

SOLDIERS' AND CIVILIAN EMPLOYEES' USE OF COMMAND INFORMATION
MEDIA

by

APRIL M. BLACKMON

B.A., Kansas State University, 2002

A THESIS

submitted in partial fulfillment of the requirements for the degree

MASTER OF SCIENCE

A.Q. Miller School of Journalism and Mass Communications
College of Arts And Sciences

KANSAS STATE UNIVERSITY
Manhattan, Kansas

2008

Approved by:

Major Professor
Dr. William Adams

Copyright

APRIL M. BLACKMON

2008

Abstract

Fort Riley, KS, has several command information (CI) products – a Post newspaper, a weekly television news show, Channel 2, and two Web sites. This uses and gratifications study aims to expand on a 2002 Fort Riley study to better understand the CI media sought by soldiers and civilian employees and their level of satisfaction with those products. A total of 158 Fort Riley soldiers and civilian employees were surveyed. Results supported previous CI studies, which indicated the Post newspaper and Web site are the most utilized and valued CI products. Results also showed slight changes in CI product usage from the 2002 study.

Table of Contents

List of Figures	vi
List of Tables	vii
Acknowledgements	viii
CHAPTER 1 - Introduction	1
Uses and Gratifications Theory.....	2
Purpose of the Study.....	5
CHAPTER 2 - Literature Review	6
Command Information: Internal Military News	8
Fort Riley Post Weekly Newspaper.....	10
In Step with Fort Riley Weekly Television News Program.....	11
Commander’s Information Channel	12
Web Sites	12
Fort Riley Web Site	12
1st Infantry Division Web Site.....	13
Previous Command Information Study	14
CHAPTER 3 - Methods.....	17
Participants.....	17
Pilot Test.....	18
Administration.....	19
CHAPTER 4 - Results.....	20
Hypothesis One and Research Question One	22
Hypothesis Two.....	25
Hypothesis Three.....	25
Research Question Two	31
Research Question Three	34
Research Question Four.....	38
Information.....	39
Personal Identity.....	39

Integration and Social Interaction.....	39
Entertainment	40
CHAPTER 5 - Discussion and Recommendations	41
Hypotheses.....	41
Research Questions	42
Limitations of the Study	47
Suggestions for Future Research.....	47
Conclusion	48
References.....	49
Appendix A - Instructions and Consent	55
Appendix B - Survey	56

List of Figures

Figure 1	23
Figure 2	32

List of Tables

Table 1	15
Table 2	20
Table 3	23
Table 4	24
Table 5	27
Table 6	29
Table 7	31
Table 8	34
Table 9	35
Table 10	35
Table 11	37
Table 12	38

Acknowledgements

Thank you to all those who helped me through my (long) graduate student career. I finally completed this thesis, and could not have done it without you.

To my dearest friends, Chris W., Chris S., Eddie and Maria – thank you for your support and contributions to my work and sanity.

Thanks to LTC Kubik and Maj. Bond in PAO for giving me the approval to run with this thesis and for all your assistance. I hope my findings help make a great PAO shop even better.

To my committee, Dr. Adams, Dr. MacFarland and Dr. Mwangi, thank you for all your assistance as well as your constructive input and feedback. Dr. Gould, Dr. Lubbers and Ron Johnson, thank you for your encouragement and persistence in seeing I get this done.

And finally, thanks Mom, Dad and Bud, for your love, encouragement and assistance. I couldn't have done it without you.

CHAPTER 1 - Introduction

Keeping internal audiences informed, namely employees, is critical to the success of any organization. In fact, through its command information (CI) program, the U.S. Army invests considerable resources into internal employee communications. For most Army installations, those CI resources include a weekly newspaper, Web site, and community news/command access channel. For some posts, also included in the CI mix are a weekly television news show and/or radio programming. All CI products are aimed at keeping soldiers and civilian employees informed.

But how effective are Army CI programs in reaching the intended audiences? Is there a difference between the uses and needs of soldiers versus civilian employees? Little published research was found on Army CI programs, which leaves many questions unanswered and under-explored.

At Fort Riley, KS, home of the Army's 1st Infantry Division, the last known CI study was conducted by Vanover (2002). Clearly, another study of the installation's CI program is warranted. By using many of Vanover's questions in an effort to examine soldiers' media use over time, this study aimed to not only look at soldiers' use of media, but civilian employees' use as well. This study will assess the effectiveness of the 1st Infantry Division and Fort Riley's CI program.

Fort Riley is one of two active duty Army installations in the state of Kansas. In 2007, more than 15,000 soldiers and 5,800 Department of the Army civilian employees were assigned to the post. The installation's CI program consists of a weekly newspaper, two Web sites (one for the division, the other for the installation), command access channel, and weekly television news program. Given the internal employee population at Fort Riley, it is important to understand how to best communicate with soldiers and civilian employees, examine the effectiveness of the current CI program, and determine what areas warrant more attention and resources.

Uses and Gratifications Theory

An installation commander will employ various communication mediums to pass information to the post population. In past decades, a few standard options were available for receiving and dispensing that information – primarily newspapers, newsletters, and radio programs. Today, mediums also include the variety of possibilities through the Internet, TV news programs at the installation level, and specialized magazines that are quick and affordable. With such a myriad of choices for disseminating information, it is important to examine the effectiveness of these products and where to invest resources. In other words, what media are soldiers and civilian employees looking for to best fulfill their information desires and requirements?

People actively seek out media that best fulfill their needs – that’s the basic premise behind the uses and gratification theoretical perspective. In other words, motivation dictates use. Uses and gratifications research focuses on “the uses to which people put media and the gratifications they seek from that use” (Baran and Davis, 2003, p. 256). The role of the media user, not the media itself is examined. Numerous studies have employed this perspective for decades to gain insight into peoples’ media use.

The approach has been applied to use of virtually all media types to better understand what audiences are looking for. Genres studied include radio (Herzog, 1944), newspapers (Berelson, 1949), television (Greenberg, 1974; Rubin, 1981), books and magazines (Lichtenstein & Rosenfeld, 1984), and most recently, the Internet (Ebersole, 2000; Dimmick, Chen, and Li, 2004). As traditional mass media and new media continue to provide people with a wide range of media platforms and content, uses and gratifications is considered one of the most appropriate perspectives for investigating why audiences choose to be exposed to different media channels (LaRose et al., 2001).

Research employing this theoretical perspective can trace its roots to the days of radio. In the 1940s, Lazarsfeld and Stanton conducted a series of studies on how audiences used radio in their lives. Katz (1959) suggested asking, “What do people do with media?” in lieu of the majority of research at the time, which questioned, “What do

media do with people?" (Severin and Tankard, 1997). Katz perhaps best summarizes the starting point of this paradigm shift in media research:

... Even the most potent of the mass media content cannot ordinarily influence an individual who has 'no use' for it in the social and psychological context in which he lives. The 'uses' approach assumes that people's values, their interests, their associations, their social roles, are pre-potent, and that people selectively 'fashion' what they see and hear to these interests (as cited in McQuail, 1971).

Over time, uses and gratifications research has evolved to a series of approaches. In 1954, Wilbur Schramm introduced the fraction of selection to measure aspects of uses and gratifications (p. 19):

$$\frac{\text{Expectation of reward}}{\text{Effort required}}$$

In 1972, McQuail, Blumler, and Brown grouped media use into four primary factors:

- I. Diversion -- Escape from routine and problems; an emotional release.
- II. Personal relationships -- Social utility of information in conversation; substitution of media for companionship.
- III. Personal identity or Individual psychology -- Value reinforcement or reassurance; self-understanding, reality exploration.
- IV. Surveillance -- Information about factors, which might affect one or will help one do or accomplish something (Severin and Tankard, 1997) (Blumler and Katz, 1979).

Similarly, Katz, Gurevitch, and Haas (1973) examined media's role and how it affected individual connect/disconnect with others. They created five categories of needs from 35 items taken from social and psychological functions of mass media:

- I. Cognitive needs -- Acquiring information, knowledge and understanding.
- II. Affective needs -- Emotion, pleasure, feelings.

- III. Personal integrative needs -- Credibility, stability, status
- IV. Social integrative needs -- Family and friends.
- V. Tension release needs -- Escape and diversion (Severin and Tankard, 1997).

Katz, Blumler, and Gurevitch (1974) derived five basic assumptions of the theory.

I. "The audience is conceived as active" (p. 15). Users are goal-oriented and use the chosen media source in an attempt to achieve their goals.

II. "In the mass communication process, much initiative in linking need gratification and media choice lies with the audience member" (p. 16). People use media to their advantage and determine what is going to influence them.

III. "Media compete with other sources of need satisfaction" (p. 16). Individuals each have a set of needs and look to a range of choices to fulfill those needs. Those not only include other media, but non-media sources such as interpersonal communication as well.

IV. "Many of the goals media use can be derived from data supplied by the individual audience members themselves" (p. 17). People are aware and have reasons to support their motives and choices. Audiences use particular media to shape their own identities.

V. "Value judgments about cultural significance of mass communications should be suspended while audience operations are explored on their own returns" (p. 17). Audience members make their own decisions on what media to utilize. Therefore, only they can determine the value of media content.

In more recent studies, the theory has aided researchers in studying various new media, including the Internet and e-mail. This ability to make choices based on what one finds gratifying can help shed light on why soldiers and civilian employees might or might not pick up the post newspaper, why they do or don't visit the division or post Web site, and why they do or don't watch the installation's command access channel or weekly news program. In this study, the uses and gratifications approach provides

framework for research on whether Fort Riley's CI products are accomplishing what they are designed to do.

While the uses and gratifications approach has many advantages, it is important to note that this perspective does fall under some scrutiny. Critics say it focuses too much on the individual, relying on psychological concepts such as need, and neglecting social structure and media's place in that structure (Elliot, 1974). Yet despite its criticisms, the theory remains a popular means for understanding media choices.

Purpose of the Study

Fort Riley, its CI program, and the entire U.S. Army have undergone a myriad of changes in the past several years. The installation is increasing its soldier and civilian employee population as a result of the return of the 1st Infantry Division. A new CI resource – the 1st Infantry Division Web site – has been introduced to the Fort Riley CI office. Additionally, the entire Army is transforming to meet the needs of this century. And information technology is taking on new roles not just in the Army, but everywhere.

CI is the Army's internal employee communication system. As the Army and information technology environment evolve, CI must keep up with the information needs and desires of its internal audience in order to remain effective. This study will look at soldiers and civilian employees use of CI products through a uses and gratifications perspective.

CHAPTER 2 - Literature Review

Internal communications are the communication tactics utilized by a company or organization to keep its employees informed and to receive feedback. Successful businesses continually stress the importance of keeping staff fully informed, and the military is no different. Just as CEOs strive to keep their employees informed, installation commanders seek the optimal outlets to pass information to soldiers and civilian employees. In fact, Army field manuals – which are designed to inform and educate soldiers on how to conduct operations in tactical environments – stress the importance of internal communications: “The information needs of soldiers, families, civilian employees, retirees and employers of reservists must be considered first” (Army Field Manual 46-1, 1996, p.17).

In the Army, command information programs aim to provide effective two-way communications between installation commanders and internal audiences. This is important not just in everyday operations, but also in combat environments as well. When soldiers are deployed, and particularly when conducting operations that are actually or perceived to be dangerous, desires for information increase. Because these information needs are not always met by commercial media organizations (Army Field Manual 46-1, 1996, p. 38), CI becomes more important.

Also important to note is the increasing popularity of the Internet and its effects on internal communication. As the Internet becomes more mainstream and traditional newspaper readership and newscast viewership is on the decline nationwide, Army officials wonder how these trends affect their internal audiences, and rightfully so.

Dimmick, Chen, and Li (2004) concluded that “online products have a much stronger orientation than print products” in their uses and gratifications study of Internet use (p. 20). This is especially true for the 18- to 30-year old population segment – the largest segment of the Army population. Studies show that this age group has embraced the Internet and rejected the traditional forms of communication (Rainie & Horrigan, 2005). According to Hutton (2001) installation newspapers “have become marginalized

in importance with the emergence of computer communication for providing command information” (p. 7).

If more people are looking to the Internet and less are using the Army's primary, traditional communication methods such as the newspaper, is the Army meeting its internal communications intent effectively? Or is there a better method/set of methods that should be utilized? To answer these questions, a better understanding of what soldiers and civilian employees want becomes imperative. Wade (1999) said it was important to assess CI programs, given the information environment evolutions, Army public affairs changes, and personnel/resource shortages.

The effectiveness of CI programs has been measured in various informal studies across the military. The majority of the studies found are reporting declines in traditional product readership (i.e. newspaper).

Results from a recent survey of Navy personnel listed the base newspaper as one of the least utilized sources of “important information” while “dining hall/mess deck conversations” were cited at the top (Navy Personnel Research, Studies & Technology, 2005). Two recent Air Force newspaper surveys showed less than 20% of Airmen read the base newspaper and that less than 40% deemed the base newspaper trustworthy (as cited in Broshear, Hall, Hignite, and Williams, 2006, p. 17).

According to Pacheco, et. al. (2001), the Web was chosen almost 2-to-1 over radio, television, and newspapers as the preferred CI resource for service members.

Looking at how service members from all military branches get internal information, Broshear, Hall, Hignite, and Williams (2006) queried service members on their use of newspapers, Web sites and command access channels. Their overall conclusion was pretty dismal: “military members largely ignored current methods of internal communication” (p. 24). While service members are exposed to CI products, the products are not gratifying needs (p. 23)

Wade (1999) surveyed soldiers in the Army’s 4th Infantry Division. He found that division/Army newspapers were the most popular CI source (p. 59). More than 75% of respondents said they “never” or “infrequently” viewed the post’s command access cable channel (p. 59). Junior enlisted soldiers (E1 to E4) were the heaviest users of CI products, followed by officers and noncommissioned officers.

Television was the No. 1 choice in Roberts' (1995) survey for soldiers at home. The newspaper was the No. 1 choice for deployed soldiers. Gady (1993) examined the differences in soldiers' and civilian employees' CI product choices. In 1993, Piek found that radio, chain of command, newspapers, and television were soldiers' most valued CI choices.

Command Information: Internal Military News

Newspapers are the roots of the CI program, dating back to the mid- to late-1800s. In November 1861, soldiers from the 18th and 29th Illinois Volunteers published the first known edition of a newspaper for the troops (Library of Congress, n. d.). Since that time, military newspapers have been a key tool for keeping service members informed.

CI, namely in the form of Army journalism, dates back to World War I. (Army Public Affairs, n. d.). By World War II, the various Army agencies involved in disseminating information came together to develop a more formal program – the Office of the Chief of Information.

The newspaper remains the Army's steadfast communications medium. Today, there are some 135 newspapers and news magazines representing the active Army, Guard and Reserves, and Corps of Engineers around the world. Some installations also have television news segments. But perhaps the fastest growing information product in recent years is online. Virtually every U.S. Army installation has a Web presence. All these products serve a similar function – keeping soldiers and civilian employees informed. “Keeping these key audiences informed is a primary goal of public affairs information strategies” (Army Field Manual 46-1, 1996, p. 38).

Army Public Affairs regulations provide guidance on CI products. Army Field Manual 46-1, Public Affairs Operations, is the capstone document that outlines public affairs operations for the U.S. Army. Included in the manual is the foundation for the Army's CI program. The manual mandates a readership survey every two years (1996, p. V-1). Given the last Fort Riley study was in 2002 (Vanover), a reassessment of the CI program is long overdue.

As stated earlier, CI is the Army's internal communication system. More specifically, CI is defined as:

Communication by a military organization with service members and civilian employees, and family members of the organization that creates an awareness of the organization's goals, informs them of significant developments affecting them and the organization, increases their effectiveness as ambassadors of the organization, and satisfies their desire to be kept informed about what is going on in the organization and operation (Army Field Manual 46-1, 1996, p. 71).

The CI products used to communicate are quite simply the “voice of the commander.” These products provide localized information and news, serve to quell rumors, and ensure the units and the installation speak with one clear voice. These products also meet CI requirements and intent, as outlined in Department of Defense (DoD) regulations. The regulations state that: “a free flow of news and information shall be provided to all DoD personnel without censorship or news management” (DoD Instruction 5120.4, 1997, p. 2).

CI products vary from installation to installation, but may include weekly or monthly newspapers, TV news shows, post Web sites, internal cable channels, and radio shows. All are part of the Army's public affairs mission to keep Army personnel and the American people informed and to help “establish the conditions that lead to the confidence of America’s Army and its readiness to conduct operations in peacetime, conflict, and war (Army Regulation 360-1, 2000, p. 1).

Fort Riley's CI products include the Fort Riley Post weekly newspaper, the In Step with Fort Riley weekly television news show, and the on-post command information cable channel (Ch. 2). A CI officer, a civilian employee in the Garrison Public Affairs Office (PAO), directly oversees these products. The Fort Riley Web site and the 1st Infantry Division Web site also are considered to be CI tools. A division public affairs employee manages the 1st Infantry Division Web site. Another office on post – the Plans, Analysis and Integration Office – manages the Fort Riley site through a contractor. The PAO office is, however, the approving authority for information posted on the sites and is responsible for maintaining the public affairs office pages on the sites.

Fort Riley Post Weekly Newspaper

The Fort Riley Post is a free weekly broadsheet newspaper publication. Published every Friday, its circulation is approximately 8,800. Copies of the newspaper are distributed to units, offices and housing areas on post. Copies also are given to the surrounding communities and placed in the local mall, area gas stations, etc. Mail subscriptions are available, as long as the subscriber pays \$20 a year to cover the postage. In 2007-2008, the Post's contract publisher was Montgomery Communications, a private firm in neighboring town Junction City, KS. The newspaper's full-time staff consists of five civilian employees: an editor, a writer/assistant editor, and three contracted writers.

The Post newspaper contains news, features, op-ed pieces, community events and activities, sports, classifieds, and travel and leisure ideas. Stories are comprised of local, regional, national, and international pieces. Some are pulled from sources such as Department of the Army public affairs, K-State Media Relations and Marketing, and the Junction City Arts Council. Fort Riley and 1st Infantry Division public affairs staff members write articles as well. Contributed articles are accepted from soldiers, civilian employees, and family members on the installation as well as from Fort Riley and 1st Infantry Division units deployed around the world. The newspaper is also posted on the Fort Riley Web site.

To provide consistency and guidance, the Department of Defense Instruction manual 5120.4 (1997) guides newspaper publications. It defines installation newspapers as:

Authorized, unofficial publications, serving as part of the commander's internal information program, that support DoD command internal communication requirements. Usually, they are distributed weekly or monthly. DoD newspapers contain most, if not all, of the following elements to communicate with the intended DoD readership: command, Military Department, and DoD news and features; commanders' comments; letters to the editor; editorials; commentaries; features; sports; entertainment items; morale, welfare, and recreation news and announcements; photography; line art; and installation and local community news and announcements. DoD newspapers do not necessarily reflect the official views of, or endorsement of content by, the Department of Defense (p. 15).

The newspaper's excellence is measured through the Army's annual Maj. Gen. Keith L. Ware journalism competition. The competition “recognizes military and civilian-employee print and broadcast practitioners for journalistic excellence in furthering the objectives of the Department of the Army internal-information program” (Army Public Affairs, n. d.). Since 2000, the Fort Riley Post has been one of the top three civilian enterprise newspapers in its region.

In Step with Fort Riley Weekly Television News Program

Another CI product, In Step with Fort Riley, is the installation's weekly television news show. It began in December 2001 and is the Army's first regularly scheduled news program to air on a commercial, over-the-air television program. The show also airs on WIBW – the Topeka, KS, CBS affiliate, WIBW every Saturday at 5 a.m. and again at 11 a.m. The show also airs on Fort Riley's commander's information channel five times a day. And since November 2001, the show airs 10 times a week on the Pentagon Channel, a 24-hour channel that broadcasts military news and information. The Pentagon Channel also is available to all U.S. cable and satellite providers. Overall, the show reaches a potential audience of more than 2.6 million service members and civilian employees at military installations around the world, including Iraq and Afghanistan.

Similar to the Post newspaper, In Step's segments include hard news and feature stories ranging from a local to an international scale. Stories are shot and produced either by the two-member full-time civilian staff or 1st Infantry Division public affairs soldiers. Most non-local stories are pulled from Soldiers Radio & Television (SRTV) and Digital Video and Imagery Distribution System (DVIDS). SRTV is a team of soldiers and civilian employees who provide stories and programming from Army units around the world. DVIDS is primarily an information hub and provides access to real-time video from military units serving around the world.

The television news program's excellence also is measured through the Maj. Gen. Keith L. Ware journalism competition. And since 2002, the show and its staff have won several regional and Department of Army level awards.

Commander's Information Channel

“Channel 2,” as it is commonly referred to by members of the Fort Riley community, is the commander's information channel. Available only on televisions on post, the channel mostly consists of a rotating slide show with basic information on upcoming events and activities. Various installation-wide meetings are broadcast on the channel in their entirety as well as safety infomercials such as “don't drink and drive” and “wear your seatbelt” segments. In Step airs on the channel five times a day. In late 2007, short newsbreaks were added to the lineup. The news breaks featured short story clips, interviews with leadership, etc.

No full-time employees are designated to update and maintain the channel. Rather, a non-public affairs office, the Multimedia and Visual Information Services, currently manages the channel as an additional duty. PAO, however, has oversight of the channel and its contents.

Web Sites

Among the newest CI products are its Web sites. Since Aug. 1, 2006, when the 1st Infantry Division headquarters relocated to Fort Riley from Germany, there have been two Web sites – one representing the post, the other representing the 1st Infantry Division. Both have been undergoing upgrades and changes since August to reflect the new location of the division and its subordinate units. In August 2007, the 1st Infantry Division site debuted a newer look and content. In October 2007, the Fort Riley site debuted a newer look.

Fort Riley Web Site

Fort Riley's Web site – <http://www.riley.army.mil> – is the installation's primary Web site. According to the site, its purpose is to “provide value-added information about Fort Riley, its units, and the surrounding area to soldiers, family members, the Army, and the public... to provide information on installation services, communicate our quality of life, assist in conducting installation business, and promote Fort Riley as an excellent installation” (Fort Riley, n. d.). While some of the latest news is posted to the home page, most CI products are found under the “Current News” link. One non-public affairs employee oversees the site, which was created by a contracted company. Each unit and

agency, including the PAO, has personnel trained and authorized to update certain pages on the site. The PAO has control over its own page, which includes a page for media relations, community relations, and CI. The PAO also can request items be added to the home page.

The Post newspaper first appeared on the site in 1996, when a soldier developed its online edition (Vanover, 2002, p. 18). The online newspaper was awarded Forces Command's top Web site in the region three years in a row – 1999, 2000, and 2001 and was named the Department of the Army's top site in 1999. According to The Directorate of Information Management (DOIM) at Fort Riley, in 2002 the newspaper page was consistently one of the top 10 visited pages on the Fort Riley site (Vanover, p. 19). However, by 2007, the online newspaper was just a link to an electronic copy of the print version. Various issues, including staff reductions and Web site and computer security upgrades had resulted in the limited Web presence. In addition, staff reductions resulted in limited CI updates on the site's "Current News" link. As of 2008, the "Current News" link only features major news stories and stories on soldiers who have died or been killed. Most current news items are posted on the 1st Infantry Division site.

1st Infantry Division Web Site

The division's main Web site is <http://www.1id.army.mil>. The site was developed while the division was headquartered in Germany and continues now that the division has been at Fort Riley since 2006. Its mission is to "support the overall mission of the 1st Infantry Division through the dissemination of publicly releasable information, for which 1st Infantry Division is directly responsible, materially satisfying the information needs or mission objectives of one or more target audiences, while taking into account operational security, privacy considerations, and force protection" (1st Infantry Division, n. d.).

Several CI products are available on the division Web site – much more than are available on the Fort Riley site. On the home page, there are links to "news," "photos," "video clips," and "magazine." Also available are links to unit newsletters.

One civilian public affairs employee working for the division maintains the site. An individual working in PAO developed the site. The Web site does not have a formal

tracking system yet in place to log the number of hits to the “news,” “photos,” “video clips,” and “magazine” links.

Previous Command Information Study

With the variety of products available to soldiers and civilian employees, one would wonder, “Does the post’s internal audience – its soldiers and civilian employees – regularly use Fort Riley's CI products? If so, which products?” Just as it is important to keep the Army's internal audience informed, it is just as crucial to measure the effectiveness of that internal communication. In fact, Army Field Manual 3-61.1, Public Affairs Tactics, Techniques, and Procedures, requires public affairs offices to conduct readership surveys at least every two years (2000, p. 153). The last known Fort Riley study was completed by Vanover (2002). In 2005, the Post editor placed a feedback form on the editorial page each week for readers to provide input. The form resulted in very few responses, and it was removed from the paper in early 2006.

A post newspaper readership survey of Fort Riley soldiers was conducted in 1999 (as cited by Vanover, 2002, p. 26). Among its findings:

- 32% read the paper all or most of the time
- 43% read the paper some of the time or once in awhile
- Overall, 75% said they read the paper at least some of the time.

By 2002, that number had dropped from 75% to 52.5% (Vanover, 2002, p. 59). Vanover examined the link between Fort Riley soldiers and the CI products available to them. She looked at soldiers’ usage of the Fort Riley Post newspaper, In Step with Fort Riley weekly newscast, the Fort Riley Web site and the Channel 2. CI media usage was compared to community ties. Study results showed the more soldiers are tied in with their community, the more likely they are to use the post’s CI products.

According to Vanover’s study, soldiers were more likely to read the Fort Riley Post than the other CI media. In addition, the survey found that Channel 2 was used more than the Fort Riley Web site. On a scale of one to five, with 1 = daily, 2 = weekly, 3 = two times per month, 4 = monthly, and 5 = never, the following means and medians results were found (p. 55):

Table 1

CI Product Usage by Fort Riley Soldiers, 2002

	Post	Web	Ch. 2	In Step
Mean	3.76	4.41	4.17	4.73
Median	4.00	5.00	5.00	5.00

Vanover found that 52.5% of Fort Riley soldiers read the Post newspaper at least monthly. Only 34% reported viewing Channel 2 while 27.2% said they read news on the Fort Riley Web site (p. 59), and 21.5% said they preferred to get the Post newspaper online (p. 61). Only 14.4% said they watched the In Step with Fort Riley television news program (p. 59). However, it is important to note that both In Step with Fort Riley and the Fort Riley Web site were only one year old at the time of Vanover’s study.

More interestingly, only 32% stated CI media provided useful information and most said they did not feel the CI products “helped provide troop morale” or provide relevant information to their jobs (p. 60). When it came to Channel 2, nearly 37% who lived on post and nearly 14% who lived off post said they viewed the channel at least monthly (p. 54). Those surveyed said they did not like the Channel 2 content – meetings, safety messages, commander’s messages, and slide shows and many respondents stated they would be interested in seeing sports, leisure activities, special events, etc. (p. 60).

By asking many of the same questions Vanover (2002) used in her study of media use by Fort Riley soldiers, this study can help determine CI utilization over time at Fort Riley. This study can also examine how soldiers and civilian employees have utilized the two “new mediums” at the time of Vanover’s study – the Fort Riley Web site and In Step with Fort Riley.

Fort Riley has a number of CI products available to provide information to soldiers and civilian employees. But what products are more popular? What needs work? It is important to assess not just the soldiers’ use of CI, but also civilian employees’ use. This study aims to better understand the uses and gratifications of internal communication systems sought by soldiers and civilian employees.

The most common method for conducting uses and gratifications research is survey. Survey types vary, either with open-ended questions or close-ended questions. While both have different benefits and downfalls, this study will use close-ended questions principally to mirror that of similar previous studies.

RQ1: What are the primary information sources sought by soldiers and civilian employees?

RQ2: What are the primary professional reasons (uses and gratifications) soldiers and civilian employees utilize CI products?

RQ3: What are the differences in CI choices between soldiers and civilian employees?

RQ4: How does soldiers' use of CI products differ in 2008 vs. 2002?

The aforementioned research questions are accompanied by the following hypotheses:

H1: Soldiers and civilian employees will utilize the post newspaper and two Web sites more than the command access channel and weekly TV news program.

H2: Soldiers and civilian employees with Internet access at home will prefer to utilize the CI Web sites for information over CI newspaper and television resources.

H3: The longer soldiers and civilian employees are stationed at Fort Riley, the more they will use CI products.

CHAPTER 3 - Methods

The purpose of this study is to better understand the relationship between soldiers and civilian employees, and their uses of various Fort Riley's CI products. The optimal method is to take a survey of the population in question. As a popular method for gathering data, survey research has numerous benefits. It is impartial, quantitative, systematic, representative of the population, and replicable (Backstrom & Hursh-Cesar, 1981, p. 3-4). Surveys also are recommended by the Army as a standard procedure to learn about the effectiveness of CI programs.

“Audience surveys systematically gather information about the effectiveness of CI programs and products as they relate to a particular group of people. The commander and the PAO make decisions about management and direction of an internal information program or product use the results” (FM 3-61.1 p. V-1).

This survey consisted of 20 five-point Likert-scale, frequency, nominal, and demographic questions and two additional demographic questions for soldiers; three for civilian employees. This study utilizes several questions from Vanover's (2002) study. According to Bourque and Fielder (1995), it is suggested that researchers use actual questions from other studies or adapt existing survey questions whenever possible rather than generating new questions (as cited in Keyton, 2001, p. 173). By using previous questions, this study can be compared to previous studies to see if there is a change in soldiers' use of CI products over time while adding in a new element: the civilian employee population. The survey was pre-tested by five soldiers and five civilian employees to identify and minimize any confusion or misunderstanding of the questions.

Participants

This nonprobability survey looked to a volunteer sample of the actual population on the ground at Fort Riley with e-mail addresses. There are some factors to consider with the current potential soldier population. Of the nearly 15,600 soldiers, approximately 7,160 were deployed as of February 2008 (Big Red One and Fort Riley Community

Update, p. 1). Therefore, the total available soldier population for this survey was 8,440. The total number of Department of Army civilian employees at Fort Riley was 5,805 (Big Red One and Fort Riley Community Update, p. 1). The total number of soldiers and civilian employees with Fort Riley e-mail accounts is 5,400.

One way for determining sample size is to look at the sample sizes of other similar studies (Rossi, Wright, & Anderson, p. 180). Vanover (2002) sent out paper surveys to more than 50 percent of the Fort Riley soldier population (9,951) – 5,000 surveys, 1,260 of which were returned. Wade (1999) distributed 300 surveys to Fort Hood soldiers and received 144 in return. He did not disclose the total population of his study. There were 332 participants in the Broshear, Hall, Hignite, and Williams (2006) study of all four service branches. Highlander (1972) sent 650 surveys to three Army officer schools and received 397 responses.

While the sample sizes of other similar studies is a factor to consider, it also is important to note that population size is usually irrelevant in field studies (Backstrom & Hursh-Cesar, 1981, p. 66). And according to Rossi, Wright, and Anderson (p. 180), national studies typically have samples of 1,000 or more. For a random sample of 10,000 with a 95 percent confidence level and 5 percent sampling error, a size of 370 is considered sufficient (Krejcie & Morgan, 1970, as cited in Keyton, 2001, p. 127). However, there always is the potential for a high non-response rate. Vanover's (2002) non-response rate, for example, was 74.8%.

Pilot Test

Before distributing to the sample population, the instrument was sent to five soldiers and five civilian employees with similar characteristics of the sample at Fort Riley. The group tested the survey on the same online survey tool (SurveyMonkey.com) that was utilized in the survey. Respondents were encouraged to complete the survey and note any errors, questions, or confusions that may arise during the process. No difficulties or errors were noted during the pilot test period, therefore, no changes were made prior to the survey distribution.

Administration

The survey was designed and was posted on SurveyMonkey.com. A link to the survey posted on the Fort Riley Web site's home page. An e-mail was sent to a convenience sample of 400 of the 5,400 soldiers and civilian employees with Fort Riley e-mail accounts providing them the survey link and encouraging them to participate in the survey. The survey was open online for a two-week period.

CHAPTER 4 - Results

The purpose of this study was to help gain insight into the CI media sought by soldiers and civilian employees and their level of satisfaction with those CI products produced by Fort Riley. Overall, 158 soldiers and civilian employees participated in the survey (39.5% of those who were asked to complete the survey). Data from Surveymonkey.com were downloaded from the survey Web site and transferred to the statistical analysis program, SPSS[®] Version 16, for frequency, means, chi-square, and analysis of variance (ANOVA) tests. Reliability was calculated using Cronbach's alpha.

Of the overall sample, 50% were soldiers and 50% were civilian employees. Of the soldiers, the largest sample was an E5 to E9, had been in the Army for more than 10 years and at Fort Riley for 1-3 years, was over 40 years of age with postgraduate education, and served in a combat arms unit. Of the civilian employees, the two largest samples had been working for the Army and at Fort Riley for more than 10 years, were over 40 years of age with some college, were nonsupervisory employees (GS/WG/NA 12 and below/NF 4 and below), and served in an "other" organization on post (Table 2).

Table 2
Demographic Data

Soldier Rank	Frequency	Percent
E1-E4	12	15.2
E5-E9	25	31.6
WO1-CW5	3	3.8
O1-O3	16	20.3
O4-O7	23	29.1

Civilian Rank	Frequency	Percent
GS/WG/NA 8 or below/NF 3 or below	25	31.6
GS/WG/NA 9-12/NF 4	26	32.9
GS/WG/NA 13-15/SES/NF 5-6	12	15.2
Other	16	20.3

Age	Frequency	Percent
Under 20	2	1.3
20-24	13	8.2
25-29	24	15.2
30-39	35	22.2
40 and over	84	53.2

Education	Frequency	Percent
High school diploma/GED	7	4.5
Some college	39	24.8
Associate's/Bachelor's	45	28.7
Postgraduate	66	42.0

Years Working for / Serving in Army	Frequency	Percent
Less than 1 year	8	5.1
1-3 years	21	13.3
4-6 years	24	15.2
7-9 years	6	3.8
10 or more years	99	62.7

Years at Fort Riley	Frequency	Percent
Less than 1 year	37	23.4
1-3 years	52	32.9
4-6 years	22	13.9
7-9 years	11	7.0
10 or more years	36	22.8

Hypothesis One and Research Question One

Hypotheses 1 predicted that **“soldiers and civilian employees utilize the post newspaper and two Web sites more than the command access channel and weekly TV news program.”** Research Question 1 asked, **“What are the primary information sources sought by soldiers and civilian employees?”** To answer RQ1 and H1, survey questions 1 and 2 queried participants on CI product usage and perceived CI product value. Survey question 10 asked more specific questions with regards to CI product usage.

Survey question 1 asked participants how frequently they utilized the various CI media. To examine H1 and RQ1, a frequency analysis of the means, medians, and modes of each CI product was conducted. The Fort Riley Web site, Fort Riley Post, and 1st Infantry Division site were the most used CI products with means of 2.46, 2.91, and 3.37, respectively. In Step with Fort Riley and Channel 2 were the least used CI products, with means of 4.27 and 4.33 (Figure 1 and Table 3). Modes for the Fort Riley Web site and Fort Riley Post were 2; the 1st Infantry Division site, In Step, and Channel 2 all reported modes of 5.

Figure 1

Most Used CI Products

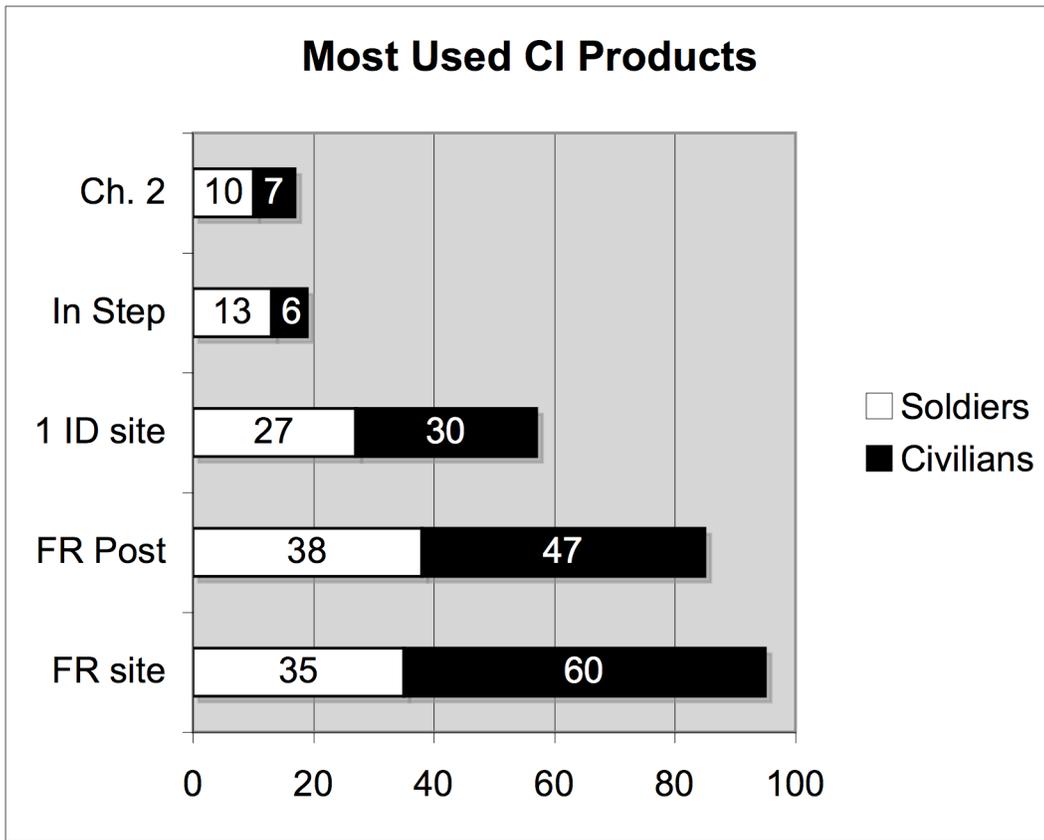


Table 3

CI Product Usage

	Riley site	Post	1 ID site	In Step	Ch. 2
Mean	2.46	2.91	3.37	4.27	4.33
Median	2.00	2.00	4.00	5.00	5.00

In survey question 2, participants were asked to rank their perceived value of CI products on a scale of 1-5 (1 being the least value and 5 being the most value). The Post newspaper was chosen as the CI product of most value, with nearly 45% of survey respondents ranking it highest, and less than 4% stating it had the least value. The Fort Riley and the 1st Infantry Division Web sites were chosen as those with the second-

highest and third-highest valued products, respectively. In Step with Fort Riley and Channel 2 were chosen as the CI products with the least value (Table 4).

Table 4
CI Product Value

	1 (least value)	2	3	4	5 (most value)
Post	3.9%	4.5%	20.1%	26.6%	44.8%
FR site	5.8%	9.6%	9.6%	38.5%	36.5%
1 ID site	9.1%	13.6%	44.8%	19.5%	13.0%
In Step	39.2%	43.1%	9.2%	6.5%	2.0%
Ch. 2	42.6%	29.7%	16.1%	7.7%	3.9%

Survey question 10 asked, “If you have questions or want more information about the following, where do you go to get the answers?” The Fort Riley Web site and Fort Riley Post were the most popular CI products to go to for “information/news about my/my spouse’s unit/organization,” with 39.1% visiting the Web and 37.8% checking the newspaper. Both were the top CI product choices for “changes to Army policy,” with 35.5% for the Web and 33.5% for the newspaper; however, 35.5% also said they look elsewhere or “don’t care to know.” The Post newspaper was the top CI media choice for “installation events” (60.9%) and “classes, support group information” (41.3%). The Fort Riley site was the most popular choice for “emergency installation information” (63.5%); “changes to Fort Riley/1st Infantry Division policy” (53.2%); and “messages from the command group” (48.1%). These CI choices by soldiers and civilian employees reinforce the perceived value and actual CI product usage.

These data show that as predicted in H1, the Post newspaper and two Web sites were more utilized than In Step with Fort Riley and Channel 2. To answer RQ1, the Post newspaper was deemed the most valued and second most utilized CI product, while the Fort Riley Web site was the most utilized CI product and the second most valued media for soldiers and civilian employees. The 1st Infantry Division Web site ranked third both in terms of value and utilization.

Hypothesis Two

Hypothesis 2 predicted that **“soldiers and civilian employees with Internet access at home will prefer to utilize the CI Web sites for information over CI newspaper and television resources.”** A frequency analysis and chi-square analysis were conducted. Answers to survey question 13 showed that overall, 89% of soldiers and civilian employees had access to the Internet at home. Of the 141 respondents with home Internet access, frequency data from survey question 14 showed that 66% spent 1-5 hours online a week reading news; 22.7% spent 6-10 hours; and 11.3% spent more than 10 hours.

Overall, the majority of respondents with home Internet access utilize the CI Web sites at least weekly – 61% use the Fort Riley site and 37.6% 1st Infantry Division site; and 92.9% and 70.9%, respectively, use the sites at least monthly.

A chi-square analysis was conducted to examine the relationship between home Internet access and CI Web page usage. Data showed there was no statistically significant find between usage of CI Web sites and home Internet access (Post $x^2 = 1.934$, $df = 3$; FR site $x^2 = 6.029$, $df = 4$; IID site $x^2 = 2.252$, $df = 4$; Ch. 2 $x^2 = 1.083$, $df = 4$; In Step $x^2 = 2.800$, $df = 4$). With such a high percentage of soldiers and civilian employees with home Internet access (89% of respondents), it does not appear that Internet access has a significant effect on usage of the two Web pages. Therefore, H2 is not supported.

Hypothesis Three

Hypothesis 3 predicted that **the longer soldiers and civilian employees are stationed at Fort Riley, the more they will use CI products.** Five categories of length of time at Fort Riley were offered to respondents in survey question 21: less than one year; one to three years; four to six years; seven to nine years; and more than 10 years. The largest sample, 32.9%, has been at Fort Riley for one to three years. The second largest sample, 23.4%, has been at Fort Riley for less than one year. Other sample numbers include 22.8% soldiers and civilian employees who have been stationed at Fort

Riley for more than 10 years; 7% have been seven to nine years; and 13.9% have been at Fort Riley for four to six years.

An ANOVA test was conducted on this hypothesis to examine the length of time soldiers and civilian employees have been at Fort Riley and frequency of CI product use. The significance level was set at .05. The F-value exceeded the critical F-value in only two instances, resulting in a significance level of .019 for the Post newspaper and .027 for the Fort Riley site. The F-values did not exceed the critical F-values in the other instances, indicating there was not a statistically significant difference in responses for length of time at Fort Riley and usage of the 1st Infantry Division Web site, In Step with Fort Riley, and Channel 2 (Table 5).

Table 5
Analysis of Variance

Source	<i>df</i>	Mean Square	<i>F</i>	<i>p</i>
Post				
Between Groups	4	3.715	3.058	.019*
Within Groups	153	1.215		
Total	157			
FR site				
Between Groups	4	4.548	2.817	.027*
Within Groups	153	1.614		
Total	157			
1 ID site				
Between Groups	4	3.765	1.897	.114
Within Groups	153	1.985		
Total	157			
Ch. 2				
Between Groups	4	2.261	1.631	.170
Within Groups	146	1.386		
Total	150			
In Step				
Between Groups	4	.886	.756	.556
Within Groups	153	1.172		
Total	157			

* $p < .05$ ** $p < .01$

Because there were two significant levels, a follow up Tukey Honestly Significant Difference (HSD) test was conducted on the Post newspaper and Fort Riley Web site to find the sources of the difference (Table 6).

Table 6***Tukey Honestly Significant Difference***

		Post newspaper		
(I) Time at Fort Riley	(J) Time at Fort Riley	Mean Difference (I-J)	Std. Error	<i>p</i>
Less than 1 year	1-3 years	.455	.237	.311
	4-6 years	.969*	.297	.012
	7-9 years	.742	.379	.291
	10 or more years	.573	.258	.178
1-3 years	Less than 1 year	-.455	.237	.311
	4-6 years	.514	.280	.358
	7-9 years	.287	.366	.935
	10 or more years	.118	.239	.988
4-6 years	Less than 1 year	-.969*	.297	.012
	1-3 years	-.514	.280	.358
	7-9 years	-.227	.407	.981
	10 or more years	-.396	.298	.674
7-9 years	Less than 1 year	-.742	.379	.291
	1-3 years	-.287	.366	.935
	4-6 years	.227	.407	.981
	10 or more years	-.169	.380	.992
10 or more years	Less than 1 year	-.573	.258	.178
	1-3 years	-.118	.239	.988
	4-6 years	.396	.298	.674
	7-9 years	.169	.380	.992

(I) Time at Fort Riley	(J) Time at Fort Riley	FR site Mean Difference (I-J)	Std. Error	<i>p</i>
Less than 1 year	1-3 years	.338	.273	.730
	4-6 years	.111	.342	.998
	7-9 years	1.020	.436	.139
	10 or more years	.810	.297	.055
1-3 years	Less than 1 year	-.338	.273	.730
	4-6 years	-.227	.323	.955
	7-9 years	.682	.422	.489
	10 or more years	.472	.275	.428
4-6 years	Less than 1 year	-.111	.342	.998
	1-3 years	.227	.323	.955
	7-9 years	.909	.469	.302
	10 or more years	.699	.344	.255
7-9 years	Less than 1 year	-1.020	.436	.139
	1-3 years	-.682	.422	.489
	4-6 years	-.909	.469	.302
	10 or more years	-.210	.438	.989
10 or more years	Less than 1 year	-.810	.297	.055
	1-3 years	-.472	.275	.428
	4-6 years	-.699	.344	.255
	7-9 years	.210	.438	.989

The Tukey HSD shows that there is statistical pairwise difference (at the .05 level) between the Post newspaper readers who have been at Fort Riley for less than one year and those who have been at Fort Riley for four to six years. Therefore, H3 was not supported.

Research Question Two

Research Question 2 probed the **professional reasons why soldiers and civilian employees utilized CI products**. To answer RQ2, frequency data and means were analyzed. Survey questions 3-7 looked at reasons why soldiers and civilian employees used CI products and determined frequency of use. In survey question 3, respondents were asked how strongly they agreed or disagreed with a series of statements (Table 7). In response to the statement, “They (CI products) provide useful ideas and information,” 81% of soldiers and civilians surveyed said they “generally agreed” or “completely agreed,” and only two respondents disagreed with that statement. The mean was 2.03. Other means included: CI products are effective in keeping Army, civilian personnel informed about the installation (2.09); they provide timely information (2.45); they help build troop morale (2.53); and they provide information relevant to one’s job (2.56).

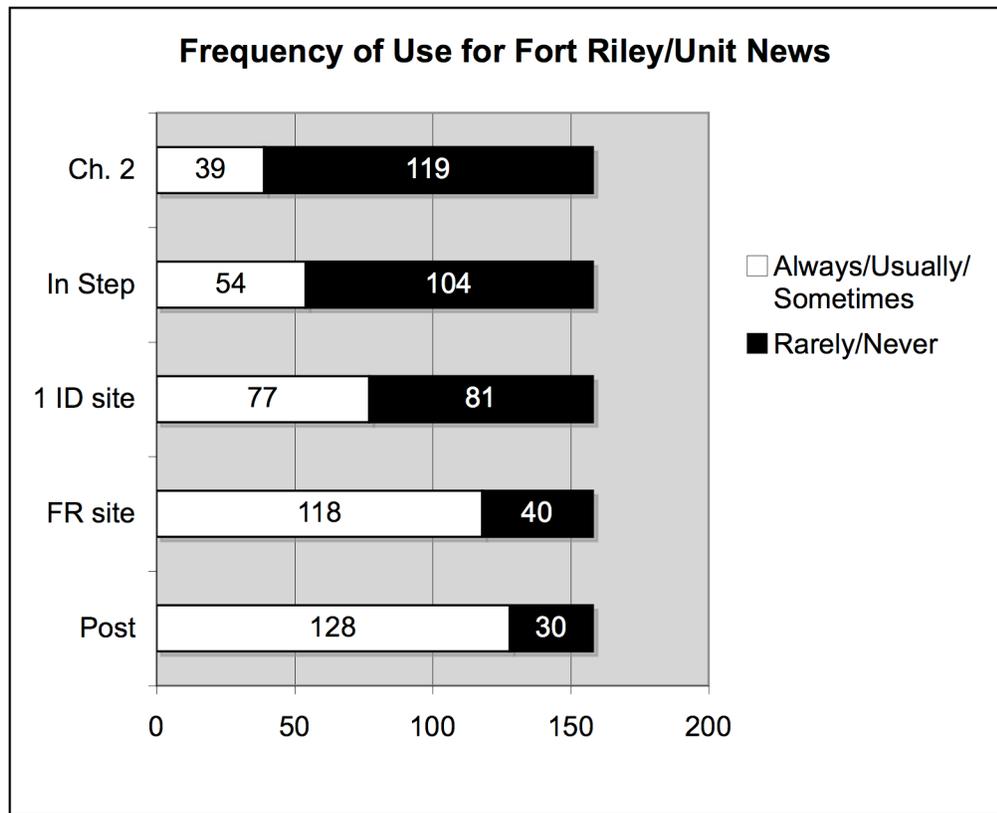
Table 7

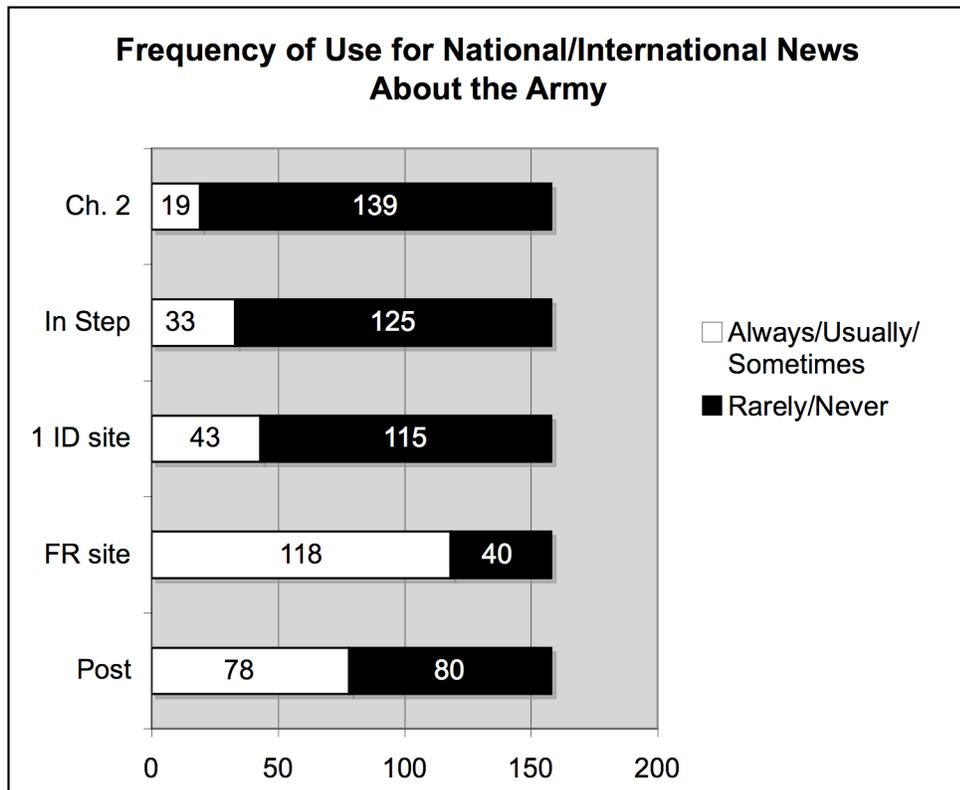
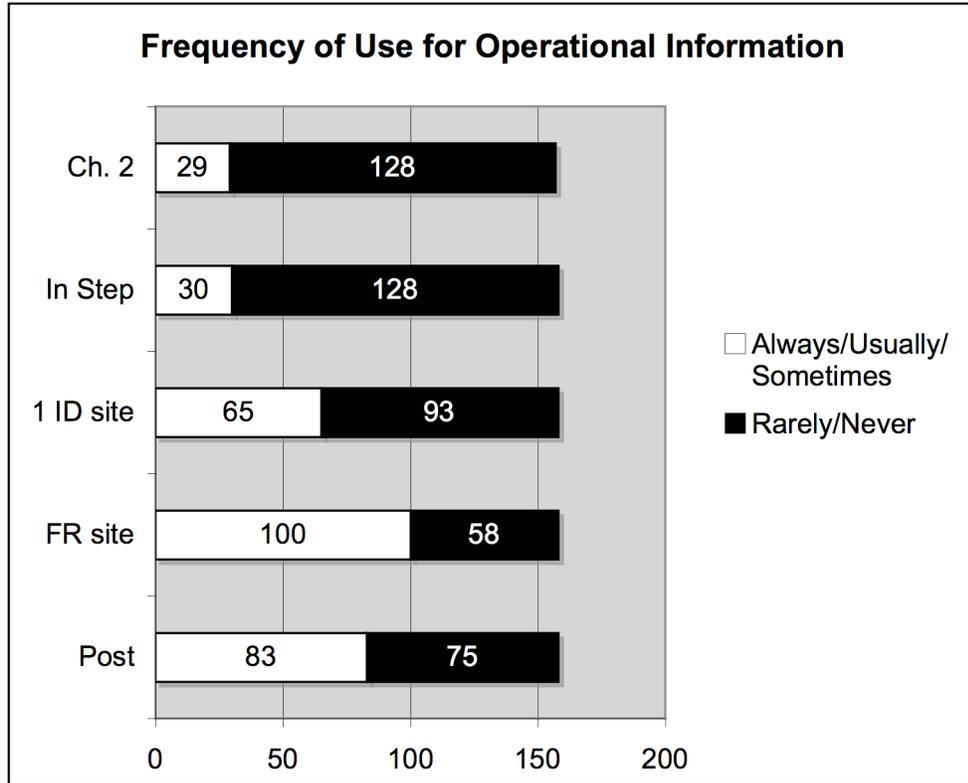
Professional Uses and Gratifications of CI Products

	Completely Agree	Generally Agree	Unsure	Generally Disagree	Completely Disagree
Provides useful ideas/info	19.0%	62.0%	17.1%	0.6%	1.3%
Helps build troop morale	8.9%	40.5%	42.4%	5.7%	2.5%
Keeps soldiers, civilians informed	17.7%	60.8%	17.7%	2.5%	1.3%
Provides relevant info to one’s job	14.6%	42.4%	19.6%	19.0%	4.4%
Provides timely info	10.1%	53.2%	22.2%	10.8%	3.8%

Survey questions 4-8 looked at frequency of professional use of the various CI products. Respondents were asked to rate how frequently they utilized CI media for various information – national/international news about the Army, Fort Riley and/or unit-related news, and operational information for use on the job (Figure 2). For Fort Riley and/or unit-related news, more than 68% of survey respondents said they “always” or “usually” read the Post newspaper, as did nearly 52% of respondents for the Fort Riley site. The Fort Riley site also was looked at by 40.5% of soldiers and civilian employees for operational information to use in their jobs. Most said they “rarely” or “never” use any of the CI products for national/international news about the Army.

Figure 2
Frequency of CI Product Usage





Frequency data and mean information for all CI products indicated high usage for Fort Riley and/or unit-related news, followed by operational information for use on the job, and national/international news about the Army (Table 8).

Table 8
Mean Information Use for CI Products

	FR Post	FR site	1 ID site	In Step	Ch. 2
Fort Riley/unit news	2.30	2.68	3.51	3.93	4.20
Operational information	3.35	3.01	3.76	4.32	4.36
National/International news	3.51	4.06	4.11	4.35	4.51

To answer RQ2, soldiers and civilian employees mostly utilize CI products because they provide useful and relevant ideas and information, they are effective in keeping people informed about Fort Riley (through Fort Riley and/or unit-related news), and they help build troop morale.

Research Question Three

Research Question 3 asked, **“What are the differences in CI choices between soldiers and civilian employees?”** Survey questions 1-2 examined overall CI choices/preferences. Survey question 21 determined whether or not the survey respondent was a soldier or civilian employee. Overall, 79 soldiers and 79 civilian employees participated in the survey. Results showed that both soldiers and civilians prefer the Fort Riley Web site (Table 9).

Table 9***Mean CI Product Usage, Soldiers vs. Civilian Employees***

	FR site	FR Post	1 ID site	In Step	Ch. 2
Soldiers	2.90	3.10	3.39	4.23	4.17
Civilians	2.01	2.72	3.34	4.30	4.50

Both the Fort Riley Post and Fort Riley Web site are very popular among soldiers and civilian employees, both in terms of utilization and perceived value. For civilians and soldiers, the Post and the Web site took the top spots as the most valued CI product, followed by the 1st Infantry Division site. In Step and Channel 2 shared the least valued ranks (Table 10).

Table 10***CI Product Values***

Civilians	1 (least value)	2	3	4	5 (most value)
Post	0.0%	7.9%	15.8%	34.2%	42.1%
Riley site	5.2%	10.4%	7.8%	35.1%	41.6%
1 ID site	11.8%	14.5%	48.7%	14.5%	10.5%
In Step	44.0%	38.7%	10.7%	4.0%	2.7%
Ch. 2	40.3%	29.9%	16.9%	10.4%	2.6%

Soldiers	1 (least value)	2	3	4	5 (most value)
Post	7.7%	1.3%	24.4%	19.2%	47.4%
Riley site	6.3%	8.9%	11.4%	41.8%	31.6%
1 ID site	6.4%	12.8%	41.0%	24.4%	15.4%
In Step	34.6%	47.4%	7.7%	9.0%	1.3%
Ch. 2	44.9%	29.5%	15.4%	5.1%	5.1%

To further examine RQ3, an ANOVA test was conducted. The significance level was set at .05. The F-value exceeded the critical F-value in only two instances, resulting in a significance level of .034 for the Post newspaper and .000 for the Fort Riley site. The F-values did not exceed the critical F-values in the other instances, indicating there was not a statistically significant difference in responses for soldiers' vs. civilian employees' usage of the 1st Infantry Division Web site, In Step with Fort Riley, and Channel 2 (Table 11).

Table 11***Analysis of Variance for Soldiers vs. Civilian Employees***

Source	<i>df</i>	Mean Square	<i>F</i>	<i>p</i>
Post				
Between Groups	1	5.696	4.555	.034*
Within Groups	156	1.250		
Total	157			
FR site				
Between Groups	1	31.013	20.659	.000**
Within Groups	156	1.501		
Total	157			
1 ID site				
Between Groups	1	.101	.050	.824
Within Groups	156	2.042		
Total	157			
Ch. 2				
Between Groups	1	4.139	2.975	.087
Within Groups	149	1.391		
Total	150			
In Step				
Between Groups	1	.228	.195	.660
Within Groups	156	1.171		
Total	157			

**p* < .05 ** *p* < .01

To answer RQ3, there was little difference in CI product usage between soldiers and civilian employees. Both use and value the same media.

Research Question Four

Research Question 4 looked at how soldiers’ use of CI products differed in 2008 vs. 2002 data. To help gain perspective on Fort Riley CI product usage over time, it is important to conduct a follow-up comparison of uses and gratifications using Vanover’s (2002) data on soldiers. Overall, the current study showed that the Fort Riley Web site was the most utilized CI product by soldiers – 87.3% use the site at least monthly, a mean of 2.90. The second most used product is the Fort Riley Post, with 78.5% reading it at least monthly, a mean of 3.10. The 1st Infantry Division site was utilized by 72.1% of soldiers surveyed, a mean of 3.39. Least used was In Step with Fort Riley (38.1%) and Channel 2 (35.1%).

This is a slight change from 2002, when Vanover’s study showed the Fort Riley Post was the most used product, with a mean of 3.76. Channel 2, once second in popularity with a mean of 4.17, had dropped to the least used CI product by 2008. The Fort Riley Web site with a mean of 4.41 in 2002, had moved to the top spot. In Step with Fort Riley, with a mean of 4.73 in 2002, remained near the bottom of the list in 2008 (Table 12).

Table 12
Soldier CI Product Usage, 2002 vs. 2008

	Riley site	Post	1 ID site	In Step	Ch. 2
Mean (2008)	2.90	3.10	3.39	4.17	4.23
(2002)	4.41	3.76	N/A	4.73	4.17

Also to analyze RQ4, it is important to re-examine uses and gratifications using the same typologies and survey questions employed by Vanover. Vanover utilized McQuail’s (1987) typologies for individual satisfaction – information, personal identity, integration and social interaction, and entertainment as part of her data analysis.

Information

In 2002, 32% of survey respondents (soldiers) said CI media “provided useful information” and therefore failed to meet the information gratification (p. 60). In 2008, 58% of soldiers surveyed said they generally agreed with that statement and an additional 16.5% said they completely agreed. Only two respondents overall said they disagreed.

With regards to other types of information, 63.5% said they utilized the Fort Riley Web site for “emergency information (inclement weather, road closures, etc.)” in 2008 (2002 data not available). Channel 2’s most significant contribution to CI uses and gratifications was serving as a resource for emergency information as well (23.1%).

Personal Identity

A majority of soldiers in 2002 disagreed with the statement that CI products help “provide troop morale” (p. 60). While 44.3% of the 2008 survey respondents were “unsure” whether CI products help “provide troop morale,” 41.7% said they “generally agree” or “completely agree” with the statement, and just 14% disagreed, showing a shift in opinion from 2002. Perhaps this is because the newspaper has recently focused more of its content toward “caring” and family events as well as more coverage of units – both at home and units currently deployed.

Of the 2008 survey respondents to the statement, “The information they (CI products) provide is relevant to my job,” 43% said they “generally agree” and 11.4% said they “completely agree.” This too is an improvement from the 2002 survey, which indicated the majority of soldiers disagreed with the statement (p. 60).

According to 2008 respondents, most soldiers care to find out information about their unit and/or their spouse’s unit/organization – whether it be the Post newspaper (39%), Fort Riley Web site (36.4%), 1st Infantry Division site (23.4%), Channel 2 (6.5%), or In Step (2.6%). Only 27.3% said they don’t care to know or look elsewhere for that information (2002 data not available).

Integration and Social Interaction

According to Vanover, in 2002, “Soldiers looking for integration and social interaction appeared to find it in the Post (newspaper) ... however, it may be that if the media provided more topical stories on social interaction, more soldiers would be

interested in using it,” (p. 60). What were not included in Vanover’s assessment, was statistics or categories to compare to 2008.

In the 2008 survey, the Post newspaper was the best source for learning more about classes and support group information for more than 44% of soldiers, followed closely by the Fort Riley Web site (40%).

Entertainment

More than half of the soldiers surveyed in 2002 (54.5%) said they read the post newspaper’s sports section, which Vanover tied to the entertainment uses and gratifications. In 2008, only 7.5% read the sports section “usually” or “always” and less than half (48%) said they ever read the sports section. When asked where they would go to look for local sports scores, most respondents (72%) said they look elsewhere or didn’t care to know. Of the limited number of people who do look to CI products for sports information, the most popular CI product for local sports scores was the Fort Riley Post (23.4%). For its entertainment value, nearly 64% of 2008 soldier survey respondents said they look to the Post newspaper to learn more about installation events; 44.2% also checked the Fort Riley Web site.

Previous survey respondents stated they would be more likely to view Channel 2 if there were more entertainment offerings (e.g. special events, sports and leisure activities) (Vanover, p. 60). More than 48% of soldiers in the 2008 study also indicated there was a potential for increased viewing if there were more coverage of on-post sports and leisure activities; nearly 44% said the same for special events coverage.

CHAPTER 5 - Discussion and Recommendations

Hypotheses

H1 (Supported). Soldiers and civilian employees will utilize the post newspaper and two Web sites more than the command access channel and weekly TV news program.

Just as H1 predicted, soldiers and civilian employees preferred the Fort Riley Post newspaper and two Web sites over Channel 2 and In Step with Fort Riley. This could be in part because many soldiers and civilian employees do not have access to Channel 2, as they live off post. And coinciding with nationwide trends, the Web is increasing in popularity.

Both the Web site and the newspaper can be accessed whenever it's convenient to the user. Some of the television offerings, however, must be viewed at a certain time on a certain station. Plus, users have more control in choosing what they want to view on the Web and in the newspaper than on a television channel or show. More freedom with respect to time and content makes the Web and newspaper more attractive to an audience.

H2 (Rejected). Soldiers and civilian employees with Internet access at home will prefer to utilize the CI Web sites for information over CI newspaper and television resources.

While data was not statistically significant to support H2, it was interesting to note that 89% of soldiers and civilian employees had home Internet access. In 2002, Vanover found that 63% of soldiers had Internet access (p. 61). By 2008, 91% of soldiers had Internet access in their homes. And surprisingly, despite the increase in access and popularity of the Internet, 77% of soldiers and 81% of civilian employees still preferred the print version of the Fort Riley Post over the online version, and only 8% said they preferred to watch In Step online.

H3 (Rejected). The longer soldiers and civilian employees are stationed at Fort Riley, the more they will use CI products.

Vanover (2002) also looked at this question in her survey. The only CI product showing a significant association in 2002 with time at Fort Riley was the Fort Riley Post newspaper (p. 42). Of the 2002 surveyed soldiers stationed at Fort Riley three or more years, 62.5% read the paper at least monthly. Of soldiers stationed one to three years, 52.5% read the paper at least monthly, and of those at Fort Riley for less than a year, 49.5% read the paper at least monthly.

While initial data analysis in 2008 showed statistical significance between time and usage of the Fort Riley Post and Fort Riley Web site, Tukey HSD data showed only one statistically significant relationship – that between Post newspaper readers at Fort Riley for less than one year and those who have been at Fort Riley for four to six years.

Research Questions

RQ1: What are the primary information sources sought by soldiers and civilian employees?

Five CI products are available to provide internal information to soldiers and civilian employees – the Fort Riley Post weekly newspaper, the Fort Riley Web site, the 1st Infantry Division Web site, the commander's information channel – Channel 2, and In Step with Fort Riley weekly television news segment. Of these five CI tools, while respondents chose the Fort Riley Post as the most weekly utilized product, the Fort Riley Web site was the most overall utilized tool.

The two Web sites – Fort Riley's and the 1st Infantry Division's – were close in terms of value among soldiers and civilian employees. However, the actual usage of the 1st Infantry Division site did not coincide with its perceived value. More than 30% of respondents said they never visit the 1st Infantry Division Web site, but only 9% perceived it as having the least value of any CI product. Informal surveys have shown that many soldiers and civilian employees are not aware of the 1st Infantry Division site's existence. This is in part because the PAO promotes the Fort Riley Web site as the primary Web site to go to for information. Each Web site has something slightly different to offer its audiences. Because it is sometimes difficult to know where to go for the latest

information and because there are values to both sites, the 1st Infantry Division and Fort Riley are in the process of merging the Web presence to minimize confusion. While the Fort Riley site is rated as being the second most valued CI product and more than 60% use the site at least weekly, it is not staffed/resourced accordingly. One full-time non-PAO person runs the Fort Riley site. The media relations section in PAO stopped posting news on the site regularly some time ago, and the Webmaster only posts stories on soldiers killed in action and major stories when specifically requested to do so. Therefore, the “Current News” section of the Web site is not consistently updated. This does a disservice to those who value the Fort Riley Web site. Based off the findings of this study, more resources are needed to keep the site updated in a level that is commensurate with its usage and perceived value. Or, the PAO needs to begin referring people to the 1st Infantry Division Web site, which is maintained and updated daily with news articles, video segments, photos, etc.

While the Fort Riley Post newspaper was not the overall No. 1 utilized source of CI media by soldiers and civilian employees, it was the most valued source. The difference could be because the paper comes out weekly, whereas the Web sites are available daily. These data do, however, show that Fort Riley Post readership is seeing an increase. In 1999, a Fort Riley study reported that 75% of soldiers read the paper at least some of the time (as cited in Vanover, 2002, p. 59). By 2002, that number had dropped to 52.8% of soldiers stationed at Fort Riley (p. 57). In 2008, 78.5% of soldiers and 92.5% of civilians said they read the newspaper at least monthly. Since this is the first time a Fort Riley study has tracked civilian employee usage of the paper, future studies should re-examine civilian employee usage to see if the newspaper’s popularity declines for civilian employees as well. It is also important to note that more civilian employees than soldiers read the post newspaper at least monthly. The newspaper staff should take this into consideration when developing content for the paper.

In 2002, it was expected that the popularity of In Step with Fort Riley would be low because the product was so new. However, six years later, the show’s popularity and perceived value is still quite low. More than half of the respondents (61.4%) say they never watch the show. In terms of content, while most said they “never” turned to In Step for the following content, 34% of respondents stated they watch the show for “Fort Riley

and/or unit related news” at least some of the time and 22% said they watch for “community news” at least some of the time. Nearly 21% said they watch the show for “national/international news about the Army.” With two full time civilian employees devoted to a show that is rated as being the least valued and utilized CI product, either more research is needed to determine what would make the show more popular and the content needs to be modified to reflect what users want to see, or those resources should be assigned to other areas, such as the Fort Riley Web site.

Channel 2 also is currently not valued, nor is it really used. Its one slight value, according to 23% of respondents, is the “emergency installation information (road closures, inclement weather issues, etc.)” it provides. Despite its low overall usage, it seems that Channel 2 has the potential of becoming popular once again if its content is modified. Based on Schramm’s (1954, p. 19) fraction of selection to measure aspects of uses and gratifications, the benefits of viewing Channel 2 (expectation of reward) must be worth the effort required to watch the channel, especially for those who do not live on post and therefore don’t have easy access to the channel. An overwhelming majority of respondents said they “never” utilize Channel 2. However, of those who said they do watch the channel, 34% said they turn to it for “Fort Riley and/or unit related news” and 22% said they look for “community news” at least some of the time. And while a majority of respondents said they “don’t know/don’t care” about Channel 2 content, there was interest among the rest of the survey respondents for command group messages (40.8%), on-post sports and leisure activities (39.9%), special events (39.5%), photo slide shows (35.7%), town hall meetings (29.5%), and public safety specials (28.0%). Also, individual respondents wrote in the following content suggestions: “greater Fort Riley community events” and information of interest to the Fort Riley community; unit video shorts/highlights; more news from deployed units; annual training courses; feature stories on people/heroes; and a chat show with spouses. One respondent sent a separate e-mail with additional suggestions:

On Channel 2 . . . we need to start a segment called “THE RILEY 72,” or something like it, which has today's master events calendar, plus the next two days. It will keep everyone in touch with what the heck’s going on here: Division-

level events (changes of command, yada-yada), community events, local area events.

There also may be some merit in making Channel 2 accessible during the workday and/or in public areas on post, such as dining facilities for the 18.4% of respondents who would like to view the channel from 8 a.m. to 4 p.m. Content should focus more on the areas of interest for the 38.6% who said they wish to watch the channel from 4 p.m. to midnight. Additionally, if the content is modified and the reward becomes more worth the effort, the PAO might want to consider posting more Channel 2 content on the Web for those who do not live on post.

RQ2: What are the primary professional reasons (uses and gratifications) soldiers and civilian employees utilize CI products?

As Vanover (2002) stated, Fort Riley's CI products and information focus on soldiers' careers. This RQ aimed to find out how effective CI is in focusing on the professional uses and gratifications of CI. A majority of soldiers and civilian employees agreed that the CI products provide useful ideas and information and are effective in keeping them informed about Fort Riley. Because there are many professional benefits to the CI products, it is important to make sure access is available to them. More than 57% said they pick up the Post newspaper at their unit/office, and nearly 14% said the paper is delivered to their home/barracks. And based on Schramm's (1954) fraction of selection model, the Post's newspaper's value may not be as high as the Fort Riley Web site because 19% have to put forth more effort to get the newspaper, whether it is going to the PX/Commissary/Shoppette, off post, or some other location. Perhaps the perceived value, or "reward" from the information in the Post is not worth the effort at all for the 9.5% who choose not to read the paper. A similar availability/access issue arises with Channel 2 and In Step.

A majority of respondents said they didn't know or didn't care what programs were on Channel 2 or should be added to the channel. And more than 32% said they didn't know or care to indicate when they would be most likely to view the channel. This could be because anyone who lives off post does not have access to the channel and

would have to put forth the extra effort to watch the channel. More than likely, that would mean people would only have the opportunity to watch the channel when they are at work, providing their offices have televisions and would allow their employees to watch the channel.

In Step does not necessarily face a similar access/availability issue. It is available both on- and-off Post – on Channel 2, local cable channel WIBW, the Pentagon Channel, and segments are available online. Yet more than 52% of respondents said they didn't know or care where they preferred to watch the weekly show and nearly 62% said they don't watch the show at all. So it very well may be that the reward expectation is not worth putting forth the effort to watch the show.

Other impediments to the professional uses and gratifications in CI may include respondents' perceptions that CI is biased in favor of the Army (46.9% said they generally or completely agree), and that CI doesn't adequately cover controversial topics (41.1% said they generally or completely agree).

RQ3: What are the differences in CI choices between soldiers and civilian employees?

The simple answer to RQ3 is that there is no real difference in CI product choices between soldiers and civilian employees. Both valued the Post newspaper and Fort Riley Web site over the other products. Usage may be similar because both feel the newspaper and Web site meet their wants and needs. A majority of soldiers and civilians agreed CI products provided useful ideas and information and are effective in keeping them informed. Both also felt Channel 2 and In Step had the least value to them.

RQ4: How does soldiers' use of CI products differ in 2008 vs. 2002?

In 2002, CI product choices ranked as follows: (1) Fort Riley Post, (2) Channel 2, (3) Fort Riley Web site, and (4) In Step with Fort Riley. By 2008, CI usage had changed: (1) Fort Riley Web site, (2) Fort Riley Post, (3) 1st Infantry Division Web site, (4) In Step with Fort Riley, and (5) Channel 2.

It was expected that in 2002, the Fort Riley Web site, which was six months new at the time, would have low soldier usage (Vanover, p. 61). Just as Vanover predicted, in

time, the site's popularity would change. By 2008, Web site usage had significantly increased. Perhaps the Web site usage increase is due to the site's redesign, which was in process in 2002. The design allowed for more data input from units on the site. The data also may vary because the 2008 survey questions were not particular to one link on the Fort Riley site (the "Current News" link) as in 2002, but rather the site as a whole.

Comparisons using McQuail's (1987) typologies for individual satisfaction – information, personal identity, integration and social interaction, and entertainment – showed some changes from 2002. There was an increase in the perception that CI products provided useful information. There also was an increase in positive responses that CI products helped provide troop morale and information relevant to the job. Unfortunately, there was not enough statistical data reported by Vanover for a comparison of the integration and social interaction typology. For entertainment, there was a decrease in sports information seeking. This could be because the Post newspaper has decreased its sports coverage from 2002 due to staff reductions.

Limitations of the Study

There were a few limitations of this study to note. First, of the potential available pool of soldiers and civilian employees, nearly 50% of the soldiers were deployed at the time of the survey, and only 5,400 soldiers and civilians had work e-mail accounts. Also, not all soldiers and civilian employees had office computers, or access to the Internet at work, leaving a convenience sample to take the survey. Also, the survey was only open for two weeks, and several of the soldiers and civilian employees chosen to take the survey had out-of-office replies indicating they would not be available to take the survey during its open period. Future research could increase the sample size and offer a paper survey to capture more data.

Suggestions for Future Research

Future CI research could be conducted in a variety of manners. A new study could include a re-examination of soldiers' and civilian employees' CI product use every two years, to note any changes over time. Also, future studies could examine how family members of both soldiers and civilian employees utilize CI. This survey could be

employed again in two years to help provide perspective on CI product usage over time. Focus groups and interviews with soldiers and civilian employees could provide helpful qualitative data for improving CI products to better meet their information wants and needs. Also, future studies might examine the contents of CI and / or look at what soldiers and civilian employees want to see on In Step and perhaps why they don't visit the 1st Infantry Division Web site more.

As CI competes with media outside the installation to keep soldiers and civilian employees informed, future studies could compare the target audience's uses and gratifications of local and network television news, local, regional, and national newspapers and magazines, radio, Internet, etc. with that of the installation's CI products.

Conclusion

This study helped gain insight into the effectiveness of Fort Riley's CI program. With little known published research to date on CI uses and gratifications, and the last Fort Riley study conducted in 2002, it was important to examine soldiers' use over time and learn more about civilian employees' preferences. Results clearly showed the Fort Riley Post newspaper and Fort Riley Web site are highly valued and used by both soldiers and civilian employees. Data showed that Channel 2 and In Step with Fort Riley weekly television news segment are seriously under valued and under utilized. This study also showed that the Fort Riley Web site, which was new in 2002, has clearly been worth the efforts to upgrade and maintain. Simultaneously, In Step with Fort Riley has not become successful in the six years the show has been in existence. Perhaps it is time to re-examine the show, its content, and the resources being put toward it. It may be worth seeing if the general public see a value in the show, and for the PAO to decide on the show's target audience. Channel 2's value and utilization has decreased since 2002 and its content may be the culprit. To increase its usage, PAO should consider the recommendations of survey respondents and devote more resources to the channel.

References

1st Infantry Division (n.d.). *Public notice*. Retrieved January 15, 2008, from <http://www.1id.army.mil/legal/publicnotice.aspx>

Army Field Manual 3-61.1 (2000). *Public affairs tactics, techniques, and procedures*. Washington: Headquarters, Department of the Army. Retrieved June 6, 2007, from http://www.army.mil/usapa/doctrine/Active_FM.html

Army Field Manual 46-1 (1996). *Public affairs operations*. Washington: Headquarters, Department of the Army. Retrieved June 6, 2007, from http://www.army.mil/usapa/doctrine/Active_FM.html

Army Public Affairs (n.d.). *Keith L. Ware competition*. Retrieved August 15, 2007, from <http://www4.army.mil/ocpa/klw/history.html>

Army Regulation 360-1 (2000). *Army public affairs program*. Retrieved June 6, 2007, from http://www.army.mil/usapa/doctrine/Active_FM.html

Backstrom, C.H., & Hursh-Cesar, G. (1981). *Survey research* (2nd ed.). New York, NY: John Wiley & Sons, Inc.

Baran, S. J., & Davis, D. K. (2003). *Mass communication theory: Foundations, ferment, and future*. (3rd ed.). Belmont, CA: Wadsworth/Thomson Learning.

Berelson, B. (1949). What "missing the newspaper" means. In P. F. Lazarsfeld & F. N. Stanton (Eds.), *Communication research 1948-1949* (pp. 111-129). New York: Harper.

Big Red One and Fort Riley Community Update (2008, February). *February Fort Riley status report*. Retrieved March 10, 2008, from <http://www.riley.army.mil/view/article.aspx?articleId=048-2007-02-21-31800-63>

Blumler J. G., & Katz, E. (1974). *The uses of mass communications: Current perspectives on gratifications research*. Beverly Hills, CA: Sage Publications.

Blumler, J. (1979). The role of theory in uses and gratifications studies. *Communication Research*, 6, 9-33.

Broshear, N. D., Hall, K. M., Hignite, G. A., & Williams, S. D. (2006). *Military news: How troops get their information*. Retrieved July 15, 2007, from University of Oklahoma, Department of Communication Web site: <http://www.ou.edu/deptcomm/dodjcc/groups/06B1/index.htm>

Chapman, B. (2006, October 23). *Web-based military newspapers: Providing insight into soldiers' thoughts and activities*. Retrieved June 1, 2007, from http://www.access.gpo.gov/su_docs/fdlp/pubs/proceedings/06fall/chapman.pdf

Cohen, A. A., Levy, M. R., & Golden, K. (1988). Children's uses and gratifications of home VCRs: Evolution or revolution? *Communication Research*, 15(6), 772-780.

Department of Defense Instruction 5120.4 (1997, June 16). *Department of Defense newspapers, magazines, and civilian enterprise publications*. Retrieved May 15, 2007, from <http://www.dtic.mil/whs/directives/corres/html/512004.htm>

Dimmick, J. W., Sikand, J., & Patterson, S. J. (1994). The gratifications of the household telephone: Sociability, instrumentality, and reassurance. *Communication Research*, 21(5), 643-663.

Dimmick, J., Chen, Y., & Li, Z. (2004). Competition between the Internet and traditional news media: The gratification-opportunities niche dimension. *Journal of Media Economics*, 17(1), 19-33.

Ebersole, S. (2000). Uses and gratifications of the Web among students. *Journal of Computer-Mediated Communication*, 6(1). Retrieved May 18, 2005, from <http://jcmc.indiana.edu/vol6/issue1/ebersole.htm>

Fort Riley (n.d.). *Mission*. Retrieved October 15, 2007, from <http://www.riley.army.mil/OurPost/Mission.asp>

Gady, S. A. (1993). *A survey of how soldiers and Department of Defense civilian employees (age 18-26) get their news*. Unpublished master's thesis. Marshall University, Huntington, West Virginia.

Greenberg, B. S. (1974). Gratification of television viewing and their correlations for British children. In J. G. Blumler & E. Katz (Eds.), *The uses of mass communications: Current perspectives on gratifications research* (pp. 71-92). Beverly Hills, CA: Sage Publications.

Herzog, H. (1940). Professor quiz: A gratification study. In P. F. Lazarsfeld (Ed.), *Radio and the printed page* (pp. 64-93). New York: Duell, Solan, & Pearce.

Herzog, H. (1944). What do we really know about daytime serial listeners? In P. F. Lazarsfeld & F. N. Stanton (Eds.), *Radio research 1942-1943* (pp. 3-33). New York: Duell, Solan, & Pearce.

Highlander, R. (1972). *A study of attitudes and opinions of United States Army officers toward the Command Information program*. Unpublished master's thesis, University of Georgia, Athens.

Hutton, J. E. (2001). Producing change in Army public affairs: Ideas for refocusing operations. *News from the front, September-October*.

Infante, D., Rancer, A., & Womack, D. (1997). *Building communication theory* (3rd ed.). Prospect Heights, IL: Waveland Press, Inc.

Katz, E., Blumler, J., & Gurevitch, M. (1974). Directions in mass communications research: A symposium. *The Public Opinion Quarterly*, 37(4), 509-523.

Katz, E., Blumler, J., & Gurevitch, M. (1974). Uses of mass communication by the individual. In W.P. Davidson & F. Yu (Eds.), *Mass communication research: Major issues and future directions* (pp. 11-35). New York: Praeger.

Keyton, J. (2001). *Communication research: Asking questions, finding answers*. Mountain View: Mayfield Publishing Company.

Lazarsfeld, P. F., & Stanton, F. N. (Eds.) (1944). *Radio research 1942-1943*. New York: Duell, Sloan, & Pearce.

Library of Congress (n.d.). *Stars and Stripes: U.S. military news in the Library of Congress*. Retrieved August 18, 2007, from <http://www.loc.gov/rr/main/stars/intro.html>

Lichtenstein, A., & Rosenfeld, L. (1984). Normative expectations and individual decisions concerning media gratification choices. *Communication Research*, 11(3), 393-413.

McQuail, D., Blumler, J., & Brown, R. (1972). The television audience: A revised perspective. In D. McQuail (Ed.), *Sociology of mass communication*. London: Longman.

O'Keefe, G. J., & Sulanowski, B. K. (1995). More than just talk: Uses, gratifications, and the telephone. *Journalism and Mass Communication Quarterly*, 72(4), 922-933.

Pacheco, E. A., Dias, B. N., Bela, J., & Mahoney, C. A. (2001). *News channel selection among military members*. Retrieved August 18, 2007, from University of Oklahoma, Department of Communication Web site:
<http://www.ou.edu/deptcomm/dodjcc/groups/01B1/index.htm>

Piek, J. (1993). *Survey of enlisted Gulf War veterans to determine the importance and availability of news*. Unpublished master's thesis. Marshall University, Huntington, West Virginia.

Rainie, L., & Horrigan, J. (2005). A decade of adoption: How the Internet has woven itself into American life. Retrieved February 9, 2006, from
http://www.pewinternet.org/PPF/r/148/report_display.asp

Rossi, P. H., Wright, J. D., & Anderson, A. B. (Eds.) (1983). *Handbook of survey research*. New York: Academic Press.

Roberts, J. B. (1995). *AA survey of 10th Mountain Division (Light) soldiers who deployed to Operation Uphold Democracy to determine the importance, availability, and use of news and media resources*. Unpublished master's thesis. Marshall University, Huntington, West Virginia.

Rubin, A. M. (1981). An examination of television viewing motivations. *Communication Research*, 8, 141-165.

Rubin, A. M. (2002). The uses-and-gratifications perspective of media effects. In J. Bryant & D. Zillmann (Eds.), *Media effects: Advances in theory and research* (pp. 525-548). Mahwah, NJ: Lawrence Erlbaum Associates.

Rubin, A. M., & Bantz, C. R. (1989). Uses and gratifications of videocassette recorders. In J. Salvaggio & J. Bryant (Eds.), *Media use in the information age: Emerging patterns of adoption and consumer use* (pp. 181-195). Hillsdale, NJ: Lawrence Erlbaum Associates.

Schramm, W. (1954). *The process and effects of mass communication*. Urbana: University of Illinois Press.

Severin, W. J. & Tankard, J. W. (1997). *Communication theories*, (4th ed.). New York: Addison-Wesley Longman.

Vanover, C. (2002). *Community ties and use of military media by soldiers*. Unpublished master's thesis, Kansas State University, Manhattan.

Wade, N. M. (1999). *A survey of the Army's 4th Infantry Division to determine the importance, availability, use and effectiveness of command information media*. Unpublished master's thesis, Marshall University, Huntington, West Virginia.

Wilcox, D. L., & Cameron, G. T. (2006). *Public relations strategies and tactics* (8th ed.). Pearson Education, Inc.

Appendix A - Instructions and Consent

Soldiers and Civilian Employees Use of Command Information

1. Instructions and Consent

Thank you for agreeing to participate in our survey. The survey will be completely anonymous and voluntary. If you have any questions before completing this survey, please contact e-mail april.blackmon@us.army.mil.

The study is about Soldiers and civilian employees use of Fort Riley's Command Information products. There is no right answer to any question. Please do your best to answer the questions accurately.

Your input may help to improve the Post newspaper, In Step with Fort Riley TV news segment, Ch. 2, and/or the 1st Infantry Division and Fort Riley Web sites.

Participation is entirely voluntary; you may at any time withdraw from participation. There are no known risks involved in completing the survey. All data obtained will be strictly confidential. There is no way for us to find out who you are, and your data will not be shared with any other parties.

TERMS OF PARTICIPATION: I understand that my participation is completely voluntary. I also understand that if I decide to participate in this study, I may withdraw my consent at any time, and stop participating at any time without explanation, penalty, or loss of benefits, or academic standing to which I may otherwise be entitled.

I verify that by proceeding with this survey, I indicate that I have read and understand this consent form, and willingly agree to participate in this study under the terms described, and that by proceeding I acknowledge that I have read a copy of this consent form.

After reading the consent items, please proceed to the questionnaire on the next page. Click "Next" to get started with the survey. If you'd like to leave the survey at any time, just click "Exit this survey".

Appendix B - Survey

Soldiers and Civilian Employees Use of Command Information					
2. Default Section					
1. Please rate how frequently you use the following on-post media on average:					
	Daily	Weekly	Two times a month	Monthly	Never
Fort Riley Post newspaper	<input type="radio"/>				
Fort Riley Web site - www.riley.army.mil	<input type="radio"/>				
1st Infantry Division Web site - www.1id.army.mil	<input type="radio"/>				
Channel 2	<input type="radio"/>				
In Step with Fort Riley television news segment	<input type="radio"/>				
2. On a scale of 1 to 5 (1 being the lowest value and 5 being the highest value), please rank in order the Fort Riley source you value most for command information news pertaining to the 1st Infantry Division and/or Fort Riley :					
	1 (least value)	2	3	4	5 (most value)
Fort Riley Post newspaper	<input type="radio"/>				
Fort Riley Web site - www.riley.army.mil	<input type="radio"/>				
1st Infantry Division Web site - www.1id.army.mil	<input type="radio"/>				
Channel 2	<input type="radio"/>				
In Step with Fort Riley television news segment	<input type="radio"/>				

Soldiers and Civilian Employees Use of Command Information

3. Please indicate how strongly you agree or disagree with each of the following statements about command information news pertaining to the 1st Infantry Division and Fort Riley as a whole (Fort Riley Post newspaper, Ch. 2, Web sites, and In Step with Fort Riley).

	Completely Agree	Generally Agree	Unsure	Generally Disagree	Completely Disagree
They provide useful ideas and information.	<input type="radio"/>				
They help build troop morale.	<input type="radio"/>				
They are effective in keeping Army and civilian personnel informed about Fort Riley.	<input type="radio"/>				
They are biased in favor of the U.S. Army.	<input type="radio"/>				
They don't adequately cover controversial topics.	<input type="radio"/>				
The information they provide is relevant to my job.	<input type="radio"/>				
The information is timely.	<input type="radio"/>				
I lack sufficient time to read/watch them.	<input type="radio"/>				
They are not regularly available to me.	<input type="radio"/>				

4. Please rate how frequently you read the Fort Riley Post for each of the following reasons:

	Always	Frequently	Sometimes	Infrequently	Never
National/international news about the Army	<input type="radio"/>				
Fort Riley and/or unit-related news	<input type="radio"/>				
Operational information to use in my job	<input type="radio"/>				
Sports news	<input type="radio"/>				
Community news	<input type="radio"/>				
Travel and leisure items	<input type="radio"/>				

Soldiers and Civilian Employees Use of Command Information

5. Please rate how frequently you visit the Fort Riley Web site (www.riley.army.mil) for each of the following reasons:

	Always	Usually	Sometimes	Rarely	Never
National/international news about the Army	<input type="radio"/>				
Fort Riley and/or unit-related news	<input type="radio"/>				
Operational information to use in my job	<input type="radio"/>				
Sports news	<input type="radio"/>				
Community news	<input type="radio"/>				
Travel and leisure items	<input type="radio"/>				

6. Please rate how frequently you visit the 1st Infantry Division Web site (www.1id.army.mil) for each of the following reasons:

	Always	Usually	Sometimes	Rarely	Never
National/international news about the Army	<input type="radio"/>				
Fort Riley and/or unit-related news	<input type="radio"/>				
Operational information to use in my job	<input type="radio"/>				
Sports news	<input type="radio"/>				
Community news	<input type="radio"/>				
Travel and leisure items	<input type="radio"/>				

7. Please rate how frequently you watch the In Step with Fort Riley television news segment for each of the following reasons:

	Always	Usually	Sometimes	Rarely	Never
National/international news about the Army	<input type="radio"/>				
Fort Riley and/or unit-related news	<input type="radio"/>				
Operational information to use in my job	<input type="radio"/>				
Sports news	<input type="radio"/>				
Community news	<input type="radio"/>				
Travel and leisure items	<input type="radio"/>				

Soldiers and Civilian Employees Use of Command Information

8. Please rate how frequently you watch Channel 2 for each of the following reasons:

	Always	Usually	Sometimes	Rarely	Never
National/international news about the Army	<input type="radio"/>				
Fort Riley and/or unit-related news	<input type="radio"/>				
Operational information to use in my job	<input type="radio"/>				
Sports news	<input type="radio"/>				
Community news	<input type="radio"/>				
Travel and leisure items	<input type="radio"/>				

9. Where do you primarily pick up the Fort Riley Post?

- My house or barracks
- My unit/office
- PX/Commissary/Shoppette
- Off post
- Other location
- I don't read it

10. On average, how frequently do you have problems getting a copy of the paper?

- Always
- Frequently
- Sometimes
- Infrequently
- Never

Soldiers and Civilian Employees Use of Command Information

11. If you have questions or want more information about the following subjects, where do you go to get the answers? (check all that apply)

	Post newspaper	Channel 2	Fort Riley Web site (www.riley.army.mil)	1st Infantry Division Web site (www.1id.army.mil)	In Step with Fort Riley	I don't care to know
Information/news about my/my spouses's unit/organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Installation events (includes MWR events, sports, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
On-Post movie times	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local sports scores	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Changes to Fort Riley/1st Infantry Division policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Changes to Army policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Classes, support group information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Messages from the Command Group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Emergency installation information (road closures, inclement weather issues, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. Would you like to see the any or more of the following programs on Channel 2?

	Yes	No	Don't know/don't care
Town hall meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Special events (such as Open House, ceremonies, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On-post sports and leisure activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public safety specials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Command group messages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Photo slide shows	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify)	<input type="text"/>		

13. When are you most likely to view Channel 2?

- Midnight to 8 a.m.
 8 a.m. to 4 p.m.
 4 p.m. to midnight

14. Do you have Internet access at home?

- Yes
 No

Soldiers and Civilian Employees Use of Command Information

15. How often per week do you access the Internet for news?

- 1-5 hours
- 6-10 hours
- More than 10 hours

16. Which version of the Fort Riley Post newspaper do you prefer to read on a regular basis?

- The print version
- The online version
- Don't know/don't care

17. Where do you prefer to watch In Step with Fort Riley on a regular basis?

- Channel 2
- WIBW (Channel 13)
- The Pentagon Channel
- Online
- Don't know/don't care

18. How old are you?

- Under 20
- 20-24
- 25-29
- 30-39
- 40 or over

19. Highest level of education completed:

- Some high school
- High school diploma or GED
- Some college, no degree
- Associate's degree
- Bachelor's degree
- Postgraduate study, no degree
- Master's degree or higher

20. How many years have you been in the Army/working for the Army?

- Less than 1 year
- 1-3 years
- 4-6 years
- 7-9 years
- 10 or more years

21. How long have you been at Fort Riley?

- Less than 1 year
- 1-3 years
- 4-6 years
- 7-9 years
- 10 or more years

Soldiers and Civilian Employees Use of Command Information

3. Demographics

22. Are you currently in the military?

Yes

No

Soldiers and Civilian Employees Use of Command Information

4. Mil-specific demographics

23. What type of unit do you serve in?

- Combat arms
- Combat support
- Combat service support
- Garrison
- Other

24. What is your rank?

- E1-E4 (or equivalent)
- E5-E9 (or equivalent)
- WO1-CW5 (or equivalent)
- O1-O3 (or equivalent)
- O4-O6 (or equivalent)

Soldiers and Civilian Employees Use of Command Information

5. Civilian-specific demographic questions

25. What rank are you?

- GS/WG/NA 8 or below / NF 3 or below
- GS/WG/NA 9-12 / NF 4
- GS/WG/NA 13-15 / SES / NF 5-6
- Other

26. Are you a:

- nonsupervisory employee
- team leader
- supervisory employee

27. What organization/section do you work for?

- Special Staff
- DOC/Contractor/Contract employee
- MWR
- MEDDAC/DENTAC/Emergency Services
- DPTMS, DRM, DMPD, DOL, DOIM, DES
- Other

Soldiers and Civilian Employees Use of Command Information

6. Thank you

Thank you for completing this survey.

If you have any questions, feel free to send an e-mail to april.blackmon@us.army.mil