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CORRELATES OF SUCCESSFUL ON-THE-JOB PERFORMANCE IN THE SECURITY--ETC(U)
JUN 79 T MCFARLANE, J E KANTOR, N GUINN

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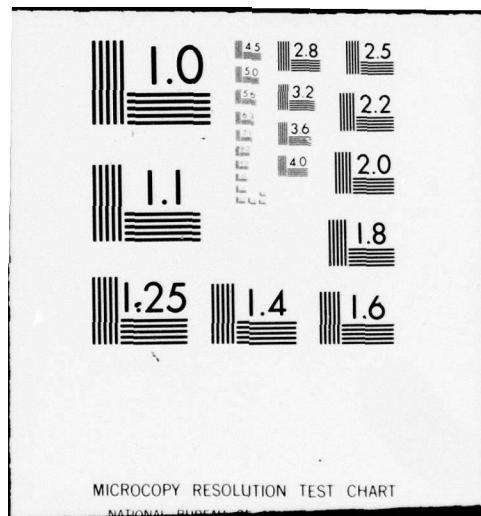
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HUMAN RESOURCES

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CORRELATES OF SUCCESSFUL ON-THE-JOB
PERFORMANCE IN THE SECURITY POLICE (AIR FORCE
SPECIALTY CODE 81XXX) CAREER FIELD

By

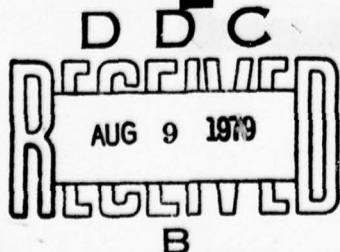
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PERSONNEL RESEARCH DIVISION
Brooks Air Force Base, Texas 78235

June 1979
Final Report for Period January 1974 - December 1978

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LABORATORY



AIR FORCE SYSTEMS COMMAND
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This final report was submitted by Personnel Research Division, under project 7719, with HQ Air Force Human Resources Laboratory (AFSC), Brooks Air Force Base, Texas 78235. AIC Terry McFarlane (PEM) was the Principal Investigator for the Laboratory.

This report has been reviewed by the Information Office (OI) and is releasable to the National Technical Information Service (NTIS). At NTIS, it will be available to the general public, including foreign nations.

This technical report has been reviewed and is approved for publication.

LELAND D. BROKAW, Technical Director
Personnel Research Division

RONALD W. TERRY, Colonel, USAF
Commander

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results indicated reasonable generalizability. The potential effects of manipulating these variables through selection, classification, and management are discussed.

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PREFACE

This research was conducted under Project 7719, Selection and Classification Technology; Task 771902, Methods for Increasing Effectiveness of Personnel Programs.

Appreciation is expressed to Capt Bart Noble, Research Psychologist, Personnel Research Division, for his coordination work with the Computational Sciences Division, Air Force Human Resources Laboratory. The authors are also grateful for the excellent computational support provided by MSgt Fred Brown and A1C Emmett Kadri (AFHRL/SM).

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CORRELATES OF SUCCESSFUL ON-THE-JOB PERFORMANCE IN THE SECURITY POLICE (AIR FORCE SPECIALTY CODE 81XXX) CAREER FIELD

I. INTRODUCTION

In 1974 the Air Force Inspector General (Security Police) identified undue attrition in the Security Police career field as a problem needing attention. Security Police personnel provide law enforcement as well as base, personnel, and equipment defense for all Air Force operations. Successful performance of these services is essential in enabling the Air Force to meet its assigned mission.

Air Force response to the Security Police attrition problem was twofold. The Security Police Quality Improvement Committee, currently located at Kirtland AFB, New Mexico, was formed by the Inspector General to study the overall problem and to effect management, policy, and personnel changes designed to improve working conditions, morale, and retention of security personnel. Additionally, the Personnel Research Division, Air Force Human Resources Laboratory (AFHRL), was asked to develop and validate a screening battery for Security Police accessions designed to identify personnel separating from service and to identify the correlates of successful field performance in these career areas. Although it was assumed that there would be considerable overlap between prediction of attrition and performance, it was believed that enough dissimilarity might be found to warrant a partially differentiated approach.

Selection and retention of qualified security and law enforcement personnel is not a problem unique to the Air Force. Numerous research reports have been published for civilian police departments on tests developed to select qualified personnel (DuBois & Watson, 1950; Kent & Eisenberg, 1972; McAllister, 1970; Spencer & Nichols, 1971). Test batteries have, in general, tapped personal characteristics such as aptitude, interest, personality, and demographic factors. The predictive criteria used to evaluate these tests have included training and job performance, as rated by instructors and supervisors; termination from service; and performance as measured by awards, arrests, complaints, and promotions. These studies, though not singly definitive, have, in sum, demonstrated reasonable validity for paper-and-pencil tests.

The AFHRL research was conducted in two sequential phases. First, the development and validation of a screening battery, then the application of a similar battery for the identification of correlates of successful job performance in the field. Research on the screening battery has been accomplished and reported (Guinn, Kantor, Magness, & Leisey, 1977; Guinn, Wilbourn, & Kantor, 1977). That research found that prediction of attrition through the 12-month active duty point was possible. However, even though the screening device could identify a significant proportion of eliminees, decreasing manpower availability and substantial decreasing attrition trends in the Security Police career field limited the practical application of a screening paradigm. Use of the screening system is under consideration. That segment of the research is completed, and it is the identification of correlates of successful on-the-job performance which is the subject of this report.

II. METHODS

Subjects

The sample used in this study was composed of 3,175 non-prior-service enlisted accessions assigned to the security police career field (Air Force Specialty Codes 811XX/812XX) during the calendar year 1975. A breakdown of the sample by AFSC and sex is presented in Table 1.

Table 1. Sample by AFSC and Sex

Air Force Specialty	Sex	Number in Sample
811XX (Security Specialist)	Male	1,105
812XX (Law Enforcement)	Male	1,893
812XX (Law Enforcement)	Female	177
Total		3,175

Development of the Security Police Test Battery

To enhance comparability across studies, certain common measures were used for developing a screening device relating to attrition and for identifying factors related to successful on-the-job performance. Therefore, two of the three subtests in the battery used in this study were also used in developing the screening methodology. However, the third subtest used in this study was specific to this phase of the effort. This subtest dealt with experiential job related attitudes which were unobtainable in the previous research phase since those subjects were tested prior to field service. Those tests composing the battery used in this study were as follows:

1. The History Opinion Inventory (HOI): a 100-item self-report inventory (Appendix A) tapping dimensions of school adjustment, family stability, social orientation, emotional stability, bodily complaints, motivation and expectations for achievement, and response toward authority (LaChar, Sparks, & Larsen, 1974).

2. The Airman Assessment Inventory (AAI): a 152-item inventory (Appendix B) containing items on personal and family background, educational attainment, attitudinal data, employment history, personal problems, criminal involvement or experimentation with drugs/alcohol prior to entry into the service, and expressed satisfaction with the individual's career field.

3. The Work Attitude Inventory (WAI): a 96-item inventory (Appendix C) which assesses attitudes toward physical job environment such as climatic conditions, base facilities, and work area; attitudes toward specific job factors, supervisors, and co-workers; and attitudes toward the Air Force in general.

Criterion Measures

On-the-job performance was assessed through job performance ratings obtained from first-line supervisors. These ratings were obtained through the administration of the Security Policeman's Rating Form (Appendix D) developed for this study. This instrument provided an assessment of an individual's overall job performance by summing ratings on 10 specific factors, including understanding instructions, fitting into military life, getting along with others on the job, on-the-job training, understanding principles of the job, motivation, emotional stability, and performance of assigned duties. A lower score on this instrument reflects better job performance than a higher score.

Survey Administration

The Security Police Test Battery was administered in the field to airmen who had been on the job for a minimum of 9 months by Test Control Officers and returned to AFHRL for scoring and processing. The Security Police Rating Form was completed by the first-line supervisors of those individuals receiving the test battery.

Statistical Analyses

Data returned from the field were written into computer files for processing. Demographic and aptitudinal data were retrieved from the airman record files maintained by the Computational Sciences Division of AFHRL. These data were merged with the survey results for analysis. Identification of the correlates of job performance was accomplished by a stepwise multiple linear regression. This technique provides both identification of factors significantly related to job performance and relative importance ranking among those factors. To identify the correlates and to provide an estimate of their generalizability, the total sample was randomly divided. Group 1 was composed of 67% of the original sample and was used for the identification of the significant correlates, while Group 2, composed of the remaining 33%, was used in a cross-application mode to estimate the generalizability of the results to all Security Police personnel. Some attention was initially directed to the possibility of gender-related differences in job performance. However, preliminary analyses indicated that gender differences were not significant, and therefore, separate analyses by sex were not necessary.

III. RESULTS AND DISCUSSION

To identify the significant correlates of job performance, a set of regression analyses was accomplished using the test battery items as independent variables (predictors) and the summed rating score as the dependent variable (criterion). To distinguish between correlates of job performance identifiable prior to training (personal, aptitude, background, and biographic factors) and those correlates related to on-the-job factors, two separate analyses were accomplished. One analysis used aptitude scores from the Armed Services Vocational Aptitude Battery (ASVAB) and the set of items from the AAI and HOI; the other analysis used test items from the WAI.

Using the ASVAB scores, AAI, and HOI items as independent variables, it was found that 24 items were significantly ($p < .05$) related to job performance, accounting for 10.4% of the variance associated with job performance ($r = .32$). These items are listed in order of their relative importance in Table 2. Additionally, to indicate the nature of the relationship between these variables and job performance, correlation coefficients are also provided in Table 2. It should be noted that these items are not singly indicative of success but rather in combination from a pattern of attributes predictive of job performance as a security policeman.

Coding the inventories was accomplished by assigning a numerical value to each response option for each inventory item. For example, the response "A" received a numerical value of 1, the letter "B" received a numerical value of 2, and so on. Therefore, to understand the specific relationship between an item and job performance, it is necessary to refer to the coding of the item options (see Appendixes A, B, & C) and the sign (positive or negative) of the correlation between the item and job performance.

For example, considering the item on age from the AAI inventory, the correlation between age and job performance indicated that the older enlistee tended to have a better job performance rating. From the other significant variables from the AAI inventory, it was found that the higher the family's income, the less counseling for personal problems, the more friends in high school, the higher the educational level of the father, the less shyness, the less confusion about religious beliefs, and the less frequent disobedience to parents, the better was the person's job performance rating score. HOI inventory items were coded with true/agree = 1, and false/disagree = 2. Therefore, for the most important HOI item, "I had my share of trouble with teachers," the correlation indicated that a response of false corresponded with a better job performance rating. Other HOI items which indicated that a response of false or disagree was related to better performance included the historical and background data concerning the respondent's disobedience to parents, young age, playing hookey, entering the Air Force because there was nothing else to

Table 2. Pre-Training Factors Related to Job Performance Rating Score^a

Source	Text	Correlation ^b	Cumulative R ²
HOI	I had my share of trouble with teachers.	-.117	.0194
ASVAB	Electronics Aptitude Index	-.100	.0285
HOI	I have gone against my parents' wishes.	-.102	.0358
AAI	At what age did you enlist in the Air Force?	-.100	.0426
AAI	Have you ever undergone any type of counseling or treatment for behavioral, emotional, or personal problems?	-.073	.0480
AAI	Feel you are shy.	-.048	.0528
HOI	I am closer to my 17th birthday than my 18th.	-.080	.0577
AAI	In high school, how many friends did you usually have?	-.034	.0627
HOI	In many ways the poor man is better off than the rich man.	.058	.0663
HOI	I often played hookey from school.	-.115	.0695
HOI	I often have headaches.	.021	.0725
HOI	My family treats me more like a child than an adult.	-.096	.0765
HOI	I entered the Air Force because there was nothing else to do.	-.081	.0798
AAI	What was your average family's (parent's or guardian's) yearly income in the five years before you entered service?	-.064	.0826
HOI	My father was a nervous man.	-.008	.0852
HOI	I feel better when I drink.	-.094	.0881
HOI	I dislike mathematics.	-.006	.0904
ASVAB	Administrative Aptitude Index	-.076	.0924
AAI	Confused about your religious beliefs.	-.034	.0945
HOI	I think I will make the Air Force a career.	.059	.0967
HOI	I spend a lot of time listening to serious music.	-.002	.0987
AAI	How frequently did you disobey your parents?	.069	.1005
AAI	How much education did your father have?	.055	.1024
HOI	My mother has never been seriously ill.	.048	.1040

^aFactors are presented in order of their entry into the stepwise linear regression model.

^b $p \leq .05$.

R = .3225.

R² = .1040.

Note. — Cross application R = .2726.
R² = .0743.

do, drinking, disliking mathematics, having a nervous father, and listening to serious music. The HOI items which had a response of true or agree that corresponded to better job performance assessed an individual's philosophy about being rich or poor, having headaches, and having a healthy mother. From these results, it would appear that pre-training factors significantly related to on-the-job performance may be categorized into four areas: (a) age, (b) attitudes toward parents and former teachers, (c) family's socioeconomic status, and (d) aspects of personal lifestyle, such as shyness, high school friendships, headaches, drinking habits, and religious beliefs.

A separate analysis was accomplished using items from the WAI to identify on-the-job factors related to performance. From the WAI, 13 items were found to be significantly related ($p < .05$) to the job performance rating score, accounting for 10.0% of the job performance variance ($r = .32$). Presented in Table 3, in their relative order of significance, are those items and their corresponding correlation coefficients with job performance. It would appear that the most important on-the-job factor was the relationship between the security policemen and their first-line

Table 3. WAI Items Related to Job Performance Rating Score^a

Survey Source	Text	Correlation ^b	Cumulative R ²
Supervisor traits	Praises a job well done.	.221	.0488
Supervisor traits	Understands me.	.216	.0626
Expressed satisfaction	Are you satisfied with Air Force in general?	.158	.0707
Job Factors	Possibility of physical harm.	-.067	.0755
Work facilities	Shelter at my work area from the weather is sufficient.	.134	.0789
Work facilities	Lunch breaks are satisfactory.	.026	.0839
Job factors	Performance standards are too high.	-.064	.0870
Job factors	Chance to use my abilities.	.154	.0899
Air Force benefits	Job security.	.098	.0920
Air Force benefits	Good opportunity for advancement.	.060	.0946
Supervisor traits	Allows a person to think for himself.	.196	.0962
Supervisor traits	Organizes work well.	.125	.0983
Co-work characteristics	Intelligent.	.048	.0999

^a Factors are presented in order of their entry into the stepwise linear regression model.

^b $p \leq .05$.

$R = .3161$.

$R^2 = .0999$.

Note. — Cross application $R = .2522$.
 $R^2 = .0636$.

supervisors. Persons perceiving their supervisors as competent, understanding, and praising of a job well done, were rated more successful by their supervisors. The second factor related to the individual's attitude toward the Air Force in general; where the worker who is more satisfied with the Air Force, job security, and opportunity for promotion received higher performance ratings. Other job factors such as shelter, lunch breaks, safety, and performance standards formed the third major group of relationships. The individual who is satisfied with lunch breaks, shelter, and performance standards, and is concerned about safety, has more successful job performance ratings. The final group of on-the-job factors related to successful job performance concerned the relation between the individual and his or her co-workers. Those persons regarding their fellow workers as intelligent were most often the ones receiving successful job ratings from their supervisors.

To estimate the generalizability of these results, the significant item sets from the AAI, HOI, ASVAB, and WAI were cross-applied to Group 2, containing the remaining 33% of the original sample. Where this procedure is followed, some attenuation (shrinkage) may be expected. However, the magnitude of this change is often a good indicator of how well the results obtained from one group of people will apply to other groups. For the significant item set from the AAI, HOI, and ASVAB (pre-training variables), while the multiple correlation obtained from Group 1 was .32,

when it was cross-applied to Group 2 the correlation was .27. For the significant item set from the WAI (job-factors), the multiple correlation from Group 1 was .32 and for Group 2 was .25. In both instances, the correlations obtained from Group 2 were still statistically significant ($p < .05$). From these comparisons, it would appear that the results of this study would generalize relatively well to other groups of security policemen. Although some attenuation could be expected, overall the relationships would hold up quite well.

As a method of summarizing the results, it is possible to build a profile of a very successful security policeman. Primarily, this is an individual at least 18 years of age or older, who is outgoing, had numerous friendships in high school, and has been able to deal with problems without the aid of professional help. The family background of the successful security policeman has been comfortable economically, with an emphasis on higher education and no history of serious parental, mental, or physical impairment. There was probably a foundation of respect for authority, as this person experienced few or no problems in school and was not disobedient towards his parents. This person is goal-directed, in that enlistment in the Air Force was not without reason, and is motivated beyond purely materialistic goals. Additionally, the successful security policeman has a positive regard for the demonstrated competence and understanding of a supervisor and the intelligence of co-workers. In general, this individual perceives the Air Force as a desirable career offering equitable promotional opportunities combined with a satisfactory work environment.

IV. CONCLUSIONS AND RECOMMENDATIONS

In this study, it has been demonstrated that, several factors were significantly related to job performance, including pre-training aptitudinal, demographic, and biographic factors, such as age, attitudes toward parents and former teachers, family socioeconomic status, aspects of a personal lifestyle, and also job experiential factors, such as attitudes toward supervisors, the Air Force, environmental factors, and co-workers. However, those items whose content assesses family socioeconomic status are probably of little practical use since they do not reflect variables under the individual's control. Therefore, their use might not be in keeping with the equal opportunity policy of the Air Force. However, other variables should receive consideration in the effort being undertaken to improve job performance in the security police field. Manipulation of the significant variables from the ASVAB, AAI, and HOI could be achieved through the selection and classification system and, if done in harmony with the previous results on attrition, should both reduce early separation of 81XXX personnel and increase the job performance of the people in the field.

The WAI items (on-the-job experience factors) that have been identified as relating significantly to job performance are the most promising sources of affecting job performance by manipulating the job environment. For example, because shelter, lunch breaks, and the possibility of physical harm are significant factors related to performance, changes affecting those factors would most likely affect job performance. Another major area of consideration would be the training of supervisors in the security police field. Revising methods of instruction for supervisors to more effectively communicate those traits promoting better on-the-job performance should be beneficial.

Overall, the results of this study highlight those factors for Security Police management which significantly relate to job performance. Decreases in attrition and better on-the-job performance should result if management personnel concentrate their efforts on these factors, such as in the work environment, particularly in concert with the findings from the previous research on attrition.

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APPENDIX A: HISTORY OPINION INVENTORY¹

PE 7459

Responses were coded so that

True/Agree = 1

False/Disagree = 2

1. I was expelled or suspended from school.
2. I spend a lot of time listening to serious music.
3. I often played hookey from school.
4. I was active in sports during high school.
5. I read at least ten books a year.
6. My parents were little help to me when I was in trouble.
7. I believe the primary purpose for working is to make money.
8. I would like to wear expensive clothes.
9. I usually take things hard.
10. I was active in school social functions.
11. I have never done any heavy drinking.
12. Some of my family have quick tempers.
13. My father served in the Armed Forces.
14. I would rather read than be with people.
15. I like to write poetry.
16. I never cared much for school.
17. I have been expelled from school more than once.
18. I plan to attend college.
19. My parents wanted me to "make good" in the world.
20. I do not mind orders and being told what to do.
21. I have cried several times this past year.
22. High school was boring.
23. People often anger me.
24. I have several hobbies.
25. My parents are (were) religious people.
26. Parents are much too easy on their children today.
27. My parents thought joining the Air Force was a good idea.
28. I have needed help for emotional problems.
29. I would like the work of a school teacher.
30. I quit school because I lost interest.
31. I have had problems with my speech.
32. I worked to help support my family.
33. In many ways the poor man is better off than the rich man.
34. I was slow learner in school.
35. I needed special help with my school studies.
36. I was often punished by my parents.
37. People sometimes take advantage of me.
38. I enjoy playing cards for money.

¹Developed by LaChar, Sparks, and Larsen (1974) at Wilford Hall Medical Center, Lackland AFB, TX.

39. My father did most of the punishing in our home.
40. Our family was always close.
41. My father has never been seriously ill.
42. I sometimes wanted to run away from home.
43. I had a job before or after school.
44. I was in special education classes.
45. My father changed jobs quite often.
46. At one time I needed medication to stay calm.
47. I feel better when I drink.
48. I quit school because I was failing.
49. I have been fired from a job.
50. A strong person doesn't show his emotions or feelings.
51. My father is (was) a nervous man.
52. I would like to fight in a boxing match.
53. I need excitement.
54. Teachers often expect too much work from students.
55. I like hunting very much.
56. I joined the Air Force because I needed a job.
57. I was suspended from school more than two times.
58. The Air Force is a better choice than the other services.
59. I failed two or more grades in school.
60. My mother drank too much.
61. My mother has never been seriously ill.
62. My parents did not want me to join the Air Force.
63. I completed only eight years of school.
64. My family treats me more like a child than an adult.
65. I seldom attend church.
66. Hard work makes life worth living.
67. I have been arrested more than twice.
68. I think I will make the Air Force a career.
69. My father drank too much.
70. I have been a member of a club or fraternity.
71. I enjoy social activities just to be with people.
72. I dislike mathematics.
73. I am a very religious person.
74. I was seldom punished by my parents.
75. I would like to wear expensive clothes.
76. I joined the Air Force to get a better education.
77. As a child I was a loner.
78. I often have headaches.
79. I am adopted or have spent time in a foster home.
80. I would rather work by myself than with others.
81. I am closer to my 17th birthday than my 18th.
82. I like large, noisy parties.
83. My father was very strict with me.

84. I worked full-time through one summer during high school.
85. Most of my friends have joined the service.
86. I have been in trouble with the police.
87. I have often gone against my parents' wishes.
88. I was 17 years old on my last birthday.
89. My mother is (was) a nervous woman.
90. I would like to drive racing cars.
91. For a long time I have had difficulty sleeping.
92. I had my share of trouble with teachers.
93. I entered the service (AF) because there was nothing else to do.
94. I have been independent and free from family rules.
95. I have enjoyed physical education.
96. I am a poor reader.
97. I have had more than my share of illness.
98. I do not like to read.
99. I like mechanics magazines.
100. I often cuss and swear.

END OF SURVEY

APPENDIX B: AIRMAN ASSESSMENT INVENTORY

PE 7458

Most of the items were coded so that

A = 1
B = 2
C = 3
D = 4
E = 5

with the following exceptions:

Item 6 A = 1
 B or C = 2
 D or E = 3
 F, G, H, or I = 4
 J, K, or L = 5

Item 7 E = 0
 F = 5

Item 22 A or F = 5
 B = 1
 C = 2
 D = 3
 E = 4

Item 24 A = 1
 B = 2
 C = 3
 D or E = 4
 F = 5

Item 33 A = 1
 B or C = 2
 D = 3
 E or F = 4
 G = 5
 H, I, J, or K = 0

Item 34 coded similarly to Item 25

Item 9 A = 5
 B or C = 0
 D = 1
 E or F = 2
 G = 3
 H or I = 4

Item 8 F = 0

Item 10 E = 0
 F = 5

Item 11 F = 5

Item 23 A = 1
 B or C = 2
 D = 3
 E = 4
 F = 5

Item 25 A = 1
 B = 2
 C = 3
 D = 4
 E = 5
 F = 1 separate variable
 G = 2
 H = 3
 I = 4
 J = 5
 K = 1 separate variable
 L = 2
 M = 3
 N = 4
 O = 5
 P = 1 separate variable
 Q = 2
 R = 3
 S = 4

1. At what age did you enlist in the Air Force?
 - A. 17 or less
 - B. 18
 - C. 19
 - D. 20
 - E. 21
 - F. 22
 - G. 23 or older
2. Which one of the following do you consider yourself?
 - A. Black/Negro
 - B. Spanish or Mexican American
 - C. Puerto-Rican
 - D. American Indian
 - E. Oriental
 - F. White
 - G. Other
3. What is your current marital status?
 - A. Married
 - B. Divorced
 - C. Separated
 - D. Widowed
 - E. Single
4. How many children do you have?
 - A. None
 - B. One
 - C. Two
 - D. Three
 - E. Four or more
5. How do you classify the community in which you consider your home?
 - A. Large city (over 100,000)
 - B. City (25,000–100,000)
 - C. Small city (less than 25,000)
 - D. Suburb, of a large city over 100,000
 - E. Suburb, of a city 25,000 to 100,000
 - F. Suburb, of a small city less than 25,000
 - G. In the country, but not on a farm
 - H. Farm or ranch
6. What was the last level of education that you completed?
 - A. 9th grade or less
 - B. 10th grade
 - C. 11th grade
 - D. 12th grade, high school graduate
 - E. GED high school graduate
 - F. One year of college
 - G. Two years of college
 - H. Three years of college
 - I. No degree, four years of college
 - J. Bachelor's degree (BA)
 - K. Master's degree (MA)
 - L. Doctorate (MD, PhD or equivalent)
7. What type of curriculum did you take in high school? MARK ONLY ONE
 - A. Trade or technical (printing, machine operation, carpentry, home economics, etc.)
 - B. Agricultural
 - C. Commercial (sales, bookkeeping, secretarial, etc.)
 - D. College preparatory (emphasis on languages, sciences, and mathematics)
 - E. General
 - F. Not applicable, did not attend high school
8. What was your overall average (letter grade) in high school? (If you don't recall exactly, give your best estimate)
 - A. A average
 - B. B average
 - C. C average
 - D. D average or below
 - E. Not applicable, did not attend high school
 - F. I don't know

9. What level of education do you plan to complete?
 - A. I have completed all planned education
 - B. 10 years
 - C. 11 years
 - D. 12 years, graduate from high school
 - E. One or two years of college
 - F. Three or four years of college no degree
 - G. Bachelor's degree
 - H. Master's degree
 - I. Doctorate, M.D., PhD, or equivalent
10. Did you ever fail a course while you were in high school?
 - A. Never failed a course
 - B. Failed one course
 - C. Failed two courses
 - D. Failed three courses
 - E. Failed four or more courses
 - F. Not applicable, did not attend high school
11. Which of the following statements best describes why you left high school?
 - A. I graduated
 - B. I was suspended or forced to leave by school officials
 - C. I left on my own to get a job or join the service
 - D. I left on my own because I did not like school
 - E. I left for other reasons not mentioned above
 - F. Not applicable, did not attend high school
12. While you were in high school, did you ever have any disciplinary action taken against you (punishment, suspensions, expulsions, etc.)
 - A. Yes
 - B. No
13. As a boy, how often did you skip school?
 - A. Often
 - B. Fairly often
 - C. Occasionally
 - D. Seldom
 - E. Never
14. In high school, how many friends did you usually have?
 - A. No friends to speak of
 - B. A few acquaintances but no close friends
 - C. One or two good friends but that is all
 - D. Several close friends
 - E. Many good friends
15. How do you think your teachers generally thought of you in school?
 - A. As a student who got by without having to work hard
 - B. As a hard worker in all courses
 - C. As a hard worker in some courses but not in others
 - D. As a student not willing to work hard in any courses
 - E. Other, or I don't know
16. While in school did you ever hold a position of leadership, such as an officer of your class, president of a school club or church group, or captain of an athletic team?
 - A. No, and I have never wanted one
 - B. No, but I would have liked one
 - C. Yes, once
 - D. Yes, several times
 - E. Yes, many times
17. When you were taking subjects in school that you disliked, how hard did you work?
 - A. I worked just as hard as if I liked it
 - B. I worked just enough to get by
 - C. I tried to get out of it
 - D. I tried to develop an interest in it
 - E. I sometimes failed the subject
18. How good a student did your parents or guardians expect you to be in school?
 - A. One of the best students in my class
 - B. Above the middle of the class
 - C. In the middle of my class
 - D. Just good enough to get by
 - E. I don't know
19. How much did you like school?
 - A. I really liked it
 - B. It was all right
 - C. I didn't much care one way or the other
 - D. I didn't like it
 - E. I hated it

20. How much education did your parents or guardians want you to have?
- A. Didn't care if I finished high school
 - B. Finish high school only
 - C. Some education beyond high school
 - D. At least a college degree
 - E. I don't know
21. Prior to service, what type of employment did you have?
- A. Part-time job
 - B. Full-time job
 - C. Both part-time and full-time jobs
 - D. Never held a job prior to service
22. If you were employed prior to service (either part-time or full-time), did any of the following ever happen to you?
- A. Never held a job prior to enlistment
 - B. Had trouble with supervisors
 - C. Had trouble with co-workers
 - D. Quit a job without notice
 - E. Been fired or dismissed from any job
 - F. None of the above problems occurred on the job
23. What is the total amount of full-time employment you had before you joined the Air Force?
- A. Never held a full-time job prior to enlistment
 - B. Less than one month
 - C. At least one month, but less than 6 months
 - D. At least 6 months, but less than one year
 - E. At least one year, but less than two years
 - F. Two years or more
24. If you ever held a full-time job before you enlisted in the Air Force, what was your approximate monthly salary?
- A. Not applicable, never held a full-time job prior to enlistment
 - B. Less than \$200
 - C. \$201-\$300
 - D. \$301-\$400
 - E. \$401-\$500
 - F. More than \$500
25. What was the major job (part or full-time) you held during the last year just prior to enlistment in the Air Force? **MARK ONLY ONE RESPONSE!**
- A. Gas station attendant/car washer
 - B. Paper route
 - C. Sales clerk/salesman
 - D. Grocery sacker/carry-out/shelf stocker
 - E. Lawn mowing, trimming/gardening
 - F. Farm or ranch hand
 - G. Busboy/waiter/kitchen helper
 - H. Mechanic/mechanic's helper
 - I. Heavy equipment operator (bulldozer, dragline, etc.)
 - J. Construction worker/factory worker
 - K. Driver (truck, bus, taxi, ambulance)
 - L. Janitor/maintenance
 - M. Warehouseman
 - N. Security/protection/service work (policeman, guard, fireman)
 - O. Machine operator/machinist
 - P. TV/radio repairman
 - Q. Clerical work (secretary, file clerk, bookkeeper)
 - R. Other, none of the above
 - S. Not applicable, never held a job the last year just prior to enlistment.
26. How satisfied were your bosses with your work?
- A. They told me I was doing a good job
 - B. They seemed to be satisfied with my work
 - C. Some bosses liked my work but others didn't
 - D. They weren't satisfied with my work
 - E. Other, or I haven't had a job
27. How much responsibility do you want in a job?
- A. A lot
 - B. Some, but I still want to have someone over me
 - C. Only a small amount
 - D. None
 - E. I don't know

28. What kind of worker were you on the jobs you have had?
- A. I worked hard at any kind of job I had
 - B. I worked hard only at those jobs that interested me
 - C. Sometimes I worked hard and sometimes I didn't, even when there was work to do
 - D. I have never worked hard at any of the jobs I have had
 - E. Other, or I haven't had a job
29. My father/male guardian
- A. is living
 - B. died before I was 13
 - C. died while or after I was 13
 - D. don't know
30. My mother/female guardian
- A. is living
 - B. died before I was 13
 - C. died while or after I was 13
 - D. don't know
31. How much education did your father or male guardian complete?
- A. Did not attend high school
 - B. Attended high school but did not graduate
 - C. High school graduate
 - D. Attended college but did not graduate
 - E. College graduate (4 years or more)
 - F. Don't know
32. How much education did your mother or female guardian complete?
- A. Did not attend high school
 - B. Attended high school but did not graduate
 - C. High school graduate
 - D. Attended college but did not graduate
 - E. College graduate (4 years or more)
 - F. Do not know
33. What was your family's (parent's or guardian's) average yearly income in the five years before you entered service?
- A. Less than \$3,000 a year
 - B. \$3,000-\$5,999 a year
 - C. \$6,000-\$8,999 a year
 - D. \$9,000-\$11,999 a year
 - E. \$12,000-\$14,999 a year
 - F. \$15,000-\$19,999 a year
 - G. \$20,000 a year or more
 - H. No income — unemployed
 - I. No income — on welfare
 - J. Social Security/Retirement benefits
 - K. Don't know
34. Which one of the following was the principal job held by the major wage earner of your family the last five years before you entered the service? (Mark only one)
- A. Laborer (gardener, fisherman, car washer, etc.)
 - B. Craftsman, foreman (carpenter, mechanic, etc.)
 - C. Service worker (barber, policeman, waiter, etc.)
 - D. Farmer, farm manager
 - E. Operative (bus/taxi driver, service station attendant, etc.)
 - F. Sales worker (salesman, sales clerk, etc.)
 - G. Clerical worker (stenographer, bookkeeper, secretary, etc.)
 - H. Military service (officer, enlisted, all services)
 - I. Manager, official proprietor (public official, business manager, store owner)
 - J. Semi-professional (public school teacher, accountant, pharmacist, etc.)
 - K. Professional, technical (lawyer, college professor, physician, etc.)
 - L. Artist (dancer, musician, painter, etc.)
 - M. Other, don't know
 - N. On welfare
 - O. Social Security/Retirement benefits
 - P. Unemployed
35. Looking back on the days you spent in your family or childhood home, how happy were they?
- A. Very happy
 - B. Fairly happy most of the time
 - C. Neither very happy nor very unhappy
 - D. Fairly unhappy most of the time
 - E. Very unhappy

36. As a teenager, how often did you have quarrels with your parents (guardians)?
 - A. Never
 - B. Seldom
 - C. Occasionally, but not often
 - D. Often
 - E. Not applicable
37. How much freedom did your parents/guardians allow you as a teenager?
 - A. Almost none
 - B. Very little
 - C. About average
 - D. Quite a bit
 - E. A lot
38. At home, how actively did you participate in family conversations?
 - A. I took little part in family conversations
 - B. I talked about the same as anyone else
 - C. I probably did more than my share of talking at home
39. When you have a little extra money, which of the following do you prefer to do?
 - A. Try my luck at poker or dice
 - B. Get a good meal
 - C. Go on a date
 - D. Call the folks back home
 - E. Save it
40. How frequently did you disobey your parents?
 - A. Never
 - B. Rarely
 - C. Occasionally
 - D. Frequently
 - E. Very frequently
41. How frequently have you borrowed money?
 - A. Very often
 - B. Fairly often
 - C. Occasionally
 - D. Seldom
 - E. Never
42. How old were you when you started choosing all, or almost all, of your own clothes?
 - A. 12 or younger
 - B. 13 to 15
 - C. 16 to 18
 - D. 19 or older
 - E. Not yet
43. As a teenager, how frequently did you take a dare?
 - A. Almost always
 - B. Usually
 - C. Sometimes and sometimes not
 - D. Almost never
 - E. Never
44. As a boy, how frequently did you get into fights with other boys?
 - A. Never
 - B. Once or twice
 - C. Several times
 - D. Fairly frequently
 - E. Very frequently
45. How many times have you found yourself in serious situations in which you just did not know what to do?
 - A. None
 - B. 1 to 2
 - C. 3 to 5
 - D. 6 to 8
 - E. 9 or more
46. Do you have any debts with which you are having trouble in making payments?
 - A. Yes
 - B. No
47. Have you ever had a repossession or foreclosure on a home, automobile, any vehicle or equipment?
 - A. Yes
 - B. No

48. Are you paying child support?
 - A. Yes
 - B. No
49. Have you ever been convicted of a crime?
 - A. Yes
 - B. No
50. Have you ever filed as a conscientious objector?
 - A. Yes
 - B. No
51. Do you drink alcoholic beverages?
 - A. Often
 - B. Seldom
 - C. Never
52. Have you ever had tranquilizers, stimulants, or depressants prescribed for you by a medical doctor?
 - A. Yes
 - B. No
53. Have you ever undergone any type of counseling or treatment for behavioral, emotional, or personal problems?
 - A. Yes
 - B. No
54. Have you ever had any serious illness, accident, or nervous condition that may affect your performance in the Air Force?
 - A. Yes
 - B. No
55. Does anyone in your family (parents/guardians) have a history of mental illness?
 - A. Yes
 - B. No
56. My father and mother, or guardians (mark only one):
 - A. are still living together
 - B. are divorced
 - C. are separated but not divorced
 - D. were still living together when one of them died
 - E. don't know
57. Was anyone other than your father or male guardian the major wage earner in your family for a year or more? (Mark only one.)
 - A. Yes, my mother supported us
 - B. Yes, one or more of the children supported the family
 - C. Yes, our relatives supported us
 - D. Yes, we were on relief (either public or private)
 - E. No, my father has always supported the family
58. Has any member of your immediate family (spouse, parent, brother, or sister), or any person residing in your home, although not related to you, ever been arrested?
 - A. Yes
 - B. No
59. How do you feel about your assigned career field (AFSC)?
 - A. Very satisfied
 - B. Moderately satisfied
 - C. Undecided
 - D. Moderately dissatisfied
 - E. Very dissatisfied
60. How do you feel about the Air Force?
 - A. Very satisfied
 - B. Moderately satisfied
 - C. Undecided
 - D. Moderately dissatisfied
 - E. Very dissatisfied
61. Is your assigned career field similar to your preferred career field?
 - A. Yes
 - B. No
62. How accurate was the information you received about your career field?
 - A. Highly inaccurate
 - B. Moderately inaccurate
 - C. Moderately accurate
 - D. Highly accurate

63. If you have the chance, will you change to another career field?
- A. Definitely no
 - B. Probably no
 - C. Undecided
 - D. Probably yes
 - E. Definitely yes

64. Which category of enlistee best describes you?
- A. 4 year enlistee
 - B. 4 year, Project Guarantee
 - C. 6 year enlistee
 - D. 6 year, Project Guarantee
 - E. Air National Guard
 - F. Air Force Reserve

ITEMS 65-71: THE NEXT SEVEN ITEMS CONCERN POSSESSION, SUPPLY, OR USE OF DRUGS WITHOUT A PRESCRIPTION. IF YOU CAN **HONESTLY** ANSWER NO, MARK RESPONSE "A" ON YOUR ANSWER SHEET. A "YES" RESPONSE IS NOT REQUIRED. IF YOU DO NOT PREFER TO RESPOND, MARK RESPONSE "B" OR LEAVE BLANK.

65. Have you ever been a supplier of narcotics, dangerous drugs or marijuana?
- A. No
 - B. Do not wish to respond
66. Have you ever used marijuana or hashish more than four times in your life? (grass, pot, weed, hash)
- A. No
 - B. Do not wish to respond

Do you use or have you ever tried even once the following drugs without a prescription?

67. LSD or other hallucinogens (DMT, STP, THC, MDA, PCP, Mescaline, Psilocybin)?
- A. No
 - B. Do not wish to respond
68. Stimulants (Benzedrine, Dexadrine, Cocaine, Methedrine, Diet Pills, Speed)?
- A. No
 - B. Do not wish to respond

69. Depressants (Seconal, Barbituates, Amytal, Brommies, Sleeping Pills, Downers)?
- A. No
 - B. Do not wish to respond

70. Narcotics (Heroin, Codeine, Demerol, Horse, Smack)?
- A. No
 - B. Do not wish to respond

71. One of the following substances (Glue, Paint Thinner, Freon, Nitrous Oxide, Other Substances not listed)?
- A. No
 - B. Do not wish to respond

ITEMS 72-98: USING THE RESPONSES LISTED BELOW, INDICATE THE EXTENT TO WHICH YOU HAVE BEEN INVOLVED IN ANY OF THE FOLLOWING ACTS.

- A. More than once
 - B. Once
 - C. Never
72. Running away from home: missing person
73. Participated in demonstrations
74. Misuse of driver's license
75. Driver's license suspended or revoked
76. Auto insurance cancelled for cause
77. Problems with creditors or loan agencies
78. Writing bad (hot) checks
79. Failure to pay alimony or child support
80. Illegal possession of a weapon
81. Drinking under age or excessive drinking
82. Contributing to the delinquency of a minor
83. Trespassing or hunting violations

- | | |
|--|---|
| 84. Delinquency | 104. Feel your mind is wandering |
| 85. Curfew violations | 105. Daydreaming |
| 86. Malicious mischief | 106. Unable to get a thought out of your mind |
| 87. Moving traffic violations (speeding, reckless driving, running red light/stop sign, driving without a license) | 107. Thoughts of suicide |
| 88. Traffic accidents | 108. Feel inferior to others |
| 89. Drinking and driving | 109. Unable to go to sleep |
| 90. Injuring someone while driving | 110. Bite your fingernails |
| 91. Hit and run accident | 111. Drink when things go wrong |
| 92. Vandalism | 112. Nausea when nervous |
| 93. Disturbing the peace/disorderly conduct | 113. High blood pressure |
| 94. Breaking and entering | 114. Worry or feel nervous |
| 95. Shoplifting | 115. Panic in high places |
| 96. Theft | 116. Feel people pick on you |
| 97. Robbery | 117. Feel you are losing your mind |
| 98. Assault or fighting | 118. Periods when you lack energy |
| | 119. Talking in your sleep |
| ITEMS 99–147: USING THE CHOICES LISTED BELOW, INDICATE TO WHAT EXTENT THE FOLLOWING ITEMS ARE TYPICAL OF YOU. | |
| A. Usually true | 120. Urinated in bed since age 10 |
| B. Frequently true | 121. Felt you were overweight |
| C. Occasionally true | 122. Have diarrhea or constipation when nervous |
| D. Rarely true | 123. Been unconscious |
| E. Never true | 124. Unable to concentrate |
| 99. Awakened easily by noise | 125. Worry or feel nervous around guns |
| 100. Speech problems (stuttering, stammering, etc.) when nervous | 126. Feel distant from others |
| 101. Unable to control your temper | 127. Lack self-confidence |
| 102. Lose your appetite when nervous | 128. Feel unhappy or depressed |
| 103. Headaches | 129. Sleepwalking |

130. Problems finding girls (boys) you would like to date
131. Like to gamble
132. Allergies (hives, rashes, hayfever, asthma, etc.)
133. Amnesia
134. Carelessness
135. Nervous when in crowded places
136. Feel you are shy
137. Avoid competition
138. Confused about your religious beliefs
139. Recurrent or frightening dreams
140. Heartburn, stomach pains, indigestion when nervous
141. Backaches
142. Had convulsions or paralysis
143. Feel nervousness prevents you from performing well
144. Nervous when in closed or tight places
145. Feel lonely
146. Feel blue and moody
147. Lack meaning and purpose in life

ITEMS 148–152: MARK THE ANSWER WHICH CORRESPONDS TO THE STATEMENT IN EACH OF THE FOLLOWING PAIRS THAT BEST APPLIES TO YOU.

148. A. I like to try new and different jobs
B. I like a job I can learn quickly and easily
149. A. I like to work hard at any job I undertake
B. I like a job where sometimes little work is required
150. A. I like to experience novelty and change in my daily life
B. I like to follow a set pattern day after day
151. A. As a rule, discipline makes me discontented
B. I would like to work with a group that is under rather strict discipline
152. A. I find any job tiring after a while
B. I have endurance to resist fatigue and nervous strain
153. A. I like to be a leader on the job
B. I would rather someone else be responsible on the job

APPENDIX C: WORK ATTITUDE FIELD INVENTORY

Responses were coded so that:

- A = 1
- B = 2
- C = 3
- D = 4
- E = 5

MARK:

- (A) If it applies to your job all the time
- (B) If it applies to your job most of the time
- (C) If it sometimes applies to your job
- (D) If it very seldom applies to your job
- (E) If it never applies to your job

1. Challenging
2. Routine
3. Recognized for work well done
4. Unpleasant
5. Interesting
6. Frustrating
7. Simple
8. Tiresome
9. Respected for my work
10. High status
11. Boring
12. Varied
13. Chance to use my abilities
14. Useful to the Air Force
15. Can work at my own speed

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16. Gives me a sense of accomplishment
17. Chance to do work of special interest to me
18. Performance standards too high
19. Work load too heavy
20. Working hours too long
21. Job tasks similar to training
22. Work objectives clear
23. Gives me a sense of pride
24. Opportunity to tell others what to do
25. Possibility of physical harm
26. Chance to help people
27. Periods of little activity
28. Required to do work that bothers your conscience
29. Chance to engage in physical activities
30. Work outdoors

Taking into consideration all the things about your AFSC in the Air Force

31. Are you satisfied with your AFSC?
 - (A) Very Satisfied
 - (B) Moderately satisfied
 - (C) Somewhat satisfied
 - (D) Moderately dissatisfied
 - (E) Very dissatisfied
32. Are you satisfied with the Air Force in general?
 - (A) Very satisfied
 - (B) Moderately satisfied
 - (C) Slightly satisfied
 - (D) Moderately dissatisfied
 - (E) Very dissatisfied

33. Is your assigned career field similar to your preferred career field?
 (A) Yes
 (B) Somewhat
 (C) No
34. Was the information you received about your career field before you entered the Air Force accurate?
 (A) Yes
 (B) Somewhat
 (C) No
35. If you had a chance, would you change to another field?
 (A) Definitely yes
 (B) Possibly yes
 (C) Possibly no
 (D) Definitely no

For items 36–50, use the responses below to indicate HOW OFTEN EACH OF THESE TRAITS APPLIES TO YOUR FELLOW WORKERS.

MARK:

- (A) If it applies to your fellow workers all the time
 (B) If it applies to your fellow workers most of the time
 (C) If it applies to your fellow workers sometimes
 (D) If it very seldom applies to your fellow workers
 (E) If it never applies to your fellow workers
36. Friendly
37. Hard to get to know
38. Uncooperative
39. Intelligent
40. Talk too much
41. Have attitude similar to mine
42. Accept me
43. Bother me while I work

44. Loyal to friends
45. Boring
46. Hostile to other SP's
47. Hostile to other military personnel
48. Hostile to civilians
49. Have become close friends
50. Explain work assignment better than supervisor

For items 51–71, use the responses below to indicate HOW OFTEN EACH OF THESE TRAITS APPLIES TO YOUR WORK SUPERVISOR

MARK:

- (A) If it applies to your supervisor all the time
 (B) If it applies to your supervisor most of the time
 (C) If it applies to your supervisor some of the time
 (D) If it very seldom applies to your supervisor
 (E) If it never applies to your supervisor
51. Listens to my suggestions
52. Praises a job well done
53. Asks my advice
54. Doesn't know his job
55. Thinks of people as machines rather than human beings
56. Will stand up for me
57. Isn't around when needed
58. Lazy
59. Organizes work well
60. Considerate

- 61. Understands me
- 62. Annoying
- 63. Supervises too closely
- 64. Allows a person to think for himself
- 65. Encourages rather than criticizes
- 66. Specifies right and wrong way to do job
- 67. Is supportive rather than hostile
- 68. Hinders rather than helps
- 69. Is flexible rather than rigid
- 70. Patient
- 71. Friendly

For items 72-79, use the responses listed below to describe WORKING IN THE AIR FORCE IN GENERAL, regardless of your job.

MARK:

- (A) If it applies to the Air Force all the time
- (B) If it applies to the Air Force most of the time
- (C) If it applies to the Air Force sometimes
- (D) If it very seldom applies to the Air Force
- (E) If it never applies to the Air Force

- 72. Good opportunity for advancement
- 73. No time for leisure activities
- 74. Unfair promotion policy
- 75. Good fringe benefits
- 76. Working hours too long
- 77. Poor pay
- 78. Job security
- 79. Good working conditions

For items 80-96, use the responses below to describe HOW OFTEN EACH OF THESE CHARACTERISTICS APPLY TO YOUR BASE/WORK FACILITIES.

MARK:

- (A) If it applies to your base/work facilities all the time
- (B) If it applies to your base/work facilities most of the time
- (C) If it applies to your base work facilities sometimes
- (D) If it applies very seldom to your base/work facilities
- (E) If it never applies to your base/work facilities

- 80. Temperature at work area is satisfactory
- 81. Work breaks are not long enough
- 82. Off duty time is sufficient
- 83. Lunch breaks are satisfactory
- 84. Base recreation facilities are not satisfactory
- 85. Not enough time is spent on the more difficult tasks
- 86. Some personnel would perform better on different shifts
- 87. Physical surroundings are pleasant
- 88. Noise control where I work is not satisfactory
- 89. Work space is sufficient
- 90. Housing facilities are sufficient
- 91. Not enough equipment is available
- 92. Not enough manpower is available
- 93. Shelter at my work area from the weather is sufficient
- 94. Weather interferes with my work effectiveness

95. Personnel conveniences in my work area are satisfactory
96. Required to work under extreme (hot or cold) temperatures
97. Which of the following is your duty AFSC?
- (A) 811X0
 - (B) 811X0-A
 - (C) 812X0
 - (D) 812X0-A
 - (E) None of the above

If you answered either 811X0-A. Please answer Questions 98; if you answered either 821X0 or 812X0-A. Please answer Question 99.

FOR 811X0 and 811X0-A ONLY

98. What task occupies most of your duty hours?
- (A) perimeter on boundary defense
 - (B) munition storage area defense
 - (C) aircraft defense
 - (D) ground based missile defense
 - (E) None of the above

FOR 812X0 and 812X0-A ONLY

99. What task occupies most of your duty hours?
- (A) base access control (gate duty)
 - (B) accident investigation
 - (C) criminal investigation
 - (D) work within a detention facility
 - (E) None of the above

END OF SURVEY

APPENDIX D: SECURITY POLICEMAN RATING FORM

To rate a person on items 1 through 9, use the scale key presented below:

- A - Very much above average
- B - Above average
- C - Average
- D - Below average
- E - Very much below average

This scale key was then converted such that the

- A = 1
- B = 2
- C = 3
- D = 4
- E = 5

In rating the person on any item below, select the letter which you feel best describes the person in relation to the others under your supervision. For example, if the person performs his assigned duties better than anyone else under your supervision (Item 7) you would select A. Record your responses by blackening the appropriate space on the attached answer sheet.

1. How well does this person understand your instructions?
2. How well does this person fit into military life?
3. How well does this person get along with others on the job?
4. How well does this person do in on-the-job-training?
5. How well does this person understand the principles of his job?
6. How motivated does this person seem to be to do a good job?
7. How well does this person perform his assigned duties?
8. How emotionally stable does this person seem to be?
9. In general, how does this person compare to others, under your supervision, that are doing the same job?

For item 10, mark **A** if YES, mark **B** if NO.

10. Do you think this person will obtain and/or hold HRP certification?

Item 10 was coded so that A = 1 and B = 2.