this pilot study. The responses from this study were used to create a survey for further analysis.

Survey Design & Distribution

A 32-question survey was designed for further investigation of DADT's impact on the organizational culture of the U.S. military. Each participant received the same set of close-ended questions. Completion time for the survey was approximately five minutes.

Military personnel's perception of their culture was measured because personnel best recognize discrepancies within their own system. The dependent variable in this investigation was the organizational culture of the U.S. military. Military personnel construct and reinforce this culture through their daily rituals and information exchange. Therefore, the survey was designed to measure the perceptions personnel possess of the culture they foster and maintain.

The survey consisted of one to multiple questions designed to test the variable of each hypothesis. Most answer options were based on a Likert scale. To measure perceived conflict in Hypothesis No. 1, the survey asked participants to consider the following statements:

1) Honesty is a core value in the U.S. military.

2) Respect is a core value in the U.S. military.

3) Are you aware of the military's "Don't Ask, Don't Tell" policy towards homosexuality in the military?

4) The U.S. military says homosexuality is incompatible with military service.

5) The "Don't Ask, Don't Tell" policy requires gay and lesbian soldiers to lie about their sexual orientation if confronted by their peers.

6) The "Don't Ask, Don't Tell" policy requires gay and lesbian soldiers to lie about their sexual orientation if confronted by their commanding officers.

7) The "Don't Ask, Don't Tell" policy suggests there are no gays or lesbians in the military.

8) Military authorities allow gay bashing to occur.

9) According to the "Don't Ask, Don't Tell" policy, gays and lesbians can join the military as long as they conceal their sexual orientation.

10) The "Don't Ask, Don't Tell" policy conflicts the military's core values.

The survey also measured racial perception of this issue, as predicted in Hypothesis No. 2, by asking participants the following question: In which of the following ethnic categories do you consider yourself? To measure the variable of perceived reasoning behind the decisions of military authorities in Hypothesis No. 3, participants were asked to consider the following statements:

1) According to the "Don't Ask, Don't Tell" policy, gays and lesbians must be discharged when identified.

2) Military authorities choose to either expedite or delay discharge proceedings for identified gay and lesbian soldiers based on the operational status of the unit.

3) Military authorities tend to delay discharge proceedings for identified gay and lesbian soldiers during wartime.

4) Military authorities tend to expedite discharge proceedings for identified gay and lesbian soldiers during peacetime.

5) Some military authorities fail to initiate discharge proceedings when gay and lesbian soldiers are identified.

The survey also measured gays and lesbians' perception of this variable, as predicted in Hypothesis No. 4, by asking participants the following question: In which of the following sexual orientation categories do you consider yourself? To measure perceptions on the discharge of women under DADT regulations in Hypothesis No. 5, participants were asked to consider the following statements:

1) A higher percentage of women are discharged under the "Don't Ask, Don't Tell" policy than are men.

2) More men are targeted for investigation under the "Don't Ask, Don't Tell" policy than are women.

3) Military authorities use the "Don't Ask, Don't Tell" policy as an excuse to discharge women from the military.

To measure the perception regarding unit cohesion and bonding in Hypothesis No. 6, the survey requested participants consider the following statements:

1) Units comprised of heterosexual soldiers enjoy greater levels of unit cohesion and morale.

2) Gay and lesbian soldiers can perform and complete tasks as successfully as heterosexual soldiers.

3) Heterosexual soldiers cannot form friendships easily with gay and lesbian soldiers.

4) Heterosexual soldiers can make living arrangements with gay and lesbian soldiers work.

5) Completing the mission is more important than being friends with members of one's unit.

6) The inclusion of openly gay and lesbian soldiers in the military would make completing missions more difficult.

7) The inclusion of openly gay and lesbian soldiers in the military would make bonding within units more difficult.

To measure the heterosexual perception of this bonding variable, as predicted in Hypothesis No. 7, the following question was asked: In which of the following sexual orientation categories do you consider yourself? The remaining questions in the survey asked for demographical information. Appendix F provides a complete list of survey questions and answer options.

The survey was distributed using the online survey engine SurveyMonkey. Using this engine to disseminate the survey and to collect responses afforded respondents greater levels of confidentiality, because the collection was anonymous, and controlled for researcher's bias, because the coordinator could not influence initial contacts' choices in subsequent referrals. Before using SurveyMonkey to distribute the survey, a five-

paragraph introductory message was drafted to explain the nature and goals of the study. This message appeared above the link to the survey. The explanation warned participants of the potential risks involved in answering the survey and assured participants their responses could not be linked to them, their e-mail addresses or their computer IP addresses.

After the introductory message and survey were approved for dissemination, a contract was made with SurveyMonkey. SurveyMonkey required the following payments: $20 per month per 1,000 survey responses and $10 per month for extra encryption for the survey link, which would be distributed via e-mail.

Survey distribution required the use of the online engine's e-mail feature. This feature required the creation of the survey using tools provided by SurveyMonkey, which allowed the research coordinator to choose background colors and font designs for the visual appearance of the survey. After the survey was created using these tools, SurveyMonkey generated an encrypted link. The encrypted link was pasted below the introductory message and sent to nine initial and seven additional contacts via the research coordinator's personal e-mail address. The survey opened on April 10, 2007, and closed on June 10, 2007.

Chapter 6:
Results

The survey was disseminated via e-mail on April 10, 2007, and the collection of responses was terminated on June 10, 2007. Ninety-one participants completed the survey on their own time in a place of their choosing. At the conclusion of the prescribed timeframe, response data were downloaded from SurveyMonkey into a Microsoft Excel spreadsheet.

Research data revealed respondents were predominantly white, gay males, aged 48 or older, who were enlisted in the U.S. Army, U.S. Navy, or U.S. Air Force. All respondents had obtained a high school diploma, and most participants were enlisted personnel. See Appendix H for a detailed listing of respondents' demographic information.

Data Analysis

Hypothesis No. 1 stated: *More military personnel surveyed will perceive a conflict between the regulations of DADT and the military's core values of honesty, respect, and opposition to homosexuality than will not.* Survey questions No. 1, 2, and 4 evaluated participants' knowledge of military core values. Approximately 79% of respondents acknowledged honesty as a core value of the U.S. military (see Table 1). Nearly 85% of respondents also recognized respect as a military core value (see Table 2), and 85.2% of respondents agreed the U.S. military believes homosexuality incompatible with military service (see Table 3). Survey question No. 10 directly addressed this hypothesis when it asked respondents to evaluate the following statement on a Likert scale: *The "Don't Ask, Don't Tell" policy conflicts with some of the military's core*

values. Approximately 74% of respondents agreed or strongly agreed that DADT conflicts with some of the military's core values (see Table 4). Sample data in evaluation of this statement clearly support Hypothesis No. 1. Survey participants demonstrated recognition of the aforementioned core values and concurrence with Hypothesis No. 1.

Table 1

Question 1: Honesty is a core value in the U.S. military.		
Answer Options	Response Percent	Response Count
Yes	79.31%	69
No	10.34%	9
I don't know	10.34%	9
No response	0.00%	0
Answered Question		87
Skipped Question		4

Table 2

Question No. 2: Respect is a core value in the U.S. military.		
Answer Options	Response Percent	Response Count
Yes	85.06%	74
No	9.20%	8
I don't know	5.75%	5
No response	0.00%	0
Answered Question		87
Skipped Question		4

Table 3

Question No. 4: The U.S. military says homosexuality is incompatible with military service.		
Answer Options	Response Percent	Response Count
Yes	85.23%	75
No	10.23%	9
I don't know	4.55%	4
No response	0.00%	0
Answered Question		88
Skipped Question		3

Table 4

Question No. 10:		
The "Don't Ask, Don't Tell" policy conflicts with the military's core values.		
Answer Options	Response Percent	Response Count
Strongly Agree	57.14%	48
Agree	16.67%	14
Neutral	5.95%	5
Disagree	11.90%	10
Strongly Disagree	7.14%	6
I don't know	1.19%	1
No response	0.00%	0
Answered Question		84
Skipped Question		7

Hypothesis No. 2 said: *More non-white military personnel surveyed will perceive a conflict between the regulations of DADT and the military's core values of honesty, respect, and opposition to homosexuality than will white military personnel.*

Participants' responses to survey question No. 28 (see Table 5), which requested they identify their ethnicity, were cross tabulated with their responses to survey question No. 10 to test this hypothesis (see Table 6). The $\chi^2_{obtained}$ from this cross tabulation was 2.3473. Comparing the $\chi^2_{obtained}$ to the $\chi^2_{critical}$ with one degree of freedom (df)(3.841) at a 0.05 confidence level, sample data failed to support Hypothesis No. 2.

Table 5

Question No. 28:		
In which of the following ethnic categories do you consider yourself?		
Answer Options	Response Percent	Response Count
Asian/Pacific Islander	0.00%	0
Black	2.38%	2
Hispanic	1.19%	1
Native American	3.57%	3
White	86.90%	73
No response	0.00%	0
Other (please specify)	5.95%	5
Answered Question		84
Skipped Question		7

Table 6

	Observed Frequency for White Personnel	Observed Frequency for Non-White Personnel	Total
Agree or Strongly Agree	52	9	61
Disagree or Strongly Disagree	14	0	14
Total	66	9	75

Hypothesis No. 3 read: *Military personnel surveyed will say authorities make decisions based on what's best for them at the time rather than strictly adhering to core values.* Survey question No. 12 directly addressed this hypothesis by asking participants to evaluate the following statement on a Likert scale: *Military authorities choose to either expedite or delay discharge proceedings for identified gay and lesbian soldiers based on the operational status of the unit.* Sample data in evaluation of this statement clearly support Hypothesis No. 3. Approximately 76% of respondents agreed or strongly agreed that military authorities use current conditions, instead of core values, in determining at what speeds to conduct discharge proceedings for outed gays and lesbians (see Table 7). Survey questions No. 13 and 14 further assessed participants' knowledge of such occurrences. Nearly 69% of respondents agreed or strongly agreed military authorities tend to delay discharge proceedings during wartime (see Table 8), and 66.3% of respondents agreed or strongly agreed military authorities likely expedite discharge proceedings during peacetime (see Table 9). Sample data reveal a majority of survey participants believe military authorities make decisions based on their current needs, not necessarily core values.

Table 7

Question No. 12: Military authorities choose to either expedite or delay discharge proceedings for identified gay and lesbian soldiers based on the operational status of the unit.		
Answer Options	Response Percent	Response Count
Strongly Agree	33.73%	28
Agree	42.17%	35
Neutral	4.82%	4
Disagree	6.02%	5
Strongly Disagree	1.20%	1
I don't know	10.84%	9
No response	1.20%	1
Answered Question		83
Skipped Question		8

Table 8

Question No. 13: Military authorities tend to delay discharge proceedings for identified gay and lesbian soldiers during wartime.		
Answer Options	Response Percent	Response Count
Strongly Agree	36.14%	30
Agree	32.53%	27
Neutral	7.23%	6
Disagree	8.43%	7
Strongly Disagree	4.82%	4
I don't know	10.84%	9
No response	0.00%	0
Answered Question		83
Skipped Question		8

Table 9

Question No. 14: Military authorities tend to expedite discharge proceedings for identified gay and lesbian soldiers during peacetime.		
Answer Options	Response Percent	Response Count
Strongly Agree	38.55%	32
Agree	27.71%	23
Neutral	14.46%	12
Disagree	6.02%	5
Strongly Disagree	1.20%	1
I don't know	9.64%	8
No response	2.41%	2
Answered Question		83
Skipped Question		8

Hypothesis No. 4 asserted: *More gay and lesbian personnel will say military authorities make decisions based on what's best for them at the time than will heterosexual personnel.* Participants' responses to survey question No. 29 (see Table 10), which requested they identify their sexual orientation, were cross tabulated with their responses to survey question No. 12 to test this hypothesis (see Table 11). The $\chi^2_{obtained}$ from this cross tabulation was 0.0383. When comparing the $\chi^2_{obtained}$ to the $\chi^2_{critical}$ with one df (3.841) at a 0.05 confidence level, sample data failed to support Hypothesis No. 4.

Table 10

Question No. 29: In which of the following sexual orientation categories do you consider yourself?		
Answer Option	Response Percent	Response Count
Bisexual	9.52%	8
Heterosexual	17.86%	15
Gay	47.62%	40
Lesbian	19.05%	16
No response	0.00%	0
Other (please specify)	5.95%	5
	Answered Question	84
	Skipped Question	7

Table 11

	Observed Frequency for Gay & Lesbian Personnel	Observed Frequency for Heterosexual Personnel	Total
Agree or Strongly Agree	40	10	50
Disagree or Strongly Disagree	5	1	6
Total	45	11	56

Hypothesis No. 5 predicted: *Military personnel are more likely to believe that authorities use DADT more frequently to discharge women from the military than to discharge men.* Survey questions No. 23, 24, and 25 were used to test this hypothesis. Sample data show participants believed the military uses DADT as an excuse to discharge women, but data also reveal participants' uncertainty as to whether sexism actually prompts investigations and subsequent discharges. Approximately 42% of

respondents agreed or strongly agreed that military authorities use DADT as an excuse to discharge women (see Table 12). However, 38.3% of respondents agreed or strongly agreed more men are targeted for investigation under DADT than are women (see Table 13). Furthermore, 48.2% of respondents acquiesced they did not know whether a higher percentage of women are discharged under DADT than are men (see Table 14). Sample data illustrate participants' mixed opinions on this issue.

Table 12

Question No. 25: Military authorities use the "Don't Ask, Don't Tell" policy as an excuse to discharge women from the military.		
Answer Options	Response Percent	Response Count
Strongly Agree	11.11%	9
Agree	30.86%	25
Neutral	17.28%	14
Disagree	11.11%	9
Strongly Disagree	2.47%	2
I don't know	25.93%	21
No response	1.23%	1
Answered Question		81
Skipped Question		10

Table 13

Question No. 23: More men are targeted for investigation under the "Don't Ask, Don't Tell" policy than are women.		
Answer Options	Response Percent	Response Count
Strongly Agree	18.52%	15
Agree	19.75%	16
Neutral	16.05%	13
Disagree	16.05%	13
Strongly Disagree	9.88%	8
I don't know	19.75%	16
No response	0.00%	0
Answered Question		81
Skipped Question		10

Table 14

Question No. 24: A higher percentage of women are discharged under the "Don't Ask, Don't Tell" policy than are men.		
Answer Options	Response Percent	Response Count
Yes	28.40%	23
No	22.22%	18
I don't know	48.15%	39
No response	1.23%	1
Answered Question		81
Skipped Question		10

Hypothesis No. 6 forecasted: *A majority of military personnel surveyed will believe the inclusion of openly gay and lesbian personnel would negatively affect unit cohesion more through bonding problems than through task completion problems.* Participants' responses to survey question No. 20 reveal they believed task completion more significant than bonding during military operations. Approximately 78% of respondents agreed or strongly agreed completing the assigned mission was more important than friendships among unit members (see Table 15). Survey questions No. 16, 18, 19, and 22 were used to further assess participants' perspectives on bonding. Individuals' numerical responses to these four questions were averaged to derive each participant's bonding score. Survey questions No. 17 and 21 were used to further evaluate participants' views on task completion. Individuals' numerical responses to these two questions were averaged to derive each participant's task completion score. Respondents' bonding and task completion scores were compared using a paired t-test to assess whether participants perceived either bonding or task completion as more problematic than its counterpart. A standardized alpha measurement was used to determine the internal consistency of these two items. The bonding items had a standardized alpha of 0.83, while the task completion items had a standardized alpha of

0.69. The t-statistic computed from the paired t-test was -4.50. When comparing the

$t_{obtained}$ to the $t_{critical}$ for a two-tailed test with 80 df (1.99) at a 0.05 confidence level,

sample data support Hypothesis No. 6. This data confirm the conclusion that there exists

a statistical difference between the variables of bonding and task completion. See

Appendix I for a detailed listing of bonding and task completion scores.

Table 15

Question No. 20: Completing the mission is more important than being friends with members of one's unit.		
Answer Options	Response Percent	Response Count
Strongly Agree	39.51%	32
Agree	38.27%	31
Neutral	6.17%	5
Disagree	9.88%	8
Strongly Disagree	3.70%	3
I don't know	2.47%	2
No response	0.00%	0
Answered Question		81
Skipped Question		10

Hypothesis No. 7 asserted: *More heterosexual personnel will believe the inclusion*

of openly gay and lesbian personnel would negatively affect bonding between personnel

than will gays and lesbians. Participants' responses to survey question No. 29 (see Table

10), which requested they identify their sexual orientation, were cross tabulated with their

bonding scores (see Appendix I) to test this hypothesis (see Table 16). If individuals'

bonding scores were greater than the collective's mean bonding score, their scores were

categorized as high bonding scores. If individuals scores were less than the collective's

mean bonding score, their scores were categorized as low bonding scores. The $\chi^2_{obtained}$

from this cross tabulation was 5.97. Comparing the $\chi^2_{obtained}$ to the $\chi^2_{critical}$ with one df

(3.841) at a 0.05 confidence level, sample data statistically support Hypothesis No. 7.

This finding provides statistical evidence verifying that heterosexual personnel, more than gays and lesbians, believe the open inclusion of homosexual soldiers would inhibit the formation of friendship among unit members.

Table 16

	Observed Frequency for Gay & Lesbian Personnel	Observed Frequency for Heterosexual Personnel	Total
High Bonding Score	46	5	51
Low Bonding Score	10	10	20
Total	56	15	71

Summary

In summary, this study found the following:

1) Respondents generally perceive a conflict between DADT and the military's core values of honesty, respect, and opposition to homosexuality. Sample data revealed participants' ethnicity did not affect their perceptions of this issue.

2) Respondents believe military authorities apply DADT less often during wartime when units need experienced personnel. Sample data showed participants' sexual preference did not affect their views on this issue.

3) Respondents hold no unitary perception or uniform knowledge regarding how military authorities apply DADT in respect to gender.

4) Respondents acknowledge forming friendships may be more challenging than mission completion within integrated units. Sample data disclosed heterosexual participants, more than gays and lesbians, believe bonding within integrated units problematic.

Chapter 7:
Discussion

"If I go into the military, it means I'm not gay because they don't take gays in the military," said Michael Job, a gay Vietnam veteran, "And if I make it, it definitely means I'm not gay" (Associated Press, 2007, ¶10). The purpose of this investigation was to ascertain military personnel's perceptions regarding how the "Don't Ask, Don't Tell" (DADT) policy affects the organizational culture of the U.S. military. An original assumption of this research involving the sexual preferences of potential respondents presupposed that most personnel surveyed would identify themselves as heterosexual because the risks of discovery and discharge of gay and lesbian personnel would be assessed as too high for participation. However, sample data reveal these silent combatants refuse to remain unheard. Approximately 67% of respondents categorized themselves as either gay or lesbian. Because of the percentage these groups of respondents represent, the results from this study may have been influenced heavily by their perceptions.

Research Expectations & Initial Findings

Three assumptions, derived from the work of Deal and Kennedy (1982, 2000), originally directed this research. Assumption No. 1 presumed DADT would negatively impact the organizational culture of the U.S. military by causing conflict among its core values. Specifically, survey respondents were expected to perceive a conflict among the military's core values of honesty, respect, and opposition to homosexuality. Respondents would recognize that the latter value conflicted with the core value of honesty by requiring gays and lesbians to lie about their sexual preferences to avoid discovery in and

discharge from the ranks. Although proponents of the policy argue it prohibits military personnel from directly inquiring about sexual preference, DADT does not ban conversation that may indirectly address this issue. A former Army soldier shared the following anecdote:

> A peer would ask me if I would like to go out to the bar. I wouldn't talk to girls when the peer's intention was to do so. When asked why I wasn't responding to someone, I had to lie. I couldn't tell the truth (see Appendix B).

Presumably, respondents also would recognize the conflict between the core value opposing homosexuality and the core value of respect. They would categorize gay jokes and gay bashing as disrespectful – in violation of this latter value.

Sample data do support Assumption No. 1. Approximately 74% of personnel surveyed agreed or strongly agreed that DADT conflicts with the military's core values (see Table 4). Survey respondents of varying ethnicities did recognize discrepancies between the core value opposing homosexuality, as reflected in DADT, and the core values of honesty and respect. In reference to the core value of honesty, approximately 71% of respondents agreed or strongly agreed DADT requires gays and lesbians to lie about their sexual orientations if confronted by peers (see Table 17), and 69% of respondents agreed or strongly agreed the policy requires gays and lesbians to lie about their sexual preferences if confronted by commanding officers (see Table 18). One openly gay, retired brigadier general said, "If you're asked [about your sexual preference], it's either: 'I lose my career' or 'I lie'" (Military secrets: No body asked, but they're telling, 2004, ¶4).

In reference to the core value of respect, approximately 60% of respondents agreed or strongly agreed that military authorities allow gay bashing to occur (see Table 19). The U.S. Air Force defines the military's core value of respect using the following

assertion: "We must always act in the certain knowledge that all persons possess fundamental worth as human beings" (United States Air Force core values, 1997, p. 6). Verbal denigration of any individual or group would be considered disrespectful in light of this statement. Consequently, DADT brings some of the military's core values into conflict. According to Deal and Kennedy (1982, 2000), core values are the cornerstones of an organization. If these stones collide with one another, cracks inevitably plague the foundation of the organization's culture. The culture weakens and these fractures spread, resulting in inconsistencies in rituals and information exchange throughout the culture.

Table 17

Question No. 7: The "Don't Ask, Don't Tell" policy requires gay and lesbian soldiers to lie about their sexual orientation if confronted by their peers.		
Answer Options	Response Percent	Response Count
Strongly Agree	56.32%	49
Agree	14.94%	13
Neutral	4.60%	4
Disagree	13.79%	12
Strongly Disagree	4.60%	4
I don't know	4.60%	4
No response	1.15%	1
	Answered Question	87
	Skipped Question	4

Assumption No. 2 presupposed that if DADT caused the military's core values to conflict, it also produced inconsistencies in rituals and information exchange within the military's organizational culture. Deal and Kennedy (1982, 2000) define rituals as the day-to-day routines personnel perform in the organization. These routines are social interactions that provide the primary source of reinforcement for the organization's culture (Hofstede et al., 1990; Littlejohn, 1999). The imitation of ritual between coworkers and from managers to employees influences the exchange of information

within an organization (Deal, & Kennedy, 1982, 2000). Information exchange includes everything from instructions from managers to employees to stories coworkers exchange at organizational functions (Deal, & Kennedy, 1982, 2000). If rituals are consistent with core values, information exchange will reinforce these values and strengthen the organizational culture. If rituals are in conflict with core values, information exchange can become skewed and weaken the organizational culture (Deal, & Kennedy, 1982, 2000).

Table 18

Question No. 8: The "Don't Ask, Don't Tell" policy requires gay and lesbian soldiers to lie about their sexual orientation if confronted by their commanding officers.		
Answer Options	Response Percent	Response Count
Strongly Agree	57.47%	50
Agree	11.49%	10
Neutral	4.60%	4
Disagree	13.79%	12
Strongly Disagree	6.90%	6
I don't know	4.60%	4
No response	1.15%	1
	Answered Question	87
	Skipped Question	4

Table 19

Question No. 15: Military authorities allow gay bashing to occur.		
Answer Options	Response Percent	Response Count
Strongly Agree	35.37%	29
Agree	24.39%	20
Neutral	15.85%	13
Disagree	14.63%	12
Strongly Disagree	7.32%	6
I don't know	2.44%	2
No response	0.00%	0
	Answered Question	82
	Skipped Question	9

The decisions military authorities make dictate ritual and information exchange within the U.S. armed forces. Decisions must reflect core values and be executed consistently to protect and strengthen the military's culture. If authorities make decisions in conflict with core values, they communicate to their subordinates it is acceptable for behavior to violate these values. In turn, subordinates exchange this information with one another via verbal communication or imitational behavior.

Sample data do support Assumption No. 2. Survey respondents of varying sexual preference did recognize a pattern of inconsistencies, as noted in the aforementioned paragraph, in military authorities' application of DADT. Approximately 74% of respondents agreed or strongly agreed that some military authorities fail to initiate discharge proceedings when gay and lesbian soldiers are identified (see Table 20). Furthermore, 75.9% of respondents agreed or strongly agreed that military authorities choose to either expedite or delay discharge proceedings for identified gays and lesbians based on the operational status of the unit (see Table 7). Nearly 67% of respondents agreed or strongly agreed military authorities tend to delay these discharge proceedings during wartime (see Table 8), while 66.3% of personnel surveyed agreed or strongly agreed authorities likely expedite discharge proceedings during peacetime (see Table 9).

Military authorities base application of DADT on units' operational status, not necessarily core values. Decisions are neither uniform nor consistent; they communicate to subordinates the permissibility of decision-making based on current needs, not core values. Subordinates communicate about and act on these inconsistencies among themselves, continuing to reinforce fractures within and weaken the structure of the military's organizational culture.

Table 20

Question No. 11: Some military authorities fail to initiate discharge proceedings when gay and lesbian soldiers are identified.		
Answer Options	Response Percent	Response Count
Strongly Agree	31.71%	26
Agree	42.68%	35
Neutral	6.10%	5
Disagree	4.88%	4
Strongly Disagree	1.22%	1
I don't know	12.20%	10
No response	1.22%	1
	Answered Question	82
	Skipped Question	9

Assumption No. 3 addressed the inconsistency in military authorities' justification for excluding gays and lesbians from military service. Authorities assert the open inclusion of gay and lesbian personnel would negatively impact unit cohesion and morale (Section 571, 1994). This assertion claims the open inclusion of gays and lesbians would inhibit the formation of friendships within units and subsequently decrease morale, which could impede mission effectiveness and result in unit members' injury or death. Research suggests bonds based on task accomplishment benefit the military more than those based on friendship (Kier, 1998). Research notes social bonding diverts energy away from task completion – the primary goal of military units – and into maintaining relationships and morale (Kier, 1998).

Assumption No. 3 predicted that although they may believe the open inclusion of gays and lesbians would impact unit cohesion, most military personnel would perceive bonding as more problematic than task completion in integrated units. They also would recognize task completion as more important than bonding in the execution of military operations. Furthermore, Assumption No. 3 presupposed more heterosexual personnel,

rather than gays and lesbians, would find friendship formation difficult within integrated units.

Sample data support Assumption No. 3, which is synonymous with Hypotheses No. 6 and 7. Approximately 68% of respondents disagreed or strongly disagreed that units comprised only of heterosexual soldiers would enjoy greater levels of unit cohesion and morale (see Table 21). Nearly 78% of personnel surveyed agreed or strongly agreed completing the mission is more important than being friends with unit members (see Table 15). Moreover, 81.3% of respondents disagreed or strongly disagreed that the inclusion of openly gay and lesbian personnel would make completing missions more difficult (see Table 22), while 76.6% of personnel surveyed disagreed or strongly disagreed that the open inclusion of gays and lesbians would make bonding within units more difficult (see Table 23). However, sample data did provide statistical evidence verifying that heterosexual personnel, more than gays and lesbians, believe the open inclusion of homosexual soldiers would inhibit the formation of friendships among unit members.

Table 21

Question No. 16: Units comprised of heterosexual soldiers enjoy greater levels of unit cohesion and morale.		
Answer Options	Response Percent	Response Count
Strongly Agree	7.23%	6
Agree	4.82%	4
Neutral	12.05%	10
Disagree	27.71%	23
Strongly Disagree	39.76%	33
I don't know	6.02%	5
No response	2.41%	2
Answered Question		83
Skipped Question		8

Table 22

Question No. 21: The inclusion of openly gay and lesbian soldiers in the military would make completing missions more difficult.		
Answer Options	Response Percent	Response Count
Strongly Agree	3.75%	3
Agree	7.50%	6
Neutral	5.00%	4
Disagree	12.50%	10
Strongly Disagree	68.75%	55
I don't know	2.50%	2
No response	0.00%	0
Answered Question		80
Skipped Question		11

Table 23

Question No. 22: The inclusion of openly gay and lesbian soldiers in the military would make bonding within units more difficult.		
Answer Options	Response Percent	Response Count
Strongly Agree	1.23%	1
Agree	8.64%	7
Neutral	9.88%	8
Disagree	20.99%	17
Strongly Disagree	55.56%	45
I don't know	3.70%	3
No response	0.00%	0
Answered Question		81
Skipped Question		10

In accordance with Assumption No. 3, military personnel surveyed identified task completion as more important than bonding in conjunction with the institution and maintenance of unit cohesion and morale. Although some heterosexual personnel believed bonding within integrated units may be difficult, they did not perceive this issue as dangerously undermining unit cohesion and morale because they believed task completion a more significant factor affecting levels of unit cohesion and morale. Military authorities assert the open inclusion of gays and lesbians would undercut unit cohesion and morale. Yet, they fail to initiate discharge proceedings for discovered gays

and lesbians during wartime when experienced personnel are needed. This inconsistency in their justification of excluding gays and lesbians from military service not only renders DADT pointless – since this justification provides the basis for this policy, but also accentuates the fractured foundation of the military's organizational culture with yet another inconsistency in ritual and information exchange.

Research Methodology

To gauge current, former and retired military personnel's perceptions of the aforementioned assumptions, a 32-question survey was designed and distributed using SurveyMonkey, an online survey engine. It was activated on April 10, 2007, and was terminated on June 10, 2007. Respondents completed the survey in approximately five minutes at a location of their choosing. Collection of responses was anonymous. The survey was disseminated to nine initial and seven additional contacts via e-mail. Sample data were downloaded into a Microsoft Excel spreadsheet for statistical analysis.

The investigation utilized the snowball sampling method for survey distribution and collection due to the sensitivity of the research topic and the inaccessibility of members of the target population. The target population for this investigation was military personnel of varying gender, age, ethnicity, sexual orientation, and education level. Members of the military community may have been hesitant to share their views on DADT because they feared ostracism or repercussions for discussing issues involving the policy. Members of this target population, specifically gays and lesbians currently enlisted, may have anticipated discrimination, harassment, violence, or unemployment if they expressed their opinions (Browne, 2005). Consequently, this study surveyed

prospective participants via an e-mail referral process designed using the snowball sampling technique.

Limitations

Researchers using snowball sampling cannot guarantee diversity or representation in their sample (Warner et al., 2003). Neither can they guarantee sample size (Warner et al., 2003). Sample size was a concern during this investigation because the methodology used to glean participants was not guaranteed to produce the desired sample size. In attempts to increase the probability of obtaining the desired sample size, the study ran for a two-month period – from April 10 to June 10, 2007. However, only 91 responses were collected.

The lack of a representative and diverse sample also limited the validity of this study. Respondents were most likely to be white, gay males, aged 48 or older, who had completed some college. According to the Office of the Assistant Secretary of Defense for Personnel and Readiness (2004), of the active duty military during the 2004 fiscal year: 50% of personnel were married; 87% of personnel were aged 18 to 24; 85.2% of personnel were male; and 99% of personnel had earned a high school diploma or its equivalent. Furthermore, according to a study conducted by The Heritage Foundation, 73.1% of military personnel in 2004 were white (Kane, 2006).

Direction for Future Research

Future efforts to expand this research should attempt to draw a larger, more diverse sample that better reflects the typical demographical characteristics of the target populace. If snowball sampling is used in future problem examination, researchers

should incorporate as much randomization in the referral process as possible (Eland-Goossensen et al., 1997). Suggestions for this incorporation might include:

1) Opening the survey for at least a six-month timeframe;

2) Proportioning the number of initial contacts to the total number of possible respondents; and

3) Ensuring the majority of initial contacts exhibit demographical characteristics typical of the target populace.

Further investigation of this issue also should address the following:

1) *Heterosexual personnel's perception of the DADT policy*: Only 15 of the 91 respondents considered themselves heterosexual. Future research should assess how these individuals feel about DADT as well as if and how they perceive it impacting the overall operation of the U.S. military. A key inquiry might be how many heterosexual personnel actually oppose the abolishment of this policy.

2) *Attitudinal impact of DADT*: Further study should assess how this policy affects personnel's attitudes toward homosexuality. A key inquiry might be whether DADT increases or decreases prejudicial attitudes toward and treatment of gays and lesbians among military personnel.

3) *Worst Case Scenario*: Future research also should evaluate gays and lesbians' preferences in relation to their treatment under current policy. A key inquiry might be would gays and lesbians prefer to operate under current or former (pre-DADT) policy if officials refuse to abolish DADT.

4) *Survival of DADT*: Further study should consider societal changes when evaluating the effects of this policy. A key inquiry might be how the continual influx of younger personnel affect the longevity of this policy.

5) *Future impact of DADT*: Future research should explore the possible long-term effects this policy may have on the military as an organization. A key inquiry might be how the policy affects the military's recruitment rates.

Conclusion

How does DADT impact the organizational culture of the U.S. military? Research participants recognized the core values of honesty and respect as foundational elements girding the five branches of the U.S. armed forces. However, their responses indicated they perceive the institution and application of DADT causing routine conflict between these core values and the implicit value opposing homosexuality in the ranks. DADT weakens the culture of the U.S. military. It brings the military's core values of honesty and respect into conflict with its core value opposing homosexuality. This conflict causes fractures in the foundation of the military's organizational culture, resulting in inconsistencies in rituals and information exchange. Military authorities fail to make decisions consistent with core values; they fail to discharge identified gays and lesbians immediately. They also fail to discourage gay jokes and gay bashing – issues of respect. Their subordinates observe these behaviors and imitate them – reinforcing the inconsistencies. These inconsistencies compound the fractured foundation and continue to weaken the military's organizational culture. In this weakened state, the U.S. military may be susceptible to decreases in functionality and losses in esprit de corp.

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APPENDICES

Appendix A

Thank you for you willingness to participate in my research. Please know I will use no one's real name in my paper; however, for my purposes, I need to know the following information relevant to you: name, age, branch affiliation, and dates of service. If members of your immediate family are or were members of the U.S. military, please provide branch affiliation and dates of service as possible.

Please return your answers to the following questions no later than Wednesday, October 5, 2005. If you cannot meet this deadline, please contact me at swisherj@apsu.edu and/or (931) 801-3400. When answering the following questions, please provide explanations and/or examples to the best of your ability.

1. Do policies make it difficult for soldiers to communicate with their peers, their superior officers, and/or those under their command? If so, what are these policies and how do they make communication difficult?

2. Excluding military policy, what barriers to communication do soldiers face and how can they overcome these barriers?

3. Under threat of discharge, the "Don't Ask, Don't Tell" policy forbids gay or lesbian soldiers from disclosing any personal information that may suggest their sexual orientation. What avenues within the military community exist for gay or lesbian soldiers to disclose personal information without the threat of discharge? What avenues exist outside the military community?

4. Do you think the "Don't Ask, Don't Tell" policy is counterproductive to efficiency in military processes and operations? If so, why and how?

5. Do you think there exist issues between heterosexual and gay or lesbian soldiers that directly hinder productivity? If so, what are these issues and how do they hinder productivity?

6. Do you think the "Don't Ask, Don't Tell" policy affects the performance of gay or lesbian soldiers in the military? If so, how?

7. How do you think the existence of this policy makes gay or lesbian soldiers feel?

8. Do you think the "Don't Ask, Don't Tell" policy affects how gay or lesbian soldiers bond with other soldiers? If so, how?

9. Do you think this policy affects unit cohesion? If so, how?

10. Are there other perspectives you would like to share that are not addressed in these questions? If so, what?

Appendix B

ID: Soldier One.*
Age: 25.
Service: United States Army, 1998-2003.
Interview Method: Electronic mail.
Date Interviewed: September 30, 2005.

Interview Questions

1. **Do policies make it difficult for soldiers to communicate with their peers, their superior officers, and/or those under their command? If so, what are these policies and how do they make communication difficult?**

   I think that by making anything in the military off limits (that isn't classified) be it speech, actions, or affiliation. It creates a psychological barrier between ones' self and others including peers, command and other superiors. This in is what creates what the military says is a "break down in communication". When I couldn't act or react based on my personal feelings due to the don't ask don't tell policy I started to cause major conflicts internally. A peer would ask me if I would like to go out to the bar, I wouldn't talk to girl, when the peers intention was to do so, when asked why I wasn't responding to someone, I had to lie. I couldn't tell the truth. "I'm not interested in Girls". So instead I made up an imaginary girl friend. The military's policy forces Soldiers to lie. How could this not affect communication. The only thing it made me do is to stop going out with peers. Which then labeled me as something else.

2. **Excluding military policy, what barriers to communication do soldiers face and how can they overcome these barriers?**

   There are no barriers to communication that I have found outside of the military policy. A lot of soldiers have found the internet a safe haven, where they can meet other soldiers that are gay, and can associate in private and safe places.

3. **Under threat of discharge, the "Don't Ask, Don't Tell" policy forbids gay or lesbian soldiers from disclosing any personal information that may suggest their sexual orientation. What avenues within the military community exist for gay or lesbian soldiers to disclose personal information without the threat of discharge? What avenues exist outside the military community?**

   There are help "hotlines" that have nothing to do with DOD (Department of Defense). The internet is the most effective way. Though I don't believe that it's a treat of discharge considering it's the number one cause of discharges in the Military.

4. **Do you think the "Don't Ask, Don't Tell" policy is counterproductive to efficiency in military processes and operations? If so, why and how?**

Yes, in Basic Combat Training you learn to trust your fellow soldiers and to work together as a cohesive unit. How can you continue that cohesiveness when you have to lie to others, I know that I got so mixed up being put on the spot that eventually people started to realize I was lieing, I mixed up my False girlfriends name once. Now they couldn't trust me. And it was war time then as well as it is now.

5. **Do you think there exist issues between heterosexual and gay or lesbian soldiers that directly hinder productivity? If so, what are these issues and how do they hinder productivity?**

Yes, the same example above.

6. **Do you think the "Don't Ask, Don't Tell" policy affects the performance of gay or lesbian soldiers in the military? If so, how?**

Yes for some, others cope very well.

7. **How do you think the existence of this policy makes gay or lesbian soldiers feel?**

I've seen fellow soldiers, self destruct. One cut his wrists; the others just gave up doing anything, and was severely punished.

8. **Do you think the "Don't Ask, Don't Tell" policy affects how gay or lesbian soldiers bond with other soldiers? If so, how?**

Yes, If your scared to discuss who you are, then how can you bond with others

9. **Do you think this policy affects unit cohesion? If so, how?**

Negatively, I've said how in an earlier comment

10. **Are there other perspectives you would like to share that are not addressed in these questions? If so, what?**

Appendix C

Interview Questions

1. **Do policies make it difficult for soldiers to communicate with their peers, their superior officers, and/or those under their command? If so, what are these policies and how do they make communication difficult?**

   The current policy pertaining to homosexuals in the military does make it difficult for homosexual soldiers to communicate their sexual orientation because they risk ostracism and discharge from the military service. The policy does not make communications difficult for either homosexuals or heterosexuals to communicate on other matters.

2. **Excluding military policy, what barriers to communication do soldiers face and how can they overcome these barriers?**

   Soldiers do not face any more barriers than civilians on matters other than those of a homosexual nature.

3. **Under threat of discharge, the "Don't Ask, Don't Tell" policy forbids gay or lesbian soldiers from disclosing any personal information that may suggest their sexual orientation. What avenues within the military community exist for gay or lesbian soldiers to disclose personal information without the threat of discharge? What avenues exist outside the military community?**

   Gay or lesbian soldiers can, I believe, discuss their sexual orientation with chaplains, lawyers, or physicians. this is a matter you should confirm with professionals in these categories.

4. **Do you think the "Don't Ask, Don't Tell" policy is counterproductive to efficiency in military processes and operations? If so, why and how?**

   On balance, the "don't ask, don't tell" policy is not counterproductive to efficiency in military processes and operations. The vast majority of military personnel are heterosexual and find homosexual behavior unnatural and/or disgusting. The military has to function as a team, and the morale of the majority has to take precedence. It is true that individual homosexual soldiers can be

excellent soldiers, but if they reveal their sexual orientation, they run the risk of alienating other soldiers and undermining unit cohesion.

5. **Do you think there exist issues between heterosexual and gay or lesbian soldiers that directly hinder productivity? If so, what are these issues and how do they hinder productivity?**

There are indeed issues which hinder productivity (productivity is defined here as the unit's ability to fight as a team). Many heterosexuals do not want to be closely associated with homosexuals for fear of being labeled homosexuals themselves. Soldiers often do not have privacy. They room together and cannot choose their own roommates. They train or fight for long periods in close contact, and mutual respect is of paramount importance. It has often been observed that soldiers fight and die for their comrades--moreso than for causes.

6. **Do you think the "Don't Ask, Don't Tell" policy affects the performance of gay or lesbian soldiers in the military? If so, how?**

The policy need not affect the performance of gay or lesbian soldiers as long as they do not reveal their orientation. If they do reveal their orientation, the unit's cohesion and overall effectiveness is likely to be degraded.

7. **How do you think the existence of this policy makes gay or lesbian soldiers feel?**

This policy, no doubt, makes gay and lesbian soldiers feel unwanted.

8. **Do you think the "Don't Ask, Don't Tell" policy affects how gay or lesbian soldiers bond with other soldiers? If so, how?**

This policy does affect bonding in that it facilitates bonding if homosexual feelings are kept private. It adversely affects bonding if homosexual feelings are expressed.

9. **Do you think this policy affects unit cohesion? If so, how?**

It does affect unit cohesion. See the responses above, particularly 4, 5, and 6.

10. **Are there other perspectives you would like to share that are not addressed in these questions? If so, what?**

* Name excluded for confidentiality.

Appendix D

ID: Soldier Two.*
Age: 37.
Service: United States Army, 1987-1995.
Interview Method: Electronic mail.
Date Interviewed: October 6, 2005.

Interview Questions

1. **Do policies make it difficult for soldiers to communicate with their peers, their superior officers, and/or those under their command? If so, what are these policies and how do they make communication difficult?**

    Generally speaking, I do not recall policies interfering with communications through chain of command or peers. But since this survey asks some specifics regarding "Don't ask, don't tell", of course a soldier could not go thru their chain of command about details of issues that would "out" oneself. For instance if there are domestic violence issues at home, one could not tell their commander specifics if it were a same gendered relationship. The only times I recall being able to speak in detail to a peer or a person in my chain of command that would be "revealing", my choices were kept with other people that I knew were also gay or lesbian and trustworthy enough to not share anything unnecessary to address a situation.

2. **Excluding military policy, what barriers to communication do soldiers face and how can they overcome these barriers?**

    I think communication issues for soldiers are not much different from communication issues one would have in any setting. People have to have the ability, willingness, trust, etc. to communicate. As in any setting, a person must feel safe to share. Sharing was not always a safe thing to do.

3. **Under threat of discharge, the "Don't Ask, Don't Tell" policy forbids gay or lesbian soldiers from disclosing any personal information that may suggest their sexual orientation. What avenues within the military community exist for gay or lesbian soldiers to disclose personal information without the threat of discharge?**

    If the conversation will be revealing, there is no "official" way allowable to communicate. For instance, because gays and lesbians are not a protected class from discriminatory remarks, it is allowed. This includes verbal harassment, name calling, innuendo, etc. Issues as such could not be addressed through the chain of command. You just have to figure out how to deal with it, avoid those people as possible, etc. On the other hand, if critical people in your chain don't

have a personal issue with the subject, or are themselves gay or lesbian, they are not necessarily obligated to begin the discharge process.

What avenues exist outside the military community?

In an employment/school environment, this is dependent upon specific policies from the administrators – policy makers – of the organization. Gays and lesbians are not a protected class of people in most states, cities, counties and employment organizations. Most GLBT people that I know either choose a place to work where they can be honest about who they are, safely; or they remain hidden about this part of themselves. I personally have chosen to work in environments where I am treated fairly and with dignity and respect because I have a choice of where I work. I can leave if I disagree with the character of the organization.

4. **Do you think the "Don't Ask, Don't Tell" policy is counterproductive to efficiency in military processes and operations? If so, why and how?**

I did not experience anything that would indicate to me that the operation or process was counterproductive in and of itself. What is counterproductive is when people let their personal prejudices rule the way they treat other people, devaluing them. That to me is counterproductive.

5. **Do you think there exist issues between heterosexual and gay or lesbian soldiers that directly hinder productivity?**

Only in certain situations.

If so, what are these issues and how do they hinder productivity?

Hate and resulting behavior from that emotion. Although these two particular incidents were pre- "don't ask, don't tell", it goes to show affect on productivity. One instance, during Operation Dessert Storm, another soldier thought it would be funny to watch me stress out over not having my gas mask during the war. We had a number of occasions when a SCUD would land nearby and set off the chemical alarm and so we would need to put on our masks and chemical suits. The distraction from the stress of trying to find my mask affected my work performance. He kept my mask for a few days during a wartime environment. Another experience with this same soldier was against a male soldier friend of mine who was gay. During another SCUD attack, he refused (using his M-16) to allow him to enter the bunker while we were receiving multiple SCUD attack. This put an obvious strain on relationships. In an environment where trust that someone has your back is essential, you can see how this could affect a person's job performance. Of course these incidents could not be reported to the chain of command because the reason behind that soldiers actions were directly related to his utter hate and disgust for gays and lesbians.

6. **Do you think the "Don't Ask, Don't Tell" policy affects the performance of gay or lesbian soldiers in the military?**

To some degree.

If so, how?

Anytime a person is forced into a situation to lie about who they are, what is going on in their personal life, etc. This can be very stressful at different times/situations and unfortunately can have some affect on performance.

7. **How do you think the existence of this policy makes gay or lesbian soldiers feel?**

In my experience, mixed feelings. On the one hand it is good that people are at least talking about it, even arguing over it. I see that as a good thing. At least people aren't pretending as if we don't really exist. The flip side of it is frustrating. President Clinton is the epitome of a politician, a true people-pleaser. He came into office with promises of supporting the gay and lesbian community but that promise feels very surface. I understand that there is a difference between a leader and a politician.

8. **Do you think the "Don't Ask, Don't Tell" policy affects how gay or lesbian soldiers bond with other soldiers?**

Absolutely.

If so, how?

I think much of the gay and lesbian community builds communities within the military community. Every unit has cliques of people somewhere. Those cliques are usually very tightly knitted. Of course if you have people in your life that you can only share on a surface level, the bond is less than when you can really be honest and open. That is not to say that there are not straight people in the military who are supportive of their gay and lesbian fellow soldiers and friends. Those people also exist.

9. **Do you think this policy affects unit cohesion? If so, how?**

The military is like a big family in many ways in part due to the amount of time spent together. A unit is very cohesive when people are competent, capable and committed but must also treat each other with dignity and respect. When any of these areas fail, it impacts the cohesiveness of that unit, causing divisiveness.

10. **Are there other perspectives you would like to share that are not addressed in these questions?**

Yes.

If so, what?

One of the remarkable things I experienced at every permanent duty station, in which I served at 3, was how the cliques were able to police themselves for the most part. At every unit I experienced, every circle of friends would make sure that people behaved themselves. For example, there were two women who were a couple who hung out in the same friendship circle as I did. One was very short 4'5" or so, the other was above average in height. Their relationship was on again and off again. During an off again era, the taller one sexually forced the smaller one and was also physically aggressive. When the smaller one first came to me in tears, she wanted to get assistance from her commanding officer because they were roommates at the time, in the barracks and she wanted to change rooms. We reminded her that if she told what was going on, they would probably both be discharged for revealing the full nature of their relationship. So in consensus with the friendship circle, we confronted the woman who committed the assault and knew someone with pull who could make arrangements for them to live in separate rooms. They left each other alone after the confrontation. This is one of many kinds of situations.

Appendix E

From: Tyler, Kelly A Ms USA USAIMA <kelly.tyler@us.army.mil>
Sent: Monday, March 12, 2007 1:10 PM
To: Curtis, Josie
Subject: Regarding Research surveying Military Personnel

Josie:

You wouldn't be violating any Army policies by surveying Soldiers – You
Can't violate Army policies if you aren't, in fact, in the Army. However, the Public
Affairs Office cannot assist you in conducting those surveys, and you are limited in your
ability to conduct those surveys on the installation.

In the past, we have suggested people put an ad in the paper (or maybe
on cragislist.org) to solicit participation. I've enclosed an extract from the Army
Regulation that your review board may be concerned about. If you are soliciting
participation in person, I suggest you carry a copy of it, since some Soldiers may be
reluctant to participate.

http://www.army.mil/usapa/epubs/pdf/r600_46.pdf

16. Non-Army surveys mailed to private addresses
   a. Army personnel responses to private surveys addressed to them as individuals
      without official Army participation will not be encouraged nor discouraged.
   b. Responses will not be based on classified information or information derived
      from performance of official duties, if unavailable to the public.
   c. The respondents' opinions will not be considered as official Army policy.

Hope this helps, and good luck on your research.

Kelly Ann Tyler
Command Information Chief/
Public Information Officer
Fort Campbell Public Affairs
Fort Campbell, KY
(270) 798-4730 (work)
(931) 220-1863 (cell)
www.fortcampbellcourier.com
www.campbell.army.mil/divpao/pao

Appendix F

These questions do not appear necessarily in the same order in which respondents saw them.

H1: More military personnel surveyed will perceive a conflict between the regulations of DADT and the military's core values of honesty, respect, and opposition to homosexuality than will not.

1) Honesty is a core value in the U.S. military.
   01 Yes
   02 No
   03 I don't know
   04 No response

2) Respect is a core value in the U.S. military.
   01 Yes
   02 No
   03 I don't know
   04 No response

3) Are you aware of the military's "Don't Ask, Don't Tell" policy towards homosexuality in the military?
   01 Yes
   02 No
   03 I don't know
   04 No response

4) The U.S. military says homosexuality is incompatible with military service.
   01 Yes
   02 No
   03 I don't know
   04 No response

5) The "Don't Ask, Don't Tell" policy requires gay and lesbian soldiers to lie about their sexual orientation if confronted by their peers.
   01 Strongly Agree
   02 Agree
   03 Neutral
   04 Disagree
   05 Strongly Disagree
   06 I don't know
   07 No response

6) The "Don't Ask, Don't Tell" policy requires gay and lesbian soldiers to lie about their sexual orientation if confronted by their commanding officers.
    01 Strongly Agree
    02 Agree
    03 Neutral
    04 Disagree
    05 Strongly Disagree
    06 I don't know
    07 No response

7) The "Don't Ask, Don't Tell" policy suggests there are no gays or lesbians in the military.
    01 Strongly Agree
    02 Agree
    03 Neutral
    04 Disagree
    05 Strongly Disagree
    06 I don't know
    07 No response

8) Military authorities allow gay bashing to occur.
    01 Strongly Agree
    02 Agree
    03 Neutral
    04 Disagree
    05 Strongly Disagree
    06 I don't know
    07 No response

9) According to the "Don't Ask, Don't Tell" policy, gays and lesbians can join the military as long as they conceal their sexual orientation.
    01 Strongly Agree
    02 Agree
    03 Neutral
    04 Disagree
    05 Strongly Disagree
    06 I don't know
    07 No response

10) The "Don't Ask, Don't Tell" policy conflicts with the military's core values.
    01 Strongly Agree
    02 Agree
    03 Neutral
    04 Disagree
    05 Strongly Disagree
    06 I don't know
    07 No response

H2: More non-white military personnel surveyed will perceive a conflict between the regulations of DADT and the military's core values of honesty, respect, and opposition to homosexuality than will white military personnel.

This hypothesis is measured using a demographic question.

H3: Military personnel surveyed will say authorities make decisions based on what's best for them at the time rather than strictly adhering to core values.

1) According to the "Don't Ask, Don't Tell" policy, gays and lesbians must be discharged when identified.
    01 Yes
    02 No
    03 I don't know
    04 No response

2) Military authorities choose to either expedite or delay discharge proceedings for identified gay and lesbian soldiers based on operational status of the unit.
    01 Strongly Agree
    02 Agree
    03 Neutral
    04 Disagree
    05 Strongly Disagree
    06 I don't know
    07 No response

3) Military authorities tend to delay discharge proceedings for identified gay and lesbian soldiers during wartime.
    01 Strongly Agree
    02 Agree
    03 Neutral
    04 Disagree
    05 Strongly Disagree
    06 I don't know
    07 No response

4) Military authorities tend to expedite discharge proceedings for identified gay and lesbian soldiers during peacetime.
    01 Strongly Agree
    02 Agree
    03 Neutral
    04 Disagree
    05 Strongly Disagree
    06 I don't know
    07 No response

5) Some military authorities fail to initiate discharge proceedings when gay and lesbian soldiers are identified.
        01 Strongly Agree
        02 Agree
        03 Neutral
        04 Disagree
        05 Strongly Disagree
        06 I don't know
        07 No response

H4: **More gay and lesbian personnel will say military authorities make decisions based on what's best for them at the time than will heterosexual personnel.**

This hypothesis is measured using a demographic question.

H5: **Military personnel are more likely to believe that authorities use DADT more frequently to discharge women from the military than to discharge men.**

1) A higher percentage of women are discharged under the "Don't Ask, Don't Tell" policy than are men.
        01 Yes
        02 No
        03 I don't know
        04 No response

2) More men are targeted for investigation under the "Don't Ask, Don't Tell" policy than are women.
        01 Strongly Agree
        02 Agree
        03 Neutral
        04 Disagree
        05 Strongly Disagree
        06 I don't know
        07 No response

3) Military authorities use the "Don't Ask, Don't Tell" policy as an excuse to discharge women from the military.
        01 Strongly Agree
        02 Agree
        03 Neutral
        04 Disagree
        05 Strongly Disagree
        06 I don't know
        07 No response

H6: **A majority of military personnel surveyed will believe the inclusion of openly gay and lesbian personnel would negatively affect unit cohesion more through bonding problems than through task completion problems.**

1) Units comprised of heterosexual soldiers enjoy greater levels of unit cohesion and morale.
   - 01 Strongly Agree
   - 02 Agree
   - 03 Neutral
   - 04 Disagree
   - 05 Strongly Disagree
   - 06 I don't know
   - 07 No response

2) Gay and lesbian soldiers can perform and complete tasks as successfully as heterosexual soldiers.
   - 01 Strongly Agree
   - 02 Agree
   - 03 Neutral
   - 04 Disagree
   - 05 Strongly Disagree
   - 06 I don't know
   - 07 No response

3) Heterosexual soldiers cannot form friendships easily with gay and lesbian soldiers.
   - 01 Strongly Agree
   - 02 Agree
   - 03 Neutral
   - 04 Disagree
   - 05 Strongly Disagree
   - 06 I don't know
   - 07 No response

4) Heterosexual soldiers can make living arrangements with gay and lesbian soldiers work.
   - 01 Strongly Agree
   - 02 Agree
   - 03 Neutral
   - 04 Disagree
   - 05 Strongly Disagree
   - 06 I don't know
   - 07 No response

5) Completing the mission is more important than being friends with members of one's unit.
   - 01 Strongly Agree
   - 02 Agree
   - 03 Neutral
   - 04 Disagree
   - 05 Strongly Disagree
   - 06 I don't know
   - 07 No response

6) The inclusion of openly gay and lesbian soldiers in the military would make completing missions more difficult.
   - 01 Strongly Agree
   - 02 Agree
   - 03 Neutral
   - 04 Disagree
   - 05 Strongly Disagree
   - 06 I don't know
   - 07 No response

7) The inclusion of openly gay and lesbian soldiers in the military would make bonding within units more difficult.
   - 01 Strongly Agree
   - 02 Agree
   - 03 Neutral
   - 04 Disagree
   - 05 Strongly Disagree
   - 06 I don't know
   - 07 No response

H7: More heterosexual personnel will believe the inclusion of openly gay and lesbian personnel would negatively affect bonding between personnel than will gays and lesbians.

This hypothesis is measured using a demographic question.

Demographic Questions

1) In which of the following gender categories are you?
   - 01 Female
   - 02 Male
   - 03 No response

2) In which of the following age categories are you?
    01 18-24
    02 25-31
    03 32-39
    04 40-47
    05 48 or older
    06 No response

3) In which of the following ethnic categories do you consider yourself?
    01 Asian/Pacific Islander
    02 Black
    03 Hispanic
    04 Native American
    05 White
    06 No response
    07 Other _____

4) In which of the following sexual orientation categories do you consider yourself?
    01 Bisexual
    02 Heterosexual
    03 Homosexual
    04 No response
    05 Other _____

5) In which of the following educational categories best describes you?
    01 Did not complete high school
    02 High school graduate
    03 Attended college/technical school
    04 Completed an associate's degree
    05 Completed a bachelor's degree
    06 Completed a master's degree
    07 Completed a doctorate degree
    08 No response

6) In which of the following categories do you fall if you serve or have served in the U.S. military? Select all answers that apply to you.
 01 Air Force Active Duty
 02 Air Force Reserves
 03 Air Force ROTC
 04 Army Active Duty
 05 Army Reserves
 06 Army Air National Guard
 07 Army National Guard
 08 Army ROTC
 09 Coast Guard Active Duty
 10 Coast Guard Reserves
 11 Marines Active Duty
 12 Marine Reserves
 13 Navy Active Duty
 14 Navy Reserves
 15 Navy ROTC
 16 No response
 17 Other _____

7) In which of the following rank categories have you served in the U.S. military? Select all answers that apply to you.
 01 Enlisted
 02 Warrant/Non-commissioned Officer
 03 Officer

Appendix G

Introductory Message (as seen by participants):

Dear Prospective Participant,

Thank you for your willingness to participate in this research. My name is Josie Curtis, and I am a graduate student at Austin Peay State University (APSU) in Clarksville, TN. For my master's thesis, I am investigating how the "Don't Ask, Don't Tell" policy affects the organizational culture of the U.S. military. In order to complete my research, I need your help.

I would appreciate it if you would fill out the linked survey. The survey takes approximately 5 minutes to complete. Simply click on the link provided below. You will be asked to answer 32 questions by checking the circle beside the answer you want to select. Each question allows you to select a "no response" option if you so choose. To navigate through the survey, you will need to click on either the "next" or "prev" links at the bottom of each page.

This survey contains questions that it is against current military policy to discuss with certain others. To provide the greatest security possible for those who choose to participate, the survey is anonymous, and no name is ever associated with any responses. All questions contain a "no response" option. There is no way of tracing responses to any computer. Once the researcher gathers the survey data from the online survey site and deletes it, there is no further record of the data. However, it is of greatest importance to note that in filling out this survey, you do so of your own free will, taking sole responsibility for your responses and holding blameless all others for any consequences that may come as a result of your participation, including the researcher and Austin Peay State University.

Whether or not you choose to complete the survey, please forward this e-mail and the survey link to another current, former, or retired member of the U.S. military; supervisors, please do not send this survey to anyone under your supervision. You may choose not to participate in any portion of this survey at any time without penalty or consequence. I am using this method to collect responses. I hope that results collected from this survey may help officials to clarify or improve current policy.

If you have any questions, please e-mail me at curtisj@apsu.edu or the APSU Institutional Review Board at pinderc@apsu.edu

Thank you for your help.

Sincerely,
Josie Curtis

Survey Questions (as seen by participants):

1) Honesty is a core value in the U.S. military.
   - 01 Yes
   - 02 No
   - 03 I don't know
   - 04 No response

2) Respect is a core value in the U.S. military.
   - 01 Yes
   - 02 No
   - 03 I don't know
   - 04 No response

3) Are you aware of the military's "Don't Ask, Don't Tell" policy towards homosexuality in the military?
   - 05 Yes
   - 06 No
   - 07 I don't know
   - 08 No response

4) The U.S. military says homosexuality is incompatible with military service.
   - 01 Yes
   - 02 No
   - 03 I don't know
   - 04 No response

5) According to the "Don't Ask, Don't Tell" policy, gays and lesbians must be discharged when identified.
   - 01 Yes
   - 02 No
   - 03 I don't know
   - 04 No response

6) The "Don't Ask, Don't Tell" policy suggests there are no gays or lesbians in the military.
   - 01 Strongly Agree
   - 02 Agree
   - 03 Neutral
   - 04 Disagree
   - 05 Strongly Disagree
   - 06 I don't know
   - 07 No response

7) The "Don't Ask, Don't Tell" policy requires gay and lesbian soldiers to lie about their sexual orientation if confronted by their peers.

    01 Strongly Agree
    02 Agree
    03 Neutral
    04 Disagree
    05 Strongly Disagree
    06 I don't know
    07 No response

8) The "Don't Ask, Don't Tell" policy requires gay and lesbian soldiers to lie about their sexual orientation if confronted by their commanding officers.

    01 Strongly Agree
    02 Agree
    03 Neutral
    04 Disagree
    05 Strongly Disagree
    06 I don't know
    07 No response

9) According to the "Don't Ask, Don't Tell" policy, gays and lesbians can join the military as long as they conceal their sexual orientation.

    01 Strongly Agree
    02 Agree
    03 Neutral
    04 Disagree
    05 Strongly Disagree
    06 I don't know
    07 No response

10) The "Don't Ask, Don't Tell" policy conflicts with the military's core values.

    01 Strongly Agree
    02 Agree
    03 Neutral
    04 Disagree
    05 Strongly Disagree
    06 I don't know
    07 No response

11) Some military authorities fail to initiate discharge proceedings when gay and lesbian soldiers are identified.

      01 Strongly Agree
      02 Agree
      03 Neutral
      04 Disagree
      05 Strongly Disagree
      06 I don't know
      07 No response

12) Military authorities choose to either expedite or delay discharge proceedings for identified gay and lesbian soldiers based on the operational status of the unit.

      01 Strongly Agree
      02 Agree
      03 Neutral
      04 Disagree
      05 Strongly Disagree
      06 I don't know
      07 No response

13) Military authorities tend to delay discharge proceedings for identified gay and lesbian soldiers during wartime.

      01 Strongly Agree
      02 Agree
      03 Neutral
      04 Disagree
      05 Strongly Disagree
      06 I don't know
      07 No response

14) Military authorities tend to expedite discharge proceedings for identified gay and lesbian soldiers during peacetime.

      01 Strongly Agree
      02 Agree
      03 Neutral
      04 Disagree
      05 Strongly Disagree
      06 I don't know
      07 No response

15) Military authorities allow gay bashing to occur.
- 01 Strongly Agree
- 02 Agree
- 03 Neutral
- 04 Disagree
- 05 Strongly Disagree
- 06 I don't know
- 07 No response

16) Units comprised of heterosexual soldiers enjoy greater levels of unit cohesion and morale.
- 01 Strongly Agree
- 02 Agree
- 03 Neutral
- 04 Disagree
- 05 Strongly Disagree
- 06 I don't know
- 07 No response

17) Gay and lesbian soldiers can perform and complete tasks as successfully as heterosexual soldiers.
- 01 Strongly Agree
- 02 Agree
- 03 Neutral
- 04 Disagree
- 05 Strongly Disagree
- 06 I don't know
- 07 No response

18) Heterosexual soldiers cannot form friendships easily with gay and lesbian soldiers.
- 01 Strongly Agree
- 02 Agree
- 03 Neutral
- 04 Disagree
- 05 Strongly Disagree
- 06 I don't know
- 07 No response

19) Heterosexual soldiers can make living arrangements with gay and lesbian soldiers work.

        01 Strongly Agree
        02 Agree
        03 Neutral
        04 Disagree
        05 Strongly Disagree
        06 I don't know
        07 No response

20) Completing the mission is more important than being friends with members of one's unit.

        01 Strongly Agree
        02 Agree
        03 Neutral
        04 Disagree
        05 Strongly Disagree
        06 I don't know
        07 No response

21) The inclusion of openly gay and lesbian soldiers in the military would make completing missions more difficult.

        01 Strongly Agree
        02 Agree
        03 Neutral
        04 Disagree
        05 Strongly Disagree
        06 I don't know
        07 No response

22) The inclusion of openly gay and lesbian soldiers in the military would make bonding within units more difficult.

        01 Strongly Agree
        02 Agree
        03 Neutral
        04 Disagree
        05 Strongly Disagree
        06 I don't know
        07 No response

23) More men are targeted for investigation under the "Don't Ask, Don't Tell" policy than are women.

          01 Strongly Agree
          02 Agree
          03 Neutral
          04 Disagree
          05 Strongly Disagree
          06 I don't know
          07 No response

24) A higher percentage of women are discharged under the "Don't Ask, Don't Tell" policy than are men.

          01 Yes
          02 No
          03 I don't know
          04 No response

25) Military authorities use the "Don't Ask, Don't Tell" policy as an excuse to discharge women from the military.

          01 Strongly Agree
          02 Agree
          03 Neutral
          04 Disagree
          05 Strongly Disagree
          06 I don't know
          07 No response

26) In which of the following gender categories are you?

          01 Female
          02 Male
          03 No response

27) In which of the following age categories are you?

          01 18-24
          02 25-31
          03 32-39
          04 40-47
          05 48 or older
          06 No response

28) In which of the following ethnic categories do you consider yourself?
  01 Asian/Pacific Islander
  02 Black
  03 Hispanic
  04 Native American
  05 White
  06 No response
  07 Other _____

29) In which of the following sexual orientation categories do you consider yourself?
  01 Bisexual
  02 Heterosexual
  03 Gay
  04 Lesbian
  05 No response
  06 Other _____

30) Which of the following educational categories best describes you?
  01 Did not complete high school
  02 High school graduate
  03 Attended college/technical school
  04 Completed an Associate's Degree
  05 Completed a Bachelor's Degree
  06 Completed a Master's Degree
  07 Completed a Doctorate Degree
  08 No response

31) In which of the following categories have you served in the U.S. military?
  Select all answers that apply to you.
  01 Air Force Active Duty
  02 Air Force Reserves
  03 Air Force ROTC
  04 Army Active Duty
  05 Army Reserves
  06 Army Air National Guard
  07 Army National Guard
  08 Army ROTC
  09 Coast Guard Active Duty
  10 Coast Guard Reserves
  11 Marines Active Duty
  12 Marine Reserves
  13 Navy Active Duty
  14 Navy Reserves
  15 Navy ROTC
  16 No response
  17 Other

32) In which of the following rank categories have you served in the U.S. military? Select all answers that apply to you.

       01 Enlisted

       02 Warrant/Non-commissioned Officer

       03 Officer

       04 No response

Appendix H

Question 1:
Honesty is a core value in the U.S. military.

Answer Options	Response Percent	Response Count
Yes	79.31%	69
No	10.34%	9
I don't know	10.34%	9
No response	0.00%	0
Answered Question		87
Skipped Question		4

Question No. 2:
Respect is a core value in the U.S. military.

Answer Options	Response Percent	Response Count
Yes	85.06%	74
No	9.20%	8
I don't know	5.75%	5
No response	0.00%	0
Answered Question		87
Skipped Question		4

Question No. 3:
Are you aware of the military's "Don't Ask, Don't Tell" policy towards homosexuality in the military?

Answer Options	Response Percent	Response Count
Yes	100.00%	88
No	0.00%	0
I don't know	0.00%	0
No response	0.00%	0
Answered Question		88
Skipped Question		3

Question No. 4:
The U.S. military says homosexuality is incompatible with military service.

Answer Options	Response Percent	Response Count
Yes	85.23%	75
No	10.23%	9
I don't know	4.55%	4
No response	0.00%	0
Answered Question		88
Skipped Question		3

Question No. 5:

According to the "Don't Ask, Don't Tell" policy, gays and lesbians must be discharged when identified.

answer options	Response Percent	Response Count
Yes	88.37%	76
No	9.30%	8
I don't know	2.33%	2
No response	0.00%	0
answered question		86
skipped question		5

Question No. 6:

The "Don't Ask, Don't Tell" policy suggests there are no gays or lesbians in the military.

Answer Options	Response Percent	Response Count
Strongly Agree	4.60%	4
Agree	13.79%	12
Neutral	4.60%	4
Disagree	27.59%	24
Strongly Disagree	47.13%	41
I don't know	2.30%	2
No response	0.00%	0
Answered Question		87
Skipped Question		4

Question No. 7:

The "Don't Ask, Don't Tell" policy requires gay and lesbian soldiers to lie about their sexual orientation if confronted by their peers.

Answer Options	Response Percent	Response Count
Strongly Agree	56.32%	49
Agree	14.94%	13
Neutral	4.60%	4
Disagree	13.79%	12
Strongly Disagree	4.60%	4
I don't know	4.60%	4
No response	1.15%	1
Answered Question		87
Skipped Question		4

Question No. 8:

The "Don't Ask, Don't Tell" policy requires gay and lesbian soldiers to lie about their sexual orientation if confronted by their commanding officers.

Answer Options	Response Percent	Response Count
Strongly Agree	57.47%	50
Agree	11.49%	10
Neutral	4.60%	4
Disagree	13.79%	12
Strongly Disagree	6.90%	6
I don't know	4.60%	4
No response	1.15%	1
Answered Question		87
Skipped Question		4

Question No. 9:

According to the "Don't Ask, Don't Tell" policy, gays and lesbians can join the military as long as they conceal their sexual

Answer Options	Response Percent	Response Count
Strongly Agree	52.38%	44
Agree	35.71%	30
Neutral	7.14%	6
Disagree	2.38%	2
Strongly Disagree	1.19%	1
I don't know	1.19%	1
No response	0.00%	0
Answered Question		84
Skipped Question		7

Question No. 10:

The "Don't Ask, Don't Tell" policy conflicts with the military's core values.

Answer Options	Response Percent	Response Count
Strongly Agree	57.14%	48
Agree	16.67%	14
Neutral	5.95%	5
Disagree	11.90%	10
Strongly Disagree	7.14%	6
I don't know	1.19%	1
No response	0.00%	0
Answered Question		84
Skipped Question		7

Question No. 11:

Some military authorities fail to initiate discharge proceedings when gay and lesbian soldiers are identified.

Answer Options	Response Percent	Response Count
Strongly Agree	31.71%	26
Agree	42.68%	35
Neutral	6.10%	5
Disagree	4.88%	4
Strongly Disagree	1.22%	1
I don't know	12.20%	10
No response	1.22%	1
Answered Question		82
Skipped Question		9

Question No. 12:

Military authorities choose to either expedite or delay discharge proceedings for identified gay and lesbian soldiers based on the operational status of the unit.

Answer Options	Response Percent	Response Count
Strongly Agree	33.73%	28
Agree	42.17%	35
Neutral	4.82%	4
Disagree	6.02%	5
Strongly Disagree	1.20%	1
I don't know	10.84%	9
No response	1.20%	1
Answered Question		83
Skipped Question		8

Question No. 13:

Military authorities tend to delay discharge proceedings for identified gay and lesbian soldiers during wartime.

Answer Options	Response Percent	Response Count
Strongly Agree	36.14%	30
Agree	32.53%	27
Neutral	7.23%	6
Disagree	8.43%	7
Strongly Disagree	4.82%	4
I don't know	10.84%	9
No response	0.00%	0
Answered Question		83
Skipped Question		8

Question No. 14:

Military authorities tend to expedite discharge proceedings for identified gay and lesbian soldiers during peacetime.

Answer Options	Response Percent	Response Count
Strongly Agree	38.55%	32
Agree	27.71%	23
Neutral	14.46%	12
Disagree	6.02%	5
Strongly Disagree	1.20%	1
I don't know	9.64%	8
No response	2.41%	2
Answered Question		83
Skipped Question		8

Question No. 15:

Military authorities allow gay bashing to occur.

Answer Options	Response Percent	Response Count
Strongly Agree	35.37%	29
Agree	24.39%	20
Neutral	15.85%	13
Disagree	14.63%	12
Strongly Disagree	7.32%	6
I don't know	2.44%	2
No response	0.00%	0
Answered Question		82
Skipped Question		9

Question No. 16:

Units comprised of heterosexual soldiers enjoy greater levels of unit cohesion and morale.

Answer Options	Response Percent	Response Count
Strongly Agree	7.23%	6
Agree	4.82%	4
Neutral	12.05%	10
Disagree	27.71%	23
Strongly Disagree	39.76%	33
I don't know	6.02%	5
No response	2.41%	2
Answered Question		83
Skipped Question		8

Question No. 17:

Gay and lesbian soldiers can perform and complete tasks as successfully as heterosexual soldiers.

Answer Options	Response Percent	Response Count
Strongly Agree	86.42%	70
Agree	9.88%	8
Neutral	2.47%	2
Disagree	1.23%	1
Strongly Disagree	0.00%	0
I don't know	0.00%	0
No response	0.00%	0
Answered Question		81
Skipped Question		10

Question No. 18:

Heterosexual soldiers cannot form friendships easily with gay and lesbian soldiers.

Answer Options	Response Percent	Response Count
Strongly Agree	0.00%	0
Agree	7.41%	6
Neutral	4.94%	4
Disagree	28.40%	23
Strongly Disagree	59.26%	48
I don't know	0.00%	0
No response	0.00%	0
Answered Question		81
Skipped Question		10

Question No. 19:

Heterosexual soldiers can make living arrangements with gay and lesbian soldiers work.

Answer Options	Response Percent	Response Count
Strongly Agree	50.62%	41
Agree	38.27%	31
Neutral	4.94%	4
Disagree	0.00%	0
Strongly Disagree	1.23%	1
I don't know	2.47%	2
No response	2.47%	2
Answered Question		81
Skipped Question		10

Question No. 20:

Completing the mission is more important than being friends with members of one's unit.

Answer Options	Response Percent	Response Count
Strongly Agree	39.51%	32
Agree	38.27%	31
Neutral	6.17%	5
Disagree	9.88%	8
Strongly Disagree	3.70%	3
I don't know	2.47%	2
No response	0.00%	0
Answered Question		81
Skipped Question		10

Question No. 21:

The inclusion of openly gay and lesbian soldiers in the military would make completing missions more difficult.

Answer Options	Response Percent	Response Count
Strongly Agree	3.75%	3
Agree	7.50%	6
Neutral	5.00%	4
Disagree	12.50%	10
Strongly Disagree	68.75%	55
I don't know	2.50%	2
No response	0.00%	0
Answered Question		80
Skipped Question		11

Question No. 22:

The inclusion of openly gay and lesbian soldiers in the military would make bonding within units more difficult.

Answer Options	Response Percent	Response Count
Strongly Agree	1.23%	1
Agree	8.64%	7
Neutral	9.88%	8
Disagree	20.99%	17
Strongly Disagree	55.56%	45
I don't know	3.70%	3
No response	0.00%	0
Answered Question		81
Skipped Question		10

Question No. 23:

More men are targeted for investigation under the "Don't Ask, Don't Tell" policy than are women.

Answer Options	Response Percent	Response Count
Strongly Agree	18.52%	15
Agree	19.75%	16
Neutral	16.05%	13
Disagree	16.05%	13
Strongly Disagree	9.88%	8
I don't know	19.75%	16
No response	0.00%	0
Answered Question		81
Skipped Question		10

Question No. 24:

A higher percentage of women are discharged under the "Don't Ask, Don't Tell" policy than are men.

Answer Options	Response Percent	Response Count
Yes	28.40%	23
No	22.22%	18
I don't know	48.15%	39
No response	1.23%	1
Answered Question		81
Skipped Question		10

Question No. 25:

Military authorities use the "Don't Ask, Don't Tell" policy as an excuse to discharge women from the military.

Answer Options	Response Percent	Response Count
Strongly Agree	11.11%	9
Agree	30.86%	25
Neutral	17.28%	14
Disagree	11.11%	9
Strongly Disagree	2.47%	2
I don't know	25.93%	21
No response	1.23%	1
Answered Question		81
Skipped Question		10

Question No. 26:

In which of the following gender categories are you?

Answer Options	Response Percent	Response Count
Female	31.71%	26
Male	65.85%	54
No response	2.44%	2
Answered Question		82
Skipped Question		9

Question No. 27:

In which of the following age categories are you?

Answer Options	Response Percent	Response Count
18-24	2.41%	2
25-31	16.87%	14
32-39	10.84%	9
40-47	18.07%	15
48 or older	50.60%	42
No response	1.20%	1
Answered Question		83
Skipped Question		8

Question No. 28:

In which of the following ethnic categories do you consider yourself?

Answer Options	Response Percent	Response Count
Asian/Pacific Islander	0.00%	0
Black	2.38%	2
Hispanic	1.19%	1
Native American	3.57%	3
White	86.90%	73
No response	0.00%	0
Other (please specify)	5.95%	5
Answered Question		84
Skipped Question		7

Other (please specify)
Native Alaskan & Pacific Islander
Euro-Middle Eastern
European and Native American
Heinz 57 (white & Native American)
God/Godess

Question No. 29:

In which of the following sexual orientation categories do you consider yourself?

Answer Option	Response Percent	Response Count
Bisexual	9.52%	8
Heterosexual	17.86%	15
Gay	47.62%	40
Lesbian	19.05%	16
No response	0.00%	0
Other (please specify)	5.95%	5
Answered Question		84
Skipped Question		7

Other (please specify)
Gay Maried Man
Gay but Transgendered
Human sex sucks
Transgenered
Transgendered

Question No. 30:

Which of the following educational categories best describes you?

Answer Options	Response Percent	Response Count
Did not complete high school	0.00%	0
High school graduate	4.82%	4
Attended college/technical school	21.69%	18
Completed an Associate's Degree	16.87%	14
Completed a Bachelor's Degree	25.30%	21
Completed a Master's Degree	22.89%	19
Completed a Doctorate Degree	8.43%	7
No response	0.00%	0
Answered Question		83
Skipped Question		8

Question No. 31:

In which of the following categories have you served in the U.S. military? Select all answers that apply to you.*

Answer Options	Response Percent	Response Count
Air Force Active Duty	15.48%	13
Air Force Reserves	0.00%	0
Air Force ROTC	0.00%	0
Army Active Duty	35.71%	30
Army Reserves	1.19%	1
Army Air National Guard	0.00%	0
Army National Guard	1.19%	1
Army ROTC	2.38%	2
Coast Guard Active Duty	2.38%	2
Coast Guard Reserves	0.00%	0
Marines Active Duty	3.57%	3
Marine Reserves	1.19%	1
Navy Active Duty	27.38%	23
Navy Reserves	1.19%	1
Navy ROTC	0.00%	0
No response	4.76%	4
Other (please specify)	3.57%	3
Answered Question		84
Skipped Question		7

Other (please specify)
State Guard
USN AND USNR, USAF and USAFR
Will serve in Navy ROTC

Question No. 32:

In which of the following rank categories have you served in the U.S. military? Select all answers that apply to you.*

Answer Options	Response Percent	Response Count
Enlisted	67.86%	57
Warrant/Non-commissioned Officer	5.95%	5
Officer	20.24%	17
No response	5.95%	5
Answered Question		84
Skipped Question		7

* Although participants were asked to "select all that apply," the survey design only allowed them to choose a single option.

Appendix I

Respondent ID	Bonding Score	Task Score
404119654	4.00	4.00
404149656	2.25	5.00
404171972	2.75	2.50
404174221	2.00	2.00
405490919	4.75	5.00
405647150	3.75	4.00
405772128	4.00	4.50
405895014	4.75	5.00
406069997	4.50	5.00
406341631	4.75	5.00
406354418	2.25	4.50
406390257	3.25	4.00
408307266	5.00	5.00
408561967	5.00	5.00
408621879	4.00	4.00
408626628	3.00	3.00
408716752	2.50	2.50
409340956	4.75	5.00
411739759	2.75	2.50
413541283	5.00	3.00
413685971	4.75	4.50
413689426	4.75	5.00
413690128	5.00	5.00
413692453	5.00	5.00
413699994	4.00	5.00
413710321	5.00	5.00
413716545	4.75	5.00
413726522	4.50	4.50
413733552	4.00	5.00
413735936	5.00	5.00
413738057	4.25	5.00
413746693	5.00	5.00
413754407	5.00	5.00
413757997	5.00	5.00
413759542	5.00	5.00
413801384	3.75	5.00
413811252	4.75	5.00
413815630	5.00	5.00
413849015	4.75	5.00
413869667	5.00	5.00
413877412	5.00	5.00

Respondent ID	Bonding Score	Task Score
413890220	4.25	5.00
413891967	4.50	5.00
413893091	5.00	5.00
413899531	5.00	5.00
413901215	4.00	4.00
413904973	3.25	5.00
413911972	3.75	4.50
413916014	5.00	5.00
413932902	4.67	5.00
413936913	4.25	5.00
413939111	4.00	5.00
413940486	5.00	5.00
413955813	5.00	5.00
413984559	4.75	5.00
414026044	5.00	5.00
414040510	4.50	5.00
414051111	5.00	5.00
414064418	4.25	5.00
414096232	4.50	5.00
414096538	4.00	4.50
414126322	4.25	5.00
414143959	4.25	4.00
414150471	3.25	3.50
414151928	4.25	5.00
414260287	4.75	5.00
414264012	4.00	4.50
414461160	3.75	4.50
414498528	4.00	5.00
414950634	2.33	5.00
415004010	5.00	5.00
415005174	5.00	5.00
415591376	5.00	5.00
416163333	3.75	5.00
416560398	5.00	4.00
417548414	5.00	5.00
417758167	3.50	4.50
419748405	4.50	5.00
421821901	3.75	3.50
501984192	4.00	3.50
502306361	2.00	3.00

Bonding Questions

Respondent ID	Question No. 16 Response	Question No. 18 Response	Question No. 19 Response	Question No. 19 Reverse Coding	Question No. 22 Response	Bonding Score
404119654	0.00	4.00	2.00	4.00	4.00	4.00
404149656	1.00	2.00	2.00	4.00	2.00	2.25
404171972	1.00	4.00	2.00	4.00	2.00	2.75
404174221	1.00	2.00	3.00	3.00	2.00	2.00
405490919	4.00	5.00	1.00	5.00	2.00	4.75
405647150	3.00	4.00	2.00	4.00	5.00	3.75
405772128	4.00	4.00	0.00	0.00	4.00	4.00
405895014	4.00	5.00	1.00	5.00	4.00	4.75
406069997	4.00	5.00	2.00	4.00	5.00	4.50
406341631	5.00	5.00	2.00	4.00	5.00	4.75
406354418	1.00	2.00	2.00	4.00	5.00	2.25
406390257	3.00	3.00	2.00	4.00	2.00	3.25
408307266	0.00	5.00	1.00	5.00	3.00	5.00
408561967	5.00	5.00	1.00	5.00	5.00	5.00
408621879	0.00	4.00	2.00	4.00	5.00	4.00
408626628	3.00	3.00	3.00	3.00	0.00	3.00
408716752	1.00	4.00	2.00	4.00	3.00	2.50
409340956	4.00	5.00	1.00	5.00	1.00	4.75
411739759	2.00	4.00	3.00	3.00	5.00	2.75
413541283	5.00	5.00	1.00	5.00	2.00	5.00
413685971	4.00	5.00	1.00	5.00	5.00	4.75
413689426	5.00	5.00	1.00	5.00	5.00	4.75
413690128	5.00	5.00	1.00	5.00	5.00	5.00
413692453	5.00	5.00	1.00	5.00	5.00	5.00
413699994	4.00	4.00	2.00	4.00	5.00	4.00
413710321	5.00	5.00	1.00	5.00	4.00	5.00
413716545	5.00	4.00	1.00	5.00	5.00	4.75
413726522	4.00	5.00	1.00	5.00	5.00	4.50
413733552	4.00	4.00	0.00	0.00	4.00	4.00
413735936	4.00	5.00	1.00	5.00	4.00	5.00
413738057	5.00	5.00	2.00	4.00	5.00	4.25
413746693	4.00	5.00	1.00	5.00	4.00	5.00
413754407	5.00	5.00	1.00	5.00	5.00	5.00
413757997	5.00	5.00	1.00	5.00	5.00	5.00
413759542	5.00	5.00	1.00	5.00	5.00	3.75
413801384	3.00	4.00	2.00	4.00	4.00	4.75
413811252	5.00	5.00	2.00	4.00	5.00	5.00
413815630	5.00	5.00	1.00	5.00	5.00	4.75
413849015	4.00	5.00	1.00	5.00	5.00	5.00
413869667	5.00	5.00	1.00	5.00	5.00	4.25
413877412	5.00	5.00	1.00	5.00	5.00	4.50
413890220	4.00	4.00	1.00	5.00	4.00	5.00
413891967	4.00	5.00	2.00	4.00	5.00	5.00
413893091	5.00	5.00	1.00	5.00	5.00	4.00
413899531	5.00	5.00	1.00	5.00	5.00	3.25
413901215	0.00	4.00	2.00	4.00	0.00	3.75
413904973	3.00	3.00	2.00	4.00	3.00	5.00
413911972	4.00	4.00	2.00	4.00	3.00	4.67
413916014	5.00	5.00	1.00	5.00	5.00	4.25
413932902	0.00	5.00	2.00	4.00	5.00	4.00
413936913	4.00	4.00	2.00	4.00	5.00	5.00
413939111	5.00	5.00	5.00	1.00	5.00	5.00
413940486	5.00	5.00	1.00	5.00	5.00	4.75
413955813	5.00	5.00	1.00	5.00	5.00	5.00
413984559	4.00	5.00	1.00	5.00	5.00	4.50
414026044	5.00	5.00	1.00	5.00	5.00	5.00
414040510	5.00	4.00	2.00	4.00	5.00	4.25
414051111	5.00	5.00	1.00	5.00	5.00	4.50
414064418	4.00	4.00	2.00	4.00	5.00	4.00
414096232	4.00	5.00	2.00	4.00	4.00	4.25
414096538	4.00	4.00	2.00	4.00	4.00	4.25
414126322	4.00	5.00	2.00	4.00	4.00	3.25
414143959	4.00	5.00	2.00	4.00	2.00	4.25
414150471	3.00	4.00	2.00	4.00	5.00	4.75
414151928	3.00	5.00	2.00	4.00	5.00	4.00
414260287	5.00	4.00	1.00	5.00	4.00	3.75
414264012	3.00	5.00	2.00	4.00	3.00	4.00
414461160	4.00	4.00	2.00	4.00	4.00	2.33
414498528	5.00	2.00	1.00	5.00	3.00	5.00
414950634	1.00	3.00	0.00	0.00	5.00	5.00
415004010	5.00	5.00	1.00	5.00	5.00	5.00
415005174	5.00	5.00	1.00	5.00	5.00	3.75
415591376	5.00	5.00	1.00	5.00	3.00	5.00
416163333	2.00	5.00	1.00	5.00	0.00	5.00
416560398	0.00	5.00	1.00	5.00	5.00	3.50
417548414	5.00	5.00	1.00	5.00	4.00	4.50
417758167	3.00	2.00	1.00	5.00	4.00	3.75
419748405	5.00	4.00	1.00	5.00	3.00	4.00
421821901	3.00	5.00	2.00	4.00	4.00	2.00
501984192	0.00	5.00	3.00	3.00	2.00	
502306361	2.00	2.00	0.00	0.00		

Task Completion Questions

Respondent ID	Question No. 17		Question No. 21	Task Completion Score
	Response	Reverse Coding	Response	
404119654	2.00	4.00	4.00	4.00
404149656	1.00	5.00	5.00	5.00
404171972	2.00	4.00	1.00	2.50
404174221	4.00	2.00	2.00	2.00
405490919	1.00	5.00	5.00	5.00
405647150	2.00	4.00	4.00	4.00
405772128	1.00	5.00	4.00	4.50
405895014	1.00	5.00	5.00	5.00
406069997	1.00	5.00	5.00	5.00
406341631	1.00	5.00	5.00	5.00
406354418	2.00	4.00	5.00	4.50
406390257	1.00	5.00	3.00	4.00
408307266	1.00	5.00	5.00	5.00
408561967	1.00	5.00	5.00	5.00
408621879	2.00	4.00	0.00	4.00
408626628	3.00	3.00	3.00	3.00
408716752	2.00	4.00	1.00	2.50
409340956	1.00	5.00	5.00	5.00
411739759	3.00	3.00	2.00	2.50
413541283	1.00	5.00	1.00	3.00
413685971	1.00	5.00	4.00	4.50
413689426	1.00	5.00	5.00	5.00
413690128	1.00	5.00	5.00	5.00
413692453	1.00	5.00	5.00	5.00
413699994	1.00	5.00	5.00	5.00
413710321	1.00	5.00	5.00	5.00
413716545	1.00	5.00	5.00	5.00
413726522	1.00	5.00	4.00	4.50
413733552	1.00	5.00	0.00	5.00
413735936	1.00	5.00	5.00	5.00
413738057	1.00	5.00	5.00	5.00
413746693	1.00	5.00	5.00	5.00
413754407	1.00	5.00	5.00	5.00
413757997	1.00	5.00	5.00	5.00
413759542	1.00	5.00	5.00	5.00
413801384	1.00	5.00	5.00	5.00
413811252	1.00	5.00	5.00	5.00
413815630	1.00	5.00	5.00	5.00
413849015	1.00	5.00	5.00	5.00
413869667	1.00	5.00	5.00	5.00
413877412	1.00	5.00	5.00	5.00
413890220	1.00	5.00	5.00	5.00
413891967	1.00	5.00	5.00	5.00
413893091	1.00	5.00	5.00	5.00
413899531	1.00	5.00	5.00	5.00
413901215	2.00	4.00	0.00	4.00
413904973	1.00	5.00	5.00	5.00
413911972	1.00	5.00	4.00	4.50
413916014	1.00	5.00	5.00	5.00
413932902	1.00	5.00	5.00	5.00
413936913	1.00	5.00	5.00	5.00
413939111	1.00	5.00	5.00	5.00
413940486	1.00	5.00	5.00	5.00
413955813	1.00	5.00	5.00	5.00
413984559	1.00	5.00	5.00	5.00
414026044	1.00	5.00	5.00	5.00
414040510	1.00	5.00	5.00	5.00
414051111	1.00	5.00	5.00	5.00
414064418	1.00	5.00	5.00	5.00
414096232	1.00	5.00	5.00	5.00
414096538	1.00	5.00	4.00	4.50
414126322	1.00	5.00	5.00	5.00
414143959	1.00	5.00	3.00	4.00
414150471	1.00	5.00	2.00	3.50
414151928	1.00	5.00	5.00	5.00
414260287	1.00	5.00	5.00	5.00
414264012	1.00	5.00	4.00	4.50
414461160	1.00	5.00	4.00	4.50
414498528	1.00	5.00	5.00	5.00
414950634	1.00	5.00	5.00	5.00
415004010	1.00	5.00	5.00	5.00
415005174	1.00	5.00	5.00	5.00
415591376	1.00	5.00	5.00	5.00
416163333	1.00	5.00	5.00	5.00
416560398	1.00	5.00	3.00	4.00
417548414	1.00	5.00	5.00	5.00
417758167	1.00	5.00	4.00	4.50
419748405	1.00	5.00	5.00	5.00
421821901	1.00	5.00	2.00	3.50
501984192	1.00	5.00	2.00	3.50
502306361	2.00	4.00	2.00	3.00

Appendix J

Respondent ID	Question No. 29: In which of the following sexual orientation categories do you consider yourself?		Bonding Score
	Response	Other (please specify)	
404119654	2		4.00
404149656	2		2.25
404171972	2		2.75
404174221	2		2.00
405490919	3		4.75
405647150	3		3.75
405772128	3		4.00
405895014	3		4.75
406069997	3		4.50
406341631	3		4.75
406354418	2		2.25
406390257	2		3.25
408307266	3		5.00
408561967	3		5.00
408621879	2		4.00
408626628	2		3.00
408716752	2		2.50
409340956	2		4.75
411739759	2		2.75
413541283	3		5.00
413685971	1		4.75
413689426	4		4.75
413690128	3		5.00
413692453	3		5.00
413699994	3		4.00
413710321	4		5.00
413716545	4		4.75
413726522	3		4.50
413733552	3		4.00
413735936	3		5.00
413738057	3		4.25
413746693	4		5.00
413754407	4		5.00
413757997	3		5.00
413759542	3		5.00
413801384	3		3.75
413811252	3		4.75
413815630	3		5.00
413849015	3		4.75
413869667	3		5.00
413877412	3		5.00
413890220	6	Gay Maried Man	4.25
413891967	3		4.50
413893091	6	Gay but Transgendered	5.00
413899531	3		5.00

Respondent ID	Question No. 29: In which of the following sexual orientation categories do you consider yourself?		Bonding Score
	Response	Other (please specify)	
413901215	3		4.00
413904973	3		3.25
413911972	3		3.75
413916014	3		5.00
413932902	3		4.67
413936913	3		4.25
413939111	4		4.00
413940486	4		5.00
413955813	3		5.00
413984559	3		4.75
414026044	3		5.00
414040510	3		4.50
414051111	3		5.00
414064418	4		4.25
414096232	1		4.50
414096538	1		4.00
414126322	2		4.25
414143959	4		4.25
414150471	4		3.25
414151928	6	Human sex sucks	4.25
414260287	1		4.75
414264012	4		4.00
414461160			3.75
414498528	1		4.00
414950634	3		2.33
415004010	6	Transgenered	5.00
415005174	6	Transgendered	5.00
415591376	4		5.00
416163333	3		3.75
416560398	1		5.00
417548414	4		5.00
417758167	1		3.50
419748405	4		4.50
421821901	1		3.75
501984192	2		4.00
502306361	2		2.00
404118726	2		2.00
413967754			4.00

Bonding Score Mean	4.26

Response Key

1 Bisexual	4 Lesbian
2 Heterosexual	5 No response
3 Gay	6 Other

Appendix K

Respondent ID	Bonding Score	Task Completion Score	Difference
404119654	4.00	4.00	0.00
404149656	2.25	5.00	-2.75
404171972	2.75	2.50	0.25
404174221	2.00	2.00	0.00
405490919	4.75	5.00	-0.25
405647150	3.75	4.00	-0.25
405772128	4.00	4.50	-0.50
405895014	4.75	5.00	-0.25
406069997	4.50	5.00	-0.50
406341631	4.75	5.00	-0.25
406354418	2.25	4.50	-2.25
406390257	3.25	4.00	-0.75
408307266	5.00	5.00	0.00
408561967	5.00	5.00	0.00
408621879	4.00	4.00	0.00
408626628	3.00	3.00	0.00
408716752	2.50	2.50	0.00
409340956	4.75	5.00	-0.25
411739759	2.75	2.50	0.25
413541283	5.00	3.00	2.00
413685971	4.75	4.50	0.25
413689426	4.75	5.00	-0.25
413690128	5.00	5.00	0.00
413692453	5.00	5.00	0.00
413699994	4.00	5.00	-1.00
413710321	5.00	5.00	0.00
413716545	4.75	5.00	-0.25
413726522	4.50	4.50	0.00
413733552	4.00	5.00	-1.00
413735936	5.00	5.00	0.00
413738057	4.25	5.00	-0.75
413746693	5.00	5.00	0.00
413754407	5.00	5.00	0.00
413757997	5.00	5.00	0.00
413759542	5.00	5.00	0.00
413801384	3.75	5.00	-1.25
413811252	4.75	5.00	-0.25
413815630	5.00	5.00	0.00
413849015	4.75	5.00	-0.25
413869667	5.00	5.00	0.00
413877412	5.00	5.00	0.00
413890220	4.25	5.00	-0.75
413891967	4.50	5.00	-0.50
413893091	5.00	5.00	0.00
413899531	5.00	5.00	0.00
413901215	4.00	4.00	0.00
413904973	3.25	5.00	-1.75
413911972	3.75	4.50	-0.75

Respondent ID	Bonding Score	Task Score	Difference
413916014	5.00	5.00	0.00
413932902	4.67	5.00	-0.33
413936913	4.25	5.00	-0.75
413939111	4.00	5.00	-1.00
413940486	5.00	5.00	0.00
413955813	5.00	5.00	0.00
413984559	4.75	5.00	-0.25
414026044	5.00	5.00	0.00
414040510	4.50	5.00	-0.50
414051111	5.00	5.00	0.00
414064418	4.25	5.00	-0.75
414096232	4.50	5.00	-0.50
414096538	4.00	4.50	-0.50
414126322	4.25	5.00	-0.75
414143959	4.25	4.00	0.25
414150471	3.25	3.50	-0.25
414151928	4.25	5.00	-0.75
414260287	4.75	5.00	-0.25
414264012	4.00	4.50	-0.50
414461160	3.75	4.50	-0.75
414498528	4.00	5.00	-1.00
414950634	2.33	5.00	-2.67
415004010	5.00	5.00	0.00
415005174	5.00	5.00	0.00
415591376	5.00	5.00	0.00
416163333	3.75	5.00	-1.25
416560398	5.00	4.00	1.00
417548414	5.00	5.00	0.00
417758167	3.50	4.50	-1.00
419748405	4.50	5.00	-0.50
421821901	3.75	3.50	0.25
501984192	4.00	3.50	0.50
502306361	2.00	3.00	-1.00

Bonding Mean	4.26
Task Mean	4.60

-27.25	Sum
-0.34	Mean
0.45	Variable X
0.01	Variable X-bar
0.07	Standard Deviation
-4.50	T-Statistic
0.00	P-Value

Vita

Josie Lorean Curtis was born in Nashville, TN, on October 7, 1982. She was raised in Lebanon, TN, and went to elementary and junior high school at Southside Elementary School in Lebanon. She graduated from Lebanon High School in 2001. After high school, she pursued degrees in Communication at Austin Peay State University in Clarksville, TN. She graduated with her B.S. in May 2005 and her M.A. in August 2007.